



2024 ANNUAL BUDGET

CITY OF
Grand Junction
COLORADO



About Our Cover...

Our focus is squarely on the community we serve. The images on the cover offer a glimpse into the ways City employees engage with, serve, and collaborate with our community members.

Center Photo – City Manager, Greg Caton, is featured chatting with one of our smallest community members during an outreach event in a local park at Halloween. Over his eight-year tenure, Caton has collaborated closely with the City Council, staff, and the community, playing a pivotal role in enhancing the quality of life for Grand Junction residents.

Top Left Photo – Grand Junction Firefighters respond to assist. The Grand Junction Fire Department (GJFD) provides fire, emergency medical services, ambulance transport, and life safety services for the community and beyond. The GJFD also provides technical rescue, wildland fire services, and hazardous material mitigation.

Top Right Photo – Outreach to Spanish language community members at a local ice cream shop highlights one of the City's events designed to encourage engagement in City government.

Bottom Left Photo – Grand Junction Police Officers join the community members for National Night Out in the neighborhoods. The Grand Junction Police Department (GJPD) provides a full range of high-quality policing services including a bomb squad, a K-9 program, school resource officers, and a university-based campus police program. In addition, the GJPD operates the E911 Communication Center for all of Mesa County.

Bottom Right Photo – The City's robust community partnerships are highlighted with an announcement of financial support for the new Community Recreation Center by a local hospital.

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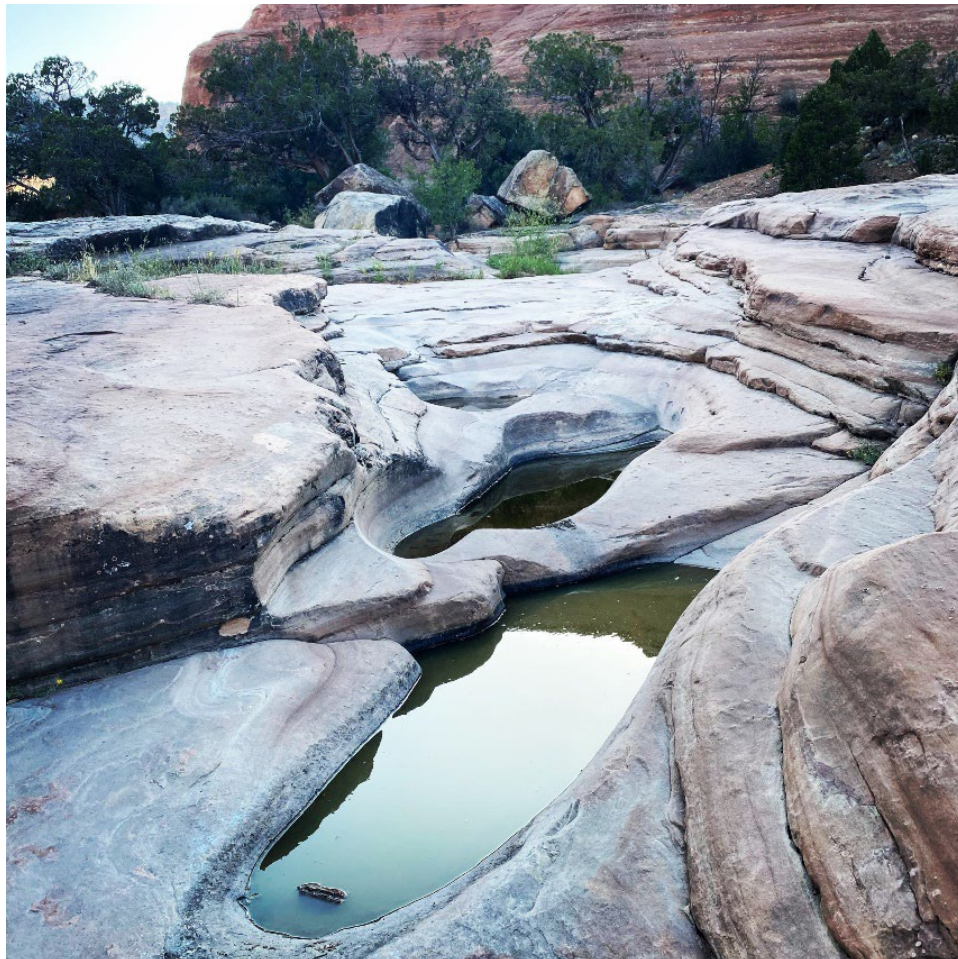
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Colorado National Monument

BUDGET MESSAGE

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

It is my pleasure to present the 2024 Adopted Budget for the City of Grand Junction (the City). 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 2024 Adopted Budget totals \$322.5 million (\$322,532,371), a \$87.4 million, or 37.2% increase from the 2023 Adopted Budget of \$235.1 million. This significant increase is primarily due to the initiation of two legacy projects, including phase 1 of the expansion and improvement to the Persigo Wastewater Treatment Plant and the construction of the new Community Recreation Center. Significant increases include investment in housing and sustainability initiatives, as well as implementation of wage and benefit increases to continue to attract and retain employees. The 2024 Adopted Budget is not only balanced, but the General Fund has a surplus of \$253,816. The projected 2024 ending General Fund balance is \$39.5 million; minimum reserve of \$25.9 million; internal loans of \$1.9 million; remaining amount available \$11.7 million. The budget represents the allocation of resources to achieve the goals identified by the City's Comprehensive Plan and the City Council's strategic outcomes.

The City proudly continues to serve this community within the traditional lines of public safety, engineering, transportation, parks, recreation, community development, and utilities. Beginning in 2022 and now continuing in 2024, the City's service delivery model has been significantly enhanced in the areas of 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 2024.

2024 Adopted Budget & Strategic Plan

The City Council's strategic plan serves as a two-year roadmap for both the City Council and its staff. This plan is crafted by the City Council, drawing inspiration from the long-term vision outlined in the City's Comprehensive Plan. The strategic goals, which encompass elements such as placemaking, fostering a thriving and vibrant community, creating a welcoming and livable environment, ensuring safety and health, and responsible resource stewardship, significantly influence the City's annual budgeting process.

Budget Development Process

The development of the 2024 Adopted Budget is a several-month process that includes all city departments and involves 30-plus employees for a total of over 3,000 hours of staff time.

The process begins when staff evaluates the local economy and current market conditions and trends. This information is used to develop revenue forecast models that aid in the development of the budget. Although City Council and staff receive input from the community year-round, staff also hosts community budget discussions which provide another opportunity for input during the budget development process.

Through the budget process, 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. Three budget workshops are scheduled with City Council and supporting detailed budget documents are provided for each workshop.

The City Council authorizes the annual budget through the appropriation of spending at the fund level. The [Fund Balance Worksheet](#), as part of the supporting documentation, displays the City's total budget, as well as the total appropriation of the budget. The 2024 Adopted Budget of \$322.5 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

Prior to the COVID-19 pandemic, the Grand Junction economy had seen a significant improvement with increased commerce and the continued diversification of industries. Low unemployment (pre-COVID-19), added jobs, and an increasing labor force had infused wages and spending up until March 2020. The City has made considerable progress through public/public and public/private partnerships to make investments in the community that will strengthen the City's regional, State, and national presence and positively impact revenue generation. These efforts positioned the City to withstand the pandemic and economic downturn in 2020. In 2021 and 2022, the City experienced a significant recovery in retail activity as well as strong job and real estate markets. However, the impact of Federal economic policies has resulted in a slowing of the growth in the local economy in 2023, with more modest growth in consumer spending, which is expected to continue into 2024. The City continues to leverage investment in the community for expected population increases, continued residential development, new regional retailers, continued expansion of 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 major sources of revenues for general government operations and general government capital. Most of that revenue is derived from the City's 3.39% sales and use tax. The 3.39% tax rate is comprised of 2% for General Fund operations, .75% for general government capital and economic development investment, .5% restricted to police and fire service expansion, and .14% restricted for the construction, debt service, and operation of the Community Recreation Center which just became effective on July 1, 2023. In 2023, staff budgeted a 3.75% increase in sales tax revenues and are currently meeting those projections. Based on the expected moderate growth in 2024, staff has budgeted a conservative 2% increase in sales tax revenues.

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 a combined 16%. The City expects to receive approximately \$879,000 in 2024 from this tax and it is used to cover a portion of the City's Police and Fire Departments Communication Center costs. The City's share of this tax covers approximately 27% of those costs, whereas all the other entities had all costs covered and additional funds available for other public safety needs.

Lodging tax revenues are the primary revenue source for Visit Grand Junction, which receives 4.25% of the total 6% lodging tax. 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, which allow for better-informed marketing decisions, and a consistent and sustainable science-based approach to destination management overall. This formula has proven successful in driving new tourism revenue to the community and assisting stakeholders with their own ongoing recovery from the pandemic. The economic recovery of Grand Junction's hotels and tourism industry gained considerable momentum in 2021 and 2022 and continues in 2023. Based on a more moderate growth rate in 2024, staff has projected a 4.5% increase in lodging revenues in 2024.

Following the April 2021 vote approving the retail sale of Cannabis in the City of Grand, City Council passed a 6% special sales tax on the retail sale of Cannabis in 2022. Ten businesses have been chosen for licensing and are in various stages of completing that process. Originally it was expected that retail sales would begin this year in 2023, however only a few of the ten businesses have opened a store, so revenue in 2023 is expected to be minimal. In 2024, staff has budgeted a full year of retail activity resulting in total special Cannabis tax revenue including the State share of \$2.5 million. This revenue is restricted to be used for the priorities of the Parks and Recreation Open Space Plan. The City will also receive the regular City sales tax of 3.39% on all retail sales of Cannabis. The 2% portion of the City's sales tax rate on Cannabis sales that will go to the Sales Tax Capital Fund to be used for housing initiatives.

All City 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, as well as legal considerations. Water and Sewer rates are based on rate studies and long-term financial plans. The changes to fees

and charges this year include modest changes (between 2% to 5.5%) to development application fees with some higher percent adjustments to permit fees (i.e., fence, sign, short term rental) to align with comparable rates. Fire Department ambulance service fees will increase 5% with no change in fire prevention fees. Ambulance transport fees are set by Mesa County, as the EMS oversight agency. They are increased base on the Healthcare Consumer Price Index in March of each year and in 2023 that resulted in an 8.34% increase. The same percentage increase is assumed for 2024 budget.

Pursuant to the Ordinance No. 4878 adopted by City Council, each year the Transportation Capacity Fees (TCP) and the Parks, Fire, and Police impact fees will increase based on an inflation factor. Per the Ordinance, the TCP fee inflation is based on the latest 10-year average of the Colorado Department of Transportation Construction Cost Index which is 6.72% to apply for 2024 rates. Also, per the Ordinance, the Parks, Fire, and Police impact fees are based on the most recent Construction Cost Index published by the Engineering News Record which is 7.2% to apply for 2024 rates. In 2024, the TCP fee for a single-family home (1,650 to 2,299 square feet), will increase \$353. For that same size of a single-family home the Parks, Fire, and Police impact fees will increase \$96, \$54, and \$23 respectively in 2024.

Rates and charges in Enterprise Funds will increase as follows. Water rate changes include a decrease of 17% for minimum water use of 2,000 gallons per month or less. Correspondingly, an increase of 8% for water use of 10,000-20,000 gallons as well as bulk water, a 14% increase for use of over 20,000 gallons a month, and 5% for Raw Water to promote water conservation. A 3% increase in connection fee for single-family residential water meters with larger meters increased proportionally by meter size. A rate increase of 5.5% for Ridges Irrigation which applies to all users including residential, commercial, and the Redlands Mesa Golf Course. Permit fees for the gray water control program remain unchanged and range from \$50 for single-family outdoor irrigation uses to \$400 for non-single-family, indoor toilet/urinal flushing, and outdoor irrigation uses. As identified by the recently completed rate study, sewer and industrial pretreatment rates will be increased by 6%, with no change in the plant investment fee for a single-family home in 2024.

In 2022 the City brought the recycling operation in-house and continues to make improvement and enhancement of these services. The first phase of a new curbside and yard waste program began in 2023 and will be expanded to additional areas in 2024. City-wide expansion is planned to be complete in 2025. This program emphasizes rates that incentivize recycling. Monthly rates for a 96-gallon trash container will increase to \$28, a 64-gallon container will increase to \$17.50 and a 48-gallon container will increase to \$12.50. For those customers not eligible, a 64-gallon trash container will increase to \$15.25 per month and a 96-gallon container will increase to \$22.75 per month. These price increases will help cover the rising costs of collection and landfill fees.

Golf course rates will increase to effectively manage rising operational costs while simultaneously remaining competitive within the local and regional golfing market. The City's parking system is comprised of 2 and 4-hour meters (short term), and 10-hour meters (long term) as well as monthly on street parking and garage permits. The design of the parking system in coordination with compliance efforts is intended to provide affordable, convenient, and available parking for visitors and employees of downtown. Rates for meters will increase to \$1.00 per hour for short term meters and \$0.50 per hour for long term meters. The permits will also increase to \$30 for uncovered parking and \$75 for covered parking. To improve compliance with parking restrictions, parking fines will increase to \$25 for an expired meter and illegal parking, and to \$150 for handicap parking violation.

Budget Themes

Throughout the development of the 2024 Adopted Budget, departments discuss their plans and project priorities throughout the upcoming year in alignment with City Council's strategic outcomes. During this process, key themes emerge which help to contextualize budget priorities. In 2024, four themes emerged that encapsulate major spending priorities. These themes demonstrate the City's commitment to continuing to build on successes in previous years and lay the groundwork for addressing the community's highest priorities into the future.

Balancing Resources and Capacity

Operations across the City have experienced cost increases as a result of persistent inflation on materials and services as well as delays in purchases of required equipment and vehicles. The City is projecting a slowdown in the broader economy which will result in conservatively projected revenues based on monitoring of local state and national trends. Interest rates have jumped significantly over the past 18 months as a result of the US Federal Reserve's actions to cool inflation which has increased borrowing costs for consumers and businesses. Locally, construction is expected to continue slowing with construction loans to builders reaching close to 10 percent, and, on the consumer side, home sales are trending slower than previous years. Despite some indication the labor market is beginning to cool, conditions remain tight as industries, including the City, continue to compete for talented workers.

In addition to the challenges posed by these broader economic trends, there has been a significant surge in demand for services. In recent years, the City has responded by introducing new programs and services to address economic development, housing, houselessness, sustainability, and mobility. The City has also undertaken ambitious capital initiatives aimed at expanding and enhancing the transportation network, improving parks, and introducing substantial recreational amenities.

It is imperative that the City assess the capabilities of staff and the availability of resources to ensure that the City can effectively and realistically meet these ongoing demands. The 2024 budget underscores the commitment to prioritize capital projects that have been identified as essential community needs, while carefully considering the capacity of staff and the availability of resources to execute them. These high-priority projects will primarily focus on transportation maintenance and capacity, mobility enhancements, improvements to the parks and recreation system, public safety, and the implementation of a new financial and human resources management system (ERP/HRM). Transportation maintenance and capacity projects are planned to ensure the transportation system continues to promote and expand efficient movement and mobility options throughout the community. Additionally, the community has identified enhanced mobility as a significant priority. The recently adopted Pedestrian and Bicycle Plan outlines the community's vision for the future of the pedestrian and bicycle network to ensure safe access for all mobility types. In 2024 the City is continuing mobility investments including evaluating multi-modal opportunities, bike lane improvements and sidewalk enhancements.

The City will be investing in key parks and recreation projects in 2024 to enhance overall quality of life and build amenities currently missing in the community. The City will be finalizing design and begin construction of the Community Recreation Center (CRC) next year which will include a host of amenities currently underserved in the community including additional swim lanes. The City is also strategically investing in other parts of the parks and recreation system to reimagine and increase access to downtown parks.

Public Safety remains a key priority throughout the community, ensuring a safe and healthy environment for all residents. The City plans to continue key investments funded by the First Responder Tax including groundbreaking of Fire Station 7, the third of three fire stations built with these funds. This will improve response times and overall service to the northwest area of the City.

Staff is also evaluating ways to maximize efficiencies in future years within the organization which includes investment in a new ERP/HRM system to manage the vast majority of the City's software needs, reduce duplication and costs associated with multiple software solutions, modernize and automate manual systems, improve business processes, and enhance financial transparency.

Investing in Sustainability

The City recognizes the growing community desire and need for investments that reduce long-term costs and carbon emissions while enhancing sustainable services the community expects. The 2024 budget includes the development and implementation of long-term plans to chart a clear path toward a more sustainable community. Guiding sustainability efforts in 2024 are community-informed, data-driven plans. In 2024 staff will complete work on a community-wide Resiliency and Sustainability Plan and begin implementing key priorities outlined in recently adopted Electric Vehicle Readiness plan. In coordination with these documents, the City is also pursuing the prestigious

Leadership in Energy and Environmental Design (LEED) certification to effectively measure and document current sustainability initiatives. This planning will help the City leverage funding available at the federal and state level to support the acquisition of alternative fleet vehicles, solar and geothermal energy production, recycling, composting and electric vehicle charging infrastructure.

Investments planned in 2024 include operational improvements such as strategic adoption of alternative fleet vehicle options, evaluation of solar options in certain facilities and water reduction strategies such as reliant turf replacement and native planting and weed maintenance. The City is also evaluating opportunities to build sustainability throughout the community. This includes sustainable landfill diversion through enhanced recycling efforts, composting expansion, and continued investment in electric vehicle charging infrastructure, which will help meet the growing market of recyclable materials in the state and consumer trends toward electric vehicle purchases.

These investments underscore the commitment to sustainability, innovation, and responsible waste management. Strategically allocating resources will not only maximize cost-efficiencies, community resiliency, and quality of life in the short-term, but prepare the City for emerging markets that will support future economic growth.

Allocating Resources to Housing

Low availability of affordable and attainable housing and a growing unhoused population continue to be significant community challenges. Solving these issues requires not just substantial investment but continued collaboration with community partners. In 2024, the City is investing heavily in programs and projects to encourage a greater variety of housing options and reduce the number of unhoused through a multi-pronged approach.

The City will be focused on identifying all available avenues for increasing affordable housing stock in 2024 with the dedicated resources. This includes evaluating opportunities for land and building acquisition, program development, hotel acquisition/conversion and matching and securing grants. The City is also strengthening efforts to incentivize private development of affordable housing. This will include plans to leverage state Private Activity Bond allocations and funding through other state sources such as Prop 123. In 2023 the City committed to the State's Prop 123 requirements which will open newly dedicated state funding toward housing and houselessness throughout the state. This includes a commitment by the City to add an additional 3% of affordable housing units per year over the next three years. Staff will aggressively pursue funding opportunities through these programs as they become available. Other programs in the city include continuing the ADU incentive program, and landlord incentive program each designed to improve affordable and attainable housing stock in the community.

The City will also continue supporting strategies that reduce houselessness in the community which will draw on recommendations from the Unhoused Needs Assessment and continued direct collaboration with community nonprofit organizations. The City will continue its Neighbor to Neighbor Referral program which includes City housing staff, Community Resource Officers, mental/behavioral health professionals and staff from local nonprofits to directly engage with people experiencing houselessness (PEH) and connect them with information and service providers. Staff will also continue working with the municipal court to provide housing referrals and resources in lieu of fees associated with tickets for trespassing. Late in 2023, the City funded the construction and operation of a temporary resource center to serve persons experiencing houselessness and other vulnerabilities by providing a central location to access community wide services as well as basic needs such as food and bathroom facilities. Other strategies include enhancing community collaboration and community education including working with Mesa County, state agencies dedicated to mitigating houselessness and providing information sessions to community members on this issue.

Investing in Employee Retention and Attraction

The City of Grand Junction employees are essential to the delivery of high-quality service within the community. In order to ensure service delivery, the City is dedicated to cultivating a talented workforce to meet community expectations. Key strategies outlined in the 2024 budget include strategic approaches to employee engagement, talent attraction, learning and growth opportunities, enhanced total compensation benefits, and strategic workforce expansion.

To support existing and enhanced operations there are a total of 20 new positions in the 2024 budget which will provide strategic support to several departments to improve overall service capacity and organizational expansion. The City started the year with 824 authorized positions, and in order to meet changing demands in external and internal service delivery, current labor resources were reallocated to fund an additional 16 full time positions in 2023. For example, part time positions at the Early Learning Center were converted to 5 full time positions because it was determined that staffing model better serves the operation. With the new positions, the total count is 860 in 2024.

Healthcare rates continue to rise at high levels across the nation and the City continues to respond to contain these costs while ensuring employee access to high quality care. In response the organization is proposing to move to a self-funded health insurance model in 2024. With this transition, the City will be able to tailor benefits to best meet the needs of employees while still partnering with Cigna and offering the same care network. For the last several years staff has worked with 3rd party experts in the insurance broker industry to prepare for a self-insurance model which is a best practice for organizations of this size. Several large employers in the Grand Junction area have implemented this model including St Mary's, Community Hospital, Hilltop, School District 51, and Mesa County. In addition to healthcare changes, other benefit enhancements include a restructuring of dental and vision benefits to reduce employee costs, introduction of a 457-match program to support employees investing in their financial future, expansion of the employee Health and Wellness Center, and continuation of EAP services and financial health programs.

The City's comprehensive approach to recruitment in 2024 reflects the commitment to attracting top talent. Part-time/Seasonal Employees are a foundational component of the workforce and provide a successful training ground for future full-time staff. The City will continue the innovative "on-the-spot" hiring events, providing a streamlined process for seasonal staff recruitment. Additionally, the City is committed to actively participating in job fairs organized by community partners, including CMU, the Mesa County Workforce Center, and School District 51. Public safety positions also continue to be a high priority and the 2024 budget includes funds to streamline hiring process, offer flexibility to applications through added testing weeks and virtual options, and more efficient pre-employment suitability screening.

As the City expands, it embraces a continuous learning and growth philosophy for employee development, which extends beyond formal training to include ongoing learning, skill enhancement, and career progression within the organization. The City is also prioritizing quarterly supervisory training to ensure that supervisors are continually honing their leadership skills. The City also provides training and certification opportunities including certification for CDL drivers and instructors, paramedic certifications, and EMT certifications. This allows the City to hire passionate and diverse staff that align with City expectations for service delivery and are willing to learn on the job.

Beyond providing avenues for certifications and growth, the City continues its partnership with Colorado Mesa University and will offer 19 internship positions in 2024. The City is also continuing partnerships with AmeriCorps and the Best and Brightest Fellowship programs to provide relevant experience, training, and opportunities to interns and graduate students throughout all City departments. Additionally, the City's Tuition Reimbursement Program incentivizes continual growth, learning, and promotional opportunities. The 2024 budget allocates \$125,000 to support up to 25 employees at \$5,000 each to pursue higher education.

Growth & Demographics

The Colorado State Demography Office estimates the City of Grand Junction population at 67,601 (2022). The City of Grand Junction's current growth rate of approximately 1.2% 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 74,000 people by 2030. The City's population has more than tripled since 1970 and at the projected rate of growth, the City will reach a population of 92,000 in the next 30 years (2050). The 2022 Census counted 158,234 persons living in Mesa County, a 7.7% increase from the 2010 US Census, and is projected to increase to a population of 214,202 by 2050. 72% of the growth in Mesa County between 2010 and 2022 occurred in the City of Grand Junction. Demographic trends include:

- Home prices will likely continue to rise in 2024, although much less steeply than any previous year in the past decade.
- Population growth is seeing a slowing in births and an increase in deaths, and currently has more deaths than births in Mesa County.
- Mesa County's population is young, but aging; aging impacts people's buying preferences and housing preferences and increases service demands.
- Mesa County has experienced net total net migration (new residents who moved in minus those who moved out) of 8,917 between 2018 to 2022.
- Colorado as a state is not as competitive for jobs, however. Jobs are continuing to grow but much more slowly.
- 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.

2024 Budget by Strategic Outcome

Strategic Outcome – Placemaking

Grand Junction catalyzes projects and investments that emphasize people-centric spaces with inclusive infrastructure that promotes vibrant, multi-use environments to ensure people can comfortably live, recreate, and move throughout the community. To accomplish this, the City is funding transportation projects that maintain street infrastructure, increase the transportation network's capacity, while also adding multi-modal travel options throughout the city. Beyond transportation, the City is committed to adding recreational opportunities and improvements to improve the quality of life for community members. Additionally, the organization has made an operational change in the Transportation and Engineering department, formerly known as Public Works, to bring streets, weeds and stormwater divisions under the General Services department. This change will help the City realize additional operational and cost efficiencies while maintaining excellent service provision.

The City of Grand Junction ensures that existing infrastructure is adequately maintained, and that the construction of future infrastructure is completed with fiscal responsibility. Maintenance of the City's transportation network will remain a priority in 2024 with a focus on maintaining the new pavement condition index (PCI) of 73 achieved over the last seven years. This work will be supported by seven additional seasonal positions.

With the passage of the ballot initiative in the fall of 2019, the City has authorization to increase transportation capacity with the investment of \$70 million in several locations across the City. In 2023, the widening of 24 Road and G Roads will be completed following the completion of the bridge replacement over North Leach Creek. F ½ Parkway will start construction in early 2024 with completion anticipated in spring 2025. The 2024 Adopted Budget includes \$17.4 million for improvements that will add capacity to the street network thereby minimizing motorist delays.

The City of Grand Junction is committed to providing a robust transportation network that incorporates multi-modal transportation. In 2023, the City adopted its first pedestrian and bicycle plan. This plan will help guide and prioritize improvements to the transportation network. Public input for the plan shared a strong community desire for the City to continue to focus on improving bicycling and walking infrastructure such as the recent striping of buffered bike lanes on 1st Street, Main Street and construction of bike lanes along Redlands Parkway. Additional emphasis is will continue in 2024 on green paint and thermoplastic on bike lanes to help draw more attention to the bicyclists and increase safety. The budget also includes an investment in a planning study to investigate development of a multi-modal path along 7th Street.

In 2024, the City will construct a new curb, gutter and sidewalk along the east side of Palmer on Orchard Mesa between Unawep and Hwy 50 where there are currently no pedestrian facilities. The City will continue its emphasis on curb, gutter, and sidewalk replacements throughout the community.

Work will also continue to enhance mobility options within the city. The e-scooter pilot will continue through much of 2024 and be evaluated for its appropriateness and success within the community. In addition, the City will explore

a car-share program, dependent upon successfully leveraging state grant dollars for a small pilot. The City will develop a campaign intended to assist in education and outreach for the purposes of building a safer and more welcoming walking and biking community.

Placemaking also incorporates community improvements beyond transportation and mobility and integrates recreational opportunities throughout the city. Driven by robust public engagement, the 2021 Parks, Recreation and Open Space (PROS) Master Plan is a blueprint for the future of the parks, recreation and open spaces to meet the needs of a growing community. The plan identifies, among other things, the level of service across the parks and recreation system, identifies gaps and opportunities that support the progression of the system to build community and quality of life in the City. In 2024, the City will continue to implement the PROS Master Plan with projects such as the plan's highest priority, the Community Recreation Center (CRC), and other high priority projects such as the Emerson Skate Park construction and the Whitman Park concept design.

2024 will see the beginning of construction for the Community Recreation Center (CRC). This will be placemaking on a grand scale, continuing the vision of the city's four regional parks including Matchett residing on the east, Canyon View on the west, Lincoln in the center, and Las Colonias in the south. Like the three other existing parks, Matchett will become a communal place for residents and visitors alike to improve their quality of life.

The (PROS) Master Plan provides for many projects to achieve placemaking. This includes ensuring a broad diversity of recreational assets that complement one another and avoid duplication. Some older park facilities have a similar cookie cutter feel, which hurts utilization as facilities compete with one another. The Placemaking strategic objective is helping the system evolve to ensure long term relevancy of park facilities that offer complementary and not redundant opportunities.

Through these projects the City will continue to develop people-centric spaces that serve the many needs of the community while creating safe transportation and recreational opportunities to improve the quality of life in the City.

Strategic Outcome – Thriving and Vibrant

Grand Junction is recognized for its economic vitality, innovative and visionary policies, intentional growth, talented workforce, and for fostering a thriving environment for all. The City seeks to encourage thriving economic activity across industries. Promoting a thriving economic environment requires collaborative partnerships with local and regional partners. In 2024, The City plans to continue supporting these partners including GJEP, the Chamber of Commerce, the Western Colorado Latino Chamber of Commerce and the Business Incubator who directly engage in business retention, expansion, and entrepreneurship.

The City recognizes economic activity benefits from access to high quality internet. The City Information Technology team continues to advance it's Carrier Neutral Location (CNL) middle mile broadband project leveraging grant money with the goal of bringing abundant, high-quality, resilient, and cost-effective broadband to City residents, businesses, and government entities. The City team is targeting initial broadband service delivery in 2024 contingent on availability of fiber construction crews, components, and fiber optic network equipment. Notable new projects in the Information Technology department includes cybersecurity enhancements, scheduled switching infrastructure replacements, and fiber optic network infrastructure implementations.

The hospitality industry has proven a valuable economic driver for the City. Visit Grand Junction (Visit GJ) continues to maximize consumer's high intent to travel by optimizing data-driven marketing strategies, which allow for better-informed advertising decisions, and a consistent and sustainable science-based approach to destination management overall. This innovative formula has proven successful in driving new tourism revenue to the community and assisting stakeholders with their own ongoing strategies and business profits. Visitor spending accounts for approximately 30 percent of the City's total sales tax revenue as confirmed by three separate economic impact studies. Sales tax generated from the tourism industry provides funding for public safety, infrastructure, and other city services, while lowering the tax burden for residents and local businesses.

Through facilitating licensing, incentivizing internet connectivity, and destination marketing, the City strives to create a thriving environment for local ingenuity and economic activity to flourish across industries.

Strategic Outcome – Welcoming, Livable, and Engaging

Grand Junction fosters a sense of belonging, where people are accepted as themselves and have access to the amenities and services they need to thrive, and actively seeks participation from the community.

Access to affordable housing is essential to creating a livable community. In the 2024 Adopted Budget, the Community Development Department is staffed with three full time staff that will continue to work on housing and unhoused issues. The 2024 budget includes \$6.5 million in funding for continued investments into housing including potential land acquisition through the adopted Land and Building Acquisition Program, potential hotel acquisition and conversion, vertical housing development, and continuation of the ADU production program. The City will also work to leverage these dollars with federal, state, and private grants to create viable projects.

Further implementation work will continue in nearly all of the near and mid-term Council Housing Strategies. The implementation of an effective rental registry program and landlord and tenant certification program will begin in 2024. Consistent with an adopted strategy, the City has budgeted for the completion of a Linkage Fee study.

Beyond housing and unhoused initiatives, accessible engagement with the City continues to be a priority. The City Communications and Engagement Department will complete the development of the Communications Plan and begin its implementation. The Communications Plan implementation will focus on three primary objectives. The first objective is the department will create specific communications, outreach and promotion strategies for City initiatives. These include the Community Recreation Center plans, implementation of the Pedestrian and Bicycle Plan, the Sustainability and Resilience Plan, outreach concerning transportation expansion and infrastructure, as well as Parks and Recreation improvements. The second objective is to leverage business and community organizations as City ambassadors. The final objective is creating a culture of inclusion and accessibility to include achieving 90 percent compliance with Web Content Accessibility Guidelines (WCAG 2.1 AA) standards as outlined for the state of Colorado beginning on July 1, 2024. The City Clerk's Office will be supporting accessibility efforts to continue to facilitate online access to City records, public notices, and public meetings.

As detailed in the plan, the department will continue to support the creation of translated materials as well as the availability of interpretation for outreach to the Spanish-speaking community members and those needing American Sign Language (ASL) assistance. The City will host a series of focus groups to continue to refine services and engagement activities while developing a pool of local interpreters. Components of the plan include Community Engagement and Crisis Communications. The Crisis Communications Plan will also be completed with preapproved messaging by disaster type. Additionally, Communications and Engagement will focus on expanding the use of the EngageGJ.org platform for gathering community input. The department will also continue the use of GJSpeaks.org for official public comment related to City Council agenda items.

The City is prioritizing robust engagement practices and access to affordable housing create welcoming spaces for community members to feel a sense of belonging in the City.

Strategic Outcome – Safe and Healthy

Grand Junction public safety departments are exemplary providers of police, fire and emergency medical services and work in close collaboration with community partners to ensure a safe and healthy community. In order to accomplish this, investment in safety personnel and resources for Fire, Police, and Parks and Recreation is essential to delivering safety and service.

As the community continues to grow, the Fire Department has experienced an average of five percent increase in calls for service over the last five years and estimates that this increase will continue in 2024. Medical services represent the highest level of service demand, and the department is continuing with the next phase of the multi-year Emergency Medical Services Plan by adding the third "Impact Ambulance" in 2024. The impact ambulance is a 12-hour unit that

is in service during the highest call demand times. Specifically, this unit will be staffed to handle inter-facility transports and add an additional unit to the system. The EMS plan also emphasizes our commitment to paramedic level service on all apparatus through either recruitment or training. In 2024, the department will support six additional employees attending paramedic training. These additions will bring the paramedic staffing significantly closer to department goals, an accomplishment given the nationwide paramedic shortage.

The department will continue to support the training of new recruits by holding a spring academy in 2024. This academy is planned to fill current and future attrition vacancies for up to 15 personnel to maintain staffing levels. Both EMT and non-EMT certified candidates are going through the department's recruitment process. Non-EMT certified recruits will attend a department sponsored EMT training program prior to the start of the academy. This class sponsorship provides the opportunity for people to become firefighters without having EMT certification and diversifies the candidate pool to assist in filling the academy with qualified personnel.

Personnel health and safety is critical to delivering fire and emergency medical services and additional enhancements will be made in these areas in 2024. This includes increased funding for behavioral health training and professional counseling sessions for personnel. Safety enhancements include replacement of firefighter personal protective equipment (PPE) that is reaching the recommended replacement date. In addition, the department continues to purchase additional PPE so that every member of the department has two sets of in-date PPE. Safety equipment and PPE enhancements are planned for all fire investigators to include respirator assemblies, multi-gas monitoring, SCBA masks, Tyvek suits and other needed materials. These additions will assist the department in meeting recommended best practices.

The City will continue to meet the goals of the First Responder Tax initiative by beginning construction on Fire Station 7. Groundbreaking is planned for later in 2024 with completion in 2025. This fire station will provide quicker response times and a higher level of service to the northwest area of the City. Apparatus and equipment for this station will arrive in 2024 and be ready for service when the station opens. A new river rescue boat will be delivered to replace an outdated unit to provide quicker response and safety for river rescues.

As an accredited fire department, the department will emphasize the continuous improvement model through the annual reporting requirements established by the Commission on Fire Accreditation International. This process ensures that the department is continuing to evaluate existing and new benchmarks for future service delivery. The department has completed most of the goals and objectives established in the 2020-2024 department strategic plan. In 2024, the department will begin the process of creating a new strategic plan to meet current and future service demands and provide direction to meet these needs over the next five years.

Similar to the Fire Department, recruitment and retention continues to be one of the highest priorities for the Grand Junction Police Department. Through 2024 the department will continue to hone and streamline the recruitment process. This process began in 2023 with the addition of Interview Now, a software that allows staff to connect more directly with potential recruits. Additionally, the department is utilizing a new vendor for the suitability and psychological testing for applicants, which has cut turnaround time for results in half. With the bold goal of sending between 16-20 exceptional applicants through the department's local POST Academy, a streamlined process is essential. During 2023, the addition of two non-sworn civilian investigators, have further supported ongoing efforts to add efficiencies in this critical area. These positions were filled by two retired officers who have extensive experience conducting background investigations and pre-employment Computer Voice Stress Analysis (CVSA) examinations. With an increase in the number of people visiting the downtown business and municipal parks it is important to maintain a visible presence in both of those areas. In the 2024 budget there is the addition of four non-sworn and one sworn position to parks and parking enforcement staff. This will result in a total of eight parking/parks officers including one lead parking officer, one lead parks officer, and one sworn sergeant to supervise the unit. From a customer service standpoint these valuable employees act as city ambassadors to community members, visitors, and business owners alike.

Hiring for the Grand Junction Regional Communication Center is challenging and over the past several years, the department has struggled to maintain full staffing. To better understand the reasons for the staffing challenges and some of the losses through attrition, the department hired an outside consultant to help with a cultural audit. Based

on feedback from the audit, the communications center has implemented several strategies to focus on recruiting and retention efforts. This includes streamlining the hiring process to reduce the length of time between application and onboarding and efforts to work with Colorado Mesa University students and others interested in part time positions. Work is also underway to re-tool the training program to make it more employee centric.

The organization has made significant strides over the course of the last 12 months in the retention of staff with an increase in satisfaction. A competitive pay plan that recognizes longevity and technical expertise has been implemented, and the department will continue to utilize the robust training budget in 2024 to invest in the leadership team, increase engagement, consistency, and support for line staff. Providing ongoing training and replacing critical equipment for line staff is imperative and in 2024, the 13-year-old SWAT issued gas masks will be replaced with improved FM53 tactical respirator mask kits to include voice boxes and microphone assembly.

Ongoing support for the physical and the mental wellbeing of staff will be one of the hallmarks of the 2024 initiatives. In 2024 in partnership with CIRSA and Sigma Tactical, the department will implement a cardiac screening program for officers. The number one killer of active and retired law enforcement officers is heart disease. Data shows that the life expectancy for law enforcement officers is 20 years less than civilian counterparts. Sigma Tactical has pioneered a system of cardiometabolic screening along with individualized nutritional and exercise recommendations exclusively designed for public safety to help with early detection and to reduce the risk of coronary disease and heart attacks.

The goal of the Advanced Real Time Information Center (ARTIC) in 2024 will be to ensure a safe and healthy community through intelligence led policing, advanced technology, cooperation with City departments and partnerships with community organizations and local businesses. With the addition of one Intelligence Analyst, the number of hours ARTIC can be expanded and manned throughout the week. This will expedite requests from officers, detectives, other City departments, and other law enforcement agencies, resulting in informed decision making, increased efficiency, and improved response to criminal events. ARTIC will continue to build on the current camera network by completing planned camera placement on City infrastructure and installing an additional fifty cameras in strategic locations throughout the city. Some of these cameras will include the License Plate Reading functionality (LPR) which will allow for the identification of vehicles involved in criminal activity and the movement of these vehicles throughout the community. In addition, the 2024 budget includes an additional self-sustained camera trailer. These trailers are solar powered and able to transmit data from three cameras, mounted on an extendable mast, over a cellular card, allowing them to be deployed swiftly to any location, to include high crime areas, crime series, community events, civil disorder, proactive operations and community safety concerns.

Enhancing the drone program connectivity to ARTIC will provide many of the same benefits provided by the camera trailers. In 2024, ARTIC will place more emphasis on growing the Community Watch Program through partnerships with community organizations and local businesses. The Community Watch Program includes the purchase of additional cameras by these partners which they can continue to access but are managed by ARTIC. In addition, the purchasing partner will receive Community Watch Program signs to be posted in strategic locations, making it known the area is under surveillance. The department will work with School District 51 to install cameras, purchased by the school district, on school buildings located in the City. The Community Watch Program is ARTIC working in cooperation with City Departments to build partnerships with community organizations, local businesses, and area law enforcement in order to reduce crime, enhance the ability to efficiently solve crimes, and improve the City's response to safety-related incidents.

The Parks and Recreation Department partners with both the Police and Fire Departments at its facilities and for its programs to provide services to those experiencing homelessness. Police contacts with the homeless population has increased at several park locations. In response, Parks and Recreation plans to continue increasing communication with the Police Department into 2024 and continue working with Citadel Security which handles lock ups at night and overnight patrols.

Activation of parks and the increase of improved amenities also improves the comfort of users of the park. The Parks and Recreation Department is taking major steps to reinvent park facilities that struggle with ensuring real and perceived safety. Parks that have historically provided minimal public recreation benefit are poised for reinvention.

The 2024 Adopted Budget includes construction funding for the renovation of Emerson Park and installation of a high-quality, destination skate park. The budget includes design for a reimagining of Whitman Park, similar to the concept design completed for Emerson in 2023. Additionally, Hawthorne Park is another older park facility in need of renovation to facilitate activity in this relatively small space close to downtown. Funds in 2024 are planned to bring in modern amenities to Hawthorne Park. In addition to these capital projects, preventing trespassing in the parks after hours is another way to ensure parks are safe and comfortable. Enhanced security will continue in 2024.

The community continues to see sizeable increases in instances of vandalism, especially at the public brick-and-mortar restroom facilities. As a result, some restrooms have been converted to event only openings, with this trend continuing into 2024. To meet public bathroom needs, staff are installing metal restroom enclosures that conceal portable toilets. These are designed using Crime Prevention through Environmental Design (CPTED) principles.

Creating a safe and healthy community demands an inter-departmental effort and will remain a lasting priority as the City continues to serve the public.

Strategic Outcome – Resource Stewardship

Grand Junction is committed to balancing fiscal responsibility and environmental health and fosters a unique blend of natural beauty and urban innovation by maintaining an accessible well-kept environment, enhancing an outdoor lifestyle, and preserving community character. Resource stewardship encompasses City practices across departments and is highlighted by City-wide planning efforts. Additionally, strategies to maintain and manage the water and sewer needs of the community, the continued health of the tree canopy and City parks, waste and recycling operations, and operational changes result in strategic management of fiscal and environmental resources.

Resource stewardship begins with improving internal practices to maximize operations in the most efficient manner. A significant 2024 initiative is the implementation of a new integrated Enterprise Resource Planning (ERP) and Human Capital Management (HCM) software system. This software system will meet approximately 90 percent of the City's software needs while consolidating many current separate systems. Beyond consolidation, implementing updated software will modernize and automate manual systems, provide significant efficiency, improve business processes, and empower employees with tools they need to become more effective. In addition to internal improvements, this software will also help staff provide financial transparency, and ultimately enhance all the operations of the entire organization and service to the community. City sustainability staff work across departments and with support of other staff with specialties related to sustainability. The City has worked to ground sustainability efforts in data and completed a Greenhouse Gas Inventory for years 2018 and 2021 and is currently working on collecting data as a part of the Leadership in Environmental Design (LEED) for Cities certification program. With the adoption of the City's Electronic Vehicle (EV) Readiness Plan, staff will begin to implement the strategies in the adopted plan with the on-going 18-months of cost-free support offered by Xcel Energy. The 2024 budget includes significant dollars to leverage anticipated state and federal grants to expand the public fee-based EV charging infrastructure.

In addition to EV planning, the City began the development of a resiliency and sustainability plan in mid-2023 and will be continued into mid-2024. 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 aimed at advancing a culture of sustainability to ensure that the City remains a healthy and vibrant place for generations to come.

Implementing holistic approaches to sustainability and resiliency require resource efficient practices throughout City departments. The City Utilities Department supports conservation efforts in water and wastewater services that affect the entire community. Water Services connects with community organizations focused on water conservation, water quality protection and drought response 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, Grand Valley Water Quality Program, and the Children's Water Festival as well as develop customer graywater and turf rebate programs. The 2024 Adopted Budget includes funding towards the City's partnership with the U.S. Forest Services for the fuels reduction program to protect the City's watershed from the threat of forest

fires. The adopted budget also includes funds to conduct a recycle water study to evaluate options for reusing treated water from the plant as well.

Maintenance of the City's water infrastructure assets is critical to delivering high quality, reliable drinking water to service a resilient community. 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 such as waterline breaks that cause service interruptions. Ongoing repair and maintenance of the City's distribution system and water treatment plant equipment is critical to delivery of reliable drinking water.

Key investments in the City's wastewater infrastructure will ensure delivery of high quality, reliable wastewater treatment and return of clean water to the Colorado River. 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 such as sewer backups. The 2024 Adopted Budget includes funding for disposal of biosolids and screenings which reflects a 5% increase in tipping fees at the Mesa County Landfill. In Fall 2022, the Colorado Department of Health and Environment (CDPHE) implemented water quality standards for the Grand Valley. The Total Maximum Daily Loads (TMDL) establishes the maximum number of pollutants that can enter a water body on a particular day and still meet water quality standards. The regulations will be applied across every drainage on the north side of the river and the City will continue to work with community partners and CDPHE on attaining water quality for the various washes and irrigation return flows.

In addition to Utilities Department work, the City strives to maintain a resilient municipal tree canopy while delivering sustainable recreational opportunities. The Parks and Recreation Department continues to expand its battle against pests that threaten the health of green infrastructure. The adopted budget includes the continuation of the popular City's Root for our Trees program as well as the continued partnerships with private property owners to provide trunk injection to ash trees. Trunk injections provide maintenance and, in some cases, improvement, of tree health. This action treats for the Ash Bark beetle, the Lilac Ash Borer, and also prepares for the possible arrival of the Emerald Ash Borer, which migrated as far as Carbondale in 2023.

The 2024 Adopted budget applies these same pest control strategies to a new threat, the Japanese Beetle. Significant funding is included in the budget for the treatment of all City properties including the golf courses, this coordinates with funding the Communications and Engagement department to educate the public regarding the threat the pest poses to green infrastructure including the fruit and wine industry.

2023 saw expansion of the program that provides sustainable resource management and weed mitigation through grazing goats. This reduces weeds in the riverfront area in an environmentally friendly way. When high water arrived, the goats migrated to Horizon Park and are planned to return to Dos Rios this fall. For 2024, the program will be expanded in frequency and acreage, especially along the riverfront trail.

The Horticulture, Turf, and Irrigation work group plans to expand waterwise landscapes and to implement more replacement of unused turf. Through a doubling of the waterwise/turf-to-native budget, staff will continue improving water management for potable irrigation systems, to renovate current landscapes with water loving plants to regionally appropriate plant material, and to provide more regionally appropriate hardscapes like boulders, rock and mulch. Budgeting for training ensures that the department's irrigation techs are equipped to effectively audit systems to be more water-wise. Furthermore, this expanded budget would enable the completion of design for large turf to native conversions. West Lake Park will undergo a redesign with more tolerant turf choices and will become more water-wise by effectively using potable and non-potable water sources.

Further expansion of sustainability practices supported by the 2024 Adopted Budget includes repurposing woodchips generated by tree removal to landscaping materials and purchasing a shaker screen which allows the reuse of landscape rock and sand in City parks. This prevents the City from putting older materials in the landfill and having to purchase new materials. Money is also budgeted to continue the conversion of fountains on Main Street and at City Hall into flower gardens. In order to provide a sustainable recreation activity, the City is implementing grant funded e-tricycles for use on the trail system and at Canyon View and Lincoln Park. City staff will also propagate native trees for revegetation efforts along the river and create propagation gardens for horticulturalists to harvest plant material in the greenhouse.

Resource stewardship extends to the City's managing of solid waste and recycling. The Solid Waste and Recycling division is dedicated to managing waste responsibly, minimizing environmental impact, and promoting recycling efforts within the community. Through efficient waste collection and recycling programs, the City strives to keep the City clean and sustainable.

Along with an increase in revenue, attributed to the successful gaining of market share in waste collection and recycling services, modest rate increases have been budgeted in 2024 to maintain the City's commitment to high-quality services while offsetting rising landfill costs and ensuring financial sustainability.

Funding for the design and initiation of the construction process for a state-of-the-art Materials Recovery Facility (MRF) is included in the 2024 budget. The MRF will enhance recycling capabilities, improving the efficiency of sorting and processing recyclables, and increasing the landfill diversion rates. Funds have also been budgeted in 2024 for assessing feasibility, selecting an appropriate site, evaluating potential partners, and creating preliminary design plans. This facility will play a pivotal role in expanding food waste recycling programs citywide, diverting organic waste from landfills, and promoting sustainable practices. These budget highlights underscore the commitment to sustainability, innovation, and responsible waste management. By strategically allocating resources to enhance recycling infrastructure and address organic waste, the City aims to reduce environmental impacts and create a more sustainable and resilient city for future generations.

In addition to responsible waste management, the "Green Fleet" initiative in the 2024 represents a forward-thinking and environmentally responsible approach to the management of the City's vehicle fleet. This initiative is designed to transition the City's vehicle fleet from traditional fossil fuel vehicles to alternative fuel vehicles, including electric, hybrid, and compressed natural biogas vehicles. The City can realize long-term cost savings through reduced fuel consumption and lower maintenance expenses, contributing to a more efficient and cost-effective fleet while reducing greenhouse gas emissions. This initiative may also open opportunities for grants and incentives from state and federal agencies that support the adoption of alternative fuel vehicles and sustainable transportation initiatives.

The City is eager for residents to engage with these initiatives. The City Communications and Engagement Department will support education for the community related to water conservation, forestry, recycling and composting, the Sustainability and Resilience Plan as well as EV Readiness. Through this work, the City strives to be a steward of the environment and the community's financial resources.



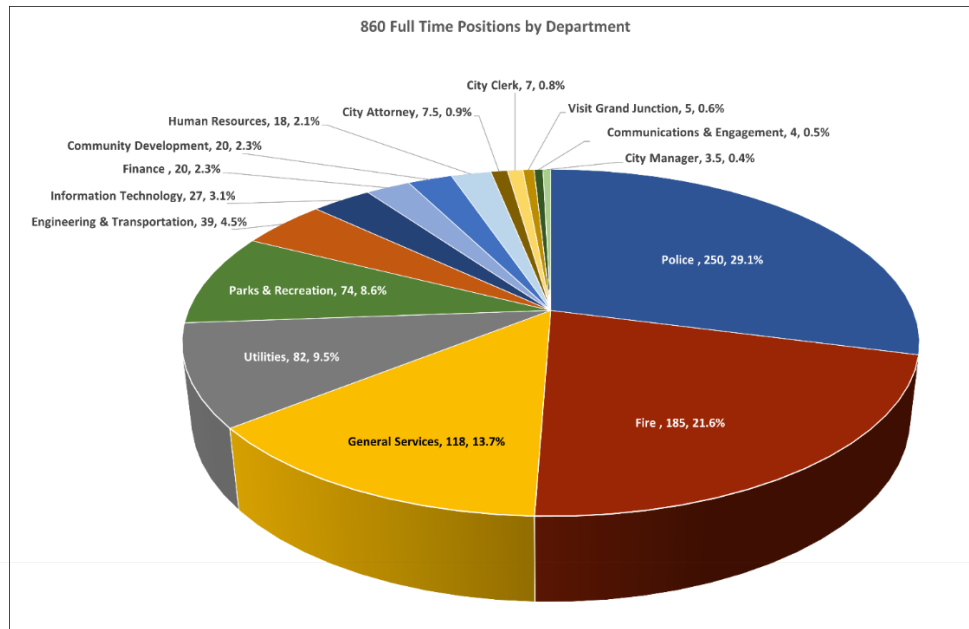
Disc Golf at Watson Island

Financial Overview

The total 2024 Adopted Budget for all funds is \$322.5 million. It represents continued excellence in service to the community with many new programs and initiatives, as detailed in the strategic outcomes section above. The following charts depict in graph form the critical components of the budget.

The total authorized number of positions for 2024 is 860, with over half of those positions in public safety. Also provided is a chart showing the department's current 2023 positions and authorized positions for 2024.

Full Time Positions by Department

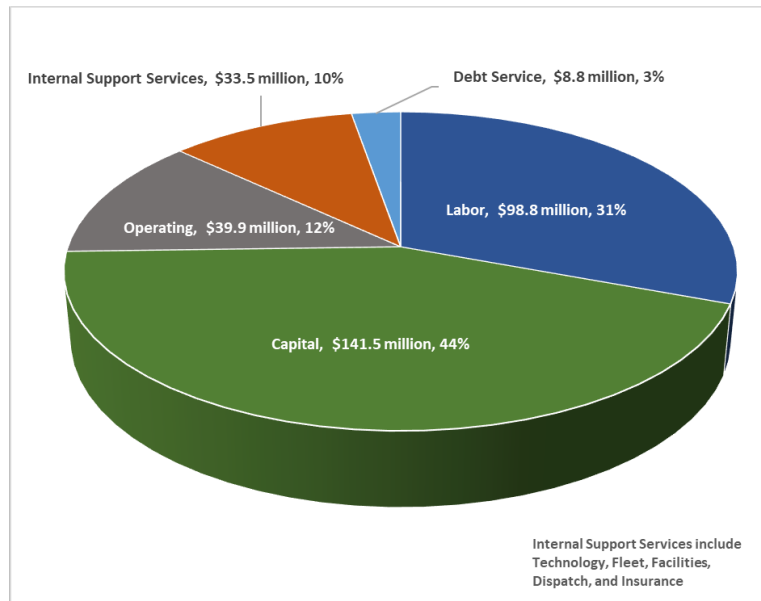


Change in Full Time Positions by Department

Department	2022 Adopted	2023 Current	2024 Adopted
Police	242	244	250
Fire	171	181	185
General Services	72	114	118
Utilities	77	81	82
Parks and Recreation	57	70	74
Engineering & Transportation	54	39	39
Information Technology	25	27	27
Finance	17	20	20
Community Development	18	20	20
Human Resources	13	18	18
City Attorney	6.5	7.5	7.5
City Clerk	7	6	7
Visit Grand Junction	8	5	5
Communications & Engagement	0	4	4
City Manager	4.5	3.5	3.5
Total Positions	772	840	860

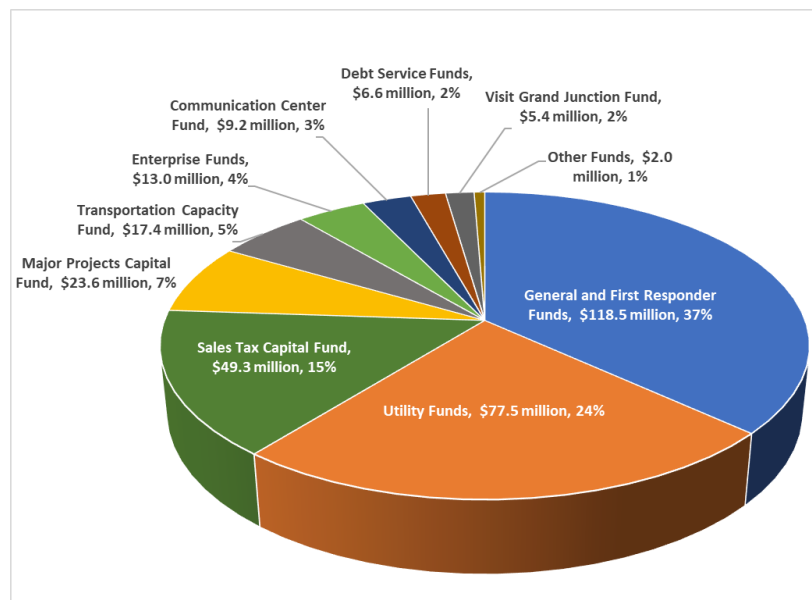
The City's total budget is comprised of spending by the categories of labor, operating, internal support services (fleet, technology, facilities, dispatch, and insurance), capital and debt service. For the 2024 Adopted Budget, the largest category is capital because of the significant projects starting next year including the Community Recreation Center, the expansion and improvement of the Persigo Wastewater Treatment Plant, transportation expansion projects, and construction of Fire Station 7. Because the City is a service provider the next largest portion of the budget is spent on people with labor comprising 31% of the total budget. When taken as portion of the operations budget only, labor is a significant 55% of all spending.

2024 Adopted Budget by Category



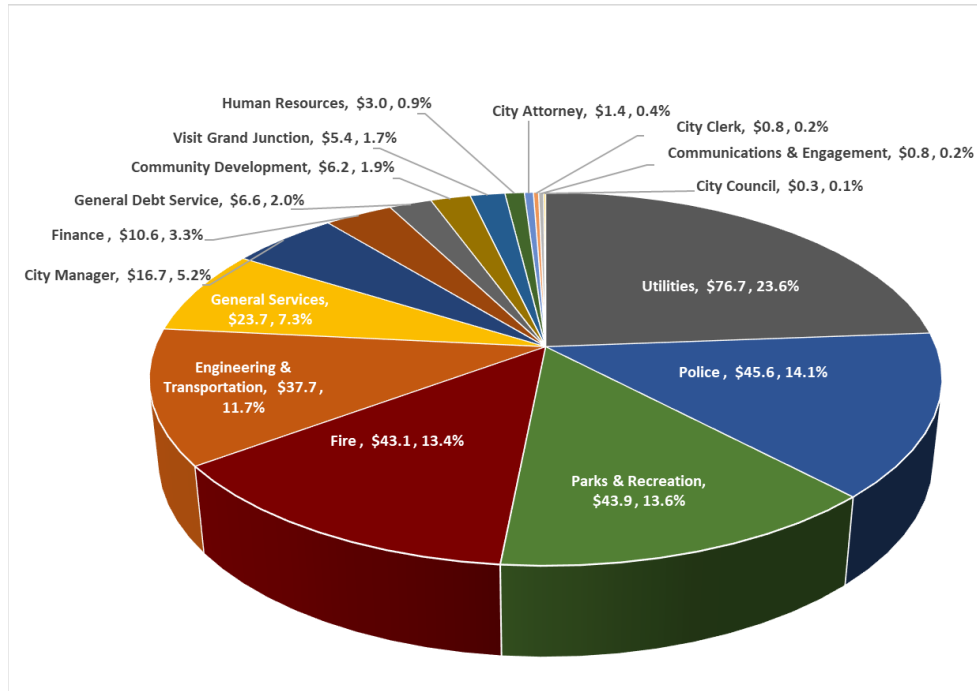
The City's budget is authorized at the Fund level by City Council through an appropriation ordinance. When demonstrated from a funds perspective the following chart shows that 37% of the budget is in the General and First Responder funds, followed by 24% in utility funds, a combined 27% in the three major capital funds of Sales Tax Capital, Major Projects (used to account for CRC project), and Transportation Capacity, with the remaining 12% of the budget within the other funds.

2024 Adopted Budget By Funds (in millions)



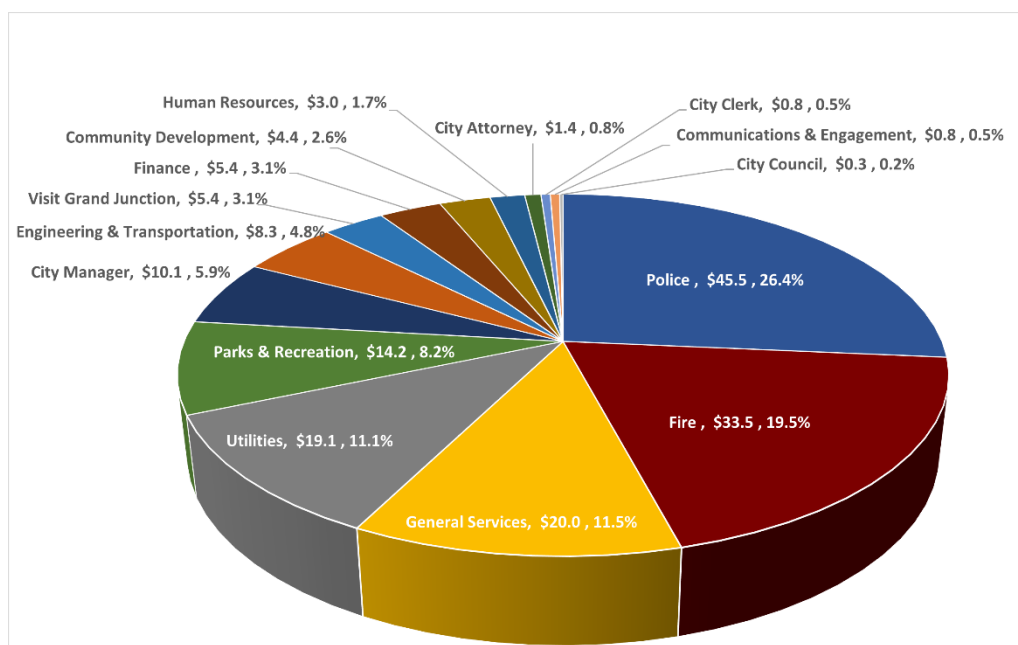
The following chart shows the total budget by department including capital projects. Utilities, Police, Parks & Recreation, Fire, Engineering & Transportation, and General Services comprise 84% of the total budget. The City Manager's budget includes \$6.5 million for potential housing programs and services.

2024 Adopted Budget by Department



The second chart shows the budget for operations only (no capital projects) the five largest Departments are Police, Fire, General Services, Utilities, and Parks & Recreation who together comprise 77% of the budget. The City Manager's budget includes a small operational budget with the remaining including committed infill funding, non-profit funding, and economic development partner contributions. Fix Graph see Community Development

2024 Adopted Operations 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 both support the Police and Fire Departments and together are the largest combined funds of the City. Because of this, budget highlights are provided specifically for those funds. In Spring of 2019, the First Responder Sales Tax was authorized by the voters. A special revenue fund was established to budget and account for revenue from the new tax and expenses for expansion of First Responder services and facilities. For presentation and comparison purposes for this discussion, both Police and Fire Department operating budgets, are combined. Because City Council legally authorizes budget by fund, they will be separately presented on the Fund Balance Worksheet and separately appropriated.

The 2024 Adopted General Fund and First Responder fund budgets are \$105.8 million and \$12.6 million respectively for a total of \$118.4 million. This is an 6.2% increase, or \$6.9 million more than the 2023 Adopted Budget predominantly due to labor increases from wage increases, new positions, and insurance, as well as addition of technology, fleet, and fuel costs for expansion of first responder fleet, services, and facilities.

Resources were added in several areas to continue to expand the City's services and programs in line with City Council strategic outcomes, as well as respond to a growing community. Revenues, primarily sourced by sales tax are showing moderate growth in 2023 over 2022 and a modest increase is projected for 2024. First responder revenues will support the continued addition of public safety positions and will fund the equipment and construction for the last of the three fire stations authorized in the first responder tax. The General Fund budget is balanced with revenues exceeding expenses and an estimated ending 2024 fund balance of \$39.5 million; minimum reserve of \$25.9 million; internal loans of \$1.9 million; remaining amount available \$11.7 million. The General Fund reserve previously committed to the Richmark infill incentive (\$1,750,000) and the Burkey Park sale proceeds (\$694,206) for the Community Recreation Center have been moved to the Sales Tax Capital Fund and the Major Capital Projects Fund respectively.

The following are key revenue provisions included in the 2024 General Fund and First Responder budgets:

- Sales tax revenues projected at 2% above 2023 which are expected to meet 2023 budget projections at year end.
- Property tax based on reassessment values and the preliminary certifications from Mesa County show revenues increasing by \$2.5 million or 27%; property taxes total \$11.9 million for the General Fund which is 11% of total revenue. Late year State legislation will reduce expected property tax revenue due to an additional exemption allowed on the actual valuation of residential properties.
- Increase in Rural Fire District contract revenues due to increase in assessed valuations. Fire District will be back-filled per State legislation.
- Overall General Fund revenue increases 2.9% over estimated revenue.
- First Responder tax tracks with the City's main sales tax and is correspondingly projected at 2% above 2023 estimated revenues.

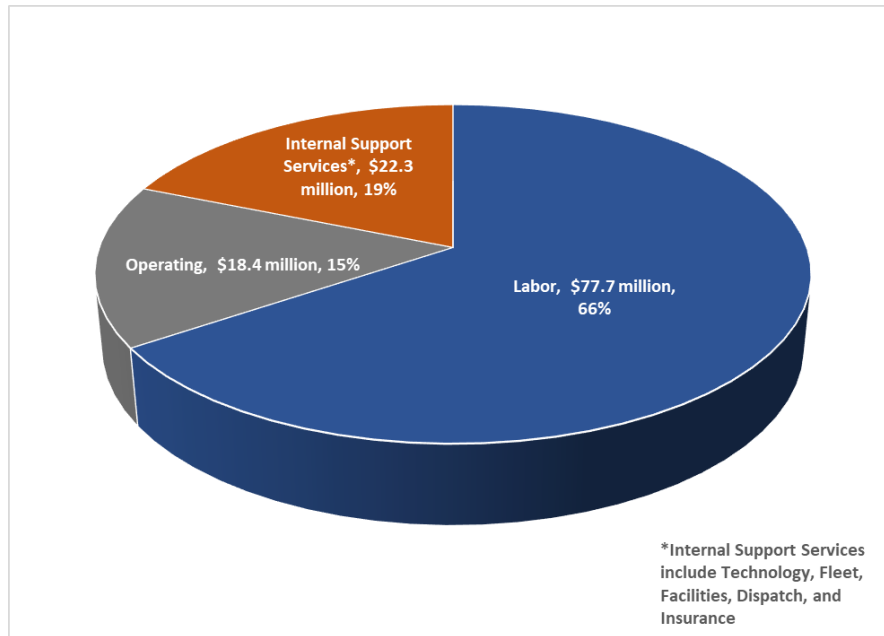
The following are key expenditure provisions included in the General Fund and First Responder budgets:

- Labor increases due to compensation increases aligning with market, new positions (8), continued implementation of first responder staffing, and positions for City Council Strategic Outcomes.
 - 6 in Public Safety; 2 emergency medical technicians, 2 paramedics, crime analyst, and sergeant
 - 2 in Parks & Recreation; lead custodian and Deputy Parks & Recreation Director
- One time use of \$1,000,000 in current General Fund resources to add to the existing Insurance Fund balance to underwrite the self-insurance model that begins in 2024.
- \$475,000 of the General Fund Reserve used by Solid Waste/Recycling fund to focus on assessing feasibility, selecting an appropriate site, evaluating potential partners, and creating preliminary design plans in 2024. This will be funded by an advance from the General Fund to be repaid by proceeds from a future debt issuance in the Solid Waste enterprise fund for a materials recovery facility.

The following charts show the 2024 Adopted Budget of \$118.4 million for the General and First Responder Funds by category and Department. Because the City is a service organization, the majority of the General Fund and First

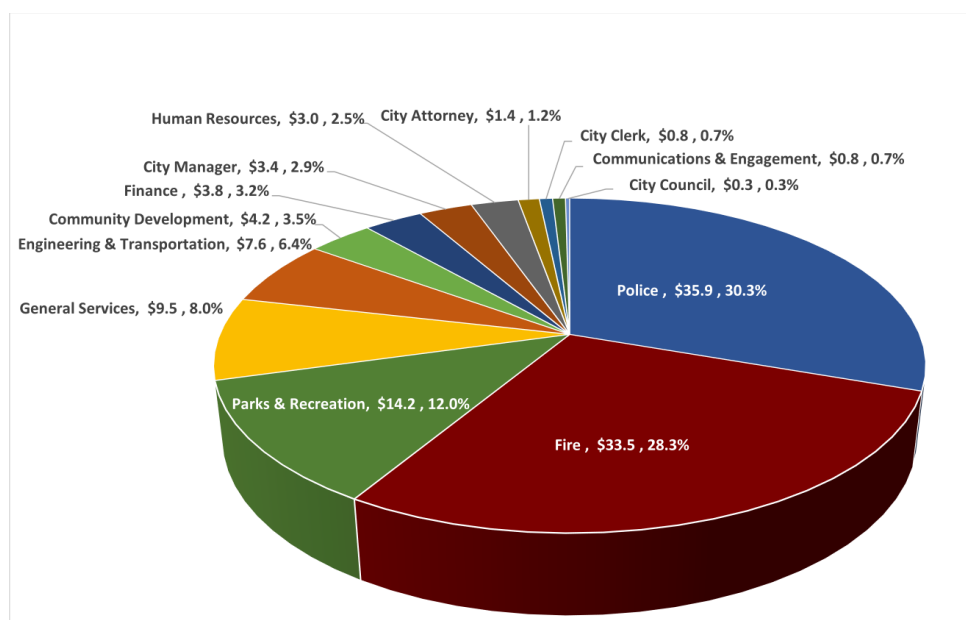
Responder budgets are allocated to labor. The majority of operating costs are for contract services, utilities (including streetlights) non-profit funding, professional development, training, equipment and system maintenance. The costs associated with providing internal support services to departments serving the community are comprised of dispatch, information technology, fleet, facilities (maintenance and utilities), and insurance.

2024 Adopted General and First Responder Funds Budget by Category



The largest departments are Police and Fire that comprise 59% of the General and First Responder Funds budget. This followed by Parks & Recreation, General Services, and Engineering & Transportation combining for 26%. These major operating departments make up 85% of the General and First Responder funds budget.

2024 Adopted General and First Responder Funds Budget by Department (in Millions)

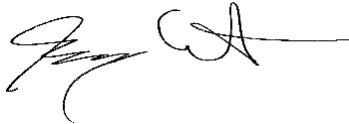


In summary, the budget represents the allocation of resources to achieve the City Council's Strategic Outcomes. These are the highlights of the \$322.5 million 2024 Adopted Budget and is the framework for programs and service delivery to residents and community members now and into the future.

Acknowledgments

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

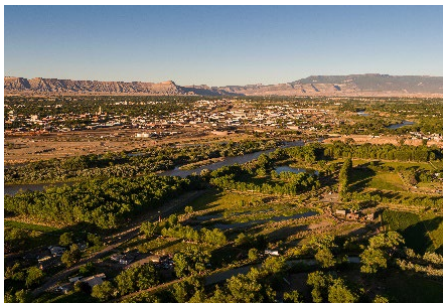
Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Greg Caton', with a long horizontal line extending to the right.

Greg Caton
City Manager

COMMUNITY PROFILE

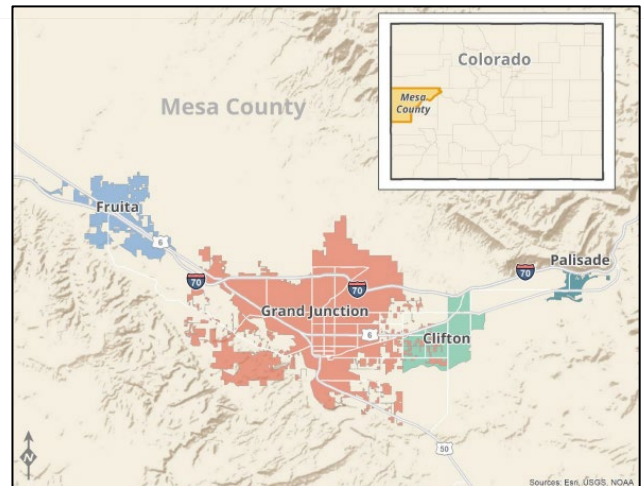
The City of Grand Junction is a home rule municipality and the most populous municipality of Mesa County, Colorado. The City is a full-service municipal government organization providing a broad range of services for its community members. The organization is comprised of 15 departments, including the Police and 911 Communications Center, Fire, Engineering & Transportation, 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 860 full-time employees.



The City was first settled in 1881 and was incorporated in 1882. It became a home-rule city in 1909 by adopting its charter pursuant to Article XX of the Constitution of the State of Colorado. The City operates using the Council-Manager form of government. Named for its enviable location at the confluence of the Colorado and Gunnison rivers, Grand Junction is a special kind of crossroads – a joining of ancient and modern, rustic and refined, of nature and culture. Whether you are indoors or out, Grand Junction provides experiences you will not find anywhere else in the world.

Location

Grand Junction is the gateway to the mountains and canyonlands of Western Colorado and Eastern Utah. Centrally located between Denver, CO (250 miles east) and Salt Lake City, UT (270 miles west), Grand Junction is surrounded by 1.2 million acres of public land. Residents enjoy world-class whitewater rafting on the Colorado and Green Rivers, golfing, fishing, skiing, and snowboarding, and exploring mountain bike and hiking trails through the Colorado National Monument and the Grand Mesa National Forest. Grand Junction's robust downtown hosts multiple arts, music, food, and market events annually. With approximately 159,000 people residing in Mesa County (67,601 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.

City of Grand Junction Quick Facts

Year of Incorporation.....	1882
Mayor.....	Anna Stout
Number of Council Members.....	7
Population (2021 State Demographer est.).....	67,601
Budgeted Full-Time City Positions.....	860
2024 Budgeted Revenues.....	\$356,162,177
2024 Budgeted Expenditures.....	\$322,532,371
Bond Rating.....	AA
City Website.....	gjcity.org

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.



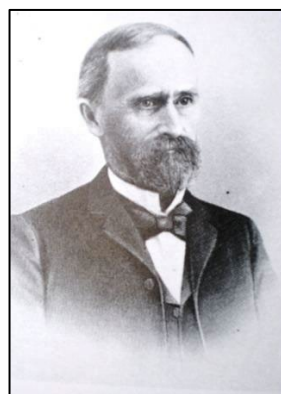
History of Grand Junction

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 (2022) *	67,601	158,534	5,838,736
Population Change (2010 to 2020) *	8,175	11,379	788,404
Median Household Income †	\$62,993	\$68,077	\$87,598
Median House Value †	\$317,700	\$312,600	\$465,900
Percentage of Population with Incomes Lower than the Poverty Line †	12.6%	11.5%	9.6%
Percentage of Population Born in Colorado †	46.7%	49.7%	41.8%

* State Demography Office || †Source: U.S. Census Bureau; 2018-2022

Population

The US Census Bureau has the most current (2022) City of Grand Junction population estimate at 67,601, a 1.3% increase over the 2021 population estimate. The City of Grand Junction has grown by at least 1.3% 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 1.1% in the last 10 years. 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 2022 Census estimated 158,534 persons living in Mesa County, a 7.7% increase from the 2010 US Census, and is projected to increase to a population of 230,000 by 2050. 72% of the growth in Mesa County between 2010 and 2022 occurred in the City of Grand Junction. Demographic trends include:

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

Population Growth Table

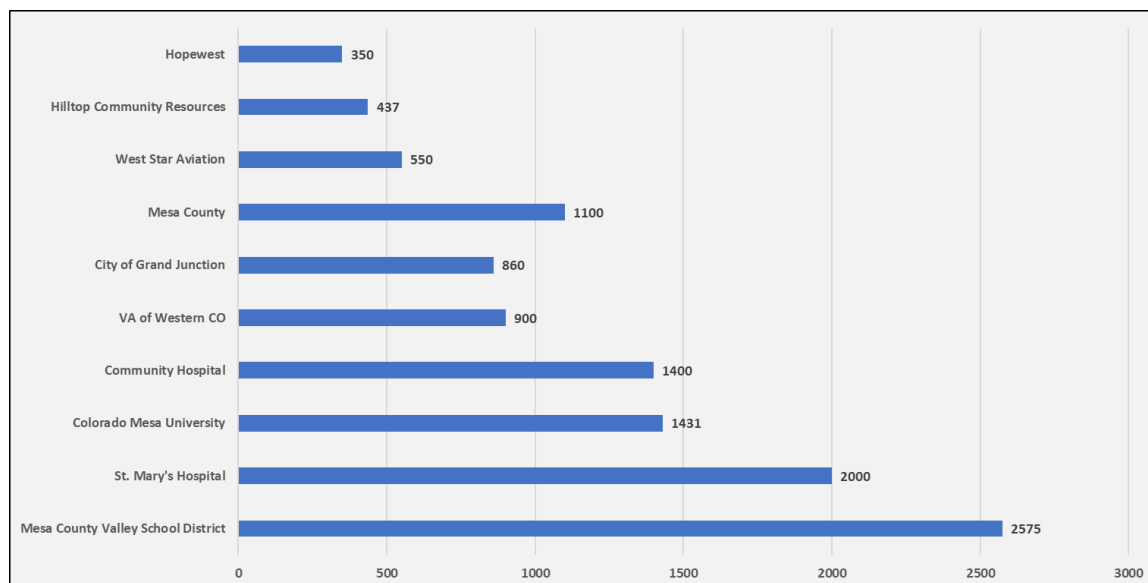
Year	Grand Junction		Mesa County		Colorado	
	Population	Growth Rate	Population	Growth Rate	Population	Growth Rate
1990	32,893		93,145		3,294,473	
1995	41,728	4.9%	105,406	2.5%	3,811,074	3.0%
2000	45,678	1.8%	117,651	2.2%	4,338,801	2.6%
2005	51,565	2.5%	128,999	1.9%	4,662,534	1.4%
2010	59,426	2.9%	147,155	2.7%	5,050,332	1.6%
2015	60,938	0.5%	148,774	0.2%	5,446,594	1.5%
2020	65,900	1.6%	155,993	1.0%	5,784,584	1.2%
2022	67,601	1.3%	158,534	0.8%	5,838,736	0.5%

Source: State Demography Office, Print Date: 01/31/2024

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, 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 2023



Grand Junction Economic Partnership; December 2023

Housing Characteristics

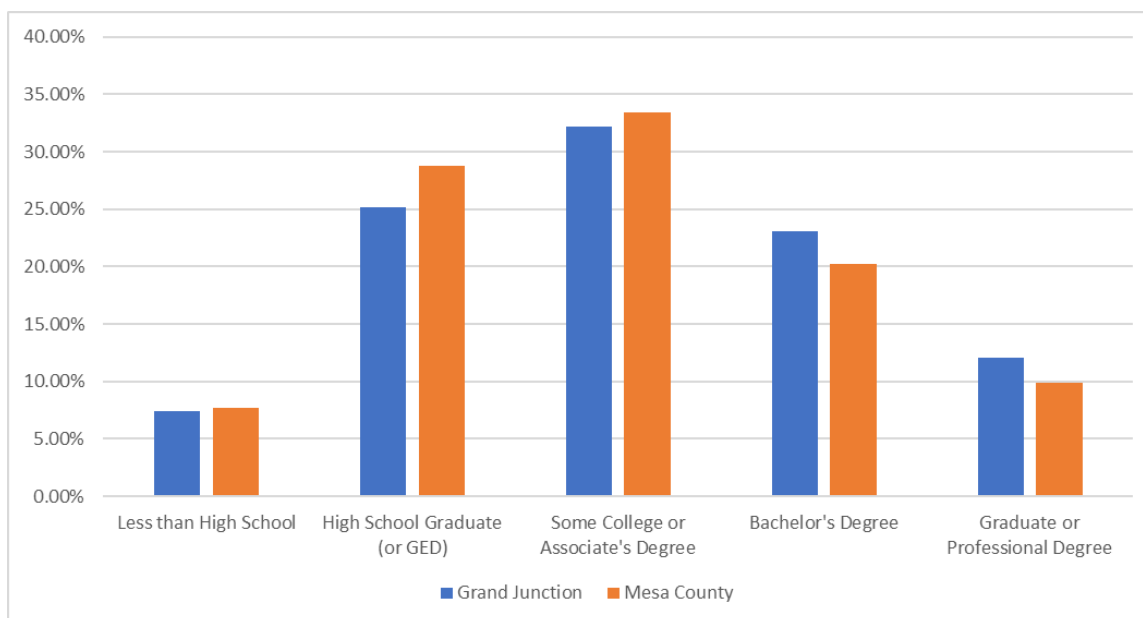
The table below displays the characteristics of owner-occupied housing within the City.

Characteristics of Housing Units					
Variable	Owner-Occupied Units		Grand Junction Rental Units		All Units
	Units	Percent	Units	Percent	
All Housing Units	17,683	62.9%	10,410	37.1%	28,093
Single Unit Buildings	16,222	82.9%	3,345	17.1%	19,567
Buildings with 2 to 4 Units	250	10.5%	2,141	89.5%	2,391
Buildings with 5 or More Units	359	8.1%	4,100	91.9%	4,459
Mobile Homes	852	51.2%	811	48.8%	1,663
RVs, Boats, Vans, Etc.	-	0.0%	13	100.0%	13
Median Year of Construction	1991	-	1978	-	1985
Average Number of Persons Per Household	2.35	-	2.06	-	2.24
Source: U.S. Census Bureau, 2018-2022 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 home to 10,000+ 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 community members 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, 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.

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 Outcomes** – 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.



Lunch Loop Trailhead

CITY GOVERNMENT

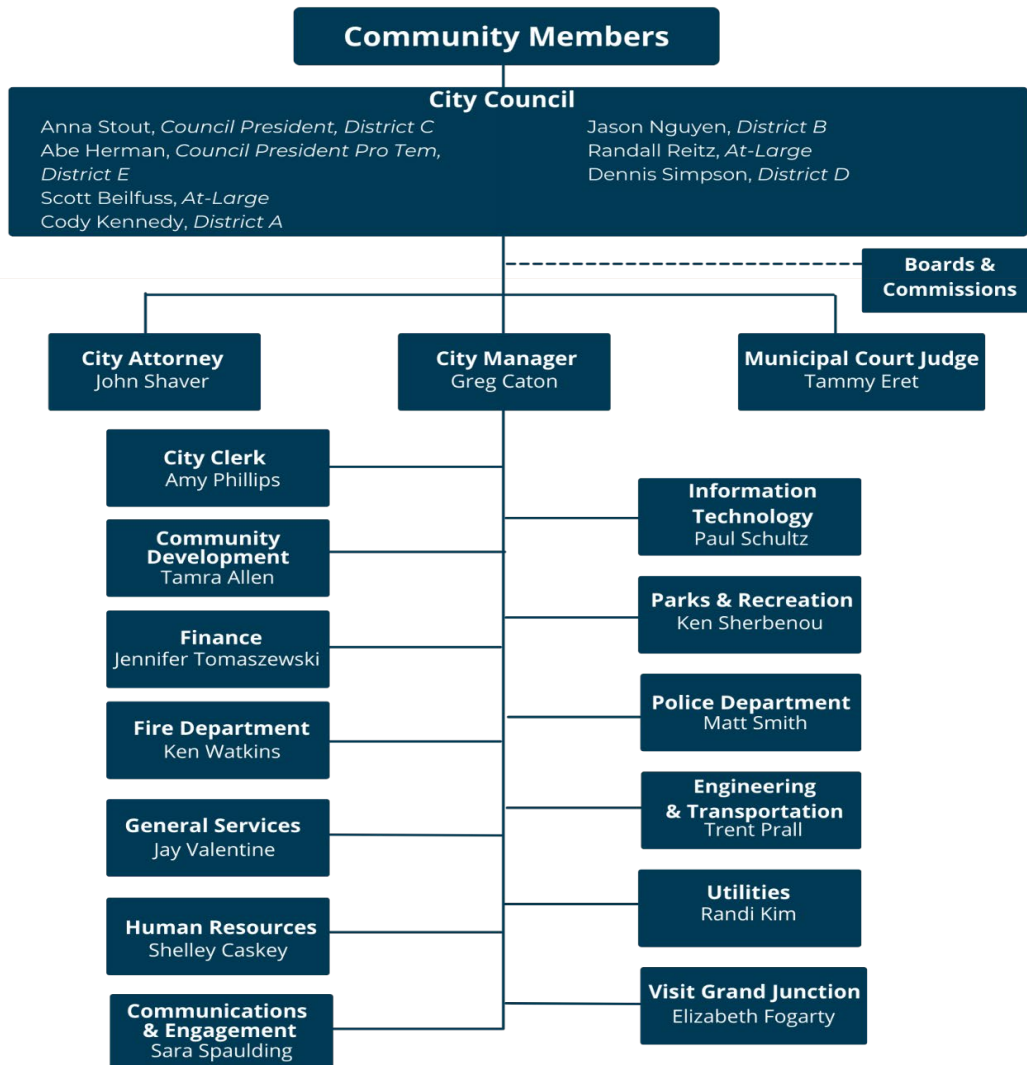
The City runs on the Council-Manager form of government as the City Charter provides. This form of government combines the political leadership of an elected City Council with the managerial experience of an appointed City Manager. The goal of a Council-Manager form of government is to separate the administrative 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 community members of the City, 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 community members, City Council, Appointed Officials, and City Department Directors.

City of Grand Junction Organization Chart

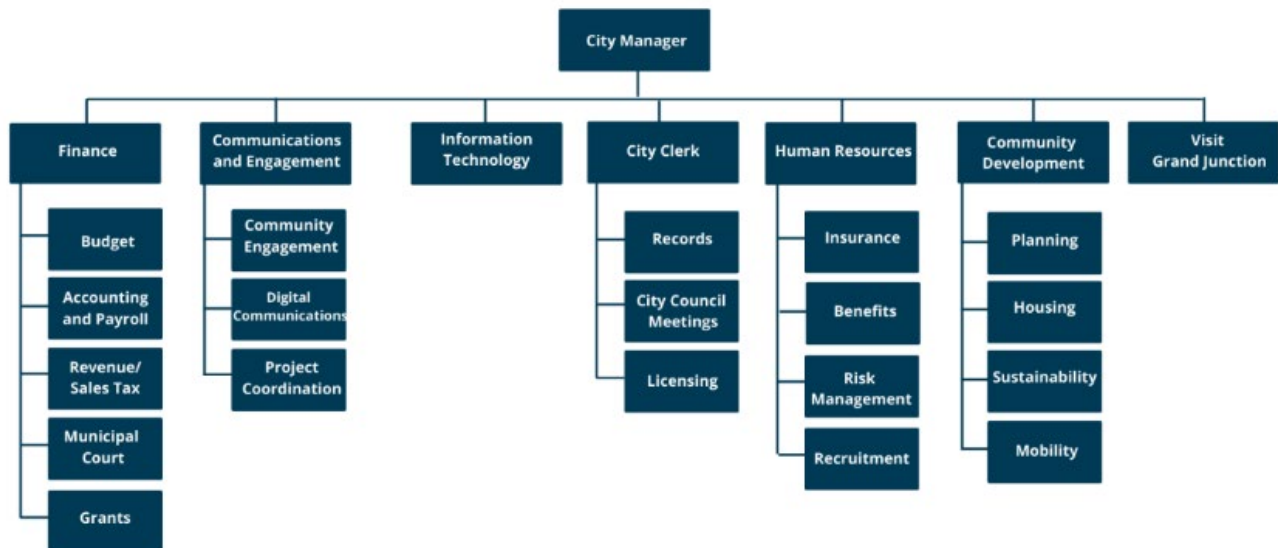
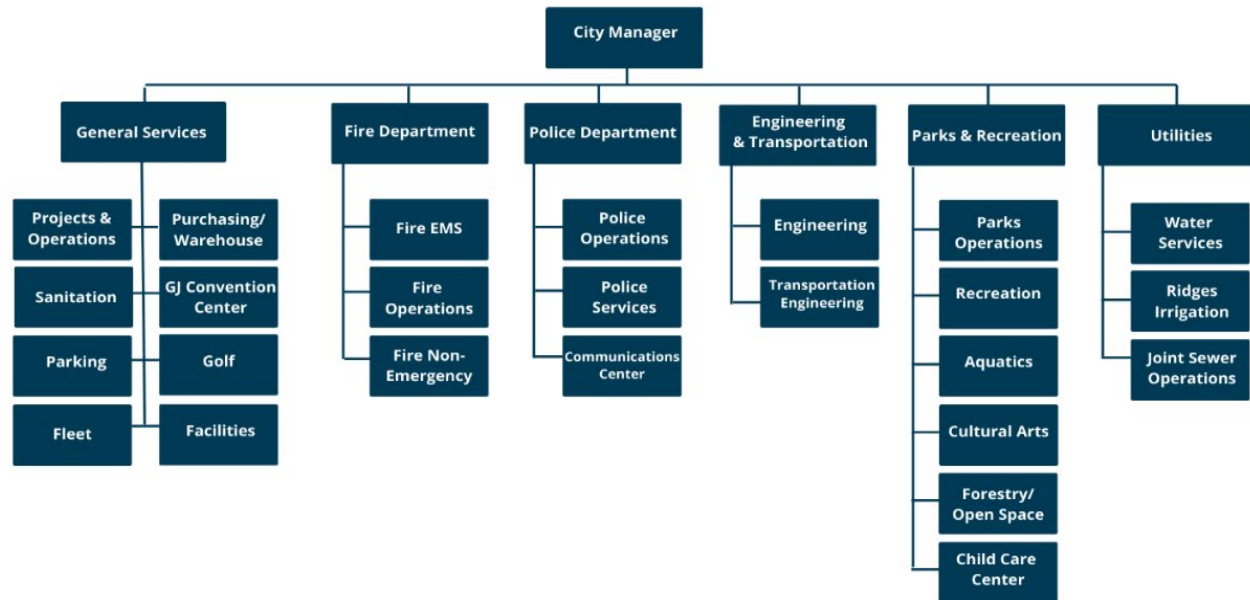


City of Grand Junction Organizational Chart



Department and Divisional Organization Chart

The 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.



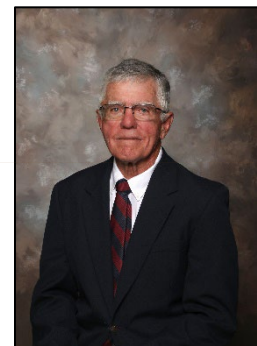
Anna Stout
Council President, District C
Expires May 2027



Cody Kennedy
Councilmember, District A
Expires May 2025



Jason Nguyen
Councilmember, District B
Expires May 2027



Dennis Simpson
Councilmember, District D
Expires May 2025



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

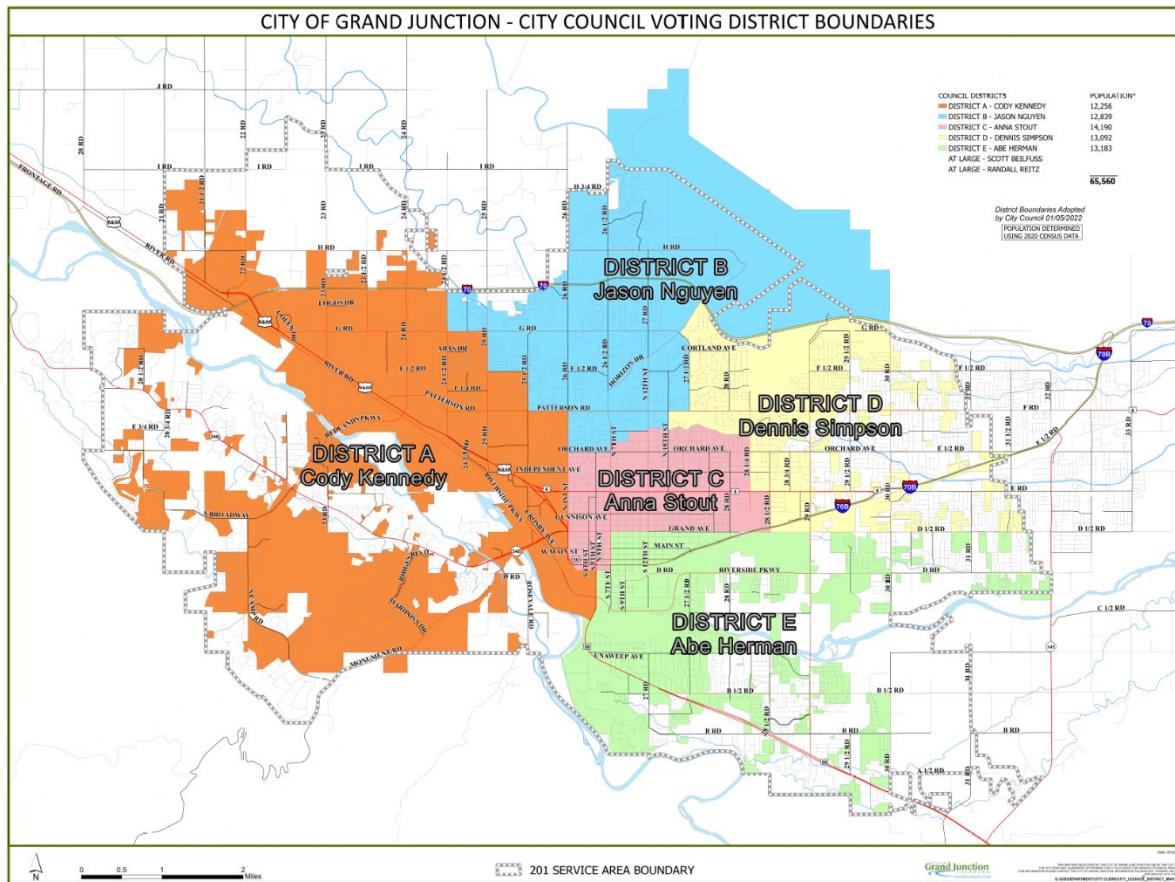


Scott Beilfuss
Councilmember,
District at Large
Expires May 2027



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
Jennifer Tomaszewski	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	Engineering & Transportation Director
Randi Kim	Utilities Director
Elizabeth Fogarty	Visit Grand Junction Director

City of Grand Junction Boards and Commissions

Community member 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 community members 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.



Aerial view of Grand Junction

BUDGET PROCESS

Budget Development Process

The development of the 2024 Adopted Budget is a several-month process that includes all city departments and involves 30-plus employees for a total of over 3,000 hours of staff time.

The process begins when staff evaluates the local economy and current market conditions and trends. This information is used to develop revenue forecast models that aid in the development of the budget. Although City Council and staff receive input from the community year-round, staff also hosts community budget discussions which provide another opportunity for input during the budget development process.

Through the budget process, 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. Three budget workshops are scheduled with City Council and supporting detailed budget documents are provided for each workshop and available to the public online.

The City Council authorizes the annual budget through the appropriation of spending at the fund level. The Fund Balance Worksheet, as part of the supporting documentation, displays the City's total budget, as well as the total appropriation of the budget. The 2024 Adopted Budget of \$322.5 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 2023:**
 - **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.
 - **Non-Profit Funding** – Parameters for non-profit funding are established. Applications and the City Non-Profit web page is updated and opened for non-profit agencies to submit for funding.
 - **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 2023:**
 - **Community member Budget Discussions and Community Meetings** – In 2024, one community member budget meetings were held to get community input into the City's 2024 budget. Additionally, community members had many opportunities at other community meetings to provide input on the City's 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 2023:**
 - **Finalization of Revenue Projections** – Revenue projections were updated using current trends and forecasts.
 - **Budget Balancing** – The Budget Team works closely with Department Directors and other City Staff to make necessary modifications and adjustments to budgets in order to provide a balanced budget to City Council.
 - **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 2nd, where the major operating departments of the City presented their recommended 2024 budget and priorities. At the October 16th Budget Workshop, City Council was presented with economic development, non-profit funding, and capital budgets. On October 30th, staff wrapped up the economic development and the budget presentations for the City Council and prepared for the first public presentation and hearing.
- **November/December 2023:**
 - November 1st – Held the first public presentation and hearing.
 - December 6th – Held the second public presentation and hearing, final budget adoption.

The City also provides a [calendar timeline](#) on the City's website under annual budget and development.

Budget Basis and Budget Management

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

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

The details of the budget calendar follow:

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

On or before December 31, the City Council enacts an ordinance appropriating the budget for the ensuing fiscal year. The 2024 Appropriation Ordinance was approved on December 6, 2023. A copy of the 2024 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.



Butterfly Lake at Las Colonias



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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 2024 budget. The current strategic plan was updated in 2023 after the municipal election was held in April and new City Council members were sworn into office. This allowed 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:

- **Placemaking** – The City catalyzes projects and investments that emphasize people-centric spaces with inclusive infrastructure that promotes vibrant, multi-use environments to ensure people can comfortably live, recreate, and move throughout our community.
- **Thriving and Vibrant** – The City is recognized for its economic vitality, innovative and visionary policies, intentional growth, talented workforce, and for fostering a thriving environment for all.
- **Welcoming, Livable, and Engaging** – fosters a sense of belonging, where people are accepted as themselves and have access to the amenities and services they need to thrive, and actively seeks participation from our community.
- **Safe and Healthy** – The City's public safety departments are exemplary providers of police, fire and emergency medical services and work in close collaboration with community partners to ensure a safe and healthy community.
- **Resource Stewardship** – the City is committed to balancing fiscal responsibility and environmental health and fosters a unique blend of natural beauty and urban innovation by maintaining an accessible well-kept environment, enhancing outdoor lifestyle, and preserving community character.

The City's Strategic Plan guides City Council and staff in the annual budget development. The outcomes 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 Outcomes. The matrix outlines the five of Placemaking, Thriving and Vibrant, Welcoming, Livable, and Engaging, Safe & Healthy, and 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 outcome with measurement of success and performance measures for the 2022, 2023, and 2024 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 community members. 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 major sources of revenues for general government operations and general government capital. Most of that revenue is derived from the City's 3.39% sales and use tax. The 3.39% tax rate is comprised of 2% for General Fund operations, .75% for general government capital and economic development investment, .5% restricted to police and fire service expansion, and .14% restricted for the construction, debt service, and operation of the Community Recreation Center which just became effective on July 1, 2023. In 2023, staff budgeted a 3.75% increase in sales tax revenues and are currently meeting those projections. Based on the expected moderate growth in 2024, staff has budgeted a conservative 2% increase in sales tax revenues.

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 a combined 16%. The City expects to receive approximately \$879,000 in 2024 from this tax and it is used to cover a portion of the City's Police and Fire Departments Communication Center costs. The City's share of this tax covers approximately 27% of those costs, whereas all the other entities had all costs covered and additional funds available for other public safety needs.

Lodging tax revenues are the primary revenue source for Visit Grand Junction, which receives 4.25% of the total 6% lodging tax. 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, which allow for better-informed marketing decisions, and a consistent and sustainable science-based approach to destination management overall. This formula has proven successful in driving new tourism revenue to the community and assisting stakeholders with their own ongoing recovery from the pandemic. The economic recovery of Grand Junction's hotels and tourism industry gained considerable momentum in 2021 and 2022 and continues in 2023. Based on a more moderate growth rate in 2024, staff has projected a 4.5% increase in lodging revenues in 2024.

Following the April 2021 vote approving the retail sale of Cannabis in the City of Grand, City Council passed a 6% special sales tax on the retail sale of Cannabis in 2022. Ten businesses have been chosen for licensing and are in various stages of completing that process. Originally it was expected that retail sales would begin this year in 2023, however only a few of the ten businesses have opened a store, so revenue in 2023 is expected to be minimal. In 2024, staff has budgeted a full year of retail activity resulting in total special Cannabis tax revenue including the State share of \$2.5 million. This revenue is restricted to be used for the priorities of the Parks and Recreation Open Space Plan. The City will also receive the regular City sales tax of 3.39% on all retail sales of Cannabis. The 2% portion of the City's sales tax rate on Cannabis sales that will go to the Sales Tax Capital Fund to be used for housing initiatives.

In April 2023, voters authorized a 0.14% sales tax to generate revenue to finance a Community Recreation Center at Matchett Park. Construction will begin in 2024.

All City 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, as well as legal considerations. Water and Sewer rates are based on rate studies and long-term financial plans. The changes to fees and charges this year include modest changes (between 2% to 5.5%) to development application fees with some higher percent adjustments to permit fees (i.e., fence, sign, short term rental) to align with comparable rates. Fire Department ambulance service fees will increase 5% with no change in fire prevention fees. Ambulance transport fees are set by Mesa County, as the EMS oversight agency. They are increased base on the Healthcare Consumer Price Index in March of each year and in 2023 that resulted in an 8.34% increase. The same percentage increase is assumed for 2024 budget.

Pursuant to the Ordinance No. 4878 adopted by City Council, each year the Transportation Capacity Fees (TCP) and the Parks, Fire, and Police impact fees will increase based on inflation factor. Per the Ordinance, the TCP fee inflation is based on the latest 10-year average of the Colorado Department of Transportation Construction Cost Index which is 6.72% to apply for 2024 rates. Also, per the Ordinance, the Parks, Fire, and Police impact fees are based on the most recent Construction Cost Index published by the Engineering News Record which is 7.2% to apply for 2024 rates. In 2024, the TCP fee for a single-family home (1,650 to 2,299 square feet), will increase \$353. For that same size of a single-family home the Parks, Fire, and Police impact fees will increase \$96, \$54, and \$23 respectively in 2024.

Rates and charges in Enterprise Funds will increase as follows. Water rate changes include a decrease of 17% for minimum water use of 2,000 gallons per month or less. Correspondingly, an increase of 8% for water use of 10,000-20,000 gallons as well as bulk water, a 14% increase for use of over 20,000 gallons a month, and 5% for Raw Water to promote water conservation. A 3% increase in connection fee for single-family residential water meters with larger meters increased proportionally by meter size. A rate increase of 5.5% for Ridges Irrigation which applies to all users including residential, commercial, and the Redlands Mesa Golf Course. Permit fees for the gray water control program

remain unchanged and range from \$50 for single-family outdoor irrigation uses to \$400 for non-single-family, indoor toilet/urinal flushing, and outdoor irrigation uses. As identified by the recently completed rate study, sewer and industrial pretreatment rates will be increased by 6%, with no change in the plant investment fee for a single-family home in 2024.

In 2022 the City brought the recycling operation in-house and continues to make improvement and enhancement of these services. The first phase of a new curbside and yard waste program began in 2023 and will be expanded to additional areas in 2024. City-wide expansion is planned to be complete in 2025. This program emphasizes rates that incentivize recycling. Monthly rates for a 96-gallon trash container will increase to \$28, a 64-gallon container will increase to \$17.50, and a 48-gallon container will increase to \$12.50. For those customers not eligible, a 64-gallon trash container will increase to \$15.25 per month and a 96-gallon container will increase to \$22.75 per month. These price increases will help cover the rising costs of collection and landfill fees.

Golf course rates will increase to effectively manage rising operational costs while simultaneously remaining competitive within the local and regional golfing market. The City's parking system is comprised of 2 and 4-hour meters (short term), and 10-hour meters (long term) as well as monthly on street parking and garage permits. The design of the parking system in coordination with compliance efforts is intended to provide affordable, convenient, and available parking for visitors and employees of downtown. Rates for meters will increase to \$1.00 per hour for short term meters and \$0.50 per hour for long term meters. The permits will also increase to \$30 for uncovered parking and \$75 for covered parking. To improve compliance with parking restrictions, parking fines will increase to \$25 for an expired meter and illegal parking, and to \$150 for handicap parking violation.

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 3.39% 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, Cannabis tax, and the newly approved Community Recreation Center Tax. Additionally, the enterprise funds of Sanitation, Water, and Sewer are encompassed in the plan, maintaining financial plans that help guide their services. These plans are updated annually and contribute to formulating the annual budget for these funds, aiding in rate and fee determination for services provided to the community members of the City.

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 been conducting audits on the financial statements of the City. In September 2023 the City of Grand Junction Audit Committee selected Haynie & Company for continued audit services after competitive selection through Request for Proposal. To enhance independence between the City and auditor, the audit partner and audit team at Haynie & Company will be newly appointed for the 2023 audit. 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 38 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 had 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 revenue bond 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 \$370 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:** 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.

Dollar Amount	Type of Purchase	Approval
\$15,000 to 49,999	Formal Quoted by Purchasing Division	Department Director
\$50,000 to 199,999	Formal Solicitations	City Manager
\$200,000 and over	Non-Fleet Solicitation	City Council
\$500,000 and over	Fleet Purchases	City Council
\$25,000 to 49,999	Sole Source	City Manager
\$50,000 and over	Sole Source	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 2024 budget, four major themes emerged. These themes demonstrate the City's commitment to continuing to build on successes in previous years and lay the groundwork for addressing the community's highest priorities into the future.

Balancing Resources and Capacity

Operations across the City have experienced cost increases as a result of persistent inflation on materials and services as well as delays in purchases of required equipment and vehicles. The City is projecting a slowdown in the broader economy which will result in conservatively projected revenues based on monitoring of local state and national trends. Interest rates have jumped significantly over the past 18 months as a result of the US Federal Reserve's actions to cool inflation which has increased borrowing costs for consumers and businesses. Locally, construction is expected to continue slowing with construction loans to builders reaching close to 10 percent, and, on the consumer side, home sales are trending slower than previous years. Despite some indication the labor market is beginning to cool, conditions remain tight as industries, including the City, continue to compete for talented workers.

In addition to the challenges posed by these broader economic trends, there has been a significant surge in demand for services. In recent years, the City has responded by introducing new programs and services to address economic development, housing, houselessness, sustainability, and mobility. The City has also undertaken ambitious capital initiatives aimed at expanding and enhancing the transportation network, improving parks, and introducing substantial recreational amenities.

It is imperative that the City assess the capabilities of staff and the availability of resources to ensure that the City can effectively and realistically meet these ongoing demands. The 2024 budget underscores the commitment to prioritize capital projects that have been identified as essential community needs, while carefully considering the capacity of staff and the availability of resources to execute them. These high-priority projects will primarily focus on transportation maintenance and capacity, mobility enhancements, improvements to the parks and recreation system, public safety, and the implementation of a new financial and human resources management system (ERP/HRM).

Transportation maintenance and capacity projects are planned to ensure the transportation system continues to promote and expand efficient movement and mobility options throughout the community. Additionally, the community has identified enhanced mobility as a significant priority. The recently adopted Pedestrian and Bicycle Plan outlines the community's vision for the future of the pedestrian and bicycle network to ensure safe access for all mobility types. In 2024 the City is continuing mobility investments including evaluating multi-modal opportunities, bike lane improvements and sidewalk enhancements.

The City will be investing in key parks and recreation projects in 2024 to enhance overall quality of life and build amenities currently missing in the community. The City will be finalizing design and begin construction of the Community Recreation Center (CRC) next year which will include a host of amenities currently underserved in the community including additional swim lanes. The City is also strategically investing in other parts of the parks and recreation system to reimagine and increase access to downtown parks.

Public Safety remains a key priority throughout the community, ensuring a safe and healthy environment for all residents. The City plans to continue key investments funded by the First Responder Tax including groundbreaking of Fire Station 7, the third of three fire stations built with these funds. This will improve response times and overall service to the northwest area of the City.

Staff is also evaluating ways to maximize efficiencies in future years within the organization which includes investment in a new ERP/HRM system to manage the vast majority of the City's software needs, reduce duplication and costs associated with multiple software solutions, modernize and automate manual systems, improve business processes, and enhance financial transparency.

Investing in Sustainability

The City recognizes the growing community desire and need for investments that reduce long-term costs and carbon emissions while enhancing sustainable services the community expects. The 2024 budget includes the development and implementation of long-term plans to chart a clear path toward a more sustainable community. Guiding sustainability efforts in 2024 are community-informed, data-driven plans. In 2024 staff will complete work on a community-wide Resiliency and Sustainability Plan and begin implementing key priorities outlined in recently adopted Electric Vehicle Readiness plan. In coordination with these documents, the City is also pursuing the prestigious Leadership in Energy and Environmental Design (LEED) certification to effectively measure and document current sustainability initiatives. This planning will help the City leverage funding available at the federal and state level to support the acquisition of alternative fleet vehicles, solar and geothermal energy production, recycling, composting and electric vehicle charging infrastructure.

Investments planned in 2024 include operational improvements such as strategic adoption of alternative fleet vehicle options, evaluation of solar options in certain facilities and water reduction strategies such as reliant turf replacement and native planting and weed maintenance. The City is also evaluating opportunities to build sustainability throughout the community. This includes sustainable landfill diversion through enhanced recycling efforts, composting expansion, and continued investment in electric vehicle charging infrastructure, which will help meet the growing market of recyclable materials in the state and consumer trends toward electric vehicle purchases.

These investments underscore the commitment to sustainability, innovation, and responsible waste management. Strategically allocating resources will not only maximize cost-efficiencies, community resiliency, and quality of life in the short-term, but prepare the City for emerging markets that will support future economic growth.

Allocating Resources to Housing

Low availability of affordable and attainable housing and a growing unhoused population continue to be significant community challenges. Solving these issues requires not just substantial investment but continued collaboration with community partners. In 2024, the City is investing heavily in programs and projects to encourage a greater variety of housing options and reduce the number of unhoused through a multi-pronged approach.

The City will be focused on identifying all available avenues for increasing affordable housing stock in 2024 with the dedicated resources. This includes evaluating opportunities for land and building acquisition, program development, hotel acquisition/conversion and matching and securing grants. The City is also strengthening efforts to incentivize private development of affordable housing. This will include plans to leverage state Private Activity Bond allocations and funding through other state sources such as Prop 123. In 2023 the City committed to the State's Prop 123 requirements which will open newly dedicated state funding toward housing and houselessness throughout the state. This includes a commitment by the City to add an additional 3% of affordable housing units per year over the next three years. Staff will aggressively pursue funding opportunities through these programs as they become available. Other programs in the city include continuing the ADU incentive program, and landlord incentive program each designed to improve affordable and attainable housing stock in the community.

The City will also continue supporting strategies that reduce houselessness in the community which will draw on recommendations from the Unhoused Needs Assessment and continued direct collaboration with community nonprofit organizations. The City will continue its Neighbor to Neighbor Referral program which includes City housing staff, Community Resource Officers, mental/behavioral health professionals and staff from local nonprofits to directly engage with people experiencing houselessness (PEH) and connect them with information and service providers. Staff will also continue working with the municipal court to provide housing referrals and resources in lieu of fees associated with tickets for trespassing. Late in 2023, the City funded the construction and operation of a

temporary resource center to serve persons experiencing houselessness and other vulnerabilities by providing a central location to access community wide services as well as basic needs such as food and bathroom facilities. Other strategies include enhancing community collaboration and community education including working with Mesa County, state agencies dedicated to mitigating houselessness and providing information sessions to community members on this issue.

Investing in Employee Retention and Attraction

The City employees are essential to the delivery of high-quality service within the community. In order to ensure service delivery, the City is dedicated to cultivating a talented workforce to meet community expectations. Key strategies outlined in the 2024 budget include strategic approaches to employee engagement, talent attraction, learning and growth opportunities, enhanced total compensation benefits, and strategic workforce expansion.

To support existing and enhanced operations there are a total of 20 new positions in the 2024 budget which will provide strategic support to several departments to improve overall service capacity and organizational expansion. The City started the year with 824 authorized positions, and in order to meet changing demands in external and internal service delivery, current labor resources were reallocated to fund an additional 16 full time positions in 2023. For example, part time positions at the Early Learning Center were converted to 5 full time positions because it was determined that staffing model better serves the operation. With the new positions, the total count is 860 in 2024.

Healthcare rates continue to rise at high levels across the nation and the City continues to respond to contain these costs while ensuring employee access to high quality care. In response the organization is proposing to move to a self-funded health insurance model in 2024. With this transition, the City will be able to tailor benefits to best meet the needs of employees while still partnering with Cigna and offering the same care network. For the last several years staff has worked with 3rd party experts in the insurance broker industry to prepare for a self-insurance model which is a best practice for organizations of this size. Several large employers in the Grand Junction area have implemented this model including St Mary's, Community Hospital, Hilltop, School District 51, and Mesa County. In addition to healthcare changes, other benefit enhancements include a restructuring of dental and vision benefits to reduce employee costs, introduction of a 457-match program to support employees investing in their financial future, expansion of the employee Health and Wellness Center, and continuation of EAP services and financial health programs.

The City's comprehensive approach to recruitment in 2024 reflects the commitment to attracting top talent. Part-time/Seasonal Employees are a foundational component of the workforce and provide a successful training ground for future full-time staff. The City will continue the innovative "on-the-spot" hiring events, providing a streamlined process for seasonal staff recruitment. Additionally, the City is committed to actively participating in job fairs organized by community partners, including CMU, the Mesa County Workforce Center, and School District 51. Public safety positions also continue to be a high priority and the 2024 budget includes funds to streamline hiring process, offer flexibility to applications through added testing weeks and virtual options, and more efficient pre-employment suitability screening.

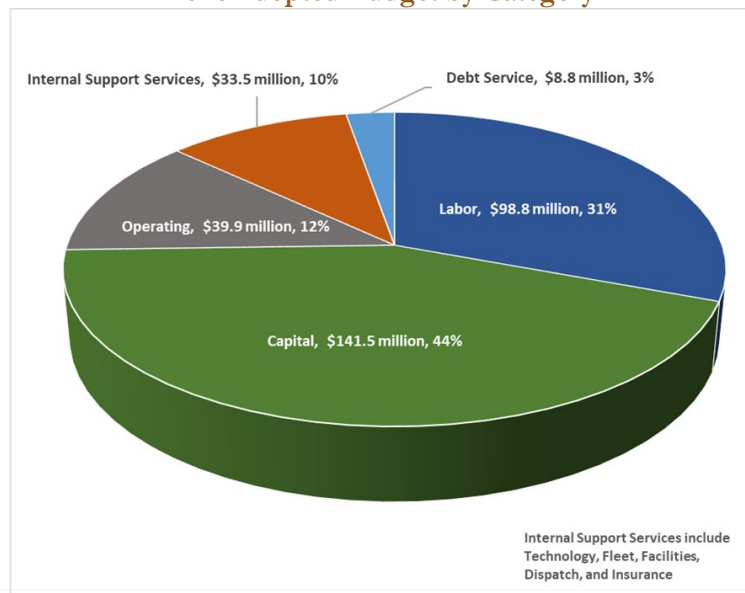
As the City expands, it embraces a continuous learning and growth philosophy for employee development, which extends beyond formal training to include ongoing learning, skill enhancement, and career progression within the organization. The City is also prioritizing quarterly supervisory training to ensure that supervisors are continually honing their leadership skills. The City also provides training and certification opportunities including certification for CDL drivers and instructors, paramedic certifications, and EMT certifications. This allows the City to hire passionate and diverse staff that align with City expectations for service delivery and are willing to learn on the job.

Beyond providing avenues for certifications and growth, the City continues its partnership with Colorado Mesa University and will offer 19 internship positions in 2024. The City is also continuing partnerships with AmeriCorps and the Best and Brightest Fellowship programs to provide relevant experience, training, and opportunities to interns and graduate students throughout all City departments.

2024 Budget Summary

The 2024 Adopted Budget totals \$322.5 million (\$322,532,371), a \$87.4 million, or 37.2% increase from the 2023 Adopted Budget of \$235.1 million. This significant increase is primarily due to the initiation of two legacy projects, including phase 1 of the expansion and improvement to the Persigo Wastewater Treatment Plant and the construction of the new Community Recreation Center. Significant increases include investment in housing and sustainability initiatives, as well as implementation of wage and benefit increases to continue to attract and retain employees. The budget represents the allocation of resources to achieve the goals identified by the City's Comprehensive Plan and the City Council's strategic outcomes.

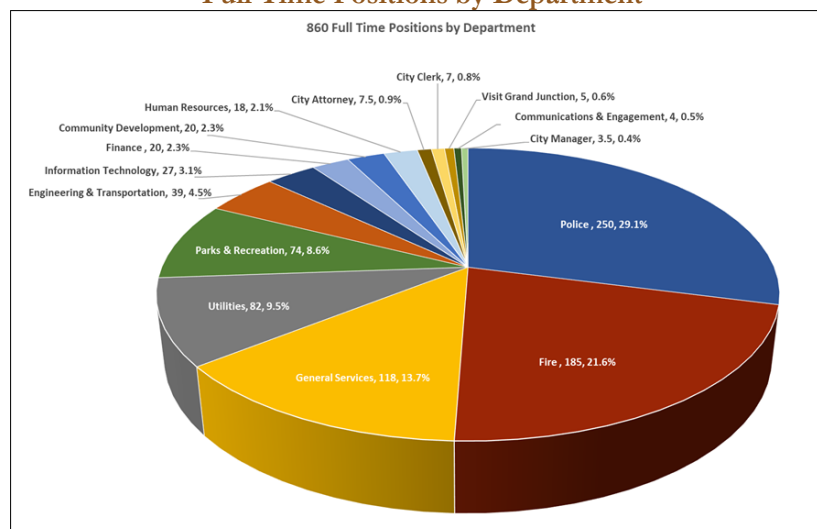
2024 Adopted Budget by Category



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, engineering, construction, streets, trash service, recycling, water service, sewer service, golf, and convention center.
- Destination marketing, legal, communications, accounting, and human resource management.

Full Time Positions by Department

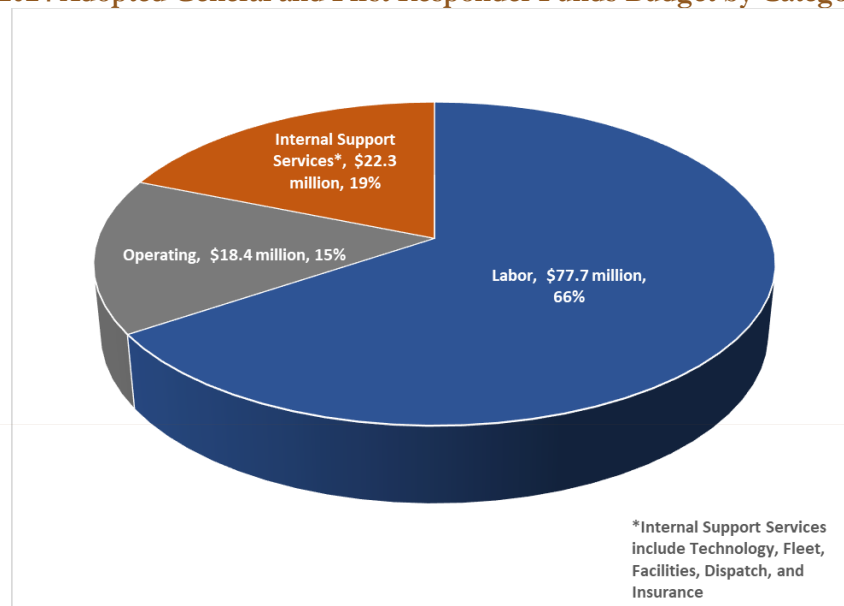


2024 General Fund and First Responder Fund Highlights

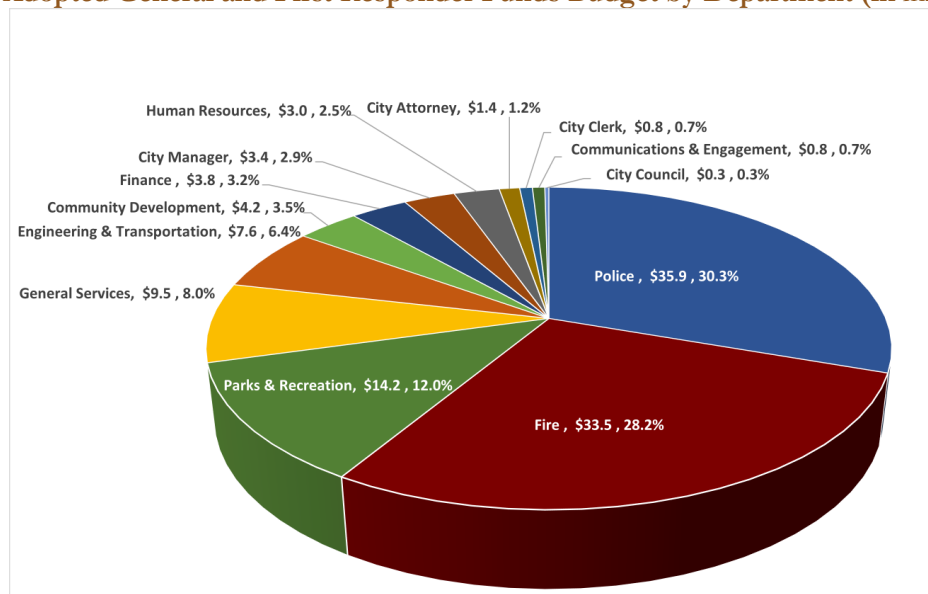
In the Spring of 2019, the voters authorized the First Responder Sales Tax. A special revenue fund was established to budget and account for revenue from the new tax and expenses for the expansion of First Responder services and facilities. Financial information for the First Responder Fund will be separately 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 2024 Adopted General Fund and First Responder fund budgets are \$105.8 million and \$12.6 million respectively for a total of \$118.4 million. This is an 6.2% increase, or \$6.9 million more than the 2023 Adopted Budget predominantly due to labor increases from wage increases, new positions, and insurance, as well as addition of technology, fleet, and fuel costs for expansion of first responder fleet, services, and facilities.

2024 Adopted General and First Responder Funds Budget by Category



2024 Adopted General and First Responder Funds Budget by Department (in millions)



Accounting Fund Structure

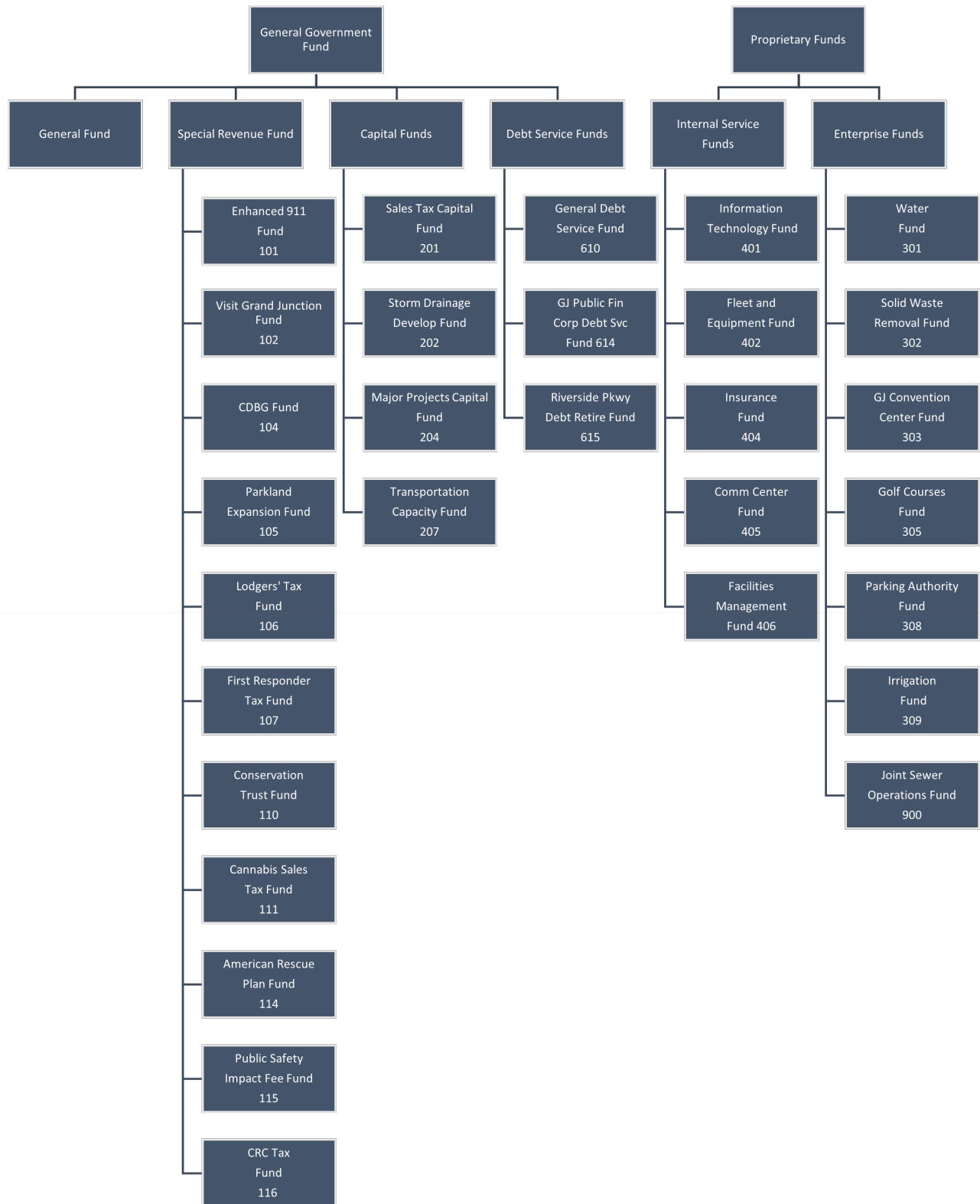
The City's accounting and budget structure include the accounts and operations of all City functions, including public safety (police and fire protection), street construction and maintenance, water utilities, and sanitation, planning and zoning, parks and recreation, general services, and general administration 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.



Redlands Roundabout

Fund Structure



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, Engineering and Transportation, 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 3.39% sales and use 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.

Community Recreation Center Tax Fund (Fund 116) accounts for voter-approved 0.14% portion of the City’s 3.39% sales and use tax to fund construction, debt service, and operations of the Community Recreation Center.

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.

Major Projects Capital Fund (Fund 204) is a capital projects fund used to account for the construction of the Community Recreation Center.

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.



Riverfront at Dos Rios Park



Independence Monument

Fiscal Summary

FY 2024 Revenue Summary by Classification

Fund	Capital Proceeds	Charges for Service	Fines and Forfeitures	Interest	Interfund Revenue
General Government					
100 General Fund	\$ 7,000	\$ 14,798,074	\$ 315,000	\$ 1,368,036	\$ 2,955,415
101 Enhanced 911 Fund	-	4,499,050	-	109,276	-
102 Visit Grand Junction Fund	-	5,000	-	5,061	-
104 CDBG Fund	-	-	-	-	-
105 Parkland Expansion Fund	-	1,260,499	2,500	9,595	-
106 Lodgers Tax Increase Fund	-	-	-	29,031	-
107 First Responder Fund	-	-	-	165,778	2,091,941
110 Conservation Trust Fund	-	-	-	3,633	-
111 Cannabis Sales Tax Fund	-	-	-	41,695	-
115 Public Safety Impact Fee Fund	-	379,908	-	18,252	-
116 Community Rec. Center Tax Fund	-	-	-	-	-
201 Sales Tax CIP Fund	2,417,546	185,000	-	-	-
202 Storm Drainage Fund	-	15,000	-	-	-
204 Major Projects Capital Fund	66,000,000	-	-	-	-
207 Transportation Capacity Fund	-	2,618,200	-	520,307	-
209 Grand Jct Dos Rios GID Capital	-	-	-	22,952	-
405 Comm Center Fund	-	2,578,897	-	20,069	3,309,532
610 General Debt Service Fund	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-
615 Riverside Pkwy Debt Retire Fund	-	-	-	-	-
Total General Government Funds	\$ 68,424,546	\$ 26,339,628	\$ 317,500	\$ 2,290,733	\$ 8,356,888
Enterprise Funds					
301 Water Fund	\$ 240,000	\$ 9,419,500	\$ -	\$ 46,840	\$ 994,458
302 Solid Waste Removal Fund	475,000	6,559,317	-	26,420	-
305 Golf Courses Fund	-	2,633,240	-	9,985	-
308 Parking Authority Fund	-	581,294	578,655	10,596	-
309 Ridges Irrigation Fund	1,300	386,000	-	3,433	-
900 Joint Sewer System Fund	64,570,960	17,191,264	1,000	864,480	185,000
Total Enterprise Funds	\$ 65,287,260	\$ 36,770,615	\$ 579,655	\$ 961,754	\$ 1,179,458
Internal Service Funds					
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ 23,682	\$ 12,512,707
402 Fleet and Equipment Fund	50,000	1,205,958	-	15,772	8,080,991
404 Insurance Fund	-	6,000	-	84,220	24,139,588
406 Facilities Management Fund	1,719	-	-	1,653	4,202,469
Total Internal Service Funds	\$ 51,719	\$ 1,211,958	\$ -	\$ 125,327	\$ 48,935,755
Permanent Funds					
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ 33,544	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ 33,544	\$ -
Developmental Funds					
103 Downtown Dev. Authority Fund	\$ -	\$ 5,000	\$ -	\$ 109,666	\$ -
611 DDA TIF Debt Service Fund	600,000	-	-	-	-
Total DDA Funds	\$ 600,000	\$ 5,000	\$ -	\$ 109,666	\$ -
Dos Rios GID Funds					
113 GJ Dos Rios GID	\$ -	\$ -	\$ -	\$ 514	\$ -
616 GJ Dos Rios GID Debt Service	-	-	-	16,822	-
Total Dos Rios GID Funds	\$ -	\$ -	\$ -	\$ 17,336	\$ -

FY 2024 Revenue Summary by Classification

Fund	Inter-Governmental	Licenses & Permits	Other	Taxes	Total Revenues	Transfers In	Total Resources
100	\$ 2,710,460	\$ 206,924	\$ 30,694	\$ 82,892,397	\$ 105,284,000	\$ 2,435,211	\$ 107,719,211
101	-	-	-	(77,277)	4,531,049	-	4,531,049
102	-	-	-	3,527,060	3,537,121	1,049,661	4,586,782
104	482,428	-	-	-	482,428	-	482,428
105	-	-	-	-	1,272,594	-	1,272,594
106	-	-	-	2,487,017	2,516,048	-	2,516,048
107	-	-	-	12,641,120	14,898,839	-	14,898,839
110	1,009,400	-	-	-	1,013,033	-	1,013,033
111	-	50,000	-	2,469,687	2,561,382	-	2,561,382
115	-	-	-	-	398,160	-	398,160
116	-	-	-	3,429,311	3,429,311	-	3,429,311
201	4,400,334	-	291,766	18,668,669	25,963,315	19,002,873	44,966,188
202	-	-	200,000	-	215,000	100,000	315,000
204	3,000,000	-	3,000,000	-	72,000,000	694,206	72,694,206
207	2,500,000	-	150,000	-	5,788,507	-	5,788,507
209	-	-	-	-	-	-	22,952
405	-	-	90,600	-	5,999,098	2,361,275	8,360,373
610	-	-	-	-	-	5,874,342	5,874,342
614	-	-	400,000	-	400,000	299,000	699,000
615	-	-	-	-	-	-	-
	\$ 14,102,622	\$ 256,924	\$ 4,163,060	\$ 126,037,984	\$ 250,289,885	\$ 31,816,568	\$ 282,106,453
301	\$ 826,740	\$ -	\$ 59,090	\$ -	\$ 11,586,628	\$ -	\$ 11,586,628
302	40,000	-	-	-	7,100,737	-	7,100,737
305	-	-	14,400	-	2,657,625	120,000	2,777,625
308	-	-	153,320	-	1,323,865	-	1,323,865
309	-	-	-	-	390,733	-	390,733
900	-	-	-	-	82,812,704	-	82,812,704
	\$ 866,740	\$ -	\$ 226,810	\$ -	\$ 105,872,292	\$ 120,000	\$ 105,992,292
401	\$ -	\$ -	\$ -	\$ -	\$ 12,536,389	\$ -	\$ 12,536,389
402	-	-	-	-	9,352,721	-	9,352,721
404	175,000	-	462,670	-	24,867,478	1,000,000	25,867,478
406	-	-	20,932	-	4,226,773	-	4,226,773
	\$ 175,000	\$ -	\$ 483,602	\$ -	\$ 50,983,361	\$ 1,000,000	\$ 51,983,361
704	\$ -	\$ -	\$ -	\$ -	\$ 33,544	\$ -	\$ 33,544
	\$ -	\$ -	\$ -	\$ -	\$ 33,544	\$ -	\$ 33,544
103	\$ 107,000	\$ -	\$ 990,921	\$ 353,056	\$ 1,565,643	\$ -	\$ 1,565,643
611	718,153	-	-	2,135,548	3,453,701	-	3,453,701
	\$ 825,153	\$ -	\$ 990,921	\$ 2,488,604	\$ 5,019,344	\$ -	\$ 5,019,344
113	\$ -	\$ -	\$ -	\$ 6,649	\$ 7,163	\$ -	\$ 7,163
616	-	-	-	-	16,822	578,704	595,526
	\$ -	\$ -	\$ -	\$ 6,649	\$ 23,985	\$ 578,704	\$ 602,689

FY 2024 Expenditure Summary by Classification

Fund	Labor and Benefits	Operating Expenditures	Interfund Charges	Debt Service
General Government				
100 General Fund	\$ 67,290,300	\$ 17,059,839	\$ 21,039,605	\$ -
101 Enhanced 911 Fund	-	-	-	-
102 Visit Grand Junction Fund	675,735	4,414,117	268,318	-
104 CDBG Fund	-	189,748	-	-
105 Parkland Expansion Fund	-	-	-	-
106 Lodgers Tax Increase Fund	-	1,469,525	-	-
107 First Responder Fund	10,426,277	829,085	1,298,111	-
110 Conservation Trust Fund	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-
114 American Rescue Plan Fun	-	-	-	-
116 Community Recreation Center Tax Fund	101,390	21,600	-	-
201 Sales Tax CIP Fund	-	6,900,059	-	-
202 Storm Drainage Fund	-	-	-	-
204 Major Projects Capital Fund	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-
405 Comm Center Fund	6,428,043	480,488	2,145,694	-
610 General Debt Service Fund	-	4,500	-	5,869,842
614 GJ Public Finance Corp Fund	-	2,500	-	696,500
Total General Government Funds	\$ 84,921,745	\$ 31,371,461	\$ 24,751,728	\$ 6,566,342
Enterprise Funds				
301 Water Fund	\$ 4,516,935	\$ 1,944,349	\$ 1,972,719	\$ 1,260,307
302 Solid Waste Removal Fund	2,839,817	2,024,768	2,348,441	-
305 Golf Courses Fund	1,020,501	945,053	746,958	87,798
308 Parking Authority Fund	610,348	247,773	154,327	243,768
309 Ridges Irrigation Fund	128,593	36,570	144,638	16,162
900 Joint Sewer System Fund	4,802,223	2,986,164	3,337,711	620,105
Total Enterprise Funds	\$ 13,918,417	\$ 8,184,677	\$ 8,704,794	\$ 2,228,140
Internal Service Funds				
401 Information Technology Fund	\$ 3,668,797	\$ 8,221,424	\$ 227,870	\$ -
402 Fleet and Equipment Fund	1,725,270	2,963,160	492,316	-
404 Insurance Fund	1,331,538	24,050,575	66,021	-
406 Facilities Management Fund	905,183	2,789,624	351,682	-
Total Internal Service Funds	\$ 7,630,788	\$ 38,024,783	\$ 1,137,889	\$ -
Permanent Funds				
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
Downtown Develop. Authority Funds				
103 Downtown Dev. Authority Fund	\$ 285,118	\$ 882,290	\$ 50,082	\$ -
611 DDA TIF Debt Service Fund	-	629,010	-	2,250,662
Total DDA Funds	\$ 285,118	\$ 1,511,300	\$ 50,082	\$ 2,250,662
Dos Rios General Improvement Dist.				
209 Grand Jct Dos Rios GID Capital	\$ -	\$ -	\$ -	\$ -
616 GJ Dos Rios GID Debt Service Fund	-	3,500	-	615,250
Total Dos Rios GID Funds	\$ -	\$ 3,500	\$ -	\$ 615,250

FY 2024 Expenditure Summary by Classification

Fund	Capital Outlay	Contingency and Reserves	Total Expenditures	Transfers Out	Total Uses
100	\$ 119,922	\$ 300,000	\$ 105,809,666	\$ 4,099,935	\$ 109,909,601
101	-	-	-	2,830,498	2,830,498
102	-	-	5,358,170	220,000	5,578,170
104	-	-	189,748	292,680	482,428
105	-	-	-	2,364,792	2,364,792
106	-	-	1,469,525	1,049,661	2,519,186
107	-	-	12,553,473	10,681,884	23,235,357
110	-	-	-	1,097,982	1,097,982
111	-	-	-	132,767	132,767
114	-	-	-	3,718,483	3,718,483
116	-	-	122,990	-	122,990
201	42,404,038	-	49,304,097	5,694,342	54,998,439
202	320,000	-	320,000	-	320,000
204	23,615,217	-	23,615,217	500,000	24,115,217
207	17,404,094	-	17,404,094	-	17,404,094
405	150,000	-	9,204,225	-	9,204,225
610	-	-	5,874,342	-	5,874,342
614	-	-	699,000	-	699,000
	<u>\$ 84,013,271</u>	<u>\$ 300,000</u>	<u>\$ 231,924,547</u>	<u>\$ 32,683,024</u>	<u>\$ 264,607,571</u>
301	\$ 3,970,000	\$ -	\$ 13,664,310	\$ -	\$ 13,664,310
302	1,225,000	-	8,438,026	220,000	8,658,026
305	50,000	100,000	2,950,310	-	2,950,310
308	430,000	-	1,686,216	-	1,686,216
309	60,000	-	385,963	-	385,963
900	<u>51,736,796</u>	<u>-</u>	<u>63,482,999</u>	<u>-</u>	<u>63,482,999</u>
	<u>\$ 57,471,796</u>	<u>\$ 100,000</u>	<u>\$ 90,607,824</u>	<u>\$ 220,000</u>	<u>\$ 90,827,824</u>
401	\$ 500,000	\$ -	\$ 12,618,091	\$ -	\$ 12,618,091
402	4,326,400	-	9,507,146	-	9,507,146
404	-	-	25,448,134	-	25,448,134
406	-	-	4,046,489	-	4,046,489
	<u>\$ 4,826,400</u>	<u>\$ -</u>	<u>\$ 51,619,860</u>	<u>\$ -</u>	<u>\$ 51,619,860</u>
704	\$ -	\$ -	\$ -	\$ 33,544	\$ 33,544
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 33,544</u>	<u>\$ 33,544</u>
103	\$ -	\$ -	\$ 1,217,490	\$ -	\$ 1,217,265
611	-	-	2,879,672	-	2,879,672
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,097,162</u>	<u>\$ -</u>	<u>\$ 4,096,937</u>
209	\$ -	\$ -	\$ -	\$ 578,704	\$ 578,704
616	-	-	618,750	-	618,750
	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 618,750</u>	<u>\$ 578,704</u>	<u>\$ 1,197,454</u>

FY 2024 Projected Fund Balance by Fund

Fund	Projected Beginning Fund Balance	Total Revenues	Labor	Non- Personnel Operating	Total Operating Expense	Debt Service
General Government						
100 General Fund	\$ 41,700,360	\$ 105,284,000	\$ 67,290,300	\$ 38,099,444	\$ 105,389,744	\$ -
101 Enhanced 911 Fund	4,741,251	4,531,049	-	-	-	-
102 Visit Grand Junction Fund	1,277,896	3,537,121	675,735	4,682,435	5,358,170	-
104 CDBG Fund	-	482,428	-	189,748	189,748	-
105 Parkland Expansion Fund	1,139,148	1,272,594	-	-	-	-
106 Lodgers Tax Increase Fund	3,138	2,516,048	-	1,469,525	1,469,525	-
107 First Responder Fund	10,114,133	14,898,839	10,426,277	2,127,196	12,553,473	-
110 Conservation Trust Fund	117,038	1,013,033	-	-	-	-
111 Cannabis Sales Tax Fund	63,487	2,561,382	-	-	-	-
114 American Rescue Plan Fund	3,718,483	-	-	-	-	-
115 Public Safety Impact Fee Fund	753,822	398,160	-	-	-	-
116 Community Recreation Center Tax Fund	-	3,429,311	101,390	21,600	122,990	-
201 Sales Tax CIP Fund	10,032,251	25,963,315	-	6,900,059	6,900,059	-
202 Storm Drainage Fund	535,922	215,000	-	-	-	-
204 Major Projects Capital Fund	-	72,000,000	-	-	-	-
207 Transportation Capacity Fund	21,504,428	5,788,507	-	-	-	-
405 Comm Center Fund	1,071,436	5,999,098	6,428,04	2,626,182	9,054,225	-
610 General Debt Service Fund	-	-	-	4,500	4,500	5,869,842
614 GJ Public Finance Corp Fund	-	400,000	-	2,500	2,500	696,500
Total General Government Funds	\$ 96,772,793	\$ 250,289,885	\$ 84,921,745	\$ 56,123,189	\$ 141,044,934	\$ 6,566,342
Enterprise Funds						
301 Water Fund	\$ 4,167,177	\$ 11,586,628	\$ 4,516,935	\$ 3,917,068	\$ 8,434,003	\$ 1,260,307
302 Solid Waste Removal Fund	2,152,626	7,100,737	2,839,817	4,373,209	7,213,026	-
305 Golf Courses Fund	532,814	2,657,625	1,020,501	1,692,011	2,712,512	87,798
308 Parking Authority Fund	622,736	1,323,865	610,348	402,100	1,012,448	243,768
309 Ridges Irrigation Fund	159,469	390,733	128,593	181,208	309,801	16,162
900 Joint Sewer System Fund	31,168,829	82,812,704	4,802,223	6,323,875	11,126,098	620,105
Total Enterprise Funds	\$ 38,803,652	\$ 105,872,292	\$ 13,918,417	\$ 16,889,471	\$ 30,807,888	\$ 2,228,140
Total General Govt. and Enterprise Funds	\$ 135,576,445	\$ 356,162,177	\$ 98,840,162	\$ 73,012,660	\$ 30,807,888	\$ 8,794,482
Internal Service Funds						
401 Information Technology Fund	\$ 1,559,455	\$ 12,536,389	\$ 3,668,797	\$ 8,449,294	\$ 12,118,091	\$ -
402 Fleet and Equipment Fund	3,547,864	9,352,721	1,725,270	3,455,476	5,180,746	-
404 Insurance Fund	3,312,231	24,867,478	1,331,538	24,116,596	25,448,134	-
406 Facilities Management Fund	4,215	4,226,773	905,183	3,141,306	4,046,489	-
Total Internal Service Funds	\$ 8,423,765	\$ 50,983,361	\$ 7,630,788	\$ 39,162,672	\$ 46,793,460	\$ -
Permanent Funds						
704 Cemetery Perpetual Care Fund	\$ 1,612,762	\$ 33,544	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ 1,612,762	\$ 33,544	\$ -	\$ -	\$ -	\$ -
Total City Appropriated Funds	\$ 145,612,971	\$ 407,179,082	\$ 106,470,950	\$ 112,175,332	\$ 218,646,282	\$ 8,794,482
Downtown Development Authority Funds						
103 Downtown Dev. Authority Fund	\$ 2,505,848	\$ 1,565,643	\$ 285,118	\$ 932,372	\$ 1,217,490	\$ -
611 DDA TIF Debt Service Fund	1,989,450	3,453,701	-	629,010	629,010	2,250,662
Total DDA Funds	\$ 4,495,298	\$ 5,019,344	\$ 285,118	\$ 1,561,382	\$ 1,846,500	\$ 2,250,662
Dos Rios GID Funds						
113 Grand Jct. Dos Rios GID Fund	\$ 22,952	\$ 7,163	\$ -	\$ -	\$ -	\$ -
209 Grand Jct. Dos Rios GID Capital Fund	1,080,793	22,952	-	-	-	-
616 Grand Jct. Dos Rios GID Debt Svc Fund	1,102,028	16,822	-	3,500	3,500	615,250
Total Dos Rios GID Funds	\$ 2,205,773	\$ 46,937	\$ -	\$ 3,500	\$ 3,500	\$ -

FY 2024 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	\$ 119,922	\$ 105,509,666	\$ 2,435,211	\$ 4,099,935	\$ (1,890,390)	\$ 300,000	\$(2,190,390)	\$ 39,509,970
101	-	-	-	2,830,498	1,700,551	-	1,700,551	6,441,802
102	-	5,358,170	1,049,661	220,000	(991,388)	-	(991,388)	286,508
104	-	189,748	-	292,680	-	-	-	-
105	-	-	-	2,364,792	(1,092,198)	-	(1,092,198)	46,950
106	-	1,469,525	-	1,049,661	(3,138)	-	(3,138)	-
107	-	12,553,473	-	10,681,884	(8,336,518)	-	(8,336,518)	1,777,615
110	-	-	-	1,097,982	(84,949)	-	(84,949)	32,089
111	-	-	-	132,767	2,428,615	-	2,428,615	2,492,102
114	-	-	-	3,718,483	(3,718,483)	-	(3,718,483)	-
115	-	-	-	-	398,160	-	398,160	1,151,982
116	-	122,990	-	-	3,306,321	-	3,306,321	3,306,321
201	42,404,038	49,304,097	19,002,873	5,694,342	(10,032,251)	-	(10,032,251)	-
202	320,000	320,000	100,000	-	(5,000)	-	(5,000)	530,922
204	23,615,217	23,615,217	694,206	500,000	48,578,989	-	48,578,989	48,578,989
207	17,404,094	17,404,094	-	-	(11,615,587)	-	(11,615,587)	9,888,841
405	150,000	9,204,225	2,361,275	-	(843,852)	-	(843,852)	227,584
610	-	5,874,342	5,874,342	-	-	-	-	-
614	-	699,000	299,000	-	-	-	-	-
	\$ 84,013,271	\$231,624,547	\$ 31,816,568	\$ 32,683,024	\$ 17,798,882	\$ 300,000	\$17,498,882	\$ 114,271,675
301	\$ 3,970,000	\$ 13,664,310	\$ -	\$ -	\$ (2,077,682)	\$ -	\$ (2,077,682)	\$ 2,089,495
302	1,225,000	8,438,026	-	220,000	(1,557,289)	-	(1,557,289)	595,337
305	50,000	2,850,310	120,000	-	(72,685)	100,000	(172,685)	360,129
308	430,000	1,686,216	-	-	(362,351)	-	(362,351)	260,385
309	60,000	385,963	-	-	4,770	-	4,770	164,239
900	51,736,796	63,482,999	-	-	19,329,705	-	19,329,705	50,498,534
	\$ 57,471,796	\$ 90,507,824	\$ 120,000	\$ 220,000	\$ 15,264,468	\$ 100,000	\$ 15,164,468	\$ 53,968,120
GF & EF	\$141,485,067	\$ 322,132,371	\$ 31,936,568	\$ 32,903,024	\$33,063,350	\$400,000	\$32,663,350	\$168,239,795
		\$ 400,000	Contingency					
		\$ 322,532,371	City of Grand Junction 2024 Adopted Budget					
401	\$ 500,000	\$ 12,618,091	\$ -	\$ -	\$ (81,702)	\$ -	\$ (81,702)	\$ 1,477,753
402	4,326,400	9,507,146	-	-	(154,425)	-	(154,425)	3,393,439
404	-	25,448,134	1,000,000	-	419,344	-	419,344	3,731,575
405	-	4,046,489	-	-	180,283	-	180,283	184,498
	\$ 4,826,400	\$ 51,619,860	\$ 1,000,000	\$ -	\$ 363,501	\$ -	\$ 363,501	\$ 8,787,625
704	\$ -	\$ -	\$ -	\$ 33,544	\$ -	\$ -	\$ -	\$ 1,612,762
	\$ -	\$ -	\$ -	\$ 33,544	\$ -	\$ -	\$ -	\$ 1,612,762
Total App	\$ 146,311,467	\$373,752,231	\$ 32,936,568	\$ 32,936,568	\$ 33,426,851	\$ 400,000	\$ 33,026,851	\$ 178,639,822
103	\$ -	\$ 1,217,490	\$ -	\$ -	\$ 348,153	\$ -	\$ 348,153	\$ 2,854,001
611	-	2,879,672	-	-	574,029	-	574,029	2,563,479
DDA	\$ -	\$ 4,097,162	\$ -	\$ -	\$ 922,182	\$ -	\$ 922,182	\$ 5,417,480
113	\$ -	\$ -	\$ -	\$ -	\$ 7,163	\$ -	\$ 7,163	\$ 30,115
209	-	-	-	578,704	(555,752)	-	(555,752)	525,041
616	-	618,750	578,704	-	(23,224)	-	(23,224)	1,078,804
Dos Rios	\$ -	\$ 618,750	\$ 578,704	\$ 578,704	\$ (571,813)	\$ -	\$ (571,813)	\$ 1,633,960

FY 2024 Expenditure Summary by Department by Fund

Fund	General Govt.*	City Clerk	Community Develop.	Finance	Fire	General Services	Info. Tech.	Human Resources
General Government								
100 General Fund	\$ 5,491,935	\$ 848,151	\$ 4,180,539	\$ 3,729,132	\$ 23,459,866	\$ 9,471,741	\$ -	\$ 3,042,735
101 Enhanced 911 Fund	-	-	-	-	-	-	-	-
102 Visit Grand Junction Fund	-	-	-	-	-	-	-	-
104 CDBG Fund	-	-	189,748	-	-	-	-	-
105 Parkland Expansion Fund	-	-	-	-	-	-	-	-
106 Lodgers Tax Increase Fund	-	-	-	1,469,525	-	-	-	-
107 First Responder Fund	-	-	-	-	10,068,933	-	-	-
110 Conservation Trust Fund	-	-	-	-	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-	-	-	-	-
114 American Rescue Plan Fund	-	-	-	-	-	-	-	-
116 Community Rec Center Fund	-	-	-	-	-	-	-	-
201 Sales Tax CIP Fund	13,391,817	-	1,868,360	-	9,620,004	1,700,000	5,250,000	-
202 Storm Drainage Fund	-	-	-	-	-	-	-	-
204 Major Capital Projects Fund	-	-	-	-	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-	-	-	-	-
405 Comm Center Fund	-	-	-	-	-	-	-	-
610 General Debt Service Fund	-	-	-	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-	-
Total General Government Funds	\$18,883,752	\$ 848,151	\$ 6,238,647	\$ 5,198,657	\$43,148,803	\$11,171,741	\$ 5,250,000	3,042,735
Enterprise Funds								
301 Water Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
302 Solid Waste Removal Fund	-	-	-	-	-	8,438,026	-	-
305 Golf Courses Fund	-	-	-	-	-	2,850,310	-	-
308 Parking Authority Fund	-	-	-	-	-	1,232,790	-	-
309 Ridges Irrigation Fund	-	-	-	-	-	-	-	-
900 Joint Sewer System Fund	-	-	-	-	-	-	-	-
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,521,126	\$ -	\$ -
Internal Service Funds								
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$12,618,091	\$ -
402 Fleet and Equipment Fund	-	-	-	-	-	9,507,146	-	-
404 Insurance Fund	-	-	-	-	-	-	-	25,448,134
406 Facilities Management Fund	-	-	-	-	-	4,046,489	-	-
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$13,553,635	\$12,618,091	\$25,448,134
Permanent Funds								
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total All Funds	\$18,883,752	\$ 848,151	\$ 6,238,647	\$ 5,198,657	\$43,148,803	\$37,246,502	\$ 17,868,091	\$28,490,869

**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	Engineer. & Transport.	Utilities	Visit Grand Jct	Non-Departmental	Total by Fund
General Government							
100 General Fund	\$ 14,195,097	\$ 33,463,493	\$ 7,556,738	\$ -	\$ -	\$ 4,470,174	\$ 109,909,601
101 Enhanced 911 Fund	-	-	-	-	-	2,830,498	2,830,498
102 Visit Grand Junction Fund	-	-	-	-	5,358,170	220,000	5,578,17
104 CDBG Fund	-	-	-	-	-	292,680	482,428
105 Parkland Expansion Fund	-	-	-	-	-	2,364,792	2,364,792
106 Lodgers Tax Increase Fund	-	-	-	-	-	1,049,661	2,519,186
107 First Responder Fund	-	2,484,540	-	-	-	10,681,884	23,235,357
110 Conservation Trust Fund	-	-	-	-	-	1,097,982	1,097,982
111 Cannabis Sales Tax Fund	-	-	-	-	-	132,767	132,767
114 American Rescue Plan fund	-	-	-	-	-	3,718,483	3,718,483
116 Community Rec Center Fund	122,990	-	-	-	-	-	122,990
201 Sales Tax CIP Fund	5,849,903	-	11,624,013	-	-	5,694,342	54,998,439
202 Storm Drainage Fund	-	-	320,000	-	-	-	320,000
204 Major Capital Projects Fund	23,615,217	-	-	-	-	500,000	24,115,217
207 Transportation Capacity Fund	-	-	17,404,094	-	-	-	17,404,094
405 Comm Center Fund	-	9,204,225	-	-	-	-	9,204,225
610 General Debt Service Fund	-	-	-	-	-	5,874,342	5,874,342
614 GJ Public Finance Corp Fund	-	-	-	-	-	699,000	699,000
Total General Government Funds	\$43,783,207	\$45,152,258	\$ 36,904,845	\$ -	\$ 5,358,170	\$ 39,626,605	\$264,607,571
Enterprise Funds							
301 Water Fund	\$ -	\$ -	\$373,251	\$ 13,291,059	\$ -	\$ -	\$ 13,664,310
302 Solid Waste Removal Fund	-	-	-	-	-	220,000	8,658,026
305 Golf Courses Fund	-	-	-	-	-	100,000	2,950,310
308 Parking Authority Fund	-	453,426	-	-	-	-	1,686,216
309 Ridges Irrigation Fund	-	-	-	385,963	-	-	385,963
900 Joint Sewer System Fund	-	-	481,993	63,064,004	-	-	63,482,999
Total Enterprise Funds	\$ -	\$ 453,426	\$ 792,246	\$ 76,741,026	\$ -	\$ 320,000	\$ 90,827,824
Internal Service Funds							
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,618,091
402 Fleet and Equipment Fund	-	-	-	-	-	-	9,507,146
404 Insurance Fund	-	-	-	-	-	-	25,448,134
406 Facilities Management Fund	-	-	-	-	-	-	4,046,489
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 51,619,860
Permanent Funds							
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,544	\$ 33,544
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,544	\$ 33,544
Total All Funds	\$43,783,207	\$ 45,605,684	\$ 37,697,091	\$ 76,741,026	\$ 5,358,170	\$ 39,980,149	\$ 407,088,799

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Capital Proceeds	\$ 697,630	\$ 15,319	\$ 1,500	\$ 1,500	\$ 7,000
Charges for Service	12,532,908	12,909,200	14,218,022	13,897,776	14,798,074
Fines and Forfeitures	301,263	253,124	316,741	312,865	315,000
Interest	198,463	994,063	672,307	1,799,774	1,368,036
Interfund Revenue	2,421,669	2,417,046	2,717,776	2,717,776	2,955,415
Intergovernmental	2,263,283	1,605,962	1,708,732	4,869,679	2,710,460
Licenses and Permits	205,488	253,184	195,912	195,912	206,924
Taxes	70,346,017	77,915,625	79,157,530	78,488,335	82,892,397
Other	186,589	96,344	27,125	27,125	30,694
Transfers In	715,190	887,613	2,115,040	2,265,040	2,435,211
Total 100 General Fund	\$ 89,868,501	\$ 97,347,481	\$ 101,130,685	\$ 104,575,782	\$ 107,719,211
101 Enhanced 911 Fund					
Charges for Service	\$ 3,210,134	\$ 3,556,719	\$ 3,600,000	\$ 3,600,000	\$ 4,499,050
Interest	19,780	35,323	66,172	157,259	109,276
Taxes	-	-	-	-	(77,277)
Total 101 E911 Fund	\$ 3,229,914	\$ 3,592,041	\$ 3,666,172	\$ 3,757,259	\$ 4,531,049
102 Visit Grand Junction Fund					
Charges for Service	\$ 6,397	\$ 6,275	\$ 11,500	\$ -	\$ 5,000
Interest	12,401	25,566	21,079	34,227	5,061
Taxes	2,797,322	3,113,570	3,476,525	3,401,312	3,527,060
Transfers In	733,332	1,876,961	1,005,404	1,039,163	1,049,661
Total 102 Visit Grand Junction Fund	\$ 3,549,452	\$ 5,022,371	\$ 4,514,508	\$ 4,474,702	\$ 4,586,782
104 CDBG Fund					
Intergovernmental	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428
Total 104 CDBG Fund	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428
105 Parkland Expansion Fund					
Charges for Service	\$ 804,741	\$ 1,190,026	\$ 991,467	\$ 1,291,467	\$ 1,260,499
Fines and Forfeitures	2,258	1,473	2,500	2,500	2,500
Interest	4,659	9,101	11,349	22,854	9,595
Total 105 Parkland Expansion Fund	\$ 811,658	\$ 1,200,600	\$ 1,005,316	\$ 1,316,821	\$ 1,272,594
106 Lodgers Tax Increase Fund					
Taxes	\$ 1,886,959	\$ 2,124,160	\$ 2,412,969	\$ 2,379,921	\$ 2,487,017
Interest	1,881	1,975	-	1,960	29,031
Total 106 Lodgers Tax Increase Fund	\$ 1,888,840	\$ 2,126,135	\$ 2,412,969	\$ 2,381,881	\$ 2,516,048
107 First Responder Tax Fund					
Intergovernmental	\$ -	\$ 1,437,426	\$ 2,306,610	\$ 2,196,610	\$ 2,091,941
Interest	42,299	52,426	79,953	316,909	165,778
Taxes	10,850,494	12,000,708	12,339,235	12,213,610	12,641,120
Total 107 First Responder Tax Fund	\$ 10,892,793	\$ 13,490,560	\$ 14,725,798	\$ 14,727,129	\$ 14,898,839
110 Conservation Trust Fund					
Intergovernmental	\$ 788,497	\$ 841,372	\$ 906,400	\$ 980,000	\$ 1,009,400
Interest	2,155	2,320	1,649	3,330	3,633
Total 110 Conservation Trust Fund	\$ 790,652	\$ 843,692	\$ 908,049	\$ 983,330	\$ 1,013,033
111 Cannabis Sales Tax Fund					
Taxes	\$ -	\$ 6,800	\$ 1,884,375	\$ -	\$ 2,469,687
Interest	-	616	18,094	33,672	41,695
Licenses and Permits	-	120,000	75,000	75,000	50,000
Total 111 Cannabis Sales Tax Fund	\$ -	\$ 127,416	\$ 1,977,469	\$ 108,672	\$ 2,561,382
114 American Rescue Plan Fund					
Interest	\$ 21,402	\$ 40,608	\$ 167,617	\$ 212,398	\$ -
Intergovernmental	5,242,304	5,242,304	-	-	-
Total 114 American Rescue Plan Fund	\$ 5,263,706	\$ 5,282,912	\$ 167,617	\$ 212,398	\$ -

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
115 Public Safety Impact Fee Fund					
Charges of Service	\$ -	\$ 353,790	\$ 379,908	\$ 379,908	\$ 379,908
Interest	-	1,760	-	18,364	18,252
Total 115 Public Safety Impact Fee Fund	\$ -	\$ 355,550	\$ 379,908	\$ 398,272	\$ 398,160
116 Community Recreation Center Tax Fund					
Taxes	\$ -	\$ -	\$ -	\$ 1,565,290	\$ 3,429,311
Total 116 Community Rec Ctr Tax Fund	\$ -	\$ -	\$ -	\$ 1,565,290	\$ 3,429,311
201 Sales Tax CIP Fund					
Capital Proceeds	\$ 9,887,641	\$ 99,400	\$ 550,000	\$ 250,000	\$ 2,417,546
Charges for Service	168,893	111,425	85,000	137,944	185,000
Intergovernmental	378,752	1,449,581	1,927,059	942,679	4,400,334
Interest	3,222	108,727	65,712	-	-
Taxes	16,093,214	17,780,946	18,330,203	18,141,765	18,668,669
Other	4,965,717	254,899	840,000	840,000	291,766
Transfers In	17,550,088	6,898,808	2,561,921	2,394,868	19,002,873
Total 201 Sales Tax CIP Fund	\$ 49,047,527	\$ 26,703,786	\$ 24,359,895	\$ 22,707,256	\$ 44,966,188
202 Storm Drainage Fund					
Charges for Service	\$ 18,259	\$ 10,339	\$ 15,000	\$ 15,000	\$ 15,000
Interest	-	-	1,138	1,138	-
Other	-	-	300,000	-	200,000
Transfers In	430,082	500,000	1,500,000	-	100,000
Total 202 Storm Drainage Fund	\$ 448,341	\$ 510,338	\$ 1,816,138	\$ 16,138	\$ 315,000
204 Major Capital Projects Fund					
Capital Proceeds	\$ -	\$ -	\$ -	\$ -	\$ 66,000,000
Intergovernmental	-	-	-	-	3,000,000
Other	-	-	-	-	3,000,000
Transfers In	-	-	-	2,000,000	694,206
Total 204 Major Capital Projects Fund	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 72,694,206
207 Transportation Capacity (TCP) Fund					
Charges for Service	\$ 3,946,288	\$ 2,564,680	\$ 3,805,901	\$ 2,600,000	\$ 2,618,200
Interest	90,445	808,722	457,336	1,278,693	520,307
Intergovernmental	-	-	1,300,000	400,000	2,500,000
Other	-	-	150,000	-	150,000
Transfers In	23,285	-	-	-	-
Total 207 TCP Fund	\$ 4,060,018	\$ 3,373,402	\$ 5,713,237	\$ 4,278,693	\$ 5,788,507
405 Communications Center Fund					
Charges for Service	\$ 2,148,548	\$ 2,232,652	\$ 2,359,646	\$ 2,359,646	\$ 2,578,897
Intergovernmental	65,898	-	-	-	-
Interest	10,175	10,099	23,877	42,575	20,069
Interfund Revenue	2,803,531	3,004,039	3,104,320	3,104,320	3,309,532
Other	90,810	91,200	90,600	90,600	90,600
Transfers In	1,694,167	2,017,830	2,437,898	2,837,898	2,361,275
Total 405 Communications Center Fund	\$ 6,813,129	\$ 7,355,820	\$ 8,016,341	\$ 8,435,039	\$ 8,360,373
610 General Debt Service Fund					
Transfers In	\$ 6,794,876	\$ 6,799,688	\$ 6,294,386	\$ 6,294,386	\$ 5,874,342
Total 610 General Debt Service Fund	\$ 6,794,876	\$ 6,799,688	\$ 6,294,386	\$ 6,294,386	\$ 5,874,342
614 GJ Public Finance Corp Fund					
Capital Proceeds	\$ 5,086,873	\$ -	\$ -	\$ -	\$ -
Other	400,000	400,000	400,000	400,000	400,000
Transfers In	848,430	300,879	293,582	299,800	299,000
Total 614 GJ Public Finance Corp Fund	\$ 6,335,303	\$ 700,879	\$ 693,582	\$ 699,800	\$ 699,000

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
ENTERPRISE FUNDS					
301 Water Fund					
Capital Proceeds	\$ 2,521,754	\$ 8,611,190	\$ 214,000	\$ 4,045,899	\$ 240,000
Charges for Service	8,583,342	8,813,730	9,130,969	9,130,969	9,419,500
Intergovernmental	1,041,999	109,676	646,449	946,449	826,740
Interest	40,606	42,861	153,259	183,616	46,840
Interfund Revenue	862,307	864,481	860,628	860,628	994,458
Other	62,561	88,858	65,462	65,462	59,090
Transfers In	252,815	-	-	-	-
Total 301 Water Fund	\$ 13,365,384	\$ 18,530,796	\$ 11,070,767	\$ 15,233,023	\$ 11,586,628
302 Solid Waste Fund					
Capital Proceeds	\$ -	\$ -	\$ -	\$ -	\$ 475,000
Charges for Service	5,076,318	5,255,878	5,321,862	5,770,081	6,559,317
Intergovernmental	-	33,721	89,600	578,241	40,000
Interest	11,432	15,163	34,406	70,167	26,420
Total 302 Solid Waste Fund	\$ 5,087,750	\$ 5,304,762	\$ 5,445,868	\$ 6,418,489	\$ 7,100,737
305 Golf Courses Fund					
Charges for Service	\$ 2,274,395	\$ 2,272,616	\$ 2,483,710	\$ 2,483,710	\$ 2,633,240
Interest	3,490	4,449	10,618	18,365	9,985
Other	14,976	13,983	14,400	14,400	14,400
Transfers In	120,000	120,000	120,000	120,000	120,000
Total 305 Golf Courses Fund	\$ 2,412,861	\$ 2,411,049	\$ 2,628,728	\$ 2,636,475	\$ 2,777,625
308 Parking Authority Fund					
Charges for Service	\$ 466,252	\$ 486,430	\$ 479,635	\$ 479,635	\$ 581,294
Fines and Forfeitures	190,558	131,474	220,000	220,000	578,655
Interest	4,990	6,398	13,220	20,811	10,596
Other	61,515	80,490	76,340	103,840	153,320
Total 308 Parking Authority Fund	\$ 723,316	\$ 704,792	\$ 789,195	\$ 824,286	\$ 1,323,865
309 Ridges Irrigation Fund					
Capital Proceeds	\$ 2,600	\$ 217,989	\$ 1,300	\$ 1,300	\$ 1,300
Charges for Service	330,755	353,547	362,398	362,398	386,000
Interest	764	959	1,705	7,060	3,433
Total 309 Ridges Irrigation Fund	\$ 334,119	\$ 572,495	\$ 365,403	\$ 370,758	\$ 390,733
900 Joint Sewer Fund					
Capital Proceeds	\$ 5,809,126	\$ 4,207,319	\$ 3,570,336	\$ 3,570,336	\$ 64,570,960
Charges for Service	14,629,231	14,959,255	16,031,547	16,031,547	17,191,264
Fines and Forfeitures	-	2,500	1,000	1,000	1,000
Interest	279,435	389,956	539,665	1,260,338	864,480
Interfund Revenue	162,777	150,893	179,686	179,686	185,000
Intergovernmental	-	(36,392)	-	-	-
Other	28,122	1,287	-	1,287	-
Total 900 Joint Sewer Fund	\$ 20,908,691	\$ 19,674,817	\$ 20,322,234	\$ 21,044,194	\$ 82,812,704
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Charges for Service	\$ 111,077	\$ 110,105	\$ 110,105	\$ 110,105	\$ -
Interest	16,809	17,348	27,204	63,231	23,682
Interfund Revenue	7,514,835	8,767,643	10,323,210	10,323,210	12,512,707
Total 401 Information Technology Fund	\$ 7,642,721	\$ 8,895,096	\$ 10,460,519	\$ 10,496,546	\$ 12,536,389

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
INTERNAL SERVICE FUNDS					
402 Fleet and Equipment Fund					
Capital Proceeds	\$ 125,620	\$ 232,826	\$ 100,000	\$ 100,000	\$ 50,000
Charges for Service	1,028,231	1,085,340	950,606	950,606	1,205,958
Interest	28,632	51,466	50,786	123,173	15,772
Interfund Revenue	5,620,574	7,503,223	6,634,340	6,706,507	8,080,991
Other	-	19,885	-	-	-
Transfers In	54,535	70,564	81,581	81,581	-
Total 402 Fleet and Equipment Fund	\$ 6,857,592	\$ 8,963,304	\$ 7,817,313	\$ 7,961,867	\$ 9,352,721
404 Insurance Fund					
Charges for Service	\$ 4,507	\$ 5,914	\$ 2,500	\$ 2,500	\$ 6,000
Interest	23,634	31,192	58,534	146,342	84,220
Interfund Revenue	14,468,713	16,309,758	17,251,218	17,226,724	24,139,588
Intergovernmental	-	-	175,000	175,000	175,000
Other	553,010	466,508	396,193	708,290	462,670
Transfers In	-	-	-	-	1,000,000
Total 404 Insurance Fund	\$ 15,049,864	\$ 16,813,372	\$ 17,883,445	\$ 18,258,856	\$ 25,867,478
406 Facilities Fund					
Charges for Service	\$ 6,346	\$ 3,384	\$ -	\$ 2,650	\$ 1,719
Interest	578	(745)	349	349	1,653
Interfund Revenue	2,813,621	3,091,847	3,718,698	4,118,698	4,202,469
Other	17,996	19,860	17,760	17,760	20,932
Total 406 Facilities Fund	\$ 2,838,540	\$ 3,114,346	\$ 3,736,807	\$ 4,139,457	\$ 4,226,773
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Charges for Service	\$ 36,959	\$ 37,386	\$ -	\$ 32,590	\$ -
Interest	11,409	14,035	11,409	52,896	33,544
Total 704 Cemetery Perpetual Fund	\$ 48,368	\$ 51,421	\$ 11,409	\$ 85,486	\$ 33,544
Total Revenues	\$ 265,706,137	\$ 260,327,429	\$ 258,755,209	\$ 267,153,735	\$ 440,115,650

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Labor and benefits	\$ 49,394,940	\$ 55,653,663	\$ 63,050,393	\$ 63,133,358	\$ 67,290,300
Operating	13,868,224	15,027,631	19,627,740	23,006,231	17,059,839
Interfund Charges	14,560,267	17,478,775	17,688,994	17,734,726	21,039,605
Capital Outlay	2,234,421	1,275,186	119,250	271,251	119,922
Transfers Out	7,565,087	2,605,102	-	500,000	4,099,935
Contingency and Reserves	-	-	300,000	300,000	300,000
Total 100 General Fund	\$ 87,622,939	\$ 92,040,358	\$ 100,786,377	\$ 104,945,566	\$ 109,909,601
101 Enhanced 911 Fund					
Transfers Out	\$ 2,194,167	\$ 2,517,830	\$ 2,908,700	\$ 3,308,700	\$ 2,830,498
Total 101 E911 Fund	\$ 2,194,167	\$ 2,517,830	\$ 2,908,700	\$ 3,308,700	\$ 2,830,498
102 Visit Grand Junction Fund					
Labor and Benefits	\$ 276,705	\$ 368,468	\$ 954,886	\$ 507,792	\$ 675,735
Operating	1,793,772	4,624,845	4,481,230	3,928,323	4,414,117
Interfund Charges	195,029	160,718	228,877	228,877	268,318
Transfers Out	200,000	200,000	200,000	200,000	220,000
Total 102 Visit Grand Junction Fund	\$ 2,465,506	\$ 5,354,032	\$ 5,864,993	\$ 4,864,992	\$ 5,578,170

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
104 CDBG Fund					
Operating	\$ 577,792	\$ 435,321	\$ 276,950	\$ 393,730	\$ 189,748
Transfers Out	64,431	23,189	164,501	357,721	292,680
Total 104 CDBG Fund	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428
105 Parkland Expansion Fund					
Transfers Out	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792
Total 105 Parkland Expansion Fund	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792
106 Lodgers Tax Increase Fund					
Operating	\$ 1,026,665	\$ 1,260,420	\$ 1,407,565	\$ 1,454,827	\$ 1,469,525
Transfers Out	733,332	900,300	1,005,404	1,039,163	1,049,661
Total 106 Lodgers Tax Increase Fund	\$ 1,759,997	\$ 2,160,719	\$ 2,412,969	\$ 2,493,990	\$ 2,519,186
107 First Responder Tax Fund					
Labor and Benefits	\$ 2,571,412	\$ 4,723,191	\$ 7,913,894	\$ 7,913,894	\$ 10,426,277
Operating	74,187	895,489	1,867,094	1,787,094	829,085
Interfund Charges	135,369	454,026	921,353	921,353	1,298,111
Capital Outlay	(3,386)	122,369	-	155,600	-
Transfers Out	6,852,083	1,703,067	2,639,692	2,279,419	10,681,884
Total 107 First Responder Tax Fund	\$ 9,629,665	\$ 7,898,142	\$ 13,342,033	\$ 13,057,360	\$ 23,235,357
110 Conservation Trust Fund					
Transfers Out	\$ 777,985	\$ 868,194	\$ 942,564	\$ 948,782	\$ 1,097,982
Total 110 Conservation Trust Fund	\$ 777,985	\$ 868,194	\$ 942,564	\$ 948,782	\$ 1,097,982
111 Cannabis Sales Tax Fund					
Operating	\$ -	\$ 9,237	\$ -	\$ -	\$ -
Transfers Out	-	50,000	113,364	113,364	132,767
Total 111 Cannabis Sales Tax Fund	\$ -	\$ 59,237	\$ 113,364	\$ 113,364	\$ 132,767
114 American Rescue Plan Fund					
Operation	\$ -	\$ 410,469	\$ -	\$ 5,656,104	\$ -
Transfer Out	-	976,661	-	-	3,718,483
Total 111 Cannabis Sales Tax Fund	\$ -	\$ 1,387,130	\$ -	\$ 5,656,104	\$ 3,718,483
116 Community Recreation Center Tax Fund					
Labor and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 101,390
Operation	-	-	-	-	21,600
Transfer Out	-	-	-	1,500,000	-
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 122,990
201 Sales Tax Fund					
Labor and Benefits	\$ 1,217	\$ -	\$ -	\$ -	\$ -
Operating	3,578,427	4,192,855	5,244,538	2,653,102	6,900,059
Capital Outlay	17,241,505	25,144,379	17,835,146	20,104,581	42,404,038
Transfers Out	8,480,402	7,019,688	7,514,386	6,164,386	5,694,342
Total 201 Sales Tax Fund	\$ 29,301,551	\$ 36,356,921	\$ 30,594,070	\$ 28,922,069	\$ 54,988,439
202 Storm Drainage Fund					
Operating	\$ 16,174	\$ 12,046	\$ -	\$ -	\$ -
Capital Outlay	430,053	-	1,830,000	63,000	320,000
Total 202 Storm Drainage Fund	\$ 446,227	\$ 12,046	\$ 1,830,000	\$ 63,000	\$ 320,000
204 Major Projects Capital Fund					
Capital Outlay	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217
	-	-	-	-	500,000
Total 202 Storm Drainage Fund	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 24,115,217
207 Transportation Capacity Fund					
Operating	\$ 38,358	\$ 30,307	\$ -	\$ -	\$ -
Capital Outlay	3,824,433	5,361,627	25,089,619	34,623,627	17,404,094
Transfers Out	200,000	200,000	200,000	-	-
Total 207 Transportation Capacity Fund	\$ 4,062,790	\$ 5,591,934	\$ 25,289,619	\$ 34,623,627	\$ 17,404,094

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
405 Comm Center Fund					
Labor and Benefits	\$ 4,547,809	\$ 4,867,082	\$ 5,755,425	\$ 5,756,730	\$ 6,428,043
Operating	437,662	537,221	507,521	507,521	480,488
Interfund Charges	1,483,397	1,500,251	1,646,005	1,646,005	2,145,694
Capital Outlay	396,532	513,318	530,000	930,000	150,000
Total 405 Comm Center Fund	\$ 6,865,401	\$ 7,417,872	\$ 8,438,951	\$ 8,840,256	\$ 9,204,225
610 General Debt Service Fund					
Operating	\$ 3,500	\$ 4,500	\$ 4,000	\$ 4,000	\$ 4,500
Debt Service	6,790,376	6,795,188	6,291,928	6,291,928	5,869,842
Total 610 General Debt Service Fund	\$ 6,793,876	\$ 6,799,688	\$ 6,295,928	\$ 6,295,928	\$ 5,874,342
614 GJ Public Finance Corp Fund					
Operating	\$ 67,393	\$ -	\$ 1,500	\$ 1,500	\$ 2,500
Debt Service	6,261,691	699,700	698,300	698,300	696,500
Total 614 GJ Public Finance Corp Fund	\$ 6,329,084	\$ 699,700	\$ 699,800	\$ 699,800	\$ 699,000
615 Riverside Parkway Debt Retirement Fund					
Transfers Out	\$ 3,000,000	\$ 1,013,281	\$ -	\$ -	\$ -
Total 615 Riverside Pkwy Debt Fund	\$ 3,000,000	\$ 1,013,281	\$ -	\$ -	\$ -
ENTERPRISE FUNDS					
301 Water Fund					
Labor and Benefits	\$ 3,269,792	\$ 3,345,802	\$ 4,090,545	\$ 4,093,040	\$ 4,516,935
Operating	1,055,928	1,362,360	1,485,487	1,485,487	1,944,349
Interfund Charges	1,558,843	1,724,867	1,814,708	1,814,708	1,972,719
Debt Service	635,254	866,985	844,377	385,834	1,260,307
Capital Outlay	5,571,834	9,971,461	3,710,000	10,644,622	3,970,000
Total 301 Water Fund	\$ 12,091,651	\$ 17,271,476	\$ 11,945,117	\$ 18,423,691	\$ 13,664,310
302 Solid Waste Fund					
Labor and Benefits	\$ 1,104,722	\$ 1,714,583	\$ 2,286,694	\$ 2,287,173	\$ 2,839,817
Operating	1,672,686	1,129,193	1,906,183	1,827,172	2,024,768
Interfund Charges	1,425,222	1,540,584	1,846,877	1,846,877	2,348,441
Debt Service	99,610	-	-	-	-
Capital Outlay	-	389,637	100,000	663,641	1,225,000
Transfers Out	200,000	220,000	220,000	220,000	220,000
Total 302 Solid Waste Fund	\$ 4,502,239	\$ 4,993,997	\$ 6,359,754	\$ 6,844,863	\$ 8,658,026
305 Golf Courses Fund					
Labor and Benefits	\$ 877,861	\$ 887,745	\$ 974,596	\$ 974,596	\$ 1,020,501
Operating	693,552	843,735	876,106	876,106	945,053
Interfund Charges	482,015	533,558	731,196	731,196	746,958
Debt Service	87,797	87,797	87,798	87,798	87,798
Capital Outlay	-	-	-	-	50,000
Contingency and Reserves	-	-	-	-	100,000
Total 305 Golf Courses Fund	\$ 2,141,225	\$ 2,352,835	\$ 2,669,696	\$ 2,669,696	\$ 2,950,310
308 Parking Authority Fund					
Labor and Benefits	\$ 150,873	\$ 167,846	\$ 328,384	\$ 328,384	\$ 610,348
Operating	115,765	157,148	159,500	159,500	247,773
Interfund Charges	89,485	118,588	118,668	118,668	154,327
Debt Service	243,767	243,767	243,768	243,768	243,768
Capital Outlay	-	-	-	-	430,000
Total 308 Parking Authority Fund	\$ 599,890	\$ 687,350	\$ 850,320	\$ 850,320	\$ 1,686,216

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted
309 Ridges Irrigation Fund					
Labor and Benefits	\$ 109,639	\$ 116,611	\$ 123,339	\$ 123,339	\$ 128,593
Operating	47,222	27,807	59,970	59,970	36,570
Interfund Charges	147,619	170,981	160,469	160,469	144,638
Debt Service	-	-	16,162	16,162	16,162
Capital Outlay	29,254	173,480	10,000	79,560	60,000
Total 309 Ridges Irrigation Fund	\$ 333,735	\$ 488,879	\$ 369,940	\$ 439,500	\$ 385,963
900 Joint Sewer Fund					
Labor and Benefits	\$ 3,755,434	\$ 3,982,768	\$ 4,770,243	\$ 4,770,243	\$ 4,802,223
Operating	1,583,929	1,721,016	2,153,052	2,153,052	2,986,164
Interfund Charges	2,557,296	2,888,643	3,017,581	-	3,337,711
Debt Service	597,802	602,071	602,085	620,092	620,105
Capital Outlay	5,848,205	8,109,405	17,855,520	23,068,750	51,736,796
Total 900 Joint Sewer Fund	\$ 14,342,666	\$ 17,303,903	\$ 28,398,481	\$ 30,612,137	\$ 63,482,999
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Labor and Benefits	\$ 2,682,634	\$ 2,970,809	\$ 3,198,767	\$ 3,203,673	\$ 3,668,797
Operating	4,203,662	5,966,933	6,755,369	6,525,369	8,221,424
Interfund Charges	261,930	316,491	188,311	188,311	227,870
Capital Outlay	366,424	209,093	1,250,000	1,250,000	500,000
Total 401 Information Technology Fund	\$ 7,514,650	\$ 9,463,327	\$ 11,392,447	\$ 11,167,353	\$ 12,618,091
402 Fleet and Equipment Fund					
Labor and Benefits	\$ 1,322,137	\$ 1,417,756	\$ 1,654,505	\$ 1,654,505	\$ 1,725,270
Operating	2,475,684	3,103,966	2,810,916	2,810,916	2,963,160
Interfund Charges	265,271	399,337	323,620	323,620	492,316
Capital Outlay	3,041,695	1,651,454	4,293,987	6,246,031	4,326,400
Total 402 Fleet and Equipment Fund	\$ 7,104,787	\$ 6,572,513	\$ 9,083,028	\$ 11,035,072	\$ 9,507,146
404 Insurance Fund					
Labor and Benefits	\$ 1,416,924	\$ 1,564,429	\$ 1,548,599	\$ 1,548,599	\$ 1,331,538
Operating	13,994,011	14,677,313	16,582,248	16,596,748	24,050,575
Interfund Charges	10,160	29,860	24,627	24,627	66,021
Contingency and Reserves	-	-	500,000	485,500	-
Total 404 Insurance Fund	\$ 15,421,095	\$ 16,271,602	\$ 18,655,474	\$ 18,655,474	\$ 25,448,134
406 Facilities Fund					
Labor and Benefits	\$ 596,870	\$ 651,288	\$ 874,390	\$ 874,390	\$ 905,183
Operating	2,111,186	2,254,925	2,554,249	2,954,249	2,789,624
Interfund Charges	238,893	204,470	308,167	308,167	351,682
Total 406 Facilities Fund	\$ 2,946,949	\$ 3,110,683	\$ 3,736,806	\$ 4,136,806	\$ 4,046,489
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Transfers Out	\$ 10,240	\$ 10,239	\$ 11,409	\$ 11,409	\$ 33,544
Total 704 Cemetery Perpetual Fund	\$ 10,240	\$ 10,239	\$ 11,409	\$ 11,409	\$ 33,544
Total Expenditures	\$ 226,350,303	\$ 249,513,907	\$ 294,123,083	\$ 324,621,102	\$ 407,088,799

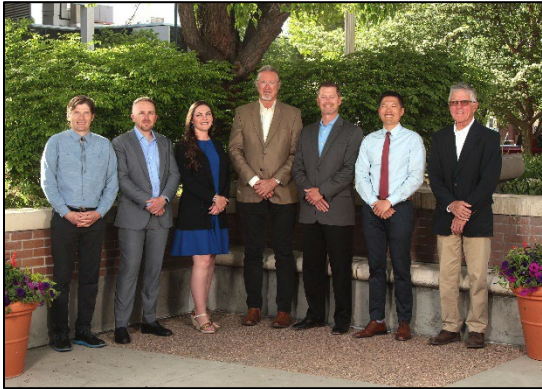
FY 2024 Interfund Transfers

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
100 General Fund	104 CDBG Fund	\$ 77,797	CDBG Administration	\$ 77,797
	102 Visit Grand Junction Fund	220,000	GJCC Subsidy	220,000
	107 First Responder Tax Fund	1,031,103	PD Pay Structure Changes	1,031,103
	111 Cannabis Sales Tax Fund	132,767	Cannabis Invest. Officer	132,767
	201 Sales Tax CIP Fund	220,000	Spring Clean-Up (PFAD)	220,000
	204 Major Capital Projects Fund	500,000	Payback 2023 Advance CRC Design	500,000
	302 Solid Waste Fund	220,000	Spring Clean-Up (PFAD)	220,000
	704 Perpetual Care Fund	33,544	Interest-Perpetual Care Fund	33,544
Total General Fund Transfers		\$ 2,435,211		\$ 2,435,211
102 Visit Grand Junction Fund	106 Lodger's Tax Increase Fund	\$ 1,049,661	Lodger's Tax Transfer	\$ 1,049,661
201 Sales Tax CIP Fund	100 General Fund	\$ 655,729	2% Portion of Cannabis Tax	\$ 2,405,729
		1,750,000	GF Richmark Incentive	
	104 CDBG Fund	174,883	SRTS-Palmer @ Hwy 50	214,883
		40,000	SRTS-Rocket Park Crosswalk	
	105 Parkland Expansion Fund	59,792	Las Colonias Annual Contrib.	2,364,792
		1,650,000	Emerson Skate Park	
		130,000	Monument Road Connect	
		400,000	Trails – Asphalt Trail Replace	
		125,000	Turf to Native	
	107 First Responder Tax Fund	7,500,000	Station 7 Construction	9,620,004
		260,273	Station 7 Ambulance	
		181,168	Station 7 Ambulance Equip.	
		1,578,563	Station 7 Aerial Truck	
		100,000	Rescue Boat	
	114 American Rescue Plan Fund	645,146	ARPA Funds for Housing	3,718,483
		3,073,337	ARPA Funds for Land/Bldg.	
110 Conservation Trust Fund	78,982	Las Colonias Annual Contrib.	678,982	
	361,656	Emerson Skate Park		
	38,344	Playground Repair		
	200,000	Hawthorne Skate Park		
	Total 201 Sales Tax Fund Transfers		\$ 19,002,873	
202 Storm Drainage Fund	201 Sales Tax CIP Fund	\$ 50,000	Riverside Pkwy @ 7 th St	\$ 100,000
		50,000	Hale Avenue	
Total 202 Storm Drainage Fund Transfers		\$ 100,000		\$ 100,000
204 Community Rec Ctr Fund	100 General Fund	\$ 694,206	Burkey Park	\$ 694,206
305 Golf Fund	110 Conservation Trust Fund	\$ 120,000	Golf Subsidy	\$ 120,000
404 Insurance Fund	100 General Fund	\$ 1,000,000	Insurance Fund Reserve	\$ 1,000,000
405 Comm Center Fund	101 E911 Fund	\$ 2,180,498	E911 Subsidy Comm Center	\$ 2,330,498
		80,000	Fire Alerting Upgrades	
		70,000	800 MHz Capital Improve	
	107 First Responder Fund	30,777	2 Reg PT ½ Audio Clerks	30,777
Total 405 Fund Transfers		\$ 2,361,275		\$ 2,361,275
610 Debt Service Fund	101 E911 Fund	\$ 500,000	Comm Center Debt Payment	\$ 500,000
	201 Sales Tax CIP Fund	1,524,550	PSI COP Debt Transfer	5,374,342
		2,142,592	2020 Parkway Refunding	
		1,707,200	CIP Share Transp. Debt	
Total 610 Debt Service Fund Transfers		\$ 5,874,342		\$ 5,874,342
614 GJ Public Fin. Corp. Fund	110 Cons. Trust Fund Transfers	\$ 299,000	Stadium Debt Transfer	\$ 299,000
Total 2023 Transfers		\$ 32,936,568		\$ 32,936,568



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CITY COUNCIL



Grand Junction (the City) was founded in 1882, and in 1921 its community members 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 community members of the City 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Council Strategic Outcomes and Performance Measures

- **Placemaking:** Grand Junction catalyzes projects and investments that emphasize people-centric spaces with inclusive infrastructure that promotes vibrant, multi-use environments to ensure people can comfortably live, recreate, and move throughout our community.
- **Thriving and Vibrant:** Grand Junction is recognized for its economic vitality, innovative and visionary policies, intentional growth, talented workforce, and for fostering a thriving environment for all.
- **Welcoming, Livable and Engaging:** Grand Junction fosters a sense of belonging, where people are accepted as themselves and have access to the amenities and services they need to thrive, and actively seeks participation from our community.
- **Safe and Healthy:** Grand Junction public safety departments are exemplary providers of police, fire and emergency medical services and work in close collaboration with community partners to ensure a safe and healthy community.
- **Resource Stewardship:** Grand Junction is committed to balancing fiscal responsibility and environmental health and fosters a unique blend of natural beauty and urban innovation by maintaining an accessible well-kept environment, enhancing outdoor lifestyle, and preserving community character.

2023 Accomplishments

- Developed and adopted a new Strategic Plan that will guide the City's priorities over the next two years.
- Continued progress on goals and objectives outlined in the City's 13 Housing Strategies while weighing community input and City staff recommendations.
- Continued investment in community non-profit partners, including through the creation of the HomewardBound Resource Center utilizing American Rescue Plan Act funding.
- 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.
- Continued to promote strong economic development through direct financial support to economic development partners and strategically incentivizing new opportunities.

2024 Objectives

- Connect with community members to best understand the variety of needs within the Grand Junction community.
- Advocate for economic opportunities that provide community wide benefit to residents while supporting sustainable community growth.
- Continue to support housing and homelessness initiatives in partnership with regional non-profits and governmental organizations that work to address the spectrum of needs from affordable housing, transitional housing, and basic needs services.
- Adopt the Sustainability and Adaptation Plan that will provide a framework for the City's ongoing sustainability initiatives within the organization and in the broader community.
- Support placemaking efforts at Dos Rios, Las Colonias, and in the development of Matchett Park and the Community Recreation Center.

City Council Personnel

City Council Personnel	2021	2022	2023	2024
Funded by General Fund 100				
Mayor	1.00	1.00	1.00	1.00
Councilmember	6.00	6.00	6.00	6.00
Total City Council FTE	7.00	7.00	7.00	7.00

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

City Council Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
City Council	\$ 3,085,634	\$ 2,135,355	\$ 265,621	\$ 292,254	\$ 271,111	2.1%
Total Fund 100	\$ 3,085,634	\$ 2,135,355	\$ 265,621	\$ 292,254	\$ 271,111	2.1%
0.75% Sales Tax CIP Fund 201						
City Council	\$ 2,278,210	\$ 2,598,118	\$ -	\$ -	\$ -	0.0%
Total Fund 201	\$ 2,278,210	\$ 2,598,118	\$ -	\$ -	\$ -	0.0%
Total City Council Budget	\$ 5,363,845	\$ 4,773,473	\$ 265,621	\$ 292,254	\$ 271,111	2.1%

City Council Budget By Classification, by Fund

Significant Changes between 2024 Adopted and 2023 Adopted Budget

- **Operating:** This category has decreased 6.7% overall, primarily due to a reduction in contract services for items that were moved out of the City Council's budget and into the Communications and Engagement Department's budget to better align with operations (i.e., community satisfaction survey and close captioning of City Council meetings).
- **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 23.6% overall increase.

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Intergovernmental	\$ 200,003	\$ 19,997	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ 200,003	\$ 19,997	\$ -	\$ -	\$ -	0.0%
Expenditures						
Labor and Benefits						
Seasonal	\$ 45,938	\$ 43,988	\$ 45,000	\$ 45,000	\$ 45,000	0.0%
Benefits	3,908	3,743	3,829	3,770	3,829	0.0%
Insurance	86	100	30	89	15	-50%
Other Compensation	5,040	5,040	5,040	5,040	5,040	0.0%
Total Labor and Benefits	\$ 54,972	\$ 52,870	\$ 53,899	\$ 53,899	\$ 53,884	0.0%
Operating						
Contract Services	\$ 21,795	\$ 88,608	\$ 13,678	\$ 40,311	\$ 2,000	-85.4%
Equipment	-	-	-	102	-	0.0%
Grants and Contributions	2,618,436	1,823,443	10,355	10,253	9,320	-10.0%
Operating Supplies	13,951	8,686	11,900	11,900	11,730	-1.4%
Professional Development	80,834	103,339	110,493	110,493	113,493	-2.7%
Total Operating	\$ 2,735,016	\$ 2,024,076	\$ 146,426	\$ 173,059	\$ 136,543	-6.7%
Interfund Charges						
Information Technology	\$ 42,359	\$ 58,409	\$ 65,296	\$ 65,296	\$ 80,684	23.6%
Total Interfund Charges	\$ 42,359	\$ 58,409	\$ 65,269	\$ 65,296	\$ 80,684	23.6%
Capital Outlay						
Land	\$ 253,289	\$ -	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 253,289	\$ -	\$ -	\$ -	\$ -	0.0%
Total General Fund	\$ 3,085,636	\$ 2,135,355	\$ 265,621	\$ 292,254	\$ 271,111	2.1%
Funding Source 201 Sales Tax CIP Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Intergovernmental	\$ 39,769	\$ 45,000	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ 39,769	\$ 45,000	\$ -	\$ -	\$ -	0.0%
Expenditures						
Operating						
Grants and Contributions	\$ 2,277,254	\$ 2,598,118	\$ -	\$ -	\$ -	0.0%
Total Operating	\$ 2,277,254	\$ 2,598,118	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Land	\$ 956	\$ -	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 956	\$ -	\$ -	\$ -	\$ -	0.0%
Total Sales Tax CIP Fund	\$ 2,278,210	\$ 2,553,118	\$ -	\$ -	\$ -	0.0%
Total City Council Budget	\$ 5,363,846	\$ 4,733,473	\$ 265,621	\$ 292,254	\$ 271,111	2.1%



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CITY MANAGER'S OFFICE

The City has a Council-Manager form of government and is a Colorado home-rule city. The 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 key to the diversification and growth of the local economy. The City has devoted significant funding toward the development of strategies and amenities designed to strengthen the community as a regional economic hub and attract new residents and businesses.

Economic development can be seen in three major areas of the budget. In a general sense, the City invests in economic development by delivering core services such as public safety and through capital plans that fund improvements to street infrastructure and public amenities such as parks, trails, community sports, and recreation facilities. The second area is where the City supports agencies that directly engage in economic development or through their services positively impact the community and economy.

Thirdly, the City funds the Downtown Development Authority (DDA) providing support to enhance the viability of downtown through grants, capital investment, and improvements to public amenities. Through State statute, the DDA receives tax increment funding (TIF) revenues from all the taxing jurisdictions within the DDA boundary. The statute requires sharing 50% of TIF revenues, however, historically the City Council has approved through resolution to share 100% of TIF Revenues. For 2024, the property tax TIF revenues from the City are estimated to be \$227,000 and the sales tax TIF revenues will be \$718,000 for a total TIF revenue of \$945,000. In addition, the City also contributes \$954,921 annually towards the debt obligations for Grand Junction Convention Center and Las Colonias capital projects. This contribution covers 90% of the debt for Las Colonias and 50% for the Convention Center.

Economic Development Partners

The City does not have an economic development division or dedicated staff and therefore outsources the work to partners for economic development expertise and services. Funding for partners comes from the 0.75% sales tax and the vendors fee cap established in 2018. The vendors fee cap limits the amount businesses can keep out of the tax collected for administrative costs of collecting, reporting, and remitting the City's sales tax. Based on the available funding, the Economic Development Partners collectively submit each year's budget request, allocated to the programs listed above, to the City Manager and budget team. The total funding available from the cap in 2024 is projected to be \$500,000.

Funding from these two sources includes Colorado Mesa University (CMU) for debt service on a classroom building and scholarships for School District #51 graduates, Grand Valley Transit in support of the public transit system, and the Downtown Business Improvement District for marketing downtown Grand Junction, as well as the Economic Development Partners for business expansion and retention, job creation, and new business development. Those partners include Grand Junction Economic Partnership, the Business Incubator, Grand Junction Area Chamber of Commerce, Industrial Development Inc., and the Western Colorado Latino Chamber of Commerce. Economic development partners work with City staff during each budget process to request funding. The majority of this funding is repeated annually, and the partners attend a Council workshop to update the Council on current uses as well as discuss next year's requests.

The City's unwavering commitment to ongoing and future economic development is critical to securing economic vitality and enhancing the quality of life for its residents in the years to come. With a forward-thinking approach, the City is investing in infrastructure and human capital development and fostering innovation. By promoting a diverse and resilient economy, the City seeks to reduce income inequality, create jobs, and improve the overall standard of

living. This commitment, combined with a focus on community engagement and social well-being, underscores the City's determination to provide a thriving and vibrant environment for its residents both now and in the generations to come.

In addition to the funding for the DDA, the economic development funding for partners in the 2024 Adopted Budget is \$2.3 million as shown in the table below.

**2024 Economic Development Requests
(Funded by 0.75% Sales Tax Fund 201)**

Partner/Agency	Use of Funds	2022 Adopted	2023 Adopted	2024 Adopted
Economic Development				
Business Incubator	Incubator Sponsorship Program	\$ 53,600	\$ 53,600	\$ 53,600
Colorado Mesa University (CMU)	Classroom Building Commitment	500,000	500,000	500,000
Colorado Mesa University	School Dist. 51 Scholarships	550,000	550,000	550,000
Downtown Business Imp. Dist.	Downtown GJ Marketing (PILT)	15,269	15,269	15,269
GJ Economic Partnership (GJEP)	Operations	40,000	40,000	40,000
Grand Valley Transit (GVT)	Operations	435,000	539,312	643,957
Grand Valley Transit	DASH Bus Route	55,000	59,000	-
Economic Development Funding (From 0.75% Sales Tax)		\$ 1,648,869	\$ 1,757,181	\$ 1,802,826
Economic Development Partnership				
Business Incubator	Maker Space/Incubator Kitchen	\$ 72,000	\$ 84,000	\$ 96,000
GJ Chamber of Commerce	Business Expansion/Job Creation	40,000	40,000	40,000
GJ Economic Partnership	Business Retention/Job Creation	158,000	158,000	158,000
GJ Economic Partnership	Job Creation/Attraction Incentives	55,000	79,000	79,000
GJ Economic Partnership	Las Colonias Development Corp.	25,000	25,000	25,000
Industrial Development Inc. (IDI)	Job Creation/Expansion Incentives	55,000	79,000	79,000
Western CO Latino Chamber	Business Retention/Start-Up	35,000	35,000	23,000
Economic Partnership Funding (From Vendor Fee Cap)		\$ 440,000	\$ 500,000	\$ 500,000
Total Economic Development Budget		\$ 2,088,869	\$ 2,257,181	\$ 2,302,826

Non-Profit Funding

Support of community non-profit organizations is a long-standing practice of the City through the allocation of Community Development Block Grant (CDBG) funds as well as direct funding. This year the CDBG Funding approved by the City Council was \$77,797 for CDBG program administration, \$68,000 to Habitat for Humanity (water fees), \$96,748 to Grand Valley Catholic Outreach (sewer and water fees), and \$174,883 for a City project to construct curb gutter for safe routes to schools. After the CDBG funding process began this year, the recommendation was made and accepted by City Council to streamline the CDBG program to relieve administrative burden and risk for both the City and subrecipients by prioritizing a limited number of City capital projects for CDBG funding. With that in mind, the agencies that applied for CDBG but were not funded were referred for approval through the direct funding non-profit process described next. These agencies have been included for funding in 2024.

For direct funding, community non-profit organizations have the opportunity to apply for funds to be allocated in the City's budget annually, beginning with an application process in the summer. The opportunity is communicated through media release, website presence, and direct communication with agencies that have inquired about or previously received funding.

Funding is primarily one-time and is not intended to sustain or add to the ongoing operations of a non-profit applicant but rather to leverage capital projects, special events, programs, or grants. Applicants are asked to provide information including confirmation of tax exemption, type of request, budget information, preferred and minimum funding

request, as well as alignment with strategic outcomes. Because this year's process began prior to the City Council's adoption of the new Strategic Plan and Outcomes, the application instructions referred to the strategic outcomes from the 2021 Strategic Plan.

Requests are divided into two tiers based on the amount requested. Tier 1 includes requests for \$50,000 or less and required a one-page description of the project and how it aligns with the strategic outcomes. Tier 2 includes requests greater than \$50,000 and required a minimum of two pages (maximum of three pages) to describe the project and how it aligns with the strategic outcomes. Staff also met individually with the agencies requesting Tier 2 funding.

This year there were 56 non-profit organizations requesting funding with five of those making two requests for a total of 61 requests with 72% in \$50,000 or less and 28% over \$50,000. Staff reviewed all applications resulting in the funding of 26 requests for a total of \$984,083. 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 major government operations of the City such as Police, Fire, Parks, and Engineering & Transportation. When reviewing, staff considered alignment with the City's Strategic Outcomes, history of funding for the agency, type of request, and sustainability. Often it is more sustainable to provide one-time funding for capital projects, events, or campaigns than to fund ongoing operations and in particular expansion of operations.

**2024 Non-Profit Funding
(Funded by General Fund)**

Partner/Agency	Use of Funds	2023 Adopted	2024 Adopted
Tier 1 Application Requests			
Black Citizens & Friends	Operations/Programs	\$ 5,000	\$ 3,000
Centro de la Familia	Facility Rehab	-	21,821
Center for Enriched Communication (Counseling and Education Center)	Operations	20,000	-
Center for Independence	Capital	20,000	-
Colorado Discover Ability	Operations	5,000	40,000
Colorado West Land Trust	Operations	27,000	-
Doors to Success	Event/Programs	-	15,000
Friends of Youth and Nature	Operations	10,000	10,000
Grand Junction Area Chamber of Commerce	Operations	5,000	5,000
Grand Junction Centennial Band	Operations	6,000	5,000
Grand Rivers Humane Society	Operations	2,500	2,500
Grand Rivers Humane Society	In Lieu of City Fees	500	500
Habitat for Humanity	In Lieu of City Fees	50,000	-
Hilltop Community Resources	Facility Rehab	-	32,000
HomewardBound of the Grand Valley	Facility Rehab	-	42,500
HopeWest	Event/In Lieu of City Fees	10,000	10,000
Housing Resources of Western CO	Capital	-	15,000
Karis, Inc.	Housing Rehab	-	13,200
Loma Cat House	Operations/Program	2,500	-
Marillac Clinic, Inc.	Operations	21,444	-
Mesa County Partners	Operations	10,000	-
Mesa County RSVP	Operations	50,000	-
Mesa Develop. Services (STRiVE)	Operations	50,000	50,000
Mesa Develop. Services (STRiVE)	Facility Rehab	-	38,981
Mutual Aid Partners	Operations	35,000	50,000
One Riverfront	Operations	17,977	17,977

Partner/Agency	Use of Funds	2023 Adopted	2024 Adopted
Tier 1 Application Requests (Cont.)			
Riverside Educational Center	Operations	\$ 10,000	\$ -
Solidarity Not Charity	Operations	12,500	-
Special Olympics Colorado	In Lieu of City Fees	6,000	6,000
St. Mary's Hospital Foundation	Services	-	12,090
Total Tier 1 Applications		\$ 376,421	\$ 390,569
Tier 2 Application Requests			
Center for Children (Western Slope Center for Children)	Operations	\$ 57,500	\$ 57,500
Community Food Bank	Capital	17,250	-
Foodbank of the Rockies	Operations	50,000	-
GJ Commission on Arts and Culture	Operations	70,000	70,000
Grand Junction Housing Authority	Capital	83,000	-
Habitat for Humanity	In Lieu of City Fees	-	99,014
Hilltop Community Resources	Operations	35,000	-
HomewardBound of the Grand Valley	Operations	100,000	225,000
Housing Resources of Western CO	Capital	45,000	72,000
Karis, Inc	Operations	44,000	-
United Way of Western CO	Event/Program	-	70,000
Total Tier 2 Applications		\$ 501,750	\$ 593,514
Total Non-Profit Funding		\$ 878,171	\$ 984,083



Colorado National Monument

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

City Manager's Office Performance Measures				
Activity				
Invest in employee enhancements to retain and attract high-quality employees in a tight labor market and ensure excellent City services through dedicated funding in the annual budget.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Funding amount toward personnel/benefits	\$81.0 million	\$90.2 million	\$90.2 million	98.8 million
Activity				
Ensure the City's cultural facilities meet today's cultural and entertainment demands and trends through coordinated efforts with Pinnacle Venue Services and increasing yearly events and attendance.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Attendance at Las Colonias Amphitheater	62,000	70,000	53,000	65,000
Number of events at the Las Colonias Amphitheatre	25	27	25	30
Attendance at the Grand Junction Convention Center and Avalon Theater	47,576	51,500	95,500	97,000
Number of events at the Grand Junction Convention Center and Avalon Theater	334	361	302	350
Activity				
Ensure the achievement of the City Council's Strategic Outcomes by maximizing the number of projects initiated in the strategic plan implementation matrix.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of Implementation Matrix Projects Initiated	86	100	101	107
Activity				
Continue to leverage community engagement and outreach in the City Manager's Office through public engagement events.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of Coffee with the City Manager and Café Con Pan El City Manager Events	10	12	11	11

2023 Accomplishments

- Facilitated the transition to a self-insured health plan model to mitigate financial risk while maintaining quality benefits for employees.
- Despite economic uncertainty, fiscally responsible practices were maintained to continue high-quality service delivery to the community.
- Supported sustainable practices throughout City operations and departments with impacts on City fleets, multimodal transportation capacity throughout the City, waste management, and the facilitation of City services.
- Engaged with community partners, non-profit organizations, and business owners to address housing and homelessness issues in the community.
- Prioritized capital projects and staff resources in order to deliver high-quality City service in an efficient manner.

2024 Objectives

- Continue participation in engagement events like Coffee with the City Manager, Get to Know Your City, Spanish Language outreach, and Community Conversations to remain accessible and approachable to community members.
- Maintain a high level of fiscal responsibility through the development of a GFOA award winning budget that serves the City's short-term and long-term needs.
- Encourage employee development through a myriad of professional development opportunities and invest in local talent to continue the growth of valuable City staff for sustained high-quality service delivery.
- Continue to build and maintain relationships with economic development partners to identify and implement economic development opportunities.
- Leverage the expertise from City departments and outside organizations to create innovative and collaborative solutions to community issues.
- Continue to track and monitor state and federal legislation that may impact the organization and broader community.

City Manager's Office Personnel

City Manager's Office	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
City Manager	1.00	1.00	1.00	1.00
Sr. Assistant to the City Manager	1.00	1.00	1.00	1.00
Management Analyst	1.00	0.00	0.00	0.00
Communications Specialist	1.00	0.00	0.00	0.00
Best & Brightest	0.00	1.00	1.00	1.00
Administrative Specialist	0.50	0.50	0.50	0.50
Total City Manager's Office FTE	4.50	3.50	3.50	3.50

City Manager's Office Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
City Manager's Office	\$ 859,011	\$ 809,636	\$ 3,247,270	\$ 3,590,691	\$ 3,331,701	2.6%
Total Fund 100	\$ 859,011	\$ 809,636	\$ 3,247,270	\$ 3,590,691	\$ 3,331,701	2.6%
Sales Tax CIP Fund 201						
City Manager's Office	\$ -	\$ -	\$ 5,104,538	\$ 2,653,102	\$ 13,391,817	162.4%
Total Fund 201	\$ -	\$ -	\$ 5,104,538	\$ 2,653,102	\$ 13,391,817	162.4%
Total City Manager's Budget	\$ 859,011	\$ 809,636	\$ 8,351,808	\$ 6,243,793	\$ 16,723,518	100.2%

City Manager's Office Budget By Classification, by Fund

Significant Changes between 2024 Adopted and 2023 Adopted Budget

- **Revenues:** In the General Fund, a grant for the Best and Brightest Internship has been reduced to the remaining amount of the award resulting in a 47.8% decrease.
- **Labor and Benefits:** Increases in labor and benefits of 14.7% are due to compensation increases aligning with market.
- **Operating:** This category will decrease slightly in 2024 primarily due to a decrease in grants and contributions in the General Fund. In the 0.75% Sales Tax CIP Fund, there is an overall increase of 35.2% due to Council authorized infill incentives that will be disbursed in 2024.
- **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, and facility charges

have been reallocated based on square footage used by each department in each building. This has resulted in and overall increase of 34.7% in 2024.

- **Capital Outlay:** Capital in the 0.75% Sales Tax CIP Fund will increase 100% due to continuing to set aside funds for housing and unhoused projects and services.
- **Contingency and Reserves:** These remain flat with the 2023 Adopted Budget. Contingency is budgeted to cover expenditures of a minor nature that arise unexpectedly throughout the year.

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ 15,223	\$ 23,000	\$ 23,000	\$ 12,000	-47.8%
Total Revenues	\$ -	\$ 15,223	\$ 23,000	\$ 23,000	\$ 12,000	-47.8%
Expenditures						
Labor and Benefits						
Full Time	\$ 476,753	\$ 399,744	\$ 399,493	\$ 399,493	\$ 433,038	8.4%
Benefits	135,324	107,459	93,567	93,567	126,232	34.9%
Insurance	829	830	960	960	1,118	16.5%
Other Compensation	13,221	12,956	6,001	6,001	13,001	116.6%
Total Labor and Benefits	\$ 626,127	\$ 520,989	\$ 500,021	\$ 500,021	\$ 573,389	14.7%
Operating						
Charges and Fees	\$ 1,939	\$ 2,054	\$ -	\$ 1,104	\$ -	0.0%
Contract Services	73,324	82,308	1,248	7,274	6,248	400.6%
Equipment	3,826	8,995	-	50	3,900	100%
Grants and Contributions	-	-	2,268,478	2,603,665	2,216,236	-2.3%
Operating Supplies	7,328	5,744	6,600	6,600	5,940	-10.0%
Professional Development	8,620	5,853	15,500	16,554	16,700	7.7%
Total Operating	\$ 95,037	\$ 104,954	\$ 2,291,826	\$ 2,635,247	\$ 2,249,024	-1.9%
Interfund Charges						
Facility	\$ 37,818	\$ 45,922	\$ 29,542	\$ 29,542	\$ 26,792	-9.3%
Information Technology	46,341	57,242	29,245	29,245	47,206	61.4%
Liability Insurance	53,687	80,530	96,636	96,636	135,290	40.0%
Total Interfund Charges	\$ 137,846	\$ 183,694	\$ 155,423	\$ 155,423	\$ 209,288	34.7%
Contingency						
Contingency	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
Total Contingency	\$ -	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	0.0%
Total General Fund	\$ 859,010	\$ 809,637	\$ 3,247,270	\$ 3,590,691	\$ 3,331,701	2.6%
Funding Source	2021	2022	2023	2023	2024	% Change
Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ -	\$ 48,380	\$ -	\$ -	0.0%
Total Revenues	\$ -	\$ -	\$ 48,380	\$ -	\$ -	0.0%
Expenditures						
Operating						
Grants and Contributions	\$ -	\$ -	\$ 5,104,538	\$ 2,653,102	\$ 6,900,059	35.2%
Total Operating	\$ -	\$ -	\$ 5,104,538	\$ 2,653,102	\$ 6,900,059	35.2%

Funding Source	2021	2022	2023	2023	2024	% Change
Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Capital Outlay						
Other Projects	\$ -	\$ -	\$ -	\$ -	\$ 6,491,758	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 6,491,758	100.0%
Total Sales Tax CIP Fund	\$ -	\$ -	\$ 5,104,538	\$ 2,653,102	\$ 13,391,817	162.4%
Total City Manager' Budget	\$ 859,010	\$ 809,637	\$ 8,351,808	\$ 6,243,793	\$ 16,723,518	100.2%



City Manager Greg Caton at a Halloween Event

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 community members of the City.

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.

City Attorney's Office Strategic Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

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 Outcomes for 2024, as in prior years, are shared with and among the Lead and Partnering Departments identified in the Strategic Plan Implementation Matrix (Plan). The Legal Department serves as a "partner" in many, if not all, of the accomplishments of the five adopted Strategic Outcomes.

- **Placemaking** – The Legal Department has been and 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 acquisition of land, the leasing of City property 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. In 2023 those efforts included but were not limited to the lease of the Las Colonias “dog ear” property for housing, the acquisition of 15 acres for the Grand Junction Housing Authority, and the development of a ballot question to amend the City Charter to allow the City to enter long-term leases for housing projects. 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 to be prioritized efforts of the Legal Department in 2024.
- **Thriving and Vibrant** – The Legal Department has been closely and directly involved in various efforts to promote economic vitality, intentional growth, and a talented workforce. Those efforts include but are not limited to making certain amendments to the City sales and use tax code, rewriting and in some instances writing for the first-time certain personnel policies, which with the broader adoption of artificial intelligence (AI) and the continued utilization of technology policies are necessary. As well, there has been a significant amount of time devoted to assisting with the Lead and Partnering Departments with negotiating and contracting for the development of the City's new enterprise resource management and human capital management (ERP and HCM) software system. The ERP and HCM will replace the City's end of life system at a cost of \$5 million dollars over approximately two years. The Legal Department assisted with the development and final adoption of the City's new Zoning and Development, Code, Transportation Engineering Design Standards (TEDS) and the updates to the Comprehensive Plan. In 2023 and into 2024 the Legal Department will continue to be closely involved with the licensing process for cannabis sales in the City. In 2023 the randomized selection process was successfully completed, and 10 regulated cannabis products licenses were authorized and with an end of March 2024 opening is required or an extension will need to be authorized by the Cannabis Licensing Authority. 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.

- **Welcoming, Livable and Engaging** – As noted in the *Thriving and Vibrant* Strategic Outcome Area, the adoption of the Zoning and Development, Code, Transportation Engineering Design Standards (TEDS) and the updates to the Comprehensive Plan when fully implemented will contribute to and promote the community identity and further the opportunities for alternative housing development and transportation. The process for the adoption of the Zoning and Development, Code, Transportation Engineering Design Standards (TEDS) and the updates to the Comprehensive Plan was inclusive of many community perspectives and benefitted from community participation.
- **Safe and Healthy** – In 2023 and into 2024 the Legal Department will continue to assist with the delivery of the highest quality police, fire, and emergency services, both in the field and in court and administrative actions. A specific focus will be on determining how best, if at all, to integrate skilled gaming into the City's regulatory structure. The Legal Department will be integral to delineating the roles and responsibilities of emergency service providers and delivering their services to the community, and when legal challenges arise defending those claims.
- **Resource Stewardship** – In 2023, the Legal Department facilitated the City's acquisition of Curbside Recycling Indefinitely (CRI). In 2024 with CRI becoming an in-house operation, the City will work to enhance the efficiency of recycling operations with the growth of the operation and continued effort toward understanding and fulfilling composting 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 2024 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. The Legal Department assists Engineering and Transportation 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.

2023 Accomplishments

While much is yet to be accomplished, 2023 achievements were significant. Those include the rollout of the regulated cannabis licensing process, the referral and voter approval of a ballot question for a Community Recreation Center at Matchett Park, the acquisition of property for Fire Station 7 and the acquisition of property for housing and continued concerted work in support of those policy goals. 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.

2024 Objectives

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 2024 objectives, as in prior years, are shared with and among the Lead and Partnering Departments identified in the Strategic Plan Implementation Matrix. The Legal Department serves as a "partner" in many, if not all, of the accomplishments of the five adopted Strategic Outcomes.

While much is to be accomplished in 2024 significant objectives will include, but not be limited to securing bond funding for the Community Recreation Center (CRC) at Matchett Park, finalizing negotiations and agreements with the naming rights and therapy space user at the CRC, securing bond funding for the Persigo sewer plant upgrade, continuing to work through and finalize the regulated cannabis licensing process, negotiation of the Fire Station 7 construction contract, completion of the Fire Station 3 land exchange, and continued concerted work in support of the City Council's housing policy goals.

City Attorney Personnel

City Attorney	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
City Attorney	1.00	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00	1.00
Senior Staff Attorney	1.00	1.00	1.00	0.00
Senior Staff Attorney – Public Safety	1.00	1.00	1.00	1.00
Staff Attorney	1.00	1.00	2.00	3.00
Administrative Specialist	0.50	0.50	1.50	0.50
Sr. Administrative Assistant	1.00	1.00	1.00	1.00
Total City Attorney FTE	6.50	6.50	8.50	7.50

City Attorney Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
City Attorney	\$ 961,959	\$ 1,109,372	\$ 1,327,849	\$ 1,327,849	\$ 1,361,055	2.5%
Total Fund 100	\$ 961,959	\$ 1,109,372	\$ 1,327,849	\$ 1,327,849	\$ 1,361,055	2.5%
Total City Attorney Budget	\$ 961,959	\$ 1,109,372	\$ 1,327,849	\$ 1,327,849	\$ 1,361,055	2.5%

City Attorney Budget by Classification, by Fund

Significant Changes between 2024 Adopted and 2023 Adopted Budget

- **Revenues:** Revenues for the City Attorney are derived from the diversion program and are expected to decrease by 55.2% due to fewer cases going through this program.
- **Labor and Benefits:** Increases in labor and benefits of 3.2% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Operating budgets decrease by 32.4% compared to the 2023 budget due one time costs for software and equipment in 2023 that did not repeat in 2024.
- **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, and are expected to increase 47.8% in 2024 due to new software that is budgeted for in the City Attorney's office.

Funding Source	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Revenues						
Charges For Service	\$ 3,520	\$ 4,840	\$ 6,300	\$ 6,300	\$ 2,825	-55.2%
Total Revenues	\$ 3,520	\$ 4,840	\$ 6,300	\$ 6,300	\$ 2,825	-55.2%
Expenditures						
Labor and Benefits						
Full Time	\$ 695,841	\$ 735,548	\$ 840,669	\$ 840,669	\$ 858,421	2.1%
Benefits	176,655	205,196	253,041	253,041	262,899	3.9%
Insurance	1,189	1,488	2,010	2,010	2,182	8.6%
Other Compensation	8,445	8,557	4,802	4,802	12,584	162.1%
Total Labor and Benefits	\$ 882,130	\$ 950,789	\$ 1,100,522	\$ 1,100,522	\$ 1,136,086	3.2%
Operating						
Charges and Fees	\$ 510	\$ 2,347	\$ 893	\$ 893	\$ 804	-10.0%

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Contract Services	19,862	16,633	18,479	18,479	17,390	-5.9%
Equipment	-	-	33,480	33,480	-	-100.0%
Operating Supplies	1,623	4,144	2,245	2,245	2,021	-10.0%
Professional Development	7,279	7,588	19,218	19,218	18,796	-2.2%
Insurance and Claims	2,787	64,894	50,000	50,000	45,000	-10.0%
Total Operating	\$ 32,061	\$ 95,606	\$ 124,315	\$ 124,315	\$ 84,011	-32.4%
Interfund Charges						
Facility	\$ -	\$ -	29,542	29,542	26,792	-9.3%
Information Technology	47,768	62,977	73,470	73,470	108,560	47.8%
Total Interfund Charges	\$ 47,768	\$ 62,977	\$ 103,012	\$ 103,012	\$ 140,958	36.8%
Total City Attorney Budget	\$ 961,959	\$ 1,109,372	\$ 1,327,849	\$ 1,327,849	\$ 1,361,055	2.5%



Aerial View of Main Street

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 191 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 2023, 44 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

City Clerk's Department Performance Measures				
Activity				
Improve online access to public records for community member access.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Records Repository	1,068,518	1,500,000	1,100,989	1,500,000
Number of online public records	91,763	94,000	93,326	100,000
Activity				
Process and issue various types of licenses and permits.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of liquor licenses	184	192	191	200
Number of cannabis licenses	0	10	5	10
Number of special event permits	34	44	44	50

2023 Accomplishments

- Finalized cannabis licensing, regulations, and conducted a full day of education for regional municipalities, counties, and licensees.
- Conducted a successful 2023 regular municipal election, electing 3 Council members to 4-years terms - Scott Beilfuss, Jason Nguyen, Anna Stout, and Council member Cody Kennedy to a two-year term filling a vacancy, and approving the 2 Referred Measures.
- Conducted the process for recruitment of 24 members to City's Boards and Commissions from a collection of 46 applicants.

2024 Objectives

- Issue the remaining 10 retail/medical cannabis licenses.
- Develop a platform to accept online payments for liquor licensing.
- Implement records management and retention to the City's new ERP-HRM software.

City Clerk Personnel

City Clerk	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
City Clerk	1.00	1.00	1.00	1.00
City Records Manager*	1.00	1.00	1.00	1.00
Deputy City Clerk	2.00	1.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Records Technician*	0.00	0.00	0.00	2.00
Total City Clerk FTE	5.00	5.00	5.00	7.00

**These positions are a function of the City Clerk's Office, but labor is charged to the Information Technology Fund so that labor costs are charged out to all benefiting City departments.*

City Clerk Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
City Clerk	\$ 656,401	\$ 702,323	\$ 773,290	\$ 773,290	\$ 848,151	9.7%
Total Fund 100	\$ 656,401	\$ 702,323	\$ 773,290	\$ 773,290	\$ 848,151	9.7%
Total City Clerk Budget	\$ 656,401	\$ 702,323	\$ 773,290	\$ 773,290	\$ 848,151	9.7%

City Clerk Budget By Classification, by Fund

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** Revenues will increase 3.1% in 2024 due to a slight increases in the number of licenses and permits and charges for services.
- **Labor and Benefits:** Increases in labor and benefits of 8.8% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program, and seasonal dollars have been added in 2024 to cover part-time staff on special projects.
- **Operating:** Operating costs are increasing 3.8% due to budgeting costs for additional professional development for staff and for the purchase of new computers for two new records technicians.
- **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, and are expected to increase 16.5%. In addition, liability insurance is now being charged to the City Clerk's department based on total square footage of the space that this department utilizes with City Hall.

Funding Source	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Revenues						
Taxes	\$ 53,543	\$ 43,374	\$ 53,000	\$ 53,000	\$ 53,000	0.0%
Licenses and Permits	30,275	32,676	30,500	30,500	32,680	7.1%
Charges for Service	24,981	11,597	15,000	19,020	15,900	6.0%
Total Revenues	\$ 108,799	\$ 87,647	\$ 98,500	\$ 102,520	\$ 101,580	3.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 287,014	\$ 260,857	\$ 347,679	\$ 347,679	\$ 329,639	-5.2%
Seasonal	-	-	-	-	31,705	100.0%
Overtime	47	104	-	320	-	0.0%

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Benefits	86,915	78,640	98,031	97,711	110,240	12.5%
Insurance	490	523	823	823	941	14.3%
Other Compensation	2,367	381	601	601	14,066	2240.4%
Total Labor and Benefits	\$ 376,833	\$ 340,505	\$ 447,134	\$ 447,134	\$ 486,591	8.8%
Operating						
Charges and Fees	\$ 357	\$ 362	\$ 300	\$ 1,288	\$ 270	-10.0%
Contract Services	102,870	179,208	166,955	149,041	173,490	3.9%
Equipment	5,717	8,251	-	-	10,000	100.0%
Grants and Contributions	-	507	-	88	-	0.0%
Operating Supplies	5,425	3,943	16,695	33,533	5,211	-68.8%
Professional Development	7,744	4,783	16,784	16,784	19,300	15.0%
Total Operating	\$ 122,113	\$ 197,054	\$ 200,734	\$ 200,734	\$ 208,271	3.8%
Interfund Charges						
Facility	\$ 14,545	\$ 17,662	\$ 21,101	\$ 21,101	\$ 26,166	24.0%
Information Technology	142,911	147,103	104,321	104,321	121,517	16.5%
Liability Insurance	-	-	-	-	5,606	100.0%
Total Interfund Charges	\$ 157,456	\$ 164,765	\$ 125,422	\$ 125,422	\$ 153,289	22.2%
Total City Clerk Budget	\$ 656,402	\$ 702,323	\$ 773,290	\$ 773,290	\$ 848,151	9.7%



Butterfly Pond at Las Colonias Park



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COMMUNICATIONS AND ENGAGEMENT

The focus of the Communications and Engagement Department is to educate, inform, and engage the community in decisions that impact quality of life, work, recreation, and business in Grand Junction and to promote City programs, services, and initiatives.

Critical Functions of the Communications and Engagement Department

- Oversight of the City website to include page content, city calendars, Newsflash, and other updates
- Content development, monitoring, and response for all City social media platforms
- Media relations include press release development and dissemination, interview coordination, response to inquiries, referral of public records requests from media, and developing ideas to pitch to local media for article creation.
- Community engagement includes scheduling and coordinating public meetings, including Coffee with the City Manager, Café con Pan con El City Manager, 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Communications and Engagement Department Performance Measures				
Activity				
Create City Communications and Engagement Plans encompassing communications supporting strategic goals and initiatives, including outreach to underserved communities and those for whom English is a second language.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Communications Plan creation	Draft completed	Finalize Plan	Plan Review	Finalize Plan
City Engagement Plan creation	Draft completed	Finalize Plan	Plan Review	Finalize Plan
City Crisis Communication Plan	Draft completed	Finalize Plan	Plan Review	Finalize Plan
Activity				
Evaluate and invest in emergent or contemporary public engagement platforms.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of public engagement platforms utilized	7	8	8	8
Activity				
Create a range of accurately translated and regularly updated City resources and publications for residents for whom English is not a primary language.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of tools utilized to assist departments in translation and interpretation	6	6	6	7

Communications and Engagement Department Performance Measures				
Create Cross Ability Coalition to meet quarterly to evaluate and enhance effectiveness of outreach and communications	N/A	N/A	N/A	4
Activity				
Support department initiatives with outreach, education, and engagement components.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
The number of departmental projects and related outreach supported, including recycling, transportation, increased efficiency, graywater, Parks and Recreation activities, and housing.	16	20	20	22

2023 Accomplishments

- A Language Accessibility Plan was created and posted on the website. Outreach was expanded to the entire community, including historically underserved communities and Spanish-speaking members. The plan included the implementation of Non-discrimination and accessibility web pages. A new process for staff to request translation and interpretation was created and implemented.
- New interpretation technology was deployed Citywide for use with customers and for those working in the field (e.g., police, fire, parks). Training was completed for all departments with new devices.
- A process for building a pool of interpreters for events was created and implemented resulting in one new contract interpreter and more will be recruited for 2024.
- EngageGJ.org was launched to increase community engagement.
- The Project Coordinator attended training and is serving on the JIC as back up to the City PIO. She now serves as the City spokesperson and coordinates interviews in the absence of the Director.
- City social media platforms continue to see 10% increases in engagement and reach. Due to changes in ownership and usage guidelines, Twitter use was decreased, and Threads was launched as a replacement with more than 400 new followers as of December 2023. The Digital Communications Specialist is continuing to monitor these communication platforms for effectiveness.
- Moved to third place nationwide for Wyland Mayor's Challenge for water conservation with letters and videos from the Mayor, social media posts, special events, and outreach to D51 to encourage children, their families, and schools to participate.
- Launched citywide plan for accessibility to meet state requirements of HB21-1110 deadline of July 1, 2024. Acquired new contractor to assist with file remediation.
- Researched and contracted with Archive Social for archiving of all city social media platforms and the website (exception of NextDoor)
- Significant updates to the City website included dual-stream recycling, Engineering and Transportation, Sustainability, Water Conservation, Budget, Housing, Non-discrimination and Accessibility, and updates to new City Council members.
- Videos were created for four of the City Councilmembers and posted to the website and social media.
- Employee Briefings were moved from being sent monthly in an email to video production on an as-needed basis.
- In collaboration with Human Resources, the internal staff eNewsletter City Lights was expanded from once a month to twice per month with Communications and Engagement creating the first edition.
- In collaboration with Parks and Recreation, the public-facing Spanish e-newsletter subscriber list was expanded and disseminated through new avenues of communication.

Community Engagement - Communications and Engagement supported community outreach and input for the launch of the Micromobility and Smart Parking Meter Pilots, Zoning and Development Code Update, the Lake Road proposed Lift Station, Mayor's Wyland Water Conservation Challenge, preparation for Community Recreation Center, Dual Stream Recycling, EV and Bike and Pedestrian Plan and E-Bike program. The department will continue to maintain and develop community stakeholder relationships established in 2023 and identify new opportunities for 2024.

- The City hosted seven Coffee with the City Manager and Café con Pan con El City Manager (Spanish language community) events. One with CMU hosted with President Marshall that drew community members and students.
- One Café con Pan con El City Manager was held for the Spanish-speaking community. We also added larger events for the Spanish-speaking community such as Lunch and Learn with the Chief of Police and Paletas con La Alcaldesa which drew more than 300 community members.
- Planned and conducted four Get to Know Your City Events in 2023 to share information with community members about department programs, services, and upcoming projects. One was held in the winter at the Police Department, one in the summer at Fire Station 3 with more than 200 guests and the last one in the fall at Whitman Park which saw more than 100 attendees.
- Assisted the Finance Department with business communication regarding increased sales tax.
- Participated in MCCOA (Mesa County Communication Officers Association), DDA (Downtown Development Authority), JIC (Joint Information Center), and Western Region Forest Service monthly meetings.
- Participated in the Western Colorado Latino Chamber and Spanish Advisory meetings.

2023 Social Media Activity

Social Media Metrics		
Metric	2022	2023
Facebook page reach	185,036	178,461
Facebook page visits	21,880	16,993
Instagram reach	21,304	21,589
Instagram page visits	3,866	2,087
Nextdoor Posts	94	60
Nextdoor Replies	152	26
Nextdoor Impressions	90,150	80,504
Twitter Impressions	72,406	71,233
Twitter New Followers	244	232

2023 Website Activity

Metric	2022 Actual	2023 Actual
New Users	298,339	178,461
Page Views	873,520	1,947,819
Top Pages (Excluding Search and Home Page)		
News Flash	140,286 Views; 83,969 Users	377,159 Views; 640,073 Users
Police Blotter	38,366 Views; 15,800 Users	70,831 Views; 27,613 Users
Parks & Recreation	34,412 Views; 21,649 Users	65,598 Views; 40,532 Users
GIS Maps	28,619 Views; 9,229 Users	52,216 Views; 16,627 Users
Pay Online	28,095 Views; 16,277 Users	51,783 Views; 27,687 Users
Users by Language		
English Users	294,294 (Avg. Engagement Time 0:58)	631,066 (Avg. Engagement Time 1:01)
Spanish Users	1,342 (Avg. Engagement Time 0:37)	13,185 (Avg. Engagement Time 0:38)

Translation/Interpretation Services - Additional iPads were acquired and distributed to departments with face-to-face interaction with community members needing interpretation (e.g. Community Development, Finance, Courts, Housing, City Manager's Office, Human Resources, City Clerk's Office, Utilities, Parks and Recreation, and Police and Fire.) These are equipped with the Language Line App for live, on-demand video interpretation. The Community Engagement Specialist provided training. The Community Engagement Specialist will continue meeting with community leaders to determine additional opportunities for interaction and collaboration. A CrossAbility Coalition will be established to assist with enhancing current outreach activities and information shared across communications platforms.

2024 Objectives

- Create and implement a communications plan for the new ERP/HRM systems.
- Finalize and approve the City Communications Plan with updates provided each year.
- Finalize and approve the City Community Engagement Plan.
- Finalize and approve the City Crisis Communications Plan and participate in exercises with Mesa County Joint Information Center members.
- Continue to use EngageGJ.org to increase community outreach and engagement in support of strategic initiatives.
- Collaborate on community education and awareness building related to City sustainable efforts to reduce waste and increase energy efficiency (e.g., composting, EV, sustainability, and adaptation).
- Support department education, awareness, and outreach activities related to new initiatives.
- Create new CrossAbility Coalition of community members to review ease of access to information and where the City could employ improvements.
- Continue working toward the WCAG 2.0 state deadline of HB21-1110 for accessibility with training of web admins, departments and remediation of files.
- Assist with and conduct public education and community engagement/outreach for programs related to affordable housing and the unhoused.
- Design and manage printing and delivery of 2024 calendar.
- Conduct Community Satisfaction Survey for 2024.

Communications and Engagement Personnel

Communications and Engagement	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Communications and Engagement Director	0.00	1.00	1.00	1.00
Communications Project Coordinator	0.00	1.00	1.00	1.00
Community Engagement Coordinator	0.00	1.00	1.00	1.00
Digital Communications Specialist	0.00	1.00	1.00	1.00
Total Communications and Engagement FTE	0.00	4.00	4.00	4.00

Communications and Engagement Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Communications & Engagement	\$ -	\$ 203,104	\$ 723,284	\$ 723,284	\$ 828,068	14.5%
Total Fund 100	\$ -	\$ 203,104	\$ 723,284	\$ 723,284	\$ 828,068	14.5%
Total Comm. and Engage. Budget	\$ -	\$ 203,104	\$ 723,284	\$ 723,284	\$ 828,068	14.5%

Communications and Engagement Budget By Classification, by Fund

Significant Changes between 2023 Adopted and 2022 Adopted Budget

- **Labor and Benefits:** Increases in labor and benefits of 3% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** The Communications and Engagement Department was established in 2022 and increases within this category are primarily in contract services due to moving close captioning services for council meetings and the community satisfaction survey from the City Council's budget.
- **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, and is expected to increase 59.4% in 2024 due to resources added for compliance with accessibility requirements. Additionally, liability insurance had been included in this budget based on the square footage that this department uses within City Hall.

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted From 2023	
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 146,902	\$ 335,910	\$ 335,910	\$ 347,865	3.6%
Benefits	-	33,506	96,381	96,381	93,547	-2.9%
Insurance	-	283	801	801	885	10.5%
Other Compensation	-	631	1,200	1,200	5,165	330.4%
Total Labor and Benefits	\$ -	\$ 181,322	\$ 434,292	\$ 434,292	\$ 447,462	3.0%
Operating						
Charges and Fees	\$ -	\$ -	\$ -	\$ 2,322	\$ -	0.0%
Contract Services	-	5,143	126,100	122,142	160,000	26.9%
Equipment	-	10,241	1,000	1,042	3,000	200.0%
Grants and Contributions	-	2,721	20,000	20,000	20,000	0.0%
Operating Supplies	-	2,216	1,000	2,432	2,500	150.0%
Cost of Goods Sold	-	-	-	162	-	0.0%
Professional Development	-	198	12,500	12,500	12,842	2.7%
Total Operating	\$ -	\$ 20,519	\$ 160,600	\$ 160,600	\$ 198,342	23.5%
Interfund Charges						
Facility	\$ -	\$ -	\$ 29,542	\$ 29,542	\$ 19,067	-35.5%
Information Technology	-	1,263	98,850	98,850	157,591	59.4%
Liability Insurance	-	-	-	-	5,606	100.0%
Total Interfund Charges	\$ -	\$ 1,263	\$ 128,392	\$ 128,392	\$ 182,264	42.0%
Total Comm. & Engage. Budget	\$ -	\$ 203,104	\$ 723,284	\$ 723,284	\$ 828,068	14.5%



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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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Community Development Department Performance Measures			
Activity			
Implement the Council's adopted Housing Strategy focusing on near-term strategies for implementation, including participation in the housing coalition, adopting local housing goals, updating the zoning and development code, reviewing incentives, partnering in land acquisition, and exploring the creation of a dedicated revenue source to address housing challenges.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Provide financial support to existing housing and houselessness services and promote resident access to services	\$148,086	\$5,373,392	\$6,400,000
Persons experiencing houselessness as indicated by the HUD Point in Time Count (as reported annual in February)	662	606	Data not yet available
The number of School District 51 families reporting not having a permanent home (reported annually in June)	638	907	Data not yet available
The number of School District 51 families reporting not having a permanent home (reported annually in June)			
Review and process development applications in a timely and effective manner.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Number of major subdivisions submitted for review	36	17	15
Number of major site plans submitted for review	31	28	25
Number of new lots proposed/platted	687	621	550
Number of new lots platted	323	326	300

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 Actual	2024 Planned
Approval of new Accessory Dwelling Units	23 ADUs	12 ADUs	20 ADUs
New Multi-family projects submitted for review	29 Projects	7 Projects	4 Projects
Number of new multi-family units approved	179 Units	200 Units	250 Units
Multi-family units as a percentage of all new units issued planning clearances (351 SF in 2022)	67%	30%	51%
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 Actual	2024 Planned
Increase the number of affordable housing units in the City by at least 45 units annually.	50	41	82
Number of affordable units preserved	40	4	0
Activity			
Prepare an Electric Vehicle (EV) Readiness plan.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Increase the public availability of Level 2 Chargers	31	33	37
Increase the public availability of Level 3 Chargers	12	20	21

2023 Accomplishments

- Planning
 - Adopted an updated Zoning and Development Code to implement the Comprehensive Plan, focusing on identifying opportunities to provide additional opportunities for affordable and attainable housing.
 - Supported the formation of a Metropolitan District to assist in developing the future site of Costco.
 - Coordinated with Economic Development Partners in business expansion and new construction.
 - Continued work with several cannabis business to operate within the City.
 - Submitted an LOI for a Strong Communities Grant for the Terminal project and was selected to develop a full application.
 - Submitted an LOI for a Local Planning Capacity Grant for evaluating fast tracking of affordable housing project review and identifying opportunities for increase efficiency the plan review process.
- Housing
 - Created a Land and building Acquisition Program.
 - Created an ADU production Program, two ADUs have been funded and eight are in process.
 - Hosted seven ADU workshop with over 100 attendees and produced an ADU toolkit .
 - Referred to the ballot and was approved by voters an amendment to the Charter to allow leasing of city land for affordable and workshop housing for a term of 99 years.
 - Completed the Unhoused Needs Assessment and began drafting strategies.
 - Received a \$2.25 million grant from DOLA for the \$3 million acquisition of 15 acres of property for future use by the Grand Junction Housing Authority.
 - Hired a second Housing Specialist to support the City's work in housing/unhoused and CDBG administration.
 - Launched a Neighbor-to-Neighbor program.

- Submitted an LOI to DOLA's Prop. 123 funds for \$2.2 million for the purchase of 21.45 acres of property for Land Banking.
- Submitted an application for PRO Housing Grant for \$4 million for capital for the Land and Building Acquisition Program.
- Funded \$950,000 for the Joseph Center Expansion to add 20 beds for women and children experiencing homelessness and/or domestic violence.
- Funded \$1.2 million for The Resource Center, to provide a centralized location for services, warming/cooling, showers and bathrooms.
- Mobility
 - Drafted and adopted a pedestrian and bicycle plan, identifying and implementing mobility improvements, and updating transportation standards to ensure multi-modality.
 - Launched a Shared Micromobility Pilot within the City in coordination with two e-scooter vendors.
 - Participated in the drafting and supported the adoption of updated Transportation Engineering Design Standards to ensure best practices are implemented, streets are multi-modal focused, and provide flexibility in the design of streets.
 - Supported the updating of the Transportation Engineering Design Standards.
- Sustainability
 - Completed a Greenhouse Gas Inventory for 2018 and 2021 to understand the city's GHG emission baseline.
 - Co-hosted an electronic waste recycling event diverting 17,800 pounds of electronic waste from the landfill.
 - Applied for and received a \$111,000 grant from Charge Ahead Colorado to install 9 new charging stations for public use; to be installed in 2024.
 - Applied for and received a \$59,000 grant from Fleet Zero to install 3 new charging stations for fleet vehicles; to be installed in 2024.
 - Applied, received and launched an e-bike to work ownership program distributing 40 e-bikes to individuals making 80% AMI or less.
 - Adopted the City's first Electric Vehicle Readiness Plan.
 - Applied for and was accepted into the LEED for Cities Leadership Cohort.
 - Coordinated a city-wide interdepartmental Sustainability Action Team with the purpose of increasing the sustainability of city operations.
 - Commenced the City's first Sustainability and Adaptation Plan.

2024 Objectives

- Planning
 - Refine newly updated Zoning and Development Code as may be needed.
 - Consider updating existing subarea plans, including the 24 Road Plan.
 - Complete training on new Zoning and Development Code for staff and Applicants.
 - Create regulations regarding transitional housing/interim shelter.
- Housing
 - Launch Landlord Incentive and Tenant Registry Program.
 - Continue the ADU Production Program.
 - Leverage dollars, projects, and programs for additional affordable housing units.
 - Create a regional strategy for reducing homelessness.
- Mobility
 - Evaluate the shared micromobility pilot program.
 - Facilitate analysis of multiple existing city streets to retrofit them into complete streets.
- Sustainability
 - Complete the Sustainability and Adaptation Plan.
 - Complete installation of twelve new EV Charging stations.
 - Implement near-term priorities identified within the Electric Vehicle Readiness Plan.
 - Complete application for LEED for Cities and become a certified LEED Silver City.

Community Development Personnel

Community Development Positions	2021 FTE	2022 FTE	2023 FTE	2024 FTE
General Fund 100 Positions				
Community Development Director	1.00	1.00	1.00	1.00
Deputy Comm. Dev. Director	0.00	0.00	0.00	1.00
Principal Planner	2.00	2.00	2.00	2.00
Housing Supervisor	0.00	0.00	1.00	1.00
Planning Supervisor	0.00	1.00	1.00	1.00
Development Coordinator	0.00	0.00	1.00	1.00
Housing Specialist	0.00	1.00	1.00	2.00
Sustainability Coordinator	0.00	1.00	1.00	1.00
Mobility Planner	0.00	1.00	1.00	1.00
Sr. Planner	3.00	3.00	3.00	3.00
Associate Planner	3.00	3.00	2.00	2.00
Planning Technician	2.00	4.00	4.00	4.00
Community Engagement Coordinator	1.00	1.00	0.00	0.00
Homelessness Coordinator	0.00	0.00	1.00	0.00
Planning Manager	0.00	1.00	1.00	0.00
Project Engineer	2.00	0.00	0.00	0.00
Total Community Development FTE	14.00	19.00	20.00	20.00

Community Development Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Community Development	\$ 1,737,174	\$ 2,646,858	\$ 5,143,807	\$ 6,770,507	\$ 4,180,539	-18.7%
Total Fund 100	\$ 1,737,174	\$ 2,646,858	\$ 5,143,807	\$ 6,770,507	\$ 4,180,539	-18.7%
CDBG Fund 104						
Community Development	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	-31.5%
	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	-31.5%
0.75% Sales Tax Fund 201						
Community Development	\$ -	\$ 146,322	\$ 140,000	\$ 70,522	\$ 1,868,360	1234.5%
Total Fund 201	\$ -	\$ 146,322	\$ 140,000	\$ 70,522	\$ 1,868,360	1234.5%
Total Comm. Dev. Budget	\$ 2,379,397	\$ 3,251,689	\$ 5,725,258	\$ 7,592,480	\$ 6,531,327	14.1%

Community Development Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** The general fund Charges for Service have been decreased by 20.8% based on 2023 projected receipts. Revenues in the Sales Tax Fund 201 have increased significantly due to a charging and Fueling Infrastructure Grant of \$1.08 million.
- **Labor and Benefits:** Increases in labor and benefits of 5.4% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Decreases in the general fund are due to fewer grants and contributions related to housing which is now budgeted in the 0.75% Sales Tax Fund.
- **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, and facility charges have been reallocated based on square footage used by each department in each building. This has resulted in an overall increase of 34.7% in 2024.

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Charges for Service	\$ 285,351	\$ 282,519	\$ 135,050	\$ 135,050	\$ 107,000	-20.8%
Intergovernmental	-	-	-	2,404,200	256,195	100.0%
Other	30,000	-	-	-	-	0.0%
Total Revenue	\$ 315,351	\$ 282,159	\$ 135,050	\$ 2,539,250	\$ 363,195	168.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 790,216	\$ 1,208,459	\$ 1,623,121	\$ 1,623,121	\$ 1,689,878	4.1%
Seasonal	45,756	44,356	54,080	54,080	49,421	-8.6%
Overtime	1,263	8,849	10,893	10,893	5,837	-46.4%
Benefits	236,894	358,448	577,998	577,998	599,928	3.8%
Insurance	1,419	2,790	4,053	4,053	4,528	11.7%
Other Compensation	10,036	12,860	17,005	17,005	61,680	262.7%
Total Labor and Benefits	\$ 1,085,583	\$ 1,635,762	\$ 2,287,150	\$ 2,287,150	\$ 2,411,272	5.4%
Operating						
Charges and Fees	\$ 9,490	\$ 7,785	\$ 8,000	\$ 8,000	\$ 7,950	-0.6%
Contract Services	187,833	472,943	590,500	2,869,700	565,000	-4.3%
Equipment	299	26,518	191,699	41,699	35,140	-81.7%
Grants and Contributions	2,555	11,490	1,536,350	1,033,850	428,128	-72.1%
Operating Supplies	13,267	31,619	33,600	33,600	31,050	-7.6%
Professional Development	14,140	57,156	123,852	123,852	200,716	62.1%
Rent	-	-	1,500	1,500	1,500	0.0%
Total Operating	\$ 227,584	\$ 607,510	\$ 2,485,501	\$ 4,112,201	\$ 1,269,484	-48.9%
Interfund Charges						
Facility	\$ 46,545	\$ 56,519	\$ 71,743	\$ 71,743	\$ 74,764	4.2%
Information Technology	341,657	309,161	250,730	250,730	359,411	43.3%
Liability Insurance	35,805	37,595	45,114	45,114	63,160	40.0%
Fleet	-	-	3,569	3,360	2,448	-31.4%
Fuel	-	312	-	209	-	0.0%
Total Interfund Charges	\$ 424,007	\$ 403,587	\$ 371,156	\$ 371,156	\$ 499,783	34.7%
Total General Fund	\$ 1,737,175	\$ 2,646,858	\$ 5,143,807	\$ 6,770,507	\$ 4,180,539	-18.7%
Funding Source CDBG Fund 104	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Intergovernmental	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	9.3%
Total Revenues	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	9.3%
Expenditures						
Operating						
Contract Services	\$ 44,750	\$ -	\$ -	\$ -	\$ -	0.0%
Grants and Contributions	533,042	435,321	276,950	392,525	189,748	-31.5%
Operating Supplies	-	-	-	1,205	-	0.0%
Total Operating	\$ 577,792	\$ 435,321	\$ 276,950	\$ 393,730	\$ 189,748	-31.5%
Transfers Out						
Transfers Out	\$ 64,431	\$ 23,189	\$ 164,501	\$ 357,721	\$ 292,680	77.9%
Total Transfers Out	\$ 64,431	\$ 23,189	\$ 164,501	\$ 357,721	\$ 292,680	77.9%
Total CDBG Fund	\$ 642,223	\$ 458,510	\$ 441,451	\$ 751,451	\$ 482,428	9.3%
Funding Source 0.75% Sales Tax CIP Fund 201	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Intergovernmental	\$ (10,665)	\$ 95,085	\$ 70,000	\$ 10,784	\$ 1,292,000	1745.7%
Other	-	-	-	-	51,766	100.0%
Total Revenues	\$ (10,665)	\$ 95,085	\$ 70,000	\$ 10,784	\$ 1,343,766	1819.7%

Funding Source	2021	2022	2023	2023	2024	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Operating						
Contract Services	\$ -	\$ 146,322	\$ -	\$ 70,522	\$ -	0.0%
Equipment	-	-	140,000	-	-	-100.0%
Total Operating	\$ -	\$ 146,322	\$ 140,000	\$ 70,522	\$ -	-100.0%
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ 1,868,360	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,868,360	100.0%
Total Sales Tax CIP Fund	\$ -	\$ 146,322	\$ 140,000	\$ 70,522	\$ 1,868,360	1234.5%
Total Comm. Dev. Budget	\$ 2,379,398	\$ 3,251,690	\$ 5,725,258	\$ 7,592,480	\$ 6,531,327	14.1%



Multiple family unit development on 1st and Rood Avenue

ENGINEERING AND TRANSPORTATION

The Engineering and Transportation 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 Engineering and Transportation Department includes the divisions of Engineering and Transportation Engineering.

Administration – Engineering and Transportation 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 horizontal and vertical 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
- Community member Request/Work Orders
- Special Event Traffic Control Review
- Community Outreach

Traffic Operations Functions:

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

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

Engineering and Transportation Department Performance Measures				
Activity				
Replace and repair sidewalk infrastructure on aging sidewalks either through complete replacement or by grinding/cutting tripping hazards.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Square footage of concrete replaced	16,524	20,000	62,647	104,480
Number of tripping hazards mitigated	1,216	150	150	150

Engineering and Transportation Department Performance Measures				
Activity				
Prioritize walking and bicycling infrastructure improvements needed to complete gaps or “missing links” between existing neighborhoods and other community destinations such as employment centers, essential services, schools, and places of recreation by constructing additional trails, bike lanes, and sidewalks.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Linear feet of trail added	1,100 feet	14,000 feet	1,950 feet	8,450 feet
Linear feet of bike lanes added	0	21,000 feet	14,950 feet	29,650 feet
Linear feet of sidewalks have been added to the network	900 feet	16,000 feet	11,900 feet	19,700 feet
Activity				
Maintain transportation network infrastructure.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Pavement Condition Index (PCI) Measurement	76	76	73	73

2023 Accomplishments

- Crack fill and chip seal are two of the most important tasks in the maintenance of the City’s street network. Over 450,000 square yards of streets were crack-filled, and chip sealed in 2023. The City and County coordinated the overlay of Patterson Road and 30 Road east to I-70B.
- Transportation Capacity Improvements were focused on reconstructing 24 Road and G Road corridors along with design and right of way acquisitions for F 1/2 Parkway, 26 1/2 Rd and F 1/2 from 30 Rd to 30 3/4, D 1/2 Rd from 29 1/4 to 30 Rd, and B 1/2 Rd from 29 Rd to 29 3/4 Rd in preparation for upcoming construction.
- Further enhancements and investment in complete streets in 2023 with the construction of 24 and G Road corridors. The 24 Road Trail along the east side of Leech Creek was constructed. Design and right-of-way clearances for the Monument Road Trail Phase II, the design of 4th and 5th Street enhanced one-way configuration and design of Crosby Avenue, all advanced in preparation for construction in 2024.
- The reconstruction of the Blue Heron Boat Ramp was completed which improved mobility on or off the Colorado River.
- 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 completion of the Hogchute Dam Rehabilitation.
- Engineering support for vertical public infrastructure constructed in 2023 included the construction of Fire Station #8, Lincoln Park Pickleball and Canyon View Tennis Courts. The planning and design of the Emerson Park Destination Skate Park and Community Recreation Center is underway in preparation for 2024 construction.

2024 Objectives

- Maintenance of the infrastructure remains a critical yearly objective for Engineering and Transportation such as the overlay of the Unawep Avenue, 30 Road, as well as small street reconstructions in the Paradise Hills and Summer Hill Subdivisions.
- Transportation Capacity Improvements will focus on the construction of the F 1/2 Parkway, the intersection of Horizon Drive and G Road roundabout along with D 1/2 Road from 29 1/4 Rd to 30 Road.

- Other work on transportation capacity improvements includes design and right-of-way acquisition on 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 2025-2026.
- 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 planned for early 2024.
- Bicycle infrastructure will include the construction of Monument Road Trail Phase II, the implementation of the 4th and 5th Street enhanced one-way configuration and Crosby Avenue.
- The North Avenue Enhanced Transit Corridor will have two segments designed and right-of-way acquired in 2024 including north side from 28 1/2 Road to I-70B and south side from 29 Road to I-70B.
- The Engineering Division will also oversee the design and construction of many of the City's Utility Divisions' capital projects, such as the water line replacements, sewer line replacements, sewer improvement districts, Ridges Lift Station elimination-Lake Road Lift Station, and the Persigo Plant Expansion.
- Complete coordination, design, and permitting phases with Union Pacific Railroad to create a quiet zone through lower downtown at 7th and 9th Street in anticipation of construction and approval in 2025.
- Stabilize the 15-year-old Riverside Parkway/US Highway 50 interchange of the Riverside Parkway.
- Engineering support for vertical public infrastructure Fire Station #7 and parks projects such as the Community Recreation Center and Emerson Park Destination Skate Park.

Engineering and Transportation Personnel

Engineering and Transportation	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Engineering and Transportation Director	1.00	1.00	1.00	1.00
Engineering Manager	1.00	1.00	1.00	1.00
Development Engineer	0.00	0.00	3.00	3.00
Engineering Program Supervisor	1.00	1.00	1.00	1.00
Real Estate Manager	0.00	1.00	1.00	1.00
Traffic Supervisor	1.00	1.00	1.00	1.00
City Surveyor	1.00	1.00	1.00	1.00
Project Engineer	7.00	6.00	8.00	7.00
Transportation Systems Analyst II	1.00	1.00	1.00	1.00
Operations Maintenance Supervisor	0.00	0.00	1.00	1.00
Sr. Engineering Technician	1.00	1.00	1.00	1.00
Traffic Crew Leader	2.00	2.00	2.00	2.00
Engineering Specialist	0.00	1.00	2.00	1.00
Engineering Technician	2.00	3.00	3.00	3.00
Traffic Signal Technician	1.00	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00	1.00
Construction Inspector	4.00	3.00	4.00	4.00
Traffic Technician	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	0.00
Development Inspector	1.00	1.00	1.00	0.00
Total General Fund FTE	48.00	52.00	59.00	35.00

Engineering and Transportation	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by Water Fund 301				
Construction Inspector	0.00	0.00	0.00	1.00
Project Engineer	0.00	0.00	0.00	1.00
Total Water Fund FTE	0.00	0.00	0.00	2.00
Funded by Joint Sewer Fund 900				
Wastewater Project Manager	0.00	0.00	0.00	1.00
Engineering Specialist	0.00	0.00	0.00	1.00
Total Joint Sewer Fund FTE	0.00	0.00	0.00	2.00
Total Eng. & Transportation FTE	48.00	52.00	59.00	39.00

Engineering and Transportation Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Administration	\$ 232,725	\$ 245,140	\$ 265,007	\$ 265,007	\$ 242,374	-8.5%
Engineering	1,392,614	1,688,422	2,743,341	2,546,797	2,550,760	-7.0%
Construction Engineering	429,439	456,835	580,044	540,613	636,128	9.7%
Surveying	264,510	211,410	242,683	242,683	249,073	2.6%
Transportation Engineering	3,271,434	3,539,410	3,921,130	3,921,130	3,878,403	-1.1%
Total Fund 100	\$ 5,590,722	\$ 6,141,217	\$ 7,752,205	\$ 7,516,230	\$ 7,556,738	-2.5%
0.75% Sales Tax CIP Fund 201						
Engineering	\$ 9,562,390	\$ 3,598,956	\$ 10,440,500	\$ 7,589,264	\$ 11,344,883	8.7%
Transportation Engineering	203,164	284,331	421,000	421,000	279,130	-33.7%
Total Fund 201	\$ 9,765,554	\$ 3,883,287	\$ 10,861,500	\$ 8,010,264	\$ 11,624,013	7.0%
Storm Drainage Fund 202						
Engineering	\$ 446,227	\$ 12,046	\$ 1,830,000	\$ 63,000	\$ 320,000	-82.5%
Total Fund 202	\$ 446,227	\$ 12,046	\$ 1,830,000	\$ 63,000	\$ 320,000	-82.5%
Transportation Fund 207						
Engineering	\$ 3,862,790	\$ 5,391,934	\$ 25,089,619	\$ 34,623,627	\$ 17,404,094	-30.6%
Total Fund 207	\$ 3,862,790	\$ 5,391,934	\$ 25,089,619	\$ 34,623,627	\$ 17,404,094	-30.6%
Water Fund 301						
Engineering	\$ 239,482	\$ 164,037	\$ 312,662	\$ 312,662	\$ 339,028	8.4%
Construction Services	478	20,960	43,979	43,979	34,223	-22.2%
Total Fund 301	\$ 239,959	\$ 184,997	\$ 356,641	\$ 356,641	\$ 373,251	4.7%
Joint Sewer Fund 900						
Engineering	\$ 126,349	\$ 186,350	\$ 347,478	\$ 347,478	\$ 348,586	0.3%
Construction Services	1,009	48,905	79,071	79,071	70,409	-11.0%
Total Fund 900	\$ 127,358	\$ 235,256	\$ 426,549	\$ 426,549	\$ 418,995	-1.8%
Total Eng. & Transp. Budget	\$ 20,032,609	\$ 15,848,736	\$ 46,316,514	\$ 50,996,311	\$ 37,697,091	-18.6%

Engineering and Transportation Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** General Fund revenues will increase by 66.6% due to an expected increase 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 increase by 54.7% due to grant awards for capital projects in 2024. TCP fund revenues remain flat in 2024.
- **Labor and Benefits:** Increases in labor and benefits of 9.9% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program. Engineering staff is assigned to the water and sewer funds and therefore the associated labor is budgeted within those funds in this department.
- **Operating:** Operating costs in the general fund will decrease by 20.2% due to reductions in contract services, equipment, and repairs.
- **Interfund Charges:** Information technology and liability insurance costs increase in 2024, however due to the move of street maintenance operations to General Services, other interfund costs will decrease comparatively to 2023.
- **Capital Outlay:** Capital in the 0.75% Sales Tax CIP Fund will increase by 7% due to street infrastructure and parks projects managed by Engineering and Transportation. The Storm Drainage Fund will see a decrease of 82.5% due to the delay of the Three Arrows/Halandras Development Drainage project. TCP projects will decrease 30.6% due to completion of the 24 Road project in 2023.

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Licenses and Permits	\$ 25,214	\$ 29,220	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
Charges For Service	433,228	479,448	306,726	306,726	527,763	72.1%
	-	49,529	-	1,736	-	0.0%
Total Revenues	\$ 458,441	\$ 558,197	\$ 331,726	\$ 333,462	\$ 552,763	66.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 1,965,210	\$ 2,242,171	\$ 2,644,943	\$ 2,644,943	\$ 2,809,032	6.2%
Seasonal	61,959	70,248	65,288	65,288	108,764	66.6%
Overtime	33,842	32,194	37,186	37,186	38,184	2.7%
Benefits	644,014	708,504	849,105	839,409	947,970	11.6%
Insurance	28,238	38,279	48,781	48,781	56,698	16.2%
Other Compensation	34,298	22,791	11,409	21,105	56,438	394.7%
Total Labor and Benefits	\$ 2,767,562	\$ 3,114,187	\$ 3,656,712	\$ 3,656,712	\$ 4,017,086	9.9%
Operating						
Charges and Fees	\$ 6,959	\$ 1,487	\$ 4,480	\$ 4,480	\$ 1,512	-66.3%
Contract Services	1,988	13,812	196,100	217,254	160,390	-18.2%
Equipment	52,892	44,038	586,252	337,446	19,700	-96.6%
Operating Supplies	11,521	11,485	11,212	23,751	11,640	3.8%
Cost of Goods Sold	-	-	-	292	-	0.0%
Professional Development	15,596	35,699	46,400	46,400	53,262	14.8%
Repairs	266,522	278,886	293,400	293,400	257,210	-12.3%
Utilities	1,534,798	1,550,843	1,637,000	1,615,846	1,640,000	0.2%
System Maintenance	134,534	181,594	291,000	291,000	301,000	3.4%
Uniforms and Gear	1,362	2,072	2,477	2,477	3,351	35.3%
Total Operating	\$ 2,026,171	\$ 2,119,914	\$ 3,068,321	\$ 2,832,346	\$ 2,448,065	-20.2%
Interfund Charges						
Facility	\$ 77,516	\$ 78,142	\$ 188,362	\$ 188,362	\$ 102,983	-45.3%
Information Technology	392,057	438,274	400,367	400,367	459,772	14.8%
Liability Insurance	110,122	148,664	178,396	178,396	249,756	40.0%

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Fleet	175,012	187,670	209,605	209,605	171,234	-18.3%
Fuel Charges	42,282	54,365	50,442	50,442	39,314	-22.1%
Total Interfund Charges	\$ 796,988	\$ 907,115	\$ 1,027,172	\$ 1,027,172	\$ 1,023,059	-0.4%
Total General Fund	\$ 5,590,721	\$ 6,141,217	\$ 7,752,205	\$ 7,516,230	\$ 7,556,738	-2.5%
Funding Source	2021	2022	2023	2023	2024	% Change
Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ 168,893	\$ 109,268	\$ 85,000	\$ 137,944	\$ 185,000	117.6%
Intergovernmental	121,465	318,382	1,558,679	58,679	2,983,334	91.4%
Other	4,915,717	29,899	430,000	430,000	40,000	-90.7%
Total Revenues	\$ 5,206,075	\$ 457,549	\$ 2,073,679	\$ 626,623	\$ 3,208,334	54.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 951	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	263	-	-	-	-	0.0%
Insurance	4	-	-	-	-	0.0%
Total Labor and Benefits	\$ 1,217	\$ -	\$ -	\$ -	\$ -	0.0%
Operating						
Contract Services	\$ 100,285	\$ 11,823	\$ -	\$ -	\$ -	0.0%
Equipment	219,364	64,802	-	-	-	0.0%
Operating Supplies	553	-	-	-	-	0.0%
Repairs	9,780	-	-	-	-	0.0%
Total Operating	\$ 329,982	\$ 76,625	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Land	\$ 5,017,526	\$ 170,763	\$ -	\$ 438	\$ -	0.0%
Other Projects	-	362,869	790,000	733,248	200,000	-74.7%
Parks	45,724	295,511	500,000	130,000	2,370,000	374.0%
Street Infrastructure	5,138,659	4,160,214	9,571,500	7,146,578	9,054,013	-5.4%
Utility Systems	\$ 71	\$ 302	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 10,201,979	\$ 4,989,658	\$ 10,861,500	\$ 8,010,264	\$ 11,624,013	7.0%
Total Sales Tax CIP Fund	\$ 10,533,179	\$ 5,066,283	\$ 10,861,500	\$ 8,010,264	\$ 11,624,013	7.0%
Funding Source	2021	2022	2023	2023	2024	% Change
Storm Drainage Fund 202	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenue						
Charges for Service	\$ 18,259	\$ 10,339	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Other	-	-	300,000	-	200,000	-33.3%
Total Revenues	\$ 18,259	\$ 10,339	\$ 315,000	\$ 15,000	\$ 215,000	-31.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 106	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	31	-	-	-	-	0.0%
Total Labor and Benefits	\$ 137	\$ -	\$ -	\$ -	\$ -	0.0%
Operating						
Contract Services	\$ 16,008	\$ 12,046	\$ -	\$ -	\$ -	0.0%
Operating Supplies	29	-	-	-	-	0.0%
Total Operating	\$ 16,037	\$ 12,046	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Utility Systems	\$ 430,053	\$ -	\$ 1,830,000	\$ 63,000	\$ 320,000	-82.5%
Total Capital Outlay	\$ 430,053	\$ -	\$ 1,830,000	\$ 63,000	\$ 320,000	-82.5%
Total Storm Drain Fund	\$ 446,226	\$ 12,046	\$ 1,830,000	\$ 63,000	\$ 320,000	-82.5%

Funding Source	2021	2022	2023	2023	2024	% Change
Transp. Capacity Fund 207	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenue						
Charges for Service	\$ 3,946,288	\$ 2,564,680	\$ 3,805,901	\$ 2,600,000	\$ 2,618,200	-31.2%
Intergovernmental	-	-	1,300,000	400,000	2,500,000	92.3%
Other	-	-	150,000	-	150,000	0.0%
Total Revenues	\$ 3,946,288	\$ 2,564,680	\$ 5,255,901	\$ 3,000,000	\$ 5,268,200	0.2%
Expenditures						
Operating						
Contract Services	\$ 38,358	\$ 30,307	\$ -	\$ 9,825	\$ -	0.0%
Total Operating	\$ 38,358	\$ 30,307	\$ -	\$ 9,825	\$ -	0.0%
Capital Outlay						
Street Infrastructure	\$ 3,824,433	\$ 5,361,627	\$ 25,089,619	\$ 34,613,802	\$ 17,404,094	-30.6%
Total Capital Outlay	\$ 3,824,433	\$ 5,361,627	\$ 25,089,619	\$ 34,613,802	\$ 17,404,094	-30.6%
Total TCP Fund	\$ 3,862,790	\$ 5,391,934	\$ 25,089,619	\$ 34,623,627	\$ 17,404,094	-30.6%
Funding Source	2021	2022	2023	2023	2024	% Change
Water Fund 301	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 85,535	\$ 124,973	\$ 253,252	\$ 253,252	\$ 263,606	4.1%
Seasonal	-	-	20,802	20,802	10,982	-47.2%
Benefits	25,509	35,437	80,177	80,177	95,403	19.0%
Insurance	283	502	1,444	1,444	1,359	5.9%
Other Compensation	1,207	856	966	966	1,901	96.8%
Total Labor and Benefits	\$ 112,535	\$ 161,768	\$ 356,641	\$ 356,641	\$ 373,251	4.7%
Capital Outlay						
Utility Systems	\$ 127,424	\$ 23,229	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 127,424	\$ 23,229	\$ -	\$ -	\$ -	0.0%
Total Water Fund	\$ 239,959	\$ 184,997	\$ 356,641	\$ 356,641	\$ 373,251	4.7%
Funding Source	2021	2022	2023	2023	2024	% Change
Joint Sewer Fund 902	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 97,658	\$ 185,415	\$ 301,061	\$ 301,061	\$ 305,518	1.5%
Seasonal	-	-	20,802	20,802	10,982	-47.2%
Overtime	-	-	5,360	5,360	5,520	3.0%
Benefits	23,994	42,217	96,141	92,540	91,748	-4.6%
Insurance	357	746	2,190	2,190	1,841	-15.9%
Other Compensation	1,432	2,584	995	995	3,386	240.3%
Total Labor and Benefits	\$ 123,440	\$ 230,962	\$ 426,549	\$ 422,948	\$ 418,995	-1.8%
Operating						
Contract Services	\$ 3,918	\$ 4,294	\$ -	\$ 3,251	\$ -	0.0%
Total Capital Outlay	\$ 3,918	\$ 4,294	\$ -	\$ 3,251	\$ -	0.0%
Capital Outlay						
Utility Systems	\$ -	\$ -	\$ -	\$ 350	\$ -	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 350	\$ -	0.0%
Total Joint Sewer Fund	\$ 127,358	\$ 235,256	\$ 426,549	\$ 426,549	\$ 418,995	-1.8%



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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 community members 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. In 2019, an additional 3% lodging tax became effective. This revenue benefits Visit Grand Junction, the Greater Grand Junction Sports Commission, and the Grand Junction Regional Air Service Alliance. These funds are used 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 community members 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Finance Department Performance Measures				
Activity				
Leverage City projects and operations by researching, selecting, and applying for Federal, State, and Local Grants				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of grant awards managed by staff, \$26.7 million	74	75	97	85
Number of grant applications submitted, \$25.9 million	49	40	56	45
Number of grant applications awarded, \$11.0 million	41	36	40	35
Success rate of grant applications	89%	89%	83%	85%

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	2023 Actual	2024 Planned
Delinquency rate. The number of monthly accounts delinquent at year-end 2023 was 72 out of 2,216.	2.19%	2.5%	3.3%	2.5%
Delinquency rate. The total accounts delinquent at year-end 2023 was 291 out of 6,357.	3.43%	3.5%	4.6%	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	2023 Actual	2024 Planned
The clearance rate for traffic cases. In 2023 967 were cleared, and 1,283 were filed.	112%	150%	75%	90%
The clearance rate for misdemeanor cases. In 2023 57 were cleared, and 247 were filed.	180%	120%	23%	80%
The clearance rate for animal control cases. In 2023 58 were cleared, and 123 were filed.	124%	120%	47%	80%

2023 Accomplishments

- Utilized GFOA best practices to improve the efficiency and effectiveness of key City business processes to prepare for an enterprise resource planning (ERP) system implementation, as well as successful completion of request for proposal and selection of system and implementation partner.
- Successfully awarded forty grant awards totally over \$10.5M and obtained an 86% grant application success rate.
- Provided support to other departments in software implementations, including a new Parks And Recreation management software solution.
- Increased the number of sales and use tax account filing online through the division's newly implemented tax administration software.

2024 Objectives

- Successfully implement and launch a new Enterprise Resource Planning (ERP) system, aimed at modernizing procedures, enhancing operational efficiency, financial transparency, and data-driven decision-making across all City departments, and includes a full suite of systems, such as budgeting, financial operations, human resources management, procurement, and reporting.
- Successful completion of sales and use tax simplification efforts, including integration with the state sales & use tax system (SUTS)
- Strengthen and broaden the City's sales and use tax audit program to improve compliance and efficiency by enhancing business outreach and updating strategies in line with evolving economic and regulatory environments.
- Continued growth of the grants program in dollars awarded and target maintaining or exceeding the 2023 86% application success rate.
- Provide timely financial reporting to City Council and City Management.

Finance Department Personnel

Finance Department	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Finance Admin				
Finance Director	1.00	1.00	1.00	1.00
Deputy Finance Director	1.00	1.00	1.00	2.00
Controller	0.00	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00	1.00
Grant Administrator	1.00	1.00	1.00	1.00
Grant Specialist	0.00	1.00	1.00	1.00
Accounting and Payroll				
Finance Supervisor	1.00	1.00	1.00	1.00
Accountant/Analyst II	2.00	3.00	4.00	3.00
Grant Specialist	0.00	0.00	0.00	0.00
Accountant/Analyst I	3.00	2.00	4.00	4.00
Sales Tax				
Auditor	0.00	2.00	2.00	2.00
Licensing Compliance Officer	0.00	0.00	1.00	1.00
Tax Compliance Officer	1.00	0.00	0.00	0.00
Taxpayer Support Specialist	1.00	0.00	0.00	0.00
Muni Court				
Court Administrator	1.00	1.00	1.00	1.00
Court Clerk	1.00	1.75	1.00	1.00
Total Finance FTE	14.00	16.75	20.00	20.00

Finance Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Finance	\$ 603,929	\$ 918,614	\$ 1,174,559	\$ 1,174,559	\$ 1,296,036	10.3%
Accounting and Payroll	723,804	849,352	878,333	1,380,382	1,320,293	50.3%
Revenue	269,525	819,887	527,975	527,975	572,527	8.4%
Municipal Court	316,970	502,738	531,484	515,963	540,276	1.7%
Total Fund 100	\$ 1,914,228	\$ 3,090,591	\$ 3,112,351	\$ 3,598,879	\$ 3,729,132	19.8%
Lodger's Tax Increase Fund 106						
Finance	\$ 1,476,432	\$ 2,625,212	\$ 2,097,357	\$ 2,144,619	\$ 3,834,317	82.8%
Total Fund 106	\$ 1,476,432	\$ 2,625,212	\$ 2,097,357	\$ 2,144,619	\$ 3,834,317	82.8%
Total Finance Budget	\$ 3,390,661	\$ 5,715,803	\$ 5,209,708	\$ 5,743,498	\$ 7,563,449	45.2%

Finance Budget by Classification, by Fund

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** The Finance Department revenues are primarily from Municipal Court fines which are estimated to stay relatively flat in 2024. Lodging Tax Revenues will increase by 3.1% in 2024 due to continued growth in tourism in the area.
- **Labor and Benefits:** Increases in labor and benefits of 28.7% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Operating will decrease in the general fund by 22.2% due to reduced one-time spending for equipment and contract services in 2023 that will not occur in 2024. Lodging Tax fund increases are due increased lodging tax revenues which increases GJ Sports Commission and Air Alliance contributions.

- **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, and is expected to increase 16% in 2024.

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenue						
Charges for Services	\$ 39,613	\$ 24,996	\$ 42,250	\$ 26,700	\$ 39,050	-7.6%
Intergovernmental	495	-	-	-	-	0.0%
Fines and Forfeitures	282,497	245,506	288,300	254,200	295,500	2.5%
Total Revenues	\$ 322,605	\$ 270,502	\$ 330,550	\$ 280,900	\$ 334,550	1.2%
Expenditures						
Labor and Benefits						
Full Time	\$ 872,907	\$ 1,147,889	\$ 1,441,581	\$ 1,441,581	\$ 1,809,934	25.6%
Seasonal	74,741	76,369	79,950	79,950	86,050	7.6%
Overtime	-	459	2,500	2,500	1,000	-60.0%
Benefits	287,151	369,952	496,193	496,193	661,987	33.4%
Insurance	1,601	2,480	3,626	3,626	4,870	34.3%
Other Compensation	4,760	12,689	4,802	6,851	46,714	872.8%
Total Labor and Benefits	\$ 1,241,160	\$ 1,609,837	\$ 2,028,652	\$ 2,030,701	\$ 2,610,555	28.7%
Operating						
Charges and Fees	\$ 3,304	\$ 13,894	\$ 5,815	\$ 21,088	\$ 22,734	291.0%
Contract Services	80,153	114,157	173,040	213,294	89,887	-48.1%
Equipment	11,327	20,428	7,000	436,413	-	-100.0%
Operating Supplies	15,896	29,117	20,790	22,329	27,718	33.3%
Professional Development	8,573	23,226	39,525	38,025	51,060	29.2%
Repairs	125	-	500	-	450	-10.0%
Total Operating	\$ 119,378	\$ 200,822	\$ 246,670	\$ 731,149	\$ 191,849	-22.2%
Interfund Charges						
Facility	\$ 81,461	\$ 89,325	\$ 140,438	\$ 140,438	\$ 118,358	-15.7%
Information Technology	428,744	659,653	696,591	696,591	808,370	16.0%
Total Interfund Charges	\$ 510,205	\$ 748,978	\$ 837,029	\$ 837,029	\$ 926,728	10.7%
Capital Outlay						
Computer Systems	\$ 43,485	\$ 530,954	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 43,485	\$ 530,954	\$ -	\$ -	\$ -	0.0%
Total General Fund	\$ 1,914,228	\$ 3,090,591	\$ 3,112,351	\$ 3,598,879	\$ 3,729,132	19.8%
Funding Source	2021	2022	2023	2023	2024	% Change
Lodgers Tax Fund 106	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ 1,886,959	\$ 2,124,160	\$ 2,412,969	\$ 2,379,921	\$ 2,487,017	3.1%
Interest	1,881	1,975	-	4,291	29,031	100.0%
Total Revenues	\$ 1,888,840	\$ 2,126,136	\$ 2,412,969	\$ 2,384,212	\$ 2,516,048	4.3%
Expenditures						
Operating						
Grants and Contributions	\$ 1,026,665	\$ 1,260,420	\$ 1,407,565	\$ 1,454,827	\$ 1,469,525	4.4%
Total Operating	\$ 1,026,665	\$ 1,260,420	\$ 1,407,565	\$ 1,454,827	\$ 1,469,525	4.4%
Transfers Out						
Transfers Out	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792	242.8%
Total Transfers Out	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792	242.8%
Total Lodgers Tax Fund	\$ 1,476,432	\$ 2,625,212	\$ 2,097,357	\$ 2,144,619	\$ 3,834,317	82.8%
Total Finance Budget	\$ 3,390,661	\$ 5,715,803	\$ 5,209,708	\$ 5,743,498	\$ 7,563,449	45.2%

FIRE

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

Fire Department's guiding principles are:

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

Fire Administration

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

Emergency Operations

- Emergency Operations is the largest division in the Department and is responsible for fire, medical, and hazardous materials response, and mitigation. Fire suppression and extinguishment are complex processes involving several emergent activities that must be carried out simultaneously. In addition to extinguishing the fire, firefighters perform multiple types of rescues and provide medical care and victim assistance. After the fire, further loss is minimized by covering or removing personal property.
- Emergency and non-emergency medical and ambulance services are provided within the City's Ambulance Service Area, covering the community members 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 are required to maintain various state-mandated EMT and firefighter certifications.

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

Fire Department Performance Measures			
Activity			
Capture incident and response time data for continuous improvement. Reduce median total response time (911 call pickup to the first unit on the scene) for all incidents.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Median total response time	09:28	09:11	09:01
Number of incidents with a unit arriving on scene	19,341	20,136	21,628
Total incidents	20,652	21,583	23,080
Activity			
Implement an EMS plan that evaluates the EMS delivery system and peak-time ambulance service to achieve targeted service levels by adding ambulances and paramedic-trained personnel to address growing emergency medical incident volume.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Number of ambulances in service	6 24-hour units and 1 12-hour unit	7 24-hour units and 2 12-hour units	7 24-Hour Units and 3 12-Hour Units
Number of paramedics in training	8	11	6
Activity			
Capture community outreach data for continuous improvement through community engagement with the fire department and safety education.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Number of people attending safety education events	1,474	1,400	1,400
Number of car seat inspections	49	45	45
Activity			
Implement a fire mitigation program on City property and wildland and urban interface (WUI) areas by coordinating with City departments and partnering agencies to mitigate high-hazard areas.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Number of City departments and outside agencies partnered with	7 internal, 11 external	20+ external agencies	20+ external agencies
Acres of at-risk WUI land mitigated	2	45	35

2023 Accomplishments

Fire Administration

- Construction of Fire Station 8 completed and in-service January 2023.
- Land acquisition for Fire Station 7 was completed under the First Responder Tax.
- Completed a Spring new recruit and Fall lateral firefighter academy in 2023 that brings service and experience into our department.
- Completed a comprehensive cooperative feasibility study with the Clifton Fire Protection District.

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.
- Continued to implement a five-step plan to reduce the number of paramedic vacancies, including increased funding for paramedic training and incentives for personnel interested in paramedicine.
- Ordered new apparatus and equipment for Fire Station 7 along with a new river rescue boat.
- Completed the first stage of hardware upgrades to the call alerting system at all fire stations.
- New voice amplifiers were added to breathing apparatus to enhance fireground communications.

Fire Non-Emergency Operations

- Additional propane training props, such as a simulated vehicle fire prop, were added to the Fire Training Center.
- A second Fire Inspector/Investigator was added to the Fire Prevention Division.
- Community Outreach partnered with multiple agencies to initiate wildfire mitigation projects along the Colorado River.

2024 Objectives

Fire Administration

- Fire Station 7 planned groundbreaking Summer 2024.
- Provide Emergency Medical Technician (EMT) training course to new recruits in order to diversify the hiring process.
- Work with Finance to on-board a new Account Analyst that is dedicated part-time to the fire department.

Fire Emergency Operations

- Continued recruitment and training of additional paramedics with support to send six additional personnel to paramedic school.
- Hire two Emergency Medical Technicians and two Paramedics to staff night coverage for one impact ambulance.
- Continue upgrades to the fire station alerting hardware and software programs.

Fire Non-Emergency Operations

- Recruit firefighter academy conducted to fill attrition openings.
- Add new safety and protective equipment for Fire Investigators.
- Start process of adopting the 2024 International Fire Code.
- Wildfire mitigation will continue along the Colorado River corridor to slow future fire spread.

Fire Department Personnel

Fire Department	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Fire Administration				
Fire Chief	1.00	1.00	1.00	1.00
Sr. Administrative Assistant	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00
Emergency Operations				
Deputy Fire Chief	2.00	2.00	2.00	2.00
Administrative Fire Officer	5.00	4.00	4.00	4.00
Emergency Medical Services Chief	0.00	1.00	1.00	1.00
Fire Unit Supervisor	15.00	15.00	15.00	15.00
SAM Officer	3.00	3.00	3.00	3.00
Fire Engineer	15.00	15.00	15.00	15.00
Firefighter/Paramedic	33.00	27.00	29.00	29.00
Firefighter	31.00	31.00	33.00	33.00
EMT	10.00	10.00	4.00	6.00
Paramedic	6.00	6.00	4.00	6.00
Non-Emergency Operations				
Fire Marshal	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00
Community Outreach Specialist	2.00	2.00	2.00	2.00
Fire Prevention Specialist	3.00	3.00	3.00	3.00
Fire Inspector/Investigator	1.00	1.00	2.00	1.00
Total General Fund FTE	132.00	126.00	123.00	126.00
Funded by First Responder Tax Fund 107				
Fire Administration				
Fire Apparatus and Equipment Tech	1.00	1.00	1.00	1.00
Emergency Operations				
Fire Training Officer	2.00	2.00	2.00	2.00
Fire Unit Supervisor	3.00	6.00	6.00	6.00
Firefighter/Paramedic	3.00	18.00	31.00	31.00
Fire Engineer	3.00	6.00	6.00	6.00
Firefighter	6.00	12.00	12.00	12.00
Non-Emergency Operations				
Fire Inspector/Investigator	0.00	0.00	0.00	1.00
Total First Responder Fund FTE	18.00	45.00	58.00	59.00
Total Fire Department FTE	150.00	171.00	181.00	185.00

Fire Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Fire Administration	\$ 1,437,676	\$ 1,717,248	\$ 2,076,591	\$ 2,076,591	\$ 2,605,483	25.5%
Emergency Operations	16,832,629	17,544,444	17,918,252	17,910,402	19,209,222	7.2%
Non-Emergency Operations	1,469,943	1,492,829	1,741,421	1,982,671	1,645,161	-5.5%
Total Fund 100	\$ 19,740,248	\$ 20,754,521	\$ 21,736,264	\$ 21,969,664	\$ 23,459,866	7.9%
First Responder Tax Fund 107						
Fire Administration	\$ 48,788	\$ 106,934	\$ 74,859	\$ 74,859	\$ 155,076	107.2%
Emergency Operations	2,265,873	5,143,941	8,550,910	8,670,910	9,420,095	10.2%
Non-Emergency Operations	127,470	298,846	208,988	208,988	493,762	136.3%
Total Fund 107	\$ 2,442,131	\$ 5,549,722	\$ 8,834,757	\$ 8,954,757	\$ 10,068,933	14.0%
0.75% Sales Tax CIP Fund 201						
Emergency Operations	\$ 2,683,045	\$ 9,364,208	\$ 1,203,646	\$ 2,147,150	\$ 9,620,004	699.2%
Total Fund 201	\$ 2,683,045	\$ 9,364,208	\$ 1,203,646	\$ 2,147,150	\$ 9,620,004	699.2%
Total Fire Budget	\$ 24,865,424	\$ 35,668,451	\$ 31,774,667	\$ 33,071,571	\$ 43,148,803	35.8%

Fire Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** Revenues in the General Fund are expected to increase due to increases in the Rural Fire District Contract and an increase in ambulance transport revenues. Revenues in the First Responder Fund are due to the SAFER grant which offsets labor costs. This grant expires in 2024.
- **Labor and Benefits:** Increases in labor and benefits of 5.6% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Overall operating costs are expected to decrease due to new station equipment purchases in 2023 that do not repeat in 2024. In the general fund specifically, the decrease due to lower equipment, contracts services, supplies, and uniforms.
- **Interfund Charges:** Interfund charges are increasing due to the added staff, facilities, information technology, and fleet required for the new stations. This is in addition to the increase in base costs for these services as well as described in other department sections.
- **Capital Outlay:** Capital equipment will increase in 2024 due to the start of construction for Fire Station No. 7 and the purchase of the station's Ladder Truck and Ambulance.

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Licenses and Permits	\$ 140,975	\$ 176,730	\$ 131,000	\$ 131,000	\$ 139,044	6.1%
Charges for Service	8,749,831	8,740,351	9,682,351	9,824,018	10,345,394	6.8%
Intergovernmental	1,113,697	580,614	626,708	1,057,647	857,616	36.8%
Interest	1,919	1,249	-	562	-	0.0%
Other	2,620	3,122	1,000	1,000	1,000	0.0%
Capital Proceeds	-	3,330	-	-	-	0.0%
Total Revenues	\$ 10,009,042	\$ 9,505,396	\$ 10,441,059	\$ 11,014,227	\$ 11,343,054	8.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 9,470,337	\$ 9,581,368	\$ 10,592,921	\$ 10,190,325	\$ 10,867,998	2.6%
Seasonal	18,101	31,992	80,954	80,954	97,396	20.3%
Overtime	1,195,817	1,583,009	810,751	1,213,347	899,668	11.0%
Benefits	3,196,076	3,268,015	3,563,400	3,563,400	3,830,419	7.5%
Insurance	474,789	605,483	722,532	722,532	800,831	10.8%
Other Compensation	85,051	57,103	34,833	34,833	232,224	566.7%
Pensions	398,335	432,179	425,000	417,150	417,150	-1.8%
Total Labor and Benefits	\$ 14,838,506	\$ 15,559,149	\$ 16,230,391	\$ 16,222,541	\$ 17,145,686	5.6%
Operating						
Charges and Fees	\$ 141,158	\$ 151,601	\$ 154,720	\$ 154,720	\$ 159,286	3.0%
Contract Services	386,735	412,864	467,780	699,396	400,463	-14.4%
Equipment	29,325	273,013	283,621	283,621	-	-100.0%
Grants and Contributions	-	2,100	-	-	2,300	100.0%
Operating Supplies	352,075	404,280	469,072	469,072	403,964	-13.9%
Professional Development	96,114	196,204	348,685	348,685	348,316	-0.1%
Repairs	46,389	96,450	43,740	43,740	64,255	46.9%
Utilities	17,894	18,545	16,188	17,202	19,146	18.3%
Rent	-	-	2,812	2,812	2,531	-10.0%
Fuel	9,013	4,045	1,600	6,682	1,440	-10.0%
System Maintenance	7,452	6,178	8,000	11,538	16,224	102.8%

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Uniforms and Gear	175,343	107,940	179,346	179,346	112,926	-37.0%
Total Operating	\$ 1,261,498	\$ 1,673,220	\$ 1,975,564	\$ 2,216,814	\$ 1,530,851	-22.5%
Interfund Charges						
Facility	\$ 266,499	\$ 268,082	\$ 306,681	\$ 306,681	421,858	37.6%
Information Technology	783,344	949,200	1,235,627	1,235,627	1,560,408	26.3%
Liability Insurance	142,351	199,291	239,149	239,149	334,809	40.0%
Fleet	984,999	1,263,728	945,987	945,987	1,583,694	67.4%
Fuel Charges	156,062	196,901	184,750	184,750	164,070	-11.2%
Comm Center	497,452	550,374	618,115	618,115	718,490	16.2%
Departmental Services	5,129	-	-	-	-	0.0%
Total Interfund Charges	\$ 2,835,836	\$ 3,427,576	\$ 3,530,309	\$ 3,530,309	\$ 4,783,329	35.5%
Capital Outlay						
Capital Equipment	\$ 804,408	\$ 94,575	-	-	-	0.0%
Total Capital Outlay	\$ 804,408	\$ 94,575	-	-	-	0.0%
Total General Fund	\$ 19,740,248	\$ 20,754,520	\$ 21,736,264	\$ 21,969,664	\$ 23,459,866	7.9%
Funding Source	2021	2022	2023	2023	2024	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ 1,437,426	\$ 2,306,610	\$ 2,196,610	\$ 2,091,941	-9.3%
Total Revenues	\$ -	\$ 1,437,426	\$ 2,306,610	\$ 2,196,610	\$ 2,091,941	-9.3%
Expenditures						
Labor and Benefits						
Full Time	\$ 1,436,465	\$ 3,116,249	\$ 4,657,220	\$ 4,644,821	\$ 5,172,457	11.1%
Seasonal	-	1,476	-	-	-	0.0%
Overtime	165,358	106,371	200,615	200,615	863,361	330.4%
Benefits	481,661	954,759	1,629,795	1,629,795	2,094,721	28.5%
Insurance	72,207	169,315	301,718	301,718	400,274	32.7%
Other Compensation	95,796	7,213	6,951	19,350	53,317	667.0%
Total Labor and Benefits	\$ 2,251,487	\$ 4,355,383	\$ 6,796,299	\$ 6,796,299	\$ 8,584,130	26.3%
Operating						
Contract Services	\$ 5,099	\$ 64,034	\$ 26,438	\$ 26,438	\$ 31,638	19.7%
Equipment	13,669	322,907	1,251,047	1,121,028	181,168	-85.5%
Operating Supplies	13,047	65,500	12,766	17,329	38,128	198.7%
Professional Development	4,547	19,598	7,966	10,953	11,230	41.0%
Repairs	10,519	1,091	3,407	3,407	3,068	-10.0%
Utilities	4,673	3,746	9,324	9,324	9,552	2.4%
Uniforms and Gear	9,172	382,024	85,650	328,119	271,201	216.6%
Total Operating	\$ 60,726	\$ 858,899	\$ 1,396,598	\$ 1,516,598	\$ 545,985	-60.9%
Interfund Charges						
Facility	\$ 26,110	\$ 30,710	\$ 30,146	\$ 30,146	\$ 116,367	286.0%
Information Technology	1,002	24,255	471,379	471,379	583,622	23.8%

Funding Source	2021	2022	2023	2023	2024	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2023
Fleet	102,806	133,187	122,936	119,918	212,972	73.2%
Fuel Charges	-	24,918	17,399	20,417	25,857	48.6%
Total Interfund Charges	\$ 129,918	\$ 213,070	\$ 641,860	\$ 641,860	\$ 938,818	46.3%
Capital Outlay						
Capital Equipment	\$ -	\$ 122,369	\$ -	\$ -	-	0.0%
Total Capital Outlay	\$ -	\$ 122,369	\$ -	\$ -	-	0.0%
Total First Responder Fund	\$ 2,442,131	\$ 5,549,722	\$ 8,834,757	\$ 8,954,757	\$ 10,068,933	14.0%
Funding Source	2021	2022	2023	2023	2024	% Change
Public Safety Impact Fee Fund 115	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ 246,620	\$ 265,857	\$ 265,857	\$ 265,857	0.0%
Total Revenues	\$ -	\$ 246,620	\$ 265,857	\$ 265,857	\$ 265,857	0.0%
Funding Source	2021	2022	2023	2023	2024	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ 78,184	\$ 191,114	\$ -	\$ -	-	0.0%
Total Revenues	\$ 78,184	\$ 191,114	\$ -	\$ -	-	0.0%
Operating						
Contract Services	\$ 2,087	\$ -	\$ -	\$ -	-	0.0%
Equipment	2,477	85,576	-	-	-	0.0%
Operating Supplies	-	39,769	-	-	-	0.0%
Total Operating	\$ 4,564	\$ 127,345	\$ -	\$ -	-	0.0%
Capital Outlay						
Capital Equipment	\$ 690,486	\$ 153,421	\$ 588,646	\$ 464,269	\$ 2,120,004	260.1%
Facilities	1,987,995	9,083,442	115,000	1,182,881	7,500,000	6421.7%
Land	-	-	500,000	500,000	-	-100.0%
Total Capital Outlay	\$ 2,678,481	\$ 9,236,863	\$ 1,203,646	\$ 2,147,150	\$ 9,620,004	699.2%
Total Sales Tax CIP Fund	\$ 2,683,045	\$ 9,364,208	\$ 1,203,646	\$ 2,147,150	\$ 9,620,004	699.2%
Total Fire Budget	\$ 24,865,424	\$ 35,668,451	\$ 31,774,667	\$ 33,071,571	\$ 43,148,803	35.8%



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GENERAL SERVICES

The General Services Department of the City provides essential support services that contribute to the overall well-being and functionality of the City's vibrant community. Comprising a diverse array of functions, the department is committed to excellence in procurement, project and operations, facility management, fleet management, solid waste and recycling, parking management, and golf course operations. Each of these functions plays a pivotal role in enhancing the quality of life for residents and visitors of the City.

Purchasing is responsible for administering 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.

The **Projects and Operations Division** was formed as a creative approach to dealing with the difficulty of hiring and training seasonal workers the City relies upon. The Project and Operations Team is used to complete projects and ongoing maintenance activities needed to continue its high level of service to the community. Maintenance operations include; pavement maintenance, alley grading, crack fill, chip seal, asphalt patching, guard rail, bridge, and sidewalk maintenance, stormwater maintenance, street sweeping and weed abatement.

The **Solid Waste and Recycling Fund** operates as a utility enterprise fund, dedicated to delivering efficient waste management services. The Solid Waste Division serves over 26,600 cans within the City limits on a weekly basis. In response to the city's expanding population, the division strives to maintain competitive pricing while ensuring the delivery of high-quality refuse and recycling collection services to the community's residents.

In March 2023, the division launched the initial phase of dual-stream recycling in three designated areas across the city. Subsequently, in September, more areas were incorporated into the dual-stream recycling program. Looking forward, the division aims to gradually expand this initiative to encompass the entire city by the end of 2025. Currently, the service is available to over 5,061 customers, with a participation rate of 35%. The collection process is facilitated by automated (sideload) vehicles, which collect materials on a biweekly basis.

The division is actively monitoring potential grants that could contribute to and enhance the recycling program. Scheduled for 2024 are facility upgrades and improvements, including the construction of a state-of-the-art Materials Recovery Facility (MRF). Partnership discussion with Mesa County is underway to enhance food waste and green waste compost programs in 2024, aligning with the division's commitment to sustainable waste management practices.

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 community members 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 community members, 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

General Services Department Performance Measures			
Activity			
Evaluate options to offer all City residents expanded recycling and composting services with multi- and dual-stream, composting, and green waste recycling			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Total pounds of waste diverted from landfill	3,187,427	3,400,000	4,000,000
Households participating in recycling programs	3,875	5,237	7,000
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 Actual	2024 Planned
Kilowatt hours of electricity consumed per square foot	22.5	23.26	23.5
Natural gas therms consumed per square foot	.8	.82	.83
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 such as electric, Compressed Natural gas and Biofuel.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Number of alternative fuel vehicles in use	57	78	90
Gallons of gas or diesel displaced by alternative fuels	106,928	191,557	22,500
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 Actual	2024 Planned
Total number of vehicle repairs	3,685	4,667	5000
Repairs completed in one day or less	43%	48%	55%
Vehicle availability percentage	94%	94%	95%
The average age of the fleet	9.12	10.3	9

2023 Accomplishments

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 various complex projects, including the construction of approximately 5,800 lineal feet of concrete trail along the Colorado Riverfront.

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 3.4 million pounds.
- Conducted pilot programs for food compost pickup.
- Increased recycling participants by 14% over the year.
- Implemented phase 1 & 2 of the dual stream recycling program.

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

- Achieved 61,168 total rounds between Tiara Rado and Lincoln Park—the most since Covid year 2020. From May to September, average rounds were up over 3% at Tiara Rado and over 16% at Lincoln Park from 2022.
- Increased City League Membership by 15% over to 2022 to 929 total league members—increased total league rounds 16% over 2022.
- Increased golf shop merchandise credit book by 33% over 2022 to \$308,930—maintained golf shop sales revenue with over \$460,000.
- Partnered with ACE Jr. Golf Foundation to increase junior golf tournament series participation by 90% with 112 total juniors registered.
- Implemented a Non-Resident Mesa County rate which produced over 200 rounds and \$10,000 in new revenue.

Parking

- Implemented a pilot parking program to evaluate the effectiveness of new parking technology in the downtown metered parking area compared to what is currently in use.
- Rood Avenue Parking Garage is at 100% occupancy.

Fleet

- Fleet was fully staffed for most of 2023 which resulted in the completion of 1,000 additional repairs over 2022 numbers.
- Started the development of a Fleet electrification plan and identified and purchased six units eligible for immediate electrification.
- Utilized FASTER benchmarks to develop technician efficiency goals.

- Reduced plastic waste through a bulk antifreeze and windshield washer fluid program eliminating thousands of one gallon plastic jugs.

Facilities

- Completed the City Hall security enhancements.
- Completed Energy projects (LED lighting upgrades) across 17 City Buildings.
- Completed HVAC replacements at City Hall, Water Dept. Building, Transportation Engineering, Parks Operations, and the Senior Center.
- Managed the reconstruction of the Public Safety lobby after the vehicle crash.
- Replaced the east exterior stairs at the Convention Center.
- Prepared the new acquisition at 244 N. 7th Street for occupancy.

2024 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.
- Complete the remodel of the Sage Wellness center expansion project.
- Continue the Colorado Riverfront Trail replacement project.

Solid Waste and Recycling

- Continue implementation of automated Dual Stream recycling pick-up, yard waste compost collection, and food waste compost collection.
- Complete improvements to current recycling facility through grand funding. These include, but are not limited to sort platform remodel, construction of tip floor structure, and asphalt paving improvements.
- Optimize solid waste and recycling collection routes by implementing new software/hardware.
- Finalize materials recovery facility (MRF) site location and design.

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 Family Golf programs and increase Jr. Golf participation through Lincoln Park to establish a baseline for LP Concession revenue.
- Increase non-resident Mesa County play by 50% through marketing Tiara Rado Golf Course as affordable destination golf trip.
- Establish a tree implementation plan for the year 2024.

Parking

- Replace traditional parking meters with cutting-edge smart meters, capable of processing credit card transactions.
- Transition many downtown parking lots from metered space to user-friendly kiosk pay stations.

Fleet

- Implement a cardboard/chip board recycling program in the fleet repair shop.
- Implement an extended service interval plan to reduce waste oil production.
- Work collaboratively with GVT in the development of the Bus repair facility.

Facilities

- Install security/access control at multiple City facilities.
- Assess more City buildings for energy use reduction projects.
- Execute roof replacements at City Hall and City Offices.
- HVAC replacements at 244 N. 7th Street.
- Install new flooring at the Senior Center.

General Services Personnel

General Services Positions	2021 FTE	2022 FTE	2023 FTE	2024 FTE
General Fund 100 Positions				
General Services				
General Services Director	1.00	1.00	1.00	1.00
Deputy General Services Director	0.00	0.00	1.00	1.00
General Services Manager	0.00	1.00	1.00	1.00
Business Analyst	1.00	0.00	0.00	0.00
Administrative Assistant	0.00	0.00	1.00	2.00
Projects and Operations				
Operations and Maintenance Supervisor	0.00	1.00	1.00	1.00
Project Team Supervisor	1.00	0.00	0.00	0.00
Project Team Crew Leader	3.00	3.00	3.00	3.00
Specialty Equipment Operator	3.00	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00	7.00
Apprentice Equipment Operator	8.00	8.00	8.00	4.00
Operations and Maintenance Supervisor	2.00	2.00	2.00	2.00
Crew Leader	4.00	5.00	5.00	5.00
Stormwater Inspector	1.00	1.00	1.00	1.00
Specialty Equipment Operator	3.00	3.00	3.00	3.00
Equipment Operator	7.00	7.00	7.00	4.00
Apprentice Equipment Operator	0.00	2.00	2.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
Purchasing/Warehouse				
Contract Administrator/Manager	0.00	1.00	1.00	1.00
Senior Buyer	2.00	2.00	2.00	2.00
Buyer	1.00	1.00	1.00	1.00
Warehouse Specialist	1.00	1.00	1.00	1.00
Total General Fund 100 FTE	42.00	46.00	47.00	49.00

General Services Positions	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Solid Waste Fund 302 Positions				
Solid Waste and Recycling				
Operations and Maintenance Supervisor	1.00	1.00	1.00	1.00
Recycling Program Supervisor	2.00	2.00	2.00	1.00
Crew Leader	1.00	1.00	1.00	1.00
Waste Reduction Coordinator	0.00	0.00	0.00	2.00
Specialty Equipment Operator	10.00	10.00	10.00	11.00
Specialty Equipment Operator – Recycling	0.00	0.00	3.00	6.00
Equipment Operator – Recycling	0.00	0.00	4.00	4.00
Apprentice Equipment Operator – Recycling	0.00	0.00	6.00	1.00
Recycling Technician	0.00	0.00	0.00	3.00
Administrative Assistant	0.00	0.00	1.00	0.00
Total Solid Waste Fund 302 FTE	14.00	14.00	28.00	30.00
Golf Fund 305 Positions				
Director of Golf	1.00	1.00	1.00	1.00
Golf Superintendent	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00
Golf Equipment Operator	1.00	1.00	1.00	1.00
1st Assistant Golf Pro	2.00	2.00	2.00	2.00
Golf Shop Associate	0.00	0.00	1.00	1.00
Total Golf Fund 305 FTE	6.00	6.00	7.00	7.00
Parking Fund 308 Positions				
Parking Administrator	0.00	0.00	1.00	1.00
Parking Services Technician	1.00	1.00	1.00	1.00
Total Parking Fund 308 FTE	1.00	1.00	2.00	2.00
Fleet Fund 402 Positions				
Automotive and Equipment Manager	1.00	1.00	1.00	1.00
Automotive and Equipment Supervisor	2.00	2.00	1.00	1.00
Automotive and Equipment Crew Leader	0.00	0.00	1.00	1.00
Fleet Services Coordinator	1.00	1.00	1.00	1.00
Fleet Parts Coordinator	0.00	1.00	1.00	1.00
Automotive Equipment Technician	11.00	11.00	12.00	12.00
Fleet Support Technician	0.00	0.00	0.00	1.00
Total Fleet Fund 402 FTE	25.00	26.00	27.00	18.00
Facilities Fund 406 Positions				
Facilities Supervisor	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	0.00	0.00	2.00	3.00
Facilities Crew Leader	1.00	1.00	1.00	0.00
Night Maintenance Supervisor	0.00	0.00	1.00	1.00
Custodian	6.00	7.00	7.00	7.00
Total Facilities Fund 406 FTE	8.00	9.00	12.00	12.00
Total General Services FTE	96.00	102.00	127.00	118.00

General Services Expenditures Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
General Services	\$ 1,606,717	\$ 1,311,864	\$ 1,384,517	\$ 1,913,720	\$ 622,622	-55.0%
GJ Convention Center	348,468	354,331	452,884	407,152	399,957	-11.7%
Projects and Operations	4,162,309	5,623,628	6,247,561	6,514,864	7,218,925	15.5%
Purchasing	283,058	390,017	447,671	447,671	559,320	24.9%
521 Drainage	200,000	254,499	400,000	400,000	400,000	0.0%
Warehouse	208,243	220,918	245,712	245,712	270,917	10.3%
Total Fund 100	\$ 6,808,795	\$ 8,155,257	\$ 9,178,345	\$ 9,929,119	\$ 9,471,741	3.2%

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
0.75% Sales Tax Fund 201						
Streets	\$ 767,625	\$ 898,208	\$ -	\$ -	\$ -	
General Services	-	2,389,529	1,500,000	1,821,708	1,700,000	13.3%
Total Fund 201	\$ 767,625	\$ 3,287,737	\$ 1,500,000	\$ 1,821,708	\$ 1,700,000	13.3%
Solid Waste Removal Fund 302						
Solid Waste	\$ 4,302,239	\$ 3,650,779	\$ 4,005,551	\$ 3,926,540	\$ 4,885,630	16.5%
Recycling	-	1,123,218	2,134,203	2,698,323	3,772,396	76.8%
Total Fund 302	\$ 4,502,239	\$ 4,773,997	\$ 6,139,754	\$ 6,624,863	\$ 8,658,026	37.4%
Golf Courses Fund 305						
Lincoln Park Golf Course	\$ 727,435	\$ 793,822	\$ 950,991	\$ 950,991	\$ 1,166,280	12.1%
Tiara Rado Golf Course	1,413,791	1,559,014	1,718,705	1,718,705	1,784,030	3.8%
Total Fund 305	\$ 2,141,226	\$ 2,352,836	\$ 2,669,696	\$ 2,669,696	\$ 2,950,310	6.8%
Parking Authority Fund 308						
Parking Authority	\$ 537,670	\$ 576,725	\$ 634,409	\$ 634,409	\$ 1,232,790	94.3%
Total Fund 308	\$ 537,670	\$ 576,725	\$ 634,409	\$ 634,409	\$ 1,232,790	94.3%
Fleet and Equipment Fund 402						
Fleet	\$ 6,546,265	\$ 5,935,927	\$ 8,454,985	\$ 10,407,029	\$ 8,784,752	3.9%
Grand Valley Transit (GVT)	558,522	636,585	628,043	628,043	722,394	15.0%
Total Fund 402	\$ 7,104,787	\$ 6,572,512	\$ 9,083,028	\$ 11,035,072	\$ 9,507,146	4.7%
Facilities Fund 406						
Facilities	\$ 2,946,949	\$ 3,110,683	\$ 3,736,807	\$ 4,136,806	\$ 4,046,489	8.3%
Total Fund 406	\$ 2,946,949	\$ 3,110,683	\$ 3,736,807	\$ 4,136,806	\$ 4,046,489	8.3%
Total General Services Budget	\$ 24,609,291	\$ 28,829,746	\$ 32,942,039	\$ 36,851,673	\$ 37,246,502	13.1%

General Services Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** General Fund revenues will increase by 90.8% largely due to General Services adding streets and stormwater from Engineering and Transportation (Formally Public Works) as well as the Grand Junction Convention Center into its operations. Solid Waste revenues will increase due to rate increases in 2024 and the recycling programs will move forward with its next implementation phase in 2024. Fleet and Facility revenue increases are related to fleet and utility costs charged to departments.
- **Labor and Benefits:** Labor and benefits will increase for all General Services funds due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program. Also, the streets operation division was moved to General Services (General Fund) from Engineering and Transportation, and 3 new positions were added in the Solid Waste Fund and one in the Facilities Fund in 2024.
- **Operating:** Operating costs will; decrease by 18.8% in the General Fund, primarily due to less planned equipment purchases in 2024; increase in the Solid Waste Fund due to expansion of recycling programs; increase in the Golf and Parking Funds for equipment purchases; and increase in the Fleet and Facilities Funds due to increase in maintenance and utility costs.
- **Interfund Charges:** Interfund charges will increase in all General Services funds due to increased costs to provide internal services particularly for utilities, information technology, and liability insurance.
- **Capital Outlay:** Capital costs will increase in the Sales Tax CIP Fund due to the purchase of employee housing and City facility improvements. The Solid Waste Fund will see capital increases for the composting preliminary feasibility and design and the material recycling facility design. The Parking fund will see an increase due to parking system infrastructure upgrades.

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Charges for Services	\$ 434,247	\$ 241,338	\$ 198,500	\$ 322,291	\$ 289,500	45.8%
Intergovernmental	111,699	153,420	227,884	227,884	299,957	31.6%
Other	-	10,788	-	6,900	-	0.0%
Capital Proceeds	3,424	11,356	1,500	6,906	7,000	366.7%
Transfers In	-	-	-	-	220,000	100.0%
Total Revenues	\$ 549,370	\$ 416,902	\$ 427,884	\$ 563,981	\$ 816,457	90.8%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,015,925	\$ 2,426,091	\$ 2,781,555	\$ 2,774,166	\$ 2,879,328	3.5%
Seasonal	40,499	177,144	277,393	427,393	392,600	41.5%
Overtime	43,793	75,184	80,323	80,323	81,445	1.4%
Benefits	634,666	824,699	988,576	988,576	1,056,906	6.9%
Insurance	124,216	185,458	258,827	258,827	295,557	14.2%
Other Compensation	41,359	42,528	13,624	21,013	72,537	432.4%
Total Labor and Benefits	\$ 2,900,457	\$ 3,731,103	\$ 4,400,298	\$ 4,550,298	\$ 4,778,373	8.6%
Operating						
Charges and Fees	\$ 84,688	\$ 107,885	\$ 107,000	\$ 116,963	\$ 119,906	12.1%
Contract Services	851,256	968,065	1,145,488	1,145,488	1,191,492	4.0%
Equipment	40,988	376,880	767,150	1,275,879	208,275	-72.9%
Equipment Maintenance	1,016	3,469	5,670	5,670	5,103	-10.0%
Grants and Contributions	-	-	12,500	12,500	-	-100.0%
Operating Supplies	141,787	164,206	147,260	147,260	154,171	4.7%
Costs of Goods Sold	3,267	5,503	6,150	6,150	5,535	-10.0%
Professional Development	25,984	30,401	52,800	52,800	63,870	21.0%
Rent	36,865	35,380	42,500	45,507	53,038	24.8%
Repairs	6,570	139,272	18,220	28,860	20,106	10.4%
Utilities	6,849	4,553	7,100	7,100	6,638	-6.5%
System Maintenance	85,558	112,646	98,700	138,035	126,502	28.2%
Uniforms and Gear	7,905	10,664	13,880	10,873	14,030	1.1%
Total Operating	\$ 1,292,731	\$ 1,958,923	\$ 2,424,418	\$ 2,993,085	\$ 1,968,666	-18.8%
Interfund Charges						
Facility	\$ 233,105	\$ 377,748	\$ 385,478	\$ 385,478	\$ 342,755	-11.1%
Information Technology	210,052	242,922	451,212	451,212	516,668	14.5%
Liability Insurance	124,058	159,814	174,067	174,067	243,694	40.0%
Fleet	878,900	1,135,778	1,034,351	1,034,351	1,401,071	35.5%
Fuel Charges	131,180	200,373	166,321	166,321	187,514	12.7%
Utility Services	32,286	32,771	22,950	22,950	33,000	43.8%
Total Interfund Charges	\$ 1,609,581	\$ 2,149,406	\$ 2,234,379	\$ 2,234,379	\$ 2,724,702	21.9%
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ 119,250	\$ 144,250	\$ -	-100.0%
Facilities	1,006,027	315,823	-	-	-	0.0%
Total Capital Outlay	\$ 1,006,027	\$ 315,823	\$ 119,250	\$ 144,250	\$ -	-100.0%
Total General Fund	\$ 6,808,796	\$ 8,155,256	\$ 9,178,345	\$ 9,922,012	\$ 9,471,741	3.2%

Funding Source	2021	2022	2023	2023	2024	% Change
Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ 800,000	\$ -	\$ 200,000	\$ -	0.0%
Other	50,000	25,000	-	-	-	0.0%
Total Revenues	\$ 50,000	\$ 825,000	\$ -	\$ 200,000	\$ -	0.0%
Expenditures						
Operating						
Charges and Fees	\$ -	\$ 1,334	\$ -	\$ -	\$ -	0.0%
Total Operating	\$ -	\$ 1,334	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Facilities	\$ -	\$ 2,103,405	\$ 1,500,000	\$ 1,821,708	\$ 1,700,000	13.3%
Total Operating	\$ -	\$ 2,103,405	\$ 1,500,000	\$ 1,821,708	\$ 1,700,000	13.3%
Total Sales Tax CIP Fund	\$ -	\$ 2,104,741	\$ 1,500,000	\$ 1,821,708	\$ 1,700,000	13.3%
Funding Source	2021	2022	2023	2023	2024	% Change
Solid Waste Removal Fund 302	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 5,076,318	\$ 5,255,878	\$ 5,321,862	\$ 5,770,081	\$ 6,559,317	23.3%
Intergovernmental	-	33,721	89,600	578,241	40,000	-55.4%
Interest	11,432	15,163	34,406	70,167	26,420	-23.2%
Capital Proceeds	-	-	-	-	475,000	100.0%
Total Revenues	\$ 5,087,750	\$ 5,304,762	\$ 5,445,868	\$ 6,418,489	\$ 7,100,737	30.4%
Expenditures						
Labor and Benefits						
Full Time	\$ 729,157	\$ 1,185,616	\$ 1,541,572	\$ 1,526,896	\$ 1,802,446	16.9%
Seasonal	-	14,943	3,400	3,400	-	-100.0%
Overtime	11,630	8,264	13,377	28,053	13,964	4.4%
Benefits	275,139	395,844	554,199	554,199	794,724	43.4%
Insurance	60,518	109,803	174,146	174,146	215,983	24.0%
Other Compensation	28,278	113	-	479	12,700	100.0%
Total Labor and Benefits	\$ 1,104,722	\$ 1,714,583	\$ 2,286,694	\$ 2,287,173	\$ 2,839,817	24.2%
Operating						
Charges and Fees	\$ 775,431	\$ 787,453	\$ 911,726	\$ 832,715	\$ 932,391	2.3%
Contract Services	802,677	124,082	113,584	113,584	74,600	-34.3%
Equipment	72,580	111,685	488,700	742,750	913,300	86.9%
Equipment Maintenance	-	641	10,500	10,500	-	-100.0%
Operating Supplies	5,457	63,543	316,408	62,358	36,060	-88.6%
Professional Development	-	6,347	12,500	12,500	14,375	15.0%
Repairs	13,972	28,093	43,250	43,250	40,880	-5.5%
Uniforms and Gear	2,568	7,348	9,515	9,515	13,162	38.3%
Total Operating	\$ 1,672,685	\$ 1,129,193	\$ 1,906,183	\$ 1,827,173	\$ 2,024,768	6.2%
Interfund Charges						
Administrative Overhead	\$ 352,005	\$ 365,505	\$ 401,720	\$ 401,720	\$ 475,885	18.5%
Facility	10,713	19,435	22,706	22,706	41,930	84.7%
Information Technology	27,237	29,325	244,446	244,446	302,480	23.7%
Liability Insurance	36,921	38,767	46,520	46,520	97,693	110.0%
Fleet	649,234	710,821	751,776	751,776	974,433	29.6%
Fuel Charges	104,113	124,086	127,335	127,335	154,006	20.9%
Utility Services	244,999	252,645	252,374	252,374	302,014	19.7%
Total Interfund Charges	\$ 1,425,222	\$ 1,540,584	\$ 1,846,877	\$ 1,846,877	\$ 2,348,441	27.2%

Funding Source	2021	2022	2023	2023	2024	% Change
Solid Waste Removal Fund 302	Actual	Actual	Adopted	Projected	Adopted	From 2023
Capital Outlay						
Facilities	\$ -	\$ 389,637	\$ 100,000	\$ 663,641	\$ 1,225,000	1125.0%
Total Capital Outlay	\$ -	\$ 389,637	\$ 100,000	\$ 663,641	\$ 1,225,000	1125.0%
Debt Services						
Principal	\$ 99,610	\$ -	\$ -	\$ -	\$ -	0.0%
Total Debt Service	\$ 99,610	\$ -	\$ -	\$ -	\$ -	0.0%
Transfers Out						
Transfers Out	\$ 200,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	0.0%
Total Transfers Out	\$ 200,000	\$ 220,000	\$ 220,000	\$ 220,000	\$ 220,000	0.0%
Total Solid Waste Fund	\$ 4,502,238	\$ 4,993,997	\$ 6,359,754	\$ 6,844,864	\$ 8,658,026	36.1%
Funding Source	2021	2022	2023	2023	2024	% Change
Golf Courses Fund 305	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 2,274,395	\$ 2,272,616	\$ 2,483,710	\$ 2,483,710	\$ 2,633,240	6.0%
Interest	3,490	4,449	10,618	18,365	9,985	-6.0%
Other	14,976	13,983	14,400	14,400	14,400	0.0%
Transfers In	120,000	120,000	120,000	120,000	120,000	0.0%
Total Revenues	\$ 2,412,861	\$ 2,411,048	\$ 2,628,728	\$ 2,636,475	\$ 2,775,625	5.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 407,811	\$ 402,916	\$ 469,600	\$ 468,379	\$ 474,154	1.0%
Seasonal	280,755	294,972	292,207	292,207	308,620	5.6%
Overtime	447	459	1,999	1,999	1,999	0.0%
Benefits	167,775	168,520	194,055	194,055	198,689	2.4%
Insurance	13,238	12,268	15,682	15,682	17,172	9.5%
Other Compensation	7,836	8,610	1,053	2,274	19,867	1786.7%
Total Labor and Benefits	\$ 877,861	\$ 887,745	\$ 974,596	\$ 974,596	\$ 1,020,501	4.7%
Operating						
Charges and Fees	\$ 71,166	\$ 77,494	\$ 88,100	\$ 88,100	\$ 79,220	-10.1%
Contract Services	16,817	23,644	21,541	27,802	17,895	-16.9%
Equipment	115,071	144,757	176,775	195,497	218,825	23.8%
Equipment Maintenance	9,001	7,021	12,625	12,625	10,070	-20.2%
Operating Supplies	39,106	47,433	31,925	36,922	39,248	22.9%
Cost of Goods Sold	304,162	393,950	343,100	313,120	356,720	4.0%
Professional Development	3,954	4,831	6,650	6,650	8,200	23.3%
Repairs	34,198	21,198	31,750	31,750	31,500	-0.8%
Utilities	50,357	45,090	50,390	50,390	55,475	10.1%
System Maintenance	49,720	77,508	111,750	111,750	127,000	13.6%
Uniforms and Gear	-	808	1,250	1,250	1,125	-10.0%
Rent	-	-	250	250	(225)	-100.0%
Total Operating	\$ 693,552	\$ 843,735	\$ 876,106	\$ 876,106	\$ 945,053	7.9%
Interfund Charges						
Administrative Overhead	\$ 146,544	\$ 110,240	\$ 188,154	\$ 188,154	\$ 198,574	5.5%
Facility	47,943	78,760	100,707	100,707	129,971	29.1%
Information Technology	77,679	77,595	120,518	120,518	93,042	-22.8%

Funding Source	2021	2022	2023	2023	2024	% Change
Golf Courses Fund 305	Actual	Actual	Adopted	Projected	Adopted	From 2023
Liability Insurance	22,353	23,470	28,164	28,164	39,429	40.0%
Fleet	172,908	229,743	269,032	269,032	254,057	-5.6%
Fuel Charges	14,577	13,750	24,621	24,621	31,885	29.5%
Total Interfund Charges	\$ 482,014	\$ 533,558	\$ 731,196	\$ 731,196	\$ 746,958	2.2%
Capital Outlay						
Land	\$ -	\$ -	\$ -	\$ -	\$ 50,000	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 50,000	100.0%
Debt Service						
Interest Expense	\$ 11,010	\$ 9,859	\$ 8,690	\$ 8,690	\$ 7,503	-13.7%
Principal	76,787	77,939	79,108	79,108	80,295	1.5%
Total Debt Service	\$ 87,797	\$ 87,797	\$ 87,798	\$ 87,798	\$ 87,798	0.0%
Contingency						
Contingency	-	-	-	-	100,000	100.0%
Total Contingency	-	-	-	-	100,000	100.0%
Total Golf Courses Fund	\$ 2,141,225	\$ 2,352,835	\$ 2,669,696	\$ 2,669,696	\$ 2,950,310	10.5%
Funding Source	2021	2022	2023	2023	2024	% Change
Parking Fund 308	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 466,252	\$ 486,430	\$ 479,635	\$ 479,635	\$ 581,294	37.3%
Fines and Forfeitures	190,558	131,474	220,000	220,000	578,655	34.0%
Interest	4,990	6,398	13,220	20,811	10,596	13.7%
Other	61,515	80,490	76,340	103,840	153,320	677.1%
Total Revenues	\$ 723,316	\$ 704,792	\$ 789,195	\$ 824,286	\$ 1,323,865	37.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 63,578	\$ 54,700	\$ 102,060	\$ 102,060	\$ 140,115	37.3%
Benefits	31,284	28,796	51,368	51,368	68,823	34.0%
Insurance	1,654	1,999	2,498	2,431	2,839	13.7%
Other Compensation	1,729	1,714	301	-	2,339	677.1%
Total Labor and Benefits	\$ 98,244	\$ 87,209	\$ 156,227	\$ 156,229	\$ 214,116	94.3%
Operating						
Charges and Fees	\$ 78,405	\$ 74,544	\$ 80,000	\$ 79,019	\$ 85,000	6.3%
Contract Services	7,686	49,598	17,500	17,500	34,528	97.3%
Equipment	3,325	19,274	40,000	40,000	106,725	166.8%
Operating Supplies	1,578	246	5,800	5,800	1,920	-66.9%
Professional Development	-	-	1,500	1,500	1,900	26.7%
Repairs	17,701	13,486	14,500	15,481	17,500	20.7%
Uniforms and Gear	42	-	200	200	200	0.0%
Rent	7,029	-	-	-	-	0.0%
Total Operating	\$ 115,766	\$ 157,148	\$ 159,500	\$ 159,500	\$ 247,773	55.3%
Interfund Charges						
Administrative Overhead	\$ 53,996	\$ 55,658	\$ 58,878	\$ 47,159	\$ 66,496	12.9%
Facility	10,649	12,567	9,954	9,954	8,661	-13.0%
Information Technology	9,609	3,092	-	-	-	0.0%
Liability Insurance	432	10,940	544	12,263	17,422	3102.3%

Funding Source	2021	2022	2023	2023	2024	% Change
Parking Fund 308	Actual	Actual	Adopted	Projected	Adopted	From 2023
Fleet	4,508	5,904	4,928	4,928	3,954	-19.8%
Fuel Charges	699	440	610	610	600	-1.6%
Total Interfund Charges	\$ 79,893	\$ 88,601	\$ 74,914	\$ 74,913	\$ 97,133	29.7%
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ 430,000	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 430,000	100.0%
Debt Service						
Interest Expense	\$ 27,372	\$ 24,126	\$ 20,832	\$ 20,832	\$ 17,488	-16.1%
Principal	216,395	219,641	222,936	222,936	226,280	1.5%
Total Debt Service	\$ 243,767	\$ 243,767	\$ 243,768	\$ 243,768	\$ 243,768	0.0%
Total Parking Fund	\$ 537,670	\$ 576,725	\$ 634,409	\$ 634,408	\$ 1,232,790	94.3%
Funding Source	2021	2022	2023	2023	2024	% Change
Fleet and Equipment Fund 402	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 1,028,231	\$ 1,085,340	\$ 950,606	\$ 950,606	\$ 1,205,958	26.9%
Interfund Revenue	5,620,574	7,503,223	6,634,340	6,706,507	8,080,991	21.8%
Interest	28,632	51,466	50,786	123,173	15,772	-68.9%
Other	-	19,885	-	4,068	-	0.0%
Capital Proceeds	125,620	232,826	100,000	100,000	50,000	-50.0%
Total Revenues	\$ 6,803,057	\$ 8,892,741	\$ 7,735,732	\$ 7,884,354	\$ 9,352,721	20.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 932,650	\$ 984,226	\$ 1,128,737	\$ 1,128,737	\$ 1,132,820	0.4%
Overtime	2,590	11,550	20,058	20,058	17,110	-14.7%
Benefits	355,375	381,697	450,624	450,624	514,470	14.2%
Insurance	27,804	34,310	46,206	46,206	49,429	7.0%
Other Compensation	3,718	5,972	8,880	8,880	11,441	28.8%
Total Labor and Benefits	\$ 1,322,137	\$ 1,417,756	\$ 1,654,505	\$ 1,654,505	\$ 1,725,270	4.3%
Operating						
Charges and Fees	\$ 410	\$ 410	\$ 750	\$ 750	\$ 675	-10.0%
Contract Services	45,754	28,073	28,800	70,980	30,782	6.9%
Equipment	68,068	68,427	3,200	8,508	31,900	896.9%
Equipment Maintenance	1,127,541	1,350,628	1,137,000	1,094,820	1,214,558	6.8%
Operating Supplies	26,723	40,395	39,000	39,000	36,530	-6.3%
Professional Development	10,283	23,254	18,428	18,428	18,386	-0.2%
Repairs	257,760	244,774	225,500	220,192	210,750	-6.5%
Utilities	781	839	852	852	775	-9.0%
Uniforms and Gear	397	538	1,000	1,000	900	-10.0%
Fuel	937,967	1,346,627	1,356,386	1,356,386	1,417,904	4.5%
Total Operating	\$ 2,475,684	\$ 3,103,966	\$ 2,810,916	\$ 2,810,916	\$ 2,963,160	5.4%
Interfund Charges						
Facility	\$ 77,229	\$ 82,094	\$ 53,913	\$ 53,913	\$ 118,896	120.5%
Information Technology	78,548	99,770	187,597	187,597	266,265	41.9%
Liability Insurance	50,439	52,960	63,552	63,552	88,973	40.0%
Fleet	18,562	27,646	15,009	15,009	14,390	-4.1%

Funding Source	2021	2022	2023	2023	2024	% Change
Fleet and Equipment Fund 402	Actual	Actual	Adopted	Projected	Adopted	From 2023
Fuel Charges	\$ 3,125	\$ 3,683	\$ 3,549	\$ 3,549	\$ 3,792	6.8%
Departmental Services	37,369	133,183	-	-	-	0.0%
Total Interfund Charges	\$ 265,271	\$ 399,337	\$ 323,620	\$ 323,620	\$ 492,316	52.1%
Capital Outlay						
Capital Equipment	\$ 3,041,695	\$ 1,651,454	\$ 4,293,987	\$ 6,246,031	\$ 4,326,400	0.8%
Total Capital Outlay	\$ 3,041,695	\$ 1,651,454	\$ 4,293,987	\$ 6,246,031	\$ 4,326,400	0.8%
Total Fleet & Equipment Fund	\$ 7,104,787	\$ 6,572,512	\$ 9,083,028	\$ 11,035,072	\$ 9,507,146	4.7%
Funding Source	2021	2022	2023	2023	2024	% Change
Facilities Management Fund 406	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 6,346	\$ 3,384	\$ -	\$ 2,256	\$ 1,719	100.0%
Interfund Revenue	2,813,621	3,091,847	3,718,698	4,118,698	4,202,469	13.0%
Interest	578	(745)	349	349	1,653	373.6%
Other	17,996	19,860	17,760	17,760	20,932	17.9%
Total Revenues	\$ 2,838,540	\$ 3,114,346	\$ 3,736,807	\$ 4,139,063	\$ 4,226,773	13.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 402,516	\$ 468,860	\$ 617,883	\$ 614,449	\$ 644,706	4.3%
Seasonal	-	553	-	-	-	0.0%
Overtime	4,864	2,560	4,942	7,235	4,942	0.0%
Benefits	161,982	155,937	221,135	221,135	211,083	-4.5%
Insurance	24,320	20,164	30,430	30,430	37,411	22.9%
Other Compensation	3,188	3,213	-	-	7,041	100.0%
Total Labor and Benefits	\$ 596,870	\$ 651,288	\$ 874,390	\$ 873,249	\$ 905,183	3.5%
Operating						
Contract Services	\$ 210,650	\$ 325,220	\$ 264,355	\$ 314,287	\$ 280,530	6.1%
Equipment	841	869	1,750	4,762	22,400	1180.0%
Operating Supplies	27,000	29,742	31,700	31,700	33,294	5.0%
Professional Development	267	666	2,500	5,109	4,500	80.0%
Repairs	22,047	20,835	29,486	29,486	37,340	26.6%
Utilities	1,849,915	1,876,271	2,223,808	2,565,476	2,410,910	8.4%
Uniforms and Gear	466	553	650	3,429	650	0.0%
Rent	-	769	-	-	-	0.0%
Total Operating	\$ 2,111,186	\$ 2,254,925	\$ 2,554,249	\$ 2,954,249	\$ 2,789,624	9.2%
Interfund Charges						
Facility	\$ 22,808	\$ 29,692	\$ 46,351	\$ 46,351	\$ 22,389	-51.7%
Information Technology	59,221	67,389	136,230	136,230	163,028	19.7%
Liability Insurance	85,679	89,962	107,954	107,954	151,136	40.0%
Fleet	15,198	13,811	13,911	13,911	12,358	-11.2%
Fuel Charges	3,539	3,616	3,721	3,721	2,771	-25.5%
Departmental Services	52,448	-	-	-	-	0.0%
Total Interfund Charges	\$ 238,893	\$ 204,470	\$ 308,167	\$ 308,167	\$ 351,682	14.1%
Total Facilities Fund	\$ 2,946,949	\$ 3,110,683	\$ 3,736,806	\$ 4,135,665	\$ 4,046,489	8.3%
Total General Services Budget	\$ 23,841,666	\$ 27,646,750	\$ 32,942,038	\$ 36,843,425	\$ 37,346,502	13.4%



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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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Human Resources Performance Measures				
Activity				
Develop effective recruiting and hiring processes to meet all personnel needs.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Position vacancy rate	8.9%	7.5%	7.9%	11.7%
Activity				
Support ongoing professional growth and training of all public safety employees, including training on diversity, racial equality, and bias through the development of effective training programs.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of programs offered	15	20	20	23
Number of staff trained	434	576	576	605
Activity				
Develop a safety culture through proactive workers' compensation and property and liability claims management.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Number of claims	239	300	309	279
Activity				
Empower employees to take ownership over elements of satisfaction in their workgroups and provide all leadership with feedback that can be used to improve satisfaction and organizational culture throughout the City.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Employee Satisfaction Survey participation rate	55%	65%	77%	83%

2023 Accomplishments

- Continued to support succession management efforts across the organization, including job classification review, restructuring positions and operations, staff development, mentoring, and organizational change support.
- Continued innovative recruiting and marketing efforts to improve the quality and quantity of candidates for vacant positions:
 - Created marketing materials and brochures promoting the City as an employer of choice for networking events, job fairs, and targeted mailers.
 - Bolstered partnerships with community organizations to support workforce development and community engagement efforts.

- Streamlined the hiring of seasonal employees by launching a successful on-the-spot hiring event, swiftly filling numerous Seasonal positions for the City. Due to its success, this event will now be held every year moving forward.
- Ensured compliance with all relevant regulations and updated policies as needed to stay aligned with evolving legislative changes and best practices in Human Resources management.
- Established and led an intra-departmental Safety Committee, focusing on assessing risks, developing comprehensive safety protocols, and implementing effective injury prevention strategies across departments to significantly enhance workplace safety.
- Hired an Organizational Development and Training Coordinator to address staff training needs, succession planning, and employee engagement across all City departments.
- Improved internal communication channels by upgrading, expanding, and enhancing the City's internal website.

2024 Objectives

- In collaboration with the IT and Finance departments, implement a new Enterprise Resource Planning (ERP) and Human Capital Management (HCM) solution to centralize and optimize our organizational processes, enhance operational efficiency, improve data integration and accuracy, and provide more streamlined, user-friendly services for all employees.
- Develop and implement targeted strategies to enhance employee engagement and satisfaction, effectively contributing to increased retention and fostering a more committed workforce.
- Enhance employee benefits by introducing a matching 457 Retirement Plan, providing greater retirement savings opportunities for our workforce.
- Expand the physical space of our health clinic and enhance employee wellness services by implementing physical therapy and case management into our range of employee offerings.

Human Resources Personnel

Human Resources	2021 FTE	2022 FTE	2023 FTE	2024 FTE
General Fund 100 Positions				
Human Resources Director	1.00	1.00	1.00	1.00
Deputy Human Resources Director	0.00	0.00	1.00	1.00
Human Resources Supervisor	1.00	2.00	1.00	1.00
Org. Development & Training Officer	1.00	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	3.00	3.00
City Recruiter	1.00	1.00	1.00	1.00
Human Resources Technician	0.00	1.00	1.00	2.00
Accountant/Analyst I	0.00	1.00	1.00	1.00
Sr. Administrative Assistant	2.00	0.00	0.00	0.00
Total General Fund Positions	8.00	9.00	10.00	11.00
Insurance Fund 404 Positions				
Risk Manager	1.00	1.00	1.00	1.00
Safety Administrator	0.00	0.00	0.00	1.00
Benefits Administrator	0.00	0.00	0.00	1.00
Benefits Coordinator	1.00	0.00	0.00	0.00
Claims Analyst	0.00	0.00	0.00	1.00
Benefits Specialist	0.00	1.00	1.00	0.00
Safety Programs Coordinator	0.00	0.00	0.00	1.00
Wellness Coordinator	0.75	1.00	0.00	0.00
Benefits & Leave Specialist	0.00	0.00	0.00	1.00
Administrative Specialist	1.00	0.00	0.00	0.00
Claims Specialist	0.00	1.00	1.00	1.00
Total Insurance Fund Positions	3.75	4.00	3.00	7.00
Total Human Resources FTE	11.75	13.00	13.00	18.00

Human Resources Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Human Resources	\$ 1,657,740	\$ 2,094,458	\$ 3,020,228	\$ 3,010,946	\$ 3,042,735	0.7%
Total Fund 100	\$ 1,657,740	\$ 2,094,458	\$ 3,020,228	\$ 3,010,946	\$ 3,042,735	0.7%
Insurance Fund 404						
Human Resources	\$ 15,421,094	\$ 16,271,602	\$ 18,655,474	\$ 18,655,474	\$ 25,448,134	36.4%
Total Fund 404	\$ 15,421,094	\$ 16,271,602	\$ 18,655,474	\$ 18,655,474	\$ 25,448,134	36.4%
Total Human Resources Budget	\$ 17,078,834	\$ 18,366,276	\$ 21,675,702	\$ 21,666,752	\$ 28,490,869	31.4%

Human Resources Budget By Classification, by Fund

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** Revenues associated with this department are directly related to the Insurance Fund and will increase 44.6% due to rising insurance costs as well as moving to a self-insured model which will now budget for all premium revenues. Revenues are derived from the departments and the employees share of premiums. The General Fund is also transferring \$1,000,000 to add to existing Insurance Fund balance to underwrite the self-insurance model.
- **Labor and Benefits:** Increases in labor and benefits are due to compensation increases aligning with market. These increases are offset by a decrease in other compensation due to moving the budget for a special PTO buyback program from centrally in Human Resources in 2023 to each of the department's budgets in 2024.
- **Operating:** Operating costs in the General Fund will increase 0.9% due to an increase in contract services. Operating costs in the Insurance Fund will increase due to change from a fully insured model to a self-insurance model with maximum potential claims being budgeted in 2024.
- **Interfund Charges:** Interfund charges will increase in the General Fund due to increased costs for utility charges, increased information technology costs, and increased insurance costs. The Insurance Fund will also see an increase due to increased costs for information technology.

Funding Source	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Expenditures						
Labor and Benefits						
Full Time	\$ 631,180	\$ 785,514	\$ 850,282	\$ 849,697	\$ 930,053	9.4%
Seasonal	98,880	165,635	357,000	357,000	478,800	34.1%
Overtime	353	977	-	585	-	0.0%
Benefits	187,854	248,468	303,972	303,972	374,114	23.1%
Insurance	1,972	23,365	127,873	127,873	128,590	0.6%
Other Compensation	20,778	21,354	400,855	391,905	39,815	-90.1%
Pensions	1,911	1,848	2,106	2,106	2,000	-5.0%
Total Labor and Benefits	\$ 942,928	\$ 1,247,161	\$ 2,042,088	\$ 2,033,138	\$ 1,953,372	-4.3%
Operating						
Contract Services	\$ 151,209	\$ 297,674	\$ 234,414	\$ 234,414	\$ 264,040	12.6%
Equipment	18,910	29,057	51,644	51,644	35,300	-31.6%
Operating Supplies	100,325	134,371	166,150	166,150	167,000	0.5%
Professional Development	52,999	48,453	192,070	192,070	183,662	-4.4%
Insurance and Claims	59,250	-	-	-	-	0.0%
Total Operating	\$ 382,693	\$ 509,555	\$ 644,278	\$ 644,278	\$ 650,002	0.9%
Interfund Charges						
Facility	\$ 32,000	\$ 39,486	\$ 47,177	\$ 47,177	\$ 74,702	58.3%

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Information Technology	296,328	294,301	281,680	281,680	357,652	27.0%
Liability Insurance	3,792	4,171	5,005	5,005	7,007	40.0%
Total Interfund Charges	\$ 332,120	\$ 337,958	\$ 333,862	\$ 333,862	\$ 439,361	31.6%
Total General Fund	\$ 1,657,741	\$ 2,094,674	\$ 3,020,228	\$ 3,011,278	\$ 3,042,735	0.7%
Funding Source	2021	2022	2023	2023	2024	% Change
Insurance Fund 404	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ 4,507	\$ 5,914	\$ 2,500	\$ 6,602	\$ 6,000	140.0%
Intergovernmental	-	-	175,000	175,000	175,000	0.0%
Interfund Revenue	14,468,713	16,309,758	17,251,218	17,226,724	24,139,588	39.9%
Interest	23,634	31,192	58,534	146,342	84,220	43.9%
Other	553,010	466,508	396,193	708,290	462,670	16.8%
Transfers In	-	-	-	-	1,000,000	100.0%
Total Revenues	\$15,049,864	\$16,813,372	\$17,883,445	\$18,262,958	\$25,867,478	44.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 130,356	\$ 214,272	\$ 243,112	\$ 243,112	\$ 482,895	98.6%
Seasonal	7,639	990	-	1,100	-	0.0%
Benefits	1,276,908	1,320,314	1,204,004	1,201,479	746,042	-38.0%
Insurance	530	433	581	2,006	1,217	109.5%
Other Compensation	1,492	28,420	100,902	100,902	101,384	0.0%
Total Labor and Benefits	\$ 1,416,925	\$ 1,564,429	\$ 1,548,599	\$ 1,548,599	\$ 1,331,538	-14.0%
Operating						
Contract Services	\$ 682,662	\$ 627,257	\$ 798,175	\$ 812,675	\$ 981,150	22.9%
Charges and Fees	4,954	-	4,954	4,954	4,954	0.0%
Equipment	-	2,517	-	407	-	0.0%
Insurance and Claims	13,296,870	14,082,817	15,627,199	15,627,199	22,904,656	46.6%
Operating Supplies	(3,963)	(41,948)	143,320	142,913	146,370	2.1%
Professional Development	7,487	6,670	8,600	8,600	13,445	56.3%
Repairs	6,000	-	-	-	-	0.0%
Total Operating	\$13,994,010	\$14,667,313	\$16,582,248	\$16,596,748	\$24,050,575	45.0%
Interfund Charges						
Information Technology	\$ 10,160	\$ 29,860	\$ 24,627	\$ 24,627	\$ 66,021	168.1%
Total Interfund Charges	\$ 10,160	\$ 29,860	\$ 24,627	\$ 24,627	\$ 66,021	168.1%
Capital Outlay						
Facilities	\$ -	\$ -	\$ -	\$ 185,766	\$ -	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 185,766	\$ -	0.0%
Contingency						
Contingency	\$ -	\$ -	\$ 500,000	\$ 299,734	\$ -	-100.0%
Total Contingency	\$ -	\$ -	\$ 500,000	\$ 299,734	\$ -	-100.0%
Total Insurance Fund	\$15,421,095	\$16,271,602	\$18,655,474	\$18,655,474	\$25,448,134	36.4%
Total Human Resources Budget	\$17,078,834	\$18,366,276	\$21,675,702	\$21,666,752	\$28,490,869	31.4%

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, strategic, and technical guidance to the overall operation of the department and all other departments in the City. The City Records Manager and two Records Technicians are included in the IT Administration budget to allocate associated costs across all benefiting divisions of the City. However, the positions are 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Information Technology Performance Measures				
Activity				
Increase the availability of high-quality, affordable broadband in the community via Grand Junction area collaborative partnerships with Region 10, CMU, and Mesa County.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Actual
Create collaborative partnerships and plan for better broadband.	Create collaborative partnerships and plan for better broadband.	Create collaborative partnerships and plan for better broadband.	Successfully collaborating with Region 10, CMU, local Internet Service Providers (ISPs) and Grand Junction area communities to deliver better broadband regionally.	Complete CNL implementation and begin delivering middle-mile broadband service by mid-2024.
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.	Invested approximately \$100K of DOLA grant funds in broadband infrastructure, including conduit, fiber, and Carrier Neutral Location (CNL) facilities.	Assess broadband needs and identify potential broadband opportunities.

Information Technology Performance Measures

Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Actual
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.	Constructed approximately 144 new strand miles of fiber optic cable as part of the GJ CNL initiative.	Assess broadband needs and identify potential broadband opportunities.
Activity				
Increase the percentage of City Facilities connected via City fiber optics.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Actual
Percentage of City facilities connected via City fiber.	76% (29 of 38 facilities)	89% (34 of 38 facilities)	89% (34 of 38 facilities)	94.7% (36 of 38 facilities)
Activity				
Increase the percentage of City staff that complete cybersecurity training.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Actual
Percentage of City Staff that completed cybersecurity training.	88%	94%	70.5%	95%

2023 Accomplishments

- Cybersecurity:
 - Conducted city-wide ongoing cybersecurity training.
 - Implemented city-wide ongoing simulated phishing.
 - Implemented enhanced cybersecurity detection and response.
- Core switch replacements completed.
- Hyper-converged computing system replacements completed.
- The GIS Server was upgraded and migrated to the latest software version.
- Support of the new sales tax system implementation completed.
- Support of Human Capital Management (HCM) and Enterprise Resource Planning (ERP) system replacement evaluation completed.
- Support of Parks and Recreation software replacement and implementation completed.
- Successfully applied for and received DOLA EIAF middle-mile broadband grant funding and began CNL implementation.

2024 Objectives

- Expand city-wide simulated phishing with follow-up remedial training to include elected officials.
- Include cybersecurity training on employee annual performance reviews.
- Significantly contribute to successful HCM/ERP process improvement and system implementation.
- Complete implementation of fiber and Carrier Neutral Location (CNL) middle-mile broadband infrastructure mid-2024 and deliver broadband services to at least two entities.

Information Technology Personnel

Information Technology	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Information Technology Fund 401 Positions				
Information Technology Director	1.00	1.00	1.00	1.00
Information Systems Security Officer	0.00	1.00	1.00	1.00
Information Technology Supervisor	4.00	3.00	3.00	3.00
Information Technology Product Owner	0.00	1.00	0.00	0.00
IT Business Operations Supervisor	1.00	1.00	1.00	1.00
Systems Network Analyst	7.00	8.00	12.00	13.00
IT Analyst	3.00	2.00	0.00	0.00
Application Analyst	0.00	0.00	0.00	1.00
GIS Analyst	1.00	3.00	3.00	2.00
Lead IT Support Specialist	1.00	1.00	1.00	1.00
IT Support Specialist	2.00	3.00	3.00	3.00
GIS Technician	2.00	1.00	1.00	1.00
Total Information Technology Fund FTE	22.00	25.00	27.00	27.00

Information Technology Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Information Technology Fund 401						
Information Technology	\$ 7,514,650	\$ 9,463,327	\$ 11,392,447	\$ 11,164,481	\$ 12,618,091	10.8%
Total Info. Tech Fund	\$ 7,514,650	\$ 9,463,327	\$ 11,392,447	\$ 11,164,481	\$ 12,618,091	10.8%
0.75% Sales Tax Capital Fund 201						
Information Technology	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 5,250,000	950.0%
Total Sales Tax Capital Fund	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 5,250,000	950.0%
Total Info. Tech. Budget	\$ 7,514,651	\$ 9,463,327	\$ 11,892,447	\$ 11,414,481	\$ 17,868,091	56.8%

Information Technology Budget By Classification, by Fund

Significant Changes between 2024 Adopted vs. 2023 Adopted

- **Revenues:** Interfund Charges to City Departments make up a majority of 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 revenues are estimated to increase by 19.8% in 2024 due to corresponding rising costs in providing the services.
- **Labor and Benefits:** Increases in labor and benefits of 14.7% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Operating costs will increase by 21.7% in 2024 due to rising equipment and contract maintenance costs for software systems.
- **Interfund Charges:** Interfund charges will increase by 21% in 2024 due increased costs for utility charges and increased liability insurance costs.
- **Capital Outlay:** Capital equipment spending in the Information Technology Fund includes fiber conduit expansion projects and police department switch replacements. Capital spending in the 0.75% Sales Tax Fund include \$5,000,000 for the implementation of the City's Enterprise Resource Management and Human Capital Management software system and \$250,000 to finish a carrier neutral location for broadband project.

Funding Source	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Information Technology Fund 401						
Revenues						
Charges for Service	\$ 111,077	\$ 110,105	\$ 110,105	\$ 110,105	\$ -	-100.0%
Interfund Revenue	7,514,835	8,767,643	10,323,210	10,323,210	12,512,707	21.2%
Interest	16,809	17,348	27,204	63,231	23,682	-12.9%
Total Revenues	\$ 7,642,721	\$ 8,895,096	\$ 10,460,519	\$ 10,496,546	\$ 12,536,389	19.8%

Funding Source	2021	2022	2023	2023	2024	% Change
Information Technology Fund 401	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 1,998,268	\$ 2,152,056	\$ 2,351,498	\$ 2,351,498	\$ 2,628,437	11.8%
Benefits	649,376	705,540	773,167	773,167	940,278	21.6%
Insurance	3,423	4,528	5,727	5,727	6,817	19.0%
Other Compensation	31,567	108,685	68,375	70,409	93,265	36.4%
Total Labor and Benefits	\$ 2,682,634	\$ 2,970,809	\$ 3,198,767	\$ 3,200,801	\$ 3,668,797	14.7%
Operating						
Contract Services	\$ 2,860,479	\$ 3,971,701	\$ 4,756,335	\$ 4,756,335	\$ 6,271,093	31.8%
Equipment	684,844	1,392,645	1,325,882	1,077,221	1,193,264	-10.0%
Operating Supplies	19,257	43,257	35,000	34,845	35,000	0.0%
Professional Development	53,268	67,500	87,000	87,000	87,000	0.0%
Repairs	488	-	-	155	-	0.0%
Utilities	585,216	491,831	551,152	551,152	635,037	15.2%
System Maintenance	109	-	-	-	-	0.0%
Total Operating	\$ 4,203,662	\$ 5,966,934	\$ 6,755,369	\$ 6,506,708	\$ 8,221,424	21.7%
Interfund Charges						
Facility	\$ 66,909	\$ 81,247	\$ 52,968	\$ 52,968	\$ 92,221	74.1%
Information Technology	190,590	230,507	129,800	129,800	129,800	0.0%
Liability Insurance	1,328	2,656	3,187	3,187	4,462	40.0%
Fleet	2,929	1,593	2,054	2,054	1,114	-45.8%
Fuel Charges	174	488	302	302	273	-9.6%
Total Interfund Charges	\$ 261,930	\$ 316,491	\$ 188,311	\$ 188,311	\$ 227,870	21.0%
Capital Outlay						
Capital Equipment	\$ 34,120	\$ 209,093	\$ 1,250,000	\$ 1,268,661	\$ 500,000	-60.0%
Computer Systems	332,304	-	-	-	-	0.0%
Total Capital Outlay	\$ 366,424	\$ 209,093	\$ 1,250,000	\$ 1,268,661	\$ 500,000	-60.0%
Total Information Tech. Fund	\$ 7,514,650	\$ 9,463,327	\$ 11,392,447	\$ 11,164,481	\$ 12,618,091	10.8%
Funding Source	2021	2022	2023	2023	2024	% Change
201 Sales Tax CIP Fund	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ -	\$ 250,000	\$ 125,000	\$ 125,000	-50.0%
Total Revenues	\$ -	\$ -	\$ 250,000	\$ 125,000	\$ 125,000	-50.0%
Expenditures						
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 5,250,000	950.0%
Total Capital Outlay	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 5,250,000	950.0%
Total Sales Tax CIP Fund	\$ -	\$ -	\$ 500,000	\$ 250,000	\$ 5,250,000	100.0%
Total Information Tech. Budget	\$ 7,514,651	\$ 9,463,327	\$ 11,892,447	\$ 11,414,481	\$ 17,868,091	50.2%

PARKS AND RECREATION

The Grand Junction Parks & Recreation Department provides all people with quality recreation opportunities managed with integrity and professionalism. The Department provides critical contributions to the quality of life in the City.

The Parks & Recreation Department is divided into Administration, Parks Operations, and Recreation Divisions. The department staff comprises 74 full-time and approximately 260 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 and Recreation Administration is responsible for the department's overall leadership, long term planning, project implementation, coordination, personnel management, budget preparation and administration, payroll and marketing. 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 and trail maintenance, forestry, open space, horticulture, cemeteries, turf, irrigation, plant health, 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 57,000 trees in parks, City facilities, right-of-way and open spaces. 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 \$11+ million renovation in 2022, along with other facilities at Lincoln Park, which saw the construction of a 20 pickleball court complex in 2023, Canyon View Park, which saw the addition of 4 new tennis courts in 2023, Columbine Softball Complex, and Kronkright Softball Complex. These facilities host numerous sporting events, including baseball, softball, football, soccer, lacrosse, rugby, track, and tennis events each year, and local and regional special events, including the 4th of July Extravaganza, CMU, SD51 graduations, and the Junior College World Series (JUCO). Suplizio Field is the home field for the semi-professional Grand Junction Jackalopes.

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

- **Aquatics** – The division manages one year-round swimming pool, Orchard Mesa Pool, jointly funded by School District 51 and Mesa County. The division also manages one seasonal pool at Lincoln Park. In addition, the division partners with the Town of Palisade to provide management services for the seasonal Palisade Pool.
- **Recreation** – This division provides a wide variety of recreation programming elements for the community, serving thousands of participants of all ages and abilities and hundreds of 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 residents. 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 that grew from a \$40,000 budget in 2022 to a \$70,000 budget in 2023.

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

Parks and Recreation Department Performance Measures			
Activity			
Continue implementing programs and events that convene neighborhoods, help build relationships, and foster a feeling of connectedness among neighbors. Develop new programs as determined to be necessary and feasible.			
Performance Measure	2022 Actual	2023 Actual	2024 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.	Sustained strong attendance at the new Water Lights at Night, supported Cesar Chavez Day and Juneteenth, and provide a 2nd block party trailer that had 58 rentals.	Sustained strong attendance at the new Water Lights at Night, provide a large community-wide groundbreaking event for the Community Rec. Center (CRC), support a robust Cesar Chavez Day and Juneteenth, and provide a 2nd block party trailer with over 70 total rentals.
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	120 trees were decorated in 2022. It is of note that this task took 1,920 labor hours in 2022 and 1,488 labor hours in 2023.	Maintain the 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	125,000 hours of rental time planned
Buck the nationwide trend in decline in adult sports participation, by actually expanding the number of softball teams.	214 teams in the spring, summer, and fall	231 teams in the spring, summer, and fall	230 teams in the spring, summer, and fall
Grow youth programs, including youth basketball.	For youth basketball, 1,146 total players between boys and girls	For youth basketball, 1,107 total players between boys and girls	For youth basketball, 1,150 total players between boys and girls

Parks and Recreation Department Performance Measures

Activity			
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.	Sustained strong attendance at the new Water Lights at Night, supported Cesar Chavez Day and Juneteenth, and provide a 2nd block party trailer that had 58 rentals.	Sustained strong attendance at the new Water Lights at Night, provide a large community-wide groundbreaking event for the Community Rec. Center (CRC), support a robust Cesar Chavez Day and Juneteenth, and provide a 2nd block party trailer with over 70 total rentals.
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 Actual	2024 Planned
Additional landscaping renovations are planned each year.	10+ median/right-of-way renovations completed	12+ median/right-of-way renovations completed	12+ median/right-of-way 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 Actual	2024 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.	With the passage of the CRC, the developed acreage will increase and with the completion of the Redlands Loop, the amount of trail will increase. Both are expected to come to fruition in 2024 and 2025	Expand to 370 acres of developed parks and 21.5 miles of hard surface trail

Parks and Recreation Department Performance Measures

Project/Activity			
Identify opportunities for preserving open space, drainage ways, and trails that provide connectivity, passive recreation, and resource stewardship throughout the city.			
Performance Measure	2022 Actual	2023 Actual	2024 Planned
Complete the Redlands Loop Trail	Design complete. Navigating NEPA permitting.	Design complete. Navigating NEPA permitting.	Design complete. Construction Expected to complete the loop by finishing the final 1.5 miles in early 2025.

2023 Accomplishments

- 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. In April of 2023, a resounding 60% of voters voted to approve the ballot proposal for a 0.14% sales tax increase and authorized the necessary debt to construct the CRC.
- Worked in close collaboration with the City Manager's Office, Finance, General Services, Information Technology, and Human Resources, continued to improve the operation of the five-room Grand Junction Early Childhood Learning Center to serve the facility of City Employees with expanded service.
- 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.
- Moved into the implementation phase of the City Council adopted Strategic Cultural Plan for the next five years (2022-2027), including projects such as completing the final element in the Redlands Roundabout art, the 24 and G roundabout art planning (construction in 2024) and the skate park mural program at Westlake park.
- Filled all summer camps by providing over 17,000 weekly childcare spots. This was the second year that all available spots were filled.
- Made significant improvements to tennis and pickleball facilities including resurfacing at Pine Ridge Park tennis and pickleball courts, creating the now 20 pickleball courts at Lincoln park and expanding tennis at the now 16 tennis courts at Canyon View.
- Completed the Emerson Skate Park Master Plan.
- Fully caught up on tree-trimming requests. Tree trimming is essential for mitigating risk and maintaining the health of the more than 57,000 trees in the urban canopy.
- Provided 186,000 participants visits to Parks and Recreation programs, equating to over 517 people served per day on average in 2023.
- Completed and Council adopted the Urban Forestry Management Plan.
- As the Riverfront at Dos Rios continues to gain steam, the City completed the Dos Rios playground with the place-making humpback chub playground structure, twin net climbing towers and smaller playground elements. Construction also began on the Dos Rios beach, the riverfront restoration and the expansive splash park. With these improvements expected to be finished by mid-2024, Dos Rios Park will be complete.
- Successfully transitioned to a new recreation software, Rectrac, which will improve customer service, saves on costs and prepares for the dramatic increase in service with the Community Recreation Center coming online.

2024 Objectives

- Implementation of the 2022 Community Recreation Center (CRC) plan 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). Thus far, the facility is expanding to 102,000 square feet, which will enable an overall exceeding of expectations.

- Fully complete the Tennis and Pickleball expansion project in 2024, including the final coating at Lincoln pickleball and final landscaping at Canyon View tennis. This project includes 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 2024 and likely into 2025.
- Identify and prioritize parks and open space opportunities in areas that are currently underserved, such as provided in the 2021 Parks, Recreation, and Open Space (PROS) Master Plan. For 2024, this includes completing planning for a reimagined and renovated Whitman Park, an improved Hawthorn Park, and the construction of the destination level Emerson Skate/Wheel Sports Park in 2024.
- 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 partners in 2024 with a Great Outdoor Colorado (GOCO) grant likely in 2025 for trail construction. Completing this final 1.5 miles at the C ½ road gap will complete the Rivertrail within Grand Junction City limits.
- Provide over 199,000 participants visits to Parks and Recreation programs, equating to over 554 people served per day on average in 2024. 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 2023, where 186,000 participant visits were provided directly from the Parks and Recreation Department.

Parks and Recreation Personnel

Parks and Recreation Positions	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Parks and Recreation Administration				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Deputy Parks & Rec Director	0.00	0.00	0.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Parks Operations				
Parks Superintendent	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	4.00	4.00	4.00	4.00
Cemetery Operations Supervisor	1.00	1.00	0.00	0.00
Parks Crew Leader	10.00	10.00	9.00	9.00
Plant Health Specialist	1.00	1.00	1.00	1.00
Parks Equipment Operator	21.00	21.00	25.00	26.00
Sr. Administrative Assistant	1.00	1.00	1.00	1.00
Apprentice Equipment Operator	0.00	0.00	1.00	1.00
Administrative Specialist	0.00	0.00	0.00	1.00
Lead Custodian	0.00	0.00	1.00	2.00
Recreation				
Recreation Superintendent	1.00	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00	2.00
Recreation Coordinator	5.00	5.00	6.00	5.00
Daycare Director	0.00	0.00	1.00	1.00
Early Childhood Education Teacher	0.00	0.00	5.00	10.00
Recreation Specialist	0.00	0.00	0.00	1.00
Leisure Services Representative	2.00	2.00	2.00	2.00
Total General Fund 100 Positions	52.00	52.00	63.00	72.00

Parks and Recreation Positions	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by Community Rec Center Fund 116				
Parks and Recreation Administration				
Comm. Rec. Center Manager	0.00	0.00	0.00	1.00
Comm. Rec. Center Maint Supervisor	0.00	0.00	0.00	1.00
Total Comm. Rec. Ctr. Fund 116 Positions	0.00	0.00	0.00	2.00
Total Parks and Recreation Positions	52.00	52.00	63.00	74.00

Parks and Recreation Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Parks Administration	\$ 1,039,240	\$ 1,250,764	\$ 1,383,940	\$ 1,383,940	\$ 1,514,548	9.4%
Parks Operations	6,582,755	7,409,498	7,965,411	8,040,411	8,487,516	6.6%
Recreation	1,180,786	1,637,423	1,852,953	1,852,953	1,817,746	-1.9%
Child Care	-	323,840	864,531	883,556	1,013,539	17.2%
Aquatics	1,093,883	1,197,477	1,090,054	1,090,054	1,264,963	16.0%
Cultural Arts	43,548	61,775	87,650	87,650	96,785	10.4%
Total Fund 100	\$ 9,940,212	\$ 11,880,777	\$ 13,244,539	\$ 13,338,564	\$ 14,195,097	7.2%
Community Recreation Center Fund 116						
Recreation	\$ -	\$ -	\$ -	\$ -	\$ 122,990	100.0%
Total Fund 116	\$ -	\$ -	\$ -	\$ -	\$ 122,990	100.0%
0.75% Sales Tax Fund 201						
Parks Administration	\$ -	\$ 46,440	\$ -	\$ -	\$ -	0.0%
Parks Operations	4,144,101	9,968,728	3,695,000	7,337,459	5,849,903	69.7%
Aquatics	-	43,052	375,000	538,000	-	0.0%
Total Fund 201	\$ 4,144,101	\$ 10,058,219	\$ 3,770,000	\$ 7,875,459	\$ 5,849,903	69.7%
Major Capital Projects Fund 204						
Parks Administration	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217	100.0%
Total Fund 204	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217	100.0%
Total Parks & Rec Budget	\$ 14,084,313	\$ 21,938,995	\$ 17,014,539	\$ 23,214,023	\$ 43,783,207	158.2%

Parks and Recreation Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** Revenues are projected to decrease by 9.9% in the Parks and Recreation Department, with the majority coming from a projected decrease in childcare facility charges to align with actual revenues and a decrease in grant revenue.
- **Labor and Benefits:** Increases in labor and benefits of 8.1% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program.
- **Operating:** Operating costs will increase by 9.5%, with the majority of that being in contract services, utilities, and system maintenance.
- **Interfund Charges:** Interfund charges in total are flat with 2023 with liability insurance, fleet, and fuel increasing but offset by a decrease in information technology.

- **Capital Outlay:** Capital projects in the 201 Sales Tax CIP Fund will increase in 2024 due to the number of projects that are being planned and budgeted for in 2024, in addition to the increase in the 204 Major Projects Capital Fund for the first year of construction of the community recreation center.

Funding Source General Fund 100	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Licenses and Permits	\$ 1,500	\$ 1,125	\$ 1,200	\$ 1,500	\$ 1,200	0.0%
Charges for Services	1,849,213	2,204,528	2,863,243	2,393,089	2,573,261	-10.1%
Intergovernmental	354,201	398,233	271,743	325,228	244,495	-10.0%
Other	147,690	23,508	26,125	33,585	29,694	13.7%
Total Revenues	\$ 2,352,604	\$ 2,627,394	\$ 3,162,311	\$ 2,753,402	\$ 2,848,650	-9.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,878,182	\$ 3,336,328	\$ 3,857,337	\$ 3,826,256	\$ 4,220,124	9.4%
Seasonal	1,375,840	1,666,348	2,046,590	2,046,590	1,829,210	-10.6%
Overtime	62,590	89,248	59,444	79,076	60,102	1.1%
Benefits	1,183,615	1,335,652	1,509,723	1,509,723	1,941,188	28.6%
Insurance	217,333	238,005	313,711	313,711	342,668	9.2%
Other Compensation	78,851	76,574	39,663	51,112	66,383	67.4%
Total Labor and Benefits	\$ 5,796,412	\$ 6,742,155	\$ 7,826,468	\$ 7,826,468	\$ 8,459,675	8.1%
Operating						
Charges and Fees	\$ 4,381	\$ 11,101	\$ 6,979	\$ 9,784	\$ 59,004	745.5%
Contract Services	466,924	745,406	666,334	670,416	875,480	31.4%
Equipment	98,652	180,125	788,928	763,928	362,739	-54.0%
Equipment Maintenance	12,153	10,466	10,134	12,774	9,196	-9.3%
Grants and Contributions	128,627	69,910	10,680	26,101	20,830	95.0%
Operating Supplies	232,907	388,533	284,452	245,441	266,386	-6.4%
Cost of Goods Sold	28,664	44,163	30,145	91,097	33,070	9.7%
Professional Development	26,614	41,764	46,381	60,481	46,683	0.7%
Insurance and Claims	-	-	5,700	5,700	5,130	-10.0%
Repairs	93,615	134,629	96,288	96,288	103,226	7.2%
Utilities	775,904	820,003	662,777	662,777	850,502	28.3%
System Maintenance	295,378	308,676	354,552	354,552	615,190	73.5%
Uniforms and Gear	25,927	29,777	31,151	31,151	31,791	2.1%
Total Operating	\$ 2,189,746	\$ 2,784,553	\$ 2,994,501	\$ 3,030,490	\$ 3,279,227	9.5%
Interfund Charges						
Facility	\$ 522,866	\$ 663,397	\$ 589,832	\$ 589,832	\$ 560,346	-5.0%
Information Technology	501,158	649,041	943,685	943,685	836,383	-11.4%
Liability Insurance	102,665	107,796	129,354	129,354	195,702	51.3%
Fleet	583,635	744,806	653,604	653,604	699,903	7.1%
Fuel Charges	95,000	115,212	107,095	107,095	112,467	5.0%
Departmental Services	24,517	-	-	-	-	0.0%
Total Interfund Charges	\$ 1,829,861	\$ 2,280,252	\$ 2,423,570	\$ 2,423,570	\$ 2,404,801	-0.8%
Capital Outlay						
Capital Equipment	\$ 124,193	\$ 73,816	\$ -	\$ -	\$ 51,394	100.0%
Facilities	-	-	-	58,036	-	0.0%
Total Capital Outlay	\$ 124,193	\$ 73,816	\$ -	\$ 58,036	\$ 51,394	100.0%
Total General Fund	\$ 9,940,212	\$ 11,880,776	\$ 13,244,539	\$ 13,338,563	\$ 14,195,097	7.2%

Funding Source	2021	2022	2023	2023	2024	% Change
Community Recreation Center Fund 116	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ -	\$ -	\$ -	\$ 68,911	100.0%
Benefits	-	-	-	-	28,536	100.0%
Insurance	-	-	-	-	3,943	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 101,390	100.0%
Operating						
Equipment	\$ -	\$ -	\$ -	\$ -	\$ 21,600	100.0%
Total Operating	\$ -	\$ -	\$ -	\$ -	\$ 21,600	100.0%
Total Comm. Rec Center Fund	\$ -	\$ -	\$ -	\$ -	\$ 122,990	100.0%

Funding Source	2021	2022	2023	2023	2024	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ -	\$ 2,157	\$ -	\$ 6,471	\$ -	0.0%
Intergovernmental	-	-	-	559,000	-	0.0%
Other	-	-	210,000	210,000	-	-100.0%
Total Revenues	\$ -	\$ 2,157	\$ 210,000	\$ 775,471	\$ -	-100.0%
Expenditures						
Operating						
Contract Services	\$ 87,300	\$ 48,102	\$ -	\$ -	\$ -	0.0%
Repairs	19,251	12,669	-	-	-	0.0%
Total Operating	\$ 106,551	\$ 60,771	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Facilities	\$ 10,514	\$ 43,052	\$ 375,000	\$ 538,000	\$ 225,000	-40.0%
Land	5,079	2,766	-	80,000	-	0.0%
Other Projects	-	-	555,000	161,494	300,000	66.7%
Parks	4,021,957	9,951,631	2,840,000	7,095,965	5,324,903	71.0%
Total Capital Outlay	\$ 4,037,550	\$ 9,997,449	\$ 3,770,000	\$ 7,875,459	\$ 5,849,903	59.3%
Total Sales Tax CIP Fund	\$ 4,144,101	\$ 10,058,219	\$ 3,770,000	\$ 7,099,988	\$ 5,849,903	59.3%

Funding Source	2021	2022	2023	2023	2024	% Change
Major Projects Capital Fund 204	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000	100.0%
Other	-	-	-	-	3,000,000	100.0%
Capital Proceeds	-	-	-	-	66,000,000	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 72,000,000	100.0%
Expenditures						
Capital Outlay						
Facilities	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217	100.0%
Total Major Project CIP Fund	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 23,615,217	100.0%
Total Parks & Rec Budget	\$ 14,084,314	\$ 21,938,995	\$ 17,014,539	\$ 23,214,022	\$ 43,783,207	158.2%

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, school resource officers, 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 public safety answering point for 9-1-1 in Mesa County. In 2022, they handled over 293,000 telephone calls, 167 Text-To-911 messages, and dispatched over 145,000 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Police Department Performance Measures			
Activity			
Implement real-time operational activities in conjunction with intelligence-led policing initiatives to increase the efficiency of operations, solvability, and officer safety across the organization.			
Performance Measure	2022 Actual	2023 Actual	2024 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.	85 NOLA cameras were added to our system in 2023, 27 of which were placed on City buildings and 7 in recreational parks. Acquired a second camera trailer for surveillance.	We intend to purchase a third camera trailer, purchase 50 additional cameras, expand our LPR program, and research video management systems.

Police Department Performance Measures

Activity			
Enhance the traffic safety in our community through increased enforcement, visibility, and education utilizing technology and patrol visibility to reduce crashes and increase safety in the most hazardous corridors within the City.			
Performance Measure	2022 Actual	2023 Actual	2024 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.	Paused implementation of red-light cameras in 2023 due to the passing of senate bill 23-200. Decreased injury crashes by 8% and fatal accidents by 10%.	Increase staffing in the traffic unit for 2024 to increase visibility and reduce accidents.
Activity			
Address the current concern of limited space within our evidence storage facilities.			
Performance Measure	2022 Actual	2023 Actual	2024 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.	Evidence techs completed a full evidence audit, and through research and case disposition, we are able to expand the longevity of our current space.	Re-evaluate the space in the evidence storage through an additional space needs analysis to determine the immediate need.
Activity			
Support ongoing training of all public safety staff, including diversity, equality, and bias training.			
Performance Measure	2022 Actual	2023 Actual	2024 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.	Over 40 hours for sworn personnel are completed each year.	Continue to provide ongoing training in the areas that are above POST mandates.

2023 Accomplishments

- Increased digital forensic capabilities through the purchase of additional hardware and software maximizing the efficiency of casework.
- Increased sustainability and mobility through the purchase of e-vehicles and e-bikes.
- Purchased technology for rapid identification of, illicit fentanyl within our community to increase officer safety.

2024 Objectives

- Increase recruitment and retention by raising job satisfaction and health and wellness with the implementation of cardiac screening for sworn personnel.
- Complete a job description analysis to establish new Municipal Park Rangers to improve our partnerships with other city departments and service delivery in city parks by increasing visibility.
- Continue to 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.

Police Department Personnel

Police	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by General Fund 100				
Chief of Police				
Police Chief	1.00	1.00	1.00	1.00
Public Information Officer	0.00	0.00	0.00	2.00
Community Outreach Specialist	2.00	2.00	2.00	0.00
Administrative Financial Analyst	1.00	1.00	1.00	0.00
Administrative Specialist	1.00	1.00	1.00	1.00
Police Operations				
Deputy Police Chief	1.00	1.00	1.00	1.00
Police Commander	5.00	5.00	4.00	4.00
Police Sergeant	11.00	9.00	11.00	12.00
Police Corporal	9.00	9.00	9.00	9.00
Police Officer	76.00	78.00	76.00	76.00
Police Services Technician	6.50	6.00	6.00	6.00
Parking Compliance Officer	0.00	0.00	3.00	0.00
Co-Responder Clinician	0.00	0.00	3.00	3.00
Code Compliance Officer	1.00	2.00	3.00	3.00
Sr. Administrative Assistant	1.00	1.00	1.00	2.00
Police Services				
Deputy Police Chief	1.00	1.00	1.00	2.00
Police Commander	1.00	2.00	2.00	2.00
Police Sergeant	4.00	6.00	4.00	3.00
Civilian Police Manager	0.00	0.00	1.00	1.00
Crime Lab Supervisor	1.00	1.00	0.00	0.00
Criminalist	2.00	2.00	2.00	2.00
Digital Forensic Analyst	2.00	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00	15.00
Crime Analyst	1.00	1.00	1.00	2.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Recruiting Coordinator	1.00	1.00	1.00	1.00
Civilian Investigator	0.00	0.00	0.00	5.00
Volunteer Coordinator	1.00	1.00	1.00	1.00
Victims Services Coordinator	1.00	1.00	1.00	1.00
Evidence Technician	3.00	3.00	3.00	3.00
Police Records Specialist	6.00	6.00	6.00	6.00
Police Services Technician	3.00	3.00	3.00	0.00
Victims Advocate Specialist	0.00	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.50	2.00	2.00	2.00
Total General Fund FTE	161.00	166.00	170.00	171.00
Funded by First Responder Tax Fund 107				
Police Operations				
Police Commander (Lt)	1.00	0.00	1.00	1.00
Police Sergeant	3.00	2.00	2.00	2.00
Civilian Police Commander	0.00	1.00	1.00	1.00
Police Corporal	0.00	1.00	1.00	1.00
Police Officer	9.00	8.00	2.00	2.00
Lead Evidence Technician	1.00	1.00	1.00	1.00
Code Compliance Officer	1.00	2.00	1.00	1.00
Police Services Technician	0.00	3.00	3.00	2.00
Lead Police Records Specialist	1.00	1.00	1.00	1.00
Civilian Investigator	0.00	0.00	0.00	1.00
Evidence Technician	1.00	1.00	1.00	1.00

Police	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by First Responder Tax Fund 107				
Police Operations				
Police Records Specialist	1.00	1.00	1.00	1.00
Lead Parking Compliance Officer	0.00	0.00	0.00	1.00
Parking Compliance Officer	0.00	0.00	0.00	4.00
Total First Responder Fund FTE	18.00	21.00	15.00	20.00
Funded by Parking Fund 308				
Police Operations				
Lead Parking Compliance Officer	0.00	0.00	0.00	1.00
Parking Compliance Officer	2.00	2.00	3.00	4.00
Total Parking Fund FTE	2.00	2.00	3.00	5.00
Funded by Communications Center Fund 305				
Police Operations				
Comm Center Manager	1.00	1.00	1.00	1.00
Dispatch Shift Supervisor	7.00	8.00	8.00	8.00
QA Training Supervisor	1.00	1.00	1.00	1.00
Quality Assurance Analyst	1.00	1.00	1.00	1.00
Emergency Comm Specialist	43.00	42.00	42.00	42.00
Total Parking Fund FTE	53.00	53.00	53.00	53.00
Total Police Department FTE	234.00	242.00	241.00	250.00

Police Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
General Fund 100						
Chief of Police	\$ 2,159,190	\$ 3,954,204	\$ 3,930,399	\$ 3,930,399	\$ 4,677,578	19.0%
Police Operations	16,752,550	17,018,090	20,004,715	20,049,445	20,594,628	2.9%
Police Services	7,304,927	7,318,721	7,708,855	8,001,895	8,191,287	6.3%
Total Fund 100	\$ 26,216,667	\$ 28,291,016	\$ 31,643,969	\$ 31,981,739	\$ 33,463,493	5.7%
First Responder Tax Fund 107						
Police Operations	\$ 86,997	\$ 355,103	\$ 1,191,699	\$ 1,147,299	\$ 1,735,201	45.6%
Police Services	248,453	293,655	675,885	675,885	749,339	10.9%
Total Fund 107	\$ 335,450	\$ 648,757	\$ 1,867,584	\$ 1,823,184	\$ 2,484,540	33.0%
0.75% Sales Tax CIP Fund 201						
Police Operations	\$ 1,090,163	\$ (658)	\$ -	\$ -	\$ -	0.0%
Total Fund 201	\$ 1,090,163	\$ (658)	\$ -	\$ -	\$ -	0.0%
Parking Authority Fund 308						
Police Operations	\$ 62,221	\$ 110,625	\$ 215,911	\$ 215,911	\$ 453,426	110.0%
Total Fund 308	\$ 62,221	\$ 110,625	\$ 215,911	\$ 215,911	\$ 453,426	110.0%
Communication Center Fund 405						
Police Operations	\$ 6,865,401	\$ 7,417,871	\$ 8,438,951	\$ 8,840,256	\$ 9,204,225	9.1%
Total Fund 405	\$ 6,865,401	\$ 7,417,871	\$ 8,438,951	\$ 8,840,256	\$ 9,204,225	9.1%
Total Police Budget	\$ 34,569,902	\$ 36,467,611	\$ 42,166,415	\$ 42,861,090	\$ 45,605,684	8.2%

Police Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted Budget

- **Revenues:** General Fund revenues will increase by 8.6% in 2024 due to increased grant revenues. The Public Safety Impact Fees will remain flat in 2024 based on 2022 actuals and 2023 trends. Communications

Center Fund revenues will increase by 4.3% in 2024, primarily due to increased interfund revenues and service charges.

- **Labor and Benefits:** Increases in labor and benefits of 5.3% in the General Fund are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program. Finally all expansion positions for the Police Department, including 6 new in 2024 (crime analyst, sergeant, parking and parks patrol positions), were budgeted in the First Responder Fund increasing the number of positions allocated to the fund overall for the Police Department.
- **Operating:** Operating costs in the General Fund will decrease 8.4% primarily due to a less equipment purchases in 2024. The First Responder Fund will decrease by 39.8% due to a decrease in contract services from 2023 which was the potential red light camera project that did not come to fruition. The Communication Center Fund will see a modest decrease of 5.3%, primarily due to less equipment purchases in 2024.
- **Interfund Charges:** The Police Department is a significant user of information technology, increase in those costs along with liability insurance are the majority of the increase in interfund for the Police Department across all funds.
- **Capital Outlay:** The Communications Center Fund will see a reduction of 71.7% because fewer new projects are planned in 2024 with the continuation from 2023 of the State mandated tower improvements.

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Licenses and Permits	\$ 525	\$ 1,225	\$ 957	\$ 957	1,000	4.5%
Charges for Service	747,980	875,450	905,302	805,302	809,081	-10.6%
Intergovernmental	416,331	591,895	787,281	1,088,064	1,040,197	32.1%
Fines and Forfeitures	18,766	8,938	28,441	58,665	19,500	-31.4%
Other	6,279	9,398	-	3,515	-	0.0%
Capital Proceeds	-	633	-	-	-	0.0%
Total Revenues	\$ 1,189,880	\$ 1,487,539	\$ 1,721,981	\$ 1,956,503	\$ 1,869,778	8.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 11,843,506	\$ 12,171,074	\$ 14,801,933	\$ 14,793,707	\$ 15,027,125	1.5%
Seasonal	51,703	8,100	-	8,226	-	0.0%
Overtime	1,386,427	1,503,582	1,499,999	1,499,999	1,706,689	13.8%
Benefits	3,950,590	4,029,682	4,873,222	4,823,222	5,225,818	7.2%
Insurance	453,284	599,098	809,847	809,847	932,655	15.2%
Other Compensation	188,215	263,604	157,765	160,402	424,582	169.1%
Total Labor and Benefits	\$ 17,873,725	\$ 18,575,139	\$ 22,142,766	\$ 22,095,403	\$ 23,316,869	5.3%
Operating						
Charges and Fees	\$ 1,285	\$ 1,847	\$ 700	\$ 1,192	630	-10.0%
Contract Services	660,537	999,954	818,433	918,433	969,769	18.5%
Equipment	659,172	450,538	1,014,110	1,187,267	560,850	-44.7%
Fuel	92	-	-	40	-	0.0%
Grants and Contributions	6,408	23,963	24,654	24,654	30,120	22.2%
Operating Supplies	248,486	297,746	286,491	285,959	284,510	-0.7%
Professional Development	487,741	531,029	440,835	440,835	506,891	15.0%
Insurance and Claims	1,000	1,553	-	-	-	0.0%
Repairs	(2,859)	23,232	22,016	22,016	19,855	-9.8%
Rent	90,339	108,392	112,058	112,058	106,200	-5.2%
Equipment Maintenance	1,413	3,555	2,550	2,550	-	-100.0%
Uniforms and Gear	186,029	178,850	198,100	198,100	196,440	-0.8%
Total Operating	\$ 2,339,642	\$ 2,620,659	\$ 2,919,947	\$ 3,193,104	\$ 2,675,265	-8.4%

Funding Source	2021	2022	2023	2023	2024	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2023
Interfund Charges						
Facility	\$ 424,375	\$ 559,643	\$ 644,237	\$ 644,237	\$ 715,524	11.1%
Information Technology	2,167,165	2,453,583	2,098,639	2,098,639	2,636,012	25.6%
Liability Insurance	271,251	305,157	366,188	366,188	512,664	40.0%
Fleet	647,372	925,567	779,833	779,833	842,981	8.1%
Fuel Charges	180,040	202,260	206,154	206,154	173,472	-15.9%
Comm Center	2,306,079	2,453,665	2,486,205	2,486,205	2,590,706	4.2%
Total Interfund Charges	\$ 6,000,281	\$ 6,899,874	\$ 6,581,256	\$ 6,581,256	\$ 7,471,359	13.5%
Capital Outlay						
Capital Equipment	\$ 3,019	\$ 154,209	\$ -	\$ 83,773	\$ -	0.0%
Computer Systems	-	8,000	-	-	-	0.0%
Facilities	-	33,135	-	28,203	-	0.0%
Total Capital Outlay	\$ 3,019	\$ 195,344	\$ -	\$ 111,976	\$ -	0.0%
Total General Fund	\$ 26,216,667	\$ 28,291,016	\$ 31,643,969	\$ 31,981,739	\$ 33,463,493	5.7%
Funding Source	2021	2022	2023	2023	2024	% Change
First Responder Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 261,292	\$ 290,685	\$ 816,771	\$ 805,541	\$ 1,253,116	53.4%
Overtime	3,351	4,208	-	11,230	-	0.0%
Benefits	52,123	69,989	272,820	272,820	525,678	92.7%
Insurance	2,707	5,888	27,553	27,553	55,753	102.3%
Other Compensation	450	441	451	451	7,600	1585.1%
Total Labor and Benefits	\$ 319,924	\$ 371,211	\$ 1,117,595	\$ 1,117,595	\$ 1,842,147	64.8%
Operating						
Contract Services	\$ -	\$ -	\$ 200,000	\$ -	\$ -	-100.0%
Equipment	13,461	25,028	200,954	200,954	217,700	8.3%
Operating Supplies	-	380	18,960	18,960	17,000	-10.3%
Professional Development	-	-	29,000	29,000	29,000	0.0%
Uniforms and Gear	-	11,181	21,582	21,582	19,400	-10.1%
Total Operating	\$ 13,461	\$ 36,590	\$ 470,496	\$ 270,496	\$ 283,100	-39.8%
Interfund Charges						
Information Technology	\$ 5,451	\$ 70,173	\$ 126,335	\$ 126,335	\$ 147,737	16.9%
Fleet	-	129,850	138,606	121,117	165,822	19.6%
Fuel Charges	-	40,933	14,552	32,041	45,734	214.3%
Total Interfund Charges	\$ 5,451	\$ 240,956	\$ 279,493	\$ 279,493	\$ 359,293	28.6%
Capital Outlay						
Capital Equipment	\$ (3,386)	\$ -	\$ -	\$ 155,600	\$ -	0.0%
Total Capital Outlay	\$ (3,386)	\$ -	\$ -	\$ 155,600	\$ -	0.0%
Total First Responder Fund	\$ 335,450	\$ 648,757	\$ 1,867,584	\$ 1,823,184	\$ 2,484,540	33.0%
Funding Source	2021	2022	2023	2023	2024	% Change
115 Public Safety Imp. Fee Fund	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ -	\$ 107,170	\$ 114,051	\$ 114,051	\$ 114,051	0.0%
Total Revenues	\$ -	\$ 107,170	\$ 114,051	\$ 114,051	\$ 114,051	0.0%
Total Public Safety Imp. Fee Fund	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%

Funding Source	2021	2022	2023	2023	2024	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ 150,000	\$ -	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ 150,000	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures						
Operating						
Facilities	\$ -	\$ (658)	\$ -	\$ -	\$ -	0.0%
Total Operating	\$ -	\$ (658)	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Facilities	\$ 1,090,163	\$ -	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 1,090,163	\$ -	\$ -	\$ -	\$ -	0.0%
Total Sales Tax CIP Fund	\$ 1,090,163	\$ (658)	\$ -	\$ -	\$ -	0.0%

Funding Source	2021	2022	2023	2023	2024	% Change
Communications Center Fund 405	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 42,792	\$ 60,348	\$ 108,174	\$ 106,867	\$ 245,616	127.1%
Overtime	511	2,359	-	1,307	-	0.0%
Benefits	7,640	14,664	57,595	57,595	133,660	132.1%
Insurance	1,686	3,266	6,388	6,388	15,866	148.4%
Other Compensation	-	-	-	-	1,090	100.0%
Total Labor and Benefits	\$ 52,629	\$ 80,638	\$ 172,157	\$ 172,157	\$ 396,232	130.2%
Interfund Charges						
Information Technology	\$ 4,790	\$ 23,454	\$ 43,754	\$ 43,754	\$ 57,194	30.7%
Fleet	4,802	6,533	-	-	-	0.0%
Total Interfund Charges	\$ 9,592	\$ 29,987	\$ 43,754	\$ 43,754	\$ 57,194	30.7%
Total Parking Auth. Fund	\$ 62,221	\$ 110,625	\$ 215,911	\$ 215,911	\$ 453,426	110.0%

Funding Source	2021	2022	2023	2023	2024	% Change
Communications Center Fund 405	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ 2,148,548	\$ 2,232,652	\$ 2,359,646	\$ 2,359,646	\$ 2,578,897	9.3%
Intergovernmental	65,898	-	-	-	-	0.0%
Interfund Revenue	2,803,531	3,004,039	3,104,320	3,104,320	3,309,532	6.6%
Interest	10,175	10,099	23,877	42,575	20,069	-15.9%
Other	90,810	91,200	90,600	90,600	90,600	0.0%
Transfers In	1,694,167	2,017,830	2,437,898	2,837,898	2,361,275	-3.1%
Total Revenues	\$ 6,813,129	\$ 7,355,820	\$ 8,016,341	\$ 8,435,039	\$ 8,360,373	4.3%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,875,163	\$ 2,866,350	\$ 3,647,509	\$ 3,555,995	\$ 3,976,674	9.0%
Overtime	599,892	925,404	742,353	786,635	810,807	9.2%
Benefits	1,022,199	1,029,040	1,355,172	1,354,161	1,565,647	15.5%
Insurance	5,955	24,710	10,391	11,402	24,611	136.8%
Other Compensation	44,600	21,578	-	48,537	50,304	100.0%
Total Labor and Benefits	\$ 4,547,809	\$ 4,867,082	\$ 5,755,425	\$ 5,756,730	\$ 6,428,043	11.7%
Operating						
Contract Services	\$ 100,211	\$ 66,149	\$ 79,343	\$ 79,343	\$ 71,126	-10.4%
Equipment	49,161	166,453	125,293	125,293	112,764	-10.0%
Grants and Contributions	1,196	1,384	1,470	1,470	1,323	-10.0%

Operating Supplies	39,429	65,332	34,888	34,888	31,494	-9.7%
Professional Development	82,731	96,579	101,600	101,600	101,600	0.0%
Repairs	14,057	30,873	27,460	27,460	24,714	-10.0%
Utilities	123,211	63,977	91,267	91,267	91,267	0.0%
Rent	27,665	46,474	46,200	46,200	46,200	0.0%
Total Operating	\$ 437,662	\$ 537,221	\$ 507,521	\$ 507,521	\$ 480,488	-5.3%
Interfund Charges						
Administrative Overhead	\$ 350,130	\$ 356,168	\$ 394,026	\$ 394,026	\$ 474,127	20.3%
Facility	40,529	27,096	62,039	62,039	96,581	55.7%
Information Technology	1,043,918	1,054,515	1,121,520	1,121,520	1,479,966	32.0%
Liability Insurance	8,356	8,773	10,528	10,528	14,739	40.0%
Fleet	38,710	51,804	55,320	55,320	79,267	43.3%
Fuel Charges	1,754	1,895	2,572	2,572	1,014	-60.6%
Total Interfund Charges	\$ 1,483,397	\$ 1,500,251	\$ 1,646,005	\$ 1,646,005	\$ 2,145,694	30.4%
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ -	\$ 307	\$ -	0.0%
Communication Systems	396,532	513,318	530,000	929,693	150,000	-71.7%
Total Capital Outlay	\$ 396,532	\$ 513,318	\$ 530,000	\$ 930,000	\$ 150,000	-71.7%
Total Comm Center Fund	\$ 6,865,401	\$ 7,417,871	\$ 8,438,951	\$ 8,840,256	\$ 9,204,225	9.1%
Total Police Budget	\$ 34,569,902	\$ 36,467,611	\$ 42,166,415	\$ 42,861,090	\$ 45,605,684	8.2%



Police Chief Matt Smith on a Horse

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 82 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 Outcomes, Performance Measures, Accomplishments, Objectives, and Financial Summary

Utilities Department Performance Measures				
Activity				
Implementation of Master Plan for future expansion of the Persigo Wastewater Treatment Plant.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Wastewater Treatment Plant available capacity (Year-end equivalent units (EQUs))	11,505 EQUs available	10,851 EQUs available	10,851 EQUs available	10,261 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 an associated pump station and pipeline infrastructure.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
The water supply firm yield (6,200 AF) exceeds the water demand	Demand = 5,205 AF	Demand = 5,400 AF	Demand = 5,250 AF	Demand = 5,400 AF
Activity				
Maintain and replace aging water infrastructure for Purdy Mesa and Kannah Creek flow lines.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Total miles of flowlines replaced for Purdy Mesa	0.0	7.0	3.8	3.2
Total miles of flowlines replaced for Kannah Creek	1.75	2.9	2.9	0
Flow capacity of water supply lines (mgd)	9.6 mgd	12.5 mgd	9.6 mgd	12.5 mgd

Utilities Department Performance Measures				
Activity				
Develop a sustainable ranch management program for Hallenbeck and other City-owned ranch properties.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 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	150 AUMs	150 AUMs
Activity				
Develop a sustainable biosolids management plan that adopts the beneficial reuse of biosolids and eliminates landfill disposal				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Total wet tons per year of biosolids landfilled	12,060	12,250	11,793	11,277
Total wet tons per year of biosolids composted	0	0	310	1,000
Activity				
Develop a Graywater Control Plan, including education and incentive programs.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Total gallons per year of potable water conserved resulting from graywater use	0	500,000	0	500,000

2023 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.
- Implemented security upgrades recommended in the Risk and Resiliency Assessment completed in 2021.
- Completed inventory of 85% of the target area for lead service lines following EPA regulations; developed an inventory plan for service area outside of target area and began investigating in this area as well.
- Participated in DRIP outreach programs, including the Wyland Mayor's Challenge for Water Conservation pledges.
- Completed the Carson dam rehabilitation project and completing the fill plan.
- Completed replacement of water distribution mains along Orchard and Bunting Avenues between 15th and 28th Streets and Riverside neighborhood along Rockaway and Choluta.
- Received full storage approval after construction of additional drain filter for Grand Mesa #1 Reservoir.
- Completed construction of a 3-mile section of the Upper Kannah Creek flowline from the intake to Juniata Reservoir.
- Began construction of a 3-mile replacement section of the Purdy Mesa Flowline from Juniata Reservoir to Sullivan Draw.
- Recruited Water Conservation Specialist.

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 design on the Phase 1 Plant Expansion project.
- Completed the Primary Clarifier Coating Project
- Completed Orchard Mesa Collection building renovations and parking lot improvements.
- Completed installation of new aerators in the Flow Equalization Basin.
- Completed construction of Odor Control Improvements Project.
- Completed the SCADA improvement plan.
- Completed the initial phase of the Biosolids Composting pilot.
- Completed the replacement of the Tiara Rado force main.
- Started the procurement of the Mesa Mall replacement lift station.
- Recruited Process Control Specialist, Operations Support Engineer, and Maintenance Supervisor.

2024 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.
- Develop Gunnison River Infrastructure as identified in the Long-Term Water Supply and Infrastructure Plan.
- Progress the lead service line inventory in accordance with EPA regulations and continue efforts to replace identified lead service lines.
- Participate in DRIP outreach programs, including the Wyland Mayor's Challenge for Water Conservation pledges.
- Install an additional storage tank in the Kannah Creek system to improve water distribution.
- Replace water distribution mains along Ute and Pitkin Avenues in conjunction with CDOT's reconstruction project. Complete design and build of water distribution mains in the area of Crosby Ave and Riverside Parkway.
- Replace motor control center equipment at the water treatment plant.
- Complete installation of remaining 3 miles of Purdy Mesa Flowline.
- Implement Water Efficiency Plan including graywater control program, turf replacement, and audits large commercial and industrial users.

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 Mesa Mall, El Poso, and Rosevale lift stations.
- Start construction on the lake road lift station project.
- Start construction on the Phase 1 Plant expansion.
- Complete the Persigo Solar Feasibility study.
- Complete the Orchard Mesa Inflow and Infiltration study.
- Complete the Grand Valley By-products lift station replacement feasibility project.

- Clean both anaerobic digesters at Persigo
- Receive both the new jetter and combo collection sewer trucks which were ordered in 2023.

Utilities Personnel

Utilities Department	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by Water Fund 301				
Utilities Director	1.00	1.00	1.00	1.00
Water Services Manager	1.00	1.00	1.00	1.00
Water Supply Supervisor	1.00	1.00	1.00	1.00
Water Operations Supervisor				1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00	1.00
Utilities Asset Management Specialist	0.00	0.00	0.00	1.00
Water Plant Operator	4.00	4.00	5.00	5.00
Cross Connection Coordinator	1.00	1.00	1.00	1.00
SCADA Technician	0.00	1.00	1.00	1.00
Utility Locator	3.00	3.00	3.00	3.00
Water Conservation Specialist	0.00	0.00	1.00	1.00
Water Quality Specialist	2.00	1.00	2.00	2.00
Utilities Customer Service Specialist	1.00	1.00	1.00	1.00
Plant Mechanic	1.00	2.00	2.00	2.00
Pipeline Maintenance Crew Leader	0.00	0.00	0.00	2.00
Utilities Maintenance Technician	0.00	0.00	0.00	8.00
Pipeline Maintenance Worker	9.00	9.00	9.00	0.00
Utilities Asset Manager	1.00	1.00	1.00	0.00
Customer Service Supervisor	1.00	1.00	1.00	1.00
Customer Service Analyst	1.00	1.00	1.00	1.00
Customer Service Representative	5.00	5.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Water Fund FTE	36.00	37.00	40.00	41.00
Funded by Joint Sewer Fund 900				
Wastewater Services Manager	1.00	1.00	1.00	1.00
Wastewater Operations Supervisor	1.00	1.00	1.00	1.00
Industrial Pretreatment Supervisor	1.00	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	1.00	1.00	1.00	1.00
Industrial Pretreatment Specialist	2.00	2.00	2.00	2.00
Operations and Maintenance Supervisor	1.00	1.00	1.00	1.00
Lead Wastewater Plant Operator	1.00	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00	1.00
Engineering Specialist (Ops Sup)	0.00	0.00	0.00	1.00
SCADA Technician	0.00	2.00	2.00	2.00
Project Engineer	0.00	1.00	0.00	0.00
Wastewater Plant Operator	4.00	4.00	6.00	6.00
Lab Chemist	3.00	1.00	1.00	1.00
Lab Analyst	0.00	2.00	2.00	2.00
Collections Crew Leader	0.00	0.00	1.00	1.00
Plant Electrician	1.00	1.00	1.00	1.00
Plant Mechanic	5.00	5.00	5.00	5.00
Utilities Maintenance Technician	0.00	0.00	0.00	8.00
Operations Support Engineer	0.00	0.00	1.00	0.00
Electronics Specialist	2.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
Lab Technician	1.00	1.00	1.00	1.00

Utilities Department	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Equipment Operator	4.00	4.00	5.00	2.00
Wastewater Improvement Coordinator	0.00	1.00	0.00	0.00
Wastewater Project Manager	0.00	1.00	0.00	0.00
Stationary Equipment Operator	2.00	2.00	0.00	0.00
Specialty Equipment Operator	3.00	3.00	3.00	0.00
TV Equipment Operator	1.00	2.00	2.00	0.00
Safety Programs Coordinator	1.00	1.00	1.00	0.00
Total Sewer Fund FTE	38.00	42.00	42.00	41.00
Total Utilities Department FTE	74.00	79.00	82.00	82.00

Utilities Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Water Fund 301						
Water Services	\$ 10,760,950	\$ 15,899,931	\$ 10,393,044	\$ 16,871,618	\$ 11,924,231	14.7%
Environmental Lab	259,518	333,471	329,641	329,641	347,442	5.4%
Utility Billing	831,221	853,077	865,791	865,791	1,019,386	17.7%
Total Fund 301	\$ 11,851,690	\$ 17,086,479	\$ 11,588,476	\$ 18,067,050	\$ 13,291,059	14.7%
Ridges Irrigation Fund 309						
Water Services	\$ 333,735	\$ 488,879	\$ 369,940	\$ 439,500	\$ 385,963	4.3%
Total Fund 309	\$ 333,735	\$ 488,879	\$ 369,940	\$ 439,500	\$ 385,963	4.3%
Joint Sewer Fund 900						
Wastewater	\$ 13,635,993	\$ 16,408,591	\$ 27,083,107	\$ 32,314,344	\$ 62,480,524	135.7%
Environmental Lab	502,757	574,752	809,868	809,868	583,480	-28.0%
Total Fund 900	\$ 14,138,750	\$ 16,983,343	\$ 27,892,975	\$ 33,124,212	\$ 63,064,004	126.1%
Total Utilities Budget	\$ 26,324,175	\$ 34,558,701	\$ 39,851,391	\$ 51,630,762	\$ 76,741,026	92.6%

Utilities Budget By Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted

- **Revenues:** The charges for services revenues in each of the utility funds will increase due to rate increases in 2024. Additionally, the Water Fund will have an increase in interfund and grant revenues. The Joint Sewer fund will also have the debt proceeds from the bond issuance in 2024.
- **Labor and Benefits:** Increases in labor and benefits of 11.0% are due to compensation increases aligning with market. Additionally, other compensation has increased due to budgeting PTO buyback program within each department's budget for staff that utilize the program. Also, Water services will add a water crew leader in 2024.
- **Operating:** Operating costs in the Water Fund will increase by 30.9% due to increases in contract services costs, contributions, utilities, and system maintenance. Costs will decrease by 39% in the Ridges Irrigation Fund due to contract services and repair decreases. In the Joint Sewer Fund costs will increase by 38.7% due to increases in contract services, professional development and repairs.
- **Interfund Charges:** Facility, information technology, liability insurance, and fleet charges will increase in 2024 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 in the Water Fund will remain flat in 2024 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. Capital outlay in the Ridges Irrigation Fund will increase 500% for

distribution system replacement and roof replacement of a pump station. Capital outlay in the Joint Sewer Funds increase 196% due phase one of the wastewater treatment plant rehabilitation and expansion project.

- **Debt Service:** Debt service will increase 49.3% in the Water Fund due to the beginning of loan payment for the flowline construction debt and increase slightly in the Sewer Fund due to changes in principal and interest payments. Debt payments for the bonds issued to construct the sewer project referenced above, will begin in 2025 for the Joint Sewer Fund.

Funding Source Water Fund 301	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Charges for Services	\$ 8,583,342	\$ 8,813,730	\$ 9,130,969	\$ 9,130,969	\$ 9,419,500	3.2%
Capital Proceeds	409,197	271,523	214,000	4,045,899	240,000	12.1%
Intergovernmental	1,041,999	109,676	646,449	946,449	826,740	27.9%
Interfund Revenue	862,307	864,481	860,628	860,628	994,458	15.6%
Interest	40,606	42,861	153,259	183,616	46,840	-69.4%
Other	62,561	88,858	65,462	65,462	59,090	-9.7%
Total Revenues	\$ 11,000,012	\$ 10,191,129	\$ 11,070,767	\$ 15,233,023	\$ 11,586,628	4.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,125,728	\$ 2,138,353	\$ 2,499,016	\$ 2,499,016	\$ 2,695,205	7.9%
Overtime	105,849	111,651	122,362	122,362	119,387	-2.4%
Benefits	827,356	823,155	965,296	965,296	1,117,785	15.8%
Insurance	77,660	91,169	125,413	125,413	143,940	14.8%
Other Compensation	20,663	19,707	21,817	24,312	67,367	208.8%
Total Labor and Benefits	\$ 3,157,257	\$ 3,184,034	\$ 3,733,904	\$ 3,736,399	\$ 4,143,684	11.0%
Operating						
Charges and Fees	\$ 350	\$ 2,326	\$ 770	\$ 770	\$ 2,500	224.7%
Contract Services	293,156	177,741	266,928	266,928	276,918	3.7%
Equipment	90,695	107,141	111,835	111,835	90,200	-19.3%
Grants and Contributions	18,100	31,567	22,800	22,800	432,940	1798.9%
Operating Supplies	262,585	329,037	374,107	374,107	361,431	-3.4%
Professional Development	22,991	40,273	42,607	42,607	57,860	35.8%
Repairs	60,637	69,727	79,935	79,935	79,450	-0.6%
Utilities	17,276	16,912	18,840	18,840	19,600	4.0%
Rent	13,751	32,680	32,180	32,180	32,180	0.0%
System Maintenance	273,334	550,275	528,300	528,300	583,180	10.4%
Uniforms and Gear	3,054	4,680	7,185	7,185	8,090	12.6%
Total Operating	\$ 1,055,928	\$ 1,362,360	\$ 1,485,487	\$ 1,485,487	\$ 1,944,349	30.9%
Interfund Charges						
Administrative Overhead	\$ 662,578	\$ 670,447	\$ 717,277	\$ 717,277	\$ 724,544	1.0%
Facility	112,754	158,160	82,636	82,636	99,993	21.0%
Information Technology	392,820	431,309	554,276	554,276	654,194	18.0%
Liability Insurance	91,118	95,673	114,808	114,808	160,731	40.0%
Fleet	224,266	276,447	255,355	255,355	256,457	0.4%
Fuel Charges	75,306	92,830	90,356	90,356	76,800	-15.0%
Total Interfund Charges	\$ 1,558,843	\$ 1,724,867	\$ 1,814,708	\$ 1,814,708	\$ 1,972,719	8.7%
Capital Outlay						
Capital Equipment	\$ 6,049	\$ -	\$ -	\$ -	\$ 100,000	100.0%
Utility Systems	5,438,360	9,948,232	3,710,000	10,644,622	3,870,000	4.3%
Total Capital Outlay	\$ 5,444,409	\$ 9,948,232	\$ 3,710,000	\$ 10,644,622	\$ 3,970,000	7.0%
Debt Services						
Interest Expense	\$ 114,521	\$ 92,521	\$ 121,795	\$ 78,365	\$ 226,427	85.9%
Principal	520,733	774,465	722,582	307,469	1,033,880	43.1%
Total Debt Service	\$ 635,254	\$ 866,985	\$ 844,377	\$ 385,834	\$ 1,260,307	49.3%
Total Water Fund	\$ 11,851,690	\$ 17,086,479	\$ 11,588,476	\$ 18,067,050	\$ 13,291,059	14.7%

Funding Source	2021	2022	2023	2023	2024	% Change
Ridges Irrigation Fund 309	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Services	\$ 330,755	\$ 353,547	\$ 362,398	\$ 362,398	\$ 386,000	6.5%
Interest	764	959	1,705	7,060	3,433	101.3%
Capital Proceeds	2,600	217,989	1,300	1,300	1,300	0.0%
Total Revenues	\$ 334,120	\$ 572,495	\$ 365,403	\$ 370,758	\$ 390,733	6.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 74,587	\$ 85,795	\$ 90,899	\$ 87,986	\$ 90,778	-0.1%
Overtime	3,082	3,236	3,216	6,129	3,294	2.4%
Benefits	28,659	23,405	24,140	24,140	26,032	7.8%
Insurance	3,099	3,975	4,881	4,881	5,400	10.6%
Other Compensation	212	200	203	203	3,089	1421.7%
Total Labor and Benefits	\$ 109,639	\$ 116,611	\$ 123,339	\$ 123,339	\$ 128,593	4.3%
Operating						
Contract Services	\$ 2,583	\$ 977	\$ 21,700	\$ 21,700	\$ 2,000	-90.8%
Equipment	-	-	2,500	2,500	1,000	-60.0%
Operating Supplies	393	947	1,000	1,000	1,200	20.0%
Repairs	38,837	19,837	26,300	16,553	24,300	-7.6%
Utilities	713	550	570	570	570	0.0%
System Maintenance	4,696	5,497	7,900	7,900	7,500	-5.1%
Total Operating	\$ 47,222	\$ 27,807	\$ 59,970	\$ 50,223	\$ 36,570	-39.0%
Interfund Charges						
Administrative Overhead	\$ 23,592	\$ 24,887	\$ 27,436	\$ 27,436	\$ 29,206	6.5%
Facility	106,069	127,965	114,474	114,474	94,344	-17.6%
Liability Insurance	1,109	1,164	1,397	1,397	1,956	40.0%
Fleet	4,663	3,960	3,484	3,484	4,534	30.1%
Fuel Charges	1,913	2,299	2,738	2,738	2,196	-19.8%
Utility Services	10,274	10,706	10,940	10,940	12,402	13.4%
Total Interfund Charges	\$ 147,619	\$ 170,981	\$ 160,469	\$ 160,469	\$ 144,638	-9.9%
Capital Outlay						
Utility Systems	\$ 29,254	\$ 173,480	\$ 10,000	\$ 89,307	\$ 60,000	500.0%
Total Capital Outlay	\$ 29,254	\$ 173,480	\$ 10,000	\$ 89,307	\$ 60,000	500.0%
Debt Services						
Interest Expense	\$ -	\$ -	\$ 3,235	\$ 3,235	\$ 3,041	-6.0%
Principal	-	-	12,927	12,927	13,121	1.5%
Total Debt Service	\$ -	\$ -	\$ 16,162	\$ 16,162	\$ 16,162	0.0%
Total Ridges Irrigation Fund	\$ 337,735	\$ 488,879	\$ 369,940	\$ 439,500	\$ 385,963	4.3%
Funding Source	2021	2022	2023	2023	2024	% Change
Joint Sewer Fund 900	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Capital Proceeds	\$ 5,809,126	\$ 4,207,319	\$ 3,570,336	\$ 3,570,336	\$ 64,570,960	1708.5%
Charges for Service	14,620,353	14,959,255	16,031,547	16,031,547	17,191,264	7.2%
Intergovernmental	-	(36,392)	-	798	-	0.0%
Fines and Forfeitures	-	2,500	1,000	9,000	1,000	0.0%
Interfund Revenue	162,777	150,893	179,686	179,686	185,000	3.0%
Interest	279,435	389,956	539,665	1,260,338	864,480	60.2%
Other	28,122	1,287	-	1,287	-	0.0%
Total Revenues	\$ 20,899,813	\$ 19,674,817	\$ 20,322,234	\$ 21,052,992	\$ 82,812,704	307.5%

Funding Source	2021	2022	2023	2023	2024	% Change
Joint Sewer Fund 900	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 2,539,377	\$ 2,600,854	\$ 2,987,991	\$ 2,987,991	\$ 2,981,699	-0.2%
Overtime	42,979	73,622	76,019	76,019	87,640	15.3%
Benefits	885,426	910,765	1,072,826	1,072,826	1,172,391	9.3%
Insurance	61,188	73,828	99,038	99,038	106,202	7.2%
Other Compensation	26,466	8,519	28,863	28,863	35,296	22.3%
Total Labor and Benefits	\$ 3,555,436	\$ 3,667,588	\$ 4,264,737	\$ 4,264,737	\$ 4,383,228	2.8%
Operating						
Charges and Fees	\$ 370,156	\$ 342,156	\$ 386,934	\$ 386,934	\$ 424,510	9.7%
Contract Services	107,470	66,707	360,406	360,406	1,223,555	239.5%
Equipment	57,606	24,284	37,000	37,000	23,000	-37.8%
Equipment Maintenance	2,239	303	-	-	-	0.0%
Grants and Contributions	1,207	1,994	3,400	3,400	3,200	-5.9%
Operating Supplies	88,009	103,458	110,439	110,439	111,709	1.1%
Professional Development	30,607	51,654	61,110	61,110	75,435	23.4%
Rent	-	110,367	131,787	131,787	131,787	0.0%
Repairs	660,257	548,162	443,750	443,750	462,000	4.1%
System Maintenance	240,599	444,014	590,010	590,010	505,890	-14.3%
Uniforms and Gear	5,704	11,669	12,015	12,015	12,000	-0.1%
Utilities	16,157	10,825	16,201	16,201	13,078	-19.3%
Total Operating	\$ 1,580,011	\$ 1,715,635	\$ 2,153,052	\$ 2,153,052	\$ 2,986,164	38.7%
Interfund Charges						
Administrative Overhead	\$ 713,809	\$ 746,644	\$ 780,990	\$ 780,990	\$ 812,229	4.0%
Facility	555,115	714,327	651,284	651,284	865,169	32.8%
Fleet	245,974	330,560	381,422	381,422	309,780	-18.8%
Fuel Charges	46,242	59,161	55,886	55,886	50,514	-9.6%
Information Technology	309,075	360,789	469,826	469,826	543,775	15.7%
Liability Insurance	80,047	84,049	100,859	100,859	141,202	40.0%
Utility Services	607,034	593,113	577,314	577,314	615,042	6.5%
Total Interfund Charges	\$ 2,557,296	\$ 2,888,643	\$ 3,017,581	\$ 3,017,581	\$ 3,337,711	10.6%
Capital Outlay						
Capital Equipment	\$ 32,281	\$ 55,953	\$ 508,520	\$ 308,520	\$ 386,796	-23.9%
Utility Systems	5,815,923	8,053,452	17,347,000	22,760,230	51,350,000	196.0%
Total Capital Outlay	\$ 5,848,205	\$ 8,109,405	\$ 17,855,520	\$ 23,068,750	\$ 51,736,796	189.8%
Debt Services						
Interest Expense	\$ 117,802	\$ 82,071	\$ 37,085	\$ 55,092	\$ 15,105	-59.3%
Principal	480,000	520,000	565,000	565,000	605,000	7.1%
Total Debt Service	\$ 597,802	\$ 602,071	\$ 602,085	\$ 620,092	\$ 620,105	3.0%
Total Joint Sewer Fund	\$ 14,138,750	\$ 16,983,343	\$ 27,892,975	\$ 33,124,212	\$ 63,064,004	126.1%
Total Utilities Budget	\$ 26,324,175	\$ 34,558,700	\$ 39,851,391	\$ 51,630,762	\$ 76,741,026	92.6%



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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), is responsible for enhancing the City's brand to create an attractive destination while enhancing its public image as a dynamic place to live and work. Through the promotion of travel and tourism, Visit GJ strengthens the City's economic position, which provides a sustainable, diverse, and consistent economy that supports businesses, and enhances the quality of life for residents. Destination management principles are ultimately the foundation for Visit GJ's strategy. This consists of a coordinated process of all the elements that make up a tourism destination to avoid overlapping functions, duplication of effort, and identifying gaps that need to be filled, ultimately assuring the sustainability of the destination. This is also accomplished through collaboration with public land managers, responsible messaging, and partnerships with area businesses and organizations to encourage and educate locals and guests on how to be responsible stewards of public lands.

Visit GJ receives 4.25% of the total 6% lodging tax for destination marketing to attract people to the Grand Junction area. The Grand Junction Regional Air Alliance receives 1% to market, purchase, or contract additional direct air routes and air service from carriers to and from the City. The Greater Grand Junction Sports Commission receives 0.75% to market, solicit, and sponsor travel and tourism-related sporting activities.

Travel & Tourism Economic Impact for Grand Junction

The City's travel and tourism industry contributes to the area's economic diversity. According to the 2022 Economic Impact of Tourism in Grand Junction and Mesa County by Tourism Economics, an Oxford Economics company, 2.1 million guests visited the Grand Junction area and generated \$519.7 million for the local economy. Visitor spending generated \$49.7 million in state and local tax receipts, providing approximately \$21.3 million for the City of Grand Junction in 2022. Each household in the City would need to be taxed an additional \$1,800 to replace the visitor-generated taxes received by state and local governments in 2022. Visitor spending accounts for 30 percent of the city's total sales tax revenue as confirmed by three separate economic impact studies – Tourism Economics, an Oxford Economics Company; BBC Research & Consulting; and The Adams Group, Inc. Sales tax generated from the tourism industry provides funding for public safety, infrastructure, and other city services, while lowering the tax burden for residents and local businesses.

Travel & Tourism Jobs and Careers in Grand Junction

As of October 2023, leisure and hospitality jobs supported by tourism total 8,000 people in Mesa County (12.4% of all nonfarm jobs), the majority of which are within the City limits. This provides opportunities for all residents, from career-minded students who work toward advancement to individuals who prefer to enjoy the flexibility and perks a tourism job affords them, such as retirees and parents with children in school. The travel and tourism industry continues to be one of the most upwardly mobile industries, so while it provides necessary entry-level jobs for students with limited experience, it generates critical skills and education to build a solid foundation for a successful and rewarding career. Visit GJ will continue its participation in the City's CMU Internship program in 2024. This program has been successful, as Visit GJ currently employs one CMU intern part-time and two full-time staff who began as interns - one of whom has been promoted twice in the last two years.

In addition to generating jobs, travel and tourism provides demand for restaurants, recreation assets, attractions, and other businesses that are enjoyed by residents. According to the Tourism Cost-Benefit Analysis and Quality of Life Impact for Grand Junction in the 2019 report by Tourism Economics, an Oxford Economics company, approximately 99% of the lodging industry, as well as 43% of recreation and 26% of food and beverage employment, is supported by visitor spending. Without a thriving visitor economy, numerous restaurants, entertainment venues, and shops that serve the local community would have to close.

Travel & Tourism Outlook and Grand Junction Lodging Tax Revenue Projection

Lodging tax revenues are the primary revenue source for Visit GJ, which receives 4.25% of the total 6% lodging tax. Visit GJ had budgeted a 9.0% increase in 2023 lodging tax revenues over 2022. Year-to-date lodging tax collections for 2023

through October's business are up 11.5% over the same year-to-date period in 2022. Domestic travel demand remains strong despite rising inflation, increased interest rates, economic uncertainties, and air service challenges. Most tourism economists and analysts agree that the U.S. will experience an economic slowdown to some degree in late 2023 despite unemployment levels being at 50-year lows and rising wages pacing ahead of inflation. Due to travel demand remaining high, the effect on travel and tourism will be minimal and short-lived compared to past downturns.

Americans' commitment to travel as a budget priority has continued to hold steady in 2023. Tourism Economics projects that if consumer spending drops, households will still have cash on hand, and the overall intention to travel remains high. People continue to prioritize travel spending.

Corporate travel continues its upswing. Tourism Economics and the Global Business Travel Association project business travel volume and spending in 2024 will exceed 2019 levels, which is two years earlier than previously forecasted. The pandemic's overall influence on the direction of business travel is less important than other drivers like the shifts in workplace trends.

International travel is still building, although international visits to the City will continue to remain low. Typically, international travel to the City is minimal, averaging less than 3 percent of total visitation.

While Visit GJ expects to see a slight softening in room demand for the remainder of 2023, all signs point to improving hotel demand for 2024. Key projections from industry experts, along with Visit GJ's data platform, indicate that hotel room rates will continue strong and occupancy growth will continue into next year. Therefore, the City's travel and tourism economy is expected to remain strong locally. The resilience of travel and tourism, as proven throughout the pandemic, will continue through any macroeconomic challenges ahead. Visit GJ continues to monitor industry projections, a constantly evolving economic market, consumer behavior, and sentiment while adjusting advertising campaigns promptly to increase demand when appropriate. Based on these factors, Visit GJ has budgeted a 4.5% increase in lodging tax revenues over the 2023 Amended Budget in the 2024 Adopted Budget.

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.

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.

According to the 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.

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

Visit Grand Junction Performance Measures				
Activity				
Implement Grand Junction's Brand Strategy, complementing the destination brand with the local voice while highlighting what makes the Grand Junction area unique and distinct through entryway signage, Lincoln Park entrance, recycling trucks, new website – 50% local use				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Create and update blog content	53 Blogs	66 Blogs	86 Total new blogs	75 Quality over Quantity
Increase PR value in quality media publications	\$3,837,351	\$4,221,086	\$4,221,086	\$4,643,195
Increase number of articles that are part of the list of top 50 most desired media placements	N/A	N/A	N/A	5% Increase
Increase website pageviews	2,063,808	N/A	3,719,180	5% Increase
Increase website sessions	1,200,255	N/A	2,606,441	5% Increase
Increase distribution of the Grand Junction Visitor Guide	56,428	N/A	41,036 (lower due to depleted supply)	5% Increase
Activity				
Educate and encourage responsible recreation to protect public land and enhance the quality of life for residents, while providing exceptional experiences for guests. Support the expansion of a responsible and sustainable tourism industry utilizing destination management principles.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Stewardship content, including Leave No Trace principles.	3 content pieces	Increase 20%	4 content pieces	4 new content pieces
Activity				
Complete an economic impact study to better understand the value and return on investment of the tourism industry in 2023. Visitation numbers and spending; impact on Grand Junction and Mesa County economy. Growth and shifts in data year-over-year.				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Report Completion	2021 report completed	Complete by 2023 year-end	2022 report completed	2023 report in progress
Activity				
Economic Development – Complete a 2023 Visitor Profile Study to provide an updated understanding of current and evolving visitor profiles and behaviors. Day vs. overnight visitation numbers, length of stay, and spending Growth and shifts in data year-over-year				
Performance Measure	2022 Actual	2023 Planned	2023 Actual	2024 Planned
Report Completion	2021 report completed	Complete by 2023 year-end	2022 report completed	2023 report in progress

2023 Accomplishments

Destination Branding

The Grand Junction Destination Brand, “Where Life Leads,” has been phased into marketing initiatives and messaging; including digital media, three monthly eNewsletters, VisitGrandJunction.com, Visit GJ department materials, promotional items, marketing co-ops with regional partners, and the Colorado Tourism Office. The brand continues to complement the local voice while highlighting what makes the Grand Junction area unique and distinct. The brand includes all significant attributes locals recommend, such as outdoor recreation, area history, agritourism, art, culture, culinary, craft beverages, education, and many others. The most recent brand projects that have been released include the following:

- **New Website:** Visit GJ launched its new and redesigned website, VisitGrandJunction.com, in December 2023, which features dynamic content to highlight and effectively communicate the City’s brand, lifestyle, and experiences for guests and residents. The website inspires visitation, encourages companies to relocate to the City and educates people about the area who are considering a move. A new local calendar, separate from the existing event calendar, provides a platform where residents can post their fundraiser events, public meetings, education classes, and grand openings. The event calendar is a one-stop shop for locals to see what is going on in the area, and it also helps organizations choose dates for future events that do not overlap with other existing local meetings and events. The new site also defines target audiences and delivers personalized messaging and experiences to the user, providing enhanced customization content.
- **The Official Grand Junction Visitor Guide:** Visit GJ redesigned and incorporated the new destination brand elements, all while creating a balance between inspirational visuals and informative content. Besides attracting tourism and providing a resource for residents, the Official Grand Junction Visitor Guide also attracts potential residents, assists local businesses with personnel recruitment, lures Colorado Mesa University students, and recruits industries, which helps with economic development and diversification in the area.

Lodging Tax

Lodging tax collections for 2023 are projected to be 10.8% higher than 2022's collections.

Average Daily Rate (ADR)

Grand Junction lodging average daily rate (ADR) achieved the highest ADR in history for seven months (each specific month in comparison to the same month in prior years) in 2023, with June 2023’s ADR of \$129.07 achieving the highest rate ever. Historically, the City 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

- **Grand Junction’s 2023 occupancy compared to 2022:** Hotel occupancy in the City for 2023 is projected to be 1.2% higher compared to 2022’s occupancy rate of 65.1%.
- **Grand Junction’s 2023 occupancy compared to the U.S.:** Hotel occupancy in the City for 2023 is projected to reach 6.1% above U.S. hotel occupancy.
- **Grand Junction’s 2023 occupancy compared to Colorado (including ski towns):** Hotel occupancy in the City for 2023 is projected to reach 1.5% above Colorado's (including ski towns) hotel occupancy. The City’s monthly occupancy has been even or ahead of Colorado (including ski towns) occupancy for seven out of ten months year-to-date through October 2023.
- **Grand Junction’s 2023 occupancy compared to Colorado (excluding ski towns):** Hotel occupancy in the City for 2023 is projected to be even with Colorado (excluding ski towns). The City’s monthly occupancy has been even or ahead of Colorado (excluding ski towns) occupancy for six out of ten months year-to-date through October 2023.

New Marketing Applications

Visit GJ's newest mobile technology platform and gamification application has been implemented to support resource stewardship. The application incentivizes residents and guests to enjoy outdoor activities and encourages trail disbursement throughout the Grand Junction area. Residents can learn more about their hometown while enjoying new activities. Guests will have a convenient resource to help plan their vacation while enhancing their adventures during their visit. The digital app allows Visit GJ to present the City's amenities in an experiential and rewarding way by encouraging visitation to areas off the beaten path, including trails, 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. This app provides data that calculates trail usage. If a trail becomes too busy, it will be removed from this app and all marketing content and replaced with another trail that is off the beaten path, thereby dispersing visitation.

Research

- Commissioned Tourism Economics, an Oxford Economics company, to complete an economic impact of tourism study to better understand the value and return on investment of the tourism industry in the City for the year 2022. The study reported on the economic interdependencies of tourism on the City'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 2022. The study updated Visit GJ's knowledge of past and potential visitors' demographics, origin markets, behaviors, and psychographics. The study provided 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.
- Visit GJ 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. The year-long research, from January 1 through December 31, 2023, uncovered demographic and psychographic profiles of users who access a destination's website.

Marketing Initiatives

- Emailed three monthly eNewsletters – Stakeholder eNews, P.R. eNews, and Marketing eNews.
- 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.
- Official Grand Junction Visitor Guide – Distributed 41,034 visitor guides in 2023. The digital guide was viewed and downloaded 19,087 times.
- Grand Junction's "mini visitor guide inserts" was distributed worldwide – over 302,000 copies. The insert is mailed with every Official Colorado State Vacation Guide.
- Increased co-op investment with the Colorado Tourism Office, including eBlasts, paid social media posts, and Instagram takeovers.

Website Results

- Pageviews: YTD through December 13, 2023, VisitGrandJunction.com experienced an increase of 80.2% compared to 2022.
- Sessions: YTD through December 13, 2023, VisitGrandJunction.com experienced an increase of 117.2% compared to 2022.

Colorado Tourism Office (CTO)

Visit GJ has partnered with the Colorado Tourism Office in their destination development initiative called the Destination Blueprint Program. This endeavor is designed to address key priority initiatives within Colorado's tourism industry, thereby supporting the residents of the destination. Visit GJ chose to concentrate its efforts on advancing the tourism workforce. This included brand awareness to attract the workforce, professional development opportunities for tourism-related staff, and fostering a stronger community of workforce in the Grand Junction area. The program integrated input from a core set of local stakeholder experts from the retail, hospitality, career education, lodging, and restaurant industries, supplemented by existing data and research.

The core set of stakeholders included representatives from the Mesa County Workforce Center, CMU; Mesa County School District 51; Grand Junction Economic Partnership; Powderhorn Mountain Resort representing outdoor recreation; Bin 707 representing dining; Colorado Baby and Mesa Mall representing retail; and Hotel Maverick representing lodging and the Visit Grand Junction Advisory Board.

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 the City 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.
- 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 Engineering and Transportation 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 the City's railroad and industrial history, the Colorado and Gunnison Rivers confluence, open landscapes, and the spirit of the destination brand and community. Two of the three entryway signs were installed in 2023.
- Created 11 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 2024 City Calendar.
- Assisted events through the 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 Visit GJ booth at 12 Market on Main/Farmers Markets, including lawn games, free popsicles, and Enstrom Candy for guests who stopped by.
- Sponsored seven community members to attend the 2023 Colorado Governor's Tourism Conference in Ft. Collins, CO.
- Eleven community organizations were invited to attend a Visit Grand Junction Advisory Board meeting to share their updates. Organizations included the Bureau of Land Management and McInnis Canyons National Conservation Area, U.S. Forest Service, Colorado National Monument, Colorado Parks and Wildlife, Grand Junction Sports Commission, JUCO, Grand Junction Arts Commission, Grand Junction Economic Partnership, Colorado State Forest Service, Grand Junction Depot, and the Grand Junction Air Show.

Public Relations and Press

Grand Junction was recognized and listed in several prominent and well-respected publications, including:

- **The New York Times** – "52 Places to Go in 2023." This list is highly sought out by worldwide destinations and is considered "PR gold."

- **Travel + Leisure** – “*Best Adventure Towns.*” Grand Junction was also featured in other Travel + Leisure articles, including “*The Best Places to Visit in Colorado – National Parks, Small Towns, and Hot Springs Included*” and “*20 Best Snowboarding Resorts in the World, According to Expert Boarders.*”
- **Good Housekeeping** – “*Good Housekeeping’s 2024 Family Travel Awards.*”
- **Wall Street Journal** – “*Colorado’s Western Slope Offers Gems That Travelers Often Overlook.*”
- **National Geographic** – “*Colorado’s Grand Mesa is the World’s Largest Flat Top Mountain. Here’s Why You Should Go.*”

As a result of Visit GJ's direct media efforts, the Grand Junction area was featured in 47 media outlets equating to a readership/viewing of 634,864,121, generating \$3,982,844 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 PR strategy.

Grand Junction Visitor Center Ambassadors

- Visitor Center Ambassadors volunteered 4,691 hours, 19.7% above 2022's total volunteer hours.
- Hosted seven familiarization tours, or “fams,” for the volunteer ambassadors. The purpose of the “fams” is for the volunteers to familiarize themselves and learn more about local businesses, which, in turn, benefits the guests who stop by the Grand Junction Visitor Center.
- Hosted the annual Volunteer Ambassador Appreciation Luncheon for the volunteers and their guests.
- Visit Grand Junction treated 13 volunteer ambassadors and their guests to a 2023 Junior College World Series (JUCO) game.

2024 Objectives

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."

Strategic Outcome Area - Placemaking

City of Grand Junction Department Partnerships – Partnerships with City departments remain a focus and are ongoing. Visit GJ partnered with the Engineering and Transportation Department on entryway signage into Grand Junction at the City's main corridor entrances. Visit GJ designed an original and timeless entryway sign that captures the City's railroad and industrial history, the confluence of the Colorado and Gunnison Rivers, open landscapes, and the spirit of the destination brand and community. Visit GJ is currently partnering with the Parks & Recreation Department and Downtown Grand Junction by designing a branded wrap for a new public restroom facility.

Visit GJ's marketing strategies also continue to support the General Services Department by promoting the City's golf courses, with an emphasis on the shoulder seasons, which represent the most growth potential. Visit GJ stays involved with projects, including multi-modal and sustainability strategies, that the Community Development Department oversees. Visit GJ assists the Communication Department in a variety of ways, including the city calendar and talking points when appropriate.

Developers and investors contact Visit GJ to receive data that assists them in assessing opportunities in the City. Similarly, banking institutions contact Visit GJ to verify growth projections. As new businesses and developments are announced, Visit GJ proactively pitches nationally to press outlets in order to attract PR. This representation helps

the business successfully launch while also establishing the City as a supportive and strategic partner for new investors and developers.

Strategic Outcome Area – Thriving and Vibrant

Visit Grand Junction Data-Driven Strategies – Visit GJ created a data science department to strategically promote the Grand Junction area to high-value consumers through a data-centric approach and has reverse-engineered marketing to yield the best results tracked by numerous ROI measures.

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 overall. This formula has proven successful in driving new tourism revenue to the community while assisting and supporting stakeholders with their own ongoing strategies and business profits. Visit GJ continues to enhance its data platform to guide the department's destination marketing and management strategies. Technology continues to evolve at a rapid pace, requiring constant professional development by staff.

Visit GJ measures the results of advertising campaigns through various indicators depending on the nature of the campaign (e.g., long-term brand awareness/inspiration versus short-term arrivals/conversions) and consistently seeks out advertising solutions that can accurately attribute those results to specific ad campaigns. The chosen agencies that provide these solutions must demonstrate a high level of expertise in ad deployment, data-driven marketing, advertising strategy, channel and mix media planning, target markets, segmentation, and behavioral audience profiling. In addition to providing campaign monitoring, data-driven measurement and return on investment are reported during campaigns and upon conclusion. Similar to 2023, Visit GJ's marketing strategies for 2024 will include engaging with multiple ad tech companies on the same campaigns in order to triangulate data and achieve enhanced validity, remove bias, and provide improved results.

Visit GJ regularly encourages and educates hoteliers to capitalize on enhanced demand by increasing lodging rates, which has proven to be successful. From January 2023 through November 2023, the City has achieved record average daily rates in 7 of those months and has generated an additional \$3.5 million in lodging room revenue. Through October 2023 YTD, the City has trended ahead of the U.S. in hotel occupancy by an average of 6.4 percentage points and Colorado (including ski towns) by an average of 1.9 percentage points. Preliminary data that Visit GJ has access to shows that record average daily rates will continue for the City's lodging for 2024.

Content Marketing, Search Engine Optimization (SEO), and Paid Search – Visit GJ's content marketing strategy continues to evolve with the destination brand strategy. The content strategy will also include supporting other city departments, primarily Human Resources, to assist with recruitment efforts. The SEO (Search Engine Optimization) and SEM (Search Engine Marketing) programs focus on quality over quantity in terms of traffic from organic search results and traffic driven to [VisitGrandJunction.com](https://www.visitgrandjunction.com), which generates interest in the destination resulting in more efficient conversions (visits) to the City.

Grand Junction Destination Brand Strategy – The Grand Junction Destination Brand, "Where Life Leads," and Brand Strategy will continue to be phased into marketing initiatives and messaging, including digital media, three monthly eNewsletters, VisitGrandJunction.com, Visit Grand Junction department materials, promotional items, marketing co-ops with regional partners, and the Colorado Tourism Office. The brand will complement the local voice while highlighting what makes the Grand Junction area unique and distinct. The brand includes all significant attributes locals recommend, such as outdoor recreation, area history, agritourism, art, culture, culinary, craft beverages, education, and many others.

With the Grand Junction's brand now in focus and yielding positive results, Visit Grand Junction will maximize its outreach efforts to organizations and businesses within the community to provide professional insight, strategy, and education into how they can represent and communicate Grand Junction's brand. This will elevate the individual business' success while also supporting a consistent message for the City – a very important element for the brand initiatives to succeed. Ultimately the brand will evolve at a comfortable and appropriate pace to increase the City's presence in the world, which will also attract economic development opportunities to the area.

Creating consistency between what consumers see when they receive advertising messages before visiting compared to what they see and experience when they arrive establishes a sense of place and trust in the destination. This level of orchestration strengthens the brand and enhances the City's authenticity as a destination. If there is a disconnect between the advertising content and imagery compared to what the visitor sees, the brand will suffer.

Visitor Profile Study and Economic Impact Study – To better understand the Grand Junction visitor and the value and return on investment of the tourism industry, a visitor profile study of the City will be commissioned for the year 2023. An economic impact study and quality of life analysis of tourism in the City will also be commissioned for the year 2023.

DMO Website User and Conversion Study – Results from the 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 will be published in 2024. The study will uncover demographic and psychographic profiles of users who access a destination's website and estimate the website's return on investment to the community.

City of Grand Junction Partnerships – Visit GJ's marketing expertise assists the City's Human Resources Department through digital advertising and communicating lifestyle messaging as a key component to attract and recruit qualified candidates. Visit GJ also provides top-origin city data to assist HR in dialing in tactical regions in the U.S. to recruit. Visit GJ will continue to create blogs for HR that highlight city staff and include why they appreciate working for the city while enjoying an elevated lifestyle.

Public Relations – Public Relations is one of the most trusted forms of content, and Visit GJ consistently pitches to keep Grand Junction top of mind to editors and writers of notable and appropriate media outlets. Public relations enhance the City's brand 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, credibility, and visibility in the world. This was evident with the coverage Grand Junction received in 2023 from the New York Times, which included the City in their annual premier travel list of ["52 Places to Go" in 2023](#). Visit GJ's ongoing PR strategy will also create a strong online presence that is highly visible to its target audiences. As Grand Junction's brand reputation grows and strengthens, it will attract new businesses looking to expand or relocate, new direct flights to and from Grand Junction will be added, CMU will increase enrollment, nationally known events will add Grand Junction to their tour, new sporting events will choose Grand Junction for their tournaments, and many other high-impact growth opportunities will surface.

Grand Junction Regional Airport and Air Service Alliance Support – Support of the recruitment, expansion, and retention efforts for leisure and business air travel for the Grand Junction Air Service Alliance and the Grand Junction Regional Airport is ongoing. Visit GJ will continue providing monthly data and reporting to airport staff and consultants. While direct flight cities will remain a priority for destination advertising, cities that show growth potential for the Grand Junction area continue to be a focus. Generating brand awareness of the City and increasing tourism visitation will encourage airlines to consider adding the Grand Junction Regional Airport to their flight network.

Greater Grand Junction Sports Commission and Regional Events Support – Support of regional events that stimulate tourism and economic activity in the Grand Junction area, including support of the Greater Grand Junction Sports Commission, continues by incorporating destination marketing strategies and strengthening the community's brand to enhance awareness of regional sporting events and tournaments in the area. Events that join the event partnership program receive additional marketing strategy and financial investment. There is no cost for the program. The structure of the partnership requires data collection by the event promoter, which Visit GJ utilizes to help the event grow year-over-year while also providing necessary information for overall event marketing.

Partnerships with Regional and Local Organizations – Visit GJ will continue to develop and maintain mutually beneficial collaborations with local partners, such as with the Grand Junction Economic Partnership and Colorado Mesa University. This also includes regional partnerships with other destination organizations and campaigns with Colorado's Mountains & Mesas region, Dinosaur Diamond, and the Grand Circle, along with strategic partnership opportunities with the Colorado Tourism Office.

Colorado Tourism Office – Destination Blueprint Program – Visit GJ will continue its partnership with the Colorado Tourism Office Destination Blueprint Program through an allocation of 100 hours of specialized project-based consultation delivered by the CTO’s tourism industry expert based on the valuable insights gained from the core team meetings and community stakeholder workshop held in 2023. At the conclusion of the program in 2024, Visit Grand Junction will receive an action plan that includes a series of recommendations identified during the course of the program to further attract and expand the tourism workforce and other industries in the Grand Junction area.

Industry Involvement – Visit Grand Junction will remain involved statewide and nationally in 2024.

- **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).

Strategic Outcome Area – Resource Stewardship

Destination Management Strategies – Responsible recreation strategies that support destination management and responsible recreation are being deployed by Visit GJ through creative content and messaging on Visit Grand Junction’s marketing channels, including Leave No Trace principles. Messaging is woven into social media, public relations, eNewsletter communications, and digital content. Visit GJ ongoing partnerships with the local public land offices, including the National Park Service, Bureau of Land Management, U.S. Forest Service offices, and Colorado Parks & Wildlife, continue to result in responsible outdoor recreation behavior. Visit GJ will continue to monitor, educate, and encourage responsible recreation strategies by tracking trail use through data measurement and implementing creative content and messaging on Visit GJ’s marketing channels. This results in protecting public lands while enhancing the quality of life for residents and providing exceptional experiences for guests. Both conservation and preservation are key values that are woven throughout the department’s work.

Gamification Application – Visit GJ’s newest mobile technology platform and gamification application has been implemented to support resource stewardship. The application incentivizes residents and guests to enjoy outdoor activities and encourages trail disbursement throughout the Grand Junction area. Residents can learn more about their hometown while enjoying new activities. Guests will have a convenient resource to help plan their vacation while enhancing their adventures during their visit. The digital app allows Visit GJ to present the City’s amenities in an experiential and rewarding way by encouraging visitation to areas off the beaten path, including trails, 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. This app provides data that calculates trail usage. If a trail becomes too busy, it will be removed from this app and all marketing content and replaced with another trail that is off the beaten path, thereby dispersing visitation.

Visit Grand Junction Personnel

Visit Grand Junction Department	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by Visit Grand Junction Fund 102				
Visit Grand Junction Director	1.00	1.00	1.00	1.00
Business Analyst – VGJ	0.00	1.00	1.00	1.00
Data Analyst	0.00	1.00	1.00	1.00
Content Specialist	0.00	1.00	1.00	1.00
Visitor Center & Administrative Coordinator	1.00	0.00	1.00	1.00
Chief Marketing Officer	0.00	1.00	1.00	0.00
Data Scientist	0.00	1.00	1.00	0.00
Social Media and Content Creator	0.00	1.00	1.00	0.00
Marketing & Data Strategy Manager	1.00	0.00	0.00	0.00
Data Analytics Research Analyst	1.00	0.00	0.00	0.00
Administrative Financial Analyst	1.00	0.00	0.00	0.00
Business Development	0.00	1.00	0.00	0.00
Business Development & Group Sales Specialist	1.00	0.00	0.00	0.00
Social Media Specialist	1.00	0.00	0.00	0.00
Content & Partner Development Coordinator	1.00	0.00	0.00	0.00
Total Visit GJ Fund FTE	8.00	8.00	8.00	5.00

Visit Grand Junction Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Visit GJ Fund 102						
Visitor Services	\$ 2,465,506	\$ 5,354,032	\$ 5,864,993	\$ 4,864,992	\$ 5,578,170	-4.9%
Total Fund 102	\$ 2,465,506	\$ 5,354,032	\$ 5,864,993	\$ 4,864,992	\$ 5,578,170	-4.9%
Total Visit GJ Budget	\$ 2,465,506	\$ 5,354,032	\$ 5,864,993	\$ 4,864,992	\$ 5,578,170	-4.9%

Visit Grand Junction Budget by Fund, by Classification

Significant Changes 2024 Adopted vs. 2023 Adopted

- **Revenues:** Visit GJ revenues come from lodging tax, which correlates directly with the number of hotel rooms rented annually as well as the room rate. In 2024, lodging taxes are projected to increase by 1.5% as tourism and travel continue to see growth. Transfers in are for Visti Grand Junction's share of the additional 3% lodging tax and will increase by 4.4% in 2024.
- **Labor and Benefits:** Decreases in labor and benefits are due to Visit Grand Junction moving from 8 FTEs at the end of 2022 to 5 FTEs in 2024. Although total cost decreased, the department saw increases in compensation aligning with market
- **Operating:** Operating costs will decrease by 1.5% due to decreased contract services and operating supplies.
- **Interfund Charges:** Interfund charges are increasing by 17.2% in 2024. Administrative Overhead costs are based on total revenues. Other increases include technology charges, liability insurance, fleet and fuel charges.

Funding Source	2021	2022	2023	2023	2024	% Change
Visit Grand Junction Fund 102	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ 2,797,322	\$ 3,113,570	\$ 3,476,525	\$ 3,401,312	\$ 3,527,060	1.5%
Charges for Services	6,397	6,275	11,500	157	5,000	-56.5%
Interest	12,401	25,566	21,079	34,227	5,061	-76.0%
Transfers In	733,332	1,876,961	1,005,404	1,039,163	1,049,661	4.4%
Total Revenues	\$ 3,549,453	\$ 5,022,371	\$ 4,514,508	\$ 4,474,859	\$ 4,586,782	1.6%
Funding Source	2021	2022	2023	2023	2024	% Change
Visit Grand Junction Fund 102	Actual	Actual	Adopted	Projected	Adopted	From 2023
Expenditures						
Labor and Benefits						
Full Time	\$ 193,881	\$ 262,759	\$ 680,126	\$ 355,438	\$ 480,101	-29.4%
Seasonal	16,726	28,538	27,300	27,300	27,900	2.2%
Benefits	59,119	67,622	242,608	120,382	156,591	-35.5%
Insurance	2,869	600	1,699	944	1,298	-23.6%
Other Compensation	4,110	8,949	3,153	3,728	9,845	212.2%
Total Labor and Benefits	\$ 276,705	\$ 368,468	\$ 954,886	\$ 507,792	\$ 675,735	-29.2%
Operating						
Contract Services	\$ 1,579,901	\$ 4,399,837	\$ 4,255,703	\$ 3,614,806	\$ 4,240,790	-0.4%
Equipment	96,702	93,025	87,921	163,315	80,421	-8.5%
Grants and Contributions	181	821	850	850	850	0.0%
Operating Supplies	60,802	61,120	70,042	73,702	25,342	-63.8%
Professional Development	25,703	37,577	54,724	39,724	54,724	0.0%
Repairs	26,425	28,702	7,100	7,100	7,100	0.0%
Utilities	4,059	3,764	4,890	4,890	4,890	0.0%
Total Operating	\$ 1,793,772	\$ 4,624,845	\$ 4,481,230	\$ 3,904,387	\$ 4,414,117	-1.5%
Interfund Charges						
Administrative Overhead	\$ 88,391	\$ 52,160	\$ 118,310	\$ 142,246	\$ 132,745	12.2%
Facility	8,250	10,506	7,845	7,845	5,840	-25.6%
Information Technology	91,306	90,889	92,991	92,991	108,120	16.3%
Liability Insurance	1,911	2,006	2,407	2,407	3,370	40.0%
Fleet	2,929	4,645	6,988	6,856	17,857	155.5%
Fuel Charges	169	512	336	468	386	14.9%
Departmental Services	2,074	-	-	-	-	0.0%
Total Interfund Charges	\$ 195,029	\$ 160,718	\$ 228,877	\$ 252,813	\$ 268,318	17.2%
Transfers Out						
Transfers out	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 220,000	10.0%
Total Transfers Out	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 220,000	10.0%
Total Visit GJ Fund	\$ 2,465,506	\$ 5,354,032	\$ 5,864,993	\$ 4,864,992	\$ 5,578,170	-4.9%

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.

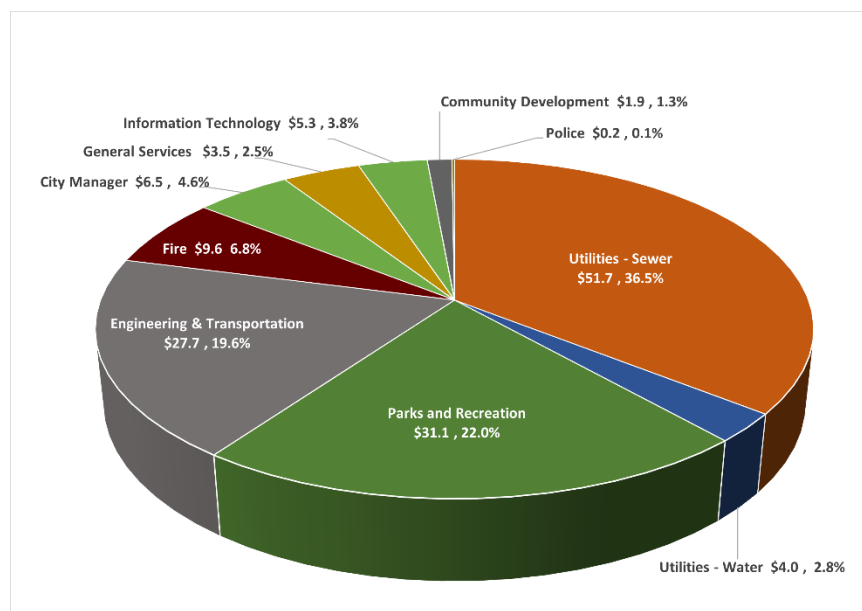
With the approval from voters for the First Responder Tax and the allocation of debt for transportation expansion initiatives, the City has directed these funds towards essential capital projects such as Fire Station 6, Fire Station 8, and various transportation endeavors. The 2024 budget has gained voter support for the issuance of debt specifically designated for the construction of a community recreation center. Additionally, utilities are set to secure debt to initiate the first phase of the wastewater treatment plant. By combining these resources with the 0.75% sales tax and utility enterprise funding, the 2024 Adopted budget outlines a commitment to allocate \$141.5 million towards capital improvements within the community.

Ten-Year Capital Improvement Plan

While the City consistently allocates substantial funds for annual capital investments, the available resources within a single year are insufficient to cover all identified capital needs. Additionally, some projects may not be immediately necessary. Consequently, the staff has devised a Capital Improvement Plan (Plan) that assesses and prioritizes projects in alignment with the strategic outcomes outlined by the Council. The Plan is balanced with projects slated for the upcoming five years, with those beyond the five-year horizon identified and listed for potential consideration in future planning endeavors.

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 2024 encompasses \$55.8 million for utility infrastructure, \$31.1 million for parks and recreation amenities, \$17.4 million for transportation expansion projects, \$10.3 million for existing street maintenance, improvements, sidewalks and curbs, and drainage, \$9.8 million for public safety \$6.5 million for housing projects and services, \$5.3 million for enterprise resource management system and carrier neutral location, \$3.5 million for general services, \$1.9 million for electric vehicle charging stations.

2024 Adopted Capital Investment by Type (in millions)



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 \$18.7 million in 2024. 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 \$6.9 million available for new projects from this funding source in 2024.

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 \$1,260,000 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 \$515,000 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 2023, the City has been awarded approximately \$20.4 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. First Responder Tax also has funded capital expansion improvements to the Police Department by adding patrol vehicles. In 2024, the FRT will fund \$9.6 million of capital projects for the construction of Fire Station 7 and associated equipment, and a rescue boat.

2024 Adopted Budget Capital Fund Highlights

The 2024 capital investment plan serves as a holistic framework for the entire City, aligning with the collective vision outlined in the One Grand Junction Comprehensive Plan and the strategic objectives set by the city council, which utilizes the One Grand Junction Comprehensive Plan as a guiding tool. Funding for the capital investment plan is derived from various sources, including the 0.75% sales tax fund, 0.50% sales tax, grants, transportation capacity fees, parkland development fees, lottery revenue, and enterprise user fees. This multifaceted funding approach enables the realization of diverse improvements spanning streets, public safety, outdoor recreation, trails, safe routes to schools, curb, gutter, and sidewalks, as well as the expansion of the existing transportation system and utilities. The below section provides a snapshot of the 2024 capital budget highlights.

- \$40.3 million – Wastewater Treatment Plant Rehabilitation/Expansion
- \$23.6 million – Community Recreation Center Construction
- \$7.5 million – Fire Station No. 7 Construction
- \$6.5 million – Housing Projects and Services
- \$4.0 million – Horizon Drive at G Road and 27 ½ Road
- \$3.0 million – Emerson Park Destination Skate Park Construction
- \$2.8 million – 26 ½ Road, Horizon Drive to Summerhill Way
- \$1.7 million – Monument Connect Phase II
- \$1.2 million – 4th and 5th Street Design and Improvements
- \$600,000 – Gunnison River Infrastructure

Capital Investment Summary

The continued investment in the City's public infrastructure is vital to ensuring our residents a high quality of life. Below is the list of the City's \$141.5 million planned capital projects for 2024. 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. The forthcoming section provides an overview of the 2024 capital budget organized by department.

Department	New/ Maintenance	Project	2024 Adopted Capital
City Manager	New	Housing and Unhoused Projects and Services (Includes up to \$200,000 for Grand Valley Catholic Outreach-Mother Teresa Impact Fees and \$356,000 for operating costs of temporary resource center.)	\$ 6,491,758
Total City Manager			\$ 6,491,758
Community Development	New	Charging and Fueling Infrastructure	\$ 1,350,000
Community Development	New	Electric Vehicle Charging Stations	518,360
Total Community Development			\$ 1,868,360
Engineering & Transportation	New	D 1/2 Road, 29 to 30 Road	\$ 5,000,000
Engineering & Transportation	New	Horizon Drive at G Road and 27 1/2 Road	4,000,000
Engineering & Transportation	New	26 1/2 Road, Horizon Drive to Summerhill Way	2,750,000
Engineering & Transportation	New	Crosby Avenue, 25 1/2 Road to Main Street	2,450,000
Engineering & Transportation	New	4 th and 5 th Street Design and Improvements	1,200,000
Engineering & Transportation	New	Downtown Main to Trains Connector – 2 nd Street Promenade	1,000,000
Engineering & Transportation	New	North Avenue Enhanced Transit Corridor	900,000
Engineering & Transportation	New	Ranchman's Ditch Trail	700,000
Engineering & Transportation	New	24 1/2 Road, Patterson to G 1/4 Road	500,000
Engineering & Transportation	New	B 1/2 Road, 29 Road to 29 1/2 Road	500,000
Engineering & Transportation	New	F 1/2 Parkway, Market to Patterson	500,000
Engineering & Transportation	New	Highway 50 at Palmer Street Intersection Improvements	484,094
Engineering & Transportation	New	Broadway at Reed Mesa Left Hand Turn Lane	450,000
Engineering & Transportation	New	22 1/2 Road Path Construction at Broadway Elementary	300,000
Engineering & Transportation	New	Riverside Parkway at 7 th Street Drainage Improvements	250,000
Engineering & Transportation	New	Alley Improvement Districts	200,000
Engineering & Transportation	New	F 1/2 Parkway, 23 3/4 to 24 Road (Mesa Trails)	200,000
Engineering & Transportation	New	24 Road and G Road Capacity Improvements	200,000
Engineering & Transportation	New	24 Road and Riverside Parkway Interchange	200,000
Engineering & Transportation	New	Safe Routes to Schools – Palmer Street from Highway 50 North to Unawep Avenue	174,883
Engineering & Transportation	New	Riverside Parkway at 9 th Street Turn Lane	120,000
Engineering & Transportation	New	Safe Routes to Schools – Rocket Park Crosswalk	40,000
Engineering & Transportation	New	30 Road South of D Road Pedestrian Improvements	35,000
Engineering & Transportation	Maintenance	Contract Street Maintenance	3,625,000
Engineering & Transportation	Maintenance	Riverside Parkway at Highway 50 Retaining Wall	900,000
Engineering & Transportation	Maintenance	Curb, Gutter, and Sidewalk Safety Repairs	400,000
Engineering & Transportation	Maintenance	Traffic Signal Upgrades	279,130
Engineering & Transportation	Maintenance	Colorado River Levee Renovations	100,000
Engineering & Transportation	Maintenance	Mill Tailing Repository Removal	100,000
Engineering & Transportation	Maintenance	Hale Avenue (Dos Rios) Storm Outfall Repair	50,000
Engineering & Transportation	Maintenance	Patterson Road Access Control Plan Implementation	50,000
Engineering & Transportation	Maintenance	Drainage System Improvements	20,000
Total Engineering & Transportation			\$ 27,678,107

Department	New/ Maintenance	Project	2024 Adopted Capital
Fire Department	New	Fire Station No. 7 Construction	7,500,000
Fire Department	New	Fire Station No. 7 Aerial Truck (Ladder)	1,578,563
Fire Department	New	Fire Station No. 7 Ambulance	260,273
Fire Department	New	Fire Station No. 7 Ambulance Equipment	181,168
Fire Department	New	Rescue Boat	100,000
Total Fire Department			\$ 9,620,004
General Services	New	Material Recycling Facility (MRF) Design	\$ 750,000
General Services	New	Property Acquisition for Employee Housing	750,000
General Services	New	Composting Site Feasibility, Site Selection, and Preliminary Design	475,000
General Services	New	Parking System Infrastructure Upgrades	430,000
General Services	New	Addition of Pooled Vehicles	119,922
General Services	Maintenance	City Facility and Security Improvements	950,000
General Services	Maintenance	Berm at Lincoln Park Driving Range	50,000
Total General Services			\$ 3,524,922
Information Technology	New	Enterprise Resource Management/Human Capital Management (ERP/HCM) Software System Implementation	\$ 5,000,000
Information Technology	New	Carrier Neutral Location for Broadband	250,000
Total Information Technology			\$ 5,250,000
Parks and Recreation	New	Community Recreation Center Construction	\$ 23,615,217
Parks and Recreation	New	Emerson Park Destination Skate Park Construction	3,046,559
Parks and Recreation	New	Monument Connect Phase II	1,670,000
Parks and Recreation	New	River Trail Expansion, C 1/2 Road Gap	1,100,000
Parks and Recreation	New	Hawthorne Park Improvements	340,000
Parks and Recreation	New	Riverfront Trail Widening at Broadway & Colorado River	275,000
Parks and Recreation	New	Whitman Park Improvements Planning & Design	150,000
Parks and Recreation	Maintenance	Trails – Asphalt Trail Replacements	400,000
Parks and Recreation	Maintenance	Stadium Improvements	225,000
Parks and Recreation	Maintenance	Conversion of Downtown Fountains to Recirculation	150,000
Parks and Recreation	Maintenance	Water Conservation Projects – Turf to Native	125,000
Parks and Recreation	Maintenance	Playground Repair	38,344
Total Parks and Recreation			\$ 31,135,120
Police Department	New	Fire Alerting Hardware/Software Upgrades	\$ 80,000
Police Department	New	800MHz Capital Improvements	70,000
Total Parks and Recreation			\$ 150,000
Utilities - Water	New	Gunnison River Infrastructure	\$ 600,000
Utilities - Water	New	Excavator	100,000
Utilities - Water	Maintenance	Water Line Replacements	2,500,000
Utilities - Water	Maintenance	Water Treatment Plant Modifications	150,000
Utilities - Water	Maintenance	Kannah Creek Water System Improvements	120,000
Utilities - Water	Maintenance	Historic Water Treatment Plant Preservation	100,000
Utilities - Water	Maintenance	Lead Water Line Replacements	100,000
Utilities - Water	Maintenance	Ranch Improvements/Sustainable Agriculture	100,000
Utilities - Water	Maintenance	Water Rights Infrastructure Development	100,000
Utilities - Water	Maintenance	Grand Mesa Reservoir Improvements	50,000

Department	New/ Maintenance	Project	2024 Adopted Capital
Utilities - Water	Maintenance	Water Meter Replacements	50,000
Utilities - Water	Maintenance	Ridges Distribution System Replacement	30,000
Utilities - Water	Maintenance	Roof Replacement at Shadow Lake Pump Station	30,000
Total Utilities - Water			\$ 4,030,000
Utilities - Sewer	New	Wastewater Treatment Plant Rehabilitation/Expansion Projects	\$ 40,300,000
Utilities - Sewer	New	Jetter Truck	311,796
Utilities - Sewer	New	Off-Road Forklift	75,000
Utilities - Sewer	Maintenance	Lift Station Elimination/Rehabilitation	7,250,000
Utilities - Sewer	Maintenance	Sewer Line Replacement/Rehabilitation	1,750,000
Utilities - Sewer	Maintenance	Sewer Improvement Districts	800,000
Utilities - Sewer	Maintenance	Wastewater Treatment Plant Improvements and Asses Replacement	700,000
Utilities - Sewer	Maintenance	Sew Capacity Projects	500,000
Utilities - Sewer	Maintenance	Collection System Equipment	50,000
Total Utilities - Sewer			\$ 51,736,796
Total Capital			\$ 141,485,067

2024 Capital Project Descriptions

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

City Manager

Housing and Unhoused Projects and Services

(Includes up to \$200,000 for Grand Valley Catholic Outreach-Mother Teresa Impact Fees and \$356,000 for operating costs of temporary resource center).

- **2024 Project Budget:** \$6,491,758
- **Future Year Planned Budget:** None
- **2024 Funding Source:** Funding is comprised of the \$3,073,337 remaining in the Land and Building Acquisition Program, \$2,117,546 from the 2024 sale of remaining Dos Rios properties, \$645,146 remaining in ARPA funds (including earned interest), \$655,729 from 2% sales tax on Cannabis.
- **Project Description:** This project includes funding for land and building acquisition, hotel acquisition/conversion, and other strategic acquisitions that preserve or add affordable housing units in the community. This would also include the production of units that may meet the needs of the city's unhoused or housing insecure, as well as the continuation of the Accessory Dwelling Unit (ADU) production program. Additionally, this funding will provide up to \$200,000 to pay for impact fees for the Grand Valley Catholic Outreach Mother Teresa Place project as well as operating costs for the United Way of Mesa County and Homeward Bound of the Grand Valley's resource center for unhoused and other vulnerable persons.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project.

Community Development

Charging and Fueling Infrastructure

- **2024 Project Budget:** \$1,350,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** U.S. Dept. of Transportation's Federal Highway Administration Charging and Fueling Infrastructure Grant - request \$1,080,000; 0.75% Sales Tax Capital Fund - \$270,000
- **Project Description:** This project would fund a minimum of ten Direct Current Fast Charging (DCFC) Dual Port Charging Stations at publicly available sites.
- **Ongoing Operation Costs:** Ongoing operational costs will be maintained in the Parking Fund in operating budgets for equipment repairs and maintenance.

Electric Vehicle Charging Stations

- **2024 Project Budget:** \$518,360
- **Future Year Planned Budget:** None
- **2024 Funding Source:** Colorado Energy Office's Charge Ahead Colorado program - \$263,766 ; 0.75% Sales Tax Capital Fund - \$254,594
- **Project Description:** This project is expected to fund a total of 17 charging stations; nine stations including one DCFC Dual port station and eight Level 2 dual-port chargers. The chargers will be installed at publicly accessible sites including parks.
- **Ongoing Operation Costs:** Ongoing operational costs will be maintained in the Parking Fund in operating budgets for equipment repairs and maintenance.

Engineering & Transportation

D 1/2 Road, 29 to 30 Road

- **2024 Project Budget:** \$5,000,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** Transportation Capacity Funds (TCP) - \$5,000,000
- **Project Description:** D 1/2 Road will be widened to a three-lane collector including a center turn lane, curb, gutter, sidewalk, bike lanes, 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:** Operating costs are not envisioned to be incurred until after construction is completed in 2024. Maintenance of 19,000 square yards of asphalt, 7,000 square yards of sidewalk, 7,900 linear feet of curb and gutter, 3,000 square yards of landscaping, 16 streetlights, street sweeping, and snow removal is anticipated to run approximately \$39,500 annually.



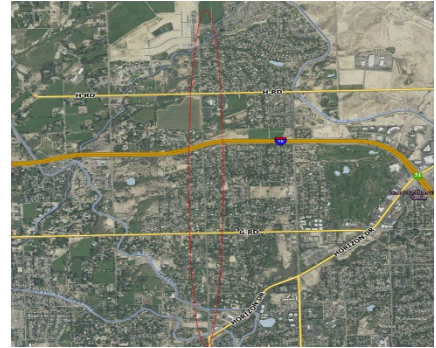
Horizon Drive at G Road and 27 1/2 Road

- **2024 Project Budget:** \$4,000,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** TCP Funds - \$2,500,000; CDOT's Highway Safety Improvement Grant Program - \$1,500,000
- **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, across the state, and locally to provide significant safety improvements. The roundabout will help set the context for the corridor as the transition from a more rural Horizon Drive into a dense commercial space.
- **Ongoing Operational Costs:** Operating costs are not envisioned to be incurred until after construction is completed in 2024.



26 1/2 Road, Horizon Drive to Summerhill Way

- **2024 Project Budget:** \$2,750,000
- **Future Year Planned Budget:** \$5,000,000 in 2025 and 2027
- **2024 Funding Source:** TCP Funds - \$2,750,000
- **Project Description:** 26 1/2 Road will be widened to a three-lane collector road including turn lanes, curb, gutter, sidewalks, bike lanes, and streetlights from Horizon Drive to Summerhill Way including a new pedestrian bridge over I-70. The design will be finalized in 2024 along with the right of way acquisition.
- **Ongoing Operational Costs:** The project will be under design and right of way acquisition in 2024, so operating costs are not anticipated until 2025.



Crosby Avenue, 25 1/2 Road to Main Street

- **2024 Project Budget:** \$2,450,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** TCP Funds \$1,450,000; CDOT Revitalizing Main Street grant in the amount of \$1,000,000
- **Project Description:** Crosby Avenue serves as an extension of Main Street to significant retail shopping and both existing and burgeoning residential areas. The high-return, 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 multimodal 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.
- **Ongoing Operational Costs:** The project adds 2,816 square yards of asphalt, 3,500 square yards of sidewalk, 6,340 feet of curb and gutter along with 25 streetlights and 2,800 square yards of landscaping. Anticipate snow removal at four times per year, street sweeping at 4 times per year. Total annual operating cost estimated at \$18,400.



4th and 5th Street Design and Improvements

- **2024 Project Budget:** \$1,200,000
- **Future Year Planned Budget:** \$3,575,000 million over the next four years
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$1,050,000; CDOT Grant - \$150,000
- **Project Description:** The 4th and 5th Street one-way to two-way feasibility study included alternatives for both an enhanced one-way design as well as a two-way configuration. City Council and the DDA concurred with moving forward with improvements that will maintain the one-way configuration but will enhance safety, improve walkability and bike-ability, activate economic development, and optimize traffic circulation. Originally proposed for 2023 construction with two lanes in each direction, per property owner and business owner request, City staff reevaluated the corridors and now proposes a single lane in each direction. This project will have pop-up elements such as bollards and striping that will “set” both corridors into the final configuration and allow the community to “test drive” the improvements.
- **Ongoing Operational Costs:** The project is primarily within the existing footprint of both streets adding just bollards and street sweeping. Anticipate street sweeping is every 3 weeks along striping/bollard repair at an estimated cost of \$4,000 annually.



Downtown – Main to Trains Connector – 2nd Street Promenade

- **2024 Project Budget:** \$1,000,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$1,000,000
- **Project Description:** The Downtown Development Authority's Plan of Development identified 2nd Street as a key connection between the Entertainment and Hotels District on Main Street, train depot, and ultimately to Dos Rios. The vision of the corridor still allows for vehicles but emphasizes wide pedestrian-friendly spaces. CDOT is slated to construct the portion between just north of Ute to south of Pitkin as part of the I-70B corridor improvements.
- **Ongoing Operational Costs:** The project is primarily within the existing footprint of 2nd Street reconstructing the street, replacing existing sidewalks, however adding landscaping and 10 streetlights. The additional maintenance associated with this project is estimated at \$3,800 annually.



North Avenue Enhanced Transit Corridor

- **2024 Project Budget:** \$900,000
- **Future Year Planned Budget:** \$4,050,000 million between 2025 and 2026
- **2024 Funding Source:** CDOT Grant - \$900,000
- **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 multimodal path analysis. The study helped identify and prioritize a series of projects. This project will construct detached multi-modal sidewalks along the north side of North Avenue between 28 1/2 Road and I-70B as well as on the south side from 29 Road to I-70B between 2024 and 2026..
- **Ongoing Operational Costs:** The project adds 10,300 feet of 8-foot sidewalks, detached by 8 foot landscape strips, and approximately 44 street lights. Anticipate snow removal and sweeping of the sidewalks at four times per year. Total annual operating cost estimated at \$43,600.



Ranchman's Ditch Trail

- **2024 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$700,000 in 2025
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$700,000
- **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 late 2023 through early 2024 with construction of 24 1/2 to 25 Road slated for 2024 with 25 Road to 25 1/2 Road in 2025.
- **Ongoing Operational Costs:** The project constructs 2,400 square yards of concrete trail, 2,400 square yards of landscaping, and 17 streetlights for a total annual operating cost of \$10,500 including snow removal and sweeping.



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

- **2024 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$6,275,000 between 2025 and 2026
- **2024 Funding Source:** TCP 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, bike lanes, and streetlights from Patterson Road to G 1/4 Road. Design in 2024, right-of-way acquisition in 2025, and construction in 2026.
- **Ongoing Operational Costs:** Design and right of way acquisition in 2024. No anticipated operating costs until after construction is completed in 2025-2026.



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

- **2024 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$4,500,000 in 2025
- **2024 Funding Source:** TCP Funds - \$500,000
- **Project Description:** B 1/2 Road will be widened to a three-lane collector road including turn lanes, curb, gutter, sidewalk, bike lanes, 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:** Design and right of way acquisition in 2024. No anticipated operating costs until after construction is completed in 2025.



F 1/2 Parkway, Market to Patterson

- **2024 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$13,500,000 in 2025
- **2024 Funding Source:** TCP Funds - \$500,000
- **Project Description:** The creation of the F 1/2 Parkway from 24 Road to Patterson Road. This 5-lane, multimodal arterial will provide an alternative route around congested Patterson Road and serve a rapidly developing area. The project is split into two construction phases; the first from 24 Road to 24 1/2 Road is scheduled to be awarded in late 2023 and constructed in 2024, and the second from 24 1/2 to Patterson in 2025.
- **Ongoing Operational Costs:** Project will be under construction 2024. No anticipated operating costs until 2025.



Highway 50 at Palmer Street Intersection Improvements

- **2024 Project Budget:** \$484,094
- **Future Year Planned Budget:** None
- **2024 Funding Source:** TCP Funds - \$484,094
- **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 for completion of CDOT subdivision requirements. The project was designed and reviewed by CDOT in 2023 with construction slated for 2024 following right-of-way acquisition.
- **Ongoing Operational Costs:** As this project is on State Hwy 50, the operating costs of the signalized intersection will be the responsibility of CDOT.



Broadway at Reed Mesa Left Turn Lane

- **2024 Project Budget:** \$450,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** TCP Funds - \$300,000; Mesa County - \$75,000; Developer - \$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 as well as relocate the existing pedestrian signal west of the intersection. The work is planned for the summer of 2024 to avoid school. As the turn lane benefits existing subdivisions, Mesa County is contributing \$75,000 for the project. The developer is participating in \$75,000 in addition to payment of transportation impact fees. Originally budgeted for 2022 construction, the development was postponed until 2024 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. City will be responsible for approximately 400 feet of new curb and gutter along with one additional street light at an estimated annual cost of \$750/year.



22 1/2 Road Path Construction at Broadway Elementary

- **2024 Project Budget:** \$300,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$100,000; Mesa County - \$100,000; School District 51 - \$100,000
- **Project Description:** The City is working with Mesa County and School District 51 on improving sidewalk/path infrastructure on 22 1/2 Road on the east side of Broadway Elementary after a recent ADA incident/complaint. The existing asphalt path has deteriorated with large cracks and the adjacent drainage channel provides less than ideal condition. The project would replace the existing path with 800 feet of 10-foot wide curb, gutter, and sidewalk. Other improvements are also included on Greenbelt and Foy Drives which will enable County participation in the project.
- **Ongoing Operational Costs:** 800 linear feet of curb and gutter, 900 square yards of concrete, and 1000 feet of storm drain are planned for the corridor with an anticipated additional annual operating cost of \$1400.



Riverside Parkway at 7th Street Drainage Improvements

- **2024 Project Budget:** \$250,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** Grand Valley Drainage District - \$200,000; 0.75% Sales Tax Capital Fund - \$50,000
- **Project Description:** The area of 7th Street and Riverside Parkway historically floods a couple of times per year. While flood waters have not entered adjacent structures yet, property and business owners are concerned with the potential. For each large storm, City crews close the road down for a few hours to ensure waves from vehicles do not push water into the structures. Additional inlets are planned on the north side of the intersection along with 1020 feet of 24-inch storm drain line to add capacity to the system..
- **Ongoing Operational Costs:** \$125/year for cleaning once every 15 years.



Alley Improvement Districts

- **2024 Project Budget:** \$200,000
- **Future Year Planned Budget:** \$250,000 per year 2025-2033
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$160,000; Assessment Fees - \$40,000
- **Project Description:** The planned funding in 2024 will replace one alley. This program is a partnership with adjacent property owners where residential properties pay 10% of the cost, multifamily 15%, and commercial 50%. Pinyon Avenue and Walnut Avenue from 13th Street to 15th Street.
- **Ongoing Operational Costs:** Concrete alleys have a design life of 80 years and therefore approximately \$1,500 / year should be set aside to replace the 450 foot alley in 80 years.



F 1/2 Parkway, 23 3/4 to 24 Road (Mesa Trails)

- **2024 Project Budget:** \$200,000
- **Future Year Planned Budget:** \$3,000,000 in 2025
- **2024 Funding Source:** TCP Funds - \$200,000
- **Project Description:** The metro district for the Mesa Trails 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, multimodal arterial will provide an alternative route around congested Patterson Road and serve the developing area. This project would only be constructed if the Mesa Trails Development moves forward with construction.
- **Ongoing Operational Costs:** Project will be under construction 2024 and therefore operating costs are not anticipated until 2025.



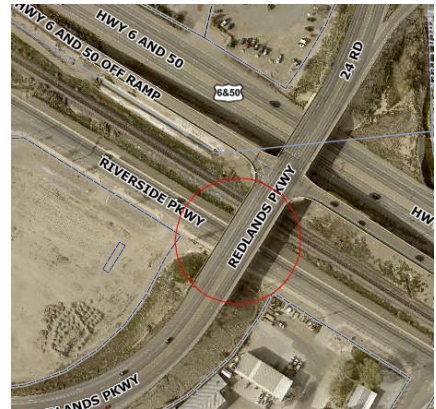
24 Road and G Road Capacity Improvements

- **2024 Project Budget:** \$200,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** TCP Funds - \$200,000
- **Project Description:** The City's 1% for the art policy requires 1% of the cost of all vertical construction including roundabouts to be used for art. This budget is for \$150,000 for procurement and installation of art as well as \$50,000 for landscaping if needed.
- **Ongoing Operational Costs:** Art is generally resilient and extremely low maintenance. Anticipated expenses are limited to low voltage lighting circuits at cost of \$360 annually.



24 Road and Riverside Parkway Interchange

- **2024 Project Budget:** \$200,000
- **Future Year Planned Budget:** \$5,590,000 between 2025 and 2026
- **2024 Funding Source:** TCP Funds - \$200,000
- **Project Description:** Intersection improvements are planned to improve circulation and make the interchange more intuitive. This project also constructs a bike path connecting the Riverfront Trail to Mesa Mall and onto Canyon View Park. The 3/8 mile section to Canyon View was completed in 2023. For 2024, the funding will design the bike/pedestrian facility connecting the Riverfront Trail to Mesa Mall. The City has submitted for a federal Reconnecting Communities Planning Grant. If selected, the grant would fund the design and position the City for construction grant dollars for the same program.
- **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 2026.



Safe Routes to Schools – Palmer Street from Highway 50 North to Unawep Avenue

- **2024 Project Budget:** \$174,883
- **Future Year Planned Budget:** None
- **2024 Funding Source:** CDBG Funds - \$174,883
- **Project Description:** With the planned signal construction at Highway 50 and Palmer Street this corridor will become the primary bike/ped route from Unawep to Dos Rios Elementary.
- **Ongoing Operational Costs:** 900 linear feet of curb and gutter along with 600 square yards of concrete are planned for the corridor with an anticipated additional annual operating cost of less than \$830.



Riverside Parkway at 9th Street Turn Lane

- **2024 Project Budget:** \$120,000
- **Future Year Planned Budget:** \$120,000 in 2025
- **2024 Funding Source:** TCP Funds - \$120,000
- **Project Description:** The Residences at Kimball is at 1101 Kimball Avenue, also known as the Sugar Beet property, and proposes 164 multi-family units along with commercial development. With projected traffic growth both regionally and including this development, a new turn lane is warranted. This project will construct a right-turn lane for westbound Riverside Parkway onto northbound 9th Street.
- **Ongoing Operational Costs:** 150 linear feet of curb and gutter along with 200 square yards of concrete are planned for the corridor with an anticipated additional annual operating cost of less than \$250.



Safe Routes to Schools – Rocket Park Crosswalk

- **2024 Project Budget:** \$40,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** CDBG Funds - \$40,000
- **Project Description:** Orchard Avenue is a busy east-west collector road. This project will construct ramps and crosswalks across Orchard Avenue at Rocket Park near North 26th Street. This project was recommended by the Urban Trails Committee to provide a safer crossing of Orchard for residents north of Orchard to Rocket Park.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



30 Road South of D Road Pedestrian Improvements

- **2024 Project Budget:** \$35,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$35,000
- **Project Description:** 30 Road south of D Road is classified as a collector road and therefore improvements are the City's responsibility. This project would add 270 feet of curb, gutter, and sidewalk on the west side of 30 Road from D Road to Debra Street. This project will provide pedestrian infrastructure from the Monarch Ridge subdivision and tie into multi-modal infrastructure north of D Road.
- **Ongoing Operational Costs:** 270 linear feet of curb and gutter along with 180 square yards of concrete are planned for the corridor with an anticipated additional annual operating cost of less than \$300.



Contract Street Maintenance, Chip Seal, and Crackfill

- **2024 Project Budget:** \$3,625,000 (\$1.3M Self-Performed)
- **Future Year Planned Budget:** \$4,160,000 in 2025 and then increased annually for inflation through 2033.
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$3,625,000
- **Project Description:** Street Maintenance requires an ongoing annual commitment to maintain the City's \$266 million worth of street assets. A pavement management system is used to evaluate pavement quality and prioritize 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) with an area scheduled to receive a chip seal each year. However, each of the streets in an SMA is analyzed for the proper treatment, whether that be a fog seal, chip seal, micro surface, overlay, or total reconstruction. In 2024, the City's street maintenance efforts will include:
 - Contract Street Maintenance \$2,325,000 – The annual program includes contracting for street maintenance using treatments such as hot mix asphalt overlays, asphalt patching, high-density mineral bond (HA5), and street reconstructions. This work is bid and contracted out.
 - Self-Performance Maintenance Chip Seal/Crackfill \$1,300,000 – The City's crackfill program aims to fill cracks in all the road surfaces that are planned for chip seal, microsurface, or other light maintenance activity. Chipseal also enhances safety by providing good skid resistance. These programs 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. This work has historically been completed with City staff and will again be self-performed.



- **Ongoing Operational Costs:** Operational costs for this program are budgeted for every year to maintain the City's Street infrastructure. No additional costs are associated with the project.

Riverside Parkway at Highway 50 Retaining Wall

- **2024 Project Budget:** \$900,000
- **Future Year Planned Budget:** \$1,000,000 in 2026
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$900,000
- **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 it was constructed. While the walls are still currently safe, this project will stabilize the walls with geotechnical soil nails in 2024 ensuring longevity of the structures. In 2025, reconstruction of much of the curb, gutter, sidewalks, medians, and road surface is planned to repair the infrastructure damaged by the differential settlement.
- **Ongoing Operational Costs:** Stabilization/strengthening of existing infrastructure and therefore no additional operational costs are anticipated.



Curb, Gutter, and Sidewalk Safety Repairs

- **2024 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$420,000 in 2025 and increased annually for inflation through 2033.
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$400,000
- **Project Description:** This program includes the replacement or repair of deteriorated or hazardous curbs, gutters, and sidewalks on City streets annually. It also includes 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 community member complaints. Each location is rated and prioritized according to the type of problem and degree of hazard. The benefits include keeping curb, gutter, and sidewalks in a state of good repair providing a reliable surface for non-motorized users, and conveyance of stormwater without standing water.
- **Ongoing Operational Costs:** This is an annual project that addresses any curb, gutter, and sidewalk repairs as needed. No additional costs are associated with this project.



Traffic Signal Upgrades

- **2024 Project Budget:** \$279,130
- **Future Year Planned Budget:** \$287,504 in 2025 and increased for inflation annually through 2033.
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund – \$279,130
- **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 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 and therefore no additional operational costs are anticipated.



Colorado River Levee Renovations

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2024 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.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and therefore no additional operational costs are anticipated.



Mill Tailing Repository Removal

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100,000 in 2028.
- **2024 Funding Source:** DOLA reimburses the City for costs incurred up to \$100,000.
- **Project Description:** The City receives uranium mill tailings encountered throughout western Colorado and stores them in an interim repository at City Shops per an agreement with the Department of Local Affairs from the late 1990s when the remediation of the Grand Junction mill site was deemed complete. Approximately every three years, the City works with the Department of Energy in opening the permanent repository at the Cheney Reservoir site southeast of Kannah Creek and transfers the tailings at the City Interim site to the permanent repository..
- **Ongoing Operational Costs:** This project removes accumulated tailings to the permanent repository restoring capacity to the interim repository. No additional operating impacts.



Hale Avenue (Dos Rios) Storm Outfall Repair

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$50,000
- **Project Description:** High runoff undermined the integrity of the end of the outfall causing the flap gate and structure to settle and pull away from the end of the pipe.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and therefore no additional operational costs are anticipated.



Patterson Road Access Control Plan Implementation

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50,000 Annually through 2028
- **2024 Funding Source:** TCP Funds - \$50,000
- **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 planned in the plan to maintain corridor volumes and increase safety. The City agreed to partner on these improvements for 50%. One project, Subway at 28 3/4 Road, is currently working through Community Development that will require median improvements.



- **Ongoing Operational Costs:** Medians are planned with low maintenance rock mulch leaving primary maintenance to just 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.

Drainage System Improvements

- **2024 Project Budget:** \$20,000
- **Future Year Planned Budget:** \$10,000 in 2025 and then \$15,000 annually through 2033.
- **2024 Funding Source:** Drainage Fees - \$20,000
- **Project Description:** This project includes many small drainage improvements that are needed annually.
- **Ongoing Operational Costs:** Maintenance of existing infrastructure and therefore no additional operational costs are anticipated.



Fire Department

Fire Station No. 7 Construction

- **2024 Project Budget:** \$7,500,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** First Responder Tax Funded \$7,500,000
- **Project Description:** This is the third of three new fire stations funded by the First Responder Tax. This station will provide fire and emergency medical service to the northwest area of the community, including both the City of Grand Junction and Grand Junction Rural Fire Protection District service areas. The design will be consistent with Fire Stations 3, 6, and 8, consisting of approximately 10,000 square feet, three drive-through apparatus bays housing a fire engine, ambulance, and sleeping quarters for eight personnel. Land for Fire Station 7 was purchased in 2023 at 2351 H Road..
- **Ongoing Operational Costs:** Once construction is complete, Fire Station 7 will require ongoing costs for staffing, equipment, supplies and other operating costs. These costs will be funded by the First Responder tax fund since it is an expansion of public safety serves as approved by taxpayers in 2019.
 - **Labor Costs (based on 09/01/2023 Average):** \$2,519,036
 - **Operating Costs:** \$4,557 per year for operating supplies, janitorial supplies, repairs, and maintenance, etc.
 - **Interfund Charges:** \$64,204 for facility accrual maintenance and interfund utilities.
 - **Capital Outlay:** \$2 million in First Responder Tax dollars will be used for the purchase of Fire Engine Ariel Truck and equipment and an Ambulance apparatus and equipment. These are one-time purchases, but replacement costs will be added to Fleet accruals to plan for replacement when the life of these vehicles and equipment has been expended. These costs are based on the purchase cost and useful life of the vehicles.



Fire Station No. 7 Aerial Truck (Ladder)

- **2024 Project Budget:** \$1,578,563
- **Future Year Planned Budget:** None
- **2024 Funding Source:** First Responder Tax Funded \$1,578,563
- **Project Description:** In anticipation of the construction of Fire Station 7, the aerial ladder truck was ordered in 2022 due to the length of time necessary to build the unit, and the arrival of the truck is anticipated to be in early to mid-2024. The equipment for this truck which includes fire hoses, self-contained breathing apparatus, and medical equipment, has been purchased in 2023.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project. Maintenance and fuel costs are budgeted within the Fleet and Equipment fund and charged back to the department through interfund charges.



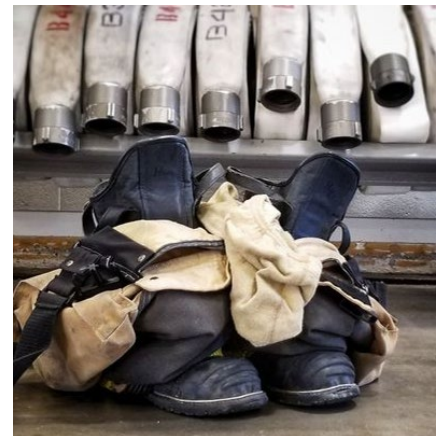
Fire Station No. 7 Ambulance

- **2024 Project Budget:** \$260,273
- **Future Year Planned Budget:** None
- **2024 Funding Source:** First Responder Tax Funded \$260,273
- **Project Description:** This ambulance is a new purchase that 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:** There are no ongoing operating costs associated with this project. Maintenance and fuel costs are budgeted within the Fleet and Equipment fund and charged back to the department through interfund charges.



Fire Station No. 7 Ambulance Equipment

- **2024 Project Budget:** \$181,168
- **Future Year Planned Budget:** None
- **2024 Funding Source:** First Responder Tax Funded - \$181,168
- **Project Description:** With the purchase of the ambulance for the Fire Station 7 project, all equipment will need to be purchased in 2024 to equip this ambulance similar to all other ambulances in the department. This includes specialized equipment such as a cardiac monitor, powered patient gurney, computer, and radios.
- **Ongoing Operation Costs:** Ongoing operational costs will be maintained by the department in operating budgets for equipment repairs.



Rescue Boat

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** First Responder Tax Funded \$100,000
- **Project Description:** This boat was ordered in 2023 and is a replacement for an older boat that is no longer safe to operate on the river. This new boat will be a jet-powered boat with the capabilities to operate in shallow water, deploy rapidly, and transport up to 6 personnel. The expected delivery is in the 4th quarter of 2024.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project. Maintenance and fuel costs are budgeted within the Fleet and Equipment fund and charged back to the department through interfund charges



General Services

Material Recycling Facility (MRF) Design

- **2024 Project Budget:** \$750,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded in the Solid Waste Enterprise Fund.
- **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 a 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 of the building before engaging in a final design phase.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project



Property Acquisition for Employee Housing

- **2024 Project Budget:** \$750,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the 0.75% sales tax.
- **Project Description:** These funds are being planned for the acquisition of employee housing units that will assist newly hired employees who are moving from outside the area.
- **Ongoing Operation Costs:** This is for the purchase of building space only. Any other associated costs will be budgeted for in departmental budgets as appropriate.

Composting Site Feasibility, Site Selection, and Preliminary Design

- **2024 Project Budget:** \$475,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project will be funded by an advance from the General Fund to be repaid by proceeds from a future debt Issuance in the Solid Waste enterprise fund that will also serve to fund the construction of a material recycling facility.
- **Project Description:** This phase of the project will focus on assessing feasibility, selecting an appropriate site, evaluating potential partners, and creating preliminary design plans. This will be funded by an advance from the General Fund to be repaid by proceeds from a future debt Issuance in the Solid Waste enterprise

fund that will also serve to fund the construction of a materials recovery facility. This project aims to create a sustainable composting site that not only addresses the growing need for green waste disposal but also includes food waste and biosolids, all of which contribute to environmental conservation and the production of valuable organic compost.

- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project

Parking System Infrastructure Upgrades

- **2024 Project Budget:** \$430,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Parking Enterprise Fund.
- **Project Description:** This initiative will replace traditional parking meters with cutting-edge smart meters, capable of processing credit card transactions, and transition many downtown parking lots to user-friendly kiosk pay stations. This project represents a significant step forward in enhancing the parking experience for both residents and visitors while embracing the digital age.
- **Ongoing Operation Costs:** \$69,750 per year for annual maintenance charges for new parking meters.



Addition of Pooled Vehicles

- **2024 Project Budget:** \$119,922
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded in the General Fund.
- **Project Description:** These funds will be used to purchase additional pooled vehicles in Engineering and Transportation and Parks and Recreation.
- **Ongoing Operation Costs:** Ongoing operational costs will be maintained by the department in operating budgets for repairs, fuel, and accruals.

City Facility and Security Improvements

- **2024 Project Budget:** \$950,000
- **Future Year Planned Budget:** \$950,000 annually through 2028 and then \$750,000 annually through 2033.
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$950,000
- **Project Description:** Based on analysis of condition of City facilities, the City is planning to make significant improvements. These improvements include the replacement of HVAC units and roofs that have reached the end of their effective lifespan. Additionally, the City will enhance security by upgrading the facility-wide access control system which will significantly improve security and access control. Lastly, the City plans to expand the installation of bollards at locations that are most susceptible to security risks.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project



Berm at Lincoln Park Driving Range

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Golf Enterprise Fund.
- **Project Description:** The Golf Division will implement key enhancements at the Lincoln Park driving range, with a strong emphasis on both safety and elevating the overall golfing experience. A significant portion of this budget has been designated for the construction of a protective berm adjoining hole #5. This strategic measure is designed to address safety concerns by mitigating the risk of accidents caused by stray golf balls originating from the driving range. This initiative underscores our commitment to safeguarding the well-being of golfers who frequent Lincoln Park. This project will also include the installation of raised berms within the driving range itself. These berms will serve a dual purpose: firstly, enhancing the visual aesthetics of the landscape by introducing natural contours, and secondly, providing a platform for targets for golfers looking to refine their skills. This multifaceted improvement not only promises to beautify our facility but also promises to elevate the golfing experience, rendering the driving range more engaging and challenging for our customers.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project



Information Technology

Enterprise Resource Management/Human Capital Management (ERP/HCM) Software System Implementation

- **2024 Project Budget:** \$5,000,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$5,000,000
- **Project Description:** This transformative project will move the organization into the present and future with an Enterprise Resource Planning (ERP) and Human Capital Management (HCM) software system. This strategic move replaces an aging financial system that has served the City for over 15 years (approaching the end of its useful life) and a human resources system plagued by manual interventions and repetitive tasks.

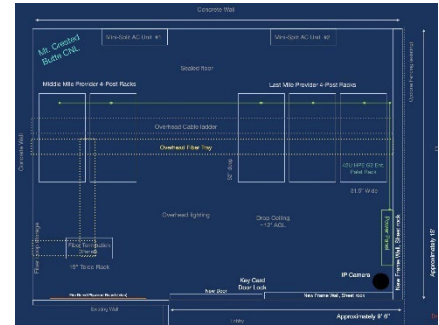
These new systems are designed to elevate the organization's operational efficiency and overall effectiveness by providing a unified platform for managing core business processes and data. In the fall of 2022, preparation for this project was initiated in partnership with the Government Finance Officers Association, which has provided consulting services for a comprehensive business process review and readiness assessment for the request for proposal (RFP) phase, which will be completed in 2023. This strategic approach ensures that the City will implement industry best practices when adopting the new ERP/HCM software.

The resulting comprehensive system will empower the staff with robust data analysis tools, enabling the City to make well-informed decisions in support of strategic planning efforts. Beyond that, this project is set to create a synergistic software environment, streamlining business processes, enhancing data accuracy, and significantly boosting the efficiency of our human resources operations. As a thriving and evolving organization serving a community that is also growing in complexity, this ERP and HCM system will support the City now and well into the future.

- **Ongoing Operation Costs:** This project requires annual operational costs of \$500,000. Costs are budgeted in Information Technology operating budget and charged to departments through interfund charges.

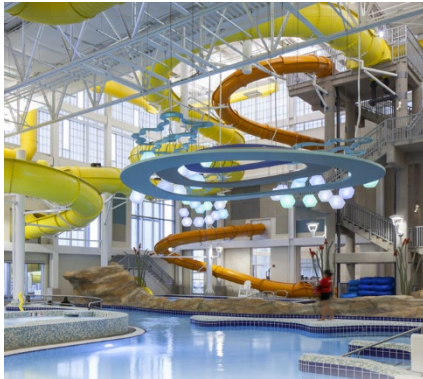
Carrier Neutral Location for Broadband

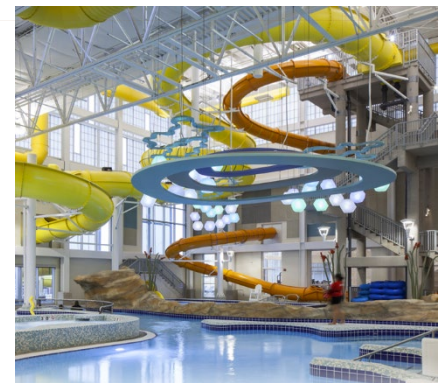
- **2024 Project Budget:** \$250,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by a \$125,000 DOLA Grant and the remaining \$125,000 from the 0.75% sales tax.
- **Project Description:** The State of Colorado Broadband Office and Grand Valley regional governments are collaborating to bring more 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. The CNL will provide the City of Grand Junction with abundant high-quality, resilient, cost-effective broadband for City operations and will 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 County.”
- **Ongoing Operation Costs:** The GJ Carrier Neutral Location (CNL) middle-mile broadband projects being constructed and implemented in 2024 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

Community Recreation Center (CRC) Construction

- **2024 Project Budget:** \$23,615,217
 - **Future Year Planned Budget:** \$49,578,989
 - **2024 Funding Source:** Bond Proceeds - \$16,921,11; General Fund - \$694,206; DOLA Contributions - \$3,000,000; Partner Contributions – \$3,000,000
 - **Project Description:** After decades of effort and a successful ballot question where voters authorized a dedicated sales tax and the issuance of debt, the Grand Junction community will soon have its own Community Recreation Center. The design will be finished, and the facility is set to break ground in mid-2024 with completion by the end of 2025. The total project cost is currently estimated at \$75.2 million (including \$2 million in design in 2023) because of additional components funded by outside resources. The cost will be finalized once the design is complete in 2024.
 - **Ongoing Operational Costs:** An in depth pro forma was created as a part of the 2022 CRC Plan. These projected operational costs including labor, utilities and supplies and operational revenue from fees including annual memberships, CRC programs and day passes. This annual operating expense and revenue is summarized below:
 - **Staffing** - \$2,420,000
 - **Supplies** - \$774,000
 - **Contractual Service** - \$203,000
 - **Repair and Replacement** - \$136,000
- 
- A photograph of a large, modern indoor water park. The facility features several prominent yellow and blue slides that spiral and loop through the space. In the center, there is a circular platform with a blue canopy and white lights. Below this, a large, clear blue pool is visible, surrounded by a sandy beach area. The entire complex is housed within a large, white, industrial-style building with a high ceiling and large windows.



Emerson Park Destination Skate Park Construction

- **2024 Project Budget:** \$3,046,559
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund – \$1,034,903; Parkland Fund - \$1,650,000; Conservation Trust Funds - \$361,656
- **Project Description:** In 2022, working in close conjunction with consultants, the City led a concept design process to plan for the renovation of Emerson Park and the installation of a destination-level, high-end skate park. The skate community, along with the broader community, was engaged through public meetings, a survey, and focus groups. This is a priority project in the 2021 Parks, Recreation, and Open Space (PROS) Master Plan. The plan identifies that the existing skate parks are not meeting the needs of the skating community and that Emerson Park needs activating.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets.



Monument Connect Phase II

- **2024 Project Budget:** \$1,670,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund – \$940,000; Parkland Funds - \$130,000; GOCO Contributions- \$500,000; Colorado West Land Trust (CWLTT); and OneRiverfront Contributions - \$100,000
- **Project Description:** The Monument Connect Trail Phase I opened in February 2020. It connects downtown with the world-class and extensive 80+ mile trail system at Lunch Loops. Phase II picks up that alignment from the Lunch Loop trailhead and continues the 10' concrete trail to South Camp Road. National Environment Policy Act permitting is currently being completed. When Phase II is complete, the Redlands Loop will be forged and bikes, joggers, and walkers will be connected not only in the beautiful area surrounding the Phase II Trail alignment but along the entire expanse of the 13+ mile Redlands Loop.
- **Ongoing Operational Costs:** Ongoing operational costs include snow removal, sweeping, and repairs and will be maintained by the department in operating budgets.



River Trail Expansion, C 1/2 Road Gap

- **2024 Project Budget:** \$1,100,000
- **Future Year Planned Budget:** \$2,500,000 in 2025
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund - \$366,666; Mesa County - \$366,667; Colorado Parks and Wildlife - \$366,667
- **Project Description:** The Riverfront Trail gap between 27 1/2 and 29 Road has required bicyclists and pedestrians to use the narrow, farm-to-market C 1/2 Road. This key link has been on hold for over 25 years with easements needed from two remaining properties. One property was recently secured with a conditional use permit for gravel pit operations. This project is to secure the last remaining property with Mesa County, Colorado Parks and Wildlife (CPW), and the City each paying a third of the purchase price. Closing on property planned for 1st quarter 2024. CPW is currently under design on the project with construction slated for 2025.
- **Ongoing Operational Costs:** Project is for land acquisition, no anticipated ongoing operating costs.



Hawthorne Park Improvements

- **2024 Project Budget:** \$340,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** Conservation Trust Funds - \$200,000; 0.75% Sales Tax Fund - \$140,000
- **Project Description:** Hawthorne Park is another older park facility in need of renovation and further activation. These funds are planned to bring in modern amenities to draw usage from the neighborhood and beyond.
- **Ongoing Operational Costs:** Current park with the City's system and ongoing operational costs are maintained by the department in operating budgets.



Riverfront Trail Widening at Broadway & Colorado River

- **2024 Project Budget:** \$275,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund – \$275,000
- **Project Description:** The Riverfront Trail segment over the Broadway Bridge is very narrow at only 5 1/2 feet between the concrete barrier and the 6-foot chain link fence. This 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 as well as recumbent tricycles also makes it difficult to use this long narrow corridor. This project proposes to reconstruct the concrete barrier 24 inches to the south and then reconstruct the chain link fence to attach to the side of the bridge deck instead of the top of the bridge deck gaining 6-8 inches more. CDOT has agreed in concept to the planned work, however still working through the specific scope of the project and the level of engineering documentation required.
- **Ongoing Operational Costs:** Ongoing operational costs include snow removal, sweeping, and repairs and will be maintained by the department in operating budgets.



Whitman Park Improvements Planning and Design

- **2024 Project Budget:** \$150,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Capital Fund – \$150,000
- **Project Description:** Consistent with the general objective of activating and renovating older parks as described in the PROS Plan, Whitman Park is scheduled for renovation. These funds will include planning and design for improvements to reactivate this park. The planning will include opportunities for community engagement, identified improvements, and 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.



Trails-Asphalt Trail Replacements (Self-Performance)

- **2024 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$400,000 annually through 2028.
- **2024 Funding Source:** Parkland Funds - \$400,000
- **Project Description:** The City still has over 8.7 miles of asphalt trails over 25 years old and in various states of disrepair. This 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 to replace trails with concrete and began in 2022 for an average of \$400,000 per year. A total of 9.2 miles will be replaced when completed in 2028. For 2022 and 2023 this project has been completed by City Staff and will again be self-performed. Performing in-house provides an estimated 60% savings on the project compared to contracting out.
- **Ongoing Operation Costs:** This is a current trail within the system and maintenance costs for labor, equipment and supplies are already budgeted.



Stadium Improvements

- **2024 Project Budget:** \$225,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Fund - \$225,000
- **Project Description:** These smaller-scale improvements complement the major renovations recently completed. Elements include various furniture, fixtures, and equipment to improve the Stadium operation that enables the Junior College World Series, football and baseball for Colorado Mesa University, football, baseball, track and band for School District #51, the Grand Junction Jackalopes, and a wide variety of other community events.
- **Ongoing Operational Costs:** This is a current facility within the system and maintenance costs for labor, equipment and supplies are already budgeted. In fact, the improved facilities will take less staff time as the elements are new.



Conversion of Downtown Fountains to Recirculation

- **2024 Project Budget:** \$150,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** 0.75% Sales Tax Fund - \$150,000
- **Project Description:** With the increasing importance of water conservation, the City is actively converting fountains to other uses including planters and other reinvented space. While the water savings are not significant, these conversions are important to show the need to conserve water community-wide. The City should be a leader for sustainability and these conversions are a part of that effort.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



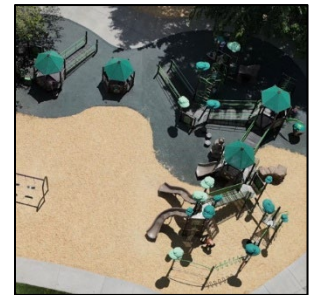
Water Conservation Projects – Turf to Native

- **2024 Project Budget:** \$125,000
- **Future Year Planned Budget:** \$125,000 annually
- **2024 Funding Source:** Parkland Funds - \$125,000
- **Project Description:** Several areas in the parks system have turf that has a very low level of utilization. To conserve water and save on maintenance resources while still preserving an attractive aesthetic, the parks department uses this funding to covert manicured turf to native areas. The native areas employ local florae including shrubs and trees, along with other attractive landscaping elements. This budget also supports the installation of infrastructure to achieve water-wise landscaping and to design larger conversions for future consideration.
- **Ongoing Operational Costs:** This is an annual program and will not increase operating costs for Park Maintenance budget.



Playground Repair

- **2024 Project Budget:** \$38,344
- **Future Year Planned Budget:** \$100,000 in 2025 and \$50,000 annually through 2033
- **2024 Funding Source:** Parkland Funds - \$38,344
- **Project Description:** This is an annual effort to repair and replace needed components of the 25 playgrounds in the system.
- **Ongoing Operational Costs:** This is an annual program and will not increase operating costs for Park Maintenance budget.



Police

Fire Alerting Hardware/Software Upgrades

- **2024 Project Budget:** \$80,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by E911 surcharge revenue.
- **Project Description:** The money for this project is to modernize the Westnet (Parent Company) First-In Station Alerting (Program) hardware and software that is over 10 years old. Fire alerting systems are notification delivery tools that advise geographically diverse fire stations of any emergency calls for service within the community. On the hardware side, this will upgrade the server that is housed in the police department building. This will modernize the software version of the First-In system to make it consistent with the version utilized in the communications center and tied directly to Computer Aided Dispatch (CAD).
- **Ongoing Operation Costs:** There are no ongoing operating costs associated with this project.



800 MHz Capital Improvements

- **2024 Project Budget:** \$70,000
- **Future Year Planned Budget:** \$70,000 annually.
- **2024 Funding Source:** This project is funded by E911 surcharge revenue.
- **Project Description:** This item is budgeted annually and covers emergency repairs for the 800MHz radio infrastructure that is unanticipated in the budgeting cycle (such as a lightning strike to a tower.)



- **Ongoing Operation Costs:** This project is set aside annually to cover emergency repair costs for radio sites and infrastructure in the event there is a catastrophic failure or unforeseen issues like a lightning strike or forest fire. There are no ongoing operating costs associated with this project.

Utilities - Water

Gunnison River Infrastructure

- **2024 Project Budget:** \$600,000
- **Future Year Planned Budget:** \$600,000 in 2025 and \$19.3 million 2026-2030.
- **2024 Funding Source:** The 2024 project is funded by a Bureau of Recreation grant, \$300,000, a Water Plan grant, \$150,000, and the Water enterprise fund, \$150,000.
- **Project Description:** Engineering design for the conversion of 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 rehabilitation of the existing Gunnison River Pump station and ancillary piping. This is a multiple-year project with \$6.9 million planned through 2028.
- **Ongoing Operational Costs:** Ongoing operational costs will be determined in the feasibility study phase of the project, which is scheduled to be complete by March 2024.



Excavator

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Water Enterprise Fund.
- **Project Description:** Purchase of an excavator for maintenance of reservoir dams, irrigation ditches, and supply lines on the City's watershed.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for repairs, fuel, and accruals.



Water Line Replacements

- **2024 Project Budget:** \$2,500,000
- **Future Year Planned Budget:** \$1,350,000 in 2025 and then increased annually for inflation through 2033.
- **2024 Funding Source:** This project is funded by the Water Enterprise Fund.
- **Project Description:** This project is ongoing annually for water line replacements in the distribution system. Most of the lines to be replaced are 4" to 12" cast iron lines that have been in service for more than 50 years and 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, thereby 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 as well as street overlay and reconstruction schedules. The 2024 project area will include lines in Linden Avenue, Santa Clara and Clymer Way, Crosby Avenue. In addition, waterlines will be replaced in coordination with the CDOT project along Ute and Pitkin between 1st and 3rd Streets.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project.



Water Treatment Plant Modifications

- **2024 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$100K annually
- **2024 Funding Source:** Water Enterprise Fund - \$150,000
- **Project Description:** This project is ongoing annually and is for the replacement of equipment and upgrades at the water treatment plant. In 2024, expenditures will also address recommendations from the Risk and Resilience Assessment in areas of improving security.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Kannah Creek Water System Improvements

- **2024 Project Budget:** \$120,000
- **Future Year Planned Budget:** \$1,500,000 in 2027 and \$1,000,000 in 2030.
- **2024 Funding Source:** Water Enterprise Fund - \$120,000
- **Project Description:** Improvements to the Kannah Creek water distribution system including additional isolation valves and master meters to expedite leak detection.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Historic Water Treatment Plant Preservation

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$450,000 planned for 2025.
- **2024 Funding Source:** The 2024 project is funded by a State Historical Fund Grant, \$75,000, and the Water Enterprise Fund, \$25,000.
- **Project Description:** Phase 1 preservation of the historic water treatment plant building including roof restoration, window replacement, and minor repairs. \$450,000 is planned for 2025.
- **Ongoing Operational Costs:** Ongoing operational costs will be determined in future phases of the project.



Lead Water Line Replacements

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100,000 planned annually.
- **2024 Funding Source:** Water Enterprise Fund - \$100,000
- **Project Description:** This is an annual ongoing project to replace lead service lines in our water service area.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project.



Ranch Improvements/Sustainable Agriculture

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100,000 in 2025 and 2026 and then \$25,000 annually increased for inflation.
- **2024 Funding Source:** This project is funded by a Natural Resource Conservation Service Grant
- **Project Description:** City Lessee plans to install gated pipe on the Anderson Ranch to improve irrigation for cattle ranching.
- **Ongoing Operational Costs:** Ongoing operational costs will be the responsibility of the ranch lessee.



Water Rights Infrastructure Development

- **2024 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100,000 planned annually.
- **2024 Funding Source:** Water Enterprise Fund - \$100,000
- **Project Description:** This is an annual ongoing project to facilitate the acquisition of agricultural irrigation water rights as they become available.
- **Ongoing Operation Costs:** Ongoing operational costs will be dependent upon the specific acquisition of irrigation water rights and will be determine on a case-by-case basis.

Grand Mesa Reservoir Improvements

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50,000 annually.
- **2024 Funding Source:** Water Enterprise Fund - \$50,000
- **Project Description:** This is an annual ongoing project and is for minor improvements at the City's reservoirs on the Grand Mesa recommended by the State Dam Safety Engineer based on annual inspections.
- **Ongoing Operation Costs:** There will be no additional ongoing operational costs associated with these minor improvements.

Water Meter Replacements

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50,000 planned annually.
- **2024 Funding Source:** Water Enterprise Fund - \$50,000
- **Project Description:** This is an annual ongoing project and is for the upgrade of meter pits and to replace previously retrofitted meters that have connectivity issues with our advanced metering infrastructure (AMI) system.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Ridges Distribution System Replacement

- **2024 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$30,000 planned annually.
- **2024 Funding Source:** This project is funded by the Irrigation Enterprise Fund
- **Project Description:** This is an annual ongoing project and is for the replacement plan for the distribution system at the Ridges Subdivision.
- **Ongoing Operational Costs:** There will be no additional ongoing operational costs associated with replacement of existing assets.



Roof Replacement at Shadow Lake Pump Station

- **2024 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Irrigation Enterprise Fund.
- **Project Description:** Replacement of the roof on the pump station building at Shadow Lake in the Ridges subdivision that has exceeded its useful life and is in poor condition.
- **Ongoing Operation Costs:** There are no ongoing operational costs associated with this project.

Utilities – Joint Sewer

Wastewater Treatment Plant Rehabilitation/Expansion Projects

- **2024 Project Budget:** \$40,300,000
- **Future Year Planned Budget:** \$36,000,000 in 2025; \$33,533,513 2027 through 2029.
- **2024 Funding Source:** This project will be funded by cash reserves of an estimated \$15,000,000 and a debt issuance in the Sewer Enterprise Fund.
- **Project Description:** Construction of the Phase 1 Wastewater Treatment Plant Rehabilitation and Expansion will begin in 2024 and continue in 2025 for an estimated total of \$76.3 million. Phase II is planned for an estimated \$33.5 million in 2027- 2029. The project will include rehabilitation of existing process units and expansion of capacity from 12.5 to 15.0 million gallons per day. Process units include the headworks, aeration basins, UV disinfection, and dewatering.
- **Ongoing Operational Costs:** Ongoing operational costs will include preventative maintenance of rehabilitation and expansion assets which will be incorporated into the maintenance budget for the Sewer Enterprise Fund.



Jetter Truck

- **2024 Project Budget:** \$311,796
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** The Jetter Truck will be used for sewer cleaning maintenance and will be an addition to the existing sewer cleaning truck fleet. It will be operated by a new two-person crew. The combination of the new equipment and personnel will improve the frequency of sewer system cleaning to align with the targeted maintenance frequency.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for repairs, fuel, and accruals.



Off-Road Forklift

- **2024 Project Budget:** \$75,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** The off-road forklift will be utilized by maintenance crews to access biogas skids to perform regular media change outs as well as perform other regular maintenance activities at other process units that are not easily accessible. The purchase of this equipment will eliminate the need to rent equipment.
- **Ongoing Operational Costs:** Ongoing operational costs will be maintained by the department in operating budgets for repairs, fuel, and accruals.

Lift Station Elimination/Rehabilitation

- **2024 Project Budget:** \$7,250,000
- **Future Year Planned Budget:** \$92,000 planned annually.
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** The 2024 requested funds will be used to replace the Ridges #1 Lift Station. This lift station has surpassed its design life and it is recommended to be replaced due to existing deficiencies regarding their condition, capacity, and long-term reliability. Design and easement acquisition for the new Lake Road Lift station and associated sewer pipelines will be completed in 2023 and construction will be completed in 2024. Funding planned for 2024 also includes the rehabilitation of lift stations that were identified in poor condition during condition inspections.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project, however there are net savings due to reducing the number of lift stations down to one and eliminated the need of a biotrickling filter. Annual savings are estimate at \$22,407.



Sewer Line Replacements/Rehabilitation

- **2024 Project Budget:** \$1,750,000
- **Future Year Planned Budget:** \$4,500,000 planned annually.
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** This project is ongoing annually to replace/rehabilitate existing sewer mains within the Persigo 201 service area collection system. The collection system is comprised of 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. The funds planned for 2024 will be used for the rehabilitation of 1,450 feet of 8-inch pipe in Bahamas Way, and 654 feet of 15-inch pipe at Base Rock and Crosby Avenue, force main downstream of Redlands Village Lift Station. In addition, the following segments will be designed in 2024 for 2025 construction: 1,154 feet of 8-inch pipe on 1st St between Elm and North Avenue, 2,876 feet of 12-inch pipe on 12th Street between Gunnison and South Avenue, 2,438 feet of 15-inch pipe under railroad to Hale and Rockaway, 1.2 miles in Paradise Hills side streets, and 1,663 feet of 6- and 8-inch pipe at Teller Arms and Teller Avenue.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Sewer Improvement Districts

- **2024 Project Budget:** \$800,000
- **Future Year Planned Budget:** \$1,000,000 planned annually.
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** In 2000, the City and the County passed a joint resolution establishing the septic system elimination program to provide incentives to 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 2024 and \$1 million per year in future years is to complete existing and new Sewer Improvement Districts (SIDs) as recommended in the 2020 Wastewater Basin Master Plan. Bookcliffs Ranch SID, Skyline Drive SID, and Rosevale SID are identified to initiate the sewer improvement process in 2024.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Wastewater Treatment Plant Improvements and Asset Replacements

- **2024 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$736,000 in 2025 and then increased annually for inflation.
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** This project is ongoing annually for wastewater treatment plant improvements and replacement of aging infrastructure. The funds planned for 2024 will be used for the replacement of the plant-wide control system.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Sewer Capacity Projects

- **2024 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$2,984,000 planned in 2025 and 2026.
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** The Wastewater Basin Masterplan identified several capacity deficiencies in the sewer collection system under current and future flows. Funds budgeted in 2024 are to construct a flow balance structure on the Riverside interceptors. This is a multiple year project estimated at \$6.5 million and is funded by the Sewer enterprise fund.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Collection System Equipment

- **2024 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **2024 Funding Source:** This project is funded by the Sewer Enterprise Fund.
- **Project Description:** These funds are to purchase specialty equipment needed to efficiently operate and maintain the sewer collection system. Funds in 2024 are planned for upgrading to cellular telemetry across all 26 lift stations.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Grand Junction Fire Department

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.

2023 Downtown Development Authority Highlights

- Launched Restaurant Conversion/Expansion Grant and Upper Level Activation Grant:
 - \$61,000 awarded for Restaurant Grant Year to Date
 - \$78,000 awarded in Facade Grants
- Business Expansion, New business, New Lodging, and new residential units underway
- Sales and lodging tax numbers continue to post strong numbers
 - Increase in Sales Tax TIF
 - Low vacancy rates in the downtown core
- Passage of SB 23-175 to extend TIF beyond 2032 (Supported by City Council)
- The Terminal (Space to Create) Secured \$250,000 from Boettcher and \$25,000 from WCCF for predevelopment work
- Awarded \$3.2m from OEDIT through the Community Revitalization Grant

2024 Downtown Development Authority Strategic Outcomes

- Implementation of improvements to 4th and 5th Street and a new restroom facility in partnership with the City
- Improvements to the connectivity and placemaking of downtown in partnership with the City and others, including but not limited to opportunities for public art, more bicycle parking, pedestrian space and enhanced signage.
- Site plan submittal and additional funding for “The Terminal” project with the goal of breaking ground in 2025.
- Pursue redevelopment and acquisition opportunities that create economic vibrancy for the district.
- Work with City on rollout of new parking updates and planning for future needs.
- Identify new grant opportunities.

Downtown Development Authority Personnel

Downtown Development Authority	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by DDA Fund 103				
DDA Director	1.00	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00	1.00
Total Downtown Development Authority FTE	2.00	2.00	2.00	2.00

Downtown Development Authority Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Downtown Development Authority (DDA)						
Downtown Development Authority	\$ 2,114,669	\$ 1,283,468	\$ 1,469,922	\$ 1,244,922	\$ 1,217,490	-17.2%
DDA TIF Debt Service Fund	1,662,499	3,537,974	2,784,942	2,784,942	2,879,672	3.4%
Total DDA Budget	\$ 3,777,168	\$ 4,821,442	\$ 4,254,864	\$ 4,029,864	\$ 4,097,162	-3.7%

Downtown Development Authority Budget By Fund, by Classification

Funding Source DDA Fund 103	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Taxes	\$ 289,368	\$ 290,365	\$ 295,534	\$ 295,534	\$ 353,056	19.5%
Charges for Services	5,038	2,785	10,000	10,000	5,000	-50.0%
Intergovernmental	2,000	36,000	-	178,000	107,000	100.0%
Interest	14,279	13,758	22,985	78,132	109,666	377.1%
Other	1,025,065	988,291	1,000,921	1,000,921	990,921	-1.0%
Transfers In	-	702,289	-	-	-	0.0%
Total Revenues	\$ 1,335,750	\$ 2,033,488	\$ 1,329,440	\$ 1,562,587	\$ 1,565,643	17.8%
Expenditures						
Labor and Benefits						
Full Time	\$ 69,532	\$ 185,662	\$ 193,840	\$ 193,840	\$ 217,328	12.1%
Seasonal	14,111	17,651	-	-	-	0.0%
Benefits	49,928	56,089	55,286	55,286	62,487	13.0%
Insurance	839	1,188	431	431	803	86.3%
Other Compensation	4,056	4,544	-	-	4,500	100.0%
Total Labor and Benefits	\$ 138,466	\$ 265,133	\$ 249,557	\$ 249,557	\$ 285,118	14.2%
Operating						
Charges and Fees	\$ 7,008	\$ 11,265	\$ 6,400	\$ 6,400	\$ 7,130	11.4%
Contract Services	116,946	170,386	181,780	420,180	107,900	-40.6%
Equipment	17,115	1,570	1,500	4,557	1,500	0.0%
Grants and Contributions	681,612	546,725	544,075	319,075	509,075	-6.4%
Operating Supplies	322,983	188,280	127,700	127,700	177,700	39.2%
Cost of Goods Sold	4,529	-	-	-	-	0.0%
Professional Development	19,222	14,741	32,528	35,602	35,235	8.3%
Repairs	2,676	1,811	5,500	5,500	5,500	0.0%
Utilities	41,917	13,313	3,220	8,689	12,250	280.4%
Rent	19,075	24,360	25,000	25,000	26,000	4.0%
Uniforms and Gear	948	816	-	-	-	0.0%
Total Operating	\$ 1,234,031	\$ 973,267	\$ 927,703	\$ 952,703	\$ 882,290	-4.9%
Interfund Charges						
Administrative Overhead	\$ 30,614	\$ 35,337	\$ 30,985	\$ 30,985	\$ 33,734	8.9%
Liability Insurance	9,268	9,731	11,677	11,677	16,348	40.0%
Total Interfund Charges	\$ 39,882	\$ 45,068	\$ 42,662	\$ 42,662	\$ 50,082	17.4%
Capital Outlay						
Land	\$ 702,289	\$ -	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 702,289	\$ -	\$ -	\$ -	\$ -	0.0%
Contingency						
Contingency	\$ -	\$ -	\$ 250,000	\$ -	\$ -	-100.0%
Total Contingency	\$ -	\$ -	\$ 250,000	\$ -	\$ -	-100.0%
Total Fund 103 Expenditures	\$ 2,114,669	\$ 1,283,468	\$ 1,469,922	\$ 1,244,922	\$ 1,217,490	-17.2%

Funding Source	2021	2022	2023	2023	2024	% Change
DDA TIF Debt Service Fund 611	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ 1,465,159	\$ 1,512,106	\$ 1,387,948	\$ 1,677,880	\$ 2,135,548	53.9%
Intergovernmental	261,087	569,643	876,257	697,760	718,153	-18.0%
Interest	9,492	13,160	36,532	36,532	-	-100.0%
Capital Proceeds	-	927,289	550,000	550,000	600,000	9.1%
Total Fund 103 Revenues	\$ 1,735,738	\$ 3,022,197	\$ 2,850,737	\$ 2,962,172	\$ 3,453,701	21.2%
Expenditures						
Operating						
Charges and Fees	\$ 7,413	\$ 5,250	\$ 5,250	\$ 5,250	\$ 5,250	0.0%
Contract Services	3,676	26,554	26,400	29,012	23,760	-10.0%
Grants and Contributions	-	225,000	550,000	547,388	600,000	9.1%
Total Operating	\$ 11,089	\$ 256,804	\$ 581,650	\$ 581,650	\$ 629,010	8.1%
Debt Services						
Interest Expense	\$ 539,910	\$ 502,092	\$ 465,292	\$ 465,292	\$ 422,662	-9.2%
Principal	1,111,500	2,076,789	1,738,000	1,738,000	1,828,000	5.2%
Total Debt Service	\$ 1,651,410	\$ 2,578,881	\$ 2,203,292	\$ 2,203,292	\$ 2,250,662	2.1%
Transfers Out						
Transfers Out	\$ -	\$ 702,289	\$ -	\$ -	\$ -	0.0%
Total Operating	\$ -	\$ 702,289	\$ -	\$ -	\$ -	0.0%
Total Fund 611 Expenditures	\$ 1,662,499	\$ 3,537,974	\$ 2,784,942	\$ 2,784,942	\$ 2,879,672	3.4%
Total DDA Budget	\$ 3,777,167	\$ 4,821,442	\$ 4,254,864	\$ 4,029,864	\$ 4,097,162	-3.7%



Downtown in the Fall

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 has about 500 commercial properties within its boundaries.

2023 Accomplishments

- 2.1% increase in year over year visits (2.9m total visits)
 - Peak periods being May, August, September, and December
 - Peak days being Thursday, Friday, and Saturday
- Marketing and Promotion efforts including Airbnb welcome basket promo, Downtown show on KAFM, Downtown Guidebook, Downtown Gift Card Program, 12 Days of Cheer and Small Business Saturday
- Relaunch of Rhythm and Brews Concert Series (August and September) in partnership with Horizon Rotary
- Rides and Vibes
 - 400 Riders with 26,600 visits combined between Friday and Saturday
- Restaurant Week
 - 300+ passports distributed
 - 19 businesses participated
- Market on Main
 - 120+ vendors
 - 5,000 average attendances
- 4th of July
 - 40+ floats
 - 8,500+ spectators and participants
- Downtown Car Show
 - 130+ vehicles
 - 7,500+ visitors
- Art Festival
 - 70+ Local Artists
 - 21 New AOTC Sculptures
 - 7,700 Attendees

2024 Objectives

- Grow newer events Rides and Vibes and Rhythm and Brews by creating more sponsorship and revenue opportunities and creating partnerships.
- Increase sponsorships and create multi-year agreements when appropriate.
- Continued digital marketing and video content highlighting the district.
- Find growth and expansion opportunities for existing Downtown events, including Market on Main, First Friday, and the Downtown Car Show.
- Classes for downtown businesses, including marketing, retail display, and business planning.
- Apply for grant opportunities to grow marketing and enhance offerings at events like Market on Main.
- Create more opportunities for business engagement and networking.

Downtown Business Improvement District Personnel

Downtown Business Improvement District	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Funded by Downtown BID 711				
Community Engagement Manager	1.00	1.00	1.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00	1.00
Total Downtown BID FTE	2.00	2.00	2.00	2.00

Downtown Business Improvement District Expenditure Summary by Fund

Expenditure Summary by Fund	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Downtown BID Fund 711						
Downtown Development Authority \$	290,230 \$	361,177 \$	421,318 \$	421,318 \$	428,524	1.1%
Total Downtown BID Budget \$	290,230 \$	361,177 \$	421,318 \$	421,318 \$	428,524	1.1%

Downtown Business Improvement District Budget By Fund, by Classification

Funding Source	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Downtown BID Fund 711						
Revenues						
Licenses and Permits \$	8,309 \$	10,864 \$	8,000 \$	8,000 \$	20,000	150.0%
Charges for Services	98,785	133,626	150,800	150,800	145,300	-3.6%
Intergovernmental	6,400	-	-	-	-	0.0%
Interest	900	1,206	2,951	3,508	999	-66.1%
Other	216,205	214,449	276,489	277,262	287,520	4.0%
Total Fund 711 Revenues \$	330,599 \$	360,145 \$	438,240 \$	439,570 \$	453,819	3.6%
Expenditures						
Labor						
Full Time \$	84,542 \$	93,510 \$	106,552 \$	106,552 \$	127,418	17.2%
Seasonal	13,352	7,709	51,595	51,595	40,800	-20.9%
Benefits	25,513	20,988	26,493	26,493	29,588	11.7%
Insurance	678	547	3,084	3,084	2,733	-11.4%
Other Compensation	1,236	1,473	-	-	1,500	100.0%
Total Labor \$	125,320 \$	124,226 \$	187,724 \$	187,724 \$	202,039	6.3%
Operating						
Charges and Fees \$	(5,719) \$	5,415 \$	6,100 \$	6,100 \$	6,100	0.0%
Contract Services	151,742	204,693	197,800	197,486	189,275	-4.3%
Grants and Contributions	3,000	1,135	1,000	1,000	1,000	0.0%
Operating Supplies	11,161	16,955	8,800	8,800	9,550	8.5%
Professional Development	2,319	6,609	15,744	15,744	17,010	8.0%
Repairs	684	90	450	450	450	0.0%
Utilities	1,724	1,715	1,800	1,800	1,800	0.0%
Uniforms and Gear	-	340	1,900	2,214	1,300	-31.6%
Total Operating \$	164,910 \$	236,952 \$	233,594 \$	233,594 \$	226,485	6.3%
Total Downtown BID Budget \$	290,230 \$	361,177 \$	421,318 \$	421,318 \$	428,524	1.1%

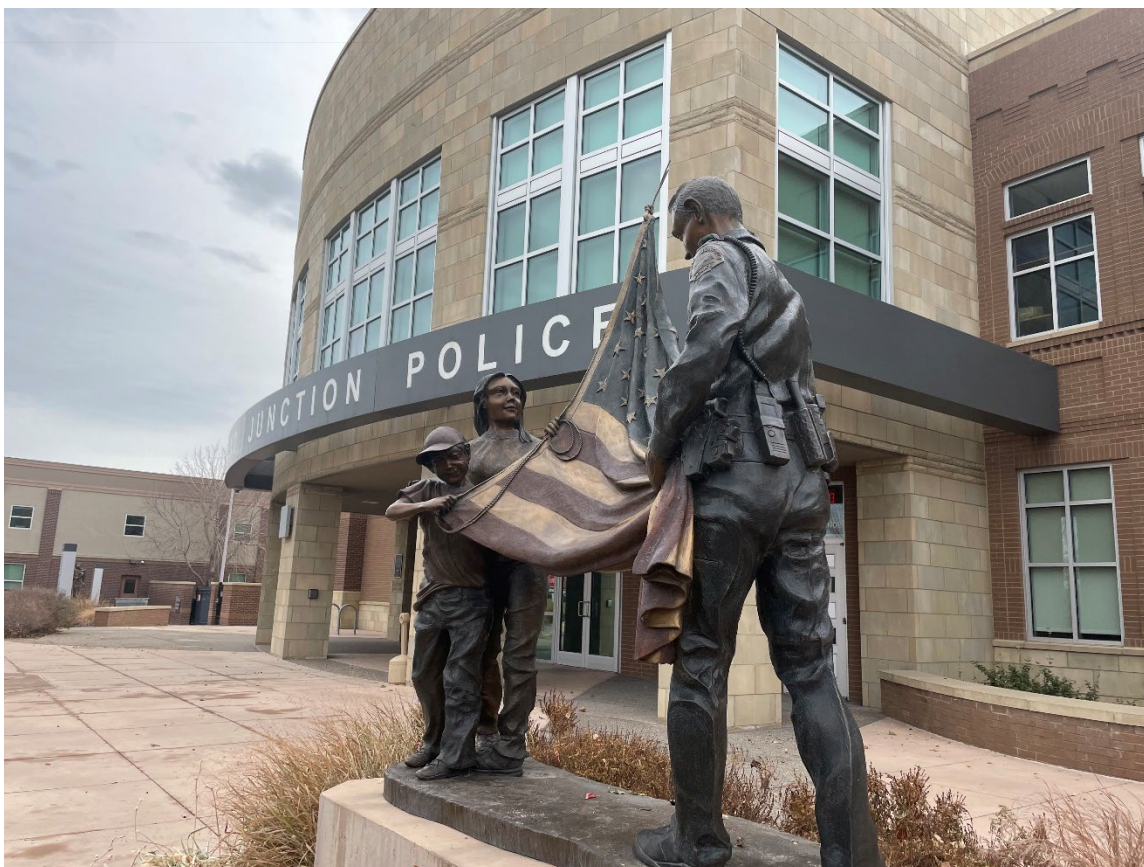
Enhanced 911 Fund

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	2021	2022	2023	2023	2024	% Change
Enhanced 911 Fund 101	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Charges for Service	\$ 3,210,134	\$ 3,556,719	\$ 3,600,000	\$ 3,600,000	\$ 4,421,773	20.5%
Interest	19,780	35,323	66,172	157,259	109,276	49.4%
Total Revenues	\$ 3,229,914	\$ 3,592,041	\$ 3,666,172	\$ 3,757,259	\$ 4,531,049	21.1%
Expenditures						
Transfers Out	\$ 2,194,167	\$ 2,517,830	\$ 2,908,700	\$ 3,308,700	\$ 2,830,498	-2.7%
Total E911 Budget	\$ 2,194,167	\$ 2,517,830	\$ 2,908,700	\$ 3,308,700	\$ 2,830,498	-2.7%



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

Community Development Block Grant Fund

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

2023 Accomplishments

- Completed seven activities funded in the 2022 CDBG program year: CEC Low Income Counseling; Housing Resources of Western Colorado counseling and support; Meals on Wheels food purchase; Riverside Educational Center Bookcliff Middle School after school program transportation; STRiVE group home remodel; STRiVE The Wood Shop remodel; Hilltop Bacon Campus Community Resource Building Roof; Hilltop Resource Center fencing,
- Completed five activities funded in prior CDBG program years: Elm Ave. Safe to School Rout, Grand Valley Catholic Outreach Mother Teresa predevelopment cost, HopeWest extended caregiver support for LMI families, Mind Springs Health Oasis Clubhouse rehabilitation, Karis Inc The House remodel, Housing Resources of Western Colorado emergency home repair.
- Completed one CDBG-CV activity: Grand Junction Housing Authority rental and utility assistance

2024 Strategic Outcomes

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

Community Development Block Grant Fund Budget

Funding Source CDBG Fund 104	2021 Actual	2022 Actual	2023 Adopted	2023 Projected	2024 Adopted	% Change From 2023
Revenues						
Intergovernmental	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	8.9%
Total Revenues	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	8.9%
Expenditures						
Operating	\$ 577,792	\$ 435,321	\$ 276,950	\$ 393,730	\$ 189,748	-37.4%
Transfers Out	64,431	23,189	164,501	357,721	292,680	56.1%
Total Expenditures	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	8.9%
Total CDBG Fund	\$ 642,223	\$ 458,509	\$ 441,451	\$ 751,451	\$ 482,428	8.9%

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 2024 capital projects partially funded by the Parkland Expansion Funds is \$2.3 million and include:

- Emerson Park Destination Skate Park - \$1,650,000
- Monument Road Connect - \$130,000
- Asphalt Trail Replacements - \$400,000
- Water Conservation Projects – Turf to Native - \$125,000

Parkland Expansion Fund Budget

Funding Source	2021	2022	2023	2023	2024	% Change
Parkland Expansion Fund 105	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Fines and Forfeitures	\$ 2,258	\$ 1,473	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Interest	4,659	9,101	11,349	22,854	9,595	-16.7%
Other	804,741	1,190,026	991,467	1,291,467	1,260,499	23.9%
Total Revenues	\$ 811,658	\$ 1,200,600	\$ 1,005,316	\$ 1,316,821	\$ 1,272,594	23.5%
Expenditures						
Transfers Out	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792	109.7%
Total Expenditures	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792	109.7%
Total Parkland Expansion Budget	\$ 449,767	\$ 1,364,792	\$ 689,792	\$ 689,792	\$ 2,364,792	109.7%



Lincoln Park

Lodger's Tax Fund

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

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

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

Lodger's Tax Fund Budget

Funding Source	2021	2022	2023	2023	2024	% Change
Lodgers Tax Fund 106	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ 1,886,959	\$ 2,124,160	\$ 2,412,969	\$ 2,379,921	\$ 2,487,017	3.0%
Interest	1,881	1,975	-	1,960	29,031	100%
Total Revenues	\$ 1,888,840	\$ 2,126,136	\$ 2,412,969	\$ 2,381,881	\$ 2,516,048	4.2%
Expenditures						
Operating	\$ 1,026,665	\$ 1,260,420	\$ 1,407,565	\$ 1,454,827	\$ 1,469,525	4.3%
Transfers Out	733,332	900,300	1,005,404	1,039,163	1,049,661	4.3%
Total Expenditures	\$ 1,759,997	\$ 2,160,719	\$ 2,412,969	\$ 2,493,990	\$ 2,519,186	4.2%
Total Lodgers Tax Fund	\$ 1,759,997	\$ 2,160,719	\$ 2,412,969	\$ 2,493,990	\$ 2,519,186	4.2%

First Responder Tax Fund

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

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

First Responder Tax Fund Budget

Funding Source	2021	2022	2023	2023	2024	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ 10,850,494	\$ 12,000,708	\$ 12,339,235	\$ 12,213,610	\$ 12,641,120	2.4%
Intergovernmental	-	1,437,426	2,306,610	2,196,610	2,091,941	9.8%
Interest	42,299	52,426	79,953	316,909	165,778	69.9%
Total Revenues	\$ 10,892,793	\$ 13,490,560	\$ 14,725,798	\$ 14,727,129	\$ 14,898,839	1.2%
Expenditures						
Labor and Benefits	\$ 2,571,412	\$ 4,723,191	\$ 7,913,894	\$ 7,913,894	\$ 10,426,277	27.4%
Operating	74,187	895,489	1,867,094	1,787,094	829,085	-77.0%
Interfund Charges	135,369	454,026	921,353	921,353	1,298,111	34.0%
Capital Outlay	(3,386)	122,369	-	155,600	-	0.0%
Transfers Out	6,852,083	1,703,067	2,639,692	2,279,419	10,681,884	120.7%
Total Expenditures	\$ 9,629,664	\$ 7,898,142	\$ 13,342,033	\$ 13,057,360	\$ 23,235,357	54.1%
Total First Responder Tax Budget	\$ 9,629,664	\$ 7,898,142	\$ 13,342,033	\$ 13,057,360	\$ 23,235,357	54.1%

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 2024 capital partially funded by Conservation Trust Funds are \$600,000 and include:

- Emerson Park Destination Skate Park - \$361,656
- Hawthorne Park Improvements - \$200,000
- Playground Repairs - \$38,344

Conservation Trust Fund Budget

Funding Source	2021	2022	2023	2023	2024	% Change
Conservation Trust Fund 110	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Intergovernmental	\$ 788,497	\$ 841,372	\$ 906,400	\$ 980,000	\$ 1,009,400	10.8%
Interest	2,155	2,320	1,649	3,330	3,633	75.1%
Total Revenues	\$ 790,652	\$ 843,692	\$ 908,049	\$ 983,330	\$ 1,013,033	10.9%
Expenditures						
Transfers Out	\$ 777,985	\$ 868,194	\$ 942,564	\$ 948,782	\$ 1,097,982	15.2%
Total Expenditures	\$ 777,985	\$ 868,194	\$ 942,564	\$ 948,782	\$ 1,097,982	15.2%
Total Conservation Trust Budget	\$ 777,985	\$ 868,194	\$ 942,564	\$ 948,782	\$ 1,097,982	15.2%

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 was completed in 2023, with ten licensed businesses beginning sales in the fourth quarter of 2023.

2024 will be the first full year of cannabis retail activity. As of January 1, four cannabis businesses have opened and it is expected that the remaining six businesses will be open by the end of the 2nd quarter of 2024. Staff has budgeted total cannabis tax revenue, including the State share of \$2.6 million. The City will also receive the regular city sales tax of 3.39% 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 revenues received in 2024 will be set aside for future capital projects in accordance with the Parks, Recreation, and Open Space plan.

Cannabis Sales Tax Budget

Funding Source	2021	2022	2023	2023	2024	% Change
Cannabis Sales Tax Fund 111	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Taxes	\$ -	\$ -	\$ 1,884,375	\$ -	\$ 2,469,687	60.0%
Licenses and Permits	-	120,000	75,000	75,000	50,000	100.0%
Charges for Service	-	6,800	-	-	-	0.0%
Interest	-	616	18,094	33,672	41,695	100.0%
Total Revenues	\$ -	\$ 127,416	\$ 1,015,000	\$ 167,761	\$ 2,561,382	64.3%
Expenditures						
Operating	\$ -	\$ 9,237	\$ -	\$ -	\$ -	0.0%
Transfers Out	-	50,000	113,364	113,364	132,767	15.8%
Total Expenditures	\$ -	\$ 59,237	\$ 113,364	\$ 113,364	\$ 132,767	15.8%
Total Cannabis Sales Tax Budget	\$ -	\$ 59,237	\$ 113,364	\$ 113,364	\$ 132,767	15.8%



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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	2021	2022	2023	2023	2024	% Change
General Debt Service Fund 610	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Transfers In	\$ 6,794,876	\$ 6,799,688	\$ 6,294,386	\$ 6,294,386	\$ 5,874,342	6.9%
Total Revenues	\$ 6,794,876	\$ 6,799,688	\$ 6,294,386	\$ 6,294,386	\$ 5,874,342	6.9%
Expenditures						
Operating	\$ 3,500	\$ 4,500	\$ 4,000	\$ 4,000	\$ 4,500	11.8%
Debt Service	6,790,376	6,795,188	6,291,928	6,291,928	5,869,842	-7.0%
Total Expenditures	\$ 6,793,876	\$ 6,799,688	\$ 6,295,928	\$ 6,295,928	\$ 5,874,342	-7.0%
Total Gen Debt Svc. Fund Budget	\$ 6,793,876	\$ 6,799,688	\$ 6,295,928	\$ 6,295,928	\$ 5,874,342	7.0%

Grand Junction Public Finance Corporation

This fund accounts for the debt service payments incurred in the finance of parks and open space land. The debt payment that is budgeted in 2024 is for the Stadium Improvement Project debt.

Grand Junction Public Finance Corporation

Funding Source	2021	2022	2023	2023	2024	% Change
GJ Public Finance Corp 614	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Other	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	0.0%
Capital Proceeds	5,086,873	-	-	-	-	0.0%
Transfers In	848,430	300,879	293,582	299,800	299,000	1.8%
Total Revenues	\$ 6,335,303	\$ 700,879	\$ 693,582	\$ 699,800	\$ 699,000	0.8%
Expenditures						
Operating	\$ 67,393	-	\$ 1,500	\$ 1,500	\$ 2,500	50.0%
Debt Service	6,261,691	699,700	698,300	698,300	696,500	-1.0%
Total Expenditures	\$ 6,329,084	\$ 699,700	\$ 699,800	\$ 699,800	\$ 699,000	0.8%
Total GJ Public Fin. Corp. Budget	\$ 6,239,084	\$ 699,700	\$ 699,800	\$ 699,800	\$ 699,000	0.8%

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. This debt was paid of in 2022.

Riverside Parkway Debt Fund

Funding Source	2021	2022	2023	2023	2024	% Change
Riverside Parkway Debt Fund 615	Actual	Actual	Adopted	Projected	Adopted	From 2023
Revenues						
Interest	\$ 22,413	\$ 7,949	\$ -	\$ -	-	0.0%
Transfers In	1,305,444	-	-	72,689	-	0.0%
Total Revenues	\$ 1,327,857	\$ 7,949	\$ -	\$ 72,689	\$ -	0.0%
Expenditures						
Transfers Out	\$ 3,000,000	\$ 1,013,281	\$ -	\$ -	-	0.0%
Total Expenditures	\$ 3,000,000	\$ 1,013,281	\$ -	\$ -	\$ -	0.0%
Total Riverside Pkwy Debt Budget	\$ 3,000,000	\$ 1,013,281	\$ -	\$ -	\$ -	0.0%



Aerial View of Grand Junction

APPENDIX

2024 Budget Appropriation Ordinance

ORDINANCE NO. 5186

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, 2024, AND ENDING DECEMBER 31, 2024

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, 2024, and ending December 31, 2024, said sums to be derived from the various funds as indicated for the expenditures of:

Fund Name	Fund #	Appropriation
General Fund	100	\$ 109,909,601
Enhanced 911 Fund	101	\$ 2,830,498
Visit Grand Junction Fund	102	\$ 5,578,170
D.D.A. Operations	103	\$ 1,217,490
CDBG Fund	104	\$ 482,428
Parkland Expansion Fund	105	\$ 2,364,792
Lodgers Tax Increase Fund	106	\$ 2,519,186
First Responder Tax Fund	107	\$ 23,235,357
Conservation Trust Fund	110	\$ 1,097,982
Cannabis Sales Tax Fund	111	\$ 132,767
American Rescue Plan Fund	114	\$ 3,718,483
Community Recreation Center Tax Fund	116	\$ 122,990
Sales Tax CIP Fund	201	\$ 54,998,439
Storm Drainage Fund	202	\$ 320,000
Major Projects Capital Fund	204	\$ 24,115,217
Transportation Capacity Fund	207	\$ 17,404,094
Water Fund	301	\$ 13,664,310
Solid Waste Removal Fund	302	\$ 8,658,026
Golf Courses Fund	305	\$ 2,950,310
Parking Authority Fund	308	\$ 1,686,216
Ridges Irrigation Fund	309	\$ 385,963
Information Technology Fund	401	\$ 12,618,091
Fleet and Equipment Fund	402	\$ 9,507,146
Insurance Fund	404	\$ 25,448,134
Communication Center Fund	405	\$ 9,204,225
Facilities Management Fund	406	\$ 4,046,489
General Debt Service Fund	610	\$ 5,874,342
D.D.A. T.I.F. Debt Service	611	\$ 2,879,672
GJ Public Finance Corp Fund	614	\$ 699,000
Cemetery Perpetual Care Fund	704	\$ 33,544
Joint Sewer Operations Fund	900	\$ 63,482,999

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 5142 are incorporated by and made part of this ordinance by this reference as if fully set forth. Furthermore, Ordinance 5142 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.

SECTION 3. The documentation of the proposed revenue and expenses prepared and maintained by the Finance Director in support of the budget and appropriation ordinance, includes, subject to an election by the members, amending the member and employer contribution rates to the Hybrid Component of the Fire and Police Pension Association Retirement Plan for active members enrolled in the Hybrid Plan as of September 19, 2019.

SECTION 4. The documentation of the proposed revenue and expenses prepared and maintained by the Finance Director in support of the budget and appropriation ordinance includes certain fees and charges which are authorized to be imposed and collected by Resolution(s) of the City Council.

INTRODUCED AND ORDERED PUBLISHED IN PAMPHLET FORM this 1st day of November 2023.

TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM this 6th day of December, 2023



President of the Council

Attest:


City Clerk

I HEREBY CERTIFY THAT the foregoing Ordinance, being Ordinance No. 5186 was introduced by the City Council of the City of Grand Junction, Colorado at a regular meeting of said body held on the 1st day of November 2023 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 6th day of December 2023, at which Ordinance No. 5186 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 8th day of December 2023.


Deputy City Clerk

Published: November 3, 2023
Published: December 8, 2023
Effective: January 7, 2024



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 COPs extends 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 2024 is \$696,500. 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 2024 payment referenced above is \$15,343,400.

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 2024 is \$2,022,550. 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 2024 payment referenced above is \$33,971,300.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**City of Grand Junction
Colorado**

For the Fiscal Year Beginning

January 01, 2023

Christopher P. Monill

Executive Director

2024 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.

Classification and Pay Plan (By position classification) 2024 Adopted Budget

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Customer Service	13	
Parking Services Technician	1	\$3,609 - \$4,691
Recreation Services Representative	2	\$3,609 - \$4,691
Customer Service Representative	5	\$3,793 - \$4,931
Customer Service Analyst	1	\$4,190 - \$5,447
Court Clerk	1	\$4,190 - \$5,447
Utilities Customer Service Specialist	1	\$4,190 - \$5,447
Court Administrator	1	\$5,934 - \$7,714
Customer Service Supervisor	1	\$6,234 - \$8,105
Financial	20	
Licensing Compliance Officer	1	\$4,627 - \$6,015
Parking Coordinator/Admin	1	\$5,371 - \$6,982
Accountant/Analyst I	5	\$5,371 - \$6,982
Grant Specialist	2	\$5,934 - \$7,714
Auditor	2	\$5,934 - \$7,714
Accountant/Analyst II	3	\$5,934 - \$7,714
Budget Coordinator	1	\$6,234 - \$8,105
Grant Administrator	1	\$6,884 - \$8,949
Business Analyst	1	\$6,884 - \$8,949
Finance Supervisor	1	\$7,235 - \$9,406
Controller	1	\$8,398 - \$10,918
Deputy Finance Director	1	\$9,276 - \$12,059
Procurement	5	
Warehouse Specialist	1	\$3,793 - \$4,931
Buyer	1	\$5,371 - \$6,982
Senior Buyer	2	\$5,934 - \$7,714
Contract Administrator	1	\$7,235 - \$9,406
Human Resources	17	
Human Resources Technician	2	\$4,138 - \$5,380
Safety Programs Coordinator	1	\$5,305 - \$6,897
Recruiting Coordinator	1	\$5,305 - \$6,897
Claims Specialist	1	\$5,305 - \$6,897
Benefits & Leave Specialist	1	\$5,305 - \$6,897
Claims Analyst	1	\$6,470 - \$8,411
City Recruiter	1	\$6,470 - \$8,411
Human Resources Analyst	3	\$6,470 - \$8,411
Safety Administrator	1	\$7,146 - \$9,290
Benefits Administrator	1	\$7,146 - \$9,290
Organizational Development & Training Coordinator	1	\$7,146 - \$9,290
Human Resources Supervisor	1	\$8,294 - \$10,783
Risk Manager	1	\$8,294 - \$10,783
Deputy Human Resources Director	1	\$9,161 - \$11,910

**Classification and Pay Plan
(By position classification)
2024 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Information Technology (IT)	26	
IT Support Specialist	3	\$4,685 - \$6,091
GIS Technician	1	\$4,685 - \$6,091
Lead IT Support Specialist	1	\$5,174 - \$6,726
GIS Analyst	2	\$5,715 - \$7,430
Systems/Network Analyst	14	\$6,970 - \$9,061
IT Business Operations Supervisor	1	\$8,091 - \$10,518
Information Technology Supervisor	3	\$8,901 - \$10,518
Information Security Officer	1	\$8,937 - \$11,618
Legal	4	
Staff Attorney	3	\$7,417 - \$9,641
Senior Staff Attorney – Public Safety	1	\$9,048 - \$11,763
Business Support	26	
Best & Brightest Fellowship (2YR)	1	\$3,521 - \$4,577
Administrative Assistant	10	\$3,747 - \$4,871
Records Technician	2	\$3,938 - \$5,119
Senior Administrative Assistant	7	\$4,138 - \$5,380
Administrative Specialist	3	\$4,570 - \$5,941
Deputy City Clerk	2	\$4,803 - \$6,244
City Records Manager	1	\$5,860 - \$7,618
Management Analyst	0	\$5,860 - \$7,618
Marketing and Communications	10	
Visitor Center & Administrative Coordinator	1	\$4,403 - \$5,724
Digital Communications Specialist	1	\$4,863 - \$6,322
Communications Specialist	0	\$4,863 - \$6,322
Content Specialist	1	\$4,863 - \$6,322
Community Outreach Specialist	2	\$5,371 - \$6,982
Public Information Officer	2	\$5,371 - \$6,982
Community Engagement Coordinator	1	\$5,371 - \$6,982
Communications Project Coordinator	1	\$5,934 - \$7,714
Data Analyst	1	\$7,325 - \$9,523
Data Scientist	0	\$8,091 - \$10,518
Chief Marketing Officer	0	\$8,937 - \$11,618
Facilities	14	
Custodian	7	\$3,350 - \$4,355
Lead Custodian (Parks)	2	\$3,700 - \$4,810
Facilities Maintenance Technician	3	\$4,744 - \$6,167
Night Maintenance Supervisor	1	\$5,239 - \$6,811
Facilities Supervisor	1	\$6,714 - \$8,729
Parks Maintenance	46	
Parks Equipment Operator	26	\$3,841 - \$4,993
Golf Equipment Operator	1	\$3,841 - \$4,993
Parks Crew Leader	9	\$4,985 - \$6,481
Plant Health Specialist	1	\$4,985 - \$6,481
Parks Maintenance Supervisor	5	\$6,714 - \$8,729
Golf Superintendent	1	\$6,714 - \$8,729
Community Recreation Center Maintenance Sup	1	\$6,714 - \$8,729
Parks Superintendent	1	\$7,795 - \$10,133
Deputy Parks and Rec Director	1	\$9,048 - \$11,763

**Classification and Pay Plan
(By position classification)
2024 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Maintenance and Operations	75	
Apprentice Equipment Operator	11	\$3,434 - \$4,465
Recycling Technician	3	\$3,434 - \$4,465
Equipment Operator	13	\$3,987 - \$5,183
Recycling Operator	4	\$3,987 - \$5,183
Specialty Equipment Operator	23	\$4,627 - \$6,015
Project/Storm Water/Recycling/Streets Crew Leader	11	\$5,110 - \$6,643
Waste Reduction Coordinator	2	\$5,645 - \$7,338
Operations and Maintenance Supervisor	5	\$6,884 - \$8,949
Recycling Program Supervisor	1	\$6,884 - \$8,949
General Services Manager	1	\$8,398 - \$10,918
Deputy General Services Director	1	\$9,276 - \$12,059
Traffic Signal Technician	8	
Traffic Technician	4	\$4,242 - \$5,515
Traffic Signal Technician	1	\$4,685 - \$6,091
Traffic Crew Leader	2	\$5,438 - \$7,069
Traffic Supervisor	1	\$6,970 - \$9,061
Fleet	18	
Fleet Support Technician	1	\$3,793 - \$4,931
Fleet Services Coordinator	1	\$4,190 - \$5,447
Fleet Parts Coordinator	1	\$4,190 - \$5,447
Automotive and Equipment Technician	12	\$4,627 - \$6,015
Automotive and Equipment Crew Leader	1	\$5,371 - \$6,982
Automotive and Equipment Supervisor	1	\$7,235 - \$9,406
Automotive and Equipment Manager	1	\$7,991 - \$10,388
Community Development	20	
Planning Technician	4	\$4,570 - \$5,941
Associate Planner	2	\$6,158 - \$8,005
Housing Specialist	2	\$6,158 - \$8,005
Development Coordinator	1	\$6,158 - \$8,005
Senior Planner	3	\$6,799 - \$8,838
Mobility Planner	1	\$6,799 - \$8,838
Sustainability Coordinator	1	\$6,799 - \$8,838
Assistant to the City Manager	1	\$6,799 - \$8,838
Principal Planner	2	\$7,146 - \$9,290
Planning Supervisor	1	\$7,892 - \$10,260
Housing Supervisor	1	\$7,892 - \$10,260
Deputy Community Development Director	1	\$9,161 - \$11,910
Engineering Inspection	10	
Utility Locator	3	\$4,803 - \$6,244
Stormwater Inspector	1	\$5,047 - \$6,561
Construction Inspector	5	\$5,305 - \$6,897
Cross Connection Coordinator	1	\$5,305 - \$6,897
Engineering Support	6	
Engineering Technician	3	\$4,985 - \$6,481
Survey Technician	1	\$5,239 - \$6,811
Senior Engineering Technician	1	\$5,506 - \$7,158
Transportation Systems Analyst II	1	\$6,309 - \$8,308

**Classification and Pay Plan
(By position classification)
2024 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Engineering	20	
Engineering Specialist	3	\$6,234 - \$8,105
Utilities Asset Management Specialist	1	\$6,550 - \$8,516
Project Engineer	8	\$7,604 - \$9,885
Wastewater Project Manager	1	\$7,604 - \$9,885
Development Engineer	3	\$8,398 - \$10,918
City Surveyor	1	\$8,398 - \$10,918
Real Estate Manager	1	\$8,826 - \$11,474
Engineering Program Supervisor (Transportation)	1	\$9,276 - \$12,059
Engineering Manager	1	\$10,246 - \$13,319
Police Records	9	
Police Records Specialist	7	\$3,889 - \$5,056
Lead Police Records Specialist	1	\$4,296 - \$5,584
Police Records Supervisor	1	\$5,787 - \$7,523
Communications Center Non-Exempt	53	
Emergency Communications Specialist	42	\$4,863 - \$6,322
Quality Assurance Analyst	1	\$5,371 - \$6,982
Administrative/QA Supervisor	1	\$6,884 - \$8,949
Dispatch Shift Supervisor	8	\$6,884 - \$8,949
Communications Center Manager	1	\$8,398 - \$10,918
Police Civilian – Operations	38	
Audio Clerk	0	\$3,700 - \$4,810
Parking Compliance Officer	8	\$4,138 - \$5,380
Lead Parking Compliance Officer	2	\$4,570 - \$5,941
Code Compliance Officer	3	\$4,570 - \$5,941
Evidence Technician	5	\$4,570 - \$5,941
Police Services Technician	8	\$4,570 - \$5,941
Civilian Investigator	6	\$4,570 - \$5,941
Municipal Court Marshal	0	\$4,570 - \$5,941
Lead Code Compliance Officer	1	\$5,047 - \$6,561
Lead Evidence Technician	1	\$5,047 - \$6,561
Digital Forensic Analyst	2	\$8,273 - \$9,762
Criminalist	2	\$8,273 - \$9,762
Police Civilian – Services	10	
Victim Advocate Specialist	1	\$5,305 - \$6,897
Volunteer Coordinator	1	\$5,305 - \$6,897
Victim Services Coordinator	1	\$5,860 - \$7,618
Co-Responder Clinician	3	\$5,860 - \$7,618
Crime Analyst	2	\$5,860 - \$7,618
Police Civilian Manager	2	\$8,398 - \$10,918
Police Sworn	131	
Police Officer Academy Recruit	-	\$6,072
Police Officer	85	\$6,679 - \$7,743
Police Motor Technician	2	\$8,130 - \$8,625
Core Investigations Detective	6	\$8,130 - \$8,625
Police Corporal	10	\$8,130 - \$8,625
Police Sergeant	18	\$9,056 - \$9,608
Police Commander (LT)	7	\$11,049 - \$11,723
Deputy Police Chief (Captain)	3	\$13,481 - \$14,302

**Classification and Pay Plan
(By position classification)
2024 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Fire – Non-Exempt	18	
EMT – 2080	6	\$3,793 - \$4,931
Paramedic – 2080	6	\$4,863 - \$6,322
Fire Apparatus and Equipment Coordinator	1	\$5,575 - \$7,247
Fire Inspector	2	\$6,234 - \$8,105
Fire Prevention Specialist	3	\$6,884 - \$8,949
Fire Sworn	161	
Firefighter Academy Recruit	-	\$5,382
Firefighter	45	\$5,921 - \$7,501
Fire Engineer	21	\$7,876 - \$8,607
Firefighter/Paramedic	60	\$7,876 - \$8,607
Fire Unit Supervisor (Captain)	21	\$9,468 - \$10,044
SAM Officer	3	\$9,468 - \$10,044
Training Officer/Fire EMS	3	\$10,345 - \$10,975
Admin Fire Officer (Battalion Chief – 2912)	3	\$11,048 - \$11,721
Admin Fire Officer (Battalion Chief – 2080)	1	\$11,048 - \$11,721
Emergency Medical Services Chief – 2080)	1	\$11,048 - \$11,721
Fire Marshal (2080)	1	\$11,048 - \$11,721
Deputy Fire Chief (Ops & Admin)	2	\$13,479 - \$14,300
Recreation	21	
Early Childhood Education Teacher	10	\$3,938 - \$5,119
Recreation Specialist	1	\$3,938 - \$5,119
Daycare Director	1	\$4,570 - \$5,941
Recreation Coordinator	5	\$4,570 - \$5,941
Recreation Supervisor	2	\$6,158 - \$8,005
Community Recreation Center Manager	1	\$6,158 - \$8,005
Recreation Superintendent	1	\$7,510 - \$9,762
Golf	4	
Golf Shop Associate	1	\$3,609 - \$4,691
1st Assistant Golf Professional	2	\$3,987 - \$5,183
Director of Golf	1	\$6,234 - \$8,105
Utilities Maintenance and Operations	52	
Utilities Maintenance Technician	16	\$4,627 - \$6,015
Plant Mechanic	7	\$4,744 - \$6,167
Plant Electrician	1	\$4,744 - \$6,167
Utilities Maintenance Crew Leader	1	\$5,110 - \$6,643
Lead Plant Mechanic	2	\$5,239 - \$6,811
Water Plant Operator	6	\$5,239 - \$6,811
Wastewater Plant Operator	5	\$5,239 - \$6,811
Water Quality Specialist	2	\$5,506 - \$7,158
Lead Wastewater Plant Operator	1	\$5,787 - \$7,523
SCADA Technician	3	\$5,787 - \$7,523
Wastewater Operations Supervisor	1	\$7,058 - \$9,175
Utilities Maintenance Supervisor	2	\$7,058 - \$9,175
Water Operations Supervisor	1	\$7,058 - \$9,175
Water Supply Supervisor	1	\$7,058 - \$9,175
Wastewater Plant Maintenance Supervisor	1	\$7,058 - \$9,175
Wastewater Services Manager	1	\$9,048 - \$11,763
Water Services Manager	1	\$9,048 - \$11,763
Laboratory	9	
Laboratory Technician	1	\$4,296 - \$5,584
Laboratory Analyst	2	\$5,239 - \$6,811
Industrial Pretreatment Specialist	2	\$5,506 - \$7,158

**Classification and Pay Plan
(By position classification)
2024 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Water Conservation Specialist	1	\$5,787 - \$7,523
Laboratory Chemist	1	\$5,787 - \$7,523
Industrial Pretreatment Supervisor	1	\$7,058 - \$9,175
Laboratory Supervisor	1	\$7,058 - \$9,175
Executive Staff	16	
City Manager	1	\$21,675
City Attorney	1	\$18,672
Fire Chief	1	\$13,358 - \$17,429
Police Chief	1	\$13,358 - \$17,429
Finance Director	1	\$13,358 - \$17,429
Parks and Recreation Director	1	\$12,199 - \$15,917
Utilities Director	1	\$12,199 - \$15,917
Engineering & Transportation Director	1	\$12,199 - \$15,917
General Services Director	1	\$12,199 - \$15,917
Human Resources Director	1	\$12,199 - \$15,917
Community Development Director	1	\$12,199 - \$15,917
Visit Grant Junction Director	1	\$12,199 - \$15,917
Communication and Engagement Director	1	\$12,199 - \$15,917
Information Technology Director	1	\$12,199 - \$15,917
Assistant City Attorney	1	\$11,141 - \$14,536
City Clerk	1	\$11,141 - \$14,536
Total 2023 Approved Positions	860	



Ribbon Cutting at Riverfront Trail on Redlands Parkway

2024 Adopted Positions By Department

The table below shows all full-time adopted positions included in 2024 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 860 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 860 Positions.

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-110 – City Manager	100	100001	City Manager	\$ 328,224
01-110 – City Manager	100	102275	Asst. to the City Manager	100,868
01-110 – City Manager	100	100882	Best & Brightest	90,371
01-110 – City Manager	100	100678	Administrative Specialist	80,935
Total City Manager Total				\$ 600,398
01-120 – City Attorney	100	100006	City Attorney	\$ 277,821
01-120 – City Attorney	100	100005	Assistant City Attorney	177,094
01-120 – City Attorney	100	102306	Senior Staff Attorney - Public Safety	161,939
01-120 – City Attorney	100	102024	Staff Attorney	145,263
01-120 – City Attorney	100	100561	Staff Attorney	125,551
01-120 – City Attorney	100	102324	Staff Attorney	112,902
01-120 – City Attorney	100	100663	Sr. Administrative Assistant	80,961
Total City Attorney Total				\$ 1,081,531
01-125 – Communications and Engagement	100	102102	Communications & Engagement Director	\$ 188,334
01-125 – Communications and Engagement	100	102332	Communications Project Coordinator	93,877
01-125 – Communications and Engagement	100	100583	Community Engagement Coordinator	84,659
01-125 – Communications and Engagement	100	100467	Digital Communications Specialist	76,184
Total Communications and Engagement Total				\$ 443,054
01-130 – City Clerk	100	100010	City Clerk	\$ 179,943
01-130 – City Clerk	100	102141	Deputy City Clerk	100,498
01-130 – City Clerk	100	100009	Deputy City Clerk	92,206
01-130 – City Clerk	100	102148	Administrative Assistant	71,039
01-130 – City Clerk	401	102130	City Records Manager	123,084
01-130 – City Clerk	401	100669	Records Technician	55,467
01-130 – City Clerk	401	102433	Records Technician	38,314
Total City Clerk Total				\$ 660,551
01-140 – Human Resources	100	100028	Human Resources Director	\$ 218,273
01-140 – Human Resources	100	102389	Deputy Human Resources Director	149,394
01-140 – Human Resources	100	102091	Human Resources Supervisor	137,356
01-140 – Human Resources	100	100825	Org. Development & Training Admin	121,589
01-140 – Human Resources	100	102291	FR - City Recruiter	110,091
01-140 – Human Resources	100	100033	Human Resources Analyst	108,175
01-140 – Human Resources	100	102352	Human Resources Analyst	108,036
01-140 – Human Resources	100	100865	Human Resources Analyst	98,126
01-140 – Human Resources	100	102025	Accountant/Analyst I	92,046
01-140 – Human Resources	100	100790	Human Resources Technician	64,617
01-140 – Human Resources	100	102416	Human Resources Technician	55,847
01-140 – Human Resources/Insurance	404	100383	Risk Manager	139,061
01-140 – Human Resources	404	102421	Safety Administrator	121,804
01-140 – Human Resources/Insurance	404	100671	Benefits Administrator	117,105

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-140 – Human Resources	404	100416	Safety Programs Coordinator	102,405
01-140 – Human Resources/Insurance	404	100792	Claims Analyst	95,753
01-140 – Human Resources/Insurance	404	102418	Benefits & Leave Specialist	72,522
01-140 – Human Resources/Insurance	404	102015	Claims Specialist	71,824
Total Human Resource Total				\$ 1,984,024
01-150-022 – Business Operations	401	100363	Information Technology Director	\$ 212,964
01-150-022 – Business Operations	401	100494	Information Systems Security Officer	156,391
01-150-022 – Business Operations	401	102232	IT Business Operations Supervisor	147,821
01-150-022 – Business Operations	401	100737	Information Technology Supervisor	147,263
01-150-022 – Business Operations	401	100517	Systems/Network Analyst	146,455
01-150-022 – Business Operations	401	100779	Systems/Network Analyst	\$ 140,179
01-150-022 – Business Operations	401	100824	Systems/Network Analyst	139,751
01-150-022 – Business Operations	401	100519	Systems/Network Analyst	139,390
01-150-022 – Business Operations	401	102084	Systems/Network Analyst	137,167
01-150-022 – Business Operations	401	102423	Information Technology Supervisor	134,699
01-150-022 – Business Operations	401	100398	Information Technology Supervisor	130,274
01-150-022 – Business Operations	401	102099	Systems/Network Analyst	127,906
01-150-022 – Business Operations	401	102167	Systems/Network Analyst	125,238
01-150-022 – Business Operations	401	102424	Systems/Network Analyst	125,238
01-150-022 – Business Operations	401	100542	Lead IT Support Specialist	123,742
01-150-022 – Business Operations	401	102055	Systems/Network Analyst	122,674
01-150-022 – Business Operations	401	100733	Systems/Network Analyst	118,387
01-150-022 – Business Operations	401	100518	Systems/Network Analyst	117,774
01-150-022 – Business Operations	401	100732	GIS Analyst	109,635
01-150-022 – Business Operations	401	100495	Information Tech Support Specialist	108,475
01-150-022 – Business Operations	401	102105	Systems/Network Analyst	107,433
01-150-022 – Business Operations	401	102142	Systems/Network Analyst	106,824
01-150-022 – Business Operations	401	100785	Application Analyst	103,505
01-150-022 – Business Operations	401	100778	GIS Analyst	101,354
01-150-022 – Business Operations	401	102168	GIS Technician	99,569
01-150-022 – Business Operations	401	100528	Information Tech Support Specialist	79,784
01-150-022 – Business Operations	401	100486	Information Tech Support Specialist	77,313
Total Information Technology				\$ 3,387,205
01-160 – General Services	100	100012	General Services Director	\$ 215,834
01-160 – General Services	100	102323	Deputy General Services Director	154,015
01-160 – General Services	100	100496	General Services Manager	143,095
01-160 – General Services	100	100233	Operations and Maintenance Supervisor	122,654
01-160 – General Services	100	100650	Project Team Crew Leader	108,550
01-160 – General Services	100	102280	Project Team Crew Leader	91,455
01-160 – General Services	100	100607	Specialty Equipment Operator	91,293
01-160 – General Services	100	102136	Specialty Equipment Operator	90,653
01-160 – General Services	100	102277	Project Team Crew Leader	90,230
01-160 – General Services	100	100602	Equipment Operator	83,093
01-160 – General Services	100	100683	Administrative Assistant	82,253
01-160 – General Services	100	100274	Equipment Operator	78,201
01-160 – General Services	100	100271	Apprentice Equipment Operator	77,082
01-160 – General Services	100	100606	Specialty Equipment Operator	75,731
01-160 – General Services	100	100667	Administrative Assistant	71,888
01-160 – General Services	100	102278	Equipment Operator	70,824
01-160 – General Services	100	100529	Equipment Operator	69,810
01-160 – General Services	100	100600	Apprentice Equipment Operator	68,681
01-160 – General Services	100	100639	Apprentice Equipment Operator	68,339
01-160 – General Services	100	102279	Apprentice Equipment Operator	61,363
01-160 – General Services	100	100652	Apprentice Equipment Operator	59,749
01-160 – General Services	100	100601	Apprentice Equipment Operator	59,694

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-160 – General Services	100	100604	Apprentice Equipment Operator	52,992
01-160 – General Services	100	100660	Administrative Assistant	50,273
Total General Services				\$ 2,137,752
01-220 – General Services/Purchasing	100	100027	Contract Administrator/Manager	\$ 125,147
01-220 – General Services/Purchasing	100	100883	Senior Buyer	101,213
01-220 – General Services/Purchasing	100	102395	Parking Administrator	88,844
01-220 – General Services/Purchasing	100	100360	Parking Services Technician	83,509
01-220 – General Services/Purchasing	100	100515	Senior Buyer	79,784
01-220 – General Services/Purchasing	100	102187	Buyer	72,777
01-220-035 – General Services/Warehouse	100	100757	Warehouse Specialist	69,381
Total Gen. Services/Purchasing/Warehouse				\$ 620,655
01-230 – General Services/Fleet	402	102065	Automotive and Equip Manager	\$ 138,279
01-230 – General Services/Fleet	402	102145	Automotive and Equip Supervisor	120,700
01-230 – General Services/Fleet	402	100727	Automotive and Equip Crew Leader	109,109
01-230 – General Services/Fleet	402	100726	Automotive and Equip Technician	100,779
01-230 – General Services/Fleet	402	102211	Automotive and Equip Technician	99,706
01-230 – General Services/Fleet	402	100730	Automotive and Equip Technician	95,591
01-230 – General Services/Fleet	402	102204	Automotive and Equip Technician	93,466
01-230 – General Services/Fleet	402	102066	Automotive and Equip Technician	93,194
01-230 – General Services/Fleet	402	102249	Automotive and Equip Technician	90,233
01-230 – General Services/Fleet	402	100776	Automotive and Equip Technician	90,099
01-230 – General Services/Fleet	402	102189	Automotive and Equip Technician	86,650
01-230 – General Services/Fleet	402	102330	Fleet Parts Coordinator	83,787
01-230 – General Services/Fleet	402	102368	Automotive and Equip Technician	82,447
01-230 – General Services/Fleet	402	102281	FR - Automotive and Equip Tech	80,259
01-230 – General Services/Fleet	402	100738	Automotive and Equip Technician	76,089
01-230 – General Services/Fleet	402	100728	Automotive and Equip Technician	75,679
01-230 – General Services/Fleet	402	102399	Fleet Support Technician	75,097
01-230 – General Services/Fleet	402	102203	Fleet Services Coordinator	68,869
Total General Services/Fleet				\$ 1,660,033
01-730 – General Services/Facilities	406	102040	Facilities Supervisor	\$ 124,205
01-730 – General Services/Facilities	406	100787	Facilities Maintenance Technician	95,736
01-730 – General Services/Facilities	406	102387	Night Maintenance Supervisor	84,099
01-730 – General Services/Facilities	406	100799	Custodian	75,479
01-730 – General Services/Facilities	406	102132	Facilities Maintenance Technician	74,326
01-730 – General Services/Facilities	406	100839	Custodian	67,912
01-730 – General Services/Facilities	406	100797	Custodian	67,426
01-730 – General Services/Facilities	406	102190	Custodian	65,752
01-730 – General Services/Facilities	406	100798	Custodian	62,950
01-730 – General Services/Facilities	406	100800	Custodian	56,168
01-730 – General Services/Facilities	406	102098	Custodian	48,899
01-730 – General Services/Facilities	406	102436	Facilities Maintenance Technician	26,528
Total General Services/Facilities				\$ 849,480
01-830-280 – General Services/LP Golf	305	100804	Director of Golf	\$ 126,277
01-830-280 – General Services/LP Golf	305	100806	1 st Assistant Golf Pro	77,811
01-830-280 – General Services/LP Golf	305	100807	1 st Assistant Golf Pro	77,707
01-830-290 – General Services/LP Golf	305	100654	Golf Equipment Operator	71,092
01-830-280 – General Services/LP Golf	305	100805	Golf Shop Associate	62,809
01-830-295 – General Services/TR Golf	305	100353	Parks Maintenance Supervisor	129,545
01-830-295 – General Services/TR Golf	305	102304	Golf Superintendent	116,993
Total General Services/Golf				\$ 662,234
07-740-160 – General Services/Solid Waste	302	100336	Operations and Maint. Supervisor	\$ 132,697
07-740-160 – General Services/Solid Waste	302	102050	Specialty Equipment Operator	106,919
07-740-160 – General Services/Solid Waste	302	100751	Specialty Equipment Operator	102,813
07-740-160 – General Services/Solid Waste	302	100641	Crew Leader	97,475
07-740-160 – General Services/Solid Waste	302	100756	Specialty Equipment Operator	93,828

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-740-160 – General Services/Solid Waste	302	102429	Specialty Equipment Operator	93,556
07-740-160 – General Services/Solid Waste	302	100749	Specialty Equipment Operator	92,575
07-740-160 – General Services/Solid Waste	302	100754	Specialty Equipment Operator	92,016
07-740-160 – General Services/Solid Waste	302	100755	Specialty Equipment Operator	92,006
07-740-160 – General Services/Solid Waste	302	100752	Specialty Equipment Operator	91,256
07-740-160 – General Services/Solid Waste	302	100753	Specialty Equipment Operator	89,170
07-740-160 – General Services/Solid Waste	302	100748	Specialty Equipment Operator	87,192
07-740-160 – General Services/Solid Waste	302	100750	Specialty Equipment Operator	84,801
Total General Services/Solid Waste				\$ 1,256,304
07-740-165 – General Services/Recycling	302	102361	Recycling Program Supervisor	\$ 124,451
07-740-165 – General Services/Recycling	302	102448	Wast Reduction Coordinator	108,312
07-740-165 – General Services/Recycling	302	100651	Waste Reduction Coordinator	107,442
07-740-165 – General Services/Recycling	302	102032	Specialty Equip Oper-Recycling	91,537
07-740-165 – General Services/Recycling	302	102386	Apprentice Equip Oper-Recycling	84,777
07-740-165 – General Services/Recycling	302	102371	Equipment Operator-Recycling	83,345
07-740-165 – General Services/Recycling	302	102398	Apprentice Equip Oper-Recycling	83,251
07-740-165 – General Services/Recycling	302	102372	Apprentice Equip Oper-Recycling	80,969
07-740-165 – General Services/Recycling	302	102377	Equipment Operator-Recycling	79,297
07-740-165 – General Services/Recycling	302	102396	Specialty Equip Oper-Recycling	77,347
07-740-165 – General Services/Recycling	302	102375	Apprentice Equip Oper-Recycling	76,129
07-740-165 – General Services/Recycling	302	102374	Recycling Technician	75,248
07-740-165 – General Services/Recycling	302	102373	Recycling Technician	73,939
07-740-165 – General Services/Recycling	302	102379	Equipment Operator-Recycling	72,536
07-740-165 – General Services/Recycling	302	100667	Administrative Assistant	71,888
07-740-165 – General Services/Recycling	302	102378	Equipment Operator-Recycling	70,665
07-740-165 – General Services/Recycling	302	102397	Specialty Equip Oper-Recycling	68,889
07-740-165 – General Services/Recycling	302	102376	Recycling Technician	60,158
Total General Services/Recycling				\$ 1,490,180
07-740-170 – General Services/Stormwater Ops.	100	100207	Operations and Maint. Supervisor	\$ 166,761
07-740-170 – General Services/Stormwater Ops.	100	100773	Crew Leader	107,224
07-740-170 – General Services/Stormwater Ops.	100	100743	Specialty Equipment Operator	100,613
07-740-170 – General Services/Stormwater Ops.	100	100742	Specialty Equipment Operator	92,946
07-740-170 – General Services/Stormwater Ops.	100	100744	Specialty Equipment Operator	92,823
07-740-170 – General Services/Stormwater Ops.	100	100816	Stormwater Inspector	87,473
07-740-170 – General Services/Stormwater Ops.	100	100594	Equipment Operator	78,745
07-740-170 – General Services/Stormwater Ops.	100	100595	Equipment Operator	67,263
07-740-170 – General Services/Stormwater Ops.	100	100609	Equipment Operator	61,270
Total Stormwater Operations				\$ 855,118
07-740-175 – General Services/Street Maint.	100	100220	Operations and Maint. Supervisor	\$ 111,599
07-740-175 – General Services/Street Maint.	100	100855	Crew Leader	110,820
07-740-175 – General Services/Street Maint.	100	100845	Crew Leader	102,671
07-740-175 – General Services/Street Maint.	100	100772	Crew Leader	99,153
07-740-175 – General Services/Street Maint.	100	100603	Equipment Operator	81,178
07-740-175 – General Services/Street Maint.	100	100770	Crew Leader	78,023
07-740-175 – General Services/Street Maint.	100	102365	Apprentice Equipment Operator	71,279
07-740-175 – General Services/Street Maint.	100	100610	Equipment Operator	68,257
07-740-175 – General Services/Street Maint.	100	100605	Equipment Operator	67,942
07-740-175 – General Services/Street Maint.	100	100612	Equipment Operator	67,119
07-740-175 – General Services/Street Maint.	100	102366	Apprentice Equipment Operator	52,590
Total Street Maintenance				\$ 910,631
01-610 – Community Development	100	102226	Community Development Director	\$ 220,945
01-610 – Community Development	100	100702	Principal Planner	165,672
01-610 – Community Development	100	100703	Deputy Comm Development Director	149,751
01-610 – Community Development	100	100252	Principal Planner	138,105
01-610 – Community Development	100	100253	Housing Supervisor	132,269
01-610 – Community Development	100	102097	Planning Supervisor	132,143

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-610 – Community Development	100	100254	Development Coordinator	121,776
01-610 – Community Development	100	102027	Sr. Planner	117,941
01-610 – Community Development	100	102026	Housing Specialist	116,749
01-610 – Community Development	100	102249	Associate Planner	108,059
01-610 – Community Development	100	102357	Sustainability Coordinator	102,945
01-610 – Community Development	100	102369	Housing Specialist	101,325
01-610 – Community Development	100	100471	Sr. Planner	100,875
01-610 – Community Development	100	100251	Sr. Planner	99,595
01-610 – Community Development	100	102356	Mobility Planner	99,473
01-610 – Community Development	100	100250	Associate Planner	94,015
01-610 – Community Development	100	102093	Planning Technician	87,240
01-610 – Community Development	100	100777	Planning Technician	86,048
01-610 – Community Development	100	100470	Planning Technician	71,131
01-610 – Community Development	100	102113	Planning Technician	70,599
Total Community Development				\$ 2,316,656
02-200 – Finance Operations	100	100514	Finance Director	\$ 267,364
02-200 – Finance Operations	100	102431	Finance TBD	184,941
02-200 – Finance Operations	100	102317	Deputy Finance Director	157,635
02-200 – Finance Operations	100	102194	Controller	130,110
02-200 – Finance Operations	100	102229	Budget Coordinator	121,006
02-200 – Finance Operations	100	102166	FR - Grant Administrator	116,005
02-200 – Finance Operations	100	102420	Grant Specialist	104,958
02-200 – Finance Operations	100	102358	Grant Specialist	89,111
Total Finance Administration				\$ 1,171,130
02-210 – Finance/Budget and Accounting	100	100588	Finance Supervisor	\$ 106,803
02-210 – Finance/Budget and Accounting	100	102402	Accountant/Analyst II	104,749
02-210 – Finance/Budget and Accounting	100	102222	Accountant/Analyst II	96,316
02-210 – Finance/Budget and Accounting	100	100849	Accountant/Analyst I	94,827
02-210 – Finance/Budget and Accounting	100	100018	Accountant/Analyst I	88,412
02-210 – Finance/Budget and Accounting	100	102233	Accountant/Analyst I	87,466
02-210 – Finance/Budget and Accounting	100	100590	Accountant/Analyst II	80,643
02-210 – Finance/Budget and Accounting	100	100016	Accountant/Analyst I	79,798
Total Budget and Accounting				\$ 739,014
02-250 – Finance/Revenue	100	100017	Auditor	\$ 103,173
02-250 – Finance/Revenue	100	102186	Auditor	98,151
02-250 – Finance/Revenue	100	102199	Licensing Compliance Officer	86,632
Total Revenue				\$ 287,956
02-260 – Finance/Municipal Court	100	102094	Court Administrator	\$ 98,078
02-260 – Finance/Municipal Court	100	100508	Court Clerk	80,475
02-260 – Finance/Municipal Court	100	100931	REG PT Court Clerk (3/4)	55,454
02-260 – Finance/Municipal Court	100	100967	REG PT Court Security OFC (1/2)	48,241
Total Municipal Court				\$ 282,248
04-400 – Police Administration	100	100037	Police Chief	\$ 266,271
04-400 – Police Administration	100	102425	Deputy Police Chief (Captain)	223,547
04-400 – Police Administration	100	100088	Deputy Police Chief (Captain)	221,024
04-400 – Police Administration	100	100039	Deputy Police Chief (Captain)	220,126
04-400 – Police Administration	100	102251	Public Information Officer	99,485
04-400 – Police Administration	100	100852	Sr. Administrative Assistant	87,696
04-400 – Police Administration	100	100680	Sr. Administrative Assistant	86,469
04-400 – Police Administration	100	100885	Public Information Officer	76,191
04-400 – Police Administration	100	100684	Administrative Specialist	61,813
Total Police Administration				\$ 1,342,622
04-410-060 – Police Patrols	100	102020	Police Commander (Lt)	\$ 189,591
04-410-060 – Police Patrols	100	100097	Police Commander (Lt)	186,328
04-410-060 – Police Patrols	100	100069	Police Commander (Lt)	184,608
04-410-060 – Police Patrols	100	100035	Police Commander (Lt)	184,015
04-410-060 – Police Patrols	100	100105	Police Officer	170,913

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	100	100076	Police Officer	166,660
04-410-060 – Police Patrols	100	100066	Police Sergeant	164,346
04-410-060 – Police Patrols	100	100064	Police Sergeant	161,793
04-410-060 – Police Patrols	100	102085	Police Sergeant	160,642
04-410-060 – Police Patrols	100	102064	Police Sergeant	159,879
04-410-060 – Police Patrols	100	100556	Police Sergeant	157,990
04-410-060 – Police Patrols	100	100104	Police Sergeant	157,978
04-410-060 – Police Patrols	100	100099	Police Sergeant	157,769
04-410-060 – Police Patrols	100	100087	Police Sergeant	153,999
04-410-060 – Police Patrols	100	100082	Police Officer	152,351
04-410-060 – Police Patrols	100	102047	Police Corporal	151,249
04-410-060 – Police Patrols	100	100063	Police Sergeant	150,256
04-410-060 – Police Patrols	100	102048	Police Corporal	147,415
04-410-060 – Police Patrols	100	102046	Police Corporal	147,240
04-410-060 – Police Patrols	100	102042	Police Corporal	143,783
04-410-060 – Police Patrols	100	100815	Police Sergeant	143,625
04-410-060 – Police Patrols	100	102163	Police Corporal	142,614
04-410-060 – Police Patrols	100	102266	Police Corporal	140,459
04-410-060 – Police Patrols	100	102045	Police Corporal	140,195
04-410-060 – Police Patrols	100	100102	Police Officer	139,073
04-410-060 – Police Patrols	100	100527	Police Officer	139,073
04-410-060 – Police Patrols	100	100111	Police Officer	139,063
04-410-060 – Police Patrols	100	100065	Police Officer	138,994
04-410-060 – Police Patrols	100	100048	Police Officer	138,335
04-410-060 – Police Patrols	100	102044	Police Corporal	138,168
04-410-060 – Police Patrols	100	100096	Police Officer	129,865
04-410-060 – Police Patrols	100	100113	Police Officer	128,522
04-410-060 – Police Patrols	100	102244	Police Officer	128,522
04-410-060 – Police Patrols	100	102100	Police Officer	127,654
04-410-060 – Police Patrols	100	100125	Police Officer	127,527
04-410-060 – Police Patrols	100	100054	Police Officer	127,445
04-410-060 – Police Patrols	100	100127	Police Officer	125,232
04-410-060 – Police Patrols	100	100059	Police Officer	124,527
04-410-060 – Police Patrols	100	102234	Police Officer	124,527
04-410-060 – Police Patrols	100	102242	Police Officer	124,400
04-410-060 – Police Patrols	100	100094	Police Officer	124,106
04-410-060 – Police Patrols	100	100043	Police Officer	124,031
04-410-060 – Police Patrols	100	102227	Police Officer	123,987
04-410-060 – Police Patrols	100	100052	Police Officer	123,152
04-410-060 – Police Patrols	100	100071	Police Officer	122,570
04-410-060 – Police Patrols	100	102174	Police Officer	122,462
04-410-060 – Police Patrols	100	100050	Police Officer	121,846
04-410-060 – Police Patrols	100	100041	Police Officer	121,634
04-410-060 – Police Patrols	100	100072	Police Officer	121,562
04-410-060 – Police Patrols	100	100108	Police Officer	121,260
04-410-060 – Police Patrols	100	100526	Police Officer	121,260
04-410-060 – Police Patrols	100	102087	Police Officer	121,250
04-410-060 – Police Patrols	100	100078	Police Officer	121,014
04-410-060 – Police Patrols	100	100558	Police Officer	120,920
04-410-060 – Police Patrols	100	100557	Police Officer	119,526
04-410-060 – Police Patrols	100	100813	Police Officer	119,526
04-410-060 – Police Patrols	100	100126	Police Officer	119,198
04-410-060 – Police Patrols	100	102095	Police Officer	118,890
04-410-060 – Police Patrols	100	102235	Police Officer	118,739
04-410-060 – Police Patrols	100	100098	Police Officer	117,990
04-410-060 – Police Patrols	100	100070	Police Officer	117,158
04-410-060 – Police Patrols	100	100046	Police Officer	115,836

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	100	100106	Police Officer	115,829
04-410-060 – Police Patrols	100	100068	Police Officer	115,656
04-410-060 – Police Patrols	100	100077	Police Officer	110,465
04-410-060 – Police Patrols	100	102243	Police Officer	110,131
04-410-060 – Police Patrols	100	100079	Police Officer	109,732
04-410-060 – Police Patrols	100	102237	Police Officer	109,642
04-410-060 – Police Patrols	100	102089	Police Officer	109,424
04-410-060 – Police Patrols	100	102262	Police Officer	108,243
04-410-060 – Police Patrols	100	102263	Police Officer	107,500
04-410-060 – Police Patrols	100	102101	Police Officer	107,495
04-410-060 – Police Patrols	100	102068	Police Officer	107,425
04-410-060 – Police Patrols	100	102172	Police Officer	107,420
04-410-060 – Police Patrols	100	100086	Police Officer	107,372
04-410-060 – Police Patrols	100	100103	Police Officer	107,307
04-410-060 – Police Patrols	100	100831	Police Officer	107,297
04-410-060 – Police Patrols	100	100081	Police Officer	106,786
04-410-060 – Police Patrols	100	100092	Police Officer	106,786
04-410-060 – Police Patrols	100	102111	Police Officer	106,786
04-410-060 – Police Patrols	100	102173	Police Officer	106,711
04-410-060 – Police Patrols	100	100781	Police Officer	106,677
04-410-060 – Police Patrols	100	102265	Police Officer	106,677
04-410-060 – Police Patrols	100	100084	Police Officer	106,382
04-410-060 – Police Patrols	100	100061	Police Officer	105,963
04-410-060 – Police Patrols	100	100095	Police Officer	105,888
04-410-060 – Police Patrols	100	100051	Police Officer	105,370
04-410-060 – Police Patrols	100	102103	Police Officer	101,879
04-410-060 – Police Patrols	100	102170	Police Officer	100,284
04-410-060 – Police Patrols	100	100053	Police Officer	100,198
04-410-060 – Police Patrols	100	100047	Police Officer	99,032
04-410-060 – Police Patrols	100	102264	Police Officer	98,950
04-410-060 – Police Patrols	100	100075	Police Services Technician	94,733
04-410-060 – Police Patrols	100	100475	Police Services Technician	92,809
04-410-060 – Police Patrols	100	100577	Police Services Technician	90,545
04-410-060 – Police Patrols	100	100073	Police Services Technician	83,497
04-410-060 – Police Patrols	100	102107	Police Services Technician	64,627
04-410-060 – Police Patrols	100	100782	Police Services Technician	64,064
04-410-060 – Police Patrols	100	100969	Reg PT ½ Police Services Tech	53,641
04-410-060 – Police Patrols	107	102260	FR - Police Commander (Lt)	182,423
04-410-060 – Police Patrols	107	102112	FR - Police Sergeant	155,577
04-410-060 – Police Patrols	107	102261	FR - Police Sergeant	153,539
04-410-060 – Police Patrols	107	102441	FR - Police Sergeant	153,539
04-410-060 – Police Patrols	107	100062	FR - Police Corporal	141,808
04-410-060 – Police Patrols	107	100083	FR - Police Officer	120,206
04-410-060 – Police Patrols	107	100080	FR - Police Officer	107,500
04-410-060 – Police Patrols	107	102442	Lead Parking Compliance Officer	87,850
04-410-060 – Police Patrols	107	100044	FR - Police Services Technician	86,230
04-410-060 – Police Patrols	107	102108	FR - Police Services Technician	84,342
04-410-060 – Police Patrols	107	102410	Parking Compliance Officer	81,666
04-410-060 – Police Patrols	107	102411	Parking Compliance Officer	81,666
04-410-060 – Police Patrols	107	102438	Parking Compliance Officer	81,666
04-410-060 – Police Patrols	107	102439	Parking Compliance Officer	81,666
04-410-060 – Police Patrols	308	102440	Lead Parking Compliance Officer	87,850
04-410-060 – Police Patrols	308	102250	Parking Compliance Officer	86,497
04-410-060 – Police Patrols	308	102409	Parking Compliance Officer	81,666
04-410-060 – Police Patrols	308	102408	Parking Compliance Officer	79,756
04-410-060 – Police Patrols	308	100259	Parking Compliance Officer	66,647
Total Police Patrols				\$ 14,325,859

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-070 – Police Operations - VAPS	100	100574	Victims Services Coordinator	\$ 102,248
04-410-070 – Police Operations - VAPS	100	102331	Victim Advocate Specialist	80,549
Total VAPS				\$ 182,797
04-410-080 – Police Operations/CAP/SRO	100	100110	Police Sergeant	\$ 161,716
04-410-080 – Police Operations/CAP/SRO	100	102043	Police Corporal	143,070
04-410-080 – Police Operations/CAP/SRO	100	100477	Police Officer	127,654
04-410-080 – Police Operations/CAP/SRO	100	100093	Police Officer	125,562
04-410-080 – Police Operations/CAP/SRO	100	100067	Police Officer	124,106
04-410-080 – Police Operations/CAP/SRO	100	100803	Police Officer	123,975
04-410-080 – Police Operations/CAP/SRO	100	102088	Police Officer	110,484
04-410-080 – Police Operations/CAP/SRO	100	100523	Co-Responder Clinician	107,687
04-410-080 – Police Operations/CAP/SRO	100	102171	Police Officer	107,495
04-410-080 – Police Operations/CAP/SRO	100	100823	Co-Responder Clinician	103,947
04-410-080 – Police Operations/CAP/SRO	100	102037	Co-Responder Clinician	103,947
Total CAP/SRO				\$ 1,339,643
04-420 – Police Professional Standards	100	100049	Police Commander (Lt)	\$ 173,024
04-420 – Police Professional Standards	100	100107	Police Sergeant	161,793
04-420 – Police Professional Standards	100	100074	Police Officer	138,119
04-420 – Police Professional Standards	100	102143	Recruiting Coordinator	115,057
04-420 – Police Professional Standards	100	102428	Civilian Investigator	105,070
04-420 – Police Professional Standards	100	102427	Civilian Investigator	104,861
04-420 – Police Professional Standards	100	102185	Volunteer Coordinator	95,591
Total Professional Standards				\$ 893,515
04-430-065 – Police Support Services	100	100090	Police Commander (Lt)	\$ 206,080
04-430-065 – Police Support Services	100	100045	Police Sergeant	161,584
04-430-065 – Police Support Services	100	100042	Police Sergeant	161,574
04-430-065 – Police Support Services	100	102221	Police Sergeant	153,999
04-430-065 – Police Support Services	100	100830	Police Officer	139,073
04-430-065 – Police Support Services	100	100056	Police Officer	139,063
04-430-065 – Police Support Services	100	102090	Police Officer	139,063
04-430-065 – Police Support Services	100	100812	Police Officer	138,119
04-430-065 – Police Support Services	100	100040	Police Officer	138,109
04-430-065 – Police Support Services	100	100060	Police Officer	136,411
04-430-065 – Police Support Services	100	100055	Police Officer	136,192
04-430-065 – Police Support Services	100	102067	Police Officer	133,265
04-430-065 – Police Support Services	100	102104	Police Officer	133,136
04-430-065 – Police Support Services	100	100085	Police Officer	132,184
04-430-065 – Police Support Services	100	100058	Police Officer	124,257
04-430-065 – Police Support Services	100	100478	Police Officer	124,031
04-430-065 – Police Support Services	100	100057	Police Officer	120,537
04-430-065 – Police Support Services	100	100878	Police Officer	113,555
04-430-065 – Police Support Services	100	102400	Crime Analyst	103,947
04-430-065 – Police Support Services	100	102049	Crime Analyst	103,813
04-430-065 – Police Support Services	100	100564	Civilian Investigator	98,528
04-430-065 – Police Support Services	100	102220	Civilian Investigator	91,615
04-430-065 – Police Support Services	100	102109	Civilian Investigator	86,429
04-430-065 – Police Support Services	100	100662	Administrative Assistant	72,946
04-430-065 – Police Support Services	107	100814	FR – Civilian Investigator	91,099
Total Police Support Services				\$ 3,178,609
04-430-085 – Police Records	100	100691	Police Records Supervisor	\$ 109,064
04-430-085 – Police Records	100	100696	Police Records Specialist	87,703
04-430-085 – Police Records	100	100698	Police Records Specialist	84,543
04-430-085 – Police Records	100	100694	Police Records Specialist	81,400
04-430-085 – Police Records	100	100697	Police Records Specialist	80,000
04-430-085 – Police Records	100	100783	Police Records Specialist	76,592
04-430-085 – Police Records	100	100695	Police Records Specialist	76,510
04-430-085 – Police Records	107	100876	FR – Lead Police Records Specialist	88,738

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-430-085 – Police Records	107	100692	FR – Police Records Specialist	54,256
Total Police Records				\$ 738,806
04-430-090 Police Lab and Property	100	102362	Civilian Police Manager	\$ 170,356
04-430-090 Police Lab and Property	100	102157	Digital Forensic Analyst	136,200
04-430-090 Police Lab and Property	100	100688	Criminalist	133,211
04-430-090 Police Lab and Property	100	102011	Criminalist	132,812
04-430-090 Police Lab and Property	100	100689	Digital Forensic Analyst	106,268
04-430-090 Police Lab and Property	100	102106	Evidence Technician	90,778
04-430-090 Police Lab and Property	100	100124	Evidence Technician	88,112
04-430-090 Police Lab and Property	100	102184	Evidence Technician	86,645
04-430-090 Police Lab and Property	100	102140	Administrative Assistant	84,838
04-430-090 Police Lab and Property	107	102245	FR - Lead Evidence Technician	100,018
04-430-090 Police Lab and Property	107	102252	FR - Evidence Technician	88,112
Total Lab and Property				\$ 1,217,350
04-430-095 – Code Enforcement	100	102367	Code Compliance Officer	\$ 100,896
04-430-095 – Code Enforcement	100	100833	Code Compliance Officer	94,974
04-430-095 – Code Enforcement	100	102353	Code Compliance Officer	67,044
04-430-095 – Code Enforcement	107	100260	FR – Code Compliance Officer	81,096
Total Code Enforcement				\$ 344,010
04-440 – Communications Center	405	102169	Comm Center Manager – Operations	\$ 139,191
04-440 – Communications Center	405	100456	Dispatch Shift Supervisor	133,268
04-440 – Communications Center	405	100459	Dispatch Shift Supervisor	130,855
04-440 – Communications Center	405	102156	Dispatch Shift Supervisor	129,132
04-440 – Communications Center	405	100457	Dispatch Shift Supervisor	120,329
04-440 – Communications Center	405	100460	Dispatch Shift Supervisor	118,165
04-440 – Communications Center	405	102274	Dispatch Shift Supervisor	112,517
04-440 – Communications Center	405	102120	Dispatch Shift Supervisor	108,996
04-440 – Communications Center	405	102215	Quality Assurance Analyst	108,002
04-440 – Communications Center	405	100394	Emergency Comm Specialist	107,089
04-440 – Communications Center	405	100402	Emergency Comm Specialist	107,079
04-440 – Communications Center	405	100400	Emergency Comm Specialist	107,010
04-440 – Communications Center	405	100385	Emergency Comm Specialist	107,007
04-440 – Communications Center	405	102240	QA/Training Supervisor	106,784
04-440 – Communications Center	405	100458	Dispatch Shift Supervisor	103,945
04-440 – Communications Center	405	100464	Emergency Comm Specialist	101,281
04-440 – Communications Center	405	100403	Emergency Comm Specialist	99,638
04-440 – Communications Center	405	100506	Emergency Comm Specialist	99,586
04-440 – Communications Center	405	100384	Emergency Comm Specialist	99,491
04-440 – Communications Center	405	102122	Emergency Comm Specialist	97,042
04-440 – Communications Center	405	102124	Emergency Comm Specialist	94,234
04-440 – Communications Center	405	102125	Emergency Comm Specialist	93,950
04-440 – Communications Center	405	102123	Emergency Comm Specialist	93,548
04-440 – Communications Center	405	100405	Emergency Comm Specialist	92,955
04-440 – Communications Center	405	100392	Emergency Comm Specialist	90,784
04-440 – Communications Center	405	100462	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	100463	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102153	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102158	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102160	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102161	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102202	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102210	Emergency Comm Specialist	90,113
04-440 – Communications Center	405	102008	Emergency Comm Specialist	88,703
04-440 – Communications Center	405	102121	Emergency Comm Specialist	88,703
04-440 – Communications Center	405	100406	Emergency Comm Specialist	88,189
04-440 – Communications Center	405	100485	Emergency Comm Specialist	88,189
04-440 – Communications Center	405	100521	Emergency Comm Specialist	88,189

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-440 – Communications Center	405	100520	Emergency Comm Specialist	88,009
04-440 – Communications Center	405	100389	Emergency Comm Specialist	87,383
04-440 – Communications Center	405	100399	Emergency Comm Specialist	87,186
04-440 – Communications Center	405	102214	Emergency Comm Specialist	86,087
04-440 – Communications Center	405	100461	Emergency Comm Specialist	84,247
04-440 – Communications Center	405	100386	Emergency Comm Specialist	80,015
04-440 – Communications Center	405	102009	Emergency Comm Specialist	78,897
04-440 – Communications Center	405	100559	Emergency Comm Specialist	75,911
04-440 – Communications Center	405	102038	Emergency Comm Specialist	75,911
04-440 – Communications Center	405	102239	Emergency Comm Specialist	75,911
04-440 – Communications Center	405	100387	Emergency Comm Specialist	73,054
04-440 – Communications Center	405	100401	Emergency Comm Specialist	73,054
04-440 – Communications Center	405	102159	Emergency Comm Specialist	71,019
04-440 – Communications Center	405	102213	Emergency Comm Specialist	70,504
04-440 – Communications Center	405	100388	Emergency Comm Specialist	64,988
04-440 – Communications Center	405	101063	REG PT (1/2) Audio Clerk	23,827
04-440 – Communications Center	405	102385	REG PT (1/2) Audio Clerk	23,597
Total Communications Center				\$ 5,084,355
05-500 – Fire Administration	100	100131	Fire Chief	\$ 329,213
05-500 – Fire Administration	100	100190	Deputy Fire Chief	215,366
05-500 – Fire Administration	100	102147	Deputy Fire Chief	198,545
05-500 – Fire Administration	100	100538	Emergency Medical Services Chief	182,643
05-500 – Fire Administration	100	102196	Fire Marshal	181,331
05-500 – Fire Administration	100	100721	Training Officer	162,198
05-500 – Fire Administration	100	100723	Fire Prevention Specialist	125,830
05-500 – Fire Administration	100	100491	Fire Inspector/Investigator	123,305
05-500 – Fire Administration	100	102224	Community Outreach Specialist	120,717
05-500 – Fire Administration	100	100722	Fire Prevention Specialist	119,831
05-500 – Fire Administration	100	102028	Fire Prevention Specialist	119,039
05-500 – Fire Administration	100	102225	Community Outreach Specialist	112,371
05-500 – Fire Administration	100	100685	Sr. Administrative Assistant	76,699
05-500 – Fire Administration	100	100681	Sr. Administrative Assistant	73,982
05-500 – Fire Administration	107	102254	FR - Training Officer - Fire	155,376
05-500 – Fire Administration	107	102319	FR - Training Officer - EMS	145,520
05-500 – Fire Administration	107	102282	Fire Inspector/Investigator - FR	109,316
05-500 – Fire Administration	107	100739	FR – Fire Apparatus and Equip	105,985
05-500 – Fire Administration	107	100661	Administrative Assistant	59,375
Total Fire Administration				\$ 2,716,642
05-510 – Fire Operations	100	100151	Administrative Fire Officer	\$ 179,878
05-510 – Fire Operations	100	102206	Administrative Fire Officer	175,489
05-510 – Fire Operations	100	100193	Administrative Fire Officer	175,279
05-510 – Fire Operations	100	100181	Administrative Fire Officer	173,290
05-510 – Fire Operations	100	100142	Fire Unit Supervisor	166,026
05-510 – Fire Operations	100	100178	Fire Unit Supervisor	165,898
05-510 – Fire Operations	100	100822	Fire Unit Supervisor	165,272
05-510 – Fire Operations	100	100182	Fire Engineer	162,725
05-510 – Fire Operations	100	100167	Fire Unit Supervisor	161,491
05-510 – Fire Operations	100	100192	Fire Unit Supervisor	160,252
05-510 – Fire Operations	100	100868	Fire Unit Supervisor	158,781
05-510 – Fire Operations	100	100866	Fire Unit Supervisor	157,952
05-510 – Fire Operations	100	100174	Fire Unit Supervisor	157,814
05-510 – Fire Operations	100	100183	Fire Unit Supervisor	157,814
05-510 – Fire Operations	100	100149	Fire Unit Supervisor	157,051
05-510 – Fire Operations	100	100867	Fire Unit Supervisor	156,232
05-510 – Fire Operations	100	102217	Firefighter/Paramedic	155,861
05-510 – Fire Operations	100	100143	Fire Unit Supervisor	154,789
05-510 – Fire Operations	100	100450	Fire Unit Supervisor	151,033

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	100156	Fire Unit Supervisor	144,984
05-510 – Fire Operations	100	100180	Fire Unit Supervisor	142,772
05-510 – Fire Operations	100	100820	Fire Engineer	141,635
05-510 – Fire Operations	100	100187	Fire Engineer	141,553
05-510 – Fire Operations	100	100163	Firefighter/Paramedic	139,832
05-510 – Fire Operations	100	100869	Fire Engineer	139,569
05-510 – Fire Operations	100	100870	Fire Engineer	138,921
05-510 – Fire Operations	100	100578	Firefighter/Paramedic	138,782
05-510 – Fire Operations	100	100136	Fire Engineer	138,424
05-510 – Fire Operations	100	100169	Fire Engineer	138,074
05-510 – Fire Operations	100	100170	Fire Engineer	137,966
05-510 – Fire Operations	100	100821	Fire Engineer	137,320
05-510 – Fire Operations	100	100838	Firefighter/Paramedic	137,003
05-510 – Fire Operations	100	100165	Fire Engineer	135,700
05-510 – Fire Operations	100	102287	FR - Fire Engineer	135,632
05-510 – Fire Operations	100	100184	Fire Engineer	135,562
05-510 – Fire Operations	100	100871	Fire Engineer	135,550
05-510 – Fire Operations	100	102288	FR - Fire Engineer	135,100
05-510 – Fire Operations	100	100171	Fire Engineer	134,721
05-510 – Fire Operations	100	100179	Fire Engineer	134,639
05-510 – Fire Operations	100	102286	FR - Fire Engineer	136,031
05-510 – Fire Operations	100	102338	FR - Fire Engineer	134,011
05-510 – Fire Operations	100	100177	Firefighter/Paramedic	133,841
05-510 – Fire Operations	100	102114	Firefighter/Paramedic	133,711
05-510 – Fire Operations	100	102137	Firefighter/Paramedic	133,687
05-510 – Fire Operations	100	102082	Firefighter/Paramedic	133,605
05-510 – Fire Operations	100	102075	Firefighter/Paramedic	130,385
05-510 – Fire Operations	100	100175	Fire Engineer	128,741
05-510 – Fire Operations	100	100836	Firefighter/Paramedic	128,654
05-510 – Fire Operations	100	102116	Firefighter/Paramedic	127,869
05-510 – Fire Operations	100	100160	Firefighter/Paramedic	127,508
05-510 – Fire Operations	100	100874	Firefighter/Paramedic	127,086
05-510 – Fire Operations	100	100158	Firefighter/Paramedic	126,236
05-510 – Fire Operations	100	100159	Firefighter/Paramedic	125,441
05-510 – Fire Operations	100	100172	Firefighter	125,061
05-510 – Fire Operations	100	100892	Firefighter	123,842
05-510 – Fire Operations	100	100893	Firefighter	119,839
05-510 – Fire Operations	100	100829	Firefighter/Paramedic	119,543
05-510 – Fire Operations	100	100154	Firefighter/Paramedic	119,468
05-510 – Fire Operations	100	100168	Firefighter/Paramedic	119,468
05-510 – Fire Operations	100	102337	FR - Fire Engineer	118,894
05-510 – Fire Operations	100	102339	FR - Fire Engineer	118,865
05-510 – Fire Operations	100	100891	Firefighter	111,684
05-510 – Fire Operations	100	102117	Firefighter	111,166
05-510 – Fire Operations	100	102257	Firefighter	111,166
05-510 – Fire Operations	100	100186	Firefighter	111,156
05-510 – Fire Operations	100	100873	Firefighter/Paramedic	111,075
05-510 – Fire Operations	100	102405	Firefighter	111,074
05-510 – Fire Operations	100	102077	Firefighter/Paramedic	110,957
05-510 – Fire Operations	100	102258	Firefighter	110,526
05-510 – Fire Operations	100	100173	Firefighter/Paramedic	110,365
05-510 – Fire Operations	100	100134	Firefighter	109,912
05-510 – Fire Operations	100	100164	Firefighter	109,912
05-510 – Fire Operations	100	100828	Firefighter	108,992
05-510 – Fire Operations	100	100185	Firefighter/Paramedic	108,762
05-510 – Fire Operations	100	100153	Firefighter/Paramedic	107,860
05-510 – Fire Operations	100	102062	Firefighter/Paramedic	107,796

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	100146	Firefighter/Paramedic	105,948
05-510 – Fire Operations	100	102080	Firefighter	105,348
05-510 – Fire Operations	100	102218	Firefighter/Paramedic	105,221
05-510 – Fire Operations	100	102181	Firefighter	104,961
05-510 – Fire Operations	100	102138	Firefighter	104,168
05-510 – Fire Operations	100	102139	Firefighter	104,168
05-510 – Fire Operations	100	102256	Firefighter	103,715
05-510 – Fire Operations	100	100152	Firefighter	102,052
05-510 – Fire Operations	100	102072	Firefighter	98,572
05-510 – Fire Operations	100	102259	Firefighter	97,283
05-510 – Fire Operations	100	100176	Firefighter	97,032
05-510 – Fire Operations	100	100553	Firefighter	97,022
05-510 – Fire Operations	100	100889	Firefighter	97,022
05-510 – Fire Operations	100	102216	Firefighter/Paramedic	97,022
05-510 – Fire Operations	100	102255	Firefighter	97,022
05-510 – Fire Operations	100	102406	Firefighter	97,022
05-510 – Fire Operations	100	100166	Firefighter	96,978
05-510 – Fire Operations	100	102061	Firefighter	96,947
05-510 – Fire Operations	100	102404	Firefighter/Paramedic	96,124
05-510 – Fire Operations	100	102289	Firefighter	94,430
05-510 – Fire Operations	100	102175	Firefighter	93,726
05-510 – Fire Operations	100	100549	Firefighter	93,651
05-510 – Fire Operations	100	102069	Firefighter	93,651
05-510 – Fire Operations	100	100139	Firefighter	91,229
05-510 – Fire Operations	100	102403	Firefighter/Paramedic	85,258
05-510 – Fire Operations	100	100138	Firefighter	83,016
05-510 – Fire Operations	107	102285	FR - Fire Unit Supervisor	161,006
05-510 – Fire Operations	107	102284	FR - Fire Unit Supervisor	159,636
05-510 – Fire Operations	107	102283	FR - Fire Unit Supervisor	158,925
05-510 – Fire Operations	107	102336	FR - Fire Unit Supervisor	156,826
05-510 – Fire Operations	107	102334	FR - Fire Unit Supervisor	156,816
05-510 – Fire Operations	107	102335	FR - Fire Unit Supervisor	150,468
05-510 – Fire Operations	107	100872	FR - Firefighter/Paramedic	142,160
05-510 – Fire Operations	107	102078	FR - Firefighter/Paramedic	138,487
05-510 – Fire Operations	107	100837	FR - Firefighter/Paramedic	137,754
05-510 – Fire Operations	107	102298	FR - Firefighter/Paramedic	136,184
05-510 – Fire Operations	107	102297	FR - Firefighter/Paramedic	135,975
05-510 – Fire Operations	107	100157	FR - Firefighter/Paramedic	135,267
05-510 – Fire Operations	107	102296	FR - Firefighter/Paramedic	134,479
05-510 – Fire Operations	107	102302	FR - Firefighter/Paramedic	133,605
05-510 – Fire Operations	107	102394	FR - Firefighter/Paramedic	130,158
05-510 – Fire Operations	107	102345	FR - Firefighter/Paramedic	127,869
05-510 – Fire Operations	107	102348	FR - Firefighter/Paramedic	127,869
05-510 – Fire Operations	107	102349	FR - Firefighter/Paramedic	127,138
05-510 – Fire Operations	107	102299	FR - Firefighter/Paramedic	121,178
05-510 – Fire Operations	107	102393	FR - Firefighter/Paramedic	120,380
05-510 – Fire Operations	107	102295	FR - Firefighter/Paramedic	119,543
05-510 – Fire Operations	107	100817	FR - Firefighter/Paramedic	118,841
05-510 – Fire Operations	107	102350	FR - Firefighter/Paramedic	118,720
05-510 – Fire Operations	107	102073	FR - Firefighter	111,883
05-510 – Fire Operations	107	102071	FR - Firefighter	111,166
05-510 – Fire Operations	107	102321	FR - Firefighter/Paramedic	111,166
05-510 – Fire Operations	107	102320	FR - Firefighter/Paramedic	111,156
05-510 – Fire Operations	107	100890	FR - Firefighter	111,022
05-510 – Fire Operations	107	100150	FR - Firefighter	109,231
05-510 – Fire Operations	107	102074	FR - Firefighter/Paramedic	106,085
05-510 – Fire Operations	107	102300	FR - Firefighter/Paramedic	106,029

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	107	102079	FR - Firefighter/Paramedic	105,958
05-510 – Fire Operations	107	102230	FR - Firefighter/Paramedic	105,221
05-510 – Fire Operations	107	100145	FR - Firefighter	98,019
05-510 – Fire Operations	107	102340	FR - Firefighter	97,749
05-510 – Fire Operations	107	102342	FR - Firefighter/Paramedic	97,749
05-510 – Fire Operations	107	102346	FR - Firefighter/Paramedic	97,749
05-510 – Fire Operations	107	102301	FR - Firefighter/Paramedic	97,668
05-510 – Fire Operations	107	100554	FR - Firefighter	96,978
05-510 – Fire Operations	107	100141	FR - Firefighter	96,947
05-510 – Fire Operations	107	102392	FR - Firefighter/Paramedic	96,947
05-510 – Fire Operations	107	102341	FR - Firefighter	96,926
05-510 – Fire Operations	107	102347	FR - Firefighter/Paramedic	96,926
05-510 – Fire Operations	107	102343	FR - Firefighter/Paramedic	96,851
05-510 – Fire Operations	107	102344	FR - Firefighter/Paramedic	96,851
05-510 – Fire Operations	107	102070	FR - Firefighter	96,199
05-510 – Fire Operations	107	100468	FR - Firefighter	96,124
05-510 – Fire Operations	107	102118	FR - Firefighter	96,124
05-510 – Fire Operations	107	102231	FR - Firefighter/Paramedic	88,554
Total Fire Operations				\$ 18,622,005
05-520 – Fire EMS	100	100144	SAM Officer	\$ 162,223
05-520 – Fire EMS	100	102209	SAM Officer	160,916
05-520 – Fire EMS	100	100140	SAM Officer	156,734
05-520 – Fire EMS	100	102115	Paramedic (2080)	103,608
05-520 – Fire EMS	100	102162	EMT (2080)	86,869
05-520 – Fire EMS	100	102083	Paramedic (2080)	81,473
05-520 – Fire EMS	100	102177	EMT (2080)	77,224
05-520 – Fire EMS	100	100593	EMT (2080)	75,191
05-520 – Fire EMS	100	102081	Paramedic (2080)	74,566
05-520 – Fire EMS	100	102176	EMT (2080)	68,885
05-520 – Fire EMS	100	102182	Paramedic (2080)	66,108
05-520 – Fire EMS	100	100841	Paramedic (2080)	62,876
05-520 – Fire EMS	100	102076	Paramedic (2080)	62,648
05-520 – Fire EMS	100	102294	EMT (2080)	54,711
05-520 – Fire EMS	100	100827	EMT (2080)	54,324
Total Fire EMS				\$ 1,348,356
06-600 – E&T Administration	100	100196	Engineering & Transportation Director	\$ 219,190
06-620 – E&T Engineering	100	100238	Engineering Manager	169,860
06-620 – E&T Engineering	100	100235	Development Engineer	149,119
06-620 – E&T Engineering	100	100548	Project Engineer	148,092
06-620 – E&T Engineering	100	100242	Real Estate Manager	140,469
06-620 – E&T Engineering	100	100899	City Surveyor	131,792
06-620 – E&T Engineering	100	102133	Project Engineer	127,831
06-620 – E&T Engineering	100	100535	Development Engineer	127,634
06-620 – E&T Engineering	100	102388	Development Engineer	126,530
06-620 – E&T Engineering	100	102022	Project Engineer	122,580
06-620 – E&T Engineering	100	100452	Project Engineer	122,578
06-620 – E&T Engineering	100	100240	Project Engineer	122,486
06-620 – E&T Engineering	100	100854	Sr. Engineering Technician	120,691
06-620 – E&T Engineering	100	102236	Operations & Maint Supervisor	116,933
06-620 – E&T Engineering	100	100898	Project Engineer	113,934
06-620 – E&T Engineering	100	102322	Project Engineer	108,120
06-620 – E&T Engineering	100	100239	Construction Inspector	105,096
06-620 – E&T Engineering	100	102316	Engineering Specialist	102,666
06-620 – E&T Engineering	100	100788	Engineering Technician	99,299
06-620 – E&T Engineering	100	102430	Construction Inspector	95,341
06-620 – E&T Engineering	100	100551	Engineering Technician	93,153

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
06-620 – E&T Engineering	100	100791	Construction Inspector	90,176
06-620 – E&T Engineering	100	100229	Survey Technician	82,084
06-620 – E&T Engineering	100	100241	Construction Inspector	80,942
06-620 – E&T Engineering	100	102315	Engineering Technician	78,344
06-620 – E&T Engineering	301	102426	Project Engineer	128,441
06-620 – E&T Engineering	301	100237	Construction Inspector	74,445
06-620 – E&T Engineering	902	102364	Wastewater Project Manager	135,448
06-620 – E&T Engineering	902	102053	Engineering Specialist	109,383
Total Engineering				\$ 3,442,657
06-620-105 – E&T/Transportation Engineering	100	100226	Traffic Supervisor	\$ 141,524
06-620-105 – E&T/Transportation Engineering	100	100562	Engineering Program Supervisor	139,472
06-620-105 – E&T/Transportation Engineering	100	102000	Transport Systems Analyst II	132,763
06-620-105 – E&T/Transportation Engineering	100	100887	Traffic Crew Leader	115,911
06-620-105 – E&T/Transportation Engineering	100	102031	Traffic Crew Leader	110,546
06-620-105 – E&T/Transportation Engineering	100	100761	Traffic Technician	98,249
06-620-105 – E&T/Transportation Engineering	100	100762	Traffic Technician	92,989
06-620-105 – E&T/Transportation Engineering	100	100760	Traffic Technician	83,499
06-620-105 – E&T/Transportation Engineering	100	100763	Traffic Technician	81,600
06-620-105 – E&T/Transportation Engineering	100	100759	Traffic Signal Technician	80,110
Total Transportation Engineering				\$ 1,076,663
08-800 – Parks and Recreation Administration	100	100266	Parks And Recreation Director	\$ 214,468
08-800 – Parks and Recreation Administration	100	102422	Deputy Parks And Recreation Director	155,555
08-800 – Parks and Recreation Administration	100	100472	Recreation Superintendent	142,104
08-800 – Parks and Recreation Administration	100	100503	Recreation Supervisor	139,977
08-800 – Parks and Recreation Administration	100	100580	Recreation Coordinator	109,973
08-800 – Parks and Recreation Administration	100	100499	Recreation Supervisor	102,104
08-800 – Parks and Recreation Administration	100	100629	Recreation Coordinator	101,027
08-800 – Parks and Recreation Administration	100	100565	Recreation Coordinator	92,966
08-800 – Parks and Recreation Administration	100	102370	Daycare Director	89,048
08-800 – Parks and Recreation Administration	100	102146	Recreation Coordinator	84,985
08-800 – Parks and Recreation Administration	100	102382	Early Childhood Edu Teacher	80,300
08-800 – Parks and Recreation Administration	100	102383	Early Childhood Edu Teacher	78,769
08-800 – Parks and Recreation Administration	100	102443	Early Childhood Edu Teacher	76,301
08-800 – Parks and Recreation Administration	100	102444	Early Childhood Edu Teacher	76,301
08-800 – Parks and Recreation Administration	100	102445	Early Childhood Edu Teacher	76,301
08-800 – Parks and Recreation Administration	100	102446	Early Childhood Edu Teacher	76,301
08-800 – Parks and Recreation Administration	100	102447	Early Childhood Edu Teacher	76,301
08-800 – Parks and Recreation Administration	100	100809	Leisure Svcs. Representative	75,064
08-800 – Parks and Recreation Administration	100	102380	Early Childhood Edu Teacher	72,140
08-800 – Parks and Recreation Administration	100	102384	Early Childhood Edu Teacher	66,605
08-800 – Parks and Recreation Administration	100	100668	Sr. Administrative Assistant	66,314
08-800 – Parks and Recreation Administration	100	100850	Sr. Administrative Assistant	58,287
08-800 – Parks and Recreation Administration	100	102381	Early Childhood Edu Teacher	57,975
08-800 – Parks and Recreation Administration	100	100808	Leisure Svcs. Representative	55,964
08-800 – Parks and Recreation Administration	116	102434	Community Rec Center Manager	64,774
08-800 – Parks and Recreation Administration	116	102435	Comm Rec Center Maint. Supervisor	36,616
Total Parks and Recreation Administration				\$ 2,326,520
08-810 – P&R/Aquatics	100	102033	Recreation Coordinator	\$ 89,784
08-810 – P&R/Aquatics	100	102180	Recreation Coordinator	66,583
Total Aquatics				\$ 156,367
08-820 – P&R/Parks Operations	100	102151	Parks Superintendent	\$ 140,013
08-820 – P&R/Parks Operations	100	100673	Administrative Specialist	80,188
08-820-265 – P&R/Parks Operations	100	100644	Parks Crew Leader	104,809
08-820-265 – P&R/Parks Operations	100	100647	Parks Crew Leader	97,505

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
08-820-265 – P&R/Parks Operations	100	100270	Parks Maint. Supervisor	95,987
08-820-265 – P&R/Parks Operations	100	100474	Parks Equipment Operator	78,439
08-820-265 – P&R/Parks Operations	100	100631	Parks Equipment Operator	78,439
08-820-265 – P&R/Parks Operations	100	102432	Lead Custodian	75,273
08-820-265 – P&R/Parks Operations	100	100834	Parks Equipment Operator	72,920
08-820-265 – P&R/Parks Operations	100	102359	Lead Custodian	70,222
08-820-265 – P&R/Parks Operations	100	100636	Parks Equipment Operator	68,296
Total Parks Operations				\$ 962,091
08-820-185 – P&R/Weed Abatement	100	100649	Parks Crew Leader	\$ 98,539
08-820-185 – P&R/Weed Abatement	100	102360	Parks Equipment Operator	75,002
Total Weed Abatement				\$ 173,541
08-820-260 – P&R/Sports Facilities	100	100550	Parks Maint. Supervisor	\$ 119,561
08-820-260 – P&R/Sports Facilities	100	100645	Parks Crew Leader	98,289
08-820-260 – P&R/Sports Facilities	100	100630	Parks Equipment Operator	93,281
08-820-260 – P&R/Sports Facilities	100	100646	Plant Health Specialist	88,571
08-820-260 – P&R/Sports Facilities	100	100648	Parks Crew Leader	88,073
08-820-260 – P&R/Sports Facilities	100	102086	Parks Equipment Operator	80,144
08-820-260 – P&R/Sports Facilities	100	100633	Parks Equipment Operator	79,229
08-820-260 – P&R/Sports Facilities	100	100655	Parks Equipment Operator	65,054
08-820-260 – P&R/Sports Facilities	100	100350	Parks Equipment Operator	64,519
08-820-260 – P&R/Sports Facilities	100	100637	Parks Equipment Operator	57,505
Total Sports Facilities				\$ 834,226
08-820-270 – P&R/Forestry	100	102208	Parks Maint. Supervisor	\$ 120,037
08-820-270 – P&R/Forestry	100	100658	Parks Crew Leader	103,235
08-820-270 – P&R/Forestry	100	102329	Parks Equipment Operator	74,966
08-820-270 – P&R/Forestry	100	100879	Parks Equipment Operator	74,914
08-820-270 – P&R/Forestry	100	100632	Parks Equipment Operator	56,464
08-820-270 – P&R/Forestry	100	100638	Parks Equipment Operator	56,464
Total Forestry				\$ 486,080
08-820-272 – P&R/Horticulture and Turf	100	100284	Parks Maint. Supervisor	\$ 117,594
08-820-272 – P&R/Horticulture and Turf	100	100643	Parks Crew Leader	104,819
08-820-272 – P&R/Horticulture and Turf	100	100281	Parks Equipment Operator	91,831
08-820-272 – P&R/Horticulture and Turf	100	100625	REG PT PARKS EQUIP OP (3/4)	85,567
08-820-272 – P&R/Horticulture and Turf	100	102155	Parks Crew Leader	83,505
08-820-272 – P&R/Horticulture and Turf	100	100628	Parks Equipment Operator	80,764
08-820-272 – P&R/Horticulture and Turf	100	100635	Parks Equipment Operator	78,728
08-820-272 – P&R/Horticulture and Turf	100	100473	Parks Equipment Operator	78,439
08-820-272 – P&R/Horticulture and Turf	100	102223	Parks Equipment Operator	77,821
08-820-272 – P&R/Horticulture and Turf	100	100634	Parks Equipment Operator	74,956
08-820-272 – P&R/Horticulture and Turf	100	100780	Parks Equipment Operator	63,295
08-820-272 – P&R/Horticulture and Turf	100	102207	Apprentice Equip Operator-Parks	60,367
08-820-272 – P&R/Horticulture and Turf	100	102326	Parks Equipment Operator	58,162
Total Horticulture and Turf				\$ 1,055,848
08-820-275 – P&R/Cemetery	100	100880	Parks Equipment Operator	\$ 88,155
08-820-275 – P&R/Cemetery	100	100771	Parks Crew Leader	84,065
08-820-275 – P&R/Cemetery	100	100640	Parks Equipment Operator	79,154
08-820-275 – P&R/Cemetery	100	100851	REG PT ADMIN ASST (3/4)	56,530
Total Cemetery				\$ 307,904
07-700 – Utilities Administration	301/900	102228	Utilities Director	\$ 213,530
07-700 – Utilities Administration	301/900	100231	Utilities Asset Management Specialist	115,074
Total Utilities Administration				\$ 328,604
07-720-140 – Utilities/Water Lab	301	100323	Water Quality Specialist	\$ 102,058
07-720-140 – Utilities/Water Lab	301	102247	Water Quality Specialist	96,142
Total Water Lab				\$ 198,200
07-760-210 – Utilities/Water Treatment Plant	301			\$ 153,650
		100700	Water Services Manager	
07-760-210 – Utilities/Water Treatment Plant	301	102419	Water Operations Supervisor	133,866

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-760-210 – Utilities/Water Treatment Plant	301	100840	Water Plant Operator	120,023
07-760-210 – Utilities/Water Treatment Plant	301	100320	Water Plant Operator	116,284
07-760-210 – Utilities/Water Treatment Plant	301	100575	Water Plant Operator	113,695
07-760-210 – Utilities/Water Treatment Plant	301	102351	SCADA Technician	112,713
07-760-210 – Utilities/Water Treatment Plant	301	102401	Water Plant Operator	112,513
07-760-210 – Utilities/Water Treatment Plant	301	102059	Water Plant Operator	112,306
07-760-210 – Utilities/Water Treatment Plant	301	100794	Water Conservation Specialist	106,108
07-760-210 – Utilities/Water Treatment Plant	301	102333	Plant Mechanic	71,246
Total Water Treatment Plant				\$ 1,152,404
07-760-205 – Water Services/Water Supply	301	100317	Water Supply Supervisor	\$ 145,788
07-760-215 – Utilities/Pipeline Maintenance	301	100469	Operations and Maint. Supervisor	165,457
07-760-215 – Utilities/Pipeline Maintenance	301	102004	Lead Plant Mechanic	113,612
07-760-215 – Utilities/Pipeline Maintenance	301	100566	Cross Connection Coordinator	101,187
07-760-215 – Utilities/Pipeline Maintenance	301	100765	Utility Locator	101,025
07-760-215 – Utilities/Pipeline Maintenance	301	100314	Utilities Cust Svc Specialist	99,968
07-760-215 – Utilities/Pipeline Maintenance	301	100622	Utilities Maintenance Technician	98,857
07-760-215 – Utilities/Pipeline Maintenance	301	102005	Plant Mechanic	98,797
07-760-215 – Utilities/Pipeline Maintenance	301	102437	Pipeline Maintenance Crew Leader	98,312
07-760-215 – Utilities/Pipeline Maintenance	301	100623	Utilities Maintenance Technician	93,059
07-760-215 – Utilities/Pipeline Maintenance	301	100619	Utilities Maintenance Technician	89,700
07-760-215 – Utilities/Pipeline Maintenance	301	102253	Utility Locator	88,079
07-760-215 – Utilities/Pipeline Maintenance	301	100616	Utilities Maintenance Technician	87,002
07-760-215 – Utilities/Pipeline Maintenance	301	100615	Utilities Maintenance Technician	86,042
07-760-215 – Utilities/Pipeline Maintenance	301	100775	Utilities Maintenance Technician	81,927
07-760-215 – Utilities/Pipeline Maintenance	301	100620	Utilities Maintenance Technician	81,567
07-760-215 – Utilities/Pipeline Maintenance	301	102276	Utility Locator	79,743
07-760-215 – Utilities/Pipeline Maintenance	301	100614	Utilities Maintenance Technician	76,935
07-760-215 – Utilities/Pipeline Maintenance	301	100846	Pipeline Maintenance Crew Leader	70,578
07-760-215 – Utilities/Pipeline Maintenance	301	100665	Administrative Assistant	70,339
Total Pipeline Maintenance				\$ 1,927,974
07-770 – Utilities/Utility Billing	301	102054	Customer Service Supervisor	\$ 114,864
07-770 – Utilities/Utility Billing	301	100511	Customer Service Rep	84,089
07-770 – Utilities/Utility Billing	301	100512	Customer Service Analyst	82,914
07-770 – Utilities/Utility Billing	301	100572	Customer Service Rep	82,096
07-770 – Utilities/Utility Billing	301	100509	Customer Service Rep	72,360
07-770 – Utilities/Utility Billing	301	100510	Customer Service Rep	55,653
07-770 – Utilities/Utility Billing	301	100513	Customer Service Rep	53,626
Total Utility Billing				\$ 545,602
07-720-135 – Utilities/Wastewater Lab	900	100438	Laboratory Supervisor	\$ 121,648
07-720-135 – Utilities/Wastewater Lab	900	100440	Lab Chemist	92,541
07-720-135 – Utilities/Wastewater Lab	900	100894	Lab Analyst	76,151
07-720-135 – Utilities/Wastewater Lab	900	102135	Lab Analyst	75,470
07-720-135 – Utilities/Wastewater Lab	900	100436	Lab Technician	72,213
Total Wastewater Lab				\$ 438,023
07-750-190 – Utilities/Wastewater Operations	900	100429	Wastewater Services Manager	\$ 149,109
07-750-190 – Utilities/Wastewater Operations	900	100897	WW Operations Supervisor	143,730
07-750-190 – Utilities/Wastewater Operations	900	100435	Ind Pretreatment Supervisor	142,489
07-750-190 – Utilities/Wastewater Operations	900	100768	SCADA Technician	125,574
07-750-190 – Utilities/Wastewater Operations	900	100701	Ind Pretreatment Specialist	120,341
07-750-190 – Utilities/Wastewater Operations	900	100418	WW Plant Maintenance Supervisor	118,025
07-750-190 – Utilities/Wastewater Operations	900	102195	Ind Pretreatment Specialist	116,757
07-750-190 – Utilities/Wastewater Operations	900	100767	Lead Wastewater Plant Operator	116,442
07-750-190 – Utilities/Wastewater Operations	900	102412	Engineering Specialist (Ops Sup)	113,529
07-750-190 – Utilities/Wastewater Operations	900	100421	Plant Mechanic	108,253
07-750-190 – Utilities/Wastewater Operations	900	102318	Lead Plant Mechanic	106,650
07-750-190 – Utilities/Wastewater Operations	900	100426	Wastewater Plant Operator	106,026
07-750-190 – Utilities/Wastewater Operations	900	102193	SCADA Technician	104,126

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-750-190 – Utilities/Wastewater Operations	900	100424	Wastewater Plant Operator	104,062
07-750-190 – Utilities/Wastewater Operations	900	100428	Plant Mechanic	100,940
07-750-190 – Utilities/Wastewater Operations	900	100427	Wastewater Plant Operator	96,789
07-750-190 – Utilities/Wastewater Operations	900	100430	Wastewater Plant Operator	96,666
07-750-190 – Utilities/Wastewater Operations	900	100731	Plant Electrician	94,392
07-750-190 – Utilities/Wastewater Operations	900	100431	Wastewater Plant Operator	89,832
07-750-190 – Utilities/Wastewater Operations	900	100725	Plant Mechanic	84,695
07-750-190 – Utilities/Wastewater Operations	900	100423	Wastewater Plant Operator	83,459
07-750-190 – Utilities/Wastewater Operations	900	102305	Plant Mechanic	82,400
07-750-190 – Utilities/Wastewater Operations	900	102006	Plant Mechanic	78,235
07-750-190 – Utilities/Wastewater Operations	900	100955	Administrative Assistant	70,335
07-750-190 – Utilities/Wastewater Operations	900	100627	Equipment Operator	65,684
Total Wastewater Operations				\$ 2,618,540
07-750-195 -Utilities/Wastewater Maintenance	900	102205	Operations and Maint. Supervisor	\$ 130,784
07-750-195 -Utilities/Wastewater Maintenance	900	100747	Utilities Maintenance Technician	97,465
07-750-195 -Utilities/Wastewater Maintenance	900	100858	Collections Crew Leader	97,270
07-750-195 -Utilities/Wastewater Maintenance	900	100745	Utilities Maintenance Technician	93,037
07-750-195 -Utilities/Wastewater Maintenance	900	100764	Utilities Maintenance Technician	92,436
07-750-195 -Utilities/Wastewater Maintenance	900	100624	Utilities Maintenance Technician	86,521
07-750-195 -Utilities/Wastewater Maintenance	900	100746	Utilities Maintenance Technician	79,791
07-750-195 -Utilities/Wastewater Maintenance	900	102407	Equipment Operator	79,672
07-750-195 -Utilities/Wastewater Maintenance	900	102191	Utilities Maintenance Technician	74,297
07-750-195 -Utilities/Wastewater Maintenance	900	102134	Utilities Maintenance Technician	72,387
07-750-195 -Utilities/Wastewater Maintenance	900	100626	Utilities Maintenance Technician	72,312
Total Wastewater Maintenance				\$ 975,972
09 – Visit Grand Junction	102	100292	Visit Grand Junction Director	\$ 204,294
09 – Visit Grand Junction	102	100014	Business Analyst – VGJ	113,031
09 – Visit Grand Junction	102	102126	Data Analyst	112,415
09 – Visit Grand Junction	102	100795	Visitor Ctr & Admin Coord	69,198
09 – Visit Grand Junction	102	100908	REG PT ADMIN SPEC. (3/4)-VGJ	67,859
09 – Visit Grand Junction	102	102051	Content Specialist	65,949
Total Visit Grand Junction				\$ 632,746
DOWNTOWN DEVELOPMENT AUTHORITY AND BID FUNDS				
10 – Downtown Development Agency/BID	103	100453	DDA Director	\$ 147,973
10 – Downtown Development Agency/BID	103	100592	DDA/BID Admin Specialist	94,874
10 – Downtown Development Agency/BID	711	100774	Community Engagement Manager BID	90,724
10 – Downtown Development Agency/BID	711	100911	Downtown Event Coordinator	61,451
10 – Downtown Development Agency/BID	711	102328	REG PT Downtown Project Coord (1/2)	33,584
Total DDA/BID				\$ 428,606

GLOSSARY OF TERMS

ACFR: Annual Comprehensive Financial Report.

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.

ACCRUAL: Accrual refers to the recognition of revenue or expenses in financial statements before the cash is received or paid. It is an accounting method that aims to match revenues and expenses with the period in which they are earned or incurred, regardless of when the actual cash transactions take place.

AWWA: American Water Works Association is an international, nonprofit, scientific, and educational society dedicated to providing total water solutions assuring effective water management.

AMMORTIZATION: Amortization refers to the process of spreading the cost of an intangible asset or a long-term liability over a specific period.

BID: Business Improvement District – there are two within the City, including the Horizon Drive BID and the Downtown BID.

AUDIT: An audit is a systematic examination and verification of financial, operational, or other relevant information of the City. The purpose of an audit is to provide an independent and objective assessment of the accuracy, completeness, and reliability of the information being examined. Audits are conducted by auditors who are external professionals hired by the City.

BALANCED BUDGET: A balanced budget refers to a financial plan or budget in which total revenues or income equals total expenditures.

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.

BIOCNG: Compressed Natural Gas produced from organic waste from the sewer treatment plant

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.

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.

APPROPRIATION ORDINANCE: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

BUDGET CALENDAR: The schedule of key dates or milestones a government follows to prepare and adopt the budget.

ARP: American Rescue Plan Funding to mitigate the effects of the COVID-19 Pandemic.

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.

Glossary of Terms

BUDGET DOCUMENT: The official enactment by the legislative body establishes the legal authority for officials to obligate and expend resources.

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 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.

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.

Glossary of Terms

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.

DEPRECIATION: Depreciation refers to the systematic allocation of the cost of a tangible asset over its useful life. This accounting method is used to recognize the gradual decrease in the value of an asset as it ages, becomes obsolete, or wears out. **Depreciation** is applied to tangible assets such as buildings, machinery, vehicles, and equipment.

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.

FIDUCIARY FUND: A fiduciary fund is a type of accounting fund used in governmental accounting to account for assets held by a government in a trustee or fiduciary capacity. Fiduciary funds are maintained to manage resources for which the government acts as a trustee, handling assets on behalf of individuals, other governments, or organizations.

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.

Glossary of Terms

GAAP: Generally Accepted Accounting Principles.

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.

GFOA: Government Finance Officers Associations.

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.

Glossary of Terms

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.

Permanent Fund: A permanent fund is a type of fund established by governments or organizations to set aside and manage resources with the intention of preserving the principal and generating income over the long term.

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.

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 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.

Glossary of Terms

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.

SRO: School Resource Officers who are part of the Grand Junction Police Department.

SRTS: Safe Routes to Schools capital improvement program enhances the safety of children getting to and from school via walking or biking.

STRATEGIC PLAN: A plan updated and approved every two years by the City Council that provides short-term (2-5-year) policy direction and guidance for decision-making and budgeting by the city and its staff.

SWAT: Special Weapons and Tactics unit comprised of Grand Junction Police Officers and Mesa County Sheriff Officers.

SWMM: Stormwater Management Manual.

TABOR: Taxpayer Bill of Rights requiring voter approval for increasing taxes and issuing debt.

TCP: Transportation Capacity Plan used to determine the need for additional roadways within the City boundaries.

TEDS: Transportation Engineering Design Standards.

TIF: Tax Increment Financing.

TMDL: Total Maximum Daily Loads establish the maximum number of pollutants that can go into a water body on a particular day and still meet water quality standards.

USER FEES: Fees charged for the direct receipt of public service to the party or parties who benefit from the service.

USE TAX: The tax paid or required to be paid by a consumer for using, storing, distributing, or otherwise consuming tangible personal property or taxable services inside the City.

UNRESERVED FUND BALANCE: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

WUI: Wildland Urban Interface is where houses are in or near wildland vegetation, and wildfires pose the most significant risk to people due to the proximity of flammable vegetation.

