

2021 ANNUAL BUDGET



About the Cover...

The River Park at Las Colonias opened to the public on May 11, 2020. The river park features a lengthy and accessible lazy river, two standing wave water features, and beach and wading areas. These amenities are accessible to a wide range of ages, ability, and experience levels. Over \$600,000 in grant dollars were secured to enable this project, which is about half of the project cost. This includes funding from Great Outdoors Colorado (GOCO), the Colorado Water Conservation Board, the Colorado Basin Roundtable, One Riverfront, and Colorado Mesa University. The City also collaborated with Bonsai Designs, Army Corps of Engineers, and the US Fish & Wildlife Service on this new outdoor recreation feature which has been extremely popular with our Citizens.

Visit our website for more information on the [River Park at Las Colonias](#).

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BUDGET MESSAGE



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

It is my pleasure to present the 2021 Adopted Budget for the City of Grand Junction. The budget for the City of Grand Junction is the highest expression of the City Council's policies and decision making; it articulates the initiatives, investment, and services provided by and through elected officials and staff. The 2021 Adopted Budget totals \$213,016,163 (\$213 million), a \$52 million, or 32% increase from the 2020 Adopted Budget of \$161 million. This increase is predominantly due to an increase in capital investment including transportation and utility infrastructure as well as the construction of Fire Station 3 and Fire Station 8 and improvements to the Lincoln Park Stadium. The adopted operating budget in 2021 is nearly flat compared to the 2020 Adopted Budget.

The 2021 Adopted Budget is not only balanced, but the General Fund has an operating surplus of \$1.5 million before transfer for Fire Station 3 capital construction. The projected 2021 ending General Fund balance is \$29.1 million. The budget represents the allocation of resources to achieve the goals identified in City Council's Strategic Plan.

Over the past three years staff has worked extensively with City Council, public and private partners, and others in the community to develop a long-term vision that will serve the Citizens of Grand Junction into the future. In doing so, opportunities and challenges have emerged that have influenced decision making and allocation of funds through the budget process.

2020 was particularly challenging due to the unprecedented COVID-19 Pandemic, which brought many challenges to the City including significant economic impacts. Although a pandemic would have been difficult to predict, staff has been preparing for an economic downturn for several years. In 2016 the City was experiencing both a cyclical deficit, short-term interruption of revenues requiring temporary expense reductions, and a structural deficit, a long-term imbalance of revenues and expenses requiring permanent changes in expense structure. The short-term was addressed by cutting and deferring spending, and the structural was addressed by staff reductions and other strategic budget decisions. Even though significant reductions were made, public safety staffing was not reduced and has increased each year since that time. The result of the adjustments made in 2016, the continued frugal spending, and fiscal responsibility by the City Council and staff has placed the City in a position to handle the current economic downturn. Within only a few weeks of the initial onset, staff had worked to reduce operating budgets, defer capital spending, and hold open positions vacant. The dedication of City Council, the management team, and all City employees to manage this challenge has resulted in an even stronger financial position moving into the next year. Furthermore, the immediate response by the City to engage with community partners to aid businesses and Citizens when needed shows evidence of the City's commitment to serve under all circumstances.

2021 Adopted Budget & Strategic Plan

The [Strategic Plan](#) serves as a guide for the City Council and City staff over the course of two years. It was last updated by City Council in the fall of 2019 and will be updated next in 2021. The Strategic Plan has four guiding principles which provide overarching direction for implementation of the Plan:

- Partnership & Intergovernmental Relationships
- Fiscal Responsibility
- Communication & Engagement
- Leadership

Guiding Principles

Partnership & Intergovernmental Relationships – The City views partnership in its broadest sense and not merely through the lens of delivering municipal services. Whether evaluating opportunities for shared services, partnering for economic development, or creating a shared vision for the future of the community, the City recognizes that residents will be best served by working with other organizations to find solutions to community problems. The City takes every opportunity to celebrate past successful partnerships to build momentum for future collaboration.

Partnerships may include, but are not limited to, organizations or agencies involved with government, education, economic development, transportation, and business development. The City has many long-standing relationships that result in more services to the community at a lower cost to the taxpayer.

Fiscal Responsibility – The COVID-19 Pandemic presented several challenges to the City in 2020, including the impacts to our local, regional, and state economies. The 2021 Adopted Budget embodies fiscal responsibility as it is paramount to the operations at the City of Grand Junction. Ensuring that the organization responsibly invests its dollars which will allow the organization to be nimble in both challenging years and years with relative stability.

Communication – Communication between the City and its Citizens is essential. The City recognizes the importance of a community where residents are well informed about local government. The organization believes that meaningful engagement with the community helps them know when, where, and how to be involved. The City recognizes the need to communicate with the community using both existing, new, and emerging channels.

Leadership – The City continues to be a regional leader in 2021. As a driving force in issues of regional importance, the City plays a leading role on the Western Slope. In 2021, the City will continue to set examples of how local government should operate. The City will continue to push itself outside of its comfort zone to maintain its role as an innovative leader.

The Strategic Plan also consists of four strategic directives, which are high-level priorities for the City as identified by City Council. The 2021 Adopted Budget prioritizes spending according to these strategic directives:

- Public Safety
- Planning & Infrastructure
- Diversification of our Economic Base
- Connectedness through Community Building

Strategic Directives

Public Safety – The City remains committed to Public Safety in 2021. In the coming year, residents will start to see the benefits of the First Responder sales tax, authorized by the voters in the spring of 2019. For the Police Department, the number of sworn officers will increase. For the Fire Department, Fire Station 6 in the northern part of the City will be fully in service and the design will begin on Fire Station 8 in the southeastern area of the community with an expected open date in the fall of 2022.

Planning & Infrastructure – In 2021, the City will move into an implementation phase of the Parks, Recreation and Open Space Master Plan, and several utility systems studies to identify needs and facilitate future capital planning. This follows the adoption of the 2020 update to the Comprehensive Plan, *One Grand Junction Comprehensive Plan*, which provides master planning guidance for the next ten years.

Voters authorized the use of TABOR funds for maintenance and improvement of existing street infrastructure in 2017, and the City has used those funds combined with existing resources to invest over \$34.6 million including \$5.8 million in the 2021 Adopted Budget. The condition of the street infrastructure has improved to a good rating of 72. The City has a 10-year major capital plan for the 0.75% sales tax dedicated to capital improvements. The plan is updated each year according to priorities and is balanced within existing resources for the first five years. Each year

the City makes significant utility infrastructure investment and in 2021 over \$30 million is planned in Water and Sewer capital spending. The Water and Sewer Utility Funds also have a long-term capital plans in place.

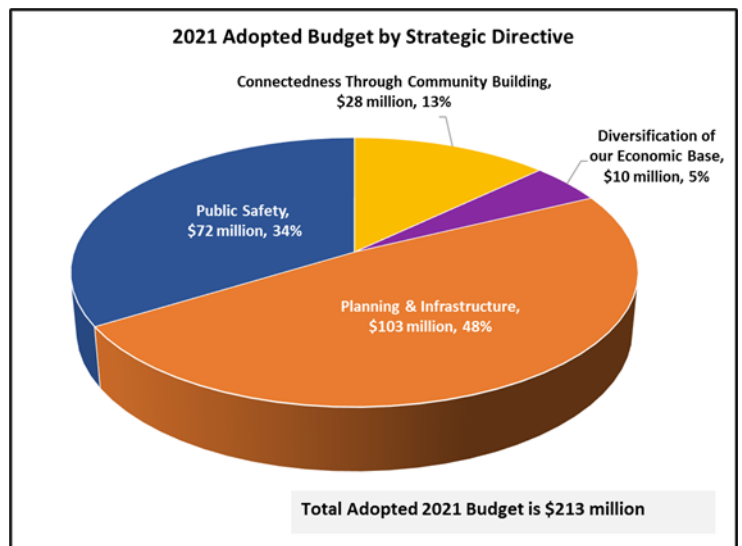
Diversification of our Economic Base – The City continues to plan for and invest in the Diversification of the Economic Base, by providing the public infrastructure necessary to leverage private investment. This includes significant investment in the two riverfront developments of Las Colonias Park and Riverfront at Dos Rios to leverage significant private development.

Each year the City contributes significant funds through the budget process in support of agencies directly impacting economic development. In 2021 over \$4.7 million is budgeted in contributions for economic development efforts.

Connectedness through Community Building – There is perhaps no greater way to build a community than by bringing people together for shared experiences. While the City is not the primary source of these experiences, it plays a significant role in creating spaces where these experiences happen. Public parks, art exhibits, sporting competitions, and other public community events bring together individuals from every age, ethnicity, income level and background. Such activities build pride in the community, encourage volunteerism, and create a feeling of connectedness. The City will invest in the resources that provide spaces and programs for these shared experiences for residents: establishing arts and culture, improving, and building public parks, and hosting quality events for the public to enjoy.

The City will continue to provide consistent, accurate and timely communication to its residents in 2021. However, communication is a two-way street, and the City will continue to engage in meaningful conversations with its residents. The City will also celebrate significant achievements but also share how the organization learns from mistakes. As always, accuracy of any information produced and distributed by the City is a priority.

The City continues to budget conservatively in order to operate within existing resources, prioritizing the safety of our community, saving, and spending for infrastructure and economic development projects, and planning for the future are priorities. During the last year and a half, the Citizens have supported the community needs by passing the First Responder Tax in April of 2019 to expand police and fire services and in November 2019, authorizing the issuance of debt to invest \$70 million in transportation expansion improvements. The chart on the right shows the 2021 Adopted Budget by strategic directive.



Budget Development Process

The development of the 2021 Adopted Budget is a several-month process that touches 13 City Departments, over 30 employees, and a total of over 3,000 hours of staff time. Like most organizations, the effects of COVID-19 Pandemic were felt during the development of this adopted budget. The process starts with the projection of revenues. Staff engages with key partners in the community to develop a sense for the local economic landscape and current market conditions and trends. This information is used to develop forecast models that aid in the development of the budget. Revenues, particularly tax revenues, have been negatively impacted from the pandemic event. Between April and September, the projected 2020 and estimated 2021 revenues were revised three times as the impacts were monitored. Through the budget process, staff develops labor, operating, and capital budgets culminating in a detail 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 detail 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 2021 Adopted Budget of \$213 million is presented without the internal service operations of Information Technology, Fleet, Insurance, and Facilities because those expenditures are already budgeted in each Department's expenses of the other funds. There was 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 continued diversification of industries. Low unemployment (pre COVID-19), added jobs, and an increasing labor force have infused wages and spending over the last three years leading up to March of 2020. The number of new jobs and net migration is set to increase over the next twenty years, however, by 2040 that number will start to stabilize. The real estate market continues to keep pace with the activity seen in recent years. The area is experiencing rising real estate prices with home prices continuing to increase significantly annually. Improving linkages between the largely metropolitan Denver area and mostly non-metropolitan western Colorado will facilitate growth in our area. The average age of Colorado residents is increasing which will cause future changes to the labor force, income, housing, and the demand for services.

Taxes & Fee Revenue

Sales and use tax revenues are the major source of revenues for general government operations and general government capital. The majority of that revenue is derived from the City's 2.75% sales and use tax. In 2019, we conservatively budgeted 3% increase and actual sales tax revenues came in slightly below budget. For the 2020 budget, we projected a 2% increase in sales tax revenues. Prior to the COVID-19 Pandemic, revenues were above budget. Through December 31, 2020, actual sales tax revenues are below 2019 by 2.0% which means 4% below budget. Because we believe the City had a strong economy prior to the downturn due to COVID-19, we are projecting a return to the pre-pandemic revenue levels for the 2021 Adopted Budget. Given the continued uncertainty entering 2021, staff is prepared to closely monitor all spending to align with actual 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 receives approximately \$650,000 per year from this tax and during the first few years of collections, the funds were accumulated and used to purchase the fire truck and equipment for Station 6, with the remainder and future years dedicated to Communication Center Costs (9-1-1 dispatch). The City's share of this tax covers approximately 20% of the City's Communication Center costs, where 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. Before the start of the pandemic, year-to-date lodging tax collections through February 2020 were nearly 8% above 2019. However, beginning in March and continuing through the end of 2020, lodging sales were significantly less than 2019. Grand Junction lodging has been slowly experiencing positive economic recovery signs and marketing strategies have been adjusted to support in-state travel, while still deploying inspirational messaging out-of-state. The inspirational messaging is important in order to position Grand Junction for a successful recovery as stay at home orders lift nationwide in 2021. Additional resources and support have been deployed by Visit Grand Junction to support local businesses and residents. Leading tourism industry experts project that many destinations will be 75% - 80% whole by the end of 2021, with full recovery by mid-2023. Visit GJ has budgeted a 38% increase in lodging tax revenues, over the 2020 Adopted Budget, in the 2021 Adopted Budget.

All rates, fees, and charges are based on the set of philosophies reviewed and approved by City Council in 2017. Those philosophies vary based on considerations such as benefit to the overall community, cost recovery models, comparison to the market and other entities, as well as legal considerations. There are no adopted changes to fees and charges this year with the exception of modest changes (less than 5%) to land development fees as well as incremental increase to impact fees. In October of 2019, City Council adopted an increase (75% of recommended) to the Transportation Capacity Fees (TCP) to be phased in over a four-year period. For example, the TCP fee for a single-family home will average \$3,500 in 2021. Consistent with the phased fee schedule implementation, non-residential uses will also see an increase in fees. These increases occur two times a year; January 1 and July 1. Parks Impact Fee will be \$743 for a single-family home in 2021. Police and Fire impact fees will be implemented in 2022.

Budget Themes

Through the development of the 2021 Adopted Budget, three major themes emerged. Those themes, which are specifically described below, help to provide additional insights into the City's current economic environment, and help staff develop a budget that supports the long-term vision of the City.

Community Engagement

Community engagement continues to be a theme for the City. The City recognizes that its residents are a diverse set of people and only through meaningful engagement will their voices be heard. As a result, the City proposes adding a bilingual Neighborhood Engagement Coordinator to the Community Development Department. This position is designed to enhance information flow and engagement with Citizens on neighborhood planning and development.

Resiliency & Sustainability

The COVID-19 Pandemic negatively affected municipalities nationwide. Without direct aid from the federal stimulus programs, local governments were forced to innovate and find ways to safely provide services to their respective communities, all while facing significant economic impacts. As a result, the City has identified the need for policies and programs that contribute to the resiliency of the community in times of stress, such as this global pandemic. In 2021, the City will continue to build meaningful relationships with community partner agencies to invest in the community that it serves.

Unlike some private sector organizations, the City must continue to provide services to the community. As a result, the City will have to continue to modify employee policies and the physical environment to ensure that both employees and community members are kept safe. The City was proactive early in the pandemic and worked closely with Mesa County Public Health to develop policies designed to protect employees. The City also began modifying the physical environment to reduce the risk of disease transmission in City facilities. For example, some City facilities such as the Grand Junction Convention Center, Avalon Theatre, and the Senior Center have been closed since the onset of the pandemic. As those facilities prepare to reopen in 2021, the City will need to focus on infrastructure such as HVAC systems to ensure the health and safety of all users.

Sustainability continues to be a theme of this organization's budget development process, and for the 2021 Budget, staff viewed sustainability through a resiliency lens. As our physical, political, social, and economic environment continues to change, the need for self-sufficiency is key to our success as an organization. The City will continue its successful conservation programs, projects, and initiatives. These programs help the City become better stewards of natural resources and make economical choices to improve efficiency in City facilities. For 2021, the City will continue its investment in alternative energy sources, energy efficient facilities, and alternative fuel fleet vehicles. The City will also continue to be stewards of our natural resources such as the Kannah Creek watershed and will expand innovative programs such as the biogas generation at the Persigo Wastewater Treatment Plant.

Cost of Doing Business and Investment in Employees

The COVID-19 Pandemic impacted our local economy, causing a reduction in revenue. Despite this, the cost of business operations continued to rise. A major theme incorporated in the development of the 2021 Adopted Budget is how the cost of business continues to rise disproportionately to the rise in revenues. The City will continue its efforts to invest in cost-saving innovations that result in efficiencies for the organization. This includes adopting new technology, installing cost-saving infrastructure, and instituting programs designed to increase employee efficiency.

In 2021, the City will continue to invest in its employees. The COVID-19 Pandemic highlighted some areas of need for City employees. As the pandemic began to unfold, the City took quick action to create policies and procedures designed to protect and assist its employees. Staff proactively created emergency pandemic leave, teleworking options, and instituted the use of virtual meetings in advance of a positive case in Mesa County. As the situation developed and as schools closed, leaving employees without viable options for daycare, the City opened a daycare center for children age 5 to 13 at the Grand Junction Convention Center. In autumn of 2020, the City created the *Learning Center* at the Lincoln Park Barn for employees to send their children for assistance with online learning and staffed the facility with two professional educators. The City also ensured employees were not casualties of the pandemic. Vacant positions were held unfilled and labor needs were addressed by redeploying staff. As the pandemic continues into 2021, these efforts will be continued.

Increasing costs of living will continue to be a challenge in 2021. To address this issue, the City has included a step wage increase of 2.5% in the 2021 budget, per the City's pay plan and based on acceptable performance evaluations.

The health and wellness of employees also continues to be a priority for the City. For 2021, the City will continue to maximize usage of its employee health clinic, the Sage Health & Wellness Center, and will continue to promote the Employee Wellness Program. In 2020, the City changed insurance carriers and received a significant reduction in rates. As anticipated, the plan costs have increased in 2021, however the increase over the two-year period is a reasonable 3.5%. In an effort to continue to put downward pressure on health costs, the City is focusing on increased engagement at the health clinic with expanded services consisting of virtual mental health sessions, annual biometric screenings, comprehensive health reviews, flu shots, and Department of Transportation (DOT) medical physicals.

With the passing of Senate Bill 20-205, *Employee Paid Sick Leave*, the City will be expanding paid leave to part-time/seasonal employees. Starting in 2021, these employees will receive one hour of paid sick leave for every 30 hours worked, up to a maximum of 48 hours per year.

The City continues to promote a culture of inclusion and respect for all and began providing annual training for supervisors and employees on racism, unconscious bias, and diversity. To further strengthen the City's culture, employees worked collectively to develop and distribute organizational core values where we lead the way with continuous improvement, collaborative partnerships, and exemplary service. Our core values are demonstrated by our willingness to challenge the status quo, ability to work together using all areas of expertise to achieve a common goal, and commitment to fulfilling the needs of our community through thoughtful interactions. These values have been woven into job advertisements, selection processes, annual performance evaluations, and are expected to be exhibited by employees on a daily basis.

The City will continue its commitment to work with students in developing skills necessary to enter the workforce. The City will continue to partner with Colorado Mesa University (CMU) for an internship program. The 2021 Adopted Budget includes \$258,720 for 14 intern positions, which includes 13 CMU interns.

In 2020, the City started the year with 698 authorized positions. As the year progressed, positions were adjusted to meet changing needs and priorities. As positions vacated, staff continued to evaluate the best way to allocate labor resources. For example, a Public Safety Legal Advisor position was added within the City Attorney's Office. This position will provide legal advice and services on criminal and civil law to both our Police and Fire Departments. In addition, the position will advise department personnel on complex matters including policies and procedures,

litigation, and new legislation. Three authorized Communication Center positions were removed from the budget due to vacancies in existing positions. With these changes the total authorized position count is now 696.

With the recent passing of the ballot measures that provide funding for public safety and road expansion projects, the volume of purchasing projects and needs has increased to the point where the two person staff is struggling to keep up with the increase in volume. This could create potential risks in maintaining the primary procurement function of creating equity, value, and transparency for each project/purchase the City has. To address this issue, an additional Buyer position is being authorized in the 2021 budget that will focus on commodity type purchases leaving the larger, more complex solicitations to the two Senior Buyers.

In order to respond to the growing demand for services in public safety, planning and development, and infrastructure construction and maintenance, 12 new positions will be added after one reduction for a total of 708 authorized positions in the 2021 Adopted Budget. One position of specific interest is the bilingual Neighborhood Engagement Coordinator in the Community Development Department.

Growth & Demographics

The State Demographer's Office estimates the City's population to be 64,941. Grand Junction has had a growth rate of 0.7% between 2010 and 2017 while the State Demographer projects (countywide) the area to have a 1.1% growth rate moving forward. The City's population has more than tripled since 1970 and at the projected rate of growth the City will reach a population of 100,000 in the next 30 years (2050).

For comparison, the State of Colorado has had a 1.5% growth rate largely driven by the growth in the Front Range metropolitan area. Mesa County is currently estimated to have 154,933 residents. Mesa County is forecasted to have a population of 181,209 by 2030 and 212,598 by 2040. For those moving to Mesa County, Front Range counties including Adams, Arapahoe, and the City and County of Denver continue to be within the top six counties for immigration.

Demographic trends that the State Demographer believes are notable for the State and Mesa County are summarized below:

- Colorado is still growing, but at a slower rate than prior years
- Mesa County is attracting new residents from across the country with significant migration occurring from California, Texas, Florida, Arizona, and Illinois
- Mesa County population has nearly tripled since 1970 and is projected to reach approximately 212,000 by 2040
- The state is rapidly becoming more racially and ethnically diverse

Other trends related to economic activity that the Demographers have highlighted for this area include:

- The aging population in Mesa County is growing quickly and will be a significant economic driver followed by other service-sector jobs
- Mesa County employment growth is rising, although still below pre-recession levels
- The employment base within the County is diversifying beyond the oil and gas industry

2021 Budget by Strategic Directive

The 2021 Adopted Budget prioritizes spending according to the strategic directives outlined in the Strategic Plan.

Strategic Directive – Public Safety

The First Responder Sales Tax was approved by the voters in 2019, providing much needed funding for both Police and Fire resources. The community will enjoy its second year of benefits from the passage of the tax in 2021 and for

the Police Department, the number of sworn officers will increase from 131 to 137. This will allow for a greater allocation of officers into specialized units, such as the Community Resource Unit, Street Crimes, and Traffic. Growth of those specialized units in 2021 will allow the Department to better focus on proactive policing efforts, with an emphasis on crime prevention and crime reduction.

Attracting and recruiting new police candidates remains a priority of the Police Department in 2021. The Department made significant progress in 2020 resulting in increased levels of staffing, but the passage of Senate Bill 217 near the end of the 2020 Legislative Session could potentially impact public perception of policing as a career. In 2021, the Police Department will continue efforts to recruit locally, within the state of Colorado, and nationwide. Additionally, recruiting for Emergency Communications Specialists, commonly known as dispatchers, is challenging and the Department will explore new methods for recruiting those positions in 2021. Using the same methodology as used in the police officer recruiting video, the Department developed a recruiting video specific to emergency communications. This has led to increased interest in those positions and the Department will continue this recruiting strategy in 2021. Completing the filling of vacant positions is a goal for 2021, which will better allow the Department to move to a specialized dispatching format, which focuses on training specific to law enforcement, fire, or EMS.

The Co-Responder Program, which began in July of 2018, will continue in 2021, although it will only be staffed by members of the Grand Junction Police Department as the Mesa County Sheriff's Office have chosen to no longer participate. In late 2020, the Police Department committed two officers to the program, which has responded to over 5,000 calls for service since its implementation. Recent national focus on police reform measures have demonstrated the need to continue the development of these types of efforts. In 2021, the Department will look to further enhance community policing initiatives.

Training is a key component of success within the Police Department and will continue to be a priority in 2021. The promotion of existing staff as well as the First Responder Sales Tax additions to staff have further necessitated advanced training to meet state mandated guidelines. In 2021, the Department will enhance training by individualizing training plans for personnel to aid in determining future career paths and specializations within the department. Additional focus will be given to succession planning as current and future supervisors will attend advanced leadership trainings.

With expansion of personnel comes the need to expand the physical working spaces within the Police Department. Enhancement of special units, such as the School Resource Officers, the Community Resource Unit Officers, and the Traffic Unit will require additional workspace, and thus a remodel is planned. Additionally, expansion and revitalization work on the gun range will be completed by the end of 2021 with the assistance of a Federal Mineral Leasing grant. This expansion includes doubling capacity for shooting lanes and the creation of a proper rifle range. The range has not received prior lead remediation work and doing so will improve the safe use of the facility.

The community will also receive the second year of service enhancements provided by the First Responder Sales Tax from the Fire Department in 2021. Most notably, Fire Station 6, located at Horizon Park on 27 Road & G Road, will be fully in service. Neighborhoods and senior residential facilities in northern Grand Junction, businesses along Horizon Drive, and the Grand Junction Regional Airport will experience improved response times and service as Station 6 became a welcome addition to the community, opening in November of 2020. Construction of Fire Station 8 will begin as well, with an opening date in fall 2022.

The Fire Department will continue to recruit and hire quality personnel to fill current openings and prepare for staffing future fire stations. Recruitment will focus on hiring personnel with strong ethics and morals over the certifications that they hold. Building on the successful program started in 2020, the Fire Department will hire personnel and teach them all the skills necessary to be a fully certified Firefighter/EMT. This program has been very successful in preparing new recruits to be fully functioning members of the department. The Department will also explore establishing an in-house paramedic training program to provide a paramedic certification to employees who

wish to move to the next level in their training. A First Responder funded Training Captain will be responsible for EMS training and oversight of the EMS Quality Assurance/Quality Improvement programs.

The Fire Department will also continue to utilize intern programs to help develop individuals for a career and provide additional services to the community. One of the intern programs assists the Community Outreach office with project management and program development. The second program provides social work interns from the CMU Sociology Department to work with community members who need assistance that would otherwise be utilized through the 911 system. These social work visits help the participant make appointments for medical needs, obtain prescription medications, and provides avenues to get help through many Health and Human Services programs.

Non-certified EMTs hired in 2020 have completed their EMT training and will go through the department's fire academy to become firefighters in 2021. These seven EMTs are currently working on ambulances to gain EMS experience before their fire academy and are filling vacancies in department staffing which have occurred through natural attrition. This fire academy will be the second cohort to train at the new Fire Training Center which will continue to grow to meet the needs of not only future fire academies but also the needs of current firefighters. Specialty fire props and training structures will be built to ensure proficiency in skills such as trench rescue, confined space, and hazardous materials.

Safety will continue to be a priority for the Fire Department in 2021. The Department continued efforts to reduce the incidence of firefighter cancer and the spread of COVID-19, the Fire Department will continue to add new ventilation systems to existing fire stations to provide air exchanges and remove vehicle exhaust and carcinogens from the stations. This system will also be built into the construction for all new fire stations. The department will also place in service the third *clean cab concept* fire engine as part of the cancer reducing efforts.

The successful award of state and federal grants will provide funding for critical equipment. A radiological spectrum analyzer will be purchased to allow members of our hazardous materials team to identify radiological sources and rapidly develop a plan on how to mitigate the issue. A larger federal grant will replace the department's Self-Contained Breathing Apparatus (SCBA) in 2021. This grant will afford the ability to replace all current SCBAs and update them with newer technology to increase the safety of our firefighters on a day to day basis and maintain compliance with National Fire Protection Association Standards. The department will apply for this same federal grant in 2021 to replace nine heart monitors with the latest technology.

The department's Type 6 (small) Brush Engine and an older ambulance will be replaced in 2021 and additional staff vehicles will be added for a new EMS Training Officer and a Quartermaster/Equipment Technician to assist in taking care of essential equipment and training needs. A departmental update for extrication equipment will be completed in 2021 with the purchase of new battery powered tools designed to cut the high-density materials in newer vehicles.

Finally, the Fire Department will move to the next step of accreditation by becoming a Candidate Agency with the Center for Public Safety Excellence in 2021. This phase of the accreditation process will complete the peer review process and put the department in line to appear before the accreditation commission. Unfortunately, the pandemic has delayed accreditation processes across the country, but the Department hopes to complete the process and become accredited in 2022.

The Parks & Recreation Department partners with both the Police and Fire Departments at its facilities and for its programs to provide response to safety concerns. For example, police contacts with the homeless population have increased at several park locations. Given the economic impact of the pandemic, we are seeing an increased presence of that segment of the population in the City's parks. This is also due to the fact that although utilization from drop-in users has increased dramatically, organized gatherings has decreased greatly. This lack of activation of sports facilities such as the softball fields at Columbine Park, has caused increased presence of the homeless population at this popular park. In comparison, parks like Sherwood Park, which saw the addition of a brand-new destination playground and new fitness stations installed, is seeing a decrease in the homeless presence. This lesson will be applied as we consider implementing the Parks, Recreation and Open Space Master Plan in 2021.

Likely tied to the pandemic and a lack of constructive and structured activities, the community saw a sizeable increase in instances of vandalism, especially in the parks. The safe operation of Parks & Recreation facilities is an essential component of service delivery, and staff works closely with the Police Department in mitigating and curbing vandalism. Using Crime Prevention through Environmental Design (CPTED) principles in landscaping, Parks & Recreation staff increase the beauty and safety of public spaces and combat vandalism.

Another contribution to public safety by Parks & Recreation is the provision of swim lessons, which reduces the instances of drownings. The 2021 budget also includes additional seasonal labor working as River Park Hosts to promote safety at the River Park at Las Colonias. Lastly, the maintenance of over 37,500 street and park trees protects property and prevents injury, thereby promoting public safety.

The safe operation of parks and recreation facilities is of paramount importance, and the staffing levels proposed in the 2021 budget enable adequate support to deliver proper maintenance and operation. This reduces potential for injury to drop-in users and patrons of organized programs. These include facilities provided by the department and the myriad participants in leagues operated at City facilities by other user groups such as the competitive sport leagues, School District 51, and Colorado Mesa University.

Strategic Directive – Planning and Infrastructure

Appropriate planning for new or expanded infrastructure in areas that are planned for growth is vital and City plans must be relevant and reflective of the community's vision and needs. The City's last Comprehensive Planning process began in 2006 and was adopted in 2009. The City began the Comprehensive Plan update process in spring 2019 and the work continued in 2020 with adoption by City Council in December 2020. A significant part of the plan entails planning for future growth of the community, but the plan, as heard from the community, will also focus on other values such as public safety, parks, trails and open space, education, economic diversity, and housing. Extensive public outreach began in 2018 with the Community Survey and has been the backbone of the planning process.

Upon completion of the Comprehensive Plan, a review of the City's development code will be recommended to ensure that the Code requirements align with the vision and goals of the Community. Funding has been budgeted to complete an assessment of the Code in 2021 and to conduct targeted updates to the Code as may be identified. Also included in public input thus far, is a desire for the City to continue to focus on improving bicycling and walking infrastructure. Projects completed include recent striping of buffered bike lanes on 1st Street and construction of bulb-outs along Grand Avenue.

The City of Grand Junction ensures that existing infrastructure is adequately maintained, and that the construction of future infrastructure is completed with fiscal responsibility. The City understands the current condition of its infrastructure and performs maintenance and construction accordingly. In 2021, renewed emphasis will be placed on curb, gutter, and sidewalk replacements with seasonal staff hired to identify, inventory, and prioritize deficiencies in the City's sidewalk infrastructure and schedule for maintenance. \$400,000 is included in the 2021 Adopted Budget for this program.

Maintenance of the City's transportation network will remain a priority in 2021. The PCI was measured after just two years of increased investment and determined that the City's PCI had increased from 69 to 72; well on the way to the goal of 73 by 2022. The City will continue to increase the pavement condition index through street maintenance projects in 2021. After completing a Planning and Environmental Linkages (PEL) study for the I-70/29 Road interchange in 2020, the City will continue its partnership with Mesa County and the Grand Junction Regional Airport Authority will begin work on the next phase of environmental documentation.

With the passage of ballot initiative 2A in fall of 2019, the City has authorization to increase transportation capacity with the investment of \$70 million in 11 different locations. The first project that will break ground in 2021 is the 24 Road and G Road widening project which will also improve the intersection at 24 Road and G Road which

experiences long queues during peak hours of the day. The 2021 Adopted Budget includes \$19.9 million for improvements that will add capacity to the street network thereby minimizing motorist delays. Design, right of way acquisition, and the start of utility relocations will be completed in early 2021 with the balance of construction slated for 2021-2022.

In recent years, City Council has focused a portion of the direct distribution Community Development Block Grant (CDBG) program dollars toward sidewalk improvements that improve safety along key walking routes around schools and neighborhoods. Two projects were completed in 2020 and in 2021, the City will construct new curb, gutter, and sidewalk along the south side of Elm Avenue between Court Road and 28 1/4 Road where there are currently no pedestrian facilities.

In 2020, Utilities initiated planning for new or expanded water and wastewater infrastructure to meet future growth of the community in conjunction with updating the City's Comprehensive Plan. Wastewater Master Planning will continue in 2021 and will provide a roadmap for expansion of the wastewater treatment plant, which is currently at 80 percent capacity, as well as revitalizing existing infrastructure to extend the useful life of these assets, enhancing operational efficiency, and maximizing recovery of resources such as biogas. The Wastewater Master Plan will also identify expansion plans for the sewer collections system based on anticipated development. The Wastewater Master Plan will serve as the basis for an updated rate study. The 2021 Adopted Budget includes \$50,000 for an independent financial consultant to conduct the rate analysis which is required to be completed every five years.

Utilities initiated engineering studies in 2020 to investigate the feasibility of alternative water supplies to provide operational redundancy to the primary Purdy Mesa flow line as well as long term resiliency (ability to draw from an alternate source of water in the event of a supply interruption to Kannah Creek such as a wildfire). These options will be further evaluated in 2021 to identify infrastructure that may be needed to develop alternate water sources to meet future demands and provide long-term resiliency.

Collaboration with neighboring water districts, Ute Water Conservancy District and Clifton Water District, will be a critical element in this analysis to ensure appropriate water planning for growth of the City. The 2021 Adopted Budget includes \$200,000 to complete a risk and resiliency assessment as required by America's Water Infrastructure Act (AWIA), which will include an evaluation of both physical and cybersecurity risks.

Maintenance of the City's water and wastewater infrastructure assets is critical to delivering high quality, reliable water, and wastewater treatment. 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 a water main break or sewer backup. The 2021 Adopted Budget includes \$120,000 for outsourcing lease and maintenance of two specialty sewer trucks that are equipped with advanced technology video equipment for inspecting the condition of sewer lines. This lease arrangement will increase the reliability of the inspection equipment thereby allowing crews to increase the number of miles of sewer that can be inspected and maintained each year. Other ongoing maintenance programs include maintaining water reservoirs in compliance with Dam Safety requirements and maintaining water and wastewater system mechanical and electrical systems. The 2021 Adopted Budget includes the addition of a Lead Plant Mechanic and a part-time Plant Mechanic to implement preventative maintenance programs for wastewater and water operations, respectively.

Chemical and landfill disposal costs are significant operating expenses for water and wastewater facilities. The wastewater treatment plant will realize \$130,000 in cost savings in chemical costs as a result of a competitive procurement process in 2020. The 2021 Adopted Budget for Water includes an additional \$55,000 for liquid oxygen that will be delivered to Juniata Reservoir to improve water quality issues associated with manganese and algae. The 2021 Adopted Budget for Wastewater includes \$393,000 for landfill disposal of biosolids, trash, screenings and accumulated materials from the wastewater treatment plant which incorporates a 4.5% increase in tipping fees at the Mesa County Landfill and a one-time expense of \$52,500 to dispose of accumulated materials from cleaning activities. A biosolids drying pad pilot project was initiated in 2020 and it proved effective in reducing the volume of biosolids that requires disposal. However, staff does not expect to implement a full-scale system until 2022

because a more complex engineered solution will be necessary to control odors and vectors that were identified as issues during the pilot.

On the heels of a \$1.5 million Great Outdoors Colorado (GOCO) grant that built the direct connection from Downtown to the popular and amazing lunch loop trail system in 2021, an additional GOCO grant was awarded to the City for a Parks, Recreation and Open Space Master Plan. This planning occurred in the last half of 2020 and will move into the implementation phase in 2021. Through robust public engagement, this plan is creating a blueprint for the future of the parks, recreation, and open space system to meet the needs of a growing community. The plan will, among other things, assess the level of service across the Parks and Recreation System, identify gaps and opportunities that support the progression of the system to build community and quality of life in Grand Junction. The Parks Master Plan was originally completed in 1992, and it was last updated in 2001. This planning process is a tremendous opportunity to ensure our system stays strong and keeps up with all the growth happening now and years to come. It will also nicely complement the Comprehensive Plan.

The green infrastructure maintained by the parks and recreation department depends largely on full time staff members. The pandemic brought about major changes in how we operate. Recreation and Administrative staff were redeployed to the parks and seasonal budget savings pushed above \$170,000 compared with the 2020 Adopted Budget. There were also nine vacancies in the department, which created significant savings. The 2021 budget proposes filling these vacancies to enable sufficient maintenance of the infrastructure of the Parks and Recreation Department.

Parks & Recreation is a critical piece of our community's infrastructure puzzle. In addition to the planning described above, several capital projects are planned in the next year. These are described in the capital section.

COVID-19 had a significant impact on City facilities in 2020 and will continue to be impacted into 2021. In fact, even when the virus is no longer a major threat, many of the protocols established during the pandemic will likely last well into the future. Building occupancy limits, social distancing modifications, cleaning supply shortages and enhanced custodial protocols has changed the way we think and operate our City facilities. With that, staff will continue seeking ways to relieve occupant anxiety and ensure that spaces have been cleaned and disinfected according to recommended CDC standards and protocols. The safety and wellbeing of our employees, Citizens and visitors who occupy or visit City facilities will continue to be a top priority in 2021.

Some City facilities such as the Grand Junction Convention Center, Avalon Theatre, and the Senior Center have been closed since the pandemic hit in March. As these facilities prepare to open to the public, staff will focus on HVAC systems to ensure adequate exchanges of indoor and outdoor air and replace filters with ones that have the appropriate Minimum Efficient Reporting Value (MERV). The HVAC units in the Avalon Theatre cannot accommodate proper air exchanges and/or MERV filtration and therefore the units in the lobby and over the stage will be replaced.

Energy cost savings will continue to be a priority in 2021 and we will strive for the optimal operations of utilities in buildings. To assist with this, the full implementation of an Energy Manager Software program will be utilized in 2021 that will provide analysis and reporting to gain a better understanding of the trends and opportunities of facility energy usage.

Strategic Directive – Diversification of our Economic Base

Especially with the uncertainty that COVID-19 has introduced to the global, national, state, and local economy, economic development continues to be a focus in 2021. Economic development is driven by factors beyond the scope of our organization, the City will continue to outsource economic development activities through its support of economic development partners. The Grand Junction Economic Partnership leads new business recruitment, and the Grand Junction Chamber of Commerce supports the retention and expansion of existing business in the community. The Business Incubator Center, Colorado Mesa University, and Western Colorado Community College encourage new business growth and talent development.

Total recommended funding for economic development partners in 2021 is \$1.4 million and is funded by the Capital Fund (0.75% sales tax). Funded within the General Fund is a \$1 million contribution to Colorado Mesa University for a new academic building planned for a healthcare provider program for physician assistant, physical, and occupational therapy programs. In addition to this investment, there could be a request for consideration of future financial support for this building. The total requested and adopted amount of \$2.4 million in 2021 includes funding for the following as well:

- Grand Valley Transit, including the DASH route that is also partner funded
- Colorado Mesa University for the classroom building (through 2026)
- \$550,000 for Colorado Mesa University for scholarships for local School District D51 students
- Commercial Catalyst Program
- Downtown Business Improvement District

Also included in the 2021 Adopted Budget, is over \$420,000 funding from the vendors' fee cap for the economic development partnership with the Grand Junction Chamber of Commerce, Business Incubator Center, Grand Junction Economic Partnership, and the Western Colorado Latino Chamber of Commerce. An additional \$500,000 is directed to the Downtown Development Authority through City property tax and sales tax TIF, as well as \$954,000 for the Las Colonias and Grand Junction Convention Center projects.

A portion of the additional 3% lodging tax funding approved by voters in 2018 is provided to Greater Grand Junction Sports Commission and the Grand Junction Air Alliance to develop sports-related activities and to expand direct flight air service through Grand Junction Regional Airport. This revenue source has been impacted as well from the pandemic. The funding available for the Sports Commission and Air Alliance in 2021 is \$325,687 and \$434,249, respectively.

The development of the Riverfront will continue in 2021. With infrastructure complete at Riverfront at Las Colonias, focus turned to the Riverfront at Dos Rios in 2020 as the next significant investment in economic development; over \$13 million will be invested to construct roads, utilities, streetlights, park, irrigation, and other base infrastructure to enable the 60-acre idle land help reinvigorate the Riverside community. The Riverfront at Dos Rios is funded by the newly formed Grand Junction Dos Rios General Improvement District which will fund \$10.6 million in improvements with expected completion in June 2021.

Visitors represent an integral part of the Grand Junction economy. According to the *Economic Impact of Tourism in Grand Junction, CO 2019 Report* by Tourism Economics, an Oxford Economics company, visitor spending generates \$31 million in local tax receipts, \$14.3 million of which is estimated to go to the City of Grand Junction. Tourism accounted for 30% of the city's total sales tax base in 2019. Jobs supported by tourism total 6,253 people in Mesa County (6.9% of all jobs), of which 4,518 are within city limits. This provides opportunities for residents, including students, and is a vital foundation to the economy.

As the tourism industry evolves and traveler behavior changes, it is important to have accurate and current visitor data to ensure marketing is aligned with current trends. Visit Grand Junction (Visit GJ) monitors industry data and adjusts marketing strategies to support local businesses and residents with the ongoing destination recovery that will

continue into 2021 and beyond. Visit GJ has further enhanced and developed its data platform to guide the department's destination marketing strategy. These tools include, but are not limited to: a user-generated content (UGC) platform that allows Visit GJ to discover performing digital public social content and reshare across channels; a social listening technology to monitor brand sentiment and provide marketing insight; an on-demand consumer insights platform that connects to targeted audiences to obtain real-time feedback; and a business intelligence platform that simplifies data and creates visualizations to allow accurate interpretation of many data sources at one time.

Local and regional partnerships will continue to evolve, especially as the Grand Junction brand comes into focus. Through the brand recommendations provided by Destination Think, Visit GJ will reach out to organizations and businesses within the community and provide insight into how they can represent and communicate the brand. This will elevate the individual business' success - while also creating a consistent message for Grand Junction – a very important element for the brand initiatives to succeed. Continued partnership with Colorado Mesa University will assist in their marketing campaigns, data analysis, and recruitment efforts. Similar relationships with the Grand Junction Regional Airport and Greater Grand Junction Sports Commission will continue as well. New campaigns with the Mountains & Mesas region of Colorado are slated for 2021, as well as new co-ops with the Colorado Tourism Office. All of these opportunities unite partners, enhance the area's competitiveness, and contribute toward a positive economic impact for the community.

Visit Grand Junction's destination branding strategy will be implemented in 2021. Creating a brand platform for the community to be inspired from will enhance other local organizations who may be looking to develop or amplify their own existing brand. It will encourage residents and businesses to be Brand Ambassadors, by representing our place in a positive and influential way. Brand Ambassadors have the credibility to convey positive sentiments that leave a lasting impression on locals and visitors. Without an influential and recognized destination brand, community ambitions across all industries struggles. It is paramount that the brand continues to evolve and develop to increase Grand Junction's visibility in the world, which will also attract economic development in the area.

Visit GJ will be implementing a new website in 2021, as the current site's platform is outdated from a design and capability standpoint. The new site will enhance the user experience by providing relevant and dynamic content to highlight and effectively communicate Grand Junction's brand, lifestyle, and experiences. The website will be designed to communicate with locals, inspire visitation, encourage companies to relocate to Grand Junction, and educate people about the area who are considering moving.

Visit GJ will also be seeking a public relations firm to promote the area through earned media and editorial coverage. Public Relations is an important element to a thoughtful marketing strategy, to balance the paid/owned strategy. Third party validation through public relations builds trust and is viewed in a more favorable light by consumers. A defined plan, based on market research exclusively for Grand Junction, will result in enhancing the reputation of the area.

Results of the Visitor Guide Readership & Conversion Study, sponsored by Destination Marketing Association of the West and administered by Destination Analysts, will be released in 2021. The findings will include profiles of travelers who use the Official Grand Junction Visitor Guide and the return on investment the guide brings to the local community – all critical data that will be integrated into 2021 marketing initiatives. The guide will continue to be developed, as it has been, to not only attract tourism, but also assist local business recruitment, inspire prospective homeowners, increase CMU recruitment, and court industries for economic development and diversification.

Strategic Directive – Connectedness through Community Building

Each year the City invests millions of dollars in maintaining public places for our community to come together including Downtown Grand Junction, public parks, trails, sports facilities, and convention venues. In 2021, the City plans to invest in improvements to the Stocker Stadium track as well as the stadium bleachers. The Monument Road Trail connects with many community amenities including downtown Grand Junction, Las Colonias Park, Connected

Lakes, and surrounding neighborhoods will be completed in 2021. The City will be completing the One Grand Junction Comprehensive Plan, a process that has benefitted from significant community involvement. Building upon the outreach and engagement foundation built in that process, a position will be added in 2021 to focus efforts and resources on carrying that foundation forward and expanding engagement opportunities for the community.

The City has 35 registered neighborhood associations and Community Development has observed a renewed interest in neighborhoods creating new and reviving old associations; the Sherwood Park neighborhood became the latest to become a formal association in 2019. The 2021 budget continues to provide funding for neighborhood programs and grants, including money for small neighborhood improvement projects and ongoing funding for block parties, including staff support for the dispatching of the block party trailer that has been reserved for nearly half of the available weekends since its launch in summer 2019. The City further engages the community by contributing over \$520,000 towards the capital and operation expenses of local non-profit entities including: Grand Junction Housing Authority, Hilltop, Habitat for Humanity, Homeward Bound, Museum of Western Colorado, STRiVE, The House (Karis, Inc.), and Western Slope Center for Children. During this year's budget process, the City worked with the Community Impact Council to reach out to the larger non-profit community to receive requests for funding in the 2021. Staff has included all requests in the Adopted 2021 Budget.

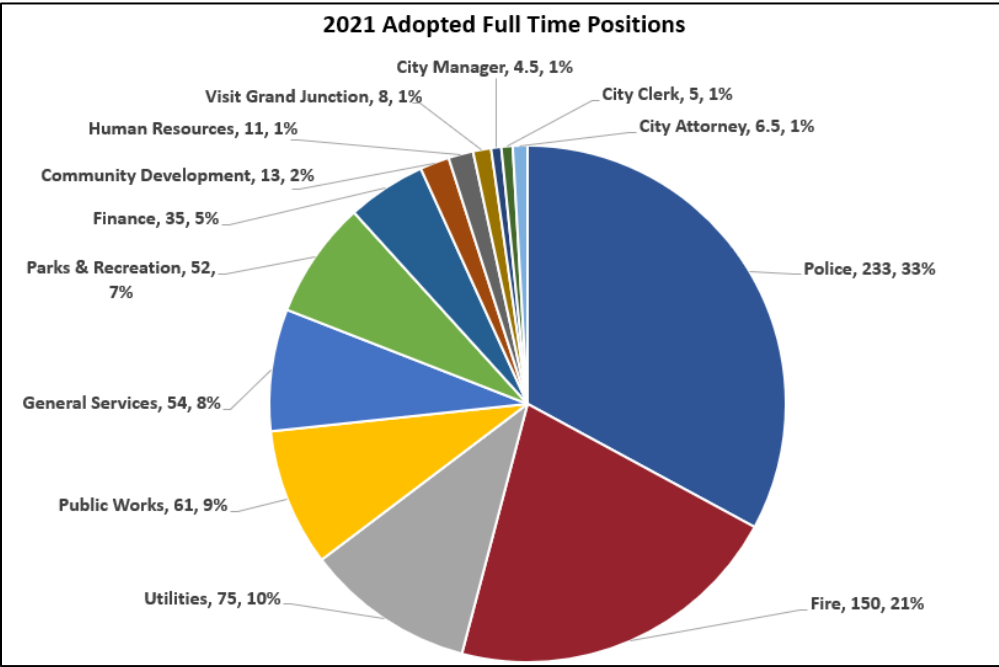
Community engagement continues to be a theme for the City. The City recognizes that its residents are a diverse set of people and only through meaningful engagement will their voices be heard. As a result, the City proposes adding a bilingual Neighborhood Engagement Coordinator to the Community Development Department. This position is designed to enhance information flow and engagement with Citizens on neighborhood planning and development.

Building on momentum in recent years, the City's golf courses will continue to provide a popular recreation amenity that is innately socially distant. The Lincoln Park Golf Course had an increase of 35% in 2020 and Tiara Rado has experienced an increase of 17% in the number of rounds played. Although there was an increase in rounds played, tournament play was significantly hindered due to COVID-19 restrictions in 2020. Because of this, to win their business, staff has made a concentrated effort to reach out to tournament hosts to inform them of the competitive rates and amenities offered at Tiara Rado. Due to these efforts, staff has started to see tournament hosts shift their locations to Tiara Rado in 2021.

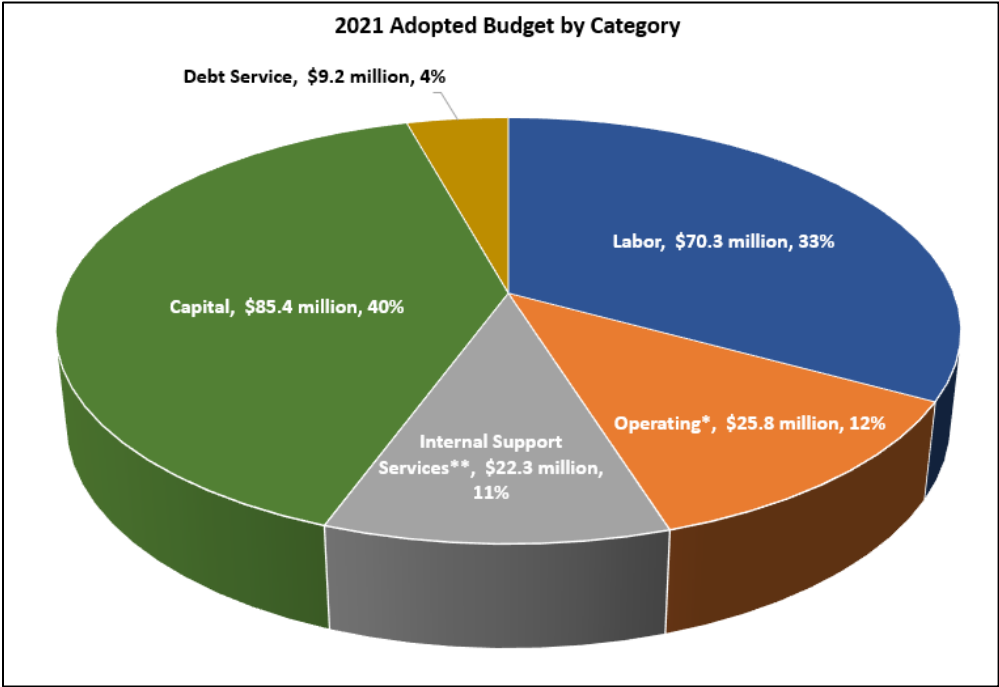
Lincoln Park Golf Course will continue the existing partnership with the Colorado Mesa University golf program in 2021 and will work toward the construction of a Golf Performance Center located at the driving range. The CMU Golf Performance Center will be the home to the men's and women's golf teams where they can meet for practice, increase their golf skills and/or prepare for class/complete homework. This performance center would also help with their objective to continue the high level of athletics success at CMU, including success at a national level. This 2,500 square foot building will allow for a place to practice in inclement weather with an indoor putting area roll up doors that will access the range in two of the three hitting bays included in the facility. One of the three bays will be used exclusively for City use and instruction.

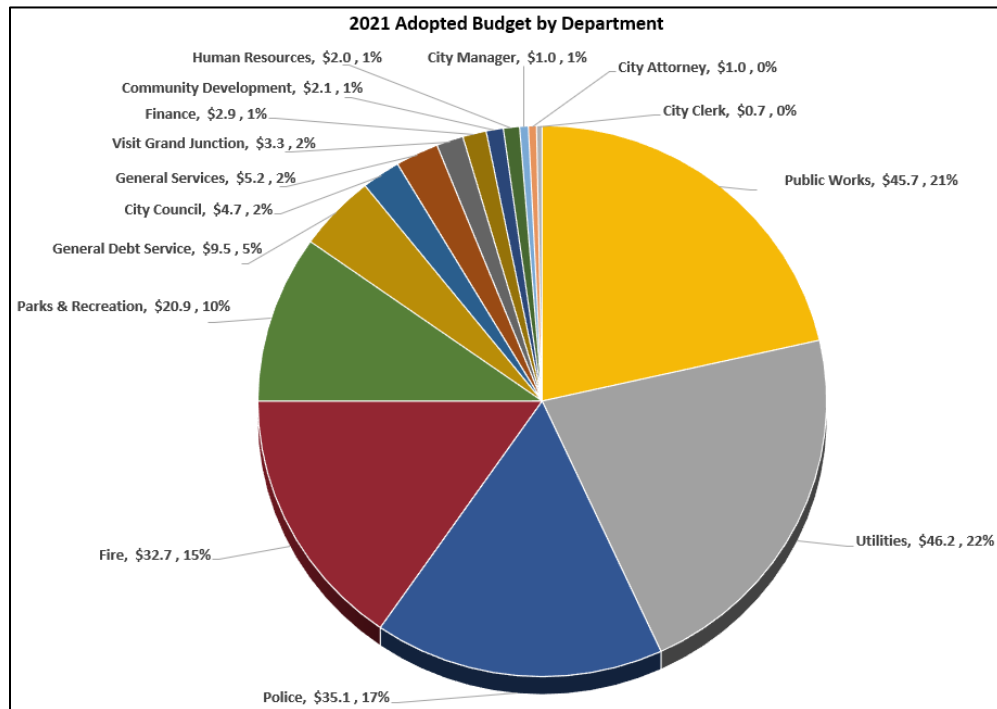
Financial Overview

The total number of approved positions for 2021 is 708, with over half of those positions in public safety and seven new positions funded by the First Responder Tax.



The charts below display the total 2021 Adopted Budget of \$213 million first by category and then by department.





General Fund and First Responder Fund Highlights

In spring of 2019, the First Responder Sales Tax was authorized by the voters. In the 2020 Adopted Budget the revenues were budgeted in a special revenue fund. The expenses for operations funded by the First Responder Tax were budgeted in the General Fund with a transfer of funds from the First Responder Fund to pay for them. As 2020 progressed, it became evident to staff that budgeting and accounting for the First Responder expenses would be more transparent directly in the First Responder Fund, especially in order to calculate fund balance available for those purposes as we move into the future and the expansion of services and construction of capital is completed. In order to be consistent from the origination of the tax, the 2020 budget was amended accordingly for all First Responder expenses and correspondingly the Adopted 2021 budget. Financial information for the First Responder Fund will also be separately highlighted throughout this section. For presentation and comparison purposes for this discussion and Police and Fire Department operating budgets, both funds are combined. Because City Council legally authorizes budget by fund, they will be separately presented on the Fund Balance Worksheet and separately appropriated.

The Adopted 2021 General Fund and First Responder fund budgets are \$77.4 million and \$3.9 million respectively for a total of \$81.3 million. This is a 3% decrease, or \$2.5 million less than the 2020 Adopted Budget.

As staff entered the budget process for 2021, revenues were still lagging and given the uncertainty of the pace and extent of recovery in 2021, departments were asked to keep the 2021 requested operating expenses at 15% less than 2020 Adopted. This fiscal prudence has allowed for a step wage increase, addition of critical positions to respond to the growing demand for services in planning and development and community engagement, as well as to construct major/multi-year transportation expansion projects included in the Adopted 2021 Budget. First responder revenues will support the continued addition of public safety positions. The General Fund is balanced with sources exceeding uses allowing for a \$1 million one-time contribution to Colorado Mesa University for the construction of a healthcare provider program building. Finally, according to City Council authorization, \$2.5 million is being used out of the General Fund to put towards the much needed rebuild of Fire Station 3. All of this results in only a \$952,438 use of General Fund Balance. The General Fund is projected to end 2021 with a \$29.1 million fund balance. Through years

of preparation, strong Council and management leadership, and stewardship of public funds, the City has so far weathered the COVID-19 Global Pandemic without reducing the General Fund Balance.

The First Responder Fund and tax were reduced by the impact on retail sales as a result of the pandemic, however because hiring of the First Responder positions occurs over multiple years, there will be funds available for the capital projects. The First Responder Fund is projected to end 2020/begin 2021 with a \$1.1 million fund balance. After funding operations in 2021 and \$6 million in capital including Fire Station 8 and the Police Department remodel (deferred in 2020), the projected ending fund balance for 2021 is \$473,453.

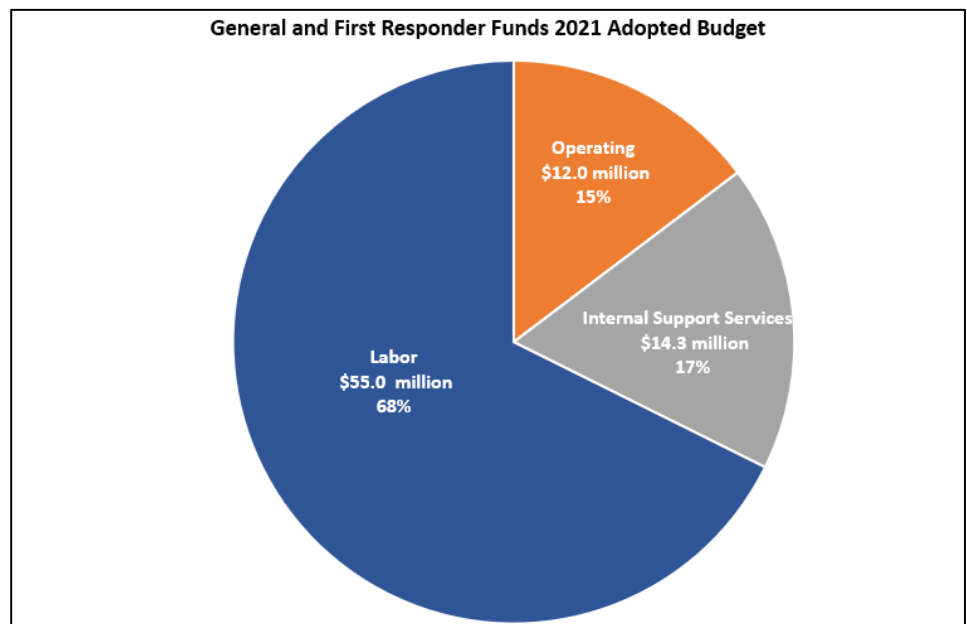
The following are key revenue provisions included in the Adopted 2021 General Fund and First Responder budgets:

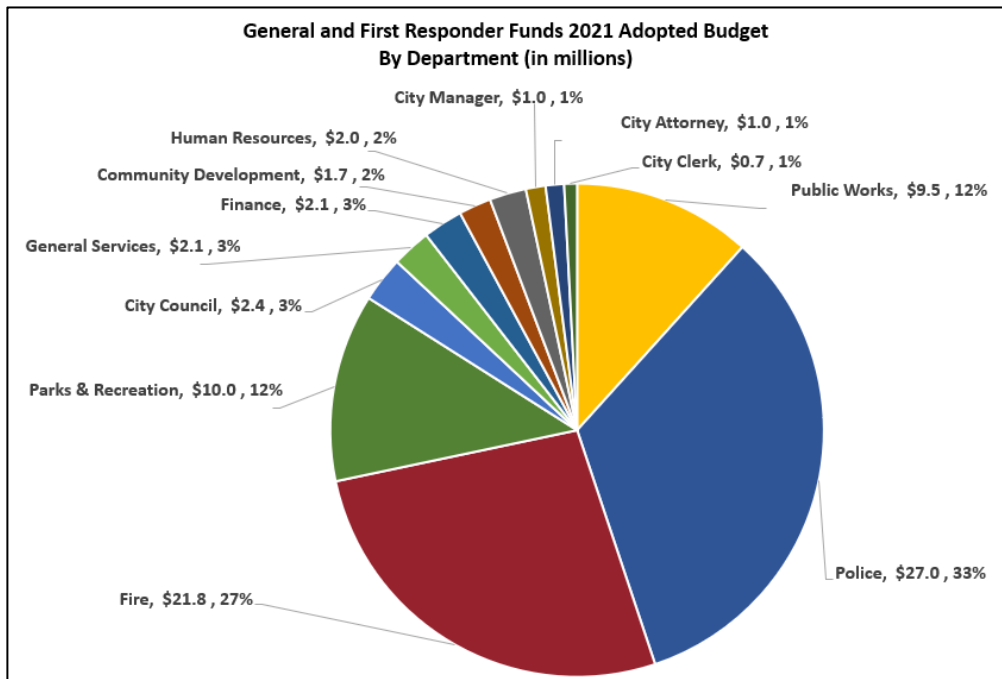
- Sales tax revenues projected to return to 2020 pre-pandemic levels: 6% above amended 2020
- Increase in property tax based on final certifications; assessed valuation increasing 2.1%
- Increase in cable franchise fees based on new agreement mid-year 2020
- Increase in ambulance transport revenues
- Decrease in interest rates
- Overall General Fund revenue increases 6% over estimated 2020 revenue
- First Responder tax is correspondingly expected to increase to pre-pandemic activity levels and there will be a 12 months of collections vs 11 months in 2020; for a resulting increase of 19% in 2021 revenues compared to 2020

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

- Labor increases due to step wage increase, continued implementation of first responder staffing, and positions for transportation expansion:
 - 12 new positions: 7 First Responder; 1 in General Services and 4 in Public Works for transportation expansion projects
- Significant (below market) health insurance savings were realized through the new insurance carrier in 2020, however as expected rates have increased in 2021; the average increase between the two years however is still reasonable at 3.5%
- Decrease in operating and dispatch charges
- Decrease in new capital equipment associated with new First Responder hiring

The following charts show the 2021 Adopted Budget of \$81.3 million 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 support of non-profit organizations, specialty operating equipment, utilities (streetlights), training, and contract services. The costs associated with providing internal support services to departments serving the community are comprised of dispatch, information technology, fleet, facilities, and insurance.





The largest departments are Police and Fire who comprise 60% of the General and First Responder Funds budget. Followed by Parks and Recreation and Public Works combining for 24%. These major operating departments make up 84% of the budget.

In summary, the budget represents the allocation of resources to achieve the goals identified in City Council’s adopted Strategic Plan. These are the highlights of the \$213 million 2021 Adopted Budget and is the framework for programs and service delivery to residents and community members.

Acknowledgements

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, Greg LeBlanc, Shelley Caskey, Ann Guevara, Tatiana Gilbertson, and Jodi Welch.

Respectfully submitted,

Greg Caton
City Manager



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BUDGET GUIDE

The budget document serves four main purposes:

1. As a **policy document**, the budget indicates what services the City will provide during the next year and spells out the level of services and reasons for their provision.
2. As an **operations guide**, the budget document indicates how departments and funds are organized to 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 the major sections of the budget as well as information detailed in each section. Links to sections and pages are provided in electronic formats.
- **Budget Message** – from the City Manager to the Citizens of Grand Junction, the Mayor, and City Council it summarizes the major changes in the budget as well as the outlook for the upcoming year. It also shows how the budget was developed.
- **Budget Guide** – explains how to use the budget book.
- **Community Profile** – provides historical data and information about the City. This section assists both residents and non-residents in putting the City budget into perspective.
- **City Government** – lists the Mayor and City Councilmembers for each district as well as the City's leadership staff including the City Council appointed positions of City Manager, City Attorney, and Municipal Judge; as well as the Department Directors and the divisions that they are responsible for. We have also included a list of boards and commissions that assist the City in decision making and operations.
- **Budget Process** – gives a timeline for the budget development process and the bases for determining budget.

Financial Summary

- **Financial Policies** – provides insight to the policies and plans that are used in building the annual budget including the Strategic Plan, 5-Year Financial Plan, 10-Year Capital Improvement Plan and many others.
- **Fund Structure** – provides a description of the City's funds and what those funds can be used for.
- **Financial Overview** – shows in summary form the financial status of the City including revenues and expenditures as well as personnel authorizations.
- **Fiscal Summary** – includes various tables showing the City's current year revenues and expenditures, fund balance, interfund transfers, as well as a 4-year history of revenue and expenditures and 5-year historical ending fund balance.

Department Budget Summary

- **Department Overview** – the department overview provides information about the department as a whole. In addition, it identifies which fund each division is funded by and provides a description of the major operations within each division.
- **2020 Accomplishments** – provides a look back at the accomplishments that each division achieved during the prior year.
- **2021 Objectives** – provides a list of the planned activities that will be undertaken in the new year in relationship to the City's Strategic Plan.
- **Department Personnel** – shows the staffing level of each department as a whole, listed by fund and division. In some cases, some positions may be allocated to other departments, divisions, and funds within.
- **Department Expenditure Summary** – shows all expenditures for each department and division within the fund for 2019 Actuals, 2020 Adopted and Projected Budgets, and 2021 Adopted Budget.

- **Budget by Fund, by Classification** – Each department’s revenues and expenditures have been broken out by fund and by classification. All divisions within a department that are charged to the same fund are included in the total.
 - **Significant Changes in 2021 Budget Compared to 2020 Adopted Budget** – Provides an overview of the significant changes in the 2021 Adopted Budget compared to the 2020 Adopted budget.
 - **Revenues** – includes all revenues generated by each department. In some cases, a department may not have any direct revenues.
 - **Labor and Benefits**
 - **Full Time Salaries** – includes all full-time salaries and wages
 - **Seasonal** – includes all part-time/seasonal wages
 - **Overtime** – includes all overtime spent in each department
 - **Benefits** – includes all City paid benefits including health, dental, retirement, worker’s compensation, etc.
 - **Taxes** – includes Social Security and Medicare taxes paid by the City
 - **Other Compensation** – includes charges for cell phones, retirement payouts, PTO buyback, automobile allowances, awards, and any other compensation not shown separately
 - **Operating Expenditures** – includes the major account classifications within operating expenditures including charges and fees, contract services, equipment, fuel, grants and contributions, operating supplies, operating equipment, professional development, repairs, system maintenance, uniforms and gear, utilities, etc.
 - **Interfund Charges**
 - **Administrative Overhead** – this charge covers a percentage of administrative costs for general services including legal, accounting, payroll, human resources, etc. for the work that each of these departments do for the Enterprise Funds.
 - **Facility** – includes charges related to maintenance and upkeep of all City owned buildings and are used to pay for maintenance and utilities
 - **Fleet** – includes charges and accruals for the replacement related to City vehicles or equipment assigned to each department and/or division. This charge is based on a percentage of the total cost of the City’s fleet.
 - **Fuel Charges** – this charge includes all costs related to fuel costs for City vehicles and equipment assigned to each department/division
 - **Information Technology** – these costs are charged based on the technology equipment assigned to each department/division. These include all PCs, mobile devices, telephones, copier charges, servers, software systems, etc.
 - **Liability Insurance** – this charge is to cover the cost of providing liability insurance.
 - **Capital Outlay** – any expenditures made by a department that exceeds \$25,000 is budgeted within capital outlay
 - **Debt Service** – for those departments that have debt, this classification shows the principal and interest as budgeted for each year.

Capital Improvement Funds

- This Section provides information on major capital projects including project name, project budget, future year planned budget (these are for information only as they must be approved by City Council in the year planned), funding source, project description, and ongoing operational costs.

Special Revenue Funds

- This section provides information on those funds that are created to account for proceeds of specific revenue sources (other than expendable trust or major capital projects) that are restricted or committed to expenditures for a specified purpose.

Other Funds

- Includes other funds including E911 Fund, CDBG Fund, and Lodger's Tax Fund, etc.

Debt Service Funds

- This section provides information on debt service funds that are used to account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs.

Appendix

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



GJ Strong is the official slogan for fighting the COVID-19 Pandemic



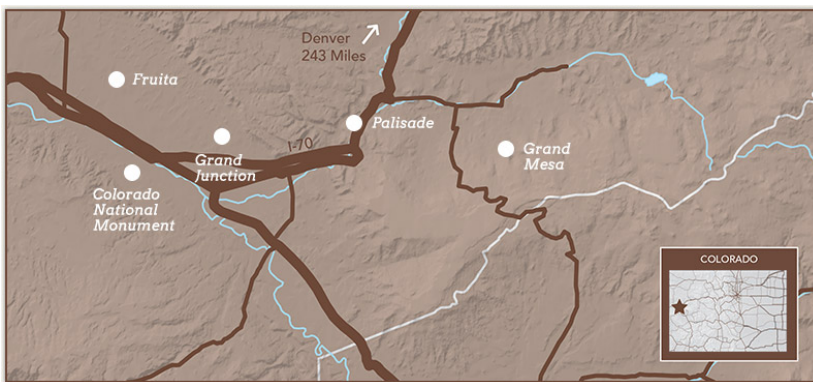
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COMMUNITY PROFILE

Introduction

The City of Grand Junction was first settled in 1881 and was incorporated in 1882. It became a Home Rule city in 1909 by adopting its own charter pursuant to Article XX of the Constitution of the State of Colorado. The City operates using the Council-Manager form of government. It provides a full range of services including Public Safety (police, 9-1-1 communication center, fire, emergency medical services and emergency transport), Public Works (highways, and streets), Parks and Recreation (parks, cemeteries, swimming pools, and general recreation), Utilities (water, irrigation, and wastewater) Planning and Development, Visitor Services, General Services (purchasing, warehouse, sanitation, fleet, facilities, project team, parking, and golf) and general administrative services (City Manager, City Attorney, City Clerk, Finance, Human Resources, Municipal Court, and Information Technology).

Location



With a population of over 60,000 people, Grand Junction is the largest city on Colorado's Western Slope. It is the gateway to the mountains and Canyonlands of Western Colorado and Eastern Utah. Centrally located between Denver, Colorado (250 miles east) and Salt Lake City, Utah (270 miles west), Grand Junction is surrounded by 1.2 million acres of public lands and has easy access to the Rocky Mountains and Western Colorado's incredible landscape.

To the northeast, the weathered Little Book cliffs cut across the skyline and features Mount Garfield. To the southeast soars the Grand Mesa, one of the world's largest flat-topped mountains and home to over 300 natural lakes. The photogenic canyons and monoliths of the Colorado National Monument form the western wall. In between the three natural barriers sits Western Colorado's Grand Valley, including the City of Grand Junction, the Town of Palisade to the east, and City of Fruita to the west. Cut out of the rugged terrain by the Colorado and Gunnison rivers, the valley was also one of the last locales in the lower 48 states to be settled by pioneer Americans.

The name "Grand" refers to the historical Grand River which was renamed to the Upper Colorado River in 1921. The word "Junction" refers to the confluence of the Colorado and Gunnison rivers joining. Visitors and residents enjoy world-class whitewater rafting on the Colorado river, skiing, and snowboarding on the slopes of nearby Powderhorn Ski Resort, golfing, fishing, and exploring mountain biking and hiking trails through the Colorado National Monument, the Grand Mesa, the Little Book Cliffs, and the Uncompahgre Plateau.

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 into the area about 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 wandering Utes moved into the region. The various Ute tribes eventually called much of Colorado and Utah home until forced onto reservations in 1881. Both Native groups left behind numerous examples of colorful rock paintings and canyon carvings. Some of the unexplained rock art can still be spotted today.

Until 1821, the Grand Valley was part of the kingdom of Spain. During the early and mid-1700's, 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. Most were not too successful.

At first, trail-blazing American mountain men were not very successful either. Hoping to trap valuable beaver or trade with Ute Tribes, most of the Americans were kept out of the territory by jealous Spanish officials. 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 1840's and 1850's.

Despite anti-Indian politicians, a large part of Western Colorado remained Ute Territory until September 1881. The region was opened to homesteaders, ranchers, and town builders the very day the Utes were being forced out by Army troopers. By the time Kansas politician and real estate developer, George Crawford, 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. Grand Junction's rapid early growth was due in large part to the agricultural productivity of surrounding communities, as well as major 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, Grand Junction remains a tourism hotspot, as thousands come to the Grand Valley each year to hike, camp, and 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 Grand Junction's major employers are in education and health including Colorado Mesa University (CMU), Mesa County Valley School District 51, St. Mary's Hospital, Community Hospital, and Veterans Memorial Hospital, as well as other local government agencies.

Grand Junction's diverse economy depends as much on the local environment as it does on individual businesses and industries, and that environment faces major 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 as a result 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 Grand Junction, 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

Population*

Grand Junction.....	63,374
Mesa County.....	156,260
Fruita.....	13,406
Palisade.....	2,714
Collbran.....	698
Debeque.....	503
Unincorporated.....	71,607

*US Census, American Community Survey, 2016

Population

0-19 Years.....	38,792
20-34 Years.....	28,935
35-54 Years.....	36,802
55-64 Years.....	20,392
65 Years +.....	31,339

Median Age: 38.9 Years

Household Income

Less than \$20,000.....	18.2%
\$20,000 - \$39,999.....	20.4%
\$40,000 - \$59,999.....	17.0%
\$60,000 - \$74,999.....	10.6%
\$75,000 +.....	33.8%

Mean Household Income.....	\$65,444
Median Household Income.....	\$50,070
Total Households.....	59,501
Household Size (avg.).....	2.43

Home Ownership

Own Home.....	58.1%
Rent Home.....	41.9%

Race/Ethnicity

Caucasian/White (any race).....	79.1%
Hispanic or Latino (any race).....	16.1%
American Indian.....	0.4%
African American/Black.....	0.9%
Asian.....	1.4%
Other.....	2.1%

Source: Colorado State Demography Office

Climate – Grand Junction’s climate is warm during summer when temperatures tend to be in the 90’s and very cold during winter when temperatures tend to be in the 20’s and 30’s. The warmest month of the year is July with an average maximum temperature of 93 degrees Fahrenheit, while the coldest month of the year is January with an average minimum temperature of 17 degrees Fahrenheit. The annual average rainfall precipitation in Grand Junction is 9.41 inches and the annual average snowfall precipitation is 19 inches.

Education

(Persons Age 25 and Older)

College Graduate & Above.....	34.7%
Some College/Technical School.....	31.1%
High School Graduate.....	24.3%
No Diploma.....	9.9%

Top 10 Employers

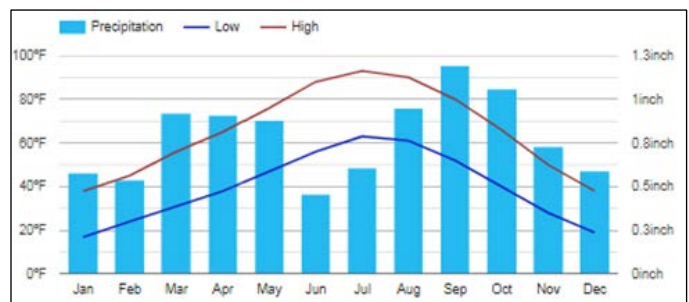
Employer	No. of Employees
School District 51.....	2,851
St. Mary’s Hospital.....	2,341
Mesa County.....	1,051
Community Hospital.....	932
Colorado Mesa University.....	808
City of Grand Junction.....	754
VA Medical Center.....	750
Family Health West.....	591
Hilltop Community Resources.....	536
West Star Aviation.....	488

Largest Industries

Health Care/Social Assistance.....	5,175
Retail Trade.....	3,702
Educational Services.....	2,842

Crime Statistics

	2018	2019	% Change
Violent Crimes	247	255	3%
Property Crimes	3,713	3309	-4%
Other Crimes	7,925	7,925	-6%
Traffic Accidents	2,135	2,135	-4%





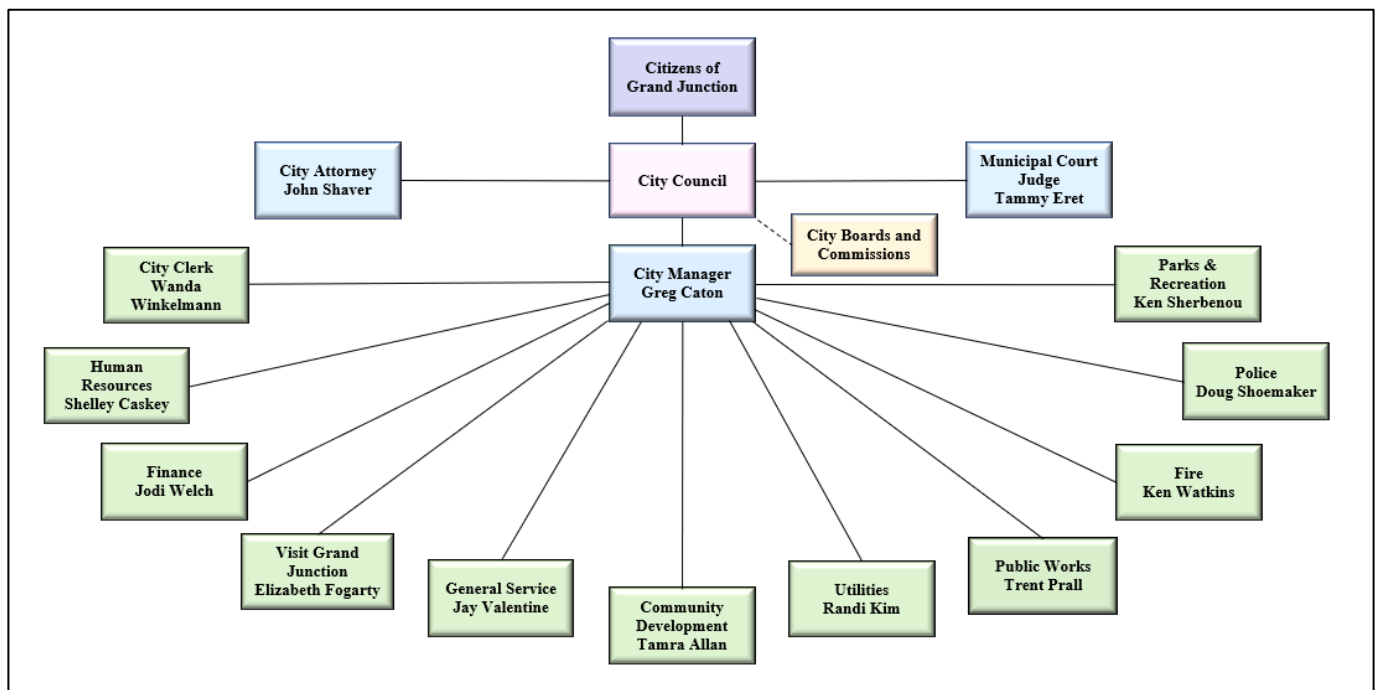
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CITY GOVERNMENT

The City of Grand Junction runs on the Council-Manager form of government as provided by the City Charter. 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 City Charter, the State Constitution and City Ordinances as adopted by the general public, which designate the powers and authority of both the City Council and the City Manager.

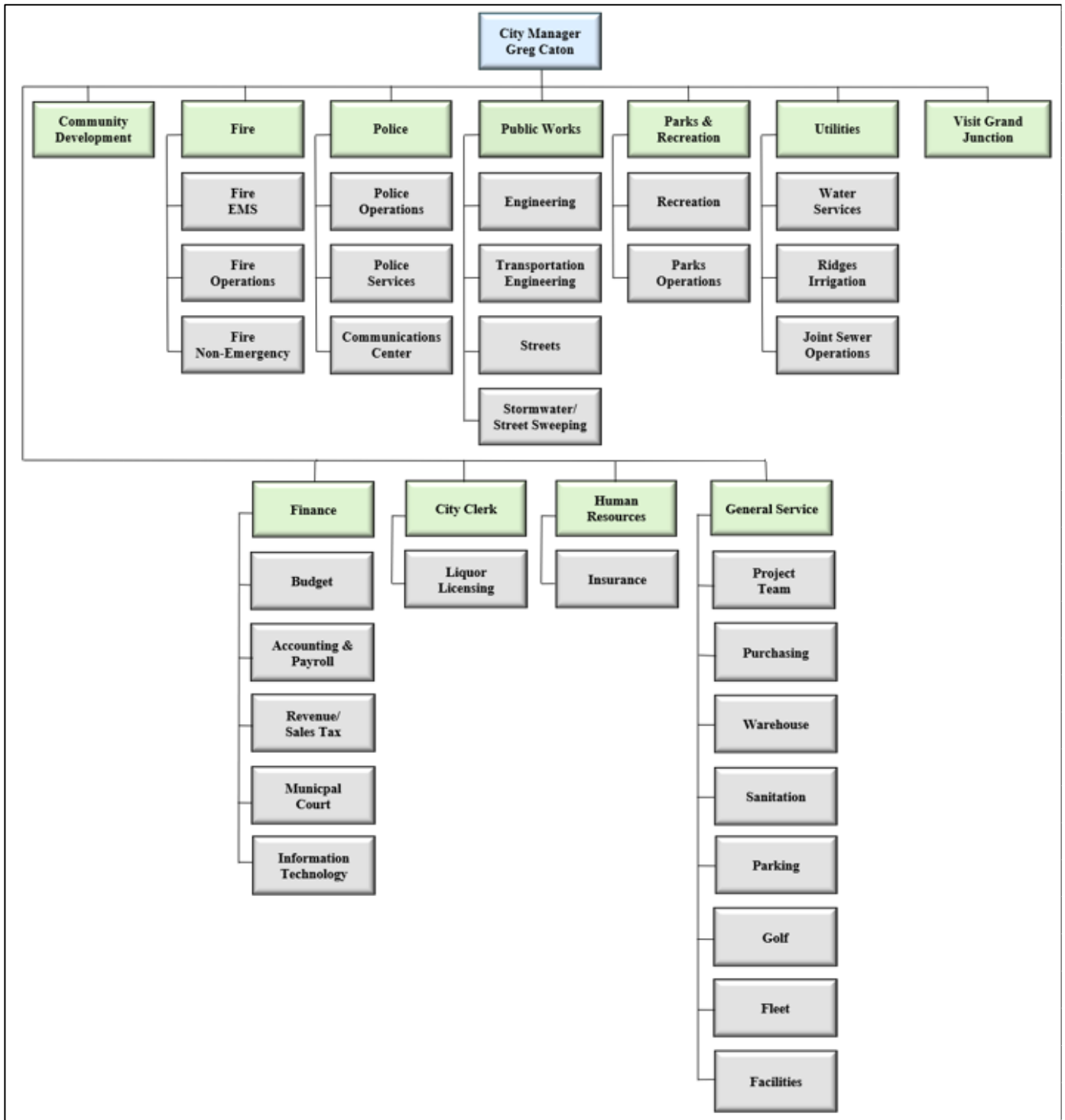
The chart below shows the organization at a high-level beginning with the Citizens of Grand Junction, City Council, Appointed Officials, and City Department Directors. The chart on the following page goes one level deeper into the organization, showing the Department Directors and the Divisions that they are responsible for.

City of Grand Junction Organization Chart



Divisional Organization Chart

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



Directory of City Officials

Mayor and City Council Members

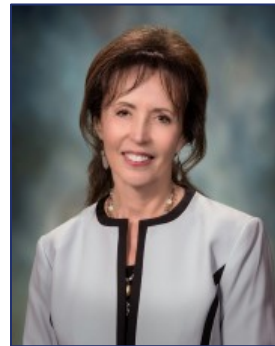
The Grand Junction City Council is comprised of seven community members – five of whom are elected from and represent certain districts – and two that are elected at-large. Elections are held every other April in odd numbered years, and the Mayor is selected from among the City Councilmembers at the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



Duke Wortmann
Mayor, District D
Expires May 2021



Kraig Andrews
Mayor Pro Tem, District E
Expires May 2021



Phyllis Norris
Councilmember, District A
Expires May 2021



Phillip Pe'a
Councilmember, District B
Expires May 2023



Anna Stout
Councilmember, District C
Expires May 2023

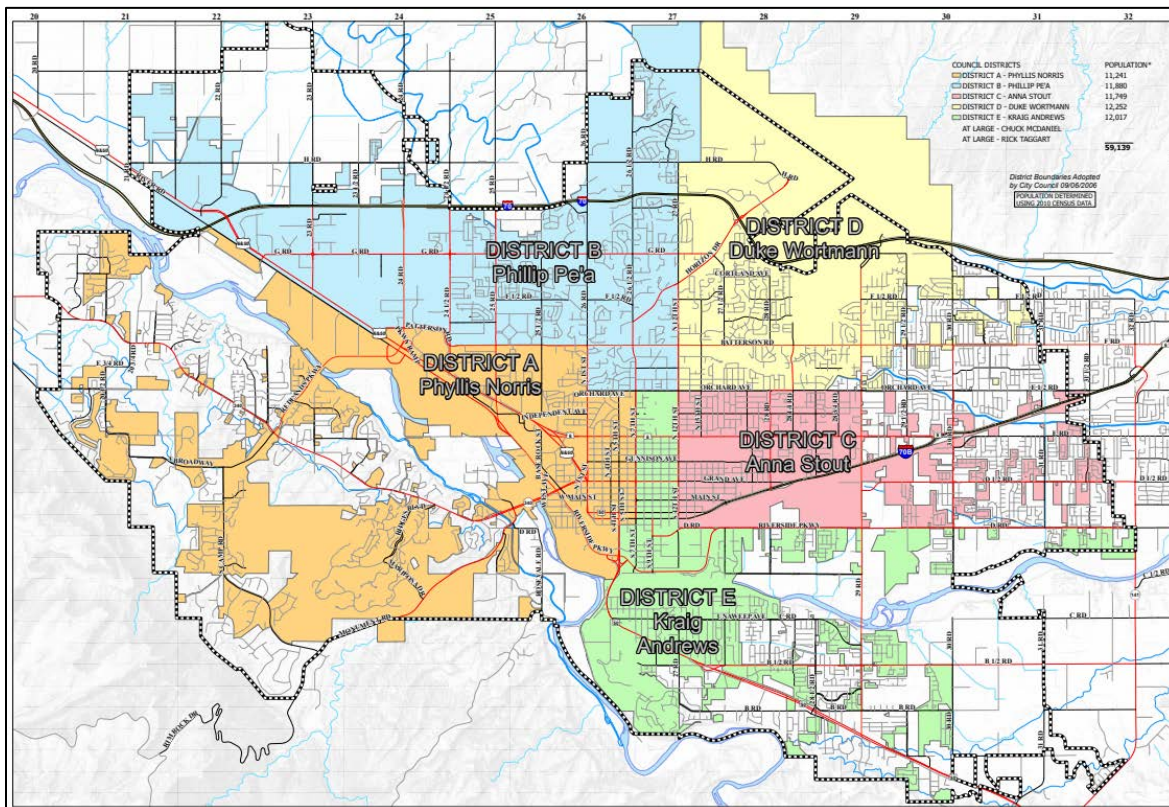


J. Merrick "Rick" Taggart
Councilmember, District at Large
Expires May 2021



Chuck McDaniel
Councilmember, District at Large
Expires May 2023

City of Grand Junction City Council Districts



Appointed Officials

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

Department Directors

Wanda Winkelmann	City Clerk
Tamra Allen	Community Development Director
Jodi Welch	Finance Director
Ken Watkins	Fire Chief
Jay Valentine	General Services Director
Shelley Caskey	Human Resources Director
Ken Sherbenou	Parks & Recreation Director
Doug Shoemaker	Police Chief
Trent Prall	Public Works Director
Randi Kim	Utilities Director
Elizabeth Fogarty	Visit Grand Junction Director

Boards and Commissions

Citizen participation at all levels of the governmental process is valued and encouraged. One way to get involved is through service on a volunteer board. The City of Grand Junction has 18 boards, committees, commissions, and authorities on which over 100 Citizens serve. City Council reviews all applications for board vacancies and makes the 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 downtown Grand Junction. 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 the promotion and revitalization of 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 for the purpose of determining 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 persons of low and moderate-income.
- ❖ **Grand Junction Regional Airport Authority:** This seven-member board is charged with setting policy and overseeing the operations of the Grand Junction Regional Airport. 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 special 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.

Boards and Commissions (continued)

- ❖ **Parks & Recreation Advisory Board:** The seven-member board appointed by the City Council assists in the planning of recreation activities and helps to promote a long-range program for the development of the City's park system.
- ❖ **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 makes decisions on certain planning and zoning related issues and makes recommendations to the City Council on similar matters.
- ❖ **Ridges Architectural Control Committee:** The Committee's role is to ensure that all construction meets the requirements of the Ridges Protective Covenants for the type of building material, color, height, and other structural and architectural requirements.
- ❖ **Riverview Technology Corporation:** This is a nonprofit corporation 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 Grand Junction urbanized area.
- ❖ **Visit Grand Junction Board:** The mission of the Visit Grand Junction is to market the Grand Junction area in external markets for the purpose of attracting visitor dollars. The Board advises the Visit GJ staff on policies and marketing directions.
- ❖ **Zoning Board of Appeals:** The Board of Appeals hears and decides appeals of administrative decisions, appeals for variances of the bulk requirements and non-conforming uses, and requests for exceptions to the side or rear setback requirements pursuant to the Zoning and Development Code.



Summer Camp Attendees

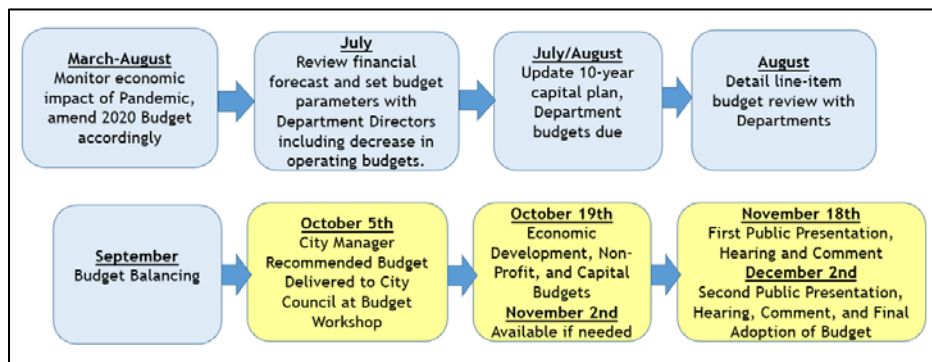
BUDGET PROCESS

Budget Preparation

The annual budget for the City is the highest expression of the City Council's policies and decision making; it expresses the initiatives, investment, and services provided by and through elected officials and staff. The City's budget is adopted by City Council annually in December of each year.

- March 2020: The City's annual budget process usually begins in May of each year, however the 2021 budget process began in March of 2020, due to the onset of the COVID-19 Pandemic. As the pandemic began, City staff immediately began monitoring current revenues and expenditures, making adjustments as needed in order to respond to the downturn in the economy for the near and foreseeable future. Due to the uncertainty of the impact the pandemic would have on the City's finances, staff continued monitoring and adjusting budgets through August.
- July 2020: Staff began reviewing financial forecasts and the Budget Team set budget parameters with Department Directors which included a 15% reduction from the 2020 Adopted Budget in all operating costs as a beginning budget basis. All labor requests were submitted to Human Resources in July.
- July/August 2020: Staff continued monitoring the affects of the pandemic and began updating the 10-Year Capital Plans for General Government, Enterprise Funds, and Internal Service Funds. Departments also prepared and submitted their budgets the budget review team. July normally includes a Citizen Budget Meeting but due to the COVID-19 Pandemic and restrictions for open meetings in place, this meeting was not held in 2020, however public input was encouraged via other avenues such as email and phone.
- August 2020: The City Manager and Budget Team met with each department and performed a detail line item budget review, making suggestions for additions or modifications where needed.
- September 2020: Staff spent the month balancing the budget to insure that expenditures did not exceed revenues and prepared the City Manager's Recommended Budget in preperation for the presentation to City Council.
- October/Novemenber 2020: Budget workshops were held with City Council on:
 - October 5, where the City Manager presented the recommended budget to Council
 - October 19 where economic development, non-profit funding and capital budgets were discussed
 - November 2 where the Downtown Development Agency presented the budget and operating plan for 2021
- November 18, 2020: The complete 2021 Recommended Budget was presented to City Council and the Citizens of Grand Junction during the City Council meeting which included a public comment period; Changes recommended by City Council at this time were then incorporated into the annual budget in preperation for final adoption
- December 2, 2020: The 2021 Recommended Budget was presented for final adoption on December 2, where a second public hearing and comment period occurred.

The graphic below shows the City's timeline for the 2021 budget process.



Budget Basis and Budget Management

The City's annual budget is adopted by City Council for a one year period beginning January 1 through December 31 of each year. The annual appropriated expenditure budgets are adopted for all governmental funds on a basis consistent with Generally Accepted Accounting Principals (GAAP) with the exception of the General Fund, the 0.75% Sales Tax Capital Improvement Fund, and the Parkway Debt Retirement Fund.

- The annual budget for the General Fund is prepared on the modified accrual basis of accounting, excluding certain basis differences for tax accruals and market value adjustments.
- The annual budget for the 0.75% Sales Tax Capital Improvements Fund is prepared on the modified accrual basis of accounting, except for certain basis differences for tax accruals and market value adjustments.
- The annual budget for the Parkway Debt Retirement Fund is prepared on the modified accrual basis of accounting, except for certain basis differences for 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 15 Statutory deadline for certification of all mill levies to the Board of County Commissioners
- December 22 Statutory deadline for 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 budgets for the ensuing fiscal year.

Supplemental Appropriations and Budget Amendments

The City Council may amend the appropriation ordinance by resolution at a public hearing at any time during the year, as a result of any casualty, accident, or unforeseen contingency. Supplemental appropriations are required to ensure adequate appropriations by fund and are often necessary to carryforward 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. Also, if a new project, program, or change to a project or program is authorized by City Council, a supplemental appropriation and public hearing is also required for the legal authority to spend the funds.

The City maintains comprehensive budgetary controls. The objective of these budgetary controls is 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 general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, and internal service funds are included in the annual appropriated budget ordinance. 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 have the authority to reallocate the distribution of budget amounts within the major categories of personnel expenditures, operating expenditures and capital expenditures within their fund and department. Budget reallocation between major expenditure categories within a fund requires City Manager approval. Budget reallocation between funds requires City Council approval.

City Financial Plans and Policies

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

Strategic Plan

The City's [Strategic Plan](#) (the Plan) plays a significant role in creating and maintaining the components in the 2021 budget. In August of 2017, City Council unanimously adopted the Plan. During the summer of 2019, City Council reviewed and revised the Plan and in November 2019, City Council adopted the updated version. The Plan will be updated next in 2021 after new Council members are elected and sworn into office.

The central purpose of the Plan is to provide the City with a tool that can be used by elected officials and City Staff to guide goal setting and strategy over a two year period. The plan incorporates the priorities identified as most important by City Council. To truly be effective, the Plan must become part of how elected officials and City Staff operate and think about programs and services. The test of the Plan's usefulness is defined by how effective it is in guiding decisions and how it aids in measuring success.

The Plan has *four guiding principles* which provide overarching direction for implementation of the Plan and includes:

- **Partnership & Intergovernmental Relationships** – to be successful, the City must effectively partner with both public and private agencies in order to advance its most important initiatives. Partnerships may include, but are not limited to, organizations or agencies in these areas: government, education, economic development, transportation, and business development.
- **Communication** – The City wants to be a part of a community where residents are well informed about matters of local government and their involvement is encouraged.
- **Fiscal Responsibility** – The foundation of effective local governance is trust. To continue to build the trust placed in the City by our Citizens, we must be responsible stewards of the resources entrusted to the City's care. In a world of scarce resources, the City must be effective in prioritizing our spending to focus on the things that Citizens have identified as most important.
- **Leadership** – Grand Junction was founded by innovative leaders, ready to lead the way to a new future. The City continues in that tradition of leadership today. The City is not content to wait around for the future, but rather desires to actively shape it. The City holds a key position in the region. It must be a driving force in issues of regional importance and play a leading role in the growth occurring on the Western Slope.

The Plan also contains *four strategic directives*, which are high-level priorities for the City.

- **Public Safety** – It is critical that we ensure our public safety efforts meet current needs as well as anticipate and adapt to future public safety challenges and opportunities. This will require the City to establish community policing efforts; promote safety in public spaces by working with community partners; plan for, build, and staff essential public safety infrastructure; actively enforce City codes to improve the physical appearance of the community; and provide community risk reduction through prevention and education efforts.

- **Planning and Infrastructure** – To fully understand the values, vision, and needs of the community, the City must seek robust input from the community and distill that into a plan. This effort is being undertaken in the One Grand Junction Comprehensive Plan adopted late in 2020.
- **Diversification of our Economic Base** – Because economic development is driven by factors well beyond the core services and functions of the City, we have made the choice to collaborate with other organizations and outsource the majority of its economic development activities. However, due to the importance of economic development to the community, ongoing support and monitoring of these activities is critical
- **Connectedness through Community Building**
 - Bring people together through great public spaces – invest resources to provide space for shared experiences for residents and visitors alike
 - Visibility & Engagement – continue to expand transparent sharing of information and communicate and celebrate the City’s significant achievements and how it is actively learning from mistakes.

General Fund Financial Forecast

The General Fund Financial Forecast is maintained by the Finance Director and is used throughout the budget process to analyze current and future trends in resources that may impact the City’s ability to provide essential services to the community and its Citizens. The financial forecast projects major categories of revenues and expenditures for a 10-year period and balances revenues with expenditures in order to plan for programs and activities carried out by City Staff.

Sales and Use Tax revenues are the major source of revenues for general government operations and general government capital. The majority of that revenue is derived from the City’s 2.75% sales and use tax. Assumptions made in preparation of the 2021 budget include a conservative sales tax growth rate of 2.5% for 2021 and increases to 3.0% in 2022.

Property taxes are another source of revenues for the City. The City’s property tax rate is 8 mils and is expected to grow by 1% in 2021. Property values are assessed by Mesa County every two years and can fluctuate based on those assessments depending the marketing industry and general state of the economy. Other revenues that affect the financial forecast include specific ownership taxes (vehicles), franchise fees, highway user tax, cigarette taxes, road & bridge taxes, and use tax. Assumptions are made on ambulance transports, the rural fire district contract, charges for service, and other revenues such as severance and mineral leasing, grants, capital proceeds and transfers from other funds.

Projection of expenditures in labor follow the City’s pay plan which assumes a 2.5% increase in wages on an annual basis as long as acceptable performance measures are met. Health insurance is a major factor in the City’s financial forecast due to the volatile nature of health care costs. Health insurance costs are expected to continue rising 8% in 2021 and beyond. Internal Service Charges (charges for information technology, fleet, facilities, etc.) are projected to increase 1.5% annually. Operating charges are also expected to increase 1.5% annually.

General Fund Minimum Reserve Fund Balance Policy

The purpose of this policy is to establish a minimum reserve fund balance in the General Fund to ensure continued delivery of City Services, to provide stability during economic cycles, to maintain good standing with rating agencies, and to have cash available to invest in one-time capital and economic development spending. In accordance with the City Charter, this policy is adopted by resolution of City Council and can be changed by resolution 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. This is also 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 nonspendable, 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 nonspendable when they are nonspendable in form or 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 constraints placed upon the use of resources are adopted by the City Council through ordinance prior to 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 constraints placed upon the use of resources are imposed by the City Council 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 also 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 the purpose of that particular fund.

The residual fund balance that does not meet any of 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](#) in order to prioritize major capital improvements and plan for funding of those projects. The Capital Improvement Fund receives .75% of the City's 2.75% sales tax and is dedicated to capital improvements and economic development. The plan is updated each year according to priorities and balanced within existing resources for the first five years. Projects in years 6-10 may be moved forward 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% Capital Fund, Drainage Fund, Transportation Fund, Conservation Trust Funds and Parkland Expansion Funds.

The Sanitation, Water, and Sewer funds (all enterprise funds of the City) also maintain [10-year capital improvement](#) and financial plans that help guide their services and provide information in setting rates and fees for services provided to the Citizens of Grand Junction. These plans are also updated annually and assist in setting budgets for these funds.

Financial Reporting

Colorado State law requires that all local governments publish, within six months of the close of each fiscal year, a complete set of financial statements presented in conformity with Generally Accepted Accounting Principles (GAAP) and audited in accordance with Generally Accepted Auditing Standards by a firm of licensed public accountants. The [Comprehensive Annual Financial Report \(CAFR\)](#) 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. To provide a reasonable basis for making the representations, management has established an internal control framework that is designed to both protect the assets of the City from loss, theft, or misuse and to allow for the compiling of sufficient reliable information for the preparation of the City's financial statements in conformity with 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 absolute, assurance that the financial statements will be free from material misstatement.

Since 2015, the City's financial statements have been audited by Haynie & Company, P.C., a firm of licensed certified public accountants. The goal of the independent audit is to provide reasonable assurance that the financial statements of the City 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 used 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 of Grand Junction for its comprehensive annual financial report for 35 consecutive years. To be awarded a Certificate of Achievement, the City must publish an easily readable and efficiently organized CAFR. The Certificate of Achievement is valid for a period of one year.

Compliance with Taxpayer Bill of Rights

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

The City Council referred a ballot question (Measure 2A) to the 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 being 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 requires 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 is in compliance with these provisions. Finally, TABOR requires that the City has elections if it wishes to change its tax policy or issue general government debt.

Investment Policy

The purpose of the City's Investment Policy is to establish the City's official policy regarding the policy's scope, the objectives of the policy, the delegation of authority in regards to making investment decisions, what the City considers to be appropriate standards of prudence, ethics and conflict of interest, safekeeping and custody, and what are suitable and authorized investments and the parameters for those investments, and the reporting on investments and investment results. The policy establishes guidelines for the efficient management of the City's funds and for the purchase and sale of investments.

Objectives of the Investment Policy is:

1. *Safety:* Safety of principal is the foremost objective of the investment program. 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. As a general rule, investments will be held until maturity but the trading of securities in an attempt to improve investment return through market timing is allowed. The sale of securities prior to 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.
2. *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 balance of the investment portfolio shall remain sufficiently liquid to meet all the projected cash flow needs of the City that can be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrently with the cash needs. Since all possible cash flow requirements cannot be anticipated, the portfolio shall consist of those securities with an active secondary market or resale market.
3. *Return:* The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints of safety and liquidity needs. The investment portfolio of the City of Grand Junction shall be designed to include income type investments.

Securities shall not be sold prior to maturity unless (1) there is evidence of 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.

Debt Management Policy

The City recognizes the primary purpose of capital facilities, equipment and infrastructure is to support 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 test of efficiency equates to the highest rate of return for a given investment of resources.
- The test of equity requires a determination of who should pay for the cost of capital improvements.

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

Authorization of City indebtedness is incurred and limited as provided in Article XI of the Colorado State Constitution. Issuance of the following securities evidence indebtedness: short-term notes, general obligation

securities, revenue securities, refunding securities, special assessment securities, tax increment securities, and any other securities not in contravention to the State Constitution. The State Constitution determines which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

The City has traditionally adhered to a conservative debt management policy that carefully controls the amount of outstanding debt. Because of a strong capital improvement budgeting process, the City has been able to maintain and improve its infrastructure while avoiding unreasonable debt burdens.

Purchasing Policy

The City’s [Purchasing Policy](#) provides for the fair and equitable treatment of all persons involved in public purchasing by the City, to maximize the purchasing value of public funds, to codify and standardize the City’s purchasing rules and regulations for orderly and efficient administration, to 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 requires a Purchase Order.

Type of Purchase	Dollar Amount	Approval
Procurement Card	Up to \$5,000	Division Representative
Department Quotes	\$5,000 to \$15,000	Division Manager
Formal Quotes by Purchasing	\$15,000 to \$25,000	Department Director
Formal Solicitations	\$25,000 to \$200,000	City Manager
Formal Solicitations	\$200,000 and above	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).

Capital assets are defined by the City as assets with an initial, individual cost of \$25,000 or more and an estimated life in excess of 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 cost or estimated historical cost if purchased or constructed. Donated capital assets are valued at their acquisition value on the date donated.

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

Other policies and plans are maintained throughout the City including but not limited to:

- Sanitation, Water, and Sewer 10-Year Financial and Operating plans
- Personnel policies and procedures
- Information Technology policies and procedures
- Continuity of Operations plans
- Standard Operating Plans including Police and Fire specific strategic plans

FINANCIAL SUMMARY

Budget Highlights

Through the development of the 2021 Budget, three major themes emerged. Those themes help to provide additional insights into the City's current economic environment and help staff develop a budget that is supportive of the long-term vision for the City. Those themes include:

- **Community Engagement:**
 - Diversity and listening
 - Bilingual Neighborhood Engagement Coordinator
- **Resiliency & Sustainability:**
 - Continuity of Services
 - Safety of employees and public in pandemic times
 - Energy efficient facilities; solar systems
 - Alternative fuel for vehicles; compressed natural gas, electric
 - Stewards of natural resources; watershed and biogas generation
- **Cost of Doing Business & Investment in Employees:**
 - Cost of living/wage increase 2.5% based on pay plan and acceptable employee review
 - Increase in health insurance
 - Expanded services at the employee health clinic
 - Health insurance increase in 2021; offset by credits for managing health and wellness
 - Sick leave for part-time/seasonal employees (Senate Bill 20-205)
 - Culture of inclusion and respect
 - Continue to mentor students in CareerWise (1) and CMU intern programs (13)
 - Twelve new positions for continued growth of first responder services and to support planning, development, and infrastructure expansion
 - 708 Authorized positions with 54% in public safety
- **Growth and Demographics**
 - Current population is estimated at 63,374 as of 2018
 - 0.7% growth rate between 2010 and 2017
 - State demographers estimate 1.1% growth rate moving forward
 - Estimated population of 100,000 within the next 50 years
 - Colorado is still growing, but at a slowing rate than prior years
 - Mesa County is attracting new residents from across the country with significant migration occurring from California, Texas, Florida, Arizona, and Illinois
 - The state is becoming more racially and ethnically diverse
 - Aging population in Mesa County is growing quickly and will be a significant economic driver followed by other service sector jobs
 - Employment base within the County is diversifying beyond the oil and gas industry

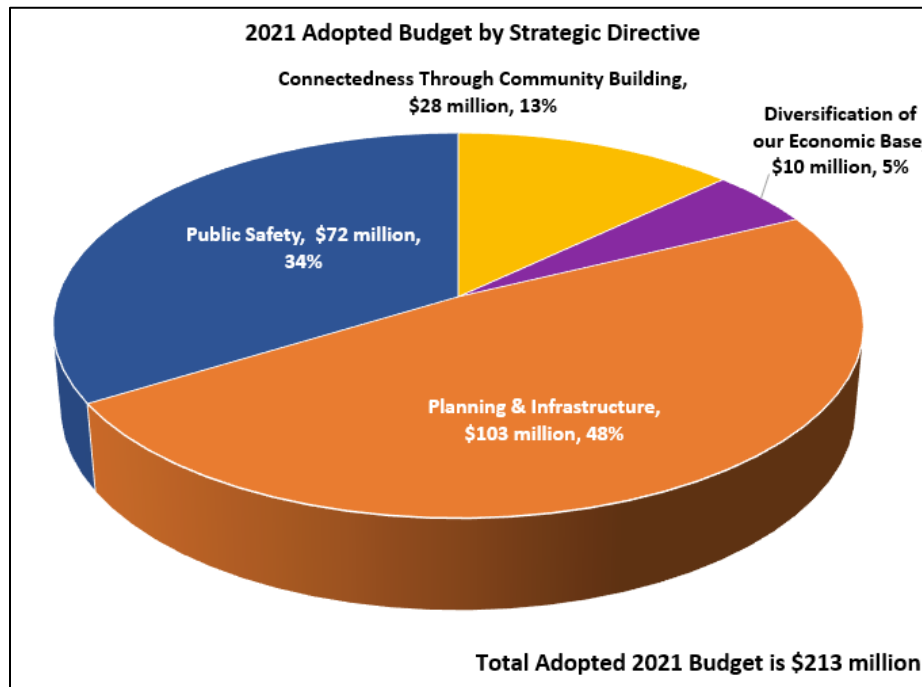
The 2021 Adopted Budget totals \$213 million, a \$52 million, or 32% increase from the 2020 Adopted Budget of \$161 million. The 2021 Adopted Budget is not only balanced, but the General Fund has an operating surplus of \$1.5 million before transfer for Fire Station 3 capital construction. The projected 2021 ending General Fund balance is \$29.1 million.

Increases in the 2021 budget are attributable to:

- \$10 million in First Responder Tax Spending
 - Begin construction of Fire Station 8 (number 2 of 3 new stations)
 - Six sworn positions in Police Department and one in Fire
- Investment in maintenance and improvements of existing street infrastructure; \$5.8 million

- Investment in expansion of transportation infrastructure; \$19.9 million
- Continued development of the riverfront including completing \$10.6 million in infrastructure at Dos Rios through the General Improvement District funding
- Direct support of economic development partners; \$2.8 million
- Support of Economic Development Partners through Vendor's Fee Cap; \$423,720
- Support of Downtown Development Authority
 - \$500,000 in City property and sales tax TIF (tax increment financing dollars) (100% of TIF, Statute requirement is 50%)
 - \$954,000 for Las Colonias and Grand Junction Convention Center projects

The chart below depicts the City's 2021 Adopted Budget by Strategic Directive:

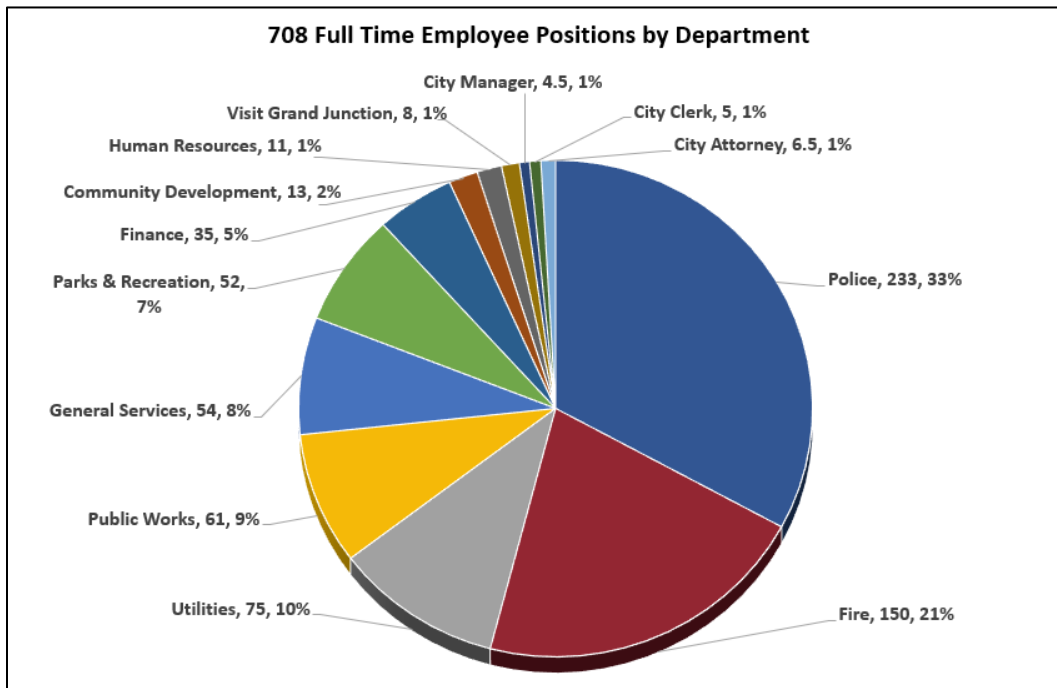


The City is a full-service organization with over 35 distinct types of operations including:

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

The largest portion of the City's budget is spent on labor. In 2021, 12 new positions will be added for a total of 708 authorized full-time positions (7 in First Responder; 1 in General Services, and 4 in Public Works for expansion projects). Of these, 54% are in public safety, 13% in enterprise operations, 15% in infrastructure, and 17% in planning, recreation, internal support services and marketing.

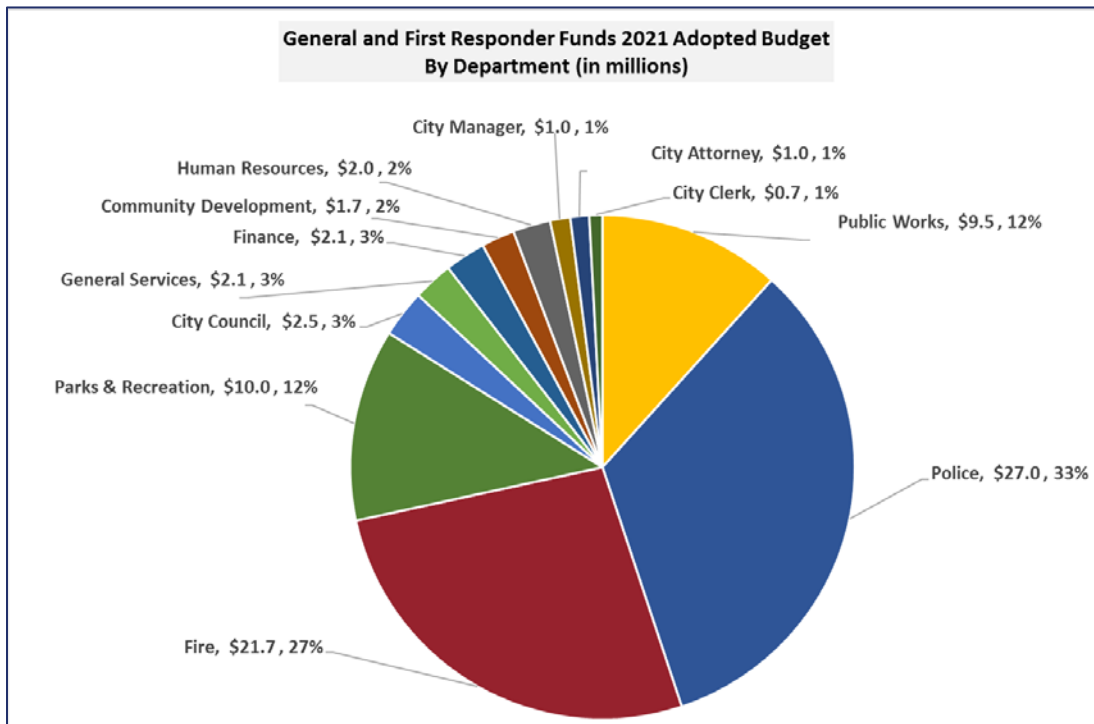
The chart below shows the 2021 Adopted Full Time Positions by Department:



2021 General Fund Budget Highlights

In the spring of 2019, the First Responder Sales Tax was authorized by the voters. In the 2020 Adopted Budget the revenues were budgeted in a special revenue fund. The expenses for operations funded by the first responder tax were budgeted in the General Fund with a transfer of funds from the First Responder Fund to pay for them. As 2020 progressed, it became evident to staff that budgeting and accounting for the First Responder expenses would be more transparent directly in the First Responder Fund, especially in order to calculate fund balance available for those purposes as we move into the future and the expansion of services and construction of capital is completed. In order to be consistent from the origination of the tax, the 2020 budget was amended accordingly for all First Responder expenses and correspondingly the Recommended 2021 budget. Financial information for the first responder fund will also be separately highlighted throughout this section. For presentation and comparison purposes for this discussion and Police and Fire Department operating budgets, both funds are combined. Because City Council legally authorizes budget by fund, they will be separately presented on the fund balance worksheet and separately appropriated.

The 2021 Adopted General Fund and First Responder fund budget is \$77.4 million and \$3.9 million, respectively, for a total of \$81.3 million. This is a 3% decrease, or \$2.5 million more than the 2020 Adopted Budget. The General Fund supports the major general government operations of the City including Police, Fire, Parks, General Services, and Public Works.



The following are key revenue provisions included in the recommended General Fund budget:

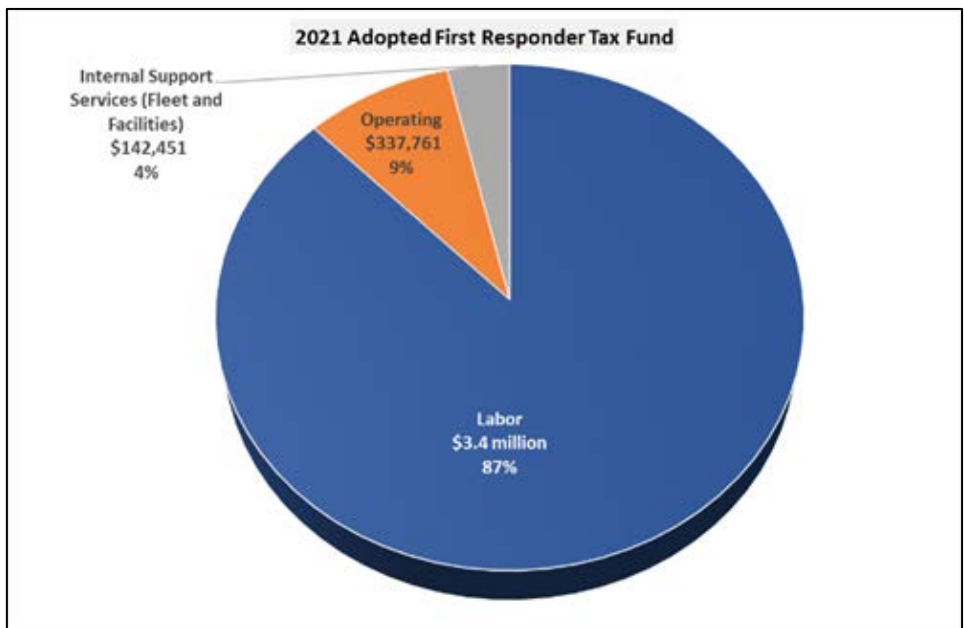
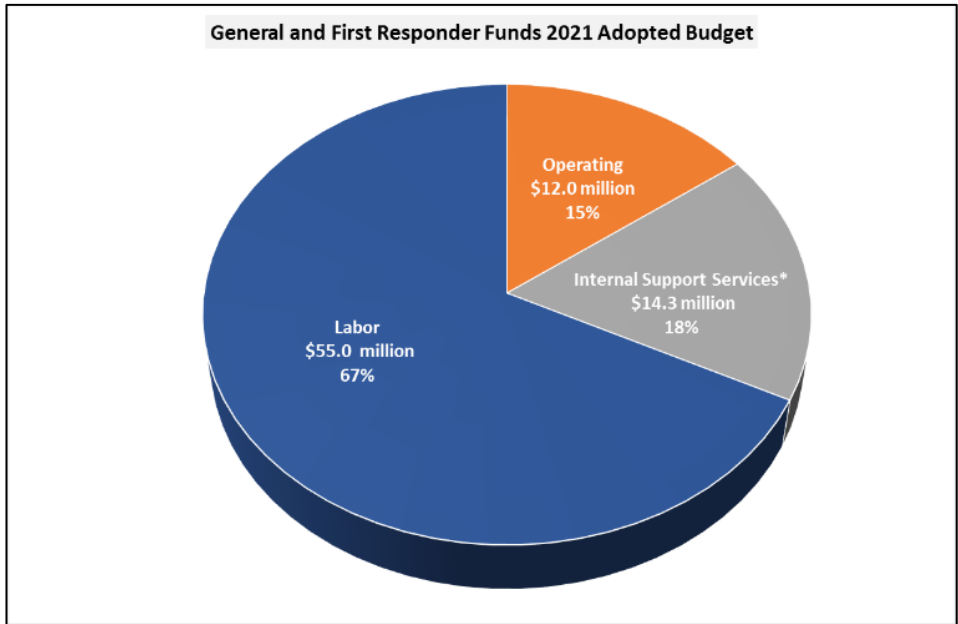
- Sales tax revenues projected to return to 2020 pre-pandemic levels: 6% above amended 2020
- Increase in property tax, assessed valuation increasing 2.1%
- Increase in cable franchise fees based on new agreement mid-year 2020
- Increase in ambulance transport revenues
- Decrease in interest rates
- Overall General Fund revenue increases 6% over estimated 2020 revenues
- First Responder tax is correspondingly expected to increase to pre-pandemic activity levels and there will be 12 months of collections vs 11 months in 2020; for a resulting increase of 19% in 2021 revenues compared to 2020

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

- Labor increases due to step wage increase, continued implementation of first responder staffing, and positions for transportation expansion
 - 12 new positions: 7 First Responder; 1 in General Services and 4 in Public Works for expansion projects
- Significant (below market) health insurance savings were realized through the new insurance carrier in 2020, however as expected, rates have increased in 2021; the average increase between the two years however is still reasonable at 3.5%
- Decrease in operating and dispatch charges
- Decrease in new capital equipment associated with new first responder hiring

The chart below shows the 2021 Adopted Budget of \$81.3 million by category and department. Because the City is a service organization, the majority of the General Fund and First Responder Fund budgets are allocated to labor. The majority of operating costs are for support of non-profit organizations, specialty operating equipment, utilities (streetlights), training, and contract services. The costs associated with providing internal support services to

departments serving the community are comprised primarily of dispatch services, information technology, fleet, and insurance*.



The largest departments are Police and Fire who comprise 60% of the General Fund and First Responder Fund budget. Followed by Parks and Recreation and Public Works combining for 24%. These major operating departments of the General Fund make up 84% of the budget.

Accounting Fund Structure

The City's accounting and budget structure include the accounts and operations of all City functions including, but not limited to, public safety (police and fire protection) street construction and maintenance, water, 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, and it owns and operates two swimming pools, two golf courses and parking facilities. The City also provides ambulance transport services for Mesa County, Colorado. The City maintains a data processing facility, a fleet facility, a central warehouse facility and a 9-1-1 communications center.

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

General Fund (Fund 100) – The General Fund is the primary operating fund of the City. It accounts for all activities of general government operations including Police and Fire, Parks and Recreation, Public Works, General Services, Community Development, Human Resources, Finance, City Manager's Office, City Attorney, City Clerk, and Municipal Courts.

Special Revenue Funds – Special Revenue funds are used to account for the proceeds of specific revenue sources other than expendable trust or major capital projects that are restricted or committed to expenditures for specified purposes.

Enhanced 911 (Fund 101) – to account for the resources from municipal telephone charges as established by section 20-11-103 of the Colorado Revised Statutes, and the expenditures from improvements to the emergency 911 Communications Center

Visit Grand Junction (Fund 102) – to accumulate resources from a lodging tax approved by the voters in 1994 and other taxes committed by City Council to operate Visit GJ that promotes conventions and tourism.

Community Development Block Grant (CDBG) Fund (Fund 104) – to account for resources and expenditures of the Community Development Block Grant and other grants received for pass-through to other agencies.

Parkland Expansion Fund (Fund 105) – to accumulate resources derived from fees paid by land developers within the City committed to acquire, develop, and maintain parks and green space.

Lodgers' Tax Fund (Fund 106) – to account for the 3% additional lodging tax increase as voted on by City residents in November 2018. These funds are to be split between Visit GJ (1.25%), Grand Junction Air Alliance (1%), and the Greater Grand Junction Sports Commission (.75%).

First Responder Tax (Fund 107) – to account for the newly passed 0.75% First Responder Tax increase as voted on by City residents in April 2019. These funds are to be used for expansion of First Responder services in the form of new positions and equipment to support those positions in Police, Fire, and the Communications Center, and for the construction of three additional fire stations within the City.

Conservation Trust Fund (Fund 110) – to account for lottery proceeds received from the State of Colorado for the development and improvement of City parks.

Capital Projects Funds

The capital projects funds are used to account for financial resources to be used for the acquisition and construction of major capital facilities (other than those financed by proprietary funds and trust funds).

0.75% Sales Tax Capital Improvements Fund (Fund 201) – to account for the financing and construction of projects financed completely 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 the sales tax improvement bond issue and the public safety building certificates of participation issue.

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

Transportation Capacity Fund (Fund 207) – to account for various street improvement projects funded partially, or in whole, by transportation impact fees paid by new development.

Debt Service Funds

Debt service funds are used to 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) – 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.

Grand Junction Public Finance Corporation Debt Service Fund (Fund 613) – to account for debt service payments incurred in the financing of open space land.

Riverside Parkway Debt Retirement Fund (Fund 615) – a debt service fund used to account for all resources which are being accumulated for the early retirement of the Parkway Project long-term debt principal and interest payments maturing in future years.

Fiduciary Funds

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

Parks Improvement Advisory Board (Fund 703) – to account for partner donations from School District 51, Mesa County, Colorado Mesa University, and the City to be used on parks projects that benefit all partner agencies.

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

Proprietary Funds

Proprietary funds are those that are used to account for the City’s business-type activities where fees are charged for the services rendered. The City has two Proprietary Fund components: Enterprise Funds 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 activities associated with providing trash and recycling services to customers within the City’s sanitation service area.

Grand Junction Convention Center Fund (Fund 303) – accounts for all activities associated with the City owned meeting and convention center and Avalon theatre.

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) – is used to account for the revenue and expense associated with the operation of all municipally owned and leased parking facilities.

Irrigation Fund (Fund 309) – accounts for storm drainage development projects funded partially or in whole with assessments to property owners.

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) – responsible for evaluating, recommending, purchasing, installing, and supporting all of the City's automated technology systems including financial management, office automation, monitoring, and communications networks for both voice and data on a cost reimbursement basis from all departments within the City.

Fleet Fund (Fund 402) – provides asset management for City owned vehicles and equipment from purchase through replacement and disposal for all City departments on a cost reimbursement basis.

Insurance Fund (Fund 404) – accounts for all activities associated with providing unemployment insurance, medical and dental insurance, worker’s compensation insurance, property and liability insurance, and the new health clinic on a cost reimbursement basis.

Communications Center Fund (Fund 405) – provides emergency 9-1-1 dispatch services to nine law enforcement and 12 fire and EMS agencies throughout Mesa County on a cost reimbursement basis from all agencies supported.

Facilities Management Fund (Fund 406) – provides asset management for all City-owned buildings on a cost reimbursement basis.

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) – to account for all revenues and expenditures associated with operating the DDA. (Special Revenue Fund)

DDA Capital Improvements Fund (Fund 203) – to account for capital improvements within the boundaries of the DDA. (Capital Fund)

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

Downtown Business Improvement District (BID)

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

Downtown Business Improvement District Fund (Fund 711) – to provide the custodial function of accounting for operations of the Downtown Business Improvement District.

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 the infrastructure improvements to a riverfront development and the residential and commercial aspects of the project will be completed by private development.

Downtown Business Improvement District Fund (Fund 113) – to provide the custodial function of accounting for operations of the Dos Rios General Improvement District.

Grand Junction Dos Rios GID Capital (Fund 209) – to account for capital improvements within the boundaries of the Dos Rios GID. (Capital Fund)

Grand Junction Dos Rios GID Debt Service (Fund 616) – to account for those resources which are being accumulated for long-term debt, principal, and interest on the Bond Proceeds for the Dos Rios General Improvement District.



Riverfront at Dos Rios Plan



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Fiscal Summary
FY 2021 Revenue Summary by Classification

	CAPITAL PROCEEDS	CHARGES FOR SERVICE	FINES AND FORFEITURES	INTEREST	INTERFUND REVENUE	INTER- GOVERNMENTAL	LICENSES & PERMITS	TAXES	OTHER	TOTAL REVENUES	TRANSFERS IN	TOTAL RESOURCES
General Government												
100 General Fund	\$ 12,000	\$ 10,073,662	\$ 312,600	\$ 131,499	\$ 2,399,073	\$ 2,558,760	\$ 163,617	\$ 62,351,203	\$ 36,525	\$ 78,038,939	\$ 765,370	\$ 78,804,309
102 Visit Grand Junction	5,000	-	-	3,211	-	-	-	2,330,038	-	2,338,249	542,812	2,881,061
104 CDBG Fund	-	-	-	-	-	469,134	-	-	-	469,134	-	469,134
105 Parkland Expansion Fund	-	-	2,500	6,173	-	-	-	-	550,000	558,673	-	558,673
106 Lodgers Tax Increase Fund	-	-	-	-	-	-	-	1,302,748	-	1,302,748	-	1,302,748
107 First Responder Tax Fund	-	-	-	-	-	-	-	9,484,468	-	9,484,468	-	9,484,468
110 Conservation Trust Fund	-	-	-	2,096	-	780,000	-	-	-	782,096	-	782,096
201 Sales Tax CIP Fund	7,500,000	135,000	-	-	-	3,373,448	-	13,859,874	20,000	24,888,322	16,975,403	41,863,725
202 Storm Drainage Fund	-	10,000	-	-	-	-	-	-	-	10,000	510,000	520,000
207 Transportation Capacity Fund	-	2,300,000	-	55,370	-	510,000	-	-	-	2,865,370	-	2,865,370
405 Comm Center Fund	-	2,002,743	-	4,166	2,803,531	35,000	-	-	2,799	4,848,239	2,311,488	7,159,727
610 General Debt Service Fund	-	-	-	-	-	-	-	-	-	-	6,794,876	6,794,876
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-	-	400,000	400,000	300,000	700,000
615 Riverside Pkwy Debt Retirement	-	-	-	35,042	-	-	-	-	-	35,042	1,349,890	1,384,932
Revenue Totals	\$ 7,517,000	\$ 14,521,405	\$ 315,100	\$ 237,557	\$ 5,202,604	\$ 7,726,342	\$ 163,617	\$ 89,328,331	\$ 1,009,324	\$ 126,021,280	\$ 29,549,839	\$ 155,571,119
Enterprise Funds												
301 Water Fund	\$ 10,122,000	\$ 8,361,870	\$ -	\$ 25,563	\$ 698,413	\$ 232,000	\$ -	\$ -	\$ 54,936	\$ 19,494,782	\$ 1,020,000	\$ 20,514,782
302 Solid Waste Removal Fund	-	4,781,991	-	8,404	-	-	-	-	-	4,790,395	-	4,790,395
303 Grand Junction Convention Center Fund	-	-	-	-	-	274,374	-	-	-	274,374	200,000	474,374
305 Golf Courses Fund	-	2,078,050	-	-	-	-	-	-	16,000	2,094,050	120,000	2,214,050
308 Parking Authority Fund	-	504,550	156,000	4,149	-	-	-	-	55,250	719,949	-	719,949
309 Ridges Irrigation Fund	-	314,150	-	414	-	-	-	-	-	314,564	-	314,564
900 Joint Sewer System Fund	3,293,550	14,311,493	1,000	190,839	162,106	-	-	-	33,750	17,992,738	-	17,992,738
Revenue Totals	\$ 13,415,550	\$ 30,352,104	\$ 157,000	\$ 229,369	\$ 860,519	\$ 506,374	\$ -	\$ -	\$ 159,936	\$ 45,680,852	\$ 1,340,000	\$ 47,020,852
Internal Service Funds												
101 Enhanced 911 Fund	\$ -	\$ 2,487,700	\$ -	\$ 21,350	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,509,050	\$ -	\$ 2,509,050
401 Information Technology Fund	-	101,684	-	13,464	7,528,892	-	-	-	-	7,644,040	-	7,644,040
402 Fleet and Equipment Fund	80,000	937,635	-	17,154	5,378,967	-	-	-	2,000	6,415,756	68,275	6,484,031
404 Insurance Fund	-	10,000	-	22,202	15,254,072	-	-	-	533,965	15,820,239	-	15,820,239
406 Facilities Management Fund	-	-	-	-	2,793,660	-	-	-	17,760	2,811,420	-	2,811,420
Revenue Totals	\$ 80,000	\$ 3,537,019	\$ -	\$ 74,170	\$ 30,955,591	\$ -	\$ -	\$ -	\$ 553,725	\$ 35,200,505	\$ 68,275	\$ 35,268,780
Permanent Funds												
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ 10,239
Downtown Development Authority Funds												
103 Downtown Development Authority	\$ -	\$ -	\$ -	\$ 14,364	\$ -	\$ 10,000	\$ -	\$ 288,617	\$ 997,381	\$ 1,310,362	\$ -	\$ 1,310,362
203 DDA Capital Improv Fund	-	-	-	-	-	-	-	-	-	-	-	-
611 DDA TIF Debt Service Fund	-	-	-	10,894	-	346,439	-	1,494,134	-	1,851,467	-	1,851,467
Revenue Totals	\$ -	\$ -	\$ -	\$ 25,258	\$ -	\$ 356,439	\$ -	\$ 1,782,751	\$ 997,381	\$ 3,161,829	\$ -	\$ 3,161,829

Fiscal Summary
FY 2021 Expenditure Summary by Classification

	LABOR AND BENEFITS	OPERATING EXPENDITURES	INTERFUND CHARGES	DEBT SERVICE	CAPITAL OUTLAY	CONTINGENCY AND RESERVES	TOTAL EXPENDITURES	TRANSFERS OUT	TOTAL USES
City of Grand Junction - General Government									
100 General Fund	\$ 51,609,180	\$ 11,431,812	\$ 14,184,176	\$ -	\$ -	\$ 200,000	\$ 77,425,168	\$ 2,500,000	\$ 79,925,168
102 Visit Grand Junction	700,548	2,377,340	176,346	-	-	150,000	3,404,234	200,000	3,604,234
104 CDBG Fund	-	278,760	-	-	-	-	278,760	190,374	469,134
105 Parkland Expansion Fund	-	-	-	-	-	-	-	609,792	609,792
106 Lodgers Tax Increase Fund	-	759,936	-	-	-	-	759,936	542,812	1,302,748
107 First Responder Tax Fund	3,409,996	337,761	142,451	-	-	-	3,890,208	6,223,406	10,113,614
110 Conservation Trust Fund	-	-	-	-	-	-	-	799,982	799,982
201 Sales Tax CIP Fund	-	2,438,070	-	-	33,362,492	1,842,436	37,642,998	8,604,766	46,247,764
202 Storm Drainage Fund	-	-	-	-	540,000	-	540,000	-	540,000
207 Transportation Capacity Fund	-	-	-	-	19,922,000	-	19,922,000	200,000	20,122,000
405 Comm Center Fund	4,946,386	513,393	1,482,181	-	680,000	-	7,621,960	-	7,621,960
610 General Debt Service Fund	-	4,500	-	6,790,376	-	-	6,794,876	-	6,794,876
614 GJ Public Finance Corp Fund	-	1,500	-	698,500	-	-	700,000	-	700,000
615 Riverside Pkwy Debt Retirement	-	-	-	-	-	-	-	3,000,000	3,000,000
Expenditure Total	\$ 60,666,110	\$ 18,143,072	\$ 15,985,154	\$ 7,488,876	\$ 54,504,492	\$ 2,192,436	\$ 158,980,140	\$ 22,871,132	\$ 181,851,272
City of Grand Junction - Enterprise Funds									
301 Water Fund	\$ 3,309,335	\$ 1,315,065	\$ 1,522,224	\$ 635,255	\$ 13,898,000	\$ -	\$ 20,679,879	\$ -	\$ 20,679,879
302 Solid Waste Removal Fund	1,184,038	1,647,420	1,410,072	99,610	22,100	-	4,363,240	200,000	4,563,240
303 Grand Junction Convention Center Fund	-	202,500	274,374	-	-	-	476,874	-	476,874
305 Golf Courses Fund	852,860	638,853	483,253	87,797	-	-	2,062,763	-	2,062,763
308 Parking Authority Fund	216,829	112,376	87,532	243,767	-	-	660,504	-	660,504
309 Ridges Irrigation Fund	123,382	32,963	147,390	-	30,000	-	333,735	-	333,735
900 Joint Sewer System Fund	3,925,699	1,604,770	2,385,757	597,802	16,945,000	-	25,459,028	-	25,459,028
Expenditure Total	\$ 9,612,143	\$ 5,553,947	\$ 6,310,602	\$ 1,664,231	\$ 30,895,100	\$ -	\$ 54,036,023	\$ 200,000	\$ 54,236,023
City of Grand Junction - Internal Service Funds									
101 Enhanced 911 Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,811,488	\$ 2,811,488
401 Information Technology Fund	2,673,845	5,057,510	254,590	-	1,019,217	293,697	9,298,859	-	9,298,859
402 Fleet and Equipment Fund	1,277,667	2,232,679	235,832	-	3,048,753	875,378	7,670,309	-	7,670,309
404 Insurance Fund	1,154,546	15,546,347	8,700	-	-	2,482,491	19,192,084	-	19,192,084
406 Facilities Management Fund	602,049	2,085,979	199,891	-	-	138,740	3,026,659	-	3,026,659
Expenditure Total	\$ 5,708,107	\$ 24,922,515	\$ 699,013	\$ -	\$ 4,067,970	\$ 3,790,306	\$ 39,187,911	\$ 2,811,488	\$ 41,999,399
City of Grand Junction - Permanent Funds									
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
Downtown Development Authority Funds									
103 Downtown Development Authority	\$ 261,522	\$ 574,825	\$ 39,882	\$ -	\$ -	\$ 250,000	\$ 1,126,229	\$ -	\$ 1,126,229
203 DDA Capital Improv Fund	-	-	-	-	-	-	-	-	-
611 DDA TIF Debt Service Fund	-	27,500	-	1,651,465	-	-	1,678,965	-	1,678,965
Expenditure Total	\$ 261,522	\$ 602,325	\$ 39,882	\$ 1,651,465	\$ -	\$ 250,000	\$ 2,805,194	\$ -	\$ 2,805,194

**Fiscal Summary
FY 2021 Estimated Fund Balance by Fund**

Fund	Estimated Beginning Fund Balance 1/1/2021	Adopted 2021					Transfer In	Transfers Out	Net Source (Use) Funds	Contingency Funds	Net Change in Fund Balance	Estimated Ending Fund Balance 12/31/2021
		Revenues	Expenditures	Debt Service	Capital Improvements	Total Expenditures						
General Government												
100 General Fund	\$ 30,195,018	\$ 78,038,939	\$ 77,225,168	\$ -	\$ -	\$ 77,225,168	\$ 765,370	\$ 2,500,000	\$ (920,859)	\$ 200,000	\$ (1,120,859)	\$ 29,074,160
102 Visit Grand Junction	837,524	2,338,249	3,254,234	-	-	3,254,234	542,812	200,000	(573,173)	150,000	(723,173)	114,351
104 CDBG Fund	3,252	469,134	278,760	-	-	278,760	-	190,374	-	-	-	3,252
105 Parkland Expansion Fund	61,794	558,673	-	-	-	-	-	609,792	(51,119)	-	(51,119)	10,675
106 Lodgers Tax Increase Fund	-	1,302,748	759,936	-	-	759,936	-	542,812	-	-	-	-
107 First Responder Tax Fund	1,102,599	9,484,468	3,890,208	-	-	3,890,208	-	6,223,406	(629,146)	-	(629,146)	473,453
110 Conservation Trust Fund	73,023	782,096	-	-	-	-	-	799,982	(17,886)	-	(17,886)	55,137
201 Sales Tax CIP Fund	4,869,994	24,888,322	2,438,070	-	33,362,492	35,800,562	16,975,403	8,604,766	(2,541,603)	1,842,436	(4,384,039)	485,955
202 Storm Drainage Fund	87,395	10,000	-	-	540,000	540,000	510,000	-	(20,000)	-	(20,000)	67,395
207 Transportation Capacity Fund	52,716,426	2,865,370	-	-	19,922,000	19,922,000	-	200,000	(17,256,630)	-	(17,256,630)	35,459,796
405 Comm Center Fund	1,242,283	4,848,239	6,941,960	-	680,000	7,621,960	2,311,488	-	(462,233)	-	(462,233)	780,050
610 General Debt Service Fund	-	-	4,500	6,790,376	-	6,794,876	6,794,876	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	400,000	1,500	698,500	-	700,000	300,000	-	-	-	-	-
615 Riverside Pkwy Debt Retirement	2,692,092	35,042	-	-	-	-	1,349,890	3,000,000	(1,615,068)	-	(1,615,068)	1,077,024
Subtotal	\$ 93,881,401	\$ 126,021,280	\$ 94,794,336	\$ 7,488,876	\$ 54,504,492	\$ 156,787,704	\$ 29,549,839	\$ 22,871,132	\$ (24,087,717)	\$ 2,192,436	\$ (26,280,153)	\$ 67,601,248
Enterprise Operations												
301 Water Fund	\$ 1,285,072	\$ 19,494,782	\$ 6,146,624	\$ 635,255	\$ 13,898,000	\$ 20,679,879	\$ 1,020,000	\$ -	\$ (165,097)	\$ -	\$ (165,097)	\$ 1,119,975
302 Solid Waste Removal Fund	1,535,217	4,790,395	4,241,530	99,610	22,100	4,363,240	-	200,000	227,155	-	227,155	1,762,372
303 Grand Junction Convention Center Fund	62,484	274,374	476,874	-	-	476,874	200,000	-	(2,500)	-	(2,500)	59,984
305 Golf Courses Fund	258,559	2,094,050	1,974,966	87,797	-	2,062,763	120,000	-	151,287	-	151,287	409,845
308 Parking Authority Fund	545,903	719,949	416,737	243,767	-	660,504	-	-	59,445	-	59,445	605,348
309 Ridges Irrigation Fund	131,607	314,564	303,735	-	30,000	333,735	-	-	(19,171)	-	(19,171)	112,436
900 Joint Sewer System Fund	24,942,847	17,992,738	7,916,226	597,802	16,945,000	25,459,028	-	-	(7,466,290)	-	(7,466,290)	17,476,557
Subtotal	\$ 28,761,689	\$ 45,680,852	\$ 21,476,692	\$ 1,664,231	\$ 30,895,100	\$ 54,036,023	\$ 1,340,000	\$ 200,000	\$ (7,215,171)	\$ -	\$ (7,215,171)	\$ 21,546,518
TOTAL	\$ 122,643,089	\$ 171,702,132	\$ 116,271,028	\$ 9,153,107	\$ 85,399,592	\$ 210,823,727	\$ 30,889,839	\$ 23,071,132	\$ (31,302,888)	\$ 2,192,436	\$ (33,495,324)	\$ 89,147,766
*General Fund includes the Employees Retiree Health Plan Funds												
						Contingency	\$ 2,192,436					
						City of Grand Junction 2021 Adopted Budget						\$ 213,016,163
Internal Service Operations												
101 Enhanced 911 Fund	\$ 1,602,744	\$ 2,509,050	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,811,488	\$ (302,438)	\$ -	\$ (302,438)	\$ 1,300,306
401 Information Technology Fund	1,654,820	7,644,040	7,985,945	-	1,019,217	9,005,162	-	-	(1,361,122)	293,697	(1,654,819)	-
402 Fleet and Equipment Fund	1,186,278	6,415,756	3,746,178	-	3,048,753	6,794,931	68,275	-	(310,900)	875,378	(1,186,278)	-
404 Insurance Fund	3,371,845	15,820,239	16,709,593	-	-	16,709,593	-	-	(889,354)	2,482,491	(3,371,845)	-
406 Facilities Management Fund	215,239	2,811,420	2,887,919	-	-	2,887,919	-	-	(76,499)	138,740	(215,239)	-
Subtotal	\$ 8,030,925	\$ 35,200,505	\$ 31,329,635	\$ -	\$ 4,067,970	\$ 35,397,605	\$ 68,275	\$ 2,811,488	\$ (2,940,313)	\$ 3,790,306	\$ (6,730,619)	\$ 1,300,306
Permanent Fund												
704 Cemetery Perpetual Care Fund	\$ 1,473,181	\$ 10,239	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ -	\$ -	\$ 1,473,181
Total Appropriated City Funds	\$ 132,147,196	\$ 206,912,876	\$ 147,600,663	\$ 9,153,107	\$ 89,467,562	\$ 246,221,332	\$ 30,958,114	\$ 25,892,859	\$ (34,243,201)	\$ 5,982,742	\$ (40,225,943)	\$ 91,921,253

Fund	Estimated Beginning Fund Balance 1/1/2021	Adopted 2021					Transfer In	Transfers Out	Net Source (Use) Funds	Contingency Funds	Net Change in Fund Balance	Estimated Ending Fund Balance 12/31/2021
		Revenues	Expenditures	Debt Service	Capital Improvements	Total Expenditures						
Downtown Development Authority												
103 Downtown Development Authority	\$ 1,716,773	\$ 1,310,362	\$ 876,229	\$ -	\$ -	\$ 876,229	\$ -	\$ -	\$ 434,133	\$ 250,000	\$ 184,133	\$ 1,900,906
203 DDA Capital Improv Fund	-	-	-	-	-	-	-	-	-	-	-	-
611 DDA TIF Debt Service Fund	2,290,870	1,851,467	27,500	1,651,465	-	1,678,965	-	-	172,502	-	172,502	2,463,372
Total Appropriated DDA Funds	\$ 4,007,643	\$ 3,161,829	\$ 903,729	\$ 1,651,465	\$ -	\$ 2,555,194	\$ -	\$ -	\$ 606,635	\$ 250,000	\$ 356,635	\$ 4,364,278

**Fiscal Summary
Expenditure Summary by Department, by Fund**

	General Government	City Clerk	Community Development	Finance	Fire	General Services	Human Resources	Parks & Recreation	Police	Public Works	Utilities	Visit Grand Junction	Downtown Development Authority	Non- Departmental	Total by Fund
City of Grand Junction - General Government															
100 General Fund	\$ 4,291,841	\$ 682,346	\$ 1,726,155	\$ 2,098,215	\$ 19,602,355	\$ 2,077,213	\$ 1,953,696	\$ 10,012,410	\$ 25,265,107	\$ 9,494,195	\$ -	\$ -	\$ -	\$ 2,721,635	\$ 79,925,168
102 Visit Grand Junction Fund	-	-	-	-	-	-	-	-	-	-	-	3,254,234	-	350,000	3,604,234
104 CDBG Fund	-	-	278,760	-	-	-	-	-	-	-	-	-	-	190,374	469,134
105 Parkland Expansion Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	609,792	609,792
106 Lodger's Tax Fund	-	-	-	759,936	-	-	-	-	-	-	-	-	-	542,812	1,302,748
107 First Responder Tax Fund	-	-	-	-	2,175,348	-	-	-	1,714,860	-	-	-	-	6,223,406	10,113,614
110 Conservation Trust Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	799,982	799,982
201 Sales Tax CIP Fund	2,313,070	-	75,000	-	10,925,000	100,000	-	10,921,374	400,000	11,066,118	-	-	-	10,447,202	46,247,764
202 Storm Drainage Fund	-	-	-	-	-	-	-	-	-	540,000	-	-	-	-	540,000
207 Transportation Capacity Fund	-	-	-	-	-	-	-	-	-	19,922,000	-	-	-	200,000	20,122,000
405 Communications Center Fund	-	-	-	-	-	-	-	-	7,621,960	-	-	-	-	-	7,621,960
610 General Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	6,794,876	6,794,876
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	700,000	700,000
615 Riverside Pkwy Debt Retirement Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000,000	3,000,000
Total General Government Funds	\$ 6,604,911	\$ 682,346	\$ 2,079,915	\$ 2,858,151	\$ 32,702,703	\$ 2,177,213	\$ 1,953,696	\$ 20,933,784	\$ 35,001,927	\$ 41,022,313	\$ -	\$ 3,254,234	\$ -	\$ 32,580,079	\$ 181,851,272
City of Grand Junction - Enterprise Funds															
301 Water Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,447	\$ 20,612,432	\$ -	\$ -	\$ -	\$ 20,679,879
302 Solid Waste Removal fund	-	-	-	-	-	-	-	-	-	4,363,240	-	-	-	200,000	4,563,240
303 Grand Junction Convention Center Fund	-	-	-	-	-	476,874	-	-	-	-	-	-	-	-	476,874
305 Golf Courses Fund	-	-	-	-	-	2,062,763	-	-	-	-	-	-	-	-	2,062,763
308 Parking Authority Fund	-	-	-	-	-	532,468	-	-	128,036	-	-	-	-	-	660,504
309 Ridges Irrigation Fund	-	-	-	-	-	-	-	-	-	-	333,735	-	-	-	333,735
900 Joint Sewer System Fund	-	-	-	-	-	-	-	-	-	136,129	25,322,899	-	-	-	25,459,028
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,072,105	\$ -	\$ -	\$ 128,036	\$ 4,566,816	\$ 46,269,066	\$ -	\$ -	\$ 200,000	\$ 54,236,023
City of Grand Junction - Internal Service Funds															
101 Enhanced 911 Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,811,488	\$ 2,811,488
401 Information Technology Fund	-	-	-	9,005,162	-	-	-	-	-	-	-	-	-	293,697	9,298,859
402 Fleet and Equipment Fund	-	-	-	-	-	6,794,931	-	-	-	-	-	-	-	875,378	7,670,309
404 Insurance Fund	-	-	-	-	-	-	15,957,908	-	-	-	-	-	-	3,234,176	19,192,084
406 Facilities Fund	-	-	-	-	-	3,026,659	-	-	-	-	-	-	-	-	3,026,659
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ 9,005,162	\$ -	\$ 9,821,590	\$ 15,957,908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,214,739	\$ 41,999,399

**Fiscal Summary
Expenditure Summary by Department, by Fund**

City of Grand Junction - Permanent Funds

704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
Total All Fnds	\$ 6,604,911	\$ 682,346	\$ 2,079,915	\$ 11,863,313	\$ 32,702,703	\$ 15,070,908	\$ 17,911,604	\$ 20,933,784	\$ 35,129,963	\$ 45,589,129	\$ 46,269,066	\$ 3,254,234	\$ -	\$ -	\$ 40,005,057	\$ 278,096,933	

Downtown Development Authority Funds

103 Downtown Development Authority	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,126,229	\$ -	\$ 1,126,229
203 DDA Capital Improv Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
611 DDA TIF Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,678,965	-	1,678,965
Total Downtown Development Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,805,194	\$ -	\$ 2,805,194



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Fiscal Summary
Revenue Summary by Fund, by Classification
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Capital Proceeds	\$ 63,163	\$ 25,061	\$ 12,000	\$ 12,000	\$ 12,000
Charges for Service	9,397,360	9,466,289	9,807,708	8,690,155	10,073,662
Fines and Forfeitures	655,928	380,197	377,600	262,600	312,600
Interest	471,062	599,609	518,400	373,925	131,499
Interfund Revenue	2,067,265	2,237,312	2,390,056	2,390,056	2,399,073
Intergovernmental	1,020,200	1,442,192	2,057,120	1,829,619	2,558,760
Licenses and Permits	159,540	187,252	166,918	166,918	163,617
Taxes	59,186,887	60,558,766	61,860,152	59,905,933	62,351,203
Other	479,902	66,439	60,614	294,115	36,525
Transfers In	4,737,456	3,441,703	11,367,414	764,600	765,370
Total 100 General Fund	\$ 78,238,763	\$ 78,404,820	\$ 88,617,982	\$ 74,689,921	\$ 78,804,309
102 Visit Grand Junction					
Charges for Service	\$ 20,420	\$ 9,104	\$ 7,200	\$ 3,600	\$ 5,000
Interest	4,719	15,275	1,700	4,382	3,211
Intergovernmental	40,768	50,000	-	-	-
Taxes	2,166,754	2,662,952	2,564,232	1,818,293	2,330,038
Transfers In	-	653,186	704,950	498,465	542,812
Total 102 Visit Grand Junction Fund	\$ 2,232,661	\$ 3,390,517	\$ 3,278,082	\$ 2,324,740	\$ 2,881,061
104 CDBG Fund					
Intergovernmental	\$ 251,177	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134
Total 104 CDBG Fund	\$ 251,177	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134
105 Parkland Expansion Fund					
Fines and Forfeitures	\$ 3,550	\$ 2,985	\$ 2,500	\$ 2,500	\$ 2,500
Interest	14,912	22,352	3,700	13,638	6,173
Other	655,796	590,621	518,000	499,000	550,000
Total 105 Parkland Expansion Fund	\$ 674,258	\$ 615,958	\$ 524,200	\$ 515,138	\$ 558,673
106 Lodgers Tax Increase Fund					
Taxes	\$ -	\$ 1,706,537	\$ 1,691,881	\$ 1,057,427	\$ 1,302,748
Total 106 Lodgers Tax Increase Fund	\$ -	\$ 1,706,537	\$ 1,691,881	\$ 1,057,427	\$ 1,302,748
107 First Responder Tax Fund					
Taxes	\$ -	\$ -	\$ 9,120,261	\$ 7,995,118	\$ 9,484,468
Total 107 First Responder Tax Fund	\$ -	\$ -	\$ 9,120,261	\$ 7,995,118	\$ 9,484,468
110 Conservation Trust Fund					
Interest	\$ 5,844	\$ 10,434	\$ 2,100	\$ 4,019	\$ 2,096
Intergovernmental	712,845	747,329	780,000	632,000	780,000
Total 110 Conservation Trust Fund	\$ 718,689	\$ 757,763	\$ 782,100	\$ 636,019	\$ 782,096
201 Sales Tax CIP Fund					
Capital Proceeds	\$ -	\$ 42,000	\$ 350,000	\$ 1,842,436	\$ 7,500,000
Charges for Service	149,584	156,685	135,000	138,115	135,000
Interest	817	449	-	-	-
Intergovernmental	5,964,616	7,133,554	4,862,349	1,811,582	3,373,448
Taxes	13,419,919	3,546,031	13,940,192	13,005,463	13,859,874
Other	564,045	288,425	200,000	548,303	20,000
Transfers In	3,506,838	7,080,266	4,809,524	15,404,373	16,975,403
Total 201 Sales Tax CIP Fund	\$ 23,605,819	\$ 28,247,410	\$ 24,297,065	\$ 32,750,272	\$ 41,863,725

Fiscal Summary
Revenue Summary by Fund, by Classification
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
202 Storm Drainage Fund					
Charges for Service	\$ 34,498	\$ 39,731	\$ 30,000	\$ 20,000	\$ 10,000
Interest	-	-	100	-	-
Transfers In	10,560	54,440	250,000	-	510,000
Total 202 Storm Drainage Fund	\$ 45,058	\$ 94,171	\$ 280,100	\$ 20,000	\$ 520,000
207 Transportation Capacity Fund					
Capital Proceeds	\$ -	\$ -	\$ 50,000,000	\$ 50,000,000	\$ -
Charges for Service	1,440,190	1,649,767	1,900,000	2,000,000	2,300,000
Interest	-	-	14,500	236,000	55,370
Intergovernmental	-	-	-	-	510,000
Other	30,193	24,457	-	-	-
Total 207 Transportation Capacity Fund	\$ 1,470,383	\$ 1,674,224	\$ 51,914,500	\$ 52,236,000	\$ 2,865,370
405 Comm Center Fund					
Charges for Service	\$ 1,868,500	\$ 1,957,764	\$ 2,152,381	\$ 2,105,281	\$ 2,002,743
Fines and Forfeitures	48,757	2,552	-	-	-
Interest	-	-	7,100	-	4,166
Interfund Revenue	2,643,315	2,819,063	3,083,709	3,034,656	2,803,531
Intergovernmental	114,417	57,275	210,500	35,500	35,000
Other	3,499	2,409	2,799	2,799	2,799
Transfers In	2,055,938	2,100,190	1,984,470	2,903,936	2,311,488
Total 405 Comm Center Fund	\$ 6,734,426	\$ 6,939,253	\$ 7,440,959	\$ 8,082,172	\$ 7,159,727
610 General Debt Service Fund					
Capital Proceeds	\$ -	\$ 39,830	\$ -	\$ -	\$ -
Interest	3,496	2,220	-	-	-
Intergovernmental	722,025	724,725	16,826	16,826	-
Transfers In	6,165,140	6,006,304	6,792,856	6,474,573	6,794,876
Total 610 General Debt Service Fund	\$ 6,890,661	\$ 6,773,079	\$ 6,809,682	\$ 6,491,399	\$ 6,794,876
614 GJ Public Finance Corp Fund					
Interest	5,736	10,806	-	-	-
Other	300,000	300,000	300,000	300,000	400,000
Transfers In	232,675	230,175	231,906	204,427	300,000
Total 614 GJ Public Finance Corp Fund	\$ 538,411	\$ 540,981	\$ 531,906	\$ 504,427	\$ 700,000
615 Riverside Pkwy Debt Retirement					
Interest	\$ 144,098	\$ 137,280	\$ 148,200	\$ 80,614	\$ 35,042
Transfers In	768,170	1,056,252	823,499	632,922	1,349,890
Total 615 Riverside Pkwy Debt Retire Fund	\$ 912,268	\$ 1,193,532	\$ 971,699	\$ 713,536	\$ 1,384,932
ENTERPRISE FUNDS					
301 Water Fund					
Capital Proceeds	\$ 140,853	\$ 105,368	\$ 1,803,551	\$ 203,551	\$ 10,122,000
Charges for Service	7,433,652	7,614,415	8,265,541	8,315,541	8,361,870
Interest	132,991	143,621	83,400	66,550	25,563
Interfund Revenue	747,263	861,017	695,035	695,035	698,413
Intergovernmental	26,678	126,082	704,500	527,000	232,000
Other	59,067	49,394	50,700	50,700	54,936
Transfers In	-	466,933	1,270,000	561,345	1,020,000
Total 301 Water Fund	\$ 8,540,504	\$ 9,366,830	\$ 12,872,727	\$ 10,419,722	\$ 20,514,782

Fiscal Summary
Revenue Summary by Fund, by Classification
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
302 Solid Waste Removal Fund					
Charges for Service	\$ 4,342,109	\$ 4,607,078	\$ 4,661,991	\$ 4,661,991	\$ 4,781,991
Interest	21,870	22,883	25,100	18,217	8,404
Total 302 Solid Waste Removal Fund	\$ 4,363,979	\$ 4,629,961	\$ 4,687,091	\$ 4,680,208	\$ 4,790,395
303 GJ Convention Center Fund					
Charges for Service	\$ 29,547	\$ 15,491	\$ -	\$ -	\$ -
Interest	-	-	-	-	-
Intergovernmental	444,846	6,564,022	212,488	635,315	274,374
Transfers In	200,000	500,000	200,000	200,000	200,000
Total 303 GJ Convention Center Fund	\$ 674,392	\$ 7,079,513	\$ 412,488	\$ 835,315	\$ 474,374
305 Golf Courses Fund					
Charges for Service	\$ 1,497,614	\$ 1,679,749	\$ 1,787,850	\$ 2,144,315	\$ 2,078,050
Interest	1,403	(1,608)	2,500	65	-
Other	15,170	12,800	13,000	13,000	16,000
Transfers In	85,000	1,621,500	160,000	120,000	120,000
Total 305 Golf Courses Fund	\$ 1,599,187	\$ 3,312,441	\$ 1,963,350	\$ 2,277,380	\$ 2,214,050
308 Parking Authority Fund					
Charges for Service	\$ 483,956	\$ 522,139	\$ 518,250	\$ 488,142	\$ 504,550
Fines and Forfeitures	150,367	200,016	160,000	120,000	156,000
Interest	7,316	10,682	6,800	9,288	4,149
Other	55,590	59,000	55,500	55,500	55,250
Total 308 Parking Authority Fund	\$ 697,229	\$ 791,837	\$ 740,550	\$ 672,930	\$ 719,949
309 Ridges Irrigation Fund					
Capital Proceeds	\$ 520	\$ 4,274	\$ -	\$ -	\$ -
Charges for Service	269,346	288,805	302,100	305,000	314,150
Interest	2,301	2,689	1,600	962	414
Transfers In	-	-	-	48,775	-
Total 309 Ridges Irrigation Fund	\$ 272,167	\$ 295,768	\$ 303,700	\$ 354,737	\$ 314,564
902 Joint Sewer Operations Fund					
Charges for Service	\$ 2,939,858	\$ 2,615,535	\$ 3,074,685	\$ 3,074,685	\$ 3,293,550
Charges for Service	13,691,494	13,622,174	13,864,412	14,339,412	14,311,493
Fines and Forfeitures	5,486	9,864	1,000	1,000	1,000
Interest	458,022	575,581	406,953	437,601	190,839
Interfund Revenue	140,310	143,997	131,862	131,862	162,106
Intergovernmental	42,426	14,902	595,000	615,000	-
Other	11,515	16,435	9,252	9,252	33,750
Total 900 Joint Sewer Fund	\$ 17,289,111	\$ 16,998,488	\$ 18,083,164	\$ 18,608,812	\$ 17,992,738
INTERNAL SERVICE FUNDS					
101 Enhanced 911 Fund					
Charges for Service	\$ 2,372,848	\$ 2,385,834	\$ 2,368,625	\$ 2,400,000	\$ 2,487,700
Interest	59,610	77,168	8,000	30,000	21,350
Total 101 Enhanced 911 Fund	\$ 2,432,458	\$ 2,463,002	\$ 2,376,625	\$ 2,430,000	\$ 2,509,050
401 Information Technology Fund					
Capital Proceeds	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Charges for Service	99,212	92,718	96,660	96,660	101,684
Fines and Forfeitures	36,857	-	-	-	-
Interest	54,259	52,214	37,600	34,305	13,464
Interfund Revenue	6,425,151	7,231,201	7,675,514	6,938,378	7,528,892
Intergovernmental	8,000	6,500	-	-	-
Total 401 Information Technology Fund	\$ 6,633,479	\$ 7,382,633	\$ 7,809,774	\$ 7,069,343	\$ 7,644,040

Fiscal Summary
Revenue Summary by Fund, by Classification
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
402 Fleet and Equipment Fund					
Capital Proceeds	\$ 40,826	\$ 47,358	\$ 80,000	\$ 80,000	\$ 80,000
Charges for Service	760,830	848,693	769,078	769,078	937,635
Interest	39,758	61,889	46,800	41,305	17,154
Interfund Revenue	5,026,798	5,322,181	6,160,787	4,160,787	5,378,967
Intergovernmental	76,500	-	-	-	-
Other	2,380	6,388	2,000	2,000	2,000
Transfers In	440,875	183,617	226,581	226,581	68,275
Total 402 Fleet and Equipment Fund	\$ 6,387,967	\$ 6,470,126	\$ 7,285,246	\$ 5,279,751	\$ 6,484,031
404 Self Insurance Fund					
Charges for Service	\$ 18,892	\$ 10,058	\$ 30,000	\$ 30,000	\$ 10,000
Interest	33,518	32,431	92,700	17,941	22,202
Interfund Revenue	2,396,995	3,460,086	14,262,858	14,134,547	15,788,037
Other	1,052,837	10,863	1,012,800	629,121	-
Transfers In	-	-	-	1,165,192	-
Total 404 Self Insurance Fund	\$ 3,502,242	\$ 3,513,438	\$ 15,398,358	\$ 15,976,801	\$ 15,820,239
406 Facilities Management Fund					
Charges for Service	\$ -	\$ 237	\$ -	\$ -	\$ -
Interest	-	-	1,200	-	-
Interfund Revenue	2,579,901	2,607,580	2,746,529	2,746,529	2,793,660
Other	27,500	26,460	17,760	17,760	17,760
Transfers In	-	200,000	300,000	-	-
Total 406 Facilities Management Fund	\$ 2,607,401	\$ 2,834,277	\$ 3,065,489	\$ 2,764,289	\$ 2,811,420
Total All Funds	\$177,312,690	\$195,888,845	\$271,820,234	\$ 260,444,436	\$237,860,751

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
DOWNTOWN DEVELOPMENT AUTHORITY FUNDS					
103 Downtown Development Authority					
Intergovernmental	\$ -	\$ 20,000	\$ 10,000	\$ 10,000	\$ 10,000
Taxes	284,318	268,104	293,946	293,946	288,617
Other	987,291	1,009,471	1,014,221	1,014,221	997,381
Transfers In	281,104	60,154	-	-	-
Total 103 DDA Fund	\$ 1,552,713	\$ 1,357,729	\$ 1,318,167	\$ 1,318,167	\$ 1,295,998
203 DDA Capital Improvement Fund					
Capital Proceeds	\$ 9,274,500	\$ -	\$ -	\$ -	\$ -
Charges for Service	1,500	200,000	-	-	-
Interest	108,679	6,592	6,600	118,361	-
Other	9,600	-	-	-	-
Transfers In	-	1,255,139	-	-	-
Total 203 DDA Capital Improvement Fund	\$ 9,394,279	\$ 1,461,731	\$ 6,600	\$ 118,361	\$ -
611 DDA TIF Debt Service Fund					
Capital Proceeds	\$ 725,500	\$ -	\$ -	\$ -	\$ -
Interest	(88,375)	41,356	40,500	19,462	10,894
Intergovernmental	346,822	363,001	337,000	343,177	346,439
Taxes	1,430,703	1,398,693	1,574,622	1,574,622	1,494,134
Total 611 DDA TIF Debt Service Funds	\$ 2,414,650	\$ 1,803,050	\$ 1,952,122	\$ 1,937,261	\$ 1,851,467
Total All DDA Funds	\$ 13,361,642	\$ 4,622,510	\$ 3,276,889	\$ 3,373,789	\$ 3,147,465

Fiscal Summary
Expenditure Summary by Fund, by Function
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
General Government	\$ 5,448,629	\$ 7,465,529	\$ 5,729,316	\$ 4,921,929	\$ 4,291,841
City Clerk	643,796	671,679	642,203	633,348	682,346
Community Development	1,362,050	1,458,776	1,686,831	1,551,751	1,726,155
Finance	1,881,848	1,837,597	2,111,087	1,990,289	2,098,215
Fire	17,546,125	19,627,857	21,157,887	19,157,501	19,602,355
General Services	441,031	1,202,007	1,844,647	1,623,207	2,077,213
Human Resources	1,317,883	1,628,099	2,047,744	1,771,484	1,953,696
Parks and Recreation	8,787,113	9,332,319	10,031,928	8,736,585	10,012,410
Police	22,881,841	24,127,478	29,210,819	26,179,237	25,265,107
Public Works	8,226,996	8,470,048	9,124,145	8,513,334	9,494,195
Non-Departmental	1,102,850	4,793,865	1,013,600	1,329,109	2,721,635
Total 100 General Fund	\$ 69,640,162	\$ 80,615,254	\$ 84,600,207	\$ 76,407,773	\$ 79,925,168
102 Visit Grand Junction					
Visit Grand Junction	\$ 2,023,960	\$ 2,936,089	\$ 3,365,950	\$ 1,974,996	\$ 3,254,234
Non-Departmental	200,000	200,000	200,000	-	350,000
Total 102 Visit Grand Junction Fund	\$ 2,223,960	\$ 3,136,089	\$ 3,565,950	\$ 1,974,996	\$ 3,604,234
104 CDBG Fund					
Community Development	\$ 152,818	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760
Non-Departmental	98,359	239,006	288,220	418,468	190,374
Total 104 CDBG Fund	\$ 251,177	\$ 412,286	\$ 561,255	\$ 1,055,727	\$ 469,134
105 Parkland Expansion Fund					
Non-Departmental	\$ 59,792	\$ 730,153	\$ 443,542	\$ 1,198,478	\$ 609,792
Total 105 Parkland Expansion Fund	\$ 59,792	\$ 730,153	\$ 443,542	\$ 1,198,478	\$ 609,792
106 Lodgers Tax Increase Fund					
Finance	\$ -	\$ 914,460	\$ 986,930	\$ 697,851	\$ 759,936
Non-Departmental	-	653,186	704,950	498,465	542,812
Total 106 Lodgers Tax Increase Fund	\$ -	\$ 1,567,646	\$ 1,691,880	\$ 1,196,316	\$ 1,302,748
107 First Responder Tax Fund					
Fire	\$ -	\$ -	\$ -	\$ 996,652	\$ 2,175,348
Police	-	-	-	1,055,066	1,714,860
Non-Departmental	-	-	8,518,885	4,840,801	6,223,406
Total 107 First Responder Tax Fund	\$ -	\$ -	\$ 8,518,885	\$ 6,892,519	\$ 10,113,614
110 Conservation Trust Fund					
Non-Departmental	\$ 503,776	\$ 928,768	\$ 817,888	\$ 711,926	\$ 799,982
Total 110 Conservation Trust Fund	\$ 503,776	\$ 928,768	\$ 817,888	\$ 711,926	\$ 799,982
201 Sales Tax CIP Fund					
General Government	\$ -	\$ -	\$ -	\$ 2,319,048	\$ 2,313,070
Community Development	-	218,700	112,500	62,500	75,000
Fire	315,726	394,469	275,000	5,101,773	10,925,000
General Services	-	-	-	200,000	100,000
Parks and Recreation	249,718	1,677,948	5,087,000	2,311,003	10,921,374
Police	-	-	950,000	600,000	400,000
Public Works	10,663,671	14,768,097	7,360,920	14,249,623	11,066,118
Non-Departmental	9,749,801	11,046,856	11,815,007	7,443,495	10,447,202
Total 201 Sales Tax CIP Fund	\$ 20,978,917	\$ 28,106,070	\$ 25,600,427	\$ 32,287,442	\$ 46,247,764
202 Storm Drainage Fund					
Public Works	\$ 10,560	\$ 90,227	\$ 280,000	\$ -	\$ 540,000
Total 202 Storm Drainage Fund	\$ 10,560	\$ 90,227	\$ 280,000	\$ -	\$ 540,000

Fiscal Summary
Expenditure Summary by Fund, by Function
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
207 Transportation Capacity Fund					
Public Works	\$ 169,114	\$ 993,163	\$ 3,016,000	\$ 2,209,793	\$ 19,922,000
Non-Departmental	-	-	482,638	200,000	200,000
Total 207 Transportation Capacity Fund	\$ 169,114	\$ 993,163	\$ 3,498,638	\$ 2,409,793	\$ 20,122,000
405 Comm Center Fund					
Police	\$ 6,430,171	\$ 6,889,129	\$ 7,429,729	\$ 7,842,195	\$ 7,621,960
Total 405 Comm Center Fund	\$ 6,430,171	\$ 6,889,129	\$ 7,429,729	\$ 7,842,195	\$ 7,621,960
610 General Debt Service Fund					
Non-Departmental	\$ 6,887,170	\$ 6,412,588	\$ 6,814,371	\$ 6,855,809	\$ 6,794,876
Total 610 General Debt Service Fund	\$ 6,887,170	\$ 6,412,588	\$ 6,814,371	\$ 6,855,809	\$ 6,794,876
614 GJ Public Finance Corp Fund					
Non-Departmental	\$ 532,675	\$ 528,675	\$ 531,907	\$ 531,907	\$ 700,000
Total 614 GJ Public Finance Corp Fund	\$ 532,675	\$ 528,675	\$ 531,907	\$ 531,907	\$ 700,000
615 Riverside Pkwy Debt Retirement					
Non-Departmental	\$ 3,017,000	\$ 3,183,617	\$ 3,156,000	\$ 3,156,000	\$ 3,000,000
Total 615 Riverside Pkwy Debt Retirement Fund	\$ 3,017,000	\$ 3,183,617	\$ 3,156,000	\$ 3,156,000	\$ 3,000,000
ENTERPRISE FUNDS					
301 Water Fund					
Public Works	\$ 843,658	\$ 5,387,562	\$ 57,642	\$ 2,523,487	\$ 67,447
Utilities	5,964,327	6,482,274	11,954,448	11,510,470	20,612,432
Non-Departmental	-	-	-	48,775	-
Total 301 Water Fund	\$ 6,807,985	\$ 11,869,836	\$ 12,012,090	\$ 14,082,732	\$ 20,679,879
302 Solid Waste Removal Fund					
General Services	\$ -	\$ -	\$ -	\$ -	\$ 4,363,240
Public Works	4,301,180	4,280,933	4,477,470	4,487,470	-
Non-Departmental	150,000	180,000	180,000	194,098	200,000
Total 302 Solid Waste Removal Fund	\$ 4,451,180	\$ 4,460,933	\$ 4,657,470	\$ 4,681,568	\$ 4,563,240
303 GJ Convention Center Fund					
GJ Convention Center	\$ 675,857	\$ 7,043,581	\$ 414,988	\$ 837,815	\$ 476,874
Total 303 GJ Convention Center Fund	\$ 675,857	\$ 7,043,581	\$ 414,988	\$ 837,815	\$ 476,874
305 Golf Courses Fund					
General Services	\$ 1,713,059	\$ 1,848,692	\$ 1,920,028	\$ 2,123,178	\$ 2,062,763
Total 305 Golf Courses Fund	\$ 1,713,059	\$ 1,848,692	\$ 1,920,028	\$ 2,123,178	\$ 2,062,763
308 Parking Authority Fund					
General Services	\$ 453,616	\$ 566,037	\$ 563,954	\$ 548,954	\$ 532,468
Police	63,857	66,451	85,092	85,092	128,036
Total 308 Parking Authority Fund	\$ 517,474	\$ 632,488	\$ 649,046	\$ 634,046	\$ 660,504
309 Ridges Irrigation Fund					
Utilities	\$ 258,989	\$ 328,452	\$ 341,037	\$ 341,037	\$ 333,735
Total 309 Ridges Irrigation Fund	\$ 258,989	\$ 328,452	\$ 341,037	\$ 341,037	\$ 333,735
902 Joint Sewer Operations Fund					
Public Works	\$ 129,451	\$ 2,674,131	\$ 117,183	\$ 2,537,934	\$ 136,129
Utilities	12,562,028	13,044,158	20,015,483	18,244,275	25,322,899
Total 900 Joint Sewer Fund	\$ 12,691,479	\$ 15,718,289	\$ 20,132,666	\$ 20,782,209	\$ 25,459,028

Fiscal Summary
Expenditure Summary by Fund, by Function
FY 2018 to 2021

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
INTERNAL SERVICE FUNDS					
101 Enhanced 911 Fund					
Non-Departmental	\$ 2,555,938	\$ 2,600,190	\$ 2,484,470	\$ 3,403,936	\$ 2,811,488
Total 101 Enhanced 911 Fund	\$ 2,555,938	\$ 2,600,190	\$ 2,484,470	\$ 3,403,936	\$ 2,811,488
401 Information Technology Fund					
Finance	\$ 6,525,243	\$ 7,876,453	\$ 8,679,263	\$ 7,847,823	\$ 9,005,162
Non-Departmental	-	-	-	-	293,697
Total 401 Information Technology Fund	\$ 6,525,243	\$ 7,876,453	\$ 8,679,263	\$ 7,847,823	\$ 9,298,859
402 Fleet and Equipment Fund					
General Services	\$ 6,606,570	\$ 6,497,248	\$ 7,370,180	\$ 6,654,094	\$ 6,794,931
Non-Departmental	-	-	-	-	875,378
Total 402 Fleet and Equipment Fund	\$ 6,606,570	\$ 6,497,248	\$ 7,370,180	\$ 6,654,094	\$ 7,670,309
404 Self Insurance Fund					
Human Resources	\$ 3,394,498	\$ 6,450,884	\$ 14,123,648	\$ 14,339,272	\$ 17,664,196
non-Departmental	1,636,091	-	650,000	650,000	1,527,888
Total 404 Self Insurance Fund	\$ 5,030,589	\$ 6,450,884	\$ 14,773,648	\$ 14,989,272	\$ 19,192,084
406 Facilities Management Fund					
General Services	\$ 2,751,583	\$ 2,816,140	\$ 2,913,297	\$ 2,768,666	\$ 3,026,659
Total 406 Facilities Management Fund	\$ 2,751,583	\$ 2,816,140	\$ 2,913,297	\$ 2,768,666	\$ 3,026,659
Total All Funds	\$161,290,418	\$201,736,851	\$223,858,862	\$221,667,258	\$278,086,694

	2018 Actual	2019 Actual	2020 Adopted	2020 Amended	2021 Adopted
DOWNTOWN DEVELOPMENT AUTHORITY FUNDS					
103 Downtown Development Authority					
Downtown Development Authority	\$ 836,905	\$ 1,300,036	\$ 1,103,415	\$ 1,103,415	\$ 1,126,229
Total 103 DDA Fund	\$ 836,905	\$ 1,300,036	\$ 1,103,415	\$ 1,103,415	\$ 1,126,229
203 DDA Capital Improvement Fund					
Downtown Development Authority	\$ 4,622,464	\$ 10,026,038	\$ 10,502	\$ 1,257,425	\$ -
Total 203 DDA Capital Improvement Fund	\$ 4,622,464	\$ 10,026,038	\$ 10,502	\$ 1,257,425	\$ -
611 DDA TIF Debt Service Fund					
Downtown Development Authority	\$ 1,378,941	\$ 2,967,398	\$ 1,653,500	\$ 1,705,892	\$ 1,678,965
Total 611 DDA TIF Debt Service Funds	\$ 1,378,941	\$ 2,967,398	\$ 1,653,500	\$ 1,705,892	\$ 1,678,965
Total All DDA Funds	\$ 6,838,310	\$ 14,293,472	\$ 2,767,417	\$ 4,066,732	\$ 2,805,194

**Fiscal Summary
FY 2021 Interfund Transfers**

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
100 General Fund	104 CDBG Fund	\$ 25,000	CDBG Administration	\$ 25,000
	107 First Responder Tax Fund	51,750	HR Recruiter Salary (75%)	130,131
		78,381	Grant Coordinator Salary	
	201 Sales Tax CIP Fund	200,000	Spring Clean-Up (PFAD)	200,000
	207 Transportation Capacity Fund	200,000	Engineering Salaries	200,000
	302 Solid Waste Fund	200,000	Spring Clean-Up (PFAD)	200,000
	704 Perpetual Care Fund	10,239	Interest from Perpetual Care Fund	10,239
Total General Fund Transfers		\$ 765,370		\$ 765,370
102 Visit Grand Junction Fund	106 Lodger's Tax Increase Fund	\$ 542,812	Lodger's Tax Transfer	\$ 542,812
201 Sales Tax CIP Fund	100 General Fund	\$ 2,500,000	Fire Station 3 Rebuild	\$ 2,500,000
	104 CDBG Fund	120,000	SRTS - Elm Ave from 28 to 28 1/4 Road	145,374
		25,374	West Lake Park Improvements	
		250,000	Blue Heron Boat Ramp	609,792
	105 Parkland Expansion Fund	50,000	Horizon Park Master Plan	
		250,000	Las Colonias Raw Water Project	
		59,792	Las Colonias Annual Payback	
	107 First Responder Tax Fund	125,000	Fire Station #8 Land Purchase	6,025,000
		5,500,000	Fire Station #8 Construction	
	110 Conservation Trust Fund	400,000	Police Department Remodel	
		25,000	Playground Repairs	379,982
		250,000	Canyon View Light Repairs	
		26,000	Re-key Locks at Parks for Safety and Property Protection	
209 Dos Rios GID Capital	78,982	Las Colonias Annual Payback		
	3,607,118	Dos Rios Completion	4,315,255	
	708,137	Dos Rios Infrastructure Costs		
615 Riverside Parkway Debt Retirement Fund	3,000,000	2B Funds for Street Maintenance	3,000,000	
Total 0.75% Sales Tax Fund Transfers		\$ 16,975,403		\$ 16,975,403
202 Storm Drainage Fund	201 Sales Tax CIP Fund	\$ 260,000	Culvert Replacement	\$ 510,000
		250,000	Pioneer Meadows	
Total Drainage Fund Transfers		\$ 510,000		\$ 510,000
301 Water Fund	104 CDBG Fund	\$ 20,000	Lead Water Lines Phase 3	\$ 20,000
	201 Sales Tax CIP Fund	250,000	Las Colonias Raw Water Project	250,000
	209 Dos Rios GID Capital	500,000	Raw Water Irrigation Line Share	750,000
		250,000	Dos Rios Offsite Water Line	
Total Water Fund Transfers		\$ 1,020,000		\$ 1,020,000
303 GJ Convention Center Fund	102 Visit Grand Junction Fund	\$ 200,000	GJCC Subsidy from Visit GJ	\$ 200,000
305 Golf Fund	110 Conservation Trust Fund	\$ 120,000	Golf Subsidy	\$ 120,000
402 Fleet Fund	107 First Responder Tax Fund	\$ 68,275	Automotive & Equip Tech	\$ 68,275

**Fiscal Summary
FY 2021 Interfund Transfers**

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
405 Communication Center Fund	101 E911 Fund	\$ 1,563,788	E911 Subsidy Comm Center	\$ 2,311,488
		67,700	Supplemental E911 Charges	
		50,000	Logging Recorder	
		30,000	Next Generation 911	
		70,000	800 MHz Capital Improvements	
		50,000	Radio Site - Motorola Equip Replacement	
		150,000	Microwave Replacement at Radio Sites	
		100,000	Large Mobile Comm. Vehicle Technology Upgrades	
		100,000	Planned Radio Site Upgrades	
		100,000	Comm Center Remodel	
		30,000	Radio Tech Side by Side Replacement	
		Total Comm Center Fund Transfers		
610 Debt Service PSI COP's 2010	101 E911 Fund	\$ 500,000	Comm Center Debt Share	\$ 500,000
	201 Sales Tax CIP Fund	1,496,350	PSI COP Debt Transfer from 201	6,294,876
		4,798,526	Parkway 12 Refunding	
Total Debt Service PSI COP's 2010		\$ 6,794,876		\$ 6,794,876
614 GJ Public Finance Corp. Fund	110 Conservation Trust Fund	\$ 300,000	Stadium Debt Payment	\$ 300,000
615 Riverside Parkway Debt Retirement	201 Sales Tax CIP Fund	\$ 1,349,890	TABOR Transfer	\$ 1,349,890
Total Transfers		\$ 30,958,114		\$ 30,958,114

Fiscal Summary
Fund Balance Summary by Fund, FY 2018-2021

FUND	2018 ACTUAL ENDING FUND BALANCE	2019 ACTUAL ENDING FUND BALANCE	2020 ADOPTED ENDING FUND BALANCE	2020* PROJECTED ENDING FUND BALANCE	2021 PROJECTED ENDING FUND BALANCE
General Fund					
100 General Fund	\$ 23,158,636	\$ 27,029,419	\$ 35,966,463	\$ 31,360,210	\$ 29,074,160
Special Revenue Funds					
102 Visit Grand Junction Fund	224,650	351,045	199,912	837,524	114,351
104 CDBG Fund	-	103,983	-	3,252	3,252
105 Parkland Expansion Fund	244,864	795,228	825,792	61,794	10,675
106 Lodgers' Tax Fund	-	-	138,891	-	-
107 First Responder Tax Fund	-	-	601,376	1,102,599	473,453
110 Conservation Trust Fund	105,023	294,732	113,142	73,023	55,137
Capital Projects Funds					
201 Sales Tax CIP Fund	1,638,921	1,722,043	3,103,802	4,869,994	485,955
202 Storm Drainage Fund	28,953	52,953	67,495	87,395	67,395
207 Transportation Capacity Fund	907,889	1,883,889	51,306,081	52,716,426	35,459,796
405 Communications Center Fund	647,927	273,874	1,013,536	1,242,283	780,050
Debt Service Funds					
610 General Debt Service Fund	428	423	359,721	-	-
614 GJ Public Finance Corp Fund	9,437	9,427	27,479	-	-
615 Riverside Pkwy Debt Retirement	9,229,374	7,090,544	2,950,255	2,692,092	1,077,024
Enterprise Funds					
301 Water Fund	5,718,569	6,111,731	5,808,719	1,462,572	1,119,975
302 Solid Waste Removal Fund	1,454,750	1,085,506	1,566,198	1,535,217	1,762,372
303 GJ Convention Center Fund	30,516	30,517	62,484	62,484	59,984
305 Golf Courses Fund	215,979	60,005	147,679	258,559	409,845
308 Parking Authority Fund	167,915	146,519	598,523	545,903	605,348
309 Ridges Irrigation Fund	137,412	146,616	80,570	131,607	112,436
900 Joint Sewer Operations Fund	21,238,417	20,045,153	25,066,742	24,942,847	17,476,557
Internal Service Funds					
101 Enhanced 911 Fund	2,837,348	1,727,991	2,468,835	1,602,744	1,300,306
401 Information Technology Fund	2,818,884	2,169,939	1,563,811	1,654,820	-
402 Fleet and Equipment Fund	2,806,345	879,592	2,475,687	1,186,278	-
404 Insurance Fund	5,272,944	3,294,666	2,359,026	2,206,653	-
406 Facilities Management Fund	-	276,766	371,808	215,239	-
TOTAL	\$ 78,895,181	\$ 75,582,561	\$ 139,244,027	\$ 130,851,515	\$ 90,448,071
Fiduciary Funds					
704 Cemetery Perpetual Care Fund	\$ 1,392,429	\$ 1,419,566	\$ 1,480,100	\$ 1,473,181	\$ 1,473,181
Downtown Development Authority					
103 DDA Fund	\$ 658,521	\$ 672,516	\$ 1,454,776	\$ 1,716,773	\$ 1,900,906
203 DDA Capital Improvement Fund	-	4,816,002	4,663,898	-	-
611 DDA TIF Debt Service Fund	1,946,786	2,188,140	2,580,903	2,290,870	2,463,372
TOTAL	\$ 2,605,307	\$ 7,676,658	\$ 8,699,577	\$ 4,007,643	\$ 4,364,278

*These numbers are projected until the 2020 Financial Audit is completed in June 2020.

DEPARTMENT SUMMARIES

CITY COUNCIL

Grand Junction was founded in 1882 and in 1921 the Citizens of Grand Junction 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 members of the City Council are elected by the Citizens of Grand Junction 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 can only be amended by the people in a municipal election, was first adopted on September 14, 1909.

The Grand Junction City Council is comprised of seven community members – five of whom are elected from and represent certain City districts – and two that are elected at-large. Elections are held every other April in odd numbered years, and the Mayor is selected by 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 the Municipal Court Judge.

Economic Development

The City Council is also responsible for ensuring that Economic Activities with the City happen. Economic development is prioritized in the City's Strategic Plan by the strategic directive *Diversification of Our Economic Base*. Economic Development investment can be seen in two major areas of the budget. In a general sense, the City invests in economic development by delivering core services and through the associated capital plans which fund improvements to street infrastructure and public amenities such as parks, trails, and community sports, and recreation facilities. The other area is referred to as the City Council's Economic Development Budget which supports agencies that directly engage in economic development, or through their services, positively impact the community and economy.

Support for economic development comes from the 0.75% portion of the City's Sales Tax that supports the majority of all major capital projects of the City. Because of the sale of properties in the Riverfront at Dos Rios development area, the City has additional funds available in 2021. These funds, \$1,842,436, have been earmarked for City Council Economic Development Contingency in the 0.75% Sales Tax Fund.

Economic development organizations request that funds be allocated in the City's budget annually, beginning with an application process in the summer. Each applicant is asked to fill out a form which helps characterize the nature of their request. The City Manager and budget development team then review the applications and make a recommendation for funding based on available resources and other demands on the City's limited resources.

The total recommended budget for these agencies is \$1.4 million in 2021 and includes a total of \$1,050,000 to Colorado Mesa University for a commitment to assist with debt for a classroom building (\$500,000) and to provide scholarships for local School District #51 youth (\$550,000). Also included in the 2021 Adopted Budget is the CMU Healthcare Provider Academic Building request of \$1 million (paid for by the General Fund) for a total economic development budget \$2.4 million.

Economic Development Partners

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

In 2018, with the support of the Economic Development Partners, the City Council authorized a cap on the vendor's fee that businesses could keep as an administrative fee for collecting, reporting, and remitting City sales tax. This generated additional revenue that is dedicated to sustainable funding of the Economic Development Partners efforts in business expansion and retention, job creation, and new business development. Based on the available funding, the Economic Development Partners collectively submit each year's budget request, allocated to the programs listed above, to the City Manager and budget team. The total funding available from the cap in 2021 is projected to be \$423,720 and includes funding to Western Colorado Latino Chamber of Commerce.

2021 Economic Development Requests (Funded by 0.75% Sales Tax Fund 201)

PARTNER/AGENCY	USE OF FUNDS	2021 PREFERRED REQUEST	2021 MINIMUM REQUEST	2021 ADOPTED BUDGET
ECONOMIC DEVELOPMENT				
Business Incubator	Sponsorship for incubator program/SBDC grant match funds	\$ 42,880	\$ 42,880	\$ 42,880
CMU - Classroom Building (ending 2026)	Building Commitment	500,000	500,000	500,000
CMU - Scholarships	Scholarship for local D51 youth	550,000	550,000	550,000
CMU - Healthcare Provider Academic Building	Accreditation program for Physician Assistant, Physical Therapy, and Occupational Therapy	1,000,000	1,000,000	1,000,000
Business Improvement Pilot Grant Program	With business match, funds property improvements	30,000	30,000	30,000
Downtown Business Improvement District	Marketing Downtown GJ	15,269	15,269	15,269
Grand Junction Economic Partnership	Operational funding	32,000	32,000	32,000
Grand Valley Transit	Operations	141,000	141,000	141,000
Grand Valley Transit	DASH (City Split)	47,000	47,000	47,000
ECONOMIC DEVELOPMENT FUNDING (From 3/4% Sales Tax)		\$ 2,358,149	\$ 2,358,149	\$ 2,358,149
ED PARTNERSHIP				
Business Incubator	Maker Space/Incubator Kitchen	\$ 75,720	\$ 75,720	\$ 75,720
GJ Chamber	Business Expansion/Job Creation	40,000	40,000	40,000
GJEP	Business Retention/Job Creation	158,000	158,000	158,000
GJEP	Incentives for Job Creation Attraction	45,000	45,000	45,000
GJEP	Las Colonias Development Corp.	25,000	25,000	25,000
IDI	Incentives for Job Creation Expansion	45,000	45,000	45,000
Western CO Latino Chamber of Commerce	Business Retention/Start Up Support	35,000	35,000	35,000
ECONOMIC PARTNERSHIP FUNDING (From Vendor Fee Cap)		\$ 423,720	\$ 423,720	\$ 423,720

Non-Profit Funding

Support of community non-profit organizations is a long-standing practice of City Council. Community non-profit organizations request that funds be allocated in the City's budget annually, beginning with an application process in the summer. Each applicant is asked to fill out a form which helps characterize the nature of their request. As a part of the request, the City requires applicants to list a minimum funding amount if the organization can accept an amount less than the preferred amount. The City Manager and budget development team then review the applications and make a recommendation for funding based on available resources and other demands on the City's limited resources. This becomes part of the 2021 Recommended Budget and was presented by City Council during the workshop on October 19th and adopted as part of the 2021 Adopted Budgets

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 Public Works. Requests from non-profit agencies come in the form of program or event sponsorships as well as capital project grant requests. For 2021, 21 agencies requested funding for a total of \$397,371, and after review by staff the preferred amount requested was included in the 2021 Recommended Budget.

Support for several non-profit organizations also comes in the form of membership dues, including Associated Governments of Northwest Colorado, Colorado Municipal League, Western Colorado Latino Chamber of Commerce, and Metropolitan Planning Organization. Those dues total \$119,843 which is flat compared to 2020. The 2021 Adopted Budget includes a total of \$517,214 for the support of non-profit organizations.

2021 Non-Profit Funding Requests (Funded by General Fund)

PARTNER/AGENCY	USE OF FUNDS	2021 PREFERRED REQUEST	2021 MINIMUM REQUEST	2021 ADOPTED BUDGET
DUES/MEMBERSHIPS				
Associated Governments of Northwest Colorado	Dues	\$ 8,200	\$ 8,200	\$ 8,200
Club 20	Dues	4,100	4,100	4,100
Colorado Municipal League	Dues	47,835	47,835	47,835
Colorado Water Congress	Dues	5,970	5,970	5,970
Grand Junction Area Chamber of Commerce	Dues	6,675	6,675	6,675
Metropolitan Planning Organization	Dues	28,397	28,397	28,397
National League of Cities	Membership Fee	4,601	4,601	4,601
Parks Improvement Advisory Board (PIAB)	PIAB	14,000	14,000	14,000
Western Colorado Latino Chamber of Commerce	Dues	65	65	65
Total Dues and Memberships		\$ 119,843	\$ 119,843	\$ 119,843
PROGRAM/EVENT SPONSORSHIP				
Colorado West Land Trust	Operations - Continued Development of the Reiverfront Trails	\$ 10,000	\$ 7,500	\$ 10,000
COPMOBA (CO Plateau Mountain Bike Trail Assoc.)	Lunch Loops Signage Project	5,000	5,000	5,000
FRA Colorado West Branch 244	Event Sponsorship-Memorial Day Wreath Float	250	150	250
Grand Junction Commission on Arts and Culture	Art Grant Program Funding	34,000	34,000	34,000
Grand Junction Area Chamber of Commerce (YEA)	Program Sponsorship-Young Entrepreneurs Academy (YEA)	3,500	3,500	3,500
Grant-a-Wish	Tuition Grants for sports, arts, camps, etc.	1,500	-	1,500
HopeWest	Event Sponsorship-2021 Calcutta for A Cause Golf Tournament	5,000	5,000	5,000
Museums of Western Colorado	Operations - Support Marketing Initiatives	10,000	4,000	10,000
One Riverfront (formerly Riverfront Commission)	Operations - Continued Development of the Reiverfront Trails	17,121	17,121	17,121
Riverside Educational Center	Operations - Alternate Work Space due to Covid (Rent/Utilities)	5,000	2,000	5,000
Special Olympics	Event Sponsorship-Costs of Stocker Stadium & LP Pool	6,000	-	6,000
Western Slope Center for Children	SANE (Sexual Assault Nurse Examiner) program support	7,500	7,500	7,500
Western Slope Center for Children	General Operating Support	30,000	25,000	30,000
GRANT REQUESTS				
Caprock Academy	Capital - Playground construction	2,500	250	2,500
Colorado West Land Trust	Capital - 10-mile Off Road Route for Redlands Loop	30,000	30,000	30,000
Grand Junction Housing Authority	Capital - Walnut Park Apartment Renovations	50,000	50,000	50,000
Habitat for Humanity	Capital - Security Cameras for Habitat Restore due to Homelessness Issues	5,000	-	5,000
Hilltop Community Resources	Operations/Program Support Funding	25,000	8,000	25,000
HomewardBound of the Grand Valley	Operational Funding for two homeless shelters	25,000	25,000	25,000
HomewardBound of the Grand Valley	Capital-Complete and Opening Cost of Pathways Family Shelter	50,000	50,000	50,000
Mesa County Public Libraries	Capital-The Discovery Garden	5,000	2,500	5,000
Mind Springs Foundation	Capital - Women's Recovery Center Construction Costs	50,000	25,000	50,000
The House (Karis, Inc.)	Capital-Improvements to Street Outreach Program Drop-in Center	20,000	1,000	20,000
Total Program, Event Sponsorship, and Grants		\$ 397,371	\$ 302,521	\$ 397,371
Total Non-Profit Funding		\$ 517,214	\$ 422,364	\$ 517,214

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- Provided leadership through the COVID-19 Pandemic by approving emergency sales, use and lodging tax relief for local businesses, creating grant opportunities for businesses and nonprofits through the #GJStrong Fund, supporting businesses with aid for fixed costs, and temporary changes to charge structures
- Supported the vision of the development of the City's Riverfront properties, including a groundbreaking ceremony for the Riverfront at Dos Rios and the opening of the Riverpark at Las Colonias
- Celebrate the completion of Lunch Loop Trailhead improvements with the addition of Food Truck Fridays to the expanded parking area
- Created more opportunities for public engagement during public meetings
- Adopted the One Grand Junction Comprehensive Plan

2021 Objectives

- Develop and adopt an update to the Strategic Plan
- Adopt the Parks, Recreation & Open Space (PROS) Master Plan
- Continue to be a part of a community where residents are well informed about matters of local government and are willing to get involved. This will ultimately lead to improved governance and better public policy
- Improve economic diversity to support a growing community and help shield it from the impacts of our historically boom and bust economic cycles
- Ensure that residential and commercial development is appropriately planned for and that areas of new or expanded infrastructure is congruent with the areas that are planned for growth. Ensure that City plans are relevant and reflective of the community's vision and needs
- Continue to foster economic diversity by providing funding for economic development
- Continue partnerships with area agencies such as CMU, Grand Valley Transit, and Mesa County. Partnerships include, but are not limited to, organizations or agencies involved with government, education, and economic development

City Council Personnel

City Council	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Mayor	1.00	1.00	1.00
Councilmember	6.00	6.00	6.00
Total FTE's	7.00	7.00	7.00

Note: City Council are PT/Seasonal Employees and do not count towards the 708 Authorized FTE's

Expenditure Summary by Fund

City Council	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditure					
City Council	\$ 5,971,768	\$ 4,011,912	\$ 3,275,024	\$ 2,416,231	-39.8%
Total Fund 100	\$ 5,971,768	\$ 4,011,912	\$ 3,275,024	\$ 2,416,231	-39.8%
0.75% Sales Tax Fund 201 Expenditures					
City Council (Econ. Dev)	\$ -	\$ -	\$ 2,319,048	\$ 2,283,070	100.0%
Total Fund 201	\$ -	\$ -	\$ 2,319,048	\$ 2,283,070	100.0%
Total City Council Expenditures	\$ 5,971,768	\$ 4,011,912	\$ 5,594,072	\$ 4,669,301	-14.1%

Budget by Fund by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues:** 2020 Adopted Intergovernmental Revenues were for the Grand Valley Transit bus route (DASH). The expenditure is funded in the 0.75% Sales Tax Fund and is now budgeted within that fund and therefore, the contribution from partner agencies to offset this cost is also budgeted there.
- **Operating Expenditures:** The portion of economic development funding that is funded out of the 0.75% Sales Tax CIP Fund is now budgeted within that fund. This change reduced the non-personnel operating budget in the General Fund by 42%.
- **Interfund Charges:** Increases in interfund charges are due to additional information technology charged to City Council.
- **Capital Outlay:** Economic Development comes from the 0.75% portion of the City's Sales Tax that supports the majority of all major capital projects of the City. Economic Development funds have historically been budgeted in the City Council's general fund budget with a corresponding transfer from the 0.75% Sales Tax Fund to cover those expenses. In 2021, rather than budgeting a transfer from the 0.75% Sales Tax Fund to the General Fund, we have budgeted all economic development expenditures directly in the 0.75% Sales Tax Fund.

City Council					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 174	\$ 250	\$ 250	\$ 250	0.0%
Intergovernmental	23,999	55,000	-	-	-100.0%
Total Revenues	\$ 24,173	\$ 55,250	\$ 250	\$ 250	-99.6%
Expenditures					
Labor and Benefits					
Seasonal	\$ 44,875	\$ 45,000	\$ 45,000	\$ 45,000	0.0%
Taxes	3,796	3,829	3,829	3,829	0.0%
Benefits	76	55	55	15	-72.7%
Other Compensation	4,650	5,040	5,040	5,040	0.0%
Total Labor and Benefits	\$ 53,397	\$ 53,924	\$ 53,924	\$ 53,884	-0.1%
Operating Expenditures					
Contract Services	\$ 9,557	\$ 6,000	\$ 4,500	\$ 5,100	-15.0%
Grants and Contributions	3,837,535	3,775,617	2,299,504	2,169,509	-42.5%
Operating Supplies	12,736	14,000	9,000	11,900	-15.0%
Professional Development	220,832	136,943	132,668	134,378	-1.9%
Total Operating Expenditures	\$ 4,080,660	\$ 3,932,560	\$ 2,445,672	\$ 2,320,887	-41.0%
Interfund Charges					
Information Technology	\$ 24,186	\$ 25,428	\$ 25,428	\$ 41,460	63.0%
Total Interfund Charges	\$ 24,186	\$ 25,428	\$ 25,428	\$ 41,460	63.0%
Capital Outlay					
Land	\$ 1,813,525	\$ -	\$ 750,000	\$ -	0.0%
Total Capital Outlay	\$ 1,813,525	\$ -	\$ 750,000	\$ -	0.0%
Total General Fund Expenditures	\$ 5,971,768	\$ 4,011,912	\$ 3,275,024	\$ 2,416,231	-39.8%

City Council					
Funding Source: 0.75% Sales Tax Capital Fund 201	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ -	\$ -	\$ 14,385	\$ 39,769	100.0%
Total Revenues	\$ -	\$ -	\$ 14,385	\$ 39,769	100.0%
Expenditures					
Operating Expenditures					
Grants and Contributions	\$ -	\$ -	\$ 2,319,048	\$ 2,283,070	100.0%
Total Non-Personnel Operating	\$ -	\$ -	\$ 2,319,048	\$ 2,283,070	100.0%
Total 0.75% Sales Tax Fund Expenditures	\$ -	\$ -	\$ 2,319,048	\$ 2,283,070	100.0%
Total City Council Budget	\$ 5,971,768	\$ 4,011,912	\$ 5,594,072	\$ 4,699,301	-14.1%



City Hall

CITY MANAGER’S OFFICE

The City of Grand Junction has a Council/Manager form of government and is a Colorado home rule city. The City Manager is hired by City Council to serve as the organizations Chief Executive Officer. The City Manager is responsible for carrying out the mission of the City Council as well as 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.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- Continued the development of the riverfront properties, Las Colonias and Dos Rios; developing infrastructure to encourage private investment
- Continued implementation of the 2019 Strategic Plan
- Launched new website to ensure more modern service delivery to residents. The new, service-focused website is mobile-friendly, secured for user privacy protection, and makes accessibility a priority. Included are a host of new features and tools designed to help residents and community partners quickly locate the information and services they need
- Expanded public communication and engagement efforts
- Continued strong strategic management of the City’s financial assets, including the development of financial forecasts, adding to the fund balance of the General Fund, and issuing low interest debt
- Increased communication with the community during the onset of the COVID-19 Pandemic. Organized daily briefings for the community to keep them updated on changes to services

2021 Objectives

- Continue supporting and implementing conservation and sustainability programs
- Support programs that allow employee training and professional development
- Continue to expand public communication and engagement efforts
- Continue to support economic development by partnering with Economic Development Partners and by providing public infrastructure necessary to leverage private investment
- Continue fiscally responsible practices in the wake of the economic challenges posed by the COVID-19 Pandemic

City Manager’s Office Personnel

City Manager’s Office	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
City Manager	1.00	1.00	1.00
Sr. Assistant to the City Manager	0.00	1.00	1.00
Assistant to the City Manager	1.00	0.00	0.00
Management Analyst	0.00	1.00	1.00
City Public Information Manager	1.00	0.00	0.00
Communications Specialist	0.00	1.00	1.00
Administrative Specialist	0.50	0.50	0.50
Total FTE’s	3.50	4.50	4.50

Expenditure Summary by Fund

City Manager's Office	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditure					
City Manager	\$ 682,332	\$ 857,734	\$ 823,654	\$ 849,396	-1.0%
Total City Manager's Office Budget	\$ 682,332	\$ 857,734	\$ 823,654	\$ 849,396	-1.0%

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Labor and Benefits** will increase 0.2% from 2020 Adopted Budget. Full time salaries include a 1.9% increase over 2020 Adopted Budget based on the City's pay plan increase of 2.5% dependent on performance evaluations for each employee and effective the first pay period in April 2021.
- **Operating Expenditures** costs will decrease 13.2% from 2020 Adopted Budget. At the beginning of the 2021 budget process, all department budgets began with a 15% decrease from the 2020 Adopted Budget because of the impacts of the Covid-19 Pandemic on the economy. However, some areas were increased if a department could not stay within the 15% reduction. For the City Manager's Office, operating supplies and professional development were increased.
- **Interfund Charges** increased 3.8% from 2020 adopted primarily due to the addition of the Management Analyst position in 2020 requiring additional information technology. In addition, there was a slight increase in liability insurance charged to the City Manager's Office.

City Manager's Office					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Expenditures					
Labor and Benefits					
Full Time	\$ 357,621	\$ 465,260	\$ 465,260	\$ 474,056	1.9%
Benefits	68,007	109,695	114,753	101,258	-7.9%
Taxes	21,927	30,149	30,149	31,008	2.8%
Other Compensation	6,716	6,302	6,302	6,603	4.8%
Total Labor and Benefits	\$ 454,271	\$ 611,406	\$ 616,464	\$ 612,925	0.2%
Operating Expenditures					
Charges and Fees	\$ 1,365	\$ -	\$ -	\$ -	0.0%
Contract Services	74,737	86,000	61,920	73,100	-15.0%
Equipment	-	2,500	2,500	2,125	-15.0%
Operating Supplies	8,366	6,700	5,700	6,720	0.3%
Professional Development	9,826	18,400	9,400	16,700	-9.2%
Total Operating Expenditures	\$ 94,294	\$ 113,600	\$ 79,520	\$ 98,645	-13.2%
Interfund Charges					
Facility	\$ 53,843	\$ 42,797	\$ 42,797	\$ 31,818	-25.7%
Information Technology	35,039	32,109	32,109	46,321	44.3%
Liability Insurance	40,627	52,764	52,764	53,687	1.7%
Medical Programs	4,258	5,058	-	-	-100.0%
Total Interfund Charges	\$ 133,767	\$ 132,728	\$ 127,670	\$ 137,826	3.8%
Total General Fund Expenditures	\$ 682,332	\$ 857,734	\$ 823,654	\$ 843,396	-1.7%
Total City Manager's Office Budget	\$ 682,332	\$ 857,734	\$ 823,654	\$ 843,396	-1.7%

CITY ATTORNEY

The City Attorney is one of three positions within the City which is directly appointed by City Council. The City Attorney's Office provides legal advice to the City Council, City staff, and boards and commissions for the benefit of the Citizens of the City of Grand Junction. The City Attorney attends all City Council meetings and drafts ordinances and resolutions. In addition, the City Attorney provides advice to the Planning Commission, Board of Appeals, and Liquor Licensing Board. The City Attorney reviews and consults on contracts regarding City services and provides legal opinions and consulting daily on such issues as personnel, land use and development, property acquisition, finance, and other matters of municipal law.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

In 2020, the City worked tirelessly to define and meet the needs of our community; an effort in large measure that will help the City to better distinguish itself and create a sustaining identity. Much of the work was accomplished in the shadow of the pandemic but equally, if not more importantly much of it was accomplished in response to the pandemic. While the list is long, it is important to remember some of the more notable accomplishments, especially those that meaningfully and directly responded to the pandemic. The following exemplify the spirit of the community and it is coming together in response to the emergency that the COVID-19 Pandemic created:

- City Council's business loan and grant support ordinances
- Amendment of the sales tax code to defer payments from businesses in financial need
- Funding food and shelter through the Western Colorado Community Foundation,
- Assistance to Homeward Bound
- Purchase of property for Catholic Outreach for the project to be known as the Mother Teresa House

The work that was accomplished in the shadow of the pandemic was no small feat and will serve the community well into the future. Those accomplishments include:

- Renewed discussions of the Persigo agreement and aligning the 201 and urban development boundaries
- Completion and adoption of both the Comprehensive Plan and the Parks and Recreation Open Space Plan
- Refinancing of the Lincoln Park Stadium Certificates of Participation
- Continuing work on Las Colonias
- Contracting for the sale of Dos Rios, Fire Station 8, and the commitment to re-build Fire Station 3
- Beginning of the voter approved transportation improvement projects
- Passage of the TABOR "de-Brucing" question

2021 Objectives

- Continue working with City Council to provide financial support to the community as the COVID-19 Pandemic lingers into 2021
- Work with City Council on the legalizing and setting a rate of taxation for marijuana related businesses in the City of Grand Junction which includes the repeal of Referred Measure A of the April 5, 2011, regular municipal election regarding the amendment of ordinance No. 4295 to allow marijuana business in the City of Grand Junction

City Attorney Personnel

City Attorney	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Senior Staff Attorney	1.00	1.00	1.00
Senior Staff Attorney – Public Safety	0.00	0.00	1.00
Staff Attorney	1.00	1.00	1.00
Administrative Specialist	0.50	0.50	0.50
Sr. Administrative Assistant	1.00	1.00	1.00
Total FTE's	5.50	5.50	6.50

Expenditure Summary by Fund

City Attorney	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditures					
City Attorney	\$ 784,308	\$ 812,549	\$ 806,130	\$ 979,093	20.5%
Total City Attorney Budget	\$ 784,308	\$ 812,549	\$ 806,130	\$ 979,093	20.5%

Budget by Fund, by Classification

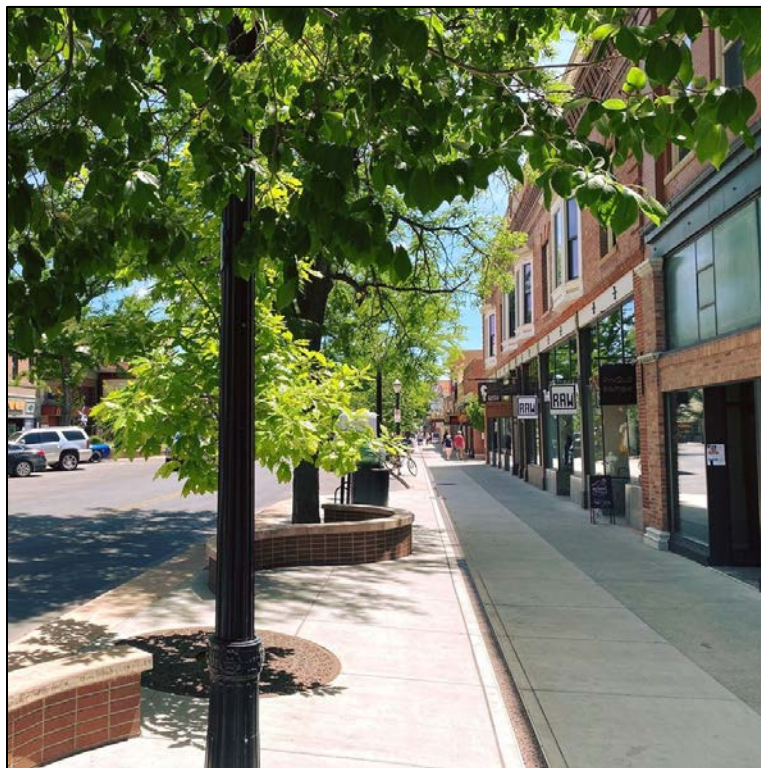
Significant Changes vs 2020 Adopted Budget

- **Revenues** remain flat when compared to the 2020 Adopted Budget
- **Labor and Benefits** increases 23.1% from 2020 Adopted Budget primarily due to the addition of one Senior Staff Attorney for Public Safety of which a portion of this position is offset with First Responder Tax Funding. In addition, there is a 2.5% increase in all full-time salaries based on the City's pay plan and dependent on each employee's performance evaluation. This increase will go into effect on the first pay period in April 2021. Medical Programs which have been budgeted as an interfund charge in previous years has now been moved to labor and benefits adding to the increase in overall labor and benefits.
- **Operating Expenditures** decreases 13.1% from 2020 adopted budget. At the beginning of the 2021 budget process, all department budgets began with a 15% decrease from the 2020 Adopted Budget because of the effects of the COVID-19 Pandemic on the economy. However, some areas were increased if a department could not stay within the 15% reduction. The City Attorney's professional development budget was increased but the result is still a 7.1% reduction from 2020 Adopted Budget.
- **Interfund Charges** increases 4.9% from 2020 adopted budget due to the addition of the Senior Staff Attorney and the need for additional information technology equipment.

City Attorney					
Funding Source:	2019	2020	2020	2021	% Change
General Fund 100	Actual	Adopted	Projected	Adopted	Fr 2020 Adopted
Revenues					
Charges for Service	\$ 6,500	\$ 7,920	\$ 7,920	\$ 7,920	0.0%
Fines and Forfeitures	(175)	-	-	-	0.0%
Total Revenues	\$ 6,325	\$ 7,920	\$ 7,920	\$ 7,920	0.0%

City Attorney

Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
<u>Expenditures</u>					
Labor and Benefits					
Full Time	\$ 541,800	\$ 572,231	\$ 572,231	\$ 692,594	21.0%
Benefits	96,477	115,401	121,359	154,493	33.9%
Taxes	34,708	40,218	40,218	49,662	23.5%
Other Compensation	4,800	4,802	6,758	4,802	0.0%
Total Labor and Benefits	\$ 677,785	\$ 732,652	\$ 740,566	\$ 901,551	23.1%
Operating Expenditures					
Charges and Fees	\$ 45	\$ 1,000	\$ 500	\$ 850	-15.0%
Contract Services	11,981	14,000	9,500	11,900	-15.0%
Insurance and Claims	44,365	10,000	10,000	8,500	-15.0%
Operating Supplies	702	1,350	675	1,148	-15.0%
Professional Development	5,587	8,500	5,800	7,900	-7.1%
Total Operating Expenditures	\$ 62,680	\$ 34,850	\$ 26,475	\$ 30,298	-13.1%
Interfund Charges					
Information Technology	\$ 39,584	\$ 39,089	\$ 39,089	\$ 47,244	20.9%
Medical Programs	4,258	5,958	-	-	-100.0%
Total Interfund Charges	\$ 43,842	\$ 45,047	\$ 39,089	\$ 47,244	4.9%
Total General Fund Expenditures	\$ 784,307	\$ 812,549	\$ 806,130	\$ 979,093	20.5%
Total City Attorney Budget	\$ 784,307	\$ 812,549	\$ 806,130	\$ 979,093	20.5%



Downtown Shopping Park



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HUMAN RESOURCES DEPARTMENT

The Human Resources Department ensures effective selection, development, and retention of the City's workforce. This 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.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- Conducted 132 recruitments: promoting 56 employees within the organization and hiring 100 new employees to the organization and 89 seasonal and part-time employees
- Provided training, coaching and team building support services for city-wide operations
- Championed a City-wide wellness program focused on promoting a thriving culture of wellness
- Finalized and implemented the modified Retiree Health Benefit Program
- Fully staffed Station 6 for the Fire Department
- Developed and implemented critical policies in response to the COVID-19 Pandemic
- Completed a pay analysis to ensure compliance with Colorado Equal Pay for Equal Work Act
- Developed improved hiring practices to minimize bias
- Enhanced social media presence and marketing materials to streamline recruiting efforts and market the organization as an employer of choice
- Improved utilization of the employee health and wellness center through the expansion of available services
- Developed and implemented an online and interactive onboarding process
- Developed and implemented an online platform for benefits open enrollment
- Implemented software to manage COBRA and retiree health benefits
- Hired a Risk Manager
- Received a loss control audit credit of \$34,322 as a result of successful completion of the Workers' Compensation and Property/Liability audits in 2019
- Developed city-wide compensation and benefits budgets for 2021

2021 Objectives

- Fully implement the learning management system
- Develop a supervisory orientation and training process
- Continue regulatory compliance with federal and state law
- Develop and present comprehensive leadership and supervisory training to all current and prospective managers and supervisors
- Continue to support succession management efforts across the organization, including job classification review, restructuring of positions and operations, staff development, mentoring, stretch assignments, and organizational change support
- Continue to offer annual, systematic training for all employees on high impact/high liability topics such as sexual harassment, unconscious bias, respect, ethics, and safety
- Continue to evaluate alternatives and develop innovative initiatives to improve the quality and quantity of candidates for our public safety positions
- Develop a formal plan to further integrate inclusion and self-awareness into the city's culture and work environment
- Evaluate health care cost containment options and provide recommendations to improve health care delivery, manage rising health care costs, and engage our employees in their health care utilization

- Evaluate effectiveness of the current Safety Awards Program and modify as appropriate
- Develop a post-accident review process to assess the degree of negligence, if any, in all City vehicle and personal injury accidents and impose corrective/remedial action accordingly
- Develop and implement a reporting mechanism to share with departments regarding Workers' Compensation and Safety data
- Conduct a comprehensive Classification and Compensation Market analysis

Human Resources Personnel

Human Resources	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Human Resources Director	1.00	1.00	1.00
Human Resources Supervisor	1.00	1.00	1.00
Human Resources Analyst	2.00	2.00	2.00
Professional Development Coordinator	1.00	1.00	1.00
Benefits Coordinator	1.00	1.00	0.00
Benefits Specialist	0.00	0.00	1.00
City Recruiter	0.00	1.00	1.00
Sr. Administrative Assistant	1.00	2.00	2.00
Administrative Assistant	1.00	0.00	0.00
Total General Fund FTE's	8.00	9.00	9.00
Funded by Insurance Fund 404			
Risk Manager	0.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Total Insurance Fund FTE's	1.00	2.00	2.00
Total Human Resources FTEs	9.00	11.00	11.00

Expenditure Summary by Fund

Human Resources	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditures					
Human Resources	\$ 1,628,099	\$ 2,047,744	\$ 1,771,484	\$ 1,953,696	-4.6%
Total Fund 100	\$ 1,628,099	\$ 2,047,744	\$ 1,771,484	\$ 1,953,696	-4.6%
Insurance Fund 404 Expenditures					
Insurance	\$ 4,042,395	\$ 14,123,648	\$ 14,339,272	\$ 15,957,908	13.0%
Total Fund 404	\$ 4,042,395	\$ 14,123,648	\$ 14,339,272	\$ 15,957,908	13.0%
Total Human Resources Budget	\$ 5,670,495	\$ 16,171,392	\$ 16,110,756	\$ 17,911,604	10.8%

Budget by Fund, by Classification

Significant Changes vs. 2020 Adopted Budget

- **Revenues** in this department are primarily interfund charges for insurance, liability, and worker's compensation. There is a 0.8% decrease in overall revenues, primarily due to how we are charging these to other departments.
- **Labor and Benefits:** In the General Fund there is a decrease of 13.3% from 2020 Adopted Budget primarily due to a decrease in benefit costs. When vacancies or new positions are included in the budget, all benefits

such as insurance is budgeted at the maximum cost that the City may pay and then when an employee is hired, and they choose their individual benefit plans, those costs may result in savings within that budget and show a decrease in the next budget year. The 2020 adopted budget included three positions that were budgeted higher than actuals. Labor and benefits in the Insurance Fund will decrease by 16.7% primarily due to insurance budget. Medical Programs which have been budgeted as an Interfund Charge in previous years has now been moved to labor and benefits.

- **Operating Expenditures** will increase 3.4% in the General Fund and 14.1% in the Insurance Fund. At the beginning of the 2021 budget process, all department budgets began with a 15% decrease from the 2020 adopted budget because of the effects of the COVID-19 Pandemic on the economy. However, some areas were increased when a department could not stay within the 15% reduction. The General Fund non-personnel operating includes additions in contract services and equipment. The Insurance fund increase is primarily due to increases in health insurance costs.
- **Interfund Charges** decreases 2.9% in the General Fund due to a reduction in facility costs and moving medical programs into labor and benefits. The Insurance fund will see a 52.7% decrease due to information technology costs being reduced based on the allocation of employee cost to the insurance fund vs. the general fund.

Human Resources					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
<u>Expenditures</u>					
Labor and Benefits					
Full Time	\$ 543,283	\$ 677,163	\$ 677,163	\$ 617,222	-8.9%
Seasonal	122,698	217,840	112,951	217,840	0.0%
Benefits	141,150	326,482	308,667	292,289	-10.5%
Taxes	51,574	68,480	68,052	64,077	-6.4%
Other Compensation	45,807	70,602	16,074	73,153	3.6%
Total Labor and Benefits	\$ 904,512	\$ 1,360,567	\$ 1,182,907	\$ 1,264,581	-13.3%
Non-Personnel Operating					
Contract Services	\$ 166,150	\$ 147,468	\$ 113,068	\$ 162,640	10.3%
Equipment	53,107	1,050	950	1,400	33.3%
Operating Supplies	179,804	125,630	96,630	127,136	1.2%
Professional Development	78,604	72,035	51,635	66,857	-7.2%
Total Non-Personnel Operating	\$ 477,664	\$ 346,183	\$ 262,283	\$ 358,033	3.4%
Interfund Charges					
Facility	\$ 33,694	\$ 36,102	\$ 36,102	\$ 32,000	-11.4%
Information Technology	201,906	286,465	286,465	295,290	3.1%
Liability Insurance	2,870	3,727	3,727	3,792	1.8%
Medical Programs	7,452	14,700	-	-	-100%
Total Interfund Charges	\$ 245,922	\$ 340,994	\$ 326,294	\$ 331,082	-2.9%
Total General Fund Expenditures	\$ 1,628,099	\$ 2,047,478	\$ 1,771,484	\$ 1,953,696	-14.1%

Insurance

Funding Source: Insurance Fund 404	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 10,058	\$ 30,000	\$ 30,000	\$ 10,000	66.7%
Interfund Revenue	3,460,086	14,262,858	14,134,547	15,254,072	6.9%
Interest	32,431	92,700	17,941	15,071	-83.7%
Other	10,863	1,012,800	629,121	-	-100.0%
Total Revenues	\$ 3,513,438	\$ 15,398,358	\$ 14,811,609	\$ 15,279,143	-0.8%
Expenditures					
Labor and Benefits					
Full Time	\$ 61,073	\$ 136,063	\$ 136,063	\$ 122,592	-9.9%
Seasonal	3,875	30,000	-	35,000	16.7%
Benefits	96,007	287,457	481,689	219,258	-23.7%
Taxes	4,981	12,708	10,413	12,060	-5.1%
Other Compensation	10,972	17,500	17,500	13,951	-20.3%
Total Labor and Benefits	\$ 176,908	\$ 483,728	\$ 645,665	\$ 402,861	-16.7%
Operating Expenditures					
Charges for Service	\$ 9,908	\$ -	\$ -	\$ -	0.0%
Contract Services	520,671	653,967	653,967	732,767	12.0%
Insurance and Claims	3,106,556	12,929,274	12,982,961	14,780,075	14.3%
Operating Supplies	18,269	30,385	30,385	26,789	-11.8%
Professional Development	1,911	7,900	7,900	6,716	-15.0%
Total Operating Expenditures	\$ 3,657,315	\$ 13,621,526	\$ 13,675,213	\$ 15,546,347	14.1%
Interfund Charges					
Information Technology	\$ 20,958	\$ 18,394	\$ 18,394	\$ 8,700	-52.7%
Total Interfund Charges	\$ 20,958	\$ 18,394	\$ 18,394	\$ 8,700	-52.7%
Capital Outlay					
Facilities	\$ 187,214	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 187,214	\$ -	\$ -	\$ -	0.0%
Total Insurance Fund Expenditures	\$ 4,042,395	\$ 14,123,648	\$ 14,339,272	\$ 15,957,908	13.0%
Total Human Resources Budget	\$ 5,670,494	\$ 16,171,126	\$ 16,110,756	\$ 17,911,604	10.8%



Alpine Bank Tower

CITY CLERK

The primary function of the City Clerk's Office is to prepare for and staff City Council meetings, maintain the City's official records, the City's Code of Ordinances, conduct municipal elections, process and issue liquor licenses, process record requests, and coordinate the City's Board and Commission Program.

The City Clerk's office also processes all liquor license applications for the City of Grand Junction and coordinates S.M.A.R.T. (Servers and Managers Alcohol Responsibility Training) Classes. There are 172 liquor licenses within the City of Grand Junction. These include restaurants, retail liquor stores, taverns, beer and wine, brew pubs, convenience stores, grocery stores, fraternal clubs, arts, and optional premises.

The functions of the City Clerk's department align with the third directive of the Strategic Plan: Communication and Engagement. Accomplishments and Objectives listed below fall within the key areas of Connectedness through Community Building.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- Began transition to EnerGov for Liquor Licensing which will allow for online fee payments and Special Event Permit Application submission and interdepartmental record access
- Transitioned Liquor License Authority meetings to a virtual platform
- Established mailer/online Liquor Licensing *Needs and Desires Survey* method
- Partnered with Information Technology to establish virtual meeting procedures/protocols that include Citizen engagement
- Served on the Marijuana Working Group to discuss options for Grand Junction
- Coordinated with Mesa County for a successful November 2020 election

2021 Objectives

- Complete transition to EnerGov for Liquor Licensing
- Depending on the outcome of the April 2021 election, establish marijuana licensing procedures
- Update the manual for boards and commissions

City Clerk Personnel

City Clerk	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
City Clerk	1.00	1.00	1.00
City Records Manager*	1.00	1.00	1.00
Deputy City Clerk	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Total City Clerk FTEs	5.00	5.00	5.00

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

Expenditure Summary by Fund

City Clerk	2019 Actuals	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditures					
City Clerk	\$ 671,679	\$ 642,203	\$ 633,348	\$ 682,346	6.3%
Total City Clerk Budget	\$ 671,679	\$ 642,203	\$ 633,348	\$ 682,346	6.3%

Budget by Fund, by Classification

Significant Changes vs. 2020 Adopted Budget

- **Revenues** in 2021 will remain flat compared to the 2020 adopted budget.
- **Labor and Benefits** will increase 8% primarily budgeting for a 2.5% increase in all full-time salaries based on the City's pay plan and dependent on each employee's performance evaluation. There is also an increase in benefits due to the rising cost of health insurance in 2021.
- **Operating Expenditures** will increase 20.6% due to an increase in contract services for the 2021 Municipal election held in April 2021.
- **Interfund Charges** will decrease 7.5% due to a decrease in Facility and Information Technology charges in 2021 and the result of moving medical programs into labor and benefits.

City Clerk					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ 43,341	\$ 50,000	\$ 50,000	\$ 50,000	0.0%
Licenses and Permits	31,086	30,000	30,000	30,000	0.0%
Charges for Service	18,307	18,400	18,400	18,400	0.0%
Fines and Forfeitures	5,398	-	-	-	0.0%
Total Revenues	\$ 98,132	\$ 98,400	\$ 98,400	\$ 98,400	0.0%
Expenditures					
Labor and Benefits					
Full Time	\$ 261,053	\$ 271,679	\$ 271,679	\$ 275,396	1.4%
Overtime	83	-	-	-	0.0%
Benefits	57,293	58,508	67,637	82,470	41.0%
Taxes	18,985	20,788	20,788	21,071	1.4%
Total Labor and Benefits	\$ 337,414	\$ 350,975	\$ 360,104	\$ 378,937	8.0%
Operating Expenditures					
Charges and Fees	\$ 441	\$ 315	\$ 315	\$ 268	-14.9%
Contract Services	136,581	62,730	62,055	125,747	100.5%
Equipment	13,408	36,961	30,461	-	-100.0%
Operating Supplies	38,677	5,600	3,920	4,760	15.0%
Professional Development	11,781	15,409	15,409	15,198	-1.4%
Total Operating Expenditures	\$ 200,888	\$ 121,015	\$ 112,160	\$ 145,973	20.6%
Interfund Charges					
Facility	\$ 23,177	\$ 17,385	\$ 17,385	\$ 14,545	-16.3%
Information Technology	105,942	143,699	143,699	142,891	-0.6%
Medical Programs	4,258	9,129	-	-	-100.0%
Total Interfund Charges	\$ 133,377	\$ 170,213	\$ 161,084	\$ 157,436	-7.5%
Total General Fund Expenditures	\$ 671,679	\$ 642,203	\$ 633,348	\$ 682,346	6.3%
Total City Clerk Budget	\$ 671,679	\$ 642,203	\$ 633,348	\$ 682,346	6.3%

FINANCE DEPARTMENT

The City of Grand Junction Finance Department includes the operations of Finance Administration, Revenue, Accounting, Budgeting, and Payroll and Municipal Courts in the general fund. In addition, Information Technology, which is an internal service fund, is under the Finance Department umbrella.

The service and support that the Finance Department provides to other City departments and employees enables them to deliver the best quality service to the public. For the Citizens of Grand Junction and the community, we strive to provide information assistance, which is responsive to their needs and utilizes City resources in the most efficient manner.

General Fund Department Summary

- ❖ **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 financial plan and 10-year capital improvement plan and provides direct financial information to the City Manager and City Council.
- ❖ **Revenue Division** is responsible for issuing sales tax licenses to all vendors within City limits, processing all sales tax returns received from those vendors and enforcing sales tax compliance. Sales and use taxes are the largest source of operating revenues for the City. There are currently over 5,400 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. Of the licensed vendors in the City, a few are also required to collect lodging tax (3%) which is used solely by Visit GJ to promote tourism in the City. Beginning in 2019, an additional 3% lodging tax was also collected. This revenue will be spent for the benefit of Visit GJ, the Greater Grand Junction Sports Commission, and the Grand Junction Regional Air Service Alliance. The purpose of these funds is to promote and market travel and tourism-related activities, including but not limited to sports-related tourism, and to support direct air service in Grand Junction.
- ❖ **Accounting and Payroll** provides services related to accounts payable, accounts receivable, payroll processing, annual financial reporting, cash management, fixed assets, general ledger account reconciliations, and year-end processing of Form W-2s and 1099's.
- ❖ **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 Court has full power to assess and collect penalties, punish violators, enforce orders and to otherwise effect the responsibilities prescribed by ordinance, Charter, administrative regulation, or court rule. The Municipal Court provides fair and impartial justice administered with respect and equality to all Citizens in an efficient, courteous, and professional manner. In 2020, there were over 2,350 new cases filed in the Municipal Court.

Information Technology Fund Department Summary

Information Technology (IT) is an internal service division created to support the City's systems and data. Using specialists in the areas of computer support, networking, application development, and Geographic Information Systems (GIS), and IT centrally administers all computing, networking, and telecommunication systems.

- ❖ **IT Administration** provides administrative and technological guidance to the overall operation of the division and to City Departments. The City Records Manager is included in the IT Administration budget to allocate associated costs across all benefiting divisions of the City but is overseen by the City Clerk's office.
- ❖ The **Business Operations** Team is responsible for the preparation of the IT budget, for procurement activities, and to support all projects requiring the purchase of IT equipment, software, or services. The City's IT contracts, and software licenses are negotiated, managed, and evaluated to ensure the IT funds are used responsibly. The team includes helpdesk staff that provide City-wide support 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 is responsible for supporting and maintaining the City's enterprise and departmental software applications, systems, and data. The support costs associated with the major

applications are paid by IT and charged back to the benefitting organizations. In addition, the team collaborates with all departments and divisions across the City in support of the City's public and internal websites.

- ❖ The **Public Safety** Support team administers critical technology employed by Police, Fire, and the 9-1-1 Regional Communications Center (RCC). The Computer Aided Dispatch (CAD) system is the core enterprise application utilized by all public safety partner agencies in Mesa County and the surrounding areas. The support costs associated with the major applications are paid by IT and charged back to the benefitting organizations.
- ❖ The **Infrastructure** team is responsible for administration and design of the City's communications and datacenter operations to include virtualization of server systems, networking, telecommunications, cybersecurity architecture, and data storage.
- ❖ **GIS** is responsible for the development of data-aware mapping applications, websites, geospatial data updates, and creating printer friendly maps. The City's GIS data and systems are integrated into all major software applications providing on-demand access to end users. GIS and mapping services are provided for all City departments, the Regional Communications Center (RCC), and the public.
- ❖ The **New World Aegis** fund was established to account for costs associated with New World Public Safety System (formerly called Aegis). This system is used by Grand Junction Police and Fire Departments, the RCC, Mesa County Sheriff, Fruita Police and Fire, Palisade Police and Fire, Debeque Police and Fire and other partner agencies within Mesa County. The costs associated with this system are shared by the agencies who use the system and are accounted for in this fund.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

Finance

- Received both the Certificate of Achievement for Excellence in Financial Reporting for the 2019 Comprehensive Annual Financial Report and the Distinguished Budget Presentation Award for the 2020 Annual Budget from Government Finance Officers Association
- As the COVID-19 Pandemic began spreading throughout the country, the Finance Department immediately began monitoring revenues and expenditures in order to adjust where needed to maintain financial stability
- Implemented and monitored the Sales Tax Deferral program established in the early stages of the Pandemic in order to assist local businesses while weathering the downturn in the economy directly related to the COVID-19 Pandemic
- Successfully completed the implementation of the ChromeRiver expense tracking software and Tyler ERP ExecuTime time and attendance/scheduling systems
- Managed the \$5.8 million Coronavirus Relief Fund (CVRF) grant which included tracking of all COVID-19 related expenditures for submission and reimbursement
- Issued 533 new sales tax licenses
- Maintained a sales tax delinquency rate average of 4.85%
- Worked with Community Development and Visit GJ in implementing a new software, Host Compliance, to assist in compliance and sales and lodging tax collections for short-term rentals
- Increased online sales tax filing revenue 46%
- Audit contractors collected over \$900K in sales and use tax audit revenue
- Collected and processed \$65.7 million in sales and use tax, including the City's share of the Mesa County Public Safety Tax and the First Responder sales and use tax, for the City in 2020

Muni Court

- Successfully completed a full year of electronic filing of court documents to cut down on the amount of paper records, save space, and give easy availability to information on cases
- Started conversion process for new court software from JustWare to Incode with a tentative go-live scheduled for the first week of April 2021
- Reset, handled, and cleared all court cases during the challenges of the COVID-19 Pandemic

- Added a new Court Appointed Attorney
- Received DOLA Grant of \$4,000 to pay court appointed counsel for appearances with in-custody defendants

Information Technology

- Rapidly transitioned 20% of City staff to teleworking operations in response to COVID-19 directives resulting in zero impacts to critical business services
- Drove citywide procurement initiatives of essential safety equipment compliant with the Center for Disease Control and Prevention recommendations
- Completed the redesign of the City of Grand Junction public website, www.gjcity.org, incorporating new user functionality providing easier access to City information
- Designed and launched the Open Data Portal which provides data-driven and aware mapping services to internal and external customers with 24x7/365 online access
- Extended customer self-service portal functionality to include online payment features for Utilities allowing on-demand access to account information
- Incorporated six FAA certified pilots and Unmanned Aircraft Systems (UAS) assets into development planning, City marketing, and critical infrastructure inspections
- Interconnected critical infrastructures through City-owned fiber optic communications network fortifying the City's resiliency to technological and man-made disasters

2021 Objectives

Finance

- Successfully recruit and hire a Deputy Finance Director to help lead the department in 2021 and beyond
- Implement ClearGov Budget and CIP Software; Implement Tyler ERP Grants Module
- Continue to monitor and respond to the effects of the COVID-19 Pandemic and modify revenues and expenditures as needed
- Work with City Council to administer additional COVID-19 assistance programs to help businesses within the City
- Expand the number of vendors who pay their sales and use taxes online
- Update the Sales and Use Tax ordinance with the Marketplace Facilitators definition
- Implement the single point Sales and Use Tax System (SUTS) through the State

Muni Court

- Complete conversion, train, and implement use of new Incode court software
- Launch Incode virtual court capabilities and create procedures for its use
- Prepare for reopening of the Municipal Court for business after the pandemic
- Work with the City Attorney's Office, the Grand Junction Police Department and General Services to streamline all facets of parking services
- Host a warrant sweep in June or July to give defendants the opportunity to clear old cases

Information Technology

- Develop strategic roadmap for integration of Cloud Service Providers enabling the digital transformation of city services and infrastructure to improve data and system availability
- Cultivate City's online services providing on-demand access to customer accounts, unified payment methods, and video-based municipal court sessions
- Expand and strengthen strategic partnerships in future enhancements of Public Safety systems including telecommunications, 911 dispatching, and supporting infrastructures
- Partner with City departments in providing high accuracy Real-time Kinematic (RTK) UAS surveying and mapping capabilities supporting ongoing community development

Finance Department Personnel

Finance	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Finance Administration			
Finance Director	1.00	1.00	1.00
Deputy Finance Director	0.00	0.00	1.00
Budget Coordinator	1.00	1.00	1.00
Grants Coordinator	0.00	0.00	1.00
Administrative Financial Analyst	1.00	2.00	1.00
Sr. Administrative Assistant	1.00	0.00	0.00
Accounting and Payroll			
Finance Supervisor	1.00	1.00	1.00
Accountant/Analyst II	1.00	1.00	1.00
Accountant/Analyst I	1.00	1.00	0.00
Administrative Financial Analyst	0.00	0.00	1.00
Finance Technician	2.00	2.00	1.00
Revenue			
Tax Compliance Officer	1.00	1.00	1.00
Taxpayer Support Specialist	1.00	1.00	1.00
Municipal Court			
Court Administrator	1.00	1.00	1.00
Court Clerk	1.00	1.00	1.00
Total General Fund FTE's			
	13.00	13.00	13.00
Funded by Information Technology Fund 401			
Information Technology			
Chief Technology Officer	0.00	0.00	1.00
Information Technology Director	1.00	1.00	0.00
Information Technology Supervisor	4.00	4.00	4.00
IT Business Operations Supervisor	1.00	1.00	1.00
Systems Network Analyst	8.00	8.00	8.00
IT Analyst	3.00	3.00	3.00
GIS Analyst	1.00	1.00	2.00
Lead IT Support Specialist	1.00	1.00	1.00
IT Support Specialist	2.00	2.00	2.00
GIS Technician	2.00	2.00	1.00
Total Information Technology FTE's			
	23.00	23.00	23.00
Total Finance FTE's			
	36.00	36.00	36.00

Expenditure Summary by Fund

Finance	2019 Actuals	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditures					
Finance	\$ 506,014	\$ 556,817	\$ 498,386	\$ 622,921	11.9%
Revenue	264,076	268,234	263,359	278,057	3.7%
Accounting & Payroll	635,409	807,301	802,689	766,364	-5.1%
Municipal Court	432,097	478,735	425,855	430,873	-10.0%
Total Fund 100 Expenditures	\$ 1,837,596	\$ 2,111,087	\$ 1,990,289	\$ 2,098,215	-0.6%
Information Technology Fund 401					
Information Technology	\$ 7,876,453	\$ 8,679,263	\$ 7,847,823	\$ 9,005,162	3.8%
Total Fund 401 Expenditures	\$ 7,876,453	\$ 8,679,263	\$ 7,847,823	\$ 9,005,162	3.8%
Total Finance Budget	\$ 9,714,049	\$10,790,350	\$ 9,868,112	\$11,103,377	2.9%

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues:** The major source of revenues in the Finance Department comes from Fines and Forfeitures in Municipal Court. These are projected to decrease 18.9% due to a decrease in the number of tickets issued by the Police Department. Other revenues within Finance come from Internal Service Charges for Information Technology which are budgeted 2.1% lower in 2021 due to changing costs to software maintenance contracts, decreases in software maintenance, number of PC's and phones, and other IT related changes
- **Labor and Benefits** will increase 8.6% in the general fund due to the addition of a Deputy Finance Director position in 2021 and for both the General Fund and Information Technology fund will increase due to budgeting for a 2.5% increase in all full-time salaries based on the City's pay plan and dependent on each employee's performance evaluation. There is also an increase in benefits due to the rising cost of health insurance in 2021.
- **Operating Expenditures** will decrease 10.8% in the General Fund. At the beginning of the 2021 budget process, all department budgets began with a 15% decrease from the 2020 adopted budget because of the effects of the COVID-19 Pandemic on the economy. The Information Technology Fund will increase 2.5% due to changing costs in information technology.
- **Interfund Charges** will decrease 18.2% in the General Fund due to moving medical programs into labor and benefits. Facility and Information Technology charges will also decrease in 2021. In 2020 the implementation of two software systems, ExecuTime and Chrome River, were completed resulting in a 14.5% decrease in Information Technology charges. Facility Charges are decreasing due to cost saving measures in utilities.
- **Capital Outlay** is only found within the Information Technology Fund which will increase 23.4% in 2021 due to postponing some capital purchases in 2020 due to the COVID-19 Pandemic.

Finance					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ 2,373	\$ 3,200	\$ 3,200	\$ -	-100.0%
Charges for Service	42,940	75,000	75,000	75,000	0.0%
Fines and Forfeitures	288,770	343,600	228,600	278,600	-18.9%
Total Revenues	\$ 334,083	\$ 421,800	\$ 306,800	\$ 353,600	-16.2%

Finance					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 813,202	\$ 892,301	\$ 851,183	\$ 960,118	7.6%
Seasonal	71,782	113,984	113,984	89,000	-21.9%
Overtime	1,530	4,027	4,027	3,892	-3.4%
Benefits	229,996	247,336	261,612	316,800	28.1%
Taxes	63,920	76,717	73,530	80,301	4.7%
Other Compensation	21,006	5,103	5,103	5,103	0.0%
Total Labor and Benefits	\$ 1,201,436	\$ 1,339,468	\$ 1,309,439	\$ 1,455,214	8.6%
Operating Expenditures					
Charges and Fees	\$ 270	\$ 252	\$ 252	\$ 300	19.0%
Contract Services	90,995	112,695	66,645	104,924	-6.9%
Equipment	3,536	1,950	1,500	300	-84.6%
Grants and Contributions	27,785	-	-	-	0.0%
Operating Supplies	26,472	18,885	11,123	19,134	1.3%
Professional Development	10,439	26,296	14,391	18,189	-30.8%
Repairs	-	2,000	500	1,700	-15.0%
Total Operating Expenditures	\$ 159,497	\$ 162,078	\$ 94,411	\$ 144,547	-10.8%
Interfund Charges					
Facility	\$ 81,458	\$ 78,120	\$ 78,120	\$ 69,819	-10.6%
Information Technology	330,666	508,319	508,319	428,635	-15.7%
Medical Programs	14,903	23,102	-	-	-100.0%
Total Interfund Charges	\$ 427,027	\$ 609,541	\$ 586,439	\$ 498,454	-18.2%
Capital Outlay					
Computer Systems	\$ 49,636	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 49,636	\$ -	\$ -	\$ -	0.0%
Total Fund 100 Expenditures	\$ 1,837,596	\$ 2,111,087	\$ 1,990,289	\$ 2,098,215	-0.6%
Funding Source: Information Technology Fund 401					
Revenues					
Intergovernmental	\$ 6,500	\$ -	\$ -	\$ -	0.0%
Charges for Service	92,718	96,660	96,660	101,684	5.2%
Interfund Revenue	7,231,201	7,675,514	6,938,378	7,528,892	-1.9%
Interest	52,214	37,600	34,305	13,464	-64.2%
Total Revenues	\$ 7,382,633	\$ 7,809,774	\$ 7,069,343	\$ 7,644,040	-2.1%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 1,937,697	\$ 1,967,837	\$ 1,840,775	\$ 1,955,695	-0.6%
Benefits	477,076	462,289	466,323	563,971	22.0%
Taxes	145,474	176,039	166,063	152,977	-0.6%
Other Compensations	21,601	1,202	1,202	1,202	0.0%
Total Labor and Benefits	\$ 2,581,848	\$ 2,607,367	\$ 2,474,363	\$ 2,673,845	2.5%
Operating Expenditures					
Contract Services	\$ 2,652,914	\$ 3,449,597	\$ 3,449,597	\$ 3,263,004	-5.4%
Cost of Goods Sold	361	-	-	-	0.0%
Equipment	917,521	961,600	448,590	1,227,666	27.7%
Operating Supplies	55,360	27,500	27,500	23,375	-15.0%
Professional Development	88,354	110,820	110,820	94,197	-15.0%

Finance					
Funding Source: Information Technology Fund 401	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Utilities	408,419	384,036	384,036	449,268	17.0%
Total Operating Expenditures	\$ 4,122,929	\$ 4,933,553	\$ 4,420,543	\$ 5,057,510	2.5%
Interfund Charges					
Facility	\$ 60,441	\$ 64,943	\$ 64,943	\$ 66,909	3.0%
Fleet	2,903	3,324	3,324	2,929	-11.9%
Fuel Charges	71	248	248	250	0.8%
Information Technology	223,214	206,880	206,880	183,174	-11.5%
Liability Insurance	1,004	1,305	1,305	1,328	1.8%
Medical Program	21,290	35,426	-	-	-100.0%
Total Interfund Charges	\$ 308,923	\$ 312,126	\$ 276,700	\$ 254,590	-18.4%
Capital Outlay					
Capital Equipment	\$ 659,393	\$ 826,217	\$ 676,217	\$ 807,000	-2.3%
Computer Systems	203,360	-	-	212,217	100.0%
Total Capital Outlay	\$ 862,753	\$ 826,217	\$ 676,217	\$ 1,019,217	-23.4%
Total Fund 401 Expenditures	\$ 7,876,453	\$ 8,679,263	\$ 7,847,823	\$ 9,005,162	3.8%
Total Finance Budget	\$ 9,714,049	\$ 10,790,350	\$ 9,868,112	\$ 11,103,377	2.9%



View of Grand Junction Looking North to the Little Bookcliffs



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GENERAL SERVICES DEPARTMENT

The General Services Department was created in 2018 to provide quality internal management services that support City departments in a manner which enable them to carry out their community missions in a cost-effective and efficient manner. These internal services include fleet maintenance and acquisition, facilities and real estate, procurement, warehousing, special projects, and other support services. The General Services Department also directly manages the Parking and Golf Courses enterprise functions. In 2021, the Solid Waste Department will move under the General Services umbrella.

General Fund Department Summary

- ❖ **General Services:** This division is responsible for the oversight of all other divisions within the General Services Department.
- ❖ **Project Team:** The Project Team was formed as a creative approach to dealing with the difficulty of hiring and training the seasonal workers that the City relies on to complete a variety of projects needed to maintain our high level of service to the community. The Team is available to complete a wide range of projects on an as-needed basis. The intent is to have a multi-purpose crew available at all times to assist regular crews when their workload is at a peak, such as during the annual chip seal road maintenance effort, Spring Clean-Up, and Leaf Pick-Up, or to assist with projects that are harder to complete due to limited availability of regular crews. The philosophy is to have one group of full-time staff available year-round as opposed to increasing and decreasing seasonal crews throughout the year.
- ❖ **Purchasing:** Purchasing is responsible for administration of the City's formal bid processes for the procurement of all goods and services in excess of \$25,000, cost control and monitoring of general purchasing within the City government and purchasing stock for the City's warehouse.
- ❖ **Warehouse:** The Warehouse manages all inventory items for the City for frequently used and essential materials that are issued to City departments and other government agencies.

Golf Fund Department Summary

- ❖ The Golf Division oversees two full-service golf courses, one at Lincoln Park and one Tiara Rado. It provides an outdoor experience to Citizens of Grand Junction and Mesa County as well as visitors from all over the region and country hosting several tournaments each year including the Rocky Mountain Pro-Am.
 - **Lincoln Park Golf Course** is located in the center of town and is an easy to walk nine-hole course that offers par 3 through par 5 holes with a slope rating of 116 for the blue tees.
 - **Tiara Rado Golf Course** is a scenic eighteen-hole course located at the base of the Colorado National Monument. It offers unparalleled views with a slope rating of 124 for the blue tees. 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.

Parking Fund Department Summary

- ❖ The Parking Division oversees all the meters, parking lots, and the parking garage located at 5th and Rood. It is responsible for the upkeep and maintenance of each location as well as ensuring compliance amongst the downtown area parking spaces. The main goal for the Parking Division is to enable safe and easy parking spaces to allow Citizens of Grand Junction, Mesa County, and visitors to the area to have direct access to the downtown shops and restaurants.

Solid Waste and Recycling Department Summary

- ❖ **Solid Waste:** The City's Solid Waste Department is a utility enterprise, funded with a minimum fund balance of \$600,000. Rates and rate changes are established by City Resolution. The fund's existence is to provide quality refuse collection to the Citizens of the community at a fair price. Since 1996, the City of Grand Junction Solid Waste Department has provided automated refuse collection, and volume base rates to all residential customers within City limits. Commercial refuse collection is also available.

- ❖ **Recycling:** Residential curbside recycling is also available to the Citizens of Grand Junction. This service is provided through a contract with Curbside Recycling Indefinitely (GJCRI).

Fleet Fund Department Summary

- ❖ 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, routine and emergency repairs on all vehicles and equipment owned by the City and ensures that they are kept in the safest and most efficient possible mechanical condition at all times. 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 Department Summary

- ❖ The Facility Services Division operates as an internal service fund and is responsible for the coordination and management of an effective 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.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

General Services

- Successfully added a General Services Manager with direct supervision over Facilities, Project Team, and the addition of the Solid Waste Division
- Worked closely with the City's underwriter to develop a financing and debt issuance plan, which took advantage of the historically low interest rates, to issue bonds totaling \$50 million for street expansion projects as well as refinancing the current debt on the Riverside Parkway.
- Completed the acquisition of several properties connected to the Dos Rios development project

Project Team

- Successfully completed approximately 40 projects across the organization. Projects were performed for: Engineering, Streets, Storm water, Solid Waste, Traffic, Facilities, Water, Persigo and Fire. The scope of these projects ranged from the Riverfront Trail Stabilization, Chip Seal Program, Crack fill, Spring Clean Up, Leaf Pick Up, completing a pedestrian bridge at Canyon View Park, landscape projects, a manhole adjustment project, the Senior Center concrete parking lot, and the Riverside Park Shelter construction
- Saved approximately \$450,000 by completing projects with the Project Team versus hiring a third-party contractor

Purchasing

- Completed 114 formal solicitations and contract extension awards totaling \$23,447,777 through December 31, 2020
- Successfully on boarded an intern and obtained adequate training that allows for Junior Level Buyer work to be completed
- Successfully continued all purchasing operations including prebid meetings and site visits without interruption during pandemic

Warehouse

- Continued partnerships with the Grand Junction Housing Authority and Grand Valley Drainage District
- Began providing bulk mailing services to Colorado Mesa University and continued to process all first-class mail for the organization
- Increased utilization of warehouse space by sorting surplus items prepared for auction
- Streamlined orders and deliveries across the organization through online processing

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

- Installed outdoor signs featuring the new Grand Junction Convention Center logo
- Because of the global pandemic, the Grand Junction Convention Center (GJCC) was unable to accommodate meetings and conferences for most of the year. The GJCC did, however, serve as a daycare facility for the children of City workers displaced due to the closure of the most schools and private daycare facilities
- Completed work on an addition to the Las Colonias Amphitheatre that included additional public restrooms and a larger entertainer dressing/green room
- In cooperation with the Avalon Theater Foundation, purchased and installed a new high-resolution digital LED wrap around marquee sign at the Avalon Theater

Golf

- Increased total rounds played by 24% across both courses
- Increased the participation in league play by 50%
- Increased the merchandise sold across both courses by 60%
- Successfully partnered with Colorado Mesa University and broke ground on an indoor driving range facility
- Successfully implemented a PGA Jr. League
- Continued to develop and foster relationships with courses throughout the Valley.

Parking

- Continued 100% utilization of the leased spaces in the Rood Avenue Parking Garage
- Continued retrofitting the Rood Avenue Parking Garage
- Free parking was implemented in response to the pandemic which lasted approximately 10 weeks
- Increased permit utilization by 40% from 2019

Fleet

- Through a reduced replacement budget, Fleet identified and replaced three pickup trucks with energy efficient Hybrid cross overs. Fuel economy on these units has shown an increase by an average 15 miles per gallon
- Fleet capitalized on training by bringing Ford Motor Company in house for two days which allowed the entire Fleet team of 14 people to obtain certification for the same cost as sending one technician to the factory for the same training
- Fleet is once again utilizing the shop that houses Grand Valley Transit which creates separation for our staff during COVID. It also opens space in the Fleet addition creating a more defined Public Safety repair facility which allows us to increase service levels to Police, Fire, and our community partner, GVT.
- Fleets upgrade to FASTER web-based fleet management software is scheduled for go live completion the second week of January. This upgrade brings many enhancements for both Fleet users as well as our customers, making Fleet more transparent and accountable

Facilities

- Developed and implemented cleaning protocols for the custodians to address COVID-19 Pandemic, focusing on disinfection of high use spaces in City Facilities
- Provided custom made sneeze guards for a customer facing offices within City facilities
- Demolished the Mesa Pawn Shop building, the house at 206 Lila Ave (Dos Rios Project), and the house at 729 27 Road to make room for the new Fire Station 6.
- Served as members of the City's construction team for Fire Station 3 and Fire Station 6 projects
- Reroofed the Lincoln Park Barn
- Replaced two HVAC systems at the Avalon Theater
- Completed XCEL Energy Audits (ASHRAE Level 1 Analysis) on 20 City Facilities

2021 Objectives

General Services

- Transition the Solid Waste and Recycling division into the General Services Department
- Finalize bond financing for the Dos Rios General Improvement District

Project Team

- Expand the team to include eighteen members: additional equipment operators and apprentice equipment operators for a total of eighteen project team members
- Continue to work with City Departments taking on greater and more complex projects in efforts to maximize savings
- Provide the training that will allow Apprentice Equipment Operators to successfully fill vacant Equipment Operator positions throughout the City organization

Purchasing

- Continue to provide service across the entire organization within a timely manner
- Remain up to date on purchasing policies and regulations

Warehouse

- Continue to improve online ordering and orders ahead of time to limit lead times on deliveries
- Implement restocking methods to departments across the organization
- Improve processes for mail sorting, delivering, and metering

Grand Junction Convention Center, Avalon Theater, Las Colonias Amphitheater

- Plan for, and transition into having larger events at all venues once COVID-19 Pandemic restrictions loosen

Golf

- Increase the number of rounds played at each course by 5%, the number of league participants by 10%, and the number of PGA Jr. League Members by 5%
- Continue to foster strong relationships with other courses, Colorado Mesa University, and the PGA
- Complete construction of the indoor driving range facility that will house the CMU golf teams
- Become the leader in the Grand Valley for club fittings and repairs

Parking

- Continue 100% utilization of the leased parking spaces in the Rood Avenue Garage
- Increase passport utilization by 5% for mobile pay and permits
- Improve accessibility for customers through increased awareness of parking enforcement officers

Solid Waste and Recycling

- Continue to keep our resale markets during the China recycling market crisis
- Continue to grow current recycling program by 480 new customers and reduce volumes at landfill
- Continue to be the residential trash provider of choice in new developments within the City limits

Fleet

- Continuing to support sustainability by incorporating more electric and exploring the option of hybrid police interceptor vehicles into the fleet. We will continue looking at CNG vehicles where total cost of ownership makes sense
- Fleet will be benchmarking technicians actual repair times with industry standard times in order to create accountability goals for staff. This falls in line with the added transparency of our new fleet management system which allows our customers access to our certain areas of our database

- Fleet will be taking the project management roll over the construction portion of the Persigo Bio-Gas storage project

Facilities

- Assist with construction and completion of the new Fire Station 3
- Implement the 2020 Energy Audit recommendations
- Perform XCEL Energy Audits (ASHRAE Level 1 Analysis) on 14 more City Facilities
- Complete the Energy Manager Program implementation
- Demolition of two more houses in the Dos Rios Project area and the house at 301 S. 4th Street
- Continue with building systems capital replacements

General Services Personnel

General Services	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
General Services			
General Services Director	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Project Team			
Project Team Supervisor	1.00	1.00	1.00
Project Team Crew Leader	1.00	2.00	3.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	0.00	3.00	3.00
Apprentice Equipment Operator	7.00	9.00	8.00
Purchasing/Warehouse			
Senior Buyer	2.00	2.00	2.00
Buyer	0.00	0.00	1.00
Warehouse Specialist	1.00	1.00	1.00
Total General Fund 100 FTE's	17.00	23.00	24.00
Funded by Solid Waste Fund 302*			
Operations and Maintenance Supervisor	0.00	0.00	1.00
Crew Leader	0.00	0.00	1.00
Specialty Equipment Operator	0.00	0.00	10.00
Total Solid Waste Fund 302 FTE's	0.00	0.00	12.00
Funded by Golf Fund 305			
Director of Golf	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00
Golf Superintendent	0.00	0.00	1.00
1st Assistant Golf Pro	1.00	2.00	2.00
Parks Crew Leader	2.00	1.00	0.00
Golf Equipment Operator	0.00	0.00	1.00
Parks Equipment Technician	1.00	1.00	0.00
Total Golf Fund 305 FTE's	6.00	6.00	6.00
Funded by Parking Fund 308			
Parking Services Technician	1.00	1.00	1.00
Total Parking Fund 308 FTE's	1.00	1.00	1.00
Funded by Fleet Fund 402			
Automotive Equipment Manager	1.00	1.00	1.00
Automotive Equipment Supervisor	0.00	0.00	2.00
Automotive Equipment Crew Leader	2.00	2.00	0.00
Automotive Equipment Technician	10.00	10.00	11.00
Fleet Services Coordinator	1.00	1.00	1.00
Total Fleet Fund 402 FTE's	14.00	14.00	15.00

General Services	2019 FTE	2020 FTE	2021 FTE
Funded by Facilities Fund 406			
Facilities Supervisor	1.00	1.00	1.00
Facilities Crew Leader	1.00	1.00	1.00
Custodian	6.00	6.00	6.00
Total Facilities Fund 406 FTE's	8.00	8.00	8.00
Total General Services FTE's	46.00	52.00	66.00

* The Solid Waste fund was moved under the General Services department in Late 2020. All positions associated with this fund are now accounted for here.

Expenditure Summary by Fund

General Services	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100					
General Services	\$ 174,048	\$ 280,011	\$ 276,136	\$ 278,283	-0.6%
Project Team	704,616	1,202,639	968,706	1,325,265	10.2%
Purchasing	208,608	207,396	209,014	302,873	18.6%
Warehouse	114,736	154,601	169,351	170,792	-26.4
Total Fund 100 Expenditures	\$ 1,202,008	\$ 1,844,647	\$ 1,623,207	\$ 2,077,213	6.4%
0.75% Sales Tax CIP Fund 201					
Facilities	\$ -	\$ -	\$ 200,000	\$ 100,000	100.0 %
Total Fund 201 Expenditures	\$ -	\$ -	\$ 200,000	\$ 100,000	100.0%
Solid Waste Fund 302					
Solid Waste	\$ -	\$ -	\$ -	\$ 4,363,240	100.0%
Total Fund 302 Expenditures	\$ -	\$ -	\$ -	\$ 4,363,240	100.0%
GJ Convention Center Fund 303					
GJ Convention Center	\$ 6,999,707	\$ 358,519	\$ 781,346	\$ 389,347	8.6%
Avalon	53,755	56,469	56,469	87,527	55.0%
Las Colonias	(9,880)	-	-	-	0.0%
Total Fund 303 Expenditures	\$ 7,043,582	\$ 414,988	\$ 837,815	\$ 476,874	14.9%
Golf Fund 305					
Lincoln Park Golf Course	\$ 656,434	\$ 681,935	\$ 719,435	\$ 751,578	10.2%
Tiara Rado Golf Course	1,192,259	1,238,093	1,403,743	1,311,185	5.9%
Total Fund 305 Expenditures	\$ 1,848,693	\$ 1,920,028	\$ 2,123,178	\$ 2,062,763	7.4%
Parking Fund 308					
Parking	\$ 566,037	\$ 563,954	\$ 548,954	\$ 532,468	-5.6%
Total Fund 308 Expenditures	\$ 566,037	\$ 563,954	\$ 548,954	\$ 532,468	-5.6%
Fleet Fund 402					
Fleet	\$ 6,497,248	\$ 7,370,180	\$ 6,654,094	\$ 6,794,931	-7.8%
Total Fund 402 Expenditures	\$ 6,497,248	\$ 7,370,180	\$ 6,654,094	\$ 6,794,931	-7.8%
Facilities Fund 406					
Facilities	\$ 2,816,140	\$ 2,913,297	\$ 2,768,666	\$ 3,026,659	3.9%
Total Fund 406 Expenditures	\$ 2,816,140	\$ 2,913,297	\$ 2,768,666	\$ 3,026,659	3.9%
Total General Services Budget	\$ 19,973,708	\$ 15,027,094	\$ 14,755,914	\$ 19,434,148	29.3%

* The Solid Waste fund was moved under the General Services department in Late 2020. All prior year budgets are shown within Public Works

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues** in the General Fund increases 61.1% due to adding mailing services for CMU in 2020. Solid Waste revenues are increasing 2.6% due to a small rate increase in refuse service. Golf fund revenues will increase 16.1% due to increased play at both courses. When the COVID-19 Pandemic hit and other business closed down, outdoor recreation became more popular and play is increasing at both golf courses as a result. The Parking Fund has a decrease in revenues of 2.8% due to businesses being closed during the pandemic and this trend lingering into 2021 until full recovery. Fleet and Facilities Fund Revenues are for interfund charges to other departments and these remain nearly flat in 2021.
- **Labor and Benefits** in all funds will see a 2.5% increase for full time salaries based on the City's pay plan and based on satisfactory performance evaluations. Health Care will also add to increase in labor and benefits.
- **Operating Expenditures** in the General Fund decreases 36.3% in part due to budgeting for non-personnel operating costs at 15% lower than the 2020 Adopted Budget and a reduction in operating equipment. The Solid Waste fund will see a 1.6% increase due to the rising costs of landfill prices. The Parking fund will see a decrease of 11.6% mainly due to budgeting operating costs at 15% lower than 2020 Adopted Budget. Fleet will see an increase of 4.4% due to equipment maintenance costs rising. And Facilities operating costs will increase 25.2% due to the rising cost in utility charges.
- **Interfund Charges** in all funds change based on charges for information technology, fleet, facilities, and insurance. The General Fund interfund charges will increase 52.1% due to increasing costs of fuel, additions to fleet and information technology charges for upgraded software systems. The Solid Waste Fund will see decreases in interfund charges due to lower estimated fuel costs and fleet accruals.
- **Capital Outlay** is primarily found in the 201 Fund for facility improvements and can fluctuate year over year. Other capital outlay for General Services is found in the Fleet Fund for the purchase of new or replacement vehicles and equipment. In 2021, the Fleet capital will see a decrease of 18.4%.

General Services					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 89,445	\$ 63,300	\$ 93,300	\$ 102,000	61.1%
Capital Proceeds	15,442	12,000	12,000	12,000	0.0%
Total Revenues	\$ 104,887	\$ 75,300	\$ 105,300	\$ 114,000	51.4%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 756,817	\$ 1,094,524	\$ 958,096	\$ 1,210,381	10.6%
Seasonal	-	-	5,600	-	0.0%
Overtime	4,653	10,000	10,000	5,000	-50.0%
Benefits	199,695	337,434	302,602	452,059	34.0%
Taxes	56,067	84,713	74,688	93,200	10.0%
Other Compensation	11,294	3,454	8,794	3,453	0.0%
Total Labor and Benefits	\$ 1,028,526	\$ 1,530,125	\$ 1,359,780	\$ 1,764,093	15.3%
Operating Expenditures					
Contract Services	\$ 5,619	\$ 8,410	\$ 3,200	\$ 4,820	-42.7%
Cost of Goods Sold	8,002	6,390	6,390	6,883	7.7%
Equipment	8,743	80,600	70,400	4,760	-94.1%
Operating Supplies	13,439	53,661	65,819	70,370	31.1%
Professional Development	5,530	31,190	13,190	26,534	-14.9%
Repairs	-	2,000	1,000	1,700	-15.0%
Uniforms and Gear	2,752	4,655	3,335	3,929	-15.6%
Utilities	179	-	-	-	0.0%
Total Operating Expenditures	\$ 44,264	\$ 186,906	\$ 163,334	\$ 118,996	-36.3%

General Services

Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Interfund Charges					
Departmental Services	\$ 53,036	\$ -	\$ -	\$ -	0.0%
Facility	26,060	32,425	32,425	30,835	-4.9%
Fleet	8,013	16,301	16,301	72,811	346.7%
Fuel Charges	4,116	201	201	9,339	4546.0%
Information Technology	33,736	51,166	51,166	67,358	31.6%
Liability Insurance	-	-	-	13,781	0.0%
Medical Programs	4,258	27,523	-	-	-100.0%
Total Interfund Charges	\$ 129,219	\$ 127,616	\$ 100,093	\$ 194,124	52.1%
Total Fund 100 Expenditures	\$ 1,202,009	\$ 1,844,647	\$ 1,623,207	\$ 2,077,213	12.6%
Funding Source: 0.75% Sales Tax CIP Fund 201					
Capital Outlay					
Facilities	\$ -	\$ -	\$ 200,000	\$ 100,000	100.0%
Total Capital Outlay	\$ -	\$ -	\$ 200,000	\$ 100,000	100.0%
Total Fund 201 Expenditures	\$ -	\$ -	\$ 200,000	\$ 100,000	100.0%
Funding Source: Solid Waste Fund 302					
Revenues					
Charges for Service	\$ -	\$ -	\$ -	\$ 4,781,991	100.0%
Interest	-	-	-	8,404	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ 4,790,395	100.0%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ -	\$ -	\$ -	\$ 771,658	100.0%
Seasonal	-	-	-	1,060	100.0%
Overtime	-	-	-	28,994	100.0%
Benefits	-	-	-	320,756	100.0%
Taxes	-	-	-	61,345	100.0%
Other Compensation	-	-	-	225	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ -	\$ 1,184,038	100.0%
Operating Expenditures					
Charges and Fees	\$ -	\$ -	\$ -	\$ 763,000	100.0%
Contract Services	-	-	-	805,320	100.0%
Equipment	-	-	-	55,250	100.0%
Operating Supplies	-	-	-	5,513	100.0%
Professional Development	-	-	-	2,550	100.0%
Repairs	-	-	-	14,450	100.0%
Uniforms and Gear	-	-	-	1,337	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ -	\$ 1,647,420	100.0%
Interfund Charges					
Administrative Overhead	\$ -	\$ -	\$ -	\$ 352,005	100.0%
Facility	-	-	-	14,297	100.0%
Fleet	-	-	-	649,234	100.0%
Fuel Charges	-	-	-	94,188	100.0%
Information Technology	-	-	-	27,237	100.0%
Liability Insurance	-	-	-	36,921	100.0%
Utility Services	-	-	-	236,190	100.0%
Total Interfund Charges	\$ -	\$ -	\$ -	\$ 1,410,072	100.0%

General Services

Funding Source:	2019	2020	2020	2021	% Change
Solid Waste Fund 302	Actual	Adopted	Projected	Adopted	Fr 2020
					Adopted
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ -	\$ 22,100	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 22,100	100.0%
Debt Service					
Capital Equipment	\$ -	\$ -	\$ -	\$ 99,610	100.0%
Total Debt Service	\$ -	\$ -	\$ -	\$ 99,610	100.0%
Total Fund 302 Expenditures	\$ -	\$ -	\$ -	\$ 4,363,240	100.0%
Funding Source:					
GJ Convention Center Fund 303					
Revenues					
Intergovernmental	\$ 6,564,022	\$ 212,488	\$ 635,315	\$ 274,374	29.1%
Charges for Service	15,491	-	-	-	0.0%
Total Revenues	\$ 6,579,513	\$ 212,488	\$ 635,315	\$ 274,374	29.1%
Operating Expenditures					
Charges and Fees	\$ 725	\$ -	\$ -	\$ -	0.0%
Contract Services	225,000	202,500	202,500	202,500	0.0%
Equipment	107,101	-	-	-	0.0%
Operating Supplies	(9,880)	-	-	-	0.0%
Repairs	361,309	-	-	-	0.0%
Total Operating Expenditures	\$ 684,254	\$ 202,500	\$ 202,500	\$ 202,500	0.0%
Interfund Charges					
Departmental Services	\$ 32,047	\$ 32,913	\$ 32,913	\$ 32,913	0.0%
Facility	150,967	158,588	158,588	221,832	39.9%
Fleet	9,653	7,173	7,173	5,572	-22.3%
Liability Insurance	10,637	13,814	13,814	14,056	1.7%
Total Interfund Charges	\$ 203,304	\$ 212,488	\$ 212,488	\$ 274,374	29.1%
Capital Outlay					
Facilities	\$ 6,155,436	\$ -	\$ 422,827	\$ -	0.0%
Total Capital Outlay	\$ 6,155,436	\$ -	\$ 422,827	\$ -	0.0%
Total Fund 303 Expenditures	\$ 7,042,995	\$ 414,988	\$ 837,815	\$ 476,873	14.9%
Funding Source:					
Golf Fund 305					
Revenues					
Charges for Service	\$ 1,679,749	\$ 1,787,850	\$ 2,144,315	\$ 2,078,050	16.2%
Interest	(1,608)	2,500	65	-	-100.0%
Other	12,800	13,000	13,000	16,000	23.1%
Total Revenues	\$ 1,690,941	\$ 1,803,350	\$ 2,157,380	\$ 2,094,050	16.1%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 398,569	\$ 419,072	\$ 419,072	\$ 405,821	-3.2%
Seasonal	277,811	270,412	270,412	267,170	-1.2%
Overtime	4,556	1,890	1,890	1,938	2.5%
Benefits	117,070	114,436	126,485	125,335	9.5%
Taxes	52,128	53,482	53,482	51,662	-3.4%
Other Compensation	23,648	8,555	8,555	934	-89.1%
Total Labor and Benefits	\$ 873,782	\$ 867,847	\$ 879,896	\$ 852,860	-1.7%

General Services

Funding Source: Golf Fund 305	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Operating Expenditures					
Charges and Fees	\$ 41,753	\$ 31,876	\$ 61,876	\$ 65,715	106.2%
Contract Services	37,067	12,483	12,483	7,044	-43.6%
Cost of Goods Sold	162,053	188,350	322,500	292,450	55.3%
Equipment	68,226	71,708	110,708	116,685	62.7%
Equipment Maintenance	8,509	15,383	15,383	7,405	-51.9%
Operating Supplies	49,855	25,735	25,735	19,526	-24.1%
Professional Development	3,707	6,615	6,615	5,527	-16.4%
Rent	-	2,400	2,400	275	-88.5%
Repairs	45,465	7,720	7,720	26,413	242.1%
System Maintenance	65,775	64,150	74,150	56,750	-11.5%
Uniforms and Gear	2,211	620	620	298	-51.9%
Utilities	39,366	36,576	36,576	40,765	-11.5%
Total Operating Expenditures	\$ 523,987	\$ 463,616	\$ 676,766	\$ 638,853	37.8%
Interfund Charges					
Administrative Overhead	\$ 131,428	\$ 135,252	\$ 125,252	\$ 146,554	8.4%
Departmental Services	4,115	4,226	4,226	4,225	0.0%
Facility	46,135	67,883	67,883	47,943	-29.4%
Fleet	122,982	176,008	176,008	172,908	-1.8%
Fuel Charges	21,076	15,932	15,932	11,631	-27.0%
Information Technology	63,573	67,450	67,450	77,639	15.1%
Liability Insurance	16,913	21,968	21,968	22,353	1.8%
Medical Programs	6,388	12,049	-	-	-100.0%
Total Interfund Charges	\$ 412,610	\$ 500,768	\$ 478,719	\$ 483,253	-3.5%
Debt Service					
Interest Expense	\$ 38,313	\$ 13,263	\$ 13,263	\$ 12,145	-8.4%
Principal	-	74,534	74,534	75,652	1.5%
Total Debt Service	\$ 38,313	\$ 87,797	\$ 87,797	\$ 87,797	0.0%
Total Fund 305 Expenditures	\$ 1,848,692	\$ 1,920,028	\$ 2,123,178	\$ 2,062,763	7.4%

Funding Source: Parking Fund 308	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 522,139	\$ 518,250	\$ 488,142	\$ 504,550	-2.6%
Fines and Forfeitures	200,016	160,000	120,000	156,000	-2.5%
Interest	10,682	6,800	9,288	4,149	-39.0%
Other	59,000	55,500	55,500	55,250	-0.5%
Total Revenues	\$ 791,837	\$ 740,550	\$ 672,930	\$ 719,949	-2.8%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 67,109	\$ 71,150	\$ 71,150	\$ 61,994	-12.9%
Benefits	27,519	32,644	32,644	29,513	-9.6%
Taxes	5,739	5,460	5,460	4,756	-12.9%
Other Compensation	1,319	452	452	452	0.0%
Total Labor and Benefits	\$ 101,686	\$ 109,706	\$ 109,706	\$ 96,715	-11.8%
Operating Expenditures					
Charges and Fees	\$ 75,911	\$ 87,705	\$ 72,705	\$ 76,705	-12.5%
Contract Services	4,230	13,379	13,379	12,404	-7.3%
Equipment	6,032	5,400	5,400	4,590	-15.0%
Operating Supplies	6,095	6,300	6,300	5,356	-15.0%
Repairs	28,113	13,950	13,950	12,938	-7.3%
Uniforms and Gear	-	450	450	383	-14.9%
Total Operating Expenditures	\$ 120,381	\$ 127,184	\$ 112,184	\$ 112,376	-11.6%

General Services

General Services					
Funding Source: Parking Fund 308	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Interfund Charges					
Administrative Overhead	\$ 53,805	\$ 55,541	\$ 55,541	\$ 53,996	-2.8%
Facility	11,043	11,527	11,527	10,649	-7.6%
Fleet	4,580	5,190	5,190	4,508	-13.1%
Fuel Charges	514	480	480	416	-13.3%
Information Technology	21,195	10,134	10,134	9,609	-5.2%
Liability Insurance	15,068	425	425	432	1.6%
Total Interfund Charges	\$ 106,205	\$ 83,297	\$ 83,297	\$ 79,610	-4.4%
Debt Service					
Interest	\$ 33,721	\$ 33,721	\$ 33,570	\$ 27,372	-18.8%
Principal	210,046	210,046	213,197	216,395	3.0%
Total Debt Service	\$ 243,767	\$ 243,767	\$ 243,767	\$ 243,767	0.0%
Total Fund 308 Expenditures	\$ 566,037	\$ 563,954	\$ 548,954	\$ 532,468	-5.6%
Funding Source: Fleet Fund 402					
Revenues					
Charges for Service	\$ 848,693	\$ 769,078	\$ 769,078	\$ 937,635	21.9%
Interfund Revenue	5,322,181	6,160,787	4,160,787	5,378,967	-12.7%
Interest	61,889	46,800	41,305	17,154	-63.3%
Other	6,388	2,000	2,000	2,000	0.0%
Capital Proceeds	47,358	80,000	80,000	80,000	0.0%
Total Revenues	\$ 6,286,509	\$ 7,058,665	\$ 5,053,170	\$ 6,415,756	-9.1%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 783,078	\$ 849,410	\$ 849,410	\$ 901,440	6.1%
Overtime	16,296	19,058	19,058	19,058	0.0%
Benefits	237,526	273,656	293,585	289,581	5.8%
Taxes	57,802	66,448	66,448	66,474	0.0%
Other Compensation	4,669	451	451	1,114	147.0%
Total Labor and Benefits	\$ 1,099,371	\$ 1,209,023	\$ 1,228,952	\$ 1,277,667	5.7%
Operating Expenditures					
Charges and Fees	\$ 227	\$ 450	\$ 450	\$ 450	0.0%
Contract Services	93,064	21,300	21,300	26,160	22.8%
Equipment	203,117	-	-	-	0.0%
Equipment Maintenance	1,063,004	882,216	882,216	1,000,000	13.4%
Fuel	798,634	940,080	940,080	922,002	-1.9%
Operating Supplies	27,177	27,900	27,900	25,768	-7.6%
Professional Development	14,492	12,500	12,500	12,425	-0.6%
Repairs	237,981	253,500	253,500	245,000	-3.4%
Uniforms and Gear	136	300	300	300	0.0%
Utilities	611	675	675	574	-15.0%
Total Operating Expenditures	\$ 2,438,443	\$ 2,138,921	\$ 2,138,921	\$ 2,232,679	4.4%
Interfund Charges					
Department Services	\$ 110,645	\$ 67,266	\$ 67,266	\$ 12,266	-81.8%
Facility	69,521	83,488	83,488	74,454	-10.8%
Fleet	13,258	13,832	13,832	18,562	34.2%
Fuel Charges	2,522	2,491	2,491	2,098	-15.8%
Information Technology	56,813	50,659	50,659	78,013	54.0%
Liability Insurance	49,571	49,571	49,571	50,439	1.8%
Medical Program	12,774	19,929	-	-	-100.0%
Total Interfund Charges	\$ 315,104	\$ 287,236	\$ 267,307	\$ 235,832	-17.9%

General Services					
Funding Source: Fleet Fund 402	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Capital Outlay					
Capital Equipment	\$ 2,644,328	\$ 3,735,000	\$ 3,018,914	\$ 3,048,753	-18.4%
Total Capital Outlay	\$ 2,644,328	\$ 3,735,000	\$ 3,018,914	\$ 3,048,753	-18.4%
Total Fund 402 Expenditures	\$ 6,497,245	\$ 7,370,180	\$ 6,654,094	\$ 6,794,931	-7.8%
Funding Source: Fleet Fund 406					
Revenues					
Charges for Service	\$ 237	\$ -	\$ -	\$ -	0.0%
Interfund Revenue	2,607,580	2,746,529	2,746,529	2,793,660	1.7%
Interest	-	1,200	-	-	-100.0%
Other	26,460	17,760	17,760	17,600	-0.9%
Total Revenues	\$ 2,634,277	\$ 2,765,489	\$ 2,764,289	\$ 2,811,260	1.7%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 365,968	\$ 359,666	\$ 359,666	\$ 402,516	11.9%
Seasonal	962	-	-	-	0.0%
Overtime	3,552	3,733	3,733	4,245	13.7%
Benefits	122,956	121,468	132,355	163,645	34.7%
Taxes	26,516	27,814	27,814	31,131	11.9%
Other Compensation	1,234	451	451	512	13.5%
Total Labor and Benefits	\$ 521,188	\$ 513,132	\$ 524,019	\$ 602,049	17.3%
Operating Expenditures					
Contract Services	\$ 301,256	\$ 246,540	\$ 246,540	\$ 212,560	-13.8%
Equipment	10,783	1,000	1,000	850	-15.0%
Operating Supplies	29,374	32,000	32,000	31,475	-1.6%
Professional Development	3,520	2,500	2,500	2,125	-15.0%
Rent	-	2,100	2,100	1,785	-15.0%
Repairs	122,533	25,000	25,000	21,250	-15.0%
Uniforms and Gear	232	750	750	638	-14.9%
Utilities	1,642,078	1,356,541	1,747,601	1,815,296	33.8%
Total Operating Expenditures	\$ 2,109,776	\$ 1,666,431	\$ 2,057,491	\$ 2,085,979	25.2%
Interfund Charges					
Department Services	\$ 14,906	\$ 251,000	\$ 15,309	\$ 15,309	-93.9%
Facility	20,016	18,583	18,583	22,808	22.7%
Fleet	14,592	14,994	14,994	15,198	1.4%
Fuel Charges	2,029	2,854	2,854	1,696	-40.6%
Information Technology	61,344	51,211	51,211	59,201	15.6%
Liability Insurance	64,836	84,205	84,205	85,679	1.8%
Medical Program	7,452	10,887	-	-	-100.0%
Total Interfund Charges	\$ 185,175	\$ 433,734	\$ 187,156	\$ 199,891	-53.9%
Contingency & Reserves					
Unallocated Appropriations	\$ -	\$ 300,000	\$ -	\$ 138,740	-53.8%
Total Contingency & Reserves	\$ -	\$ 300,000	\$ -	\$ 138,740	-53.8%
Total Fund 406 Expenditures	\$ 2,816,149	\$ 2,913,297	\$ 2,768,666	\$ 3,026,659	3.9%
Total General Services Budget	\$ 19,979,120	\$ 15,027,094	\$ 14,758,914	\$ 19,434,147	29.3%

COMMUNITY DEVELOPMENT DEPARTMENT

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

Key Functions of the Development Services Division include:

- ❖ Preparation of citywide and neighborhood plans
- ❖ Permitting services for residential and nonresidential development
- ❖ Maintaining the Grand Junction Comprehensive Plan
- ❖ 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

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- Facilitated the completion and unanimous adoption of the One Grand Junction Comprehensive Plan
- Permitted more new single-family residential units since the Great Recession
- Implemented a new online permitting system (EnerGov CSS) platform for planning clearances and development projects
- Implemented an online public hearing platform called GJSpeaks.org that provides a parallel public hearing process with greater flexibility and accessibility for public participation
- Received grant funding and implemented bicycle route wayfinding, a key priority of the Urban Trails Committee
- Received grant funding and implemented new Electric Vehicle Charging stations at Las Colonias Park
- Evaluated and expanded the Redevelopment Area Boundary to provide incentives for infill and redevelop in core areas of the City
- Convened a Marijuana Working Group for the purpose of providing a recommendation to City Council

2021 Objectives

- Expand the City's public outreach and engagement
- Facilitate the completion and adoption of the Patterson Road Access Control Plan
- Facilitate the assessment and targeted revisions to the Zoning and Development Code to implement the Comprehensive Plan
- Complete a Housing needs assessment and assist in developing a housing strategy for the City
- Implement modifications to the Business Improvement Grant Program
- Coordinate with Economic Development Partners in business expansion and new construction
- Identify and implement mobility improvements
- Continue efforts to evaluate annexation policy and the Persigo Agreement
- Complete fiscal impact analysis of annexations
- Continue to provide timely permitting and plan review of clearances and development projects

Community Development Department Personnel

Community Development Positions	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Community Development Director	1.00	1.00	1.00
Planning Supervisor	0.00	0.00	1.00
Community Services Manager	1.00	0.00	0.00
Principal Planner	2.00	2.00	2.00
Project Engineer	0.00	0.00	2.00
Sr. Planner	2.00	3.00	3.00
Sr. Planner/Outreach Specialist	0.00	0.00	1.00
Associate Planner	3.00	3.00	1.00
Planning Technician	2.00	2.00	2.00
Total General Fund FTE's	11.00	11.00	13.00

Expenditure Summary by Fund

Community Development	2019 Actuals	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100 Expenditures					
Community Development	\$ 1,458,746	\$ 1,686,831	\$ 1,551,751	\$ 1,726,155	2.3%
Total Fund 100 Expenditures	\$ 1,458,746	\$ 1,686,831	\$ 1,551,751	\$ 1,726,155	2.3%
CDBG Fund 104 Expenditures					
Community Development	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760	2.1%
Total Fund 104 Expenditures	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760	2.1%
0.75% Sales Tax Fund 201 Expenditures					
Community Development	\$ 218,700	\$ 112,500	\$ 62,500	\$ 75,000	33.3%
Total Fund 201 Expenditures	\$ 218,700	\$ 112,500	\$ 62,500	\$ 75,000	33.3%
Total Community Development Budget	\$ 1,850,726	\$ 2,072,366	\$ 2,251,510	\$ 2,079,915	0.4%

Budget by Fund by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues** increase 27.8% due to receipt of a DOLA grant for a housing study in 2021
- **Labor and Benefits** include a 2.5% increase in full time salaries dependent on employee performance review effective April 2021.
- **Operating Expenditures** increases 15.4% due to an increase in contract services for translation services and in community participation for neighborhood program grants, block parties, and micro grants for neighborhood improvements.
- **Interfund Charges** decreases 11.8% due to a reduction in information technology charges and facility charges (utilities).

Community Development					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ -	\$ -	\$ -	\$ 30,000	100.0%
Charges for Service	129,798	120,550	120,550	124,050	2.9%
Total Revenues	\$ 129,798	\$ 120,550	\$ 120,550	\$ 154,050	27.8%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 748,573	\$ 830,797	\$ 763,974	\$ 879,819	5.9%
Seasonal	2,217	12,000	12,000	-	-100.0%
Overtime	868	2,892	2,892	3,193	10.4%
Benefits	170,624	218,533	212,685	253,583	16.0%
Taxes	54,994	64,887	59,775	67,747	4.4%
Other Compensations	13,620	3,265	3,265	3,265	0.00%
Total Labor and Benefits	\$ 990,896	\$ 1,132,374	\$ 1,054,591	\$ 1,207,607	6.6%
Operating Expenditures					
Charges and Fees	\$ 7,751	\$ 4,850	\$ 4,850	\$ 6,300	29.9%
Contract Services	18,168	46,200	30,700	62,200	34.6%
Equipment	6,452	18,275	1,000	17,575	-3.8%
Grants and Contributions	5,905	6,300	3,800	12,000	90.5%
Operating Supplies	15,294	12,900	11,900	10,050	-22.1%
Professional Development	14,704	18,900	15,300	16,500	-12.7%
Rent	2,490	1,800	1,800	1,400	-22.2%
Total Operating Expenditures	\$ 70,764	\$ 109,225	\$ 69,350	\$ 126,025	15.4%
Interfund Charges					
Facility	\$ 49,161	\$ 52,673	\$ 52,673	\$ 46,545	-11.6%
Fleet	3,591	3,910	3,910	-	-100.0%
Fuel Charges	-	312	312	-	-100.0%
Information Technology	309,374	342,104	342,104	310,173	-9.3%
Liability Insurance	22,185	28,811	28,811	35,805	24.3%
Medical Programs	12,774	17,422	-	-	-100.0%
Total Interfund Charges	\$ 397,085	\$ 445,232	\$ 427,810	\$ 392,523	-11.3%
Total Fund 100 Expenditures	\$ 1,458,745	\$ 1,686,831	\$ 1,551,751	\$ 1,726,155	2.3%
Funding Source: CDBG Fund 104					
Revenues					
Intergovernmental	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134	-16.4%
Total Revenues	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134	-16.4%
Expenditures					
Operating Expenditures					
Grants and Contributions	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760	2.1%
Total Operating Expenditures	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760	2.1%
Total Fund 104 Expenditures	\$ 173,280	\$ 273,035	\$ 637,259	\$ 278,760	2.1%

Community Development					
Funding Source: 0.75% Sales Tax Capital Fund 201	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ 92,900	\$ 62,500	\$ 37,500	\$ 25,000	-60.0%
Total Revenues	\$ 92,900	\$ 62,500	\$ 37,500	\$ 25,000	-60.0%
Expenditures					
Capital Outlay					
Contract Services	\$ 218,700	\$ 112,500	\$ 62,500	\$ 75,000	33.3%
Total Capital Outlay	\$ 218,700	\$ 112,500	\$ 62,500	\$ 75,000	33.3%
Total Fund 201 Expenditures	\$ 218,700	\$ 112,500	\$ 62,500	\$ 75,000	33.3%
Total Community Development Budget	\$ 1,850,724	\$ 2,072,366	\$ 2,251,510	\$ 2,079,915	0.4%



POLICE DEPARTMENT

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

General Fund Department Summary

- ❖ **Chief of Police/Administration:** The Administration Division is responsible for the overall leadership, coordination, and management of the Department. This office, which includes the Chief of Police, is also the liaison with other City Departments as well as the City Manager, City Council, and other partner agencies.
- ❖ **Police Operations:** The Operations Division of the Police Department includes Uniform Patrol, Community Advocacy, K-9 Unit, Colorado Mesa University (CMU) Campus Police, Parks Patrol, School Resource Officers, Street Crimes, Special Weapons and Tactics (SWAT), Traffic Team, and Code Enforcement.
- ❖ **Police Services:** The Police Services Division includes Investigations, Drug Task Force, Victim Assistance, Lab/Evidence, Professional Standards (training, recruiting, internal affairs, volunteer program), and Records.

Communications Center Fund Department Summary

- ❖ **Grand Junction Regional Communications Center:** The Grand Junction Regional Communications Center (GJRCC) is the combined public safety answering point for 9-1-1 in Mesa County. In 2019, they handled over 306,000 (inbound and outbound) telephone calls, 144 Text-To-911 messages, and dispatched over 155,000 incidents to the 11 Law Enforcement and 14 Fire/EMS user agencies of the GJRCC.

The Incident Dispatch Team, which is comprised of members of the GJRCC, responds to large 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 provided support for Country Jam, Rock Jam, Fruita fireworks night, and the Grand Junction Air Show. The team has also responded to many unplanned incidents, including search and rescues in the surrounding mountains, wildfires, major accidents on the interstate, and many others.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

Chief of Police

- Communication and outreach have been a centerpiece of efforts by the Office of the Chief in 2020, particularly with leading information as COVID-19 set in within Mesa County, and then again with the protests and community concerns over policing and the death of George Floyd. Despite the difficulties associated with these unprecedented times, there were no instances of property destruction or rioting that surfaced elsewhere within the country
- A formal agreement was reached with School District 51 to assist with paying for services related to the School Resource Officer Program beginning this year and into the future
- The Communications team enhanced social media outreach, working with new platforms including Nextdoor and Ring Neighborhoods, thus increasing our opportunities to better interact with the Grand Junction community
- Chief Shoemaker worked with Colorado Mesa University to participate in the “Turning the Corner” committee, established to increase relationships with students at CMU and the GJPD

- Chief Shoemaker was named co-chair of the Grand Valley Task Force's Law Enforcement Working Group, an initiative to better work with community members on issues related to policing in today's society
- In a partnership with the City Attorney's Office, a Public Safety Attorney was hired and is now housed at the GJPD. This position will be critical in understanding and better decoding the various rules set forth in Senate Bill 217 specifically to police operational methodology

Police Operations

- The 2018 partnership that was developed between the Grand Junction Police Department (GJPD), Mesa County Sheriff's Office (MCSO), and Mind Springs Health to address the growing community problems with mental health and substance abuse disorders was slightly modified this year. In April of 2020, the MCSO decided to pull out of the program leaving their portion of the grant funding to us. We have utilized that funding to add a position and create a completely city run version of the program. This program has seen tremendous success and is widely recognized as an exemplar model
- The Traffic Unit was, through successful recruiting, increased to two full-time officers and a supervisor, to include proficiency in the use of the police motorcycles for enforcement. As staffing increases, more officers will be added to this unit in 2021
- We were able to stand up a special investigation unit (SIU) in place of the former street crimes unit (SCU). The unit was started with three officers, an intelligence officer, and a sergeant. As our staffing levels increase, we will add officers to the unit
- The Community Response Unit (CRU) increased in staff, with the addition of a corporal and one additional officer
- With the help of human resources, we streamlined our promotional testing to include Corporal and Sergeant Candidates in the same process
- Through the assistance of the 2019 passage of Measure 2B for First Responders, we were able to add 12 new vehicles to the fleet to assist in increasing our availability to respond to calls for service

Police Services

- The Lab, Property and Evidence Section responded to process crime scenes 41 times, including for CBI, Montrose PD, and the Mesa County Sheriff's Office. Additionally, four of our Evidence Technicians are now certified as Evidence Technician Specialists through the International Association for Property Evidence (IAPE)
- A total of 24 officers were hired in 2020, including six that will attend the January 2021 Police Academy. Throughout the year, GJPD received 764 applications for the position of police recruit
- The Records Section was responsible for assisting with data gathering requirements as dictated by Senate Bill 217
- Several high profile cases were investigated and cleared, including a cold case homicide dating back to 1975
- The Drug Task Force was responsible for the seizure of nearly 9,000 grams of cocaine, 14,000 grams of heroin, and over 22,000 Fentanyl pills. These seizures also resulted in 145 arrests, 89 of which were felonies

Communications Center

- Achieved formal recognition from City Council of our 9-1-1 professionals as First Responders
- Continued to recruit high quality personnel, adding 13 new team members, and promoted three existing team members to the rank of supervisor
- Developed a continuity of operations plan to mitigate the effects of the COVID-19 Pandemic on staffing
- Increased our social media engagement through a dedicated GJRCC Facebook page
- To enhance recruitment, developed and released a professional recruiting video
- Emphasized continued education opportunities, even despite the COVID-19 Pandemic, for employees of the GJRCC

2021 Objectives

Chief of Police

- Community relations will be a center point of this office, particularly as opportunities for better engagement with community surface. Efforts to hold a Citizens Police Academy as well as a new Citizens Police Academy specific to the students at CMU are priorities for citizen engagement, as well as reporting on the successes and progress of the First Responder tax
- A continued effort to prepare first line supervisors, as well as command personnel, for critical incidents and other higher level public safety needs will continue. As training opportunities open, so will the level of engagement of supervisors in advanced training initiatives such as the FBI academy, Northwestern University Command School, and the FBI law enforcement executive development series. These sessions are critical to supervisory growth within the agency

Police Operations

- Increase staffing with District 51 by adding a 5th School Resource Officer to the SRO Program
- Better address special unit needs within the agency by adding a Commander dedicated to Special Units, including CRU, PST, Traffic, Co-Responder, and School Resource Officers
- Begin the implementation of Intelligence Led Policing as it relates to the Special Investigations Unit
- Implement the Taser 7 and new Body Worn Cameras via the recently approved AXON contract, as well as a Drone Program for critical incidents

Police Services

- The Forensic Investigator training plan will continue with the goal of certifying sworn FI's (forensic investigators) by the end of 2022
- The Police Department has set a goal of 137 sworn officers to be hired and on staff by the end of 2021, and efforts to continue recruiting locally, regionally, and nationally will continue
- Additional compliance needs as set by Senate Bill 217 that address records retention and data collection will be examined by the Records Section
- Enhance our criminal intelligence capabilities, particularly as they relate to the Department goal of Intelligence-Led Policing

Communications Center

- Achieve accreditation with the International Academies of Emergency Dispatch
- Migrate to the Statewide ESInet to facilitate Next Generation 9-1-1 delivery of services
- Establish a data sharing connection with Garfield County to increase redundancy of services
- Continue to partner with neighboring and regional communication centers on information-sharing and best practices
- Achieve full staffing within the GJRCC 9-1-1 Center

Police Department Personnel

Police Department	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Chief of Police			
Police Chief	1.00	1.00	1.00
Community Outreach Specialist	0.00	1.00	1.00
Department Information Coordinator	1.00	1.00	1.00
Administrative Financial Analyst	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Grant Administrator	0.00	1.00	0.00

Police Department	2019 FTE	2020 FTE	2021 FTE
Police Operations			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	4.00	5.00	5.00
Police Sergeant	12.00	12.00	11.00
Corporal	8.00	9.00	9.00
Police Officer	74.00	79.00	76.00
Police Services Technician	7.00	6.50	6.50
Parking Compliance Officer	1.00	2.00	0.00
Code Compliance Officer	0.00	0.00	1.00
Victims Services Coordinator	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	1.00
Police Services			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	2.00	1.00	1.00
Police Sergeant	5.00	5.00	4.00
Crime Lab Supervisor	1.00	1.00	1.00
Criminalist	3.00	2.00	2.00
Digital Forensic Analyst	1.00	2.00	2.00
Police Officer	16.00	15.00	15.00
Crime Analyst	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00
Recruiting Coordinator	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00
Victims Services Coordinator	0.00	0.00	1.00
Police Services Technician	4.00	3.00	3.00
Evidence Technician	3.00	3.00	3.00
Police Records Specialist	7.00	6.00	6.00
Code Compliance Officer	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	1.50
Total General Fund 100 FTE's	164.00	169.50	161.00
Funded by First Responder Tax Fund 107			
Police Operations			
Police Commander (Lt)	0.00	1.00	1.00
Police Sergeant	0.00	1.00	3.00
Police Officer	0.00	0.00	9.00
Lead Evidence Technician	0.00	1.00	1.00
Code Compliance Officer	0.00	1.00	1.00
Lead Police Records Specialist	0.00	1.00	1.00
Evidence Technician	0.00	1.00	1.00
Police Records Specialist	0.00	1.00	1.00
Total First Responder Tax Fund 107 FTE's	0.00	7.00	18.00
Funded by Communications Center Fund 405			
Police Services			
Comm Center Operations Manager	1.00	1.00	1.00
Dispatch Shift Supervisor	7.00	8.00	7.00
QA Training Supervisor	1.00	1.00	1.00
Quality Assurance Analyst	1.00	1.00	1.00
Emergency Comm Specialist II	38.00	38.00	34.00
Emergency Comm Specialist I	5.00	5.00	9.00
Sr. Administrative Assistant	0.00	0.50	0.50
Audio Clerk	0.00	0.00	0.50
Total Communications Center Fund 405 FTE's	53.00	61.50	54.00
Total Police Department FTE's	217.00	231.00	233.00

Expenditures by Fund, by Division

Fund/Division	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100					
Chief of Police	\$ 1,221,192	\$ 3,043,350	\$ 1,467,573	\$ 2,086,163	-31.5%
Police Operations	14,639,397	17,342,177	16,061,145	16,518,585	-4.7%
Police Services	<u>8,266,889</u>	<u>8,825,292</u>	<u>8,650,519</u>	<u>6,660,359</u>	-24.5%
Total Fund 100 Expenditures	\$ 24,127,478	\$ 29,210,819	\$ 26,179,237	\$ 25,265,107	-13.5%
First Responder Tax Fund 107					
Police Operations	\$ -	\$ -	\$ 774,841	\$ 1,464,208	100.0%
Police Services	<u>-</u>	<u>-</u>	<u>280,225</u>	<u>250,652</u>	100.0%
Total Fund 107 Expenditures	\$ -	\$ -	\$ 1,055,066	\$ 1,714,860	100.0%
Sales Tax CIP Fund 201					
Police Services	<u>\$ -</u>	<u>\$ 950,000</u>	<u>\$ 600,000</u>	<u>\$ 400,000</u>	-57.9%
Total Fund 201 Expenditures	\$ -	\$ 950,000	\$ 600,000	\$ 400,000	-57.9%
Parking Fund 308					
Police Services	<u>\$ 66,451</u>	<u>\$ 85,092</u>	<u>\$ 85,092</u>	<u>\$ 128,036</u>	50.0%
Total Fund 308 Expenditures	\$ 66,451	\$ 85,092	\$ 85,092	\$ 128,036	
Communications Center Fund 405					
Police Services	<u>\$ 6,889,129</u>	<u>\$ 7,429,729</u>	<u>\$ 7,842,195</u>	<u>\$ 7,621,960</u>	2.6%
Total Fund 405 Expenditures	\$ 6,889,129	\$ 7,429,729	\$ 7,842,195	\$ 7,621,960	2.6%
Total Police Budget	\$ 31,083,058	\$ 37,675,640	\$ 35,761,590	\$ 35,129,963	-6.8%

Budget by Fund by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues** in the General Fund will reduce by 23.4% primarily due to a decrease in grant funding. There is also a decrease in the 0.75% Capital Fund of 25% also contributed to the grant for shooting range improvements. Comm Center Fund 405 revenues will decrease 11.1% due to reduction in grant funding and charges for service to other agencies. In 2020, the fund balance in this fund was higher than the \$500K minimum required and therefore, part of the excess was used to offset other local agency charges in order to help them through the continuing effects of the COVID-19 Pandemic.
- **Labor and Benefits** include a 2.5% increase in full time salaries dependent on employee performance review effective April 2021. However, the General Fund labor and benefits include a 1.3% decrease due to moving those positions that are paid for by the First Responder Tax Fund from the General Fund to this Fund.
- **Non-Personnel Operating** in the General fund shows a 60.4% decrease, however that is primarily due to moving those expenditures paid for by the First Responder Tax Fund from the General Fund to this fund. There is also an 80% decrease in operating capital for 2021. Other decreases are attributable to budgeting non-personnel operating at 15% decrease from the 2020 Adopted Budget.
- **Interfund Charges** in the General fund shows a 10.8% decrease which is due to lower comm center charges and facility and fleet charges for fuel, equipment accruals, and utilities.
- **Capital Outlay** in the General Fund in 2020 included 10 new police vehicles paid for by the First Responder Tax Fund. There is nothing budgeted in 2021 for General Fund capital. Comm Center Fund capital will increase 56.3% due to information technology upgrades to the Mobile Comm Center Vehicle, replacement of a side-by-side 4-wheeler for accessing remote radio sites, and for a remodel for the communications center.

Police Department

Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Licenses and Permits	\$ 728	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Intergovernmental	835,569	1,363,396	863,945	891,479	-34.6%
Charges for Service	525,857	674,892	652,950	656,450	-2.7%
Fines and Forfeitures	86,205	34,000	34,000	34,000	0.0%
Other	3,817	7,100	7,100	9,600	35.2%
Capital Proceeds	6,030	-	-	-	0.0%
Total Revenues	\$ 1,458,206	\$ 2,080,888	\$ 1,559,495	\$ 1,593,029	-23.4%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 10,679,072	\$ 12,600,540	\$ 12,128,458	\$ 12,038,279	-4.5%
Seasonal	33,196	23,070	23,070	46,140	100.0%
Overtime	1,330,494	961,241	961,241	989,386	2.9%
Benefits	3,440,727	4,036,862	4,028,955	4,337,161	7.5%
Taxes	299,606	377,593	346,224	390,967	3.5%
Other Compensations	79,533	41,047	72,803	5,559	-86.5%
Total Labor and Benefits	\$ 15,862,628	\$ 18,040,353	\$ 17,560,751	\$ 17,807,492	-1.3%
Operating Expenditures					
Charges and Fees	\$ 819	\$ 822	\$ 822	\$ 500	-39.2%
Contract Services	690,152	459,806	467,412	438,455	-4.6%
Equipment	747,505	1,020,124	1,065,616	197,413	-80.6%
Equipment Maintenance	4,651	3,000	3,000	2,550	-15.0%
Grants and Contributions	6,848	1,381,451	14,323	15,348	-98.9%
Operating Supplies	310,423	235,160	180,010	207,316	-11.8%
Professional Development	338,244	471,243	272,523	402,694	-14.5%
Rent	89,207	90,188	90,188	90,188	0.0%
Repairs	34,591	21,400	21,400	18,192	-15.0%
Uniforms and Gear	146,930	187,813	100,413	159,641	-15.0%
Total Operating Expenditures	\$ 2,369,370	\$ 3,871,007	\$ 2,215,707	\$ 1,532,297	-60.4%
Interfund Charges					
Comm Center	\$ 2,358,738	\$ 2,567,550	\$ 2,526,708	\$ 2,306,079	-10.2%
Facility	443,683	467,418	467,418	407,062	-12.9%
Fleet	564,246	732,312	739,371	644,202	-12.0%
Fuel Charges	156,676	160,577	160,577	120,287	-25.1%
Information Technology	1,994,279	2,218,871	2,218,871	2,176,437	-1.9%
Liability Insurance	200,067	259,834	259,834	271,251	4.4%
Medical Programs	143,711	232,897	-	-	-100.0%
Total Interfund Charges	\$ 5,861,400	\$ 6,639,459	\$ 6,372,779	\$ 5,925,318	-10.8%
Capital Outlay					
Capital Equipment	\$ 22,765	\$ 660,000	\$ 30,000	\$ -	-100.0%
Facilities	11,317	-	-	-	0.00%
Total Capital Outlay	\$ 34,082	\$ 660,000	\$ 30,000	\$ -	-100.0%
Total Fund 100 Expenditures	\$ 24,127,480	\$ 29,210,819	\$ 26,179,237	\$ 25,265,107	-13.5%
Funding Source: First Responder Tax Fund 107					
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ -	\$ -	\$ 288,478	\$ 1,168,295	100.0%
Benefits	-	-	195,138	446,956	100.0%
Taxes	-	-	22,143	33,457	100.0%
Other Compensations	-	-	-	451	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ 505,759	\$ 1,649,159	100.0%

Police Department

Funding Source:	2019	2020	2020	2021	% Change
First Responder Tax Fund 107	Actual	Adopted	Projected	Adopted	Fr 2020 Adopted
Operating Expenditures					
Equipment	\$ -	\$ -	\$ 52,710	\$ 65,701	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ 52,710	\$ 65,701	100.0%
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ 496,597	\$ -	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 496,597	\$ -	0.0%
Total Fund 107 Expenditures	\$ -	\$ -	\$ 1,055,066	\$ 1,714,860	100.0%
Funding Source:					
Sales Tax CIP Fund 201					
Revenues					
Intergovernmental	\$ -	\$ 200,000	\$ -	\$ 150,000	-25.0%
Total Revenues	\$ -	\$ 200,000	\$ -	\$ 150,000	-25.0%
Expenditures					
Capital Outlay					
Capital Equipment	\$ -	\$ 950,000	\$ 600,000	\$ 400,000	-57.9%
Total Capital Outlay	\$ -	\$ 950,000	\$ 600,000	\$ 400,000	-57.9%
Total Fund 201 Expenditures	\$ -	\$ 950,000	\$ 600,000	\$ 400,000	-57.9%
Funding Source:					
Parking Fund 308					
Expenditures					
Labor and benefits					
Full Time Salaries	\$ 14,384	\$ 39,096	\$ 39,096	\$ 85,050	117.5%
Seasonal	37,973	23,071	23,071	-	-100.0%
Overtime	772	-	-	-	0.0%
Benefits	4,299	13,551	13,551	28,556	110.7%
Taxes	3,540	3,475	3,475	6,508	87.3%
Total Labor and Benefits	\$ 60,968	\$ 79,193	\$ 79,193	\$ 120,114	51.7%
Interfund Charges					
Fleet	\$ 4,887	\$ 5,239	\$ 5,239	\$ 4,802	-8.3%
Information Technology	597	660	660	3,120	372.7%
Total Interfund Charges	\$ 5,484	\$ 5,899	\$ 5,899	\$ 7,922	-34.3%
Total Fund 308 Expenditures	\$ 66,451	\$ 85,092	\$ 85,092	\$ 128,036	50.5%
Funding Source:					
First Responder Tax Fund 405					
Revenues					
Intergovernmental	\$ 57,275	\$ 210,500	\$ 35,500	\$ 35,000	-83.4%
Charges for Service	1,957,764	2,152,381	2,105,281	2,002,743	-7.0%
Fines and Forfeitures	2,552	-	-	-	0.0%
Interfund Revenue	2,819,063	3,083,709	3,034,656	2,803,531	-9.1%
Interest	-	7,100	-	4,166	-41.3%
Other	2,409	2,799	2,799	2,799	0.0%
Total Revenues	\$ 4,839,063	\$ 5,456,489	\$ 5,178,236	\$ 4,848,239	-11.1%

Police Department

Funding Source: First Responder Tax Fund 405	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 2,626,953	\$ 3,178,835	\$ 2,846,835	\$ 3,232,842	1.7%
Seasonal	11,355	-	-	-	0.0%
Overtime	646,577	421,594	421,594	474,674	12.6%
Benefits	699,712	924,426	984,087	985,344	6.6%
Taxes	240,684	259,432	259,432	253,526	-2.3%
Other Compensations	24,748	24,033	24,033	-	-100.0%
Total Labor and Benefits	\$ 4,250,029	\$ 4,808,320	\$ 4,535,981	\$ 4,946,386	2.9%
Operating Expenditures					
Contract Services	\$ 58,634	\$ 74,032	\$ 74,032	\$ 65,961	-10.9%
Equipment	128,746	84,500	144,780	71,825	-15.0%
Grants and Contributions	1,526	36,400	36,400	31,150	-14.4%
Operating Supplies	37,340	36,250	36,250	31,975	-11.8%
Professional Development	101,181	94,400	53,400	94,400	0.0%
Rent	31,649	32,494	32,494	27,620	-15.0%
Repairs	9,777	30,614	30,614	26,159	-14.6%
Uniforms and Gear	1,091	-	-	-	0.0%
Utilities	70,118	113,650	113,650	164,303	44.6%
Total Operating Expenditures	\$ 440,063	\$ 502,340	\$ 521,620	\$ 513,393	2.2%
Interfund Charges					
Administrative Overhead	\$ 332,503	\$ 344,109	\$ 344,109	\$ 350,130	1.7%
Facility	57,418	60,316	60,316	40,529	-32.8%
Fleet	44,060	59,050	59,050	38,710	-34.4%
Fuel Charges	3,996	3,815	3,815	2,891	-24.2%
Information Technology	1,294,550	1,148,906	1,148,906	1,041,565	-9.3%
Liability Insurance	6,323	8,212	8,212	8,356	1.8%
Medical Programs	38,323	59,661	-	-	-100.0%
Total Interfund Charges	\$ 1,777,173	\$ 1,684,069	\$ 1,624,408	\$ 1,482,181	-12.0%
Capital Outlay					
Communication Systems	\$ 421,864	\$ 435,000	\$ 1,160,186	\$ 680,000	56.3%
Total Capital Outlay	\$ 421,864	\$ 435,000	\$ 1,160,186	\$ 680,000	56.3%
Total Fund 405 Expenditures	\$ 6,889,129	\$ 7,429,729	\$ 7,842,195	\$ 7,621,960	2.6%
Total Police Budget	\$ 31,083,058	\$ 37,675,640	\$ 35,761,590	\$ 35,129,963	-6.8%



Members of the newly formed Traffic Team

FIRE DEPARTMENT

The Grand Junction Fire Department (GJFD) is the premier provider of fire, emergency medical services (EMS) and life safety services in Western Colorado. Our team of dedicated professionals serves a population of over 83,000 within a first response service area of 77 square miles and an ambulance service area of over 649 square miles. Annually, the department responds to nearly 17,000 calls for service. The GJFD is virtually a self-sufficient department and provides a variety of services 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.

The Fire Department's guiding principles are:

- **Mission** – To serve the community through emergency response and risk reduction. Our 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 is responsible for the overall leadership, coordination, and management of the department. This office is also the liaison with other City Departments, City Manager, City Council, and other agencies.

Fire 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 is a complex process involving several emergent activities that need to be carried out simultaneously. In addition to extinguishing the fire, firefighters perform multiple types of rescue 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 for the Citizens of Grand Junction, the Grand Junction Rural Fire Protection District, and the Glade Park area. All fire apparatus and ambulances have trained personnel and necessary equipment to provide basic and advanced life support.
 - Regulated hazardous materials are stored and transported through our 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.

Fire Non-Emergency Operations

- ❖ Non-Emergency Operations includes 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 give firefighters an opportunity to become familiar with building layouts to plan firefighting strategies. This helps reduce business loss due to fire by increasing efficiency during emergencies.
 - Community Outreach services include fire and life safety education programs and 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, juvenile fire-setter intervention programs are provided.
 - Emergency Management involves the planning and direction of disaster response or crisis management activities. Additionally, the emergency manager is responsible for disaster preparedness training and the preparation of emergency plans and procedures for natural, wartime, or technological disasters. Fire

Investigators investigate all fires and determine 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. Skills training and maintaining a high level of physical fitness is the foundation for providing safe and effective emergency response skills. Personnel are required to maintain various state mandated EMT and firefighter certifications.

Accomplishments, Objectives and Financial Summary

2020 Accomplishments

Fire Administration

- Completed construction and opened Fire Station #6
- Continued to update all department Standard Operating Policies in line with national standards
- Secured funding and began the design process for Fire Station #3 replacement
- Selected location for Fire Station #8 with letter of intent to purchase
- Completed promotion/recruitment processes for Battalion Chief, Captain, and Engineer
- Added security glass/door to Fire Administration front office area
- Joined the Colorado Firefighter Heart and Cancer Trust
- Continue working toward international accreditation through the Center for Public Safety Excellence by moving to applicant status and completion of the department strategic plan
- Renegotiated third party EMS billing contract to adjust for pandemic revenue reductions
- Negotiated new IGA with the Grand Junction Rural Fire Protection District
- Participated in the Colorado EMS Supplemental Payment program to assist with Medicaid reimbursement

Fire Emergency Operations

- Added 6th 24-hour ambulance and implemented peak call volume ambulance on 40-hour week schedule.
- Completed realignment of station response boundaries to include three additional stations
- Increased compliance of monthly turnout times for EMS calls by 12% and Fire calls by 16%
- Upgraded apparatus fleet with purchase of a new clean-cab fire engine to replace Fire Engine 5 and two new Deputy Chief vehicles
- Grant Awards of approximately \$476,000
- Purchased or replaced specialized equipment to include high lift rescue bags, battery powered extrication tools, portable radios, narcotic safe system, rope rescue equipment, video laryngoscopes and air monitoring equipment for the Hazmat Team
- Installed first Airvac 911 vehicle exhaust removal system in Fire Station #6

Fire Non-Emergency Operations

- Moved open burn permits to the Mesa County Health Department online system
- Created concept plan for Fire Inspection Implementation based on NFPA 1730 (Phase 2 of 3)
- Purchased MobileEyes fire inspection software program
- Completed the purchase of the Knox secure system
- Partial creation of Fire Investigations (Core Team) in Fire Prevention
- Continued to streamline CMU Social Work Intern program with feedback from 2019 position.
- Established virtual outreach processes for school programs and home safety checks
- Delivered in-house EMT training program for seven new employees to enhance recruiting
- Completed the hiring process for 15 new firefighter positions funded by the First Responder Tax and graduated 17 new firefighters from recruit firefighter academy
- Completed final construction of fire burn building and utilized it for recruit firefighter academy

2021 Objectives

Fire Administration

- Complete major steps for accreditation through Center for Public Safety Excellence by:
 - Move to candidate level status and complete peer team site visit.
 - Perform annual review of department strategic plan for 2020-2024
 - Complete Community Risk Assessment and Standards of Cover Documents
 - Develop comprehensive program appraisal document for all divisions.
 - Propose purchase of the My Sidewalk Program for comprehensive accreditation data analysis.
- Complete design and construction of replacement Fire Station #3
- Begin planning and design for Fire Station #8
- Apply for grant through Colorado Firefighter Heart and Cancer Trust for annual firefighter physicals.
- Complete recruitment and hiring processes of First Responder Tax Positions of Firefighter, Logistics Technician, and EMS Training/QA Officer

Fire Emergency Operations

- Begin implementation of the comprehensive EMS Plan to include conversion of the non-emergent day car to an impact ambulance to help with increase in call load.
- Continue to work with Western Colorado Community College in the development of a Fire Science Degree
- Establish the Candidate Physical Ability Test (CPAT) program for new hires into the organization.
- Conduct feasibility analysis of utilizing Automatic Vehicle Location (AVL) system for dispatching Code 3 calls within the boundaries of the City of Grand Junction
- Apply for a FEMA Assistance to Firefighter Grant for replacement of cardiac monitors.
- Purchase and replace specialized equipment to include one all-terrain vehicle, vehicle extrication equipment for ladder trucks, and self-contained breathing apparatus.
- Apply for a Staffing for Adequate Fire and Emergency Response Grant through FEMA to assist with future staffing needs.
- Complete vehicle exhaust removal system installations at stations 1, 2, 4 and 5 (station 3 will be completed during the construction of the new fire station 3)

Fire Non-Emergency Operations

- Knox Secure Key System implementation and installation in apparatus
- Implement MobileEyes program in three phases throughout 2021.
- Provide Fire Academy for up to 20 new firefighters includes First Responder Tax positions
- Continue to build Fire Training Center infrastructure and props.
- Continue development of comprehensive Continuity of Operations Plan for the City

Fire Department Personnel

Fire Department	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Fire Administration			
Fire Chief	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	2.00	2.00
Finance Technician	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
Emergency Operations			
Deputy Fire Chief	1.00	1.00	1.00
Administrative Fire Officer	4.00	4.00	4.00
Fire Unit Supervisor	15.00	15.00	15.00
EMS Officer	3.00	3.00	3.00
Fire Engineer	15.00	15.00	15.00

Fire Department	2019 FTE	2020 FTE	2021 FTE
Firefighter/Paramedic	33.00	33.00	33.00
Paramedic	6.00	6.00	6.00
Firefighter	35.00	35.00	31.00
EMT	7.00	6.00	10.00
Non-Emergency Services			
Deputy Fire Chief	0.00	1.00	1.00
Administrative Fire Officer	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00
Fire Prevention Specialist	3.00	3.00	3.00
Community Outreach Specialist	2.00	2.00	2.00
Fire Inspector/Investigator	0.00	1.00	1.00
Total General Fund FTEs	131.00	132.00	132.00
Funded by First Responder Tax Fund 107			
Fire Administration			
Equipment Tech/Quarter Master	0.00	1.00	1.00
Emergency Operations			
Fire Unit Supervisor	0.00	3.00	3.00
Fire Training Officer	0.00	2.00	2.00
Fire Engineer	0.00	3.00	3.00
Firefighter/Paramedic	0.00	3.00	3.00
Firefighter	0.00	6.00	6.00
Total First Responder Fund FTEs	0.00	18.00	18.00
Total Fire Department FTEs	131.00	150.00	150.00

Expenditures by Fund, by Division

Fund/Division	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100					
Fire Administration	\$ 1,207,115	\$ 1,410,447	\$ 1,189,308	\$ 1,450,906	2.9%
Fire Emergency Operations	17,008,086	17,930,850	16,410,914	16,646,303	-7.2%
Fire Non-Emergency Operations	1,412,656	1,816,590	1,557,279	1,505,146	-17.1%
Total Fund 100 Expenditures	\$ 19,627,857	\$ 21,157,887	\$ 19,157,501	\$ 19,602,355	-7.4%
First Responder Tax Fund 107					
Fire Administration	\$ -	\$ -	\$ 7,343	\$ 72,928	100.0%
Fire Emergency Operations	-	-	777,216	2,043,534	100.0%
Fire Non-Emergency Operations	-	-	212,093	58,886	100.0%
Total Fund 107 Expenditures	\$ -	\$ -	\$ 996,652	\$ 2,175,348	100.0%
0.75% Sales Tax Fund 201					
Fire Emergency Operations	\$ 394,469	\$ 275,000	\$ 5,101,773	\$ 10,925,000	3872.0%
Total Fund 201 Expenditures	\$ 394,469	\$ 275,000	\$ 5,101,773	\$ 10,925,000	3872.0%
Total Fire Budget	\$ 20,022,326	\$ 21,432,887	\$ 25,255,926	\$ 32,702,703	52.6%

Budget by Fund by Classification

Significant Changes vs 2020 Adopted

- **Revenues** in general Fund will increase 22.6% due to the receipt of grants for heart monitors and SCBA equipment. The 0.75% Capital Fund includes a grant for Fire Station 3 Replacements.
- **Labor and Benefits** include a 2.5% increase in full time salaries dependent on employee performance review effective April 2021. However, the General Fund labor and benefits include a 7.6% decrease due to

moving those positions that are paid for by the First Responder Tax Fund from the General Fund to this Fund. The First Responder Tax Fund will increase by moving these positions.

- **Operating Expenditures** in the General Fund will increase 10.4% primarily due to an increase in operating capital SCBA replacements and Hear Monitors which are offset with corresponding grants. Operating costs associated with First Responder Tax Fund positions will increase correspondingly since these expenditures are now being budgeted in this fund.
- **Interfund Charges** in the General Fund will decrease 10.7% due to lower Comm Center Charges, and lower fleet and facility charges for fuel, equipment accruals, and utilities.
- **Capital Outlay** in the 0.75% capital plan includes costs associated with the replacement of Fire Station #3 and the design and construction of Fire Station #8.

Fire					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Licenses and Permits	\$ 121,306	\$ 104,217	\$ 104,217	\$ 104,217	0.0%
Intergovernmental	216,957	226,025	563,198	1,318,882	483.5%
Charges for Services	6,056,903	6,419,883	6,454,046	6,854,046	6.8%
Interest	433	-	-	-	0.0%
Other	-	500	500	500	0.0%
Capital Proceeds	165	-	-	-	0.0%
Total Revenues	\$ 6,395,764	\$ 6,750,625	\$ 7,121,961	\$ 8,277,645	22.6%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 9,215,234	\$ 11,052,976	\$ 10,102,480	\$ 9,753,563	-11.8%
Seasonal	16,066	56,526	56,526	56,525	0.0%
Overtime	1,008,534	669,874	669,874	682,482	1.9%
Benefits	2,826,195	3,430,869	3,271,190	3,394,374	-1.1%
Taxes	162,322	208,734	180,760	195,731	-6.2%
Insurance	448,719	310,148	296,309	470,797	51.8%
Other Compensations	111,626	96,698	105,047	41,493	-57.1%
Pensions	489,197	417,150	417,150	417,150	0.0%
Total Labor and Benefits	\$ 14,277,893	\$ 16,242,975	\$ 15,099,336	\$ 15,012,115	-7.6%
Operating Expenditures					
Charges and Fees	\$ 111,143	\$ 118,854	\$ 116,854	\$ 116,152	-2.3%
Contract Services	314,609	269,537	234,733	192,854	-28.4%
Equipment	531,704	666,010	437,015	1,000,035	50.2%
Fuel	3,353	1,800	800	1,530	-15.0%
Grants and Contributions	-	-	2,000	2,000	100.0%
Operating Supplies	313,023	277,067	223,299	243,200	-12.2%
Professional Development	172,314	209,226	68,251	182,071	-13.0%
Repairs	78,473	36,900	23,034	31,110	-15.7%
System Maintenance	83	9,000	5,424	7,650	-15.0%
Uniforms and Gear	85,678	92,700	37,946	83,630	-9.8%
Utilities	17,648	14,706	14,305	12,499	-15.0%
Total Operating Expenditures	\$ 1,628,028	\$ 1,695,800	\$ 1,163,661	\$ 1,872,731	10.4%
Interfund Charges					
Comm Center	\$ 460,324	\$ 516,159	\$ 507,948	\$ 497,452	-3.6%
Departmental Services	4,955	5,089	5,089	5,129	0.8%
Facility	181,484	202,225	176,115	257,703	27.4%
Fleet	867,788	1,246,763	1,246,763	984,999	-21.0%
Fuel Charges	110,713	104,840	104,840	76,373	-27.2%
Information Technology	655,906	718,170	718,170	753,502	4.9%
Liability Insurance	25,021	32,496	32,496	142,351	338.1%
Medical Programs	132,003	217,704	-	-	-100.0%
Total Interfund Charges	\$ 2,438,194	\$ 3,043,446	\$ 2,791,421	\$ 2,717,509	-10.7%

Fire					
Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Capital Outlay					
Capital Equipment	\$ 1,283,744	\$ 175,666	\$ 103,083	\$ -	-100.0%
Total Capital Outlay	\$ 1,283,744	\$ 175,666	\$ 103,083	\$ -	-100.0%
Total Fund 100 Expenditures	\$ 19,627,859	\$ 21,157,887	\$ 19,157,501	\$ 19,602,355	-7.4%
Funding Source: First Responder Tax Fund 107					
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ -	\$ -	\$ 344,988	\$ 1,202,961	100.0%
Benefits	-	-	332,791	489,852	100.0%
Taxes	-	-	19,900	20,171	100.0%
Insurance	-	-	12,351	47,552	100.0%
Other Compensation	-	-	-	301	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ 710,030	\$ 1,760,837	100.0%
Operating Expenditures					
Contract Services	\$ -	\$ -	\$ 246	\$ 7,024	100.0%
Equipment	-	-	134,085	206,150	100.0%
Operating Supplies	-	-	12,250	11,385	100.0%
Professional Development	-	-	91,745	47,501	100.0%
Repairs	-	-	2,022	-	100.0%
Uniforms and Gear	-	-	1,754	-	100.0%
Utilities	-	-	401	-	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ 242,503	\$ 272,060	100.0%
Interfund Charges					
Facility	\$ -	\$ -	\$ -	\$ 26,110	100.0%
Fleet	-	-	-	102,806	100.0%
Fuel Charges	-	-	-	13,535	100.0%
Total Interfund Charges	\$ -	\$ -	\$ -	\$ 142,451	100.0%
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ 44,119	\$ -	0.0%
Total Capital Outlay	\$ -	\$ -	\$ 44,119	\$ -	0.0%
Total Fund 107 Expenditures	\$ -	\$ -	\$ 996,652	\$ 2,175,348	100.0%
Funding Source: 0.75% Sales Tax CIP Fund 201					
Revenues					
Intergovernmental	\$ 103,391	\$ -	\$ 22,609	\$ 800,000	100.0%
Total Revenues	\$ 103,391	\$ -	\$ 22,609	\$ 800,000	100.0%
Expenditures					
Operating Expenditures					
Utilities	\$ 1,269	\$ -	\$ -	\$ -	0.0%
Total Operating Expenditures	\$ 1,269	\$ -	\$ -	\$ -	0.0%
Capital Outlay					
Facilities	\$ 393,200	\$ 275,000	\$ 5,101,773	\$ 10,925,000	3872.7%
Total Capital Outlay	\$ 393,200	\$ 275,000	\$ 5,101,773	\$ 10,925,000	3872.7%
Total Fund 201 Expenditures	\$ 394,469	\$ 275,000	\$ 5,101,773	\$ 10,925,000	3872.7%
Total Fire Budget	\$ 20,022,328	\$ 21,432,887	\$ 25,255,926	\$ 32,702,703	52.6%

PUBLIC WORKS DEPARTMENT

The Public Works Department supports and enhances a high quality of life for the City's residents, businesses, and visitors by providing maintenance of the City's core transportation and stormwater infrastructure along with planning, design, and oversight of most of the City's capital improvement program. The Public Works Department includes the divisions of Engineering, Transportation Engineering, and Streets and Stormwater in the general fund, and Solid Waste in the Solid Waste Fund.

Administration

- ❖ Public Works Administration only includes the director. The focus of the position is leading and directing the department. This includes day-to-day management of the Engineering division, as well as serve as liaison for the department with not only other departments but outside agencies such as Colorado Department of Transportation, Colorado Department of Public Health and Environment, Mesa County, City of Fruita, Town of Palisade, Grand Valley Drainage District, and a myriad of utility companies.

Engineering

- ❖ The Engineering Division provides Civil Engineering and related 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 construction and rehabilitation of City buildings and facilities. This division also reviews and manages all permits for work by other agencies within City right-of-way. Everything the Engineering Division does is about maintaining or improving the quality of the City's infrastructure.

Transportation Engineering

- ❖ Transportation Engineering provides for the safe and efficient movement of traffic on the community's roadway system. This is accomplished by using the latest materials, equipment, and technology, and also by applying good engineering practices and industry standards in designing, installing, and maintaining signalization, pavement markings, and signage. The division also provides engineering input to major road construction projects, transportation planning, land development, and site planning.

Key Functions of Transportation Engineering include:

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

Key Functions of Traffic Operations include:

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

Streets

- ❖ It is the mission of Street Systems to provide a variety of services associated with the maintenance, care, and safety of the City of Grand Junction's public street systems. Street Maintenance is responsible for pavement maintenance, alley grading, crack fill, asphalt patching, guard rail, bridge, and sidewalk maintenance. It takes all the staff from street maintenance, storm water maintenance, and street sweeping crews working together to complete the three large programs, those being annual Spring Clean-Up, Chip-seal, as well as winter snow removal. The City maintains 376 Highway User Tax eligible streets.

Stormwater/Street Sweeping

- ❖ The City's Stormwater and Street Sweeping Program includes residential and commercial street sweeping and the operation and maintenance of the stormwater drainage system which consists of ditches, gutters, storm drain inlets, manholes, and underground pipe in the city-wide storm drainage system.
- ❖ The City of Grand Junction has over 3000 storm drain inlets and over 100 miles of drainage pipe to convey stormwater runoff from its urbanized areas. The Street Systems stormwater crew is responsible for inspection, maintenance, and repair of the stormwater system. This includes cleaning plugged drainage structures and drainage pipes, removing debris from storm drain inlets, repairing, or replacing defective drainage structures or pipes and installing new drainage infrastructure.
- ❖ In some non-curb and gutter areas, irrigation ditches are used to convey stormwater runoff. The City is responsible for maintaining non-pressurized irrigation pipe larger than 6" located under the street. Indian Wash and Leach Creek are two major natural drainage channels that flow through the City. A portion of the City's storm system drains into these channels. The City performs limited maintenance to help prevent the obstruction of storm flows. This includes the removal of trees, brush, trash, or other debris that threaten to obstruct the flow of stormwater.

Solid Waste

- ❖ The City's Solid Waste Department is a utility enterprise, funded with a minimum fund balance of \$600,000. Rates and rate changes are established by City Resolution. The fund's existence is to provide quality refuse collection to the Citizens of the community at a fair price. The Solid Waste Department moved under the General Services Department in late 2020. All 2021 budget related Items can be found within the General Services Department Budget.
- ❖ Since 1996, the City of Grand Junction Solid Waste Department has provided automated refuse collection, and volume base rates to all residential customers within City limits. Commercial refuse collection is also available. In providing commercial service, we compete with the private sector. Residential curbside recycling is also available. This service is provided through a contract with Curbside Recycling Indefinitely (GJCRI).

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- In partnership with Mesa County, completed the Planning and Environmental Linkages (PEL) for the I-70 Interchange at Mesa County
- Continued to work with CDOT on the planning and design for the US 6 North Avenue Project slated for 2022
- Continued to work with CDOT on the planning and design for the I-70B West Phase V at 1st and Grand planned for 2021 construction
- Continued to work with CDOT on the planning and design for the I-70B West Phase VI from Rood Avenue to 2nd Street planned for 2023 construction
- Collaborated with Community Development on the development of the Patterson Road Access Control Plan
- Participated on the Mesa County Regional Transportation Planning Office's 2045 Regional Transportation Plan
- Participated on the Community Development's One Grand Junction Comprehensive Plan
- Oversaw the Downtown Development Authority's Quiet Zone study for the two railroad crossings at 7th and 9th Street

Engineering

- Continued to improve the City's pavement condition by utilizing a number of pavement surface treatments, rehabilitations, and reconstructions
- Finished design and completed construction on additional Lunch Loop Trailhead Improvements
- Completed construction of Riverfront at Las Colonias project

- Completed construction of the Las Colonias River Park
- Finished design and started construction of Riverfront at Dos Rios project Phase II
- Continued efforts to develop safe routes to school for Grand Avenue at 9th and 10th Street crosswalk improvements, as well as neighborhood connections with sidewalk along Pinyon Ave and a 24 1/2 Rd crosswalk northwest of Grand Valley Transit along with Lorey Drive from Westlake Park to 1st Street, B 1/2 Road crossing at 27 1/2 Rd, B Road from 29 3/4 Rd to 29 7/8 Rd as well as ADA accessibility improvements at City Hall, Mesa County courthouse and Tope Elementary
- Completed design and constructed Horizon Place Improvements in time for start of school
- Formed alley improvement district, design and construct alley improvements for Alley between Ute-Pitkin, 10th to 11th
- Continued to replace deteriorating curb, gutter, and sidewalk
- Continued to design and oversee construction on water department dams, transmission, and distribution system replacements as well as water treatment plant improvements such as the Kannah Creek Intake Reconstruction, Transmission Line Replacement, and distribution system replacements
- Continued to design and oversee construction of sewer department collection and interceptor system replacements including the 23 Road Sewer Trunk Extension, and the Tiara Rado Force Main Replacement
- Continued design on CNG Gas Storage and enhanced fueling station
- Designed and oversaw construction of two electric vehicle charging stations at Las Colonias Park
- Designed and constructed Riverfront Trail repair southwest of Glacier Ice Arena
- Completed design and constructed new Fire Station #6
- Started design on Fire Station #3 replacement
- Designed and oversaw construction of Lincoln Park Suplizio Field stands repairs
- Completed design and bid out culvert replacement at 21 1/2 Road just south of H Road conveying Pritchard Wash
- Fall 2019 Ballot Measure 2A Transportation Expansion
 - Complete design and right of way acquisition on 24 Road Widening, G Road between 23 1/2 Road and 24 1/2 Road
 - Started design on the Riverside Parkway/Redlands Parkway Ramps Interchange Improvements and 24 Road Trail to Canyon View Park
 - Started design on F 1/2 Road Parkway and 24 1/2 Road between Patterson and G 1/4 Road
 - Started design on Patterson Road Capacity Improvements

Transportation Engineering

- Implemented striping/markings and signal upgrades to all streets included in the street maintenance projects
- Refreshed the striping on all City streets and State roadways within the City and replaced signage as needed to stay compliant with reflectivity requirements
- Implemented pedestrian mobility enhancements in coordination with Safe Routes to School walk audit findings

Stormwater

- Installed new storm drainage system at 3058 D Rd to resolve a problem of crawl space flooding
- Replaced a failing 36" pipe crossing Clymer Drive and D Road
- Performed three storm and irrigation pipe replacements
- Responded to over 37 storm water violations
- Responded to over 83 sweeping and other emergency requests from PD
- Provided street sweeping in support of the Spring Cleanup (2 weeks), chipseal (9 weeks and the leaf removal programs (10 weeks) and capital projects - HA5 (1 week)
- Provided street sweeping services for two parades and special events
- Performed six passes citywide of normal street sweeping

Streets

- Crack-filled all areas for 2020 Chip-seal, and HA5 program
- Started Crack-filling area for Crack-fill area 2021
- Chip-sealed and fogged-sealed 480,147 square yards of streets
- Continued to use the street maintenance funding of \$6 Million through the passage of ballot measure 2B
- Completed spring clean-up of 2,551 tons of refuse
- Patched potholes, and utility cuts using 650 tons of asphalt

Solid Waste: *Note: Solid Waste is listed here for prior year comparisons only. In late 2020, Solid Waste was moved under the General Services Department*

- Added of 450 automated containers to weekly collection
- Did not miss any days of collection.
- Increased landfill tonnage by 1.5%
- Completed over 4,225 call for service (Residential, Commercial)
- Collected and landfilled 21,500 ton of garbage

2021 Objectives

Administration

- Continue to work with mesa County on the I-70 Interchange 1601 and Environmental Assessment
- Continue to work with CDOT on the planning and design for the US 6 North Avenue Project slated for 2022
- Continue to work with CDOT on the planning and design for the I-70B West Phase VI from Rood Avenue to 2nd Street planned for 2023 construction
- Work with CDOT and Mesa County Regional Transportation Planning Office on the relocation of the Greyhound/Bustang facility to the GVT Downtown Transfer Station
- Collaborate with Community Development on the completion of the Patterson Road Access Control Plan
- Participate in the Downtown Development Authority's One-Way to Two-Way Study for 4th and 5th Streets
- Continue to work to increase engineering staff to manage over \$85 million of capital construction

Engineering

- Continue to improve the City's pavement condition by utilizing a number of pavement surface treatments, rehabilitations, and reconstructions
- Begin environmental documentation and federal permitting for Monument Road Trail Phase II
- Complete construction of the Las Colonias River Park repair
- Complete construction of Riverfront at Dos Rios project Phase II
- Continue efforts to develop safe routes to school for Elm Avenue between 28 Road and 28 1/4 Road
- Complete design and construct Broadway at Reed Mesa left turn lane in preparation for Magnus Court Subdivision
- Start design on G Road and 26 1/2 Road Intersection improvements
- Design and oversee construction on 28 1/4 Road extension to Hawthorne
- Design and oversee construction on Monument Road Left Turn lane at Frog Pond Subdivision
- Form alley improvement district, design, and construct alley improvements for Alley between Grand-Ouray from 8th to 9th
- Continue to replace deteriorating curb, gutter, and sidewalk
- Continue to design and oversee construction on water department dams, transmission, and distribution system replacements as well as water treatment plant improvements such as the Carson Lake Dam Rehabilitation, Transmission Line Replacement, and distribution system replacements
- Continue to design and oversee construction of sewer department collection and interceptor system replacements including the Tiara Rado Force Main Replacement and Ridges Lift Station Elimination
- Oversee construction culvert replacement at 21 1/2 Road just south of H Road conveying Pritchard Wash

- Complete design and oversee construction on CNG Gas Storage and enhanced fueling station
- Complete design and construct Fire Station #3 replacement
- Start design on Fire Station #8
- Start design and oversee construction of Blue Heron Boat Ramp Renovation
- Oversee construction of Canyon View Light Replacement
- Oversee the construction of Lincoln Park Stadium Master Plan Renovation Project
- Fall 2019 Ballot Measure 2A Transportation Expansion
 - Complete design, right of way acquisition and start construction on 24 Road Widening, G Road between 23 1/2 Road and 24 1/2 Road
 - Complete design and start construction on 24 Road Trail to Canyon View Park
 - Start design on the Riverside Parkway/Redlands Parkway Ramps Interchange Improvements.
 - Complete design and right of way acquisition on F 1/2 Road Parkway
 - Complete design on 24 1/2 Road between Patterson and G 1/4 Road
 - Start design on F 1/2 Road between 30 Road and 30 3/4 Road
 - Start design on 26 1/2 Road and I-70 Pedestrian Bridge
 - Start design on D 1/2 Road, 29 to 30 Road
 - Continue design and start right of way acquisition of Horizon and G Road at 27 1/2 Road Roundabout
 - Continue design and oversee construction on portions of Patterson Road Capacity Improvements

Transportation Engineering

- Continue to support Street Maintenance projects by providing street striping and signal upgrades
- Continue to inspect and maintain the City's traffic control devices including striping, markings, and signage
- Replace critical equipment to maintain efficient operation of the traffic signal network
- Enhance our capabilities in data collection/analysis specific to bicycle and pedestrian traffic
- Implement mobility enhancements such as bicycle guide signage, enhanced crosswalks, and bike lanes

Stormwater

- Replace failing 42" storm pipe crossing at 1935 Palisade St.
- Replace failing storm/irrigation pipe crossings as budget allows
- Perform inspections and maintenance on the Leach Creek and Indian Wash dams
- Perform inspections and maintenance of the City's levees
- Perform maintenance on the City's storm drainage infrastructure
- Provide street sweeping and other services for emergency calls from PD
- Provide street sweeping services for parades and special events
- Provide street sweeping in support of the Spring Cleanup, chipseal and leaf removal programs
- Provide a minimum of six passes citywide of normal street sweeping

Streets

- Continue working to increase the City's Pavement Condition Index (PCI) from 69 to 73 by 2022
- Crack-seal maintenance area 11 (est. 610,000 sq. yards) and start on area 12 for 2022
- Crack-seal area for the HA5 product.
- Chip-seal maintenance area 11 (North Hwy 340 and South of I-70 B/Persigo to 26 Road) and other overlays done in the past 5 years.
- Provide Spring Clean-up in April.
- Maintenance treatment for residential streets, and overlays done over the last 5 years

Public Works Department Personnel

Public Works	2019 FTE	2020 FTE	2021 FTE
Funded by General Fund 100			
Public Works Administration			
Public Works Director	1.00	1.00	1.00
Engineering			
Engineering Manager	-	-	1.00
Project Engineer	3.00	5.00	7.00
City Surveyor	1.00	1.00	1.00
Engineering Specialist	1.00	-	-
Sr. Engineering Technician	1.00	1.00	1.00
Development Inspector	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00
Engineering Technician	1.00	1.00	2.00
Construction Inspector	2.00	3.00	4.00
Transportation Engineering			
Engineering Program Supervisor	1.00	1.00	1.00
Traffic Supervisor	1.00	1.00	1.00
Transportation Systems Analyst II	1.00	1.00	1.00
Transportation System Analyst	1.00	1.00	-
Traffic Crew Leader	2.00	2.00	2.00
Traffic Signal Technician	1.00	1.00	1.00
Traffic Technician	4.00	4.00	4.00
Administrative Assistant	0.75	0.75	1.00
Stormwater			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Stormwater Inspector	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Streets			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	4.00	3.00	3.00
Equipment Operator	5.00	4.00	4.00
Administrative Assistant	1.00	1.00	-
Total Fund 100 FTE's	43.75	43.75	47.00
Funded by Solid Waste Fund 302*			
Streets and Solid Waste Manager	1.00	1.00	-
Operations and Maintenance Supervisor	1.00	1.00	-
Crew Leader	1.00	1.00	-
Specialty Equipment Operator	10.00	10.00	-
Total Fund 302 FTE's	13.00	13.00	-
Total Public Works FTE's	56.75	56.75	47.00

*Solid Waste is now under the [General Services Department](#). All 2021 positions can be found within their budget section.

Expenditure by Fund, by Division

Public Works	2019 Actual	2020 Budget	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100					
Public Works Administration	\$ 222,077	\$ 252,438	\$ 252,438	\$ 230,167	-8.8%
Engineering	1,622,353	1,938,720	1,809,409	2,656,474	37.0%
Transportation Engineering	3,260,454	3,293,982	3,110,574	3,135,099	-4.8%
Street Systems	1,642,139	1,705,279	1,529,667	1,645,985	-3.5%
Stormwater	<u>1,723,025</u>	<u>1,933,726</u>	<u>1,811,246</u>	<u>1,826,470</u>	<u>-5.5%</u>
Total Fund 100 Expenditures	\$ 8,470,048	\$ 9,124,145	\$ 8,513,334	\$ 9,494,195	4.1%
0.75% Sales Tax Fund 201					
Engineering	<u>\$ 14,768,097</u>	<u>\$ 7,360,920</u>	<u>\$ 14,249,623</u>	<u>\$ 11,066,118</u>	<u>50.3%</u>
Total Fund 201 Expenditures	\$ 14,768,097	\$ 7,360,920	\$ 14,249,623	\$ 11,066,118	50.3%
Storm Drainage Fund 202					
Engineering	<u>\$ 90,227</u>	<u>\$ 280,000</u>	<u>\$ -</u>	<u>\$ 540,000</u>	<u>92.9%</u>
Total Fund 202 Expenditures	\$ 90,227	\$ 280,000	\$ -	\$ 540,000	92.9%
Transportation Capacity Fund 207					
Engineering	<u>\$ 993,163</u>	<u>\$ 3,016,000</u>	<u>\$ 2,209,793</u>	<u>\$ 19,922,000</u>	<u>560.5%</u>
Total Fund 207 Expenditures	\$ 993,163	\$ 3,016,000	\$ 2,209,793	\$ 19,922,000	560.5%
Water Fund 301					
Engineering	<u>\$ 5,387,562</u>	<u>\$ 57,642</u>	<u>\$ 2,523,487</u>	<u>\$ 67,447</u>	<u>17.0%</u>
Total Fund 301 Expenditures	\$ 5,387,562	\$ 57,642	\$ 2,523,487	\$ 67,447	17.0%
Solid Waste Fund 302					
Solid Waste	<u>\$ 4,280,933</u>	<u>\$ 4,477,470</u>	<u>\$ 4,487,470</u>	<u>\$ -</u>	<u>-100.0%</u>
Total Fund 302 Expenditures	\$ 4,280,933	\$ 4,477,470	\$ 4,487,470	\$ -	-100.0%
Joint Sewer Fund 900					
Engineering	<u>\$ 2,674,131</u>	<u>\$ 117,183</u>	<u>\$ 2,537,934</u>	<u>\$ 136,129</u>	<u>16.2%</u>
Total Fund 900 Expenditures	\$ 2,674,131	\$ 117,183	\$ 2,537,934	\$ 136,129	16.2%
Total Department Expenditures	\$ 36,664,161	\$ 23,433,360	\$ 34,521,641	\$ 41,225,889	68.7%

Budget by Fund by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues** in the General Fund decrease by 9.9% due to a decrease in professional services revenues for traffic signs and striping services done for other departments and/or agencies and a 66.7% decrease in the Storm Drainage Fund due to a reduction in development fee revenue estimates. The 0.75% Sales Tax Capital Fund will see a reduction in revenues of 66.37% due to fewer potential grant awards in 2021. The Transportation Capacity Fund will see an increase of 47.9% due to an increase in development fees, receipt of a CDOT Multi Modal Grant, and partner funding for a project on Broadway at Reed Mesa.
- **Labor and Benefits** include a 2.5% increase in full time salaries dependent on employee performance review effective April 2021. In addition, insurance rates have increased for 2021 which also results in an increase in labor and benefits.
- **Operating Expenditures** in the general fund will increase 4.1% primarily for operating equipment purchases.
- **Interfund Charges** will see an overall decrease of 1.9% due to moving medical programs out of interfund charges and under labor and benefits. There is also an increase in liability insurance that is contributing to this increase.

Public Works

Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 821,268	\$ 541,271	\$ 538,156	\$ 488,156	-9.6%
Licenses and Permits	23,512	23,000	23,000	20,000	-13.0%
Total Revenues	\$ 844,780	\$ 564,271	\$ 561,156	\$ 508,156	-9.9%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 2,756,948	\$ 2,959,148	\$ 2,819,858	\$ 3,268,519	10.5%
Seasonal	218,619	248,089	141,066	218,068	-12.1%
Overtime	82,750	76,109	76,109	76,024	-0.1%
Benefits	831,440	789,195	844,773	1,068,446	35.4%
Taxes	222,082	251,272	244,543	272,794	8.6%
Other Compensation	26,156	11,099	12,147	11,480	3.4%
Total Labor and Benefits	\$ 4,137,995	\$ 4,334,912	\$ 4,138,496	\$ 4,915,331	13.4%
Operating Expenditures					
Charges and Fees	\$ 85,781	\$ 90,750	\$ 90,750	\$ 94,392	4.0%
Contract Services	322,798	588,935	484,574	501,329	-14.9%
Cost of Goods Sold	44	-	-	-	0.0%
Equipment	28,318	31,800	13,091	53,382	67.9%
Equipment Maintenance	1,372	750	40	638	-14.9%
Utilities	1,454,651	1,427,208	1,427,208	1,441,758	1.0%
Operating Supplies	43,789	48,633	35,473	42,014	-13.6%
Professional Development	37,383	40,391	8,950	34,566	-14.4%
Rent	57,510	61,600	35,000	34,000	-44.8%
Repairs	230,426	214,520	130,001	170,443	-20.5%
System Maintenance	297,963	257,401	200,101	218,791	-15.0%
Uniforms and Gear	5,467	6,120	1,430	5,203	-15.0%
Total Operating Expenditures	\$ 2,565,502	\$ 2,768,108	\$ 2,426,618	\$ 2,596,516	-6.2%
Interfund Charges					
Facility	\$ 98,261	\$ 123,275	\$ 123,275	\$ 121,172	-1.7%
Fleet	910,474	1,094,819	1,094,819	975,529	-10.9%
Fuel Charges	140,827	155,571	155,571	124,133	-20.2%
Information Technology	489,620	463,225	463,225	532,221	14.9%
Liability Insurance	64,932	84,330	84,330	206,343	144.7%
Medical Program	46,841	72,905	-	-	-100.0%
Utility Services	15,594	27,000	27,000	22,950	-15.0%
Total Interfund Charges	\$ 1,766,549	\$ 2,021,125	\$ 1,948,220	\$ 1,982,348	-1.9%
Total Fund 100 Expenditures	\$ 8,470,046	\$ 9,124,145	\$ 8,513,334	\$ 9,494,195	4.1%
Funding Source: 0.75% Sales Tax CIP Fund 201					
Revenues					
Charges for Service	\$ 156,685	\$ 135,000	\$ 138,115	\$ 135,000	0.0%
Intergovernmental	6,710,406	543,599	1,680,838	208,679	-61.6%
Other	288,425	20,000	368,303	20,000	0.0%
Total Revenues	\$ 7,155,516	\$ 698,599	\$ 2,187,256	\$ 363,679	-47.9%
Expenditures					
Operating Expenditures					
Contract Services	\$ 124,423	\$ -	\$ 6,072	\$ -	0.0%
Grants and Contributions	1,000	-	-	-	0.0%
Rent	33,030	-	-	-	0.0%
Repairs	857,726	-	-	-	0.0%
System Maintenance	692,524	-	-	-	0.0%
Total Operating Expenditures	\$ 1,708,703	\$ -	\$ 6,072	\$ -	0.0%

Public Works

Funding Source: 0.75% Sales Tax CIP Fund 201	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Capital Outlay					
Facilities	\$ -	\$ 100,000	\$ -	\$ -	-100.0%
Land	6,128,395	-	6,528,708	4,342,118	100.0%
Other Projects	125,187	224,000	306,467	100,000	-55.4%
Parks	2,209,461	539,920	932,748	-	-100.0%
Street Infrastructure	4,596,351	6,497,000	6,475,628	6,624,000	2.0%
Total Capital Outlay	\$ 13,059,394	\$ 7,360,920	\$ 14,243,551	\$ 11,066,118	50.3%
Total Fund 201 Expenditures	\$ 14,768,097	\$ 7,360,920	\$ 14,249,623	\$ 11,066,118	50.3%
Funding Source: Storm Drainage Fund 202					
Revenues					
Charges for Service	\$ 39,731	\$ 30,000	\$ 20,000	\$ 10,000	66.7%
Total Revenues	\$ 39,731	\$ 30,000	\$ 20,000	\$ 10,000	66.7%
Expenditures					
Operating Expenditures					
Equipment	\$ 23,007	\$ -	\$ -	\$ -	0.0%
System Maintenance	2,220	-	-	-	0.0%
Total Operating Expenditures	\$ 25,227	\$ -	\$ -	\$ -	0.0%
Capital Outlay					
Utility Systems	\$ 65,000	\$ 280,000	\$ -	\$ 540,000	92.9%
Total Capital Outlay	\$ 65,000	\$ 280,000	\$ -	\$ 540,000	92.9%
Total Fund 202 Expenditures	\$ 90,227	\$ 280,000	\$ -	\$ 540,000	92.9%
Funding Source: Transportation Capacity Fund 207					
Revenues					
Charges for Service	\$ 1,649,767	\$ 1,900,000	\$ 2,000,000	\$ 2,300,000	21.1%
Intergovernmental	-	-	-	510,000	100.0%
Other	24,457	-	-	-	0.0%
Total Revenues	\$ 1,674,224	\$ 1,900,000	\$ 2,000,000	\$ 2,810,000	47.9%
Expenditures					
Operating Expenditures					
Contract Services	\$ 182,962	\$ -	\$ -	\$ -	0.0%
Total Operating Expenditures	\$ 182,962	\$ -	\$ -	\$ -	0.0%
Capital Outlay					
Street Infrastructure	\$ 810,201	\$ 3,016,000	\$ 2,209,793	\$ 19,922,000	560.5%
Total Capital Outlay	\$ 810,201	\$ 3,016,000	\$ 2,209,793	\$ 19,922,000	560.5%
Total Fund 207 Expenditures	\$ 993,163	\$ 3,016,000	\$ 2,209,793	\$ 19,922,000	560.5%
Funding Source: Water Fund 301					
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 109,160	\$ 46,969	\$ 46,969	\$ 53,879	14.7%
Seasonal	27,016	-	-	-	0.0%

Public Works

Funding Source: Water Fund 301	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Overtime	1,769	-	-	-	0.0%
Benefits	27,313	6,852	6,852	9,218	34.5%
Taxes	10,133	3,595	3,595	4,124	14.7%
Other Compensations	132	226	226	226	0.0%
Total Labor and Benefits	\$ 175,523	\$ 57,642	\$ 57,642	\$ 67,447	17.0%
Operating Expenditures					
Contract Services	\$ 223	\$ -	\$ -	\$ -	0.0%
Operating Supplies	6,810	-	-	-	0.0%
Total Operating Expenditures	\$ 7,033	\$ -	\$ -	\$ -	0.0%
Capital Outlay					
Utility Systems	\$ 5,205,006	\$ -	\$ 2,465,845	\$ -	0.0%
Total Capital Outlay	\$ 5,205,006	\$ -	\$ 2,465,845	\$ -	0.0%
Total Fund 301 Expenditures	\$ 5,387,562	\$ 57,642	\$ 2,523,487	\$ 67,447	17.0%
Funding Source: Sanitation Fund 302					
Revenues					
Charges for Service	\$ 4,607,078	\$ 4,661,991	\$ 4,661,991	\$ -	-100.0%
Interest	30,146	25,100	18,217	-	-100.0%
Total Revenues	\$ 4,637,224	\$ 4,687,091	\$ 4,680,208	\$ -	-100.0%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 744,476	\$ 751,257	\$ 751,257	\$ -	-100.0%
Seasonal	-	1,061	1,061	-	-100.0%
Overtime	17,319	28,994	28,994	-	-100.0%
Benefits	218,804	207,180	227,946	-	-100.0%
Taxes	54,375	59,784	59,784	-	-100.0%
Insurance	101,153	34,955	34,955	-	-100.0%
Other Compensations	1,264	225	225	-	-100.0%
Total Labor and Benefits	\$ 1,137,391	\$ 1,083,456	\$ 1,104,222	\$ -	-100.0%
Operating Expenditures					
Charges and Fees	\$ 656,550	\$ 742,000	\$ 692,000	\$ -	-100.0%
Contract Services	762,755	785,813	785,813	-	-100.0%
Equipment	48,303	65,000	47,100	-	-100.0%
Operating Supplies	5,574	6,485	6,485	-	-100.0%
Professional Development	4,019	3,000	3,000	-	-100.0%
Repairs	19,869	17,000	17,000	-	-100.0%
Uniforms and Gear	1,779	1,620	1,620	-	-100.0%
Total Operating Expenditures	\$ 1,498,849	\$ 1,620,918	\$ 1,553,018	\$ -	-100.0%
Interfund Charges					
Administrative Overhead	\$ 326,850	\$ 344,258	\$ 344,258	\$ -	-100.0%
Facility	16,592	20,462	20,462	-	-100.0%
Fleet	786,682	881,147	881,147	-	-100.0%
Fuel Charges	114,140	105,439	105,439	-	-100.0%
Information Technology	23,576	24,369	24,369	-	-100.0%
Liability Insurance	34,593	44,927	44,927	-	-100.0%
Medical Program	13,838	20,766	-	-	-100.0%
Utility Services	233,981	234,737	234,737	-	-100.0%
Total Interfund Charges	\$ 1,550,252	\$ 1,676,105	\$ 1,655,339	\$ -	-100.0%

Public Works					
Funding Source:	2019	2020	2020	2021	% Change
Sanitation Fund 302	Actual	Adopted	Projected	Adopted	Fr 2020 Adopted
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ 77,900	\$ -	100.0%
Total Capital Outlay	\$ -	\$ -	\$ 77,900	\$ -	100.0%
Debt Service					
Principal	\$ 94,441	\$ 96,991	\$ 96,991	\$ -	100.0%
Total Debt Service	\$ 94,441	\$ 96,991	\$ 96,991	\$ -	100.0%
Total Fund 302 Expenditures	\$ 4,280,933	\$ 4,477,470	\$ 4,487,470	\$ -	-100.0%
Funding Source:					
Joint Sewer Fund 900					
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 96,762	\$ 80,555	\$ 80,555	\$ 88,377	9.7%
Seasonal	2,994	16,222	16,222	23,008	41.8%
Benefits	15,348	11,545	11,545	14,789	28.1%
Taxes	7,447	7,406	7,406	8,524	15.1%
Insurance	942	1,005	1,005	981	2.4%
Other Compensations	213	450	450	450	0.0%
Total Labor and Benefits	\$ 123,706	\$ 117,183	\$ 117,183	\$ 136,129	16.2%
Operating Expenditures					
Contract Services	\$ 61,121	\$ -	\$ -	\$ -	0.0%
Repairs	8,434	-	-	-	0.0%
Total Operating Expenditures	\$ 69,555	\$ -	\$ -	\$ -	0.0%
Capital Outlay					
Utility Systems	\$ 2,480,871	\$ -	\$ 2,420,751	\$ -	0.0%
Total Capital Outlay	\$ 2,480,871	\$ -	\$ 2,420,751	\$ -	0.0%
Total Fund 900 Expenditures	\$ 2,674,131	\$ 117,183	\$ 2,537,934	\$ 136,129	16.2%
Total Public Works Budget	\$ 36,664,161	\$ 24,433,360	\$ 35,521,641	\$ 41,225,889	68.7%



Annual Leaf Pickup



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PARKS AND RECREATION DEPARTMENT

The Grand Junction Parks & Recreation department is dedicated to providing all people quality recreation and leisure opportunities managed with integrity and professionalism. We Make It Better!

The Parks & Recreation Department is divided into Administration, Parks Operations, and Recreation Divisions. Staffing for the department consists of 52 full-time and approximately 250 seasonal and part-time staff. The department has been recognized as a Gold Medal Recipient – exceeding the highest level of service, as determined by the National Recreation and Parks Association.

Parks and Recreation Administration

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

Parks Operations

- ❖ The Parks Division includes park/trail maintenance, forestry/horticulture, cemeteries, weed abatement, and sports facilities and is responsible for 35 developed and five undeveloped parks within the City. In addition to our parks, the division also maintains over 20 miles of riverfront and urban trails, open space, and City rights-of-way.
 - ***Park/Trail Maintenance*** – The division maintains playgrounds, facilities, and park amenities, as well as facilitates maintenance for hundreds of rentals and events in City parks each year. Parks maintains 21 miles of riverfront and urban trails, over 500 acres of open space and City rights-of-way, and facility maintenance for all park locations.
 - ***Forestry*** – The division is dedicated to preserving the health of Grand Junction’s urban forest and plants, trims, removes hazardous trees, and addresses insect and disease control for the City’s more than 37,000 trees in parks, City facilities, and right-of-way. Grand Junction has been a Tree City USA award winner for 37 years.
 - ***Horticulture/Irrigation/Turf*** – The division maintains turf, 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 City parks.
 - ***Cemeteries*** – The division maintains more than 111 acres of cemetery lands on Orchard Mesa and at Crown Point Cemetery in Appleton and works to maintain a warm, serene setting for eternal remembrance to meet the needs of families during a time of grief.
 - ***Weed Abatement/Code Enforcement*** – The division enforces the Weed Abatement ordinance within City limits; reviews and addresses complaints, conducts inspections, and issues citations to ensure properties comply.
 - ***Sports Facilities*** – The division maintains high profile sport facilities at Lincoln Park, Canyon View Park, Columbine Softball Complex, and Kronkright Softball Complex. These facilities host more than 5,500 baseball, softball, football, soccer, lacrosse, rugby, track, and tennis events each year as well as local and regional special events including the 4th of July Extravaganza, Graduations, and the Junior College World Series (JUCO). Suplizio Field is the home field for the Grand Junction Rockies.

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 programs.
 - ***Aquatics*** – The division manages one year-round swimming pool, Orchard Mesa Pool, which is jointly funded with 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** – The division provides a wide variety of recreation programming elements for the community, serving more than 10,000 participants of all ages and abilities and 400 adult sports teams annually. The 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 pickle ball.
- **Arts and Culture** – The division strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for the Citizens of Grand Junction and the surrounding valley. The division serves as the staff support for the Arts and Culture Commission responsible for the 1% for the Arts Program and the annual community grant program.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

Parks Administration

- **Connectedness through Community Building:**
 - Facilitated three internal advisory boards and the Parks Improvement Advisory Board. Also, expanded the Parks and Recreation Advisory Board to enable more diversity
 - Completed the 2021 Parks, Recreation and Open Space Master Plan. Driven by community input and direction, this plan maps out 8 to 10 years of priorities and projects
 - Working as a part of the Parks Improvement Advisory Board, forged a Lincoln Park Stadium Master Plan
 - Supported the development of 501c3 foundation supporting Parks and Recreation: The Grand Valley Parks and Recreation Foundation
 - Continued support of the Greater Grand Junction Sports Commission
 - Completed three newly designed and formatted activity guides that now also describe all facilities in the parks, trails, and open space part of the system
- **Planning and Infrastructure:**
 - Worked with Public Works in supporting the Dos Rios improvements through the planning, design, and developments
 - Worked with General Services to develop trails on open space land adjacent to Tiara Rado driving range
 - Worked towards securing funding for maintenance of existing stadium infrastructure and essential new infrastructure
 - Completed Monument Trail connecting Downtown with the Lunch Loop trailhead and held a well-attended “Chain Breaking” grand opening celebration

Parks Operations

- **Connectedness through Community Building:**
 - Celebrated Arbor Day with a tree distribution program through social media and door to door delivery to ensure safety during the pandemic
- **Diversification of Our Economic Base:**
 - Assumed maintenance responsibilities for the Riverfront at Las Colonias
- **Planning and Infrastructure:**
 - Completed of bike playground at Riverfront at Dos Rios
 - Replaced missing Riverfront Trail section that fell into the River in 2018
 - Stadium track replacement
 - Marquee replacement at 12th and North Avenue
 - Planted over 200 new public trees

- Continued maintenance of Botanic Gardens such as repair to the HVAC systems, trail repair within the gardens, irrigation systems repair and several other points of significant maintenance
- Coordinated CARES Act projects to further expand access to safe recreation opportunities in light of the pandemic (Single track areas adjacent to River Front Trail, 23 new touchless drinking fountains and bottle fillers in parks across the City, Kindred Reserve Open Space, and Las Colonias Skate Park)
- **Public Safety:**
 - Complete tree risk maintenance on 1,250 trees to improve safety along streets and in parks
 - Community risk reduction through snow removal program and educational efforts
 - Storm Response to downed limbs, blocked roads, and sidewalks from early season snowstorm.

Recreation

- **Connectedness through Community Building:**
 - Created Covid Camp in spring for City employee's children as the school district transitioned to virtual learning. This became the Learning Center in the fall for employee families opting for virtual learning
 - Offered successful summer camp program to 1,951 children with a solid pandemic plan and partnership with Mesa County Public Health, where zero Covid cases occurred. This allowed many community members to be able to get back to work and keep our economy strong
 - Transitioned Downtown Ambassador program management to partnership with Downtown Development Authority
 - Initiated partnership with Silver Sneakers for recreation fitness activities
 - Transitioned popular in-person events to virtual in light of the pandemic (Holiday Light tour and Santa Cause Run)
 - Made modifications to in-person programming and facilities to meet Covid safety guidelines
- **Planning and Infrastructure:**
 - Identified and repaired water leaks at Lincoln Park Pool which decreased water loss, chemical use, and stabilized pool temperature
 - Received \$14,000 grant from the American Association of Retired People for outdoor fitness equipment at Sherwood Park
 - Installed new shade structure at Lincoln Park pool funded by grants and a new shop building at Parks Operations
- **Public Safety:**
 - Received 5-Star safety rating at the Orchard Mesa Pool from the Chamber of Commerce for procedures implemented to promote a safe environment in light of the pandemic
 - Received "Exceeds" on all aquatic's operational safety audits
- **Diversification of our Economic Base:**
 - In an effort to retain employees and reduce unemployment, active seasonal staff from closed facilities (such as the indoor pool) were redeployed to other areas where help was needed
 - Similarly, all full time employees on the administration and recreation side were redeployed to other areas where gaps existed. Seasonal hiring in parks were delayed, in addition to operational budget reductions, which helped the City budget stay strong. These redeployed staff ensured continuation of service to the public. This was critical as Mesa County saw a 144% increase in park visitation during the pandemic, the largest increase in the state.

2021 Objectives

Parks Administration

- **Planning and Infrastructure**
 - Complete Horizon Park Master Plan
 - Work with the Grand Junction Baseball Committee and CMU, complete approximately \$8M in renovations in the 2-4 year timeframe of the Lincoln Park Stadium Master Plan
 - Pursue the implementation of the Parks, Recreation and Open Space Master Plan including a potential dedicated source of funding
- **Connectedness through Community Building**
 - Continued support of the Greater Grand Junction Sports Commission
 - Continue partnership with community groups such as Colorado West Land Trust and Downtown Development Authority for grant requests

Parks Operations

- **Public Safety**
 - Complete tree risk maintenance on 1250 trees to improve safety along streets and in parks
 - Community risk reduction through snow removal program and educational efforts
- **Planning and Infrastructure**
 - Complete renovation of 5th Street interchange renovating the ‘gateway’ to the City
 - Renovation of Blue Heron Boat Ramp funded in large part from a GOCO grant
 - Renovation of West Lake Park
 - Completion of Botanic Gardens Walkway
 - Replacement of damaged and failing light poles at Canyon View Park
 - Pursue the Botanic Gardens Master Plan

Recreation

- **Public Safety**
 - Receive "Platinum" award for Aquatic Safety by continually improving aquatics team performance
 - Safely re-open all facilities and programs after Covid closure
- **Planning and Infrastructure**
 - Renew fundraising efforts for the Redlands Roundabout Artwork
 - Execute 1% for the Arts Projects: Fire Station #6, Fire Station #3, and G and 24 Road Roundabout
- **Connectedness through Community Building**
 - Develop a mobile app to allow for additional opportunities to register, reserve facilities, and check schedules
 - Increase participation on Silver Sneakers program and work to expand qualifying activities
 - Partner with Mesa County for use of Veterans Park fields at the Mesa County Fairgrounds to improve recreational opportunities available adjacent to Orchard Mesa neighborhoods
 - Continue discussions with Mesa County and School District 51 to address the Orchard Mesa Pool

Parks and Recreation Department Personnel

Parks and Recreation	2018 FTE	2019 FTE	2020 FTE
Funded by General Fund 100			
Parks and Recreation Administration			
Parks and Recreation Director	1.00	1.00	1.00
Project Manager	1.00	-	-
Administrative Specialist	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
Parks Maintenance Supervisor	3.00	4.00	4.00

Parks and Recreation	2018 FTE	2019 FTE	2020 FTE
Parks Operations			
Parks Superintendent	-	1.00	1.00
Cemetery Operations Supervisor	1.00	1.00	1.00
Parks Crew Leader	11.00	11.00	10.00
Irrigation Technician	1.00	1.00	0.00
Parks Equipment Operator	21.00	20.00	21.00
Sr. Administrative Assistant	1.00	1.00	1.00
Plant Health Specialist	-	-	1.00
Recreation			
Parks and Recreation Deputy Director	1.00	-	0.00
Recreation Superintendent	-	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00
Recreation Coordinator	5.00	5.00	5.00
Leisure Services Representative	2.00	2.00	2.00
Total General Fund 100 FTE's	52.00	52.00	52.00

Expenditure by Fund, by Division

Parks and Recreation	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
General Fund 100					
Parks Administration	\$ 1,056,074	\$ 1,001,801	\$ 774,234	\$ 915,171	-8.6%
Parks Operations	6,007,160	6,547,273	5,675,481	6,653,182	1.6%
Recreation	2,269,085	2,482,854	2,286,870	2,444,057	-1.6%
Total Fund 100 Expenditures	\$ 9,332,319	\$ 10,031,928	\$ 8,736,585	\$ 10,012,410	-0.2%
0.75% Sales Tax Capital Fund 201					
Parks Operation	\$ 1,639,366	\$ 5,035,000	\$ 2,311,003	\$ 10,921,374	116.9%
Recreation	38,583	52,000	-	-	0.0%
Total Fund 201 Expenditures	\$ 1,677,949	\$ 5,087,000	\$ 2,311,003	\$ 10,921,374	116.9%
Total Parks & Recreation Budget	\$ 11,010,268	\$ 15,118,928	\$ 11,047,588	\$ 20,933,784	38.5%

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues:** COVID-19 Pandemic closures significantly impacted revenues in 2020. For 2021, we have estimated revenues 10.9% below 2020 Adopted due to the lingering impacts of the COVID-19 Pandemic. Reopening processes in 2021 will have impacts on revenues moving forward
- **Labor and Benefits** in the General Fund are increasing 3.8% primarily due to a 2.5% increase in wages according to the City's pay plan and based on satisfactory performance evaluations for each employee. Additionally, the department's nine vacancies, about 1/5 of the full time positions, are planned to be filled in 2021 (some of these were delayed in 2020 due to the pandemic)
- **Operating Expenditures** is budgeted 8.9% below 2020 Adopted Budget due to budgeting all non-personnel operating accounts at 15% below 2020 Adopted Budget.
- **Interfund Charges** are decreasing 3.6% primarily due to lower fleet maintenance accruals and fuel as well as moving medical programs previously budgeted as an internal service charge to labor and benefits.
- **Capital Outlay:** Significant increase in the capital fund (118.7%) comes from the refinance of Stadium COP for Stadium Master Plan improvements.

Parks and Recreation

Funding Source: General Fund 100	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 1,817,189	\$ 1,881,842	\$ 725,183	\$ 1,742,990	-7.4%
Intergovernmental	363,294	409,499	201,150	318,399	-22.3%
Licenses and Permits	2,000	2,101	2,101	1,800	-14.3%
Other	62,623	53,014	10,698	26,425	-50.2%
Capital Proceeds	3,424	-	-	-	0.0%
Total Revenues	\$ 2,248,530	\$ 2,346,456	\$ 939,132	\$ 2,089,614	-10.9%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 2,883,450	\$ 3,067,189	\$ 2,694,372	\$ 3,019,430	-1.5%
Seasonal	1,282,660	1,574,465	1,385,393	1,641,118	4.2%
Overtime	51,037	64,905	64,905	61,921	-4.6%
Benefits	1,041,082	972,152	968,133	1,248,123	28.4%
Taxes	309,653	355,187	326,407	358,545	0.9%
Other Compensations	28,149	67,237	72,674	6,313	-90.6%
Total Labor and Benefits	\$ 5,596,031	\$ 6,101,135	\$ 5,511,884	\$ 6,335,450	3.8%
Operating Expenditures					
Charges and Fees	\$ 7,533	\$ 6,587	\$ 6,337	\$ 6,395	-2.9%
Contract Services	253,735	269,872	230,588	255,386	-5.4%
Cost of Goods Sold	42,496	32,950	26,034	28,361	-13.9%
Equipment	144,079	109,240	74,240	220,650	102.0%
Equipment Maintenance	10,979	14,705	10,820	10,834	-26.3%
Grants and Contributions	125,062	188,650	4,840	112,000	-40.6%
Utilities	649,851	788,530	632,990	699,750	-11.3%
Insurance and Claims	5,655	5,500	5,500	5,500	0.0%
Operating Supplies	320,592	296,303	229,995	236,350	-20.2%
Professional Development	28,488	46,047	24,050	38,867	-15.6%
Repairs	101,060	52,550	44,900	68,790	30.9%
System Maintenance	294,868	268,924	168,269	211,946	-21.2%
Uniforms and Gear	24,939	26,291	16,026	23,279	-11.5%
Total Operating Expenditures	\$ 2,009,337	\$ 2,106,149	\$ 1,474,589	\$ 1,918,108	-8.9%
Interfund Charges					
Facility	\$ 430,403	\$ 417,676	\$ 417,676	\$ 481,946	15.4%
Fleet	613,946	690,175	690,175	583,635	-15.4%
Fuel Charges	90,461	96,542	96,542	69,939	-27.6%
Information Technology	459,576	465,964	465,964	496,150	6.5%
Liability Insurance	42,531	55,239	55,239	102,665	85.9%
Medical Programs	52,164	74,532	-	-	-100.0%
Departmental Services	23,870	24,516	24,516	24,516	0.0%
Total Interfund Charges	\$ 1,712,951	\$ 1,824,644	\$ 1,750,112	\$ 1,758,851	-3.6%
Capital Outlay					
Facilities	\$ 14,000	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 14,000	\$ -	\$ -	\$ -	0.0%
Total Fund 100 Expenditures	\$ 9,332,319	\$ 10,031,928	\$ 8,736,585	\$ 10,012,409	-0.2%

Funding Source: 0.75% Sales Tax Capital Fund 401					
Revenues					
Intergovernmental	\$ 226,857	\$ 4,056,250	\$ 56,250	\$ 2,150,000	-47.0%
Other	-	180,000	180,000	-	-100.0%
Total Revenues	\$ 226,857	\$ 4,236,250	\$ 236,250	\$ 2,150,000	-49.2%

Parks and Recreation

Funding Source: 0.75% Sales Tax Capital Fund 401	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
<u>Expenditures</u>					
Operating Expenditures					
Contract Services	\$ -	\$ 115,000	\$ 115,000	\$ 50,000	-56.5%
Repairs	120,053	-	-	-	0.0%
Total Operating Expenditures	\$ 120,053	\$ 115,000	\$ 115,000	\$ 50,000	-56.5%
Capital Outlay					
Facilities	\$ 72,187	\$ 567,000	\$ 440,817	\$ 26,000	-95.4%
Land	12,132	-	-	-	0.0%
Parks	1,473,577	4,405,000	1,755,186	10,845,374	146.2%
Total Capital Outlay	\$ 1,557,896	\$ 4,972,000	\$ 2,196,003	\$ 10,871,374	118.7%
Total Fund 401 Expenditures	\$ 1,667,948	\$ 5,087,000	\$ 2,311,003	\$ 10,921,374	114.7%
Total Parks and Rec Budget	\$ 11,010,268	\$ 15,118,928	\$ 11,047,588	\$ 20,933,783	38.5%



Canyon View Park Playground



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UTILITIES DEPARTMENT

The Utilities Department is responsible for water and wastewater services, which include delivering high quality drinking water and irrigation water to our customers and collecting and treating wastewater in a manner that is protective of public health and the environment. The Utilities Department is comprised of 75 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 includes wastewater collections, 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 gallon 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 our customers with the highest quality and most reliable drinking water at the lowest cost possible. We are proud to be able to provide our customers with a pristine water source that arises from snowmelt on the Grand Mesa. To achieve this, the Water Services Division operates and maintains 17 reservoirs on top of Grand Mesa, along with the Juniata and Purdy Mesa reservoirs that serve as terminal storage at the foot of the Grand Mesa. There are two twenty-mile long raw water flow lines that bring water from these sources to the water treatment plant. We have intake and diversion structures on streams and ditches in three drainage basins to ensure an adequate supply of high-quality mountain water for our 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 conveyance of water from the watershed to the water treatment plant in Grand Junction. Water plant operators are responsible for controlling flow and operation of the direct filtration and chlorination treatment processes to produce safe drinking water for our customers. Laboratory personnel perform compliance testing and provide process control for the plant operators to provide high-quality drinking water that always meets or exceeds State and Federal Safe Drinking Water Standards. Pipeline Maintenance is responsible for the integrity of our distribution system by performing preventative maintenance on and making repairs to water mains, valves, and hydrants in our distribution system as well as on our raw water flow lines.

In addition to operations staff, the Water Services Division includes Customer Service (Utility Billing), which is responsible for billing and maintaining all Water, Solid Waste/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 government 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, 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 our watershed less susceptible to catastrophic wildfire.



Ridges Irrigation



The Water Services Division manages the Ridges Irrigation Fund and is responsible for the operation and maintenance of the irrigation system supplying the Ridges Subdivision and the Redlands Mesa 18-hole 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 is 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 environment. To achieve this, the Wastewater Services 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 that is discharged to the Colorado River consistently meets or exceeds permit limits for the protection of aquatic life and public health.



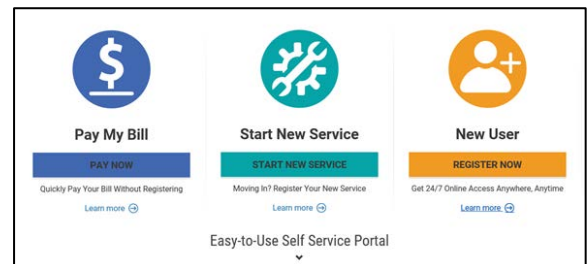
The Wastewater Services Division is comprised of wastewater collections, industrial pretreatment, treatment, plant maintenance and environmental laboratory operations. Collection crews maintain sewer lines to ensure that they are flowing freely to prevent backups that could pose a threat to the health of the community or the environment. 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 analyze samples collected at different stages of the treatment process to monitor compliance.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

Water Services

- For the 5th consecutive year, achieved performance goals to maintain the Partnership for Safe Water Director's Award, which involves adopting turbidity standards that are three times lower than regulatory limits
- For the 14th consecutive year, received the Fluoridation Award from Colorado Department of Public Health
- Obtained two low-interest loans totaling \$10 million from the Colorado Water Conservation Board to enable construction of the Purdy Mesa Flow Line Replacement and Carson Dam Rehabilitation projects and maintain affordable water rates
- Completed analysis of long-term water demands and water reliability options
- Investigated 210 water service lines to determine the pipe materials; 185 were found to be safe copper piping and 8 of those service lines that were determined to be made of lead were replaced
- Exercised 650 water valves and flushed 600 hydrants to ensure readiness for service and maintain water quality
- Updated hydraulic modeling of the Purdy Mesa Flow Line with current operational data resulting in reducing the size of the planned pressure control tank from 500,000 gallons to less than 50,000 gallons, which will result in a \$1 million savings in capital costs
- Completed Stage IV of the Colorado Water Loss Initiative. The 2-year program provided by Colorado Water Conservation Board involved comprehensive training, a detailed water audit, and calibration testing of system meters. Results of the audit demonstrated that system water loss is between 7 and 9%, below industry standards
- Produced over 330,000 kW of renewable energy (solar, hydroelectric)
- Installed new laser turbidimeters, chlorine analyzers, and an ion chromatography instrument for measuring fluorides to improve the accuracy of water quality testing
- Updated the Laboratory Information Management System for the water laboratory to ensure state-of-the art data quality management and work efficiency
- In cooperation with the Drought Response Information Project (DRIP), marketed the water gnome campaign which reached thousands of residents to educate them about water conservation. The DRIP website had over 2,000 unique visitors in 2020, 1,453 of which were new visitors
- Delivered 44.5 acre-feet of water from Anderson #2 reservoir to Powderhorn for snowmaking
- Launched CustomerConnect, a web portal that allows customers to request service, pay utility bills, manage rental properties, and reduce cost of utility billing. So far, 3,917 customers have enrolled
- Processed over 400,000 utility bills
- Completed several major capital projects to improve the reliability of infrastructure, realize operational efficiencies, and improve safety including:
 - Replaced approximately 5,042 feet of water mains in the distribution system



- The remaining segments of the Raw Water Supply Line were completed and put into service to deliver irrigation water to Las Colonias Park, the Botanical Gardens, Duck Pond Park, and the Cemetery. A sleeve was installed around the pipe in front of the 5th Street Bridge dinosaur mural and the artist was commissioned to paint it to add a new dinosaur feature
- Completed reconstruction of the Kannah Creek dam and intake structure, which was originally built in 1911, including an intake screen return pipe to safely return fish to the Kannah Creek
- Replaced 10,400 feet of the Kannah Creek Flow Line across Reeder Mesa, which had experienced six breaks in the past year
- Replaced about 1,260 feet of pipeline between Reservoir #3 and the water treatment plant, portions of which were originally installed in 1938
- Installed six new valves at the water treatment plant
- Replaced 2,618 water meters with new meters that are compatible with advanced metering infrastructure. Over 85% of all meters are now capable of being read remotely
- Installed gated irrigation pipe on the Hallenbeck Ranch to improve irrigation efficiency
- Completed maintenance improvements at Grand Mesa # 1 and Grand Mesa #9 reservoirs



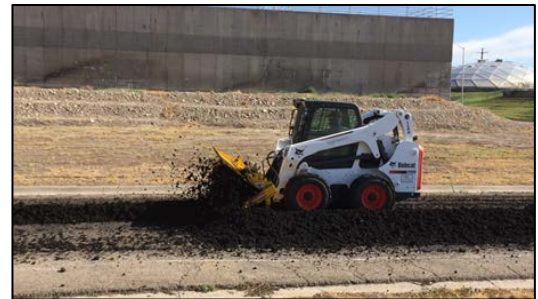
Ridges Irrigation

- Pumped over 234 million gallons (718-acre feet) of water to Shadow Lake which was utilized by the Redlands Mesa Golf Course and Ridges Subdivision Homeowners
- Installed an aerator in Shadow Lake to reduce algal blooms and improve the aesthetics of the lake

Wastewater Services

- Treated and returned 3.2 billion gallons of clean water to the Colorado River in compliance with permitted effluent limits
- Produced 84,800 gasoline gallon equivalents of Compressed Natural Gas (CNG), this equals approximately 1.64 million pounds of carbon dioxide diverted from the atmosphere
- Awarded \$540,000 grant from Department of Local Affairs under their Renewable and Clean Energy Challenge grant program to expand storage and automation at the CNG fueling station
- Inspected and cleaned 184 miles of sewer lines
- Continued to partner with Mesa County Grand Valley Transit and the City's Fleet Services in providing CNG to fuel more than 70 City and Mesa County vehicles resulting in significant operational cost savings and reduction of carbon emissions
- Initiated update of Wastewater Master Plan in collaboration with the City's Comprehensive Plan Update process

- Provided laboratory analysis services to 30 Western Slope municipalities and Grand Valley orchardists
- Updated the Laboratory Information Management System for the environmental laboratory to ensure state-of-the-art data quality management and work efficiency
- Featured panelist in a webinar hosted by the Innovative Water Technology Committee about Renewable natural gas entitled “Making Natural Gas the Green Way”
- Conducted a virtual tour of the Persigo Wastewater Treatment Plant with CMU professors to make an educational video for their biology class
- Assisted 59 dental providers comply with EPA’s new amalgam rule
- Initiated a holiday cooking oil and grease recycling program aimed to reduce flushing of grease that can cause sewer maintenance issues.
- Completed inventory of all wastewater treatment plant assets for incorporation into the Lucity asset management system
- Connected lift stations to the centralized Supervisory Control and Data Acquisition System (SCADA) to enhance remote monitoring of operations
- Completed several major capital projects to improve the reliability of infrastructure, realize operational efficiencies, and improve safety including:
 - Pilot study to evaluate onsite sludge drying; results of this study will support long-term selection of biosolids management options.
 - Elimination of River Bend lift station by extending sewer to the newer River Trail lift station and providing service to new subdivision developments
 - Construction of the 23 Road Sewer Trunk Line Extension to serve new development
 - Evaluation of options for replacing Ridges #1 lift station, which conceptualized a new lift station on Power Road that will allow elimination of both Ridges #1 and Brach lift stations and extend service to sewer improvement districts.
 - Design of two biotrickling filters to control odors at both the wastewater treatment plant and in the sewer collection system
 - Completion of the Victor Drive Sewer Improvement District.
 - Replaced 6,686 feet of sewer pipe
 - Designed replacement of the Tiara Rado sewer force main that conveys wastewater from the Redlands community to the wastewater treatment plant and runs under the Colorado River
 - Replaced storage tanks for ferrous chloride at the Maintenance Campus



2021 Objectives

Water Services

- Continue to meet or exceed compliance with all State and Federal water quality regulations
- Retain status as an American Water Works Association (AWWA) Partnership Director’s Plant by achieving Partnership’s turbidity goals for treated water
- Conduct a Risk and Resiliency Assessment required by the American Water Infrastructure Act
- Implement plans for water supply redundancy and reliability
- Develop the Water Marketing Strategy for City water rights not needed to meet long-term water demands
- Continue participation in DRIP outreach programs including Wyland Mayor’s Challenge and the gnome water conservation campaign
- Increase enrollment in CustomerConnect portal and reduce cost of paper billing

- Implement a sustainable agriculture plan for the Hallenbeck property
- Continue implementation of asset management program for water infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Continuation of water distribution and service line replacements (including replacing lead service lines to properties within a Community Development Block Grant (CDBG) tract utilizing CDBG grant funding to minimize the potential for lead exposure in drinking water
 - Replace the remaining steel portions of the Purdy Mesa Flowline, approximately 6.5 miles
 - Installation of the pressure control tank to improve the operational performance of the Purdy Mesa Flow Line
 - Replacement of approximately two miles of the Kannah Creek Flowline across the Anderson Ranch.
 - Complete construction of the Juniata Reservoir aeration system to maintain dissolved oxygen levels and improve water quality
 - Complete modeling of the Kannah Creek water distribution system to identify replacement needs.
 - Replace fluoridation equipment at the water treatment plant
 - Construct Carson Lake Dam improvements and implement early warning system to meet state dam safety requirements
 - Complete replacement of the Motor Control Center (MCC) and backup generators at the wastewater treatment plant
 - Complete replacement of remaining manual meters with radio read meters and install advanced metering infrastructure (AMI) and customer portal to enable access to real-time water use information

Ridges Irrigation

- Continue phased replacement of distribution system

Wastewater Services

- Continue to meet or exceed all local, state, and federal regulatory limits that ensures protection of public health and the environment
- Complete Wastewater Master Plan to identify infrastructure replacement and expansion needs to meet community growth over the next 20 years
- Employ a consultant to conduct an independent Wastewater Rate and Fee Study based on the results of Wastewater Master Plan and as required on a 5-year cycle.
- Continue outreach program to property owners that are still on septic systems to educate them about the Septic Elimination Program
- Continue to contribute to the City's sustainability goals by providing renewable CNG to fuel 70 City and Mesa County vehicles and reducing carbon emissions
- Continue implementation of asset management program for wastewater infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Develop a more extensive sewer inspection and cleaning program with two new leased CCTV trucks
 - Complete replacement of sewer pipes along Unaweep Avenue ahead of the streets overlay project.
 - Construct new Power Road lift station enabling elimination of Ridges #1 and Brach lift stations and extension of service to sewer improvement districts
 - Construct two biotrickling filters to control odors at both the wastewater treatment plant and in the sewer collection system
 - Construct replacement of the Tiara Rado sewer force main that conveys wastewater from the Redlands community to the wastewater treatment plant and runs under the Colorado River
 - Rehabilitate concrete structures at the wastewater treatment plant

Utilities Department Personnel

Utilities	2019 FTE	2020 FTE	2021 FTE
Funded by Water Fund 301			
Water Services Administration			
Utilities Director	1.00	1.00	1.00
Utilities Asset Manager	1.00	1.00	1.00
Water Distribution			
Water Supply Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00
Cross Connection Coordinator	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00
Utility Locator	1.00	3.00	3.00
Utilities Customer Service Specialist	1.00	1.00	1.00
Pipeline Maintenance Worker	9.00	9.00	9.00
Administrative Assistant	1.00	1.00	1.00
Water Treatment Plant			
Water Services Manager	1.00	1.00	1.00
Lead Water Plant Operator	0.00	1.00	1.00
Electronics Specialist	1.00	0.00	0.00
Water Quality Specialist	1.00	2.00	2.00
Laboratory Analyst	1.00	0.00	0.00
Water Plant Operator	4.00	4.00	4.00
Utility Billing			
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Analyst	0.00	1.00	1.00
Customer Service Representative	6.00	6.00	5.00
Total Fund 301 FTE's			
	34.00	37.00	36.00
Funded by Joint Sewer Fund 900			
Wastewater Operations			
Wastewater Services Manager	1.00	1.00	1.00
Wastewater Operations Supervisor	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	1.00	1.00	1.00
Industrial Pretreatment Supervisor	1.00	1.00	1.00
Electronics Specialist	2.00	2.00	2.00
Lead Wastewater Plant Operator	1.00	1.00	1.00
Industrial Pretreatment Specialist	2.00	2.00	2.00
Lead Plant Mechanic	1.00	1.00	1.00
Wastewater Plant Operator	4.00	4.00	4.00
Plant Mechanic	3.00	3.00	5.00
Stationary Equipment Operator	2.00	2.00	2.00
TV Equipment Operator	1.00	1.00	1.00
Plant Electrician	1.00	1.00	1.00
Safety Programs Coordinator	1.00	1.00	1.00
Equipment Operator	3.00	3.00	2.00
Administrative Assistant	1.00	1.00	1.00
Project Engineer	1.00	0.00	0.00

Utilities	2019 FTE	2020 FTE	2021 FTE
Funded by Joint Sewer Fund 900			
Wastewater Maintenance			
Operations and Maintenance Supervisor	1.00	1.00	1.00
TV Equipment Operator	1.00	1.00	1.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	2.00	2.00	2.00
Wastewater Lab			
Laboratory Supervisor	1.00	1.00	1.00
Lab Chemist	3.00	4.00	3.00
Lab Analyst	1.00	0.00	0.00
Lab Technician	0.00	0.00	1.00
Total Fund 900 FTE's	39.00	38.00	39.00
Total Utilities Department FTE's	73.00	75.00	75.00

Expenditure by Fund, by Division

Utilities Department	2019 Actual	2020 Budget	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Water Fund 301					
Water Services	\$ 5,382,194	\$ 10,868,375	\$ 10,269,897	\$ 19,453,288	79.0%
Water Lab	226,563	265,490	405,490	322,282	21.4%
Utility Billing	873,517	820,583	835,083	836,862	2.0%
Total Fund 301 Expenditures	\$ 6,482,274	\$ 11,954,448	\$ 11,510,470	\$ 20,612,432	72.4%
Irrigation Fund 309					
Ridges Irrigation	\$ 328,452	\$ 341,037	\$ 341,037	\$ 333,735	-2.1%
Total Fund 309 Expenditures	\$ 358,452	\$ 341,037	\$ 341,037	\$ 333,735	-2.1%
Joint Sewer Fund 900					
Wastewater	\$ 12,455,798	\$ 19,338,058	\$ 17,439,603	\$ 24,674,846	27.6%
Wastewater Lab	516,994	603,961	703,961	573,588	-5.0%
Utility Billing	71,237	73,464	73,464	74,465	1.4%
Total Fund 900 Expenditures	\$ 13,044,029	\$ 20,015,483	\$ 18,217,028	\$ 25,322,899	26.5%
Total Utilities Expenditures	\$ 19,854,755	\$ 32,310,968	\$ 30,068,535	\$ 46,269,066	43.2%

Budget by Classification by Fund

Significant Changes vs 2020 Adopted Budget

Water Fund

- **Revenues:** The 68% increase in revenues is attributed to an increase in monthly water service rates (\$20.54 to \$20.94 for minimum use), a decrease in grant funding, lower interest rates on reserve funds, and \$10,000,000 in loan proceeds.
- **Labor and Benefits:** The 7.2% increase in labor costs are associated with a 2.5% compensation increase, increased insurance costs, and addition of a part-time plant mechanic.
- **Operating Expenditures:** An increase of 17.6% in operating expenses is due to additional contract services costs for conducting the risk and resiliency assessment, additional chemical costs associated with the liquid oxygen delivery system for Juniata Reservoir, and additional materials and supplies to replace meters and lead service lines.
- **Interfund Charges:** include a 1.3% decrease from 2020 Adopted Budget due to moving Medical Programs under Labor and Benefits.

- **Capital Outlay:** The increase in capital costs is primarily associated with two major capital projects, the Purdy Mesa Flow Line replacement and the Carson Dam Rehabilitation, totaling \$10 million for which we have secured low-interest rate loans.

Ridges Irrigation Fund

- **Revenues:** The 4% increase in revenues is attributed to an increase in monthly water service rates (\$18.96 to \$19.72).
- **Labor and Benefits:** The 3% increase in labor costs are associated with a 2.5% compensation increase and other benefits.
- **Operating Expenditures:** The 23.4% decrease operating expenses is a result in a reduction in contract services, equipment, and materials.
- **Interfund Charges:** Interfund charges remain flat compared to 2020 Adopted Budget.
- **Capital Outlay:** Capital costs are flat for annual incremental replacements of the distribution system.

Wastewater Fund

- **Revenues:** The net 0.5% decrease in revenues is attributed to an increase in monthly wastewater service rates (\$22.62 to \$22.85), an increase in revenue associated with CNG renewable energy credits, a decrease in grant funding, CNG fuel charges of \$1.32 per gasoline gallon equivalent, lower interest rates on reserve funds, and a 3% increase in plant investment fees with an estimated 650 new sewer taps.
- **Labor and Benefits:** The 4.5% increase in labor costs are associated with a 2.5% compensation increase, increased insurance costs, and addition of a lead plant mechanic.
- **Operating Expenditures:** A net increase of 6.7% in operating expenses is due a 4.5% increase for Mesa County landfill disposal (\$393,000), \$50,000 for contract services to conduct an independent financial analysis of wastewater rates and fees, \$120,000 for leasing two sewer inspection trucks, and \$130,000 in savings for chemicals as a result of competitive bidding in 2020.
- **Interfund Charges:** Interfund charges include a 4.2% decrease for administrative costs per the Employers Council cost index adjustment as well as moving medical programs under labor and benefits.
- **Capital Outlay:** The increase in capital costs is primarily associated with major capital projects including the Tiara Rado sewer forcemain replacement, the new Power Road lift station and associated elimination of Ridges #1 and Brach lift stations, rehabilitation of concrete structures at the wastewater treatment plant, and odor control improvements.

Utilities					
Funding Source: Water Fund 301	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 7,614,415	\$ 8,265,541	\$ 8,315,541	\$ 8,361,870	1.2%
Interfund Revenue	861,017	695,035	695,035	698,413	0.5%
Intergovernmental	126,082	704,500	527,000	232,000	-67.1%
Interest	192,483	83,400	66,550	25,563	-69.4%
Other	49,394	50,700	50,700	54,936	8.4%
Capital Proceeds	(375,640)	1,803,551	203,551	10,122,000	461.2%
Total Revenues	\$ 8,467,751	\$ 11,602,727	\$ 9,858,377	\$ 19,494,782	68.0%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 1,823,399	\$ 2,034,649	\$ 2,034,649	\$ 2,106,440	3.5%
Seasonal	21,995	26,260	26,260	53,342	103.1%
Overtime	101,707	96,001	96,001	102,426	6.7%
Benefits	643,752	698,382	743,705	785,089	12.4%
Taxes	138,996	164,986	164,986	174,324	5.7%
Other Compensations	18,162	4,106	4,106	20,267	393.6%
Total Labor and Benefits	\$ 2,748,011	\$ 3,024,384	\$ 3,069,707	\$ 3,241,888	7.2%

Utilities					
Funding Source: Water Fund 301	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Operating Expenditures					
Charges and Fees	\$ 2,240	\$ 3,100	\$ 3,100	\$ 10,410	235.8%
Contract Services	254,306	342,000	384,828	455,600	33.2%
Equipment	36,373	62,000	60,000	87,315	40.8%
Operating Supplies	261,605	260,715	279,175	255,430	-2.0%
Professional Development	30,606	42,350	27,390	45,038	6.3%
Utilities	16,704	14,700	14,700	13,620	-7.3%
Grants and Contributions	8,106	17,515	17,515	20,650	17.9%
Rent	17,760	16,484	16,484	14,086	-14.5%
Repairs	99,877	80,730	80,730	72,878	-9.7%
System Maintenance	265,703	275,590	275,590	336,996	22.3%
Uniforms and Gear	3,136	3,420	3,420	3,042	-11.1%
Total Operating Expenditures	\$ 996,416	\$ 1,118,604	\$ 1,162,932	\$ 1,315,065	17.6%
Interfund Charges					
Administrative Overhead	\$ 596,006	\$ 680,489	\$ 680,489	\$ 662,578	-2.6%
Facility	90,692	100,514	100,514	106,472	5.9%
Fleet	200,008	209,874	209,874	224,266	6.9%
Fuel Charges	56,185	50,751	50,751	48,207	-5.0%
Information Technology	415,053	365,148	365,148	389,583	6.7%
Liability Insurance	69,088	89,727	89,727	91,118	1.6%
Medical Programs	33,000	45,323	-	-	-100.0%
Total Interfund Charges	\$ 1,460,032	\$ 1,541,826	\$ 1,496,503	\$ 1,522,224	-1.3%
Capital Outlay					
Utility Systems	\$ 642,679	\$ 5,580,750	\$ 5,004,011	\$ 13,898,000	149.0%
Total Capital Outlay	\$ 642,679	\$ 5,580,750	\$ 5,004,011	\$ 13,898,000	149.0%
Debt Service					
Interest Expense	\$ 140,159	\$ 144,816	\$ 124,816	\$ 105,068	-27.4%
Principal	494,978	544,068	512,501	530,187	-2.6%
Total Debt Service	\$ 635,137	\$ 688,884	\$ 637,317	\$ 635,255	-7.8%
Total Fund 301 Expenditures	\$ 6,482,275	\$ 11,954,448	\$ 11,510,470	\$ 20,612,432	72.4%
Funding Source: Ridges Irrigation Fund 309					
Revenues					
Charges for Service	\$ 288,805	\$ 302,100	\$ 305,000	\$ 314,150	4.0%
Interest	2,689	1,600	962	414	-
Capital Proceeds	4,274	-	-	-	74.1%
Total Revenues	\$ 295,768	\$ 303,700	\$ 305,962	\$ 314,564	-3.6%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 80,128	\$ 83,477	\$ 83,477	\$ 85,949	3.0%
Overtime	1,747	-	-	-	0.0%
Benefits	27,278	30,516	30,516	30,037	13.2%
Taxes	5,860	6,383	6,383	6,604	4.0%
Other Compensations	238	238	203	522	119.3%
Total Labor and Benefits	\$ 115,251	\$ 120,614	\$ 120,579	\$ 123,112	-2.1%
Operating Expenditures					
Contract Services	\$ 4,421	\$ 1,650	\$ 1,650	\$ 6,420	289.1%
Equipment	-	4,500	4,500	-	-100.0%
Equipment Maintenance	-	234	234	199	-15.0%
Operating Supplies	1,222	1,080	1,080	918	-15.0%
Repairs	13,406	31,143	31,143	21,089	-32.3%

Utilities					
Funding Source: Ridges Irrigation Fund 309	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
System Maintenance	3,216	3,800	3,800	3,740	-1.6%
Utilities	685	617	617	597	-3.2%
Total Operating Expenditures	\$ 22,950	\$ 43,024	\$ 43,024	\$ 32,963	-23.4%
Interfund Charges					
Administrative Overhead	\$ 20,980	\$ 22,778	\$ 22,778	\$ 23,592	3.6%
Facility	101,651	106,782	106,782	106,069	-0.7%
Fleet	4,539	4,583	4,583	4,663	1.7%
Fuel Charges	2,890	2,040	2,040	1,888	-7.5%
Liability Insurance	839	1,090	1,090	1,109	1.7%
Utility Services	59,553	10,161	10,161	10,069	-0.9%
Total Interfund Charges	\$ 190,452	\$ 147,434	\$ 147,434	\$ 147,390	-0.0%
Capital Outlay					
Utility Systems	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Total Capital Outlay	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	0.0%
Total Fund 309 Expenditures	\$ 328,653	\$ 341,072	\$ 341,037	\$ 333,465	-2.2%
Funding Source: Joint Sewer Fund 900					
Revenues					
Charges for Service	\$ 13,622,174	\$ 13,864,412	\$ 14,339,412	\$ 14,311,493	3.2%
Intergovernmental	14,902	595,000	615,000	-	-100.0%
Fines and Forfeitures	9,864	1,000	1,000	1,000	0.0%
Interfund Revenue	143,997	131,862	131,862	162,106	22.9%
Interest	575,581	406,953	437,601	190,839	-
Other	16,435	9,252	9,252	33,750	53.1%
Capital Proceeds	3,406,744	3,074,685	3,074,685	3,293,550	264.8%
Total Revenues	\$ 17,789,697	\$ 18,083,164	\$ 18,608,812	\$ 17,992,738	-0.5%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 2,414,486	\$ 2,590,327	\$ 2,590,327	\$ 2,627,828	1.4%
Seasonal	6,380	24,960	24,960	31,924	27.9%
Overtime	42,043	46,175	46,175	63,704	38.0%
Benefits	747,858	758,728	810,717	855,427	12.7%
Taxes	175,602	203,573	203,573	204,405	0.4%
Other Compensations	13,528	2,703	2,703	6,282	132.4%
Total Labor and Benefits	\$ 3,399,897	\$ 3,626,466	\$ 3,678,455	\$ 3,789,570	4.5%
Operating Expenditures					
Charges and Fees	\$ 319,534	\$ 349,296	\$ 349,296	\$ 422,140	20.9%
Contract Services	314,158	51,144	627,144	79,621	55.7%
Equipment	4,932	15,960	15,960	140,071	777.6%
Equipment Maintenance	1,173	9,910	9,910	9,985	0.8%
Grants and Contributions	1,790	3,150	3,150	3,883	23.3%
Operating Supplies	68,842	75,710	75,710	83,682	10.5%
Professional Development	31,489	54,680	54,680	45,129	-17.5%
Repairs	470,314	568,525	568,525	575,919	1.3%
System Maintenance	287,092	351,799	245,299	218,278	-38.0%
Uniforms and Gear	6,409	4,014	4,014	7,352	83.2%
Utilities	10,857	19,430	19,430	18,710	-3.7%
Total Operating Expenditures	\$ 1,516,590	\$ 1,503,618	\$ 1,973,118	\$ 1,604,770	6.7%
Interfund Charges					
Administrative Overhead	\$ 667,000	\$ 692,346	\$ 692,346	\$ 713,809	3.1%
Facility	621,245	576,274	576,274	555,115	-3.7%
Fleet	280,042	312,295	312,295	245,974	-21.2%

Utilities					
Funding Source:	2019	2020	2020	2021	% Change
Joint Sewer Fund 900	Actual	Adopted	Projected	Adopted	Fr 2020 Adopted
Fuel Charges	42,699	42,724	42,724	38,244	-10.5%
Information Technology	284,914	253,936	253,936	300,414	18.3%
Liability Insurance	86,094	111,814	111,814	80,047	-28.4%
Medical Programs	36,195	51,989	-	-	-100.0%
Utility Services	569,378	450,137	450,137	452,154	0.4%
Total Interfund Charges	\$ 2,587,567	\$ 2,491,515	\$ 2,439,526	\$ 2,385,757	-4.2%
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ 100,000	\$ 5,000	100.0%
Utility Systems	3,855,578	11,797,000	9,429,045	16,940,000	43.6%
Total Capital Outlay	\$ 3,855,578	\$ 11,797,000	\$ 9,529,045	\$ 16,945,000	43.6%
Debt Services					
Principal	\$ 1,490,000	\$ 465,000	\$ 465,000	\$ 480,000	100.0%
Interest Expense	194,398	131,884	131,884	117,802	43.6%
Total Capital Outlay	\$ 1,684,398	\$ 596,884	\$ 596,884	\$ 597,802	43.6%
Total Fund 900 Expenditures	\$ 13,044,030	\$ 20,015,483	\$ 18,217,028	\$ 25,322,899	-2.1%
Total Utilities Budget	\$ 19,854,756	\$ 32,310,968	\$ 30,068,535	\$ 46,269,066	43.2%



Grand Mesa Watershed

CAPITAL IMPROVEMENT

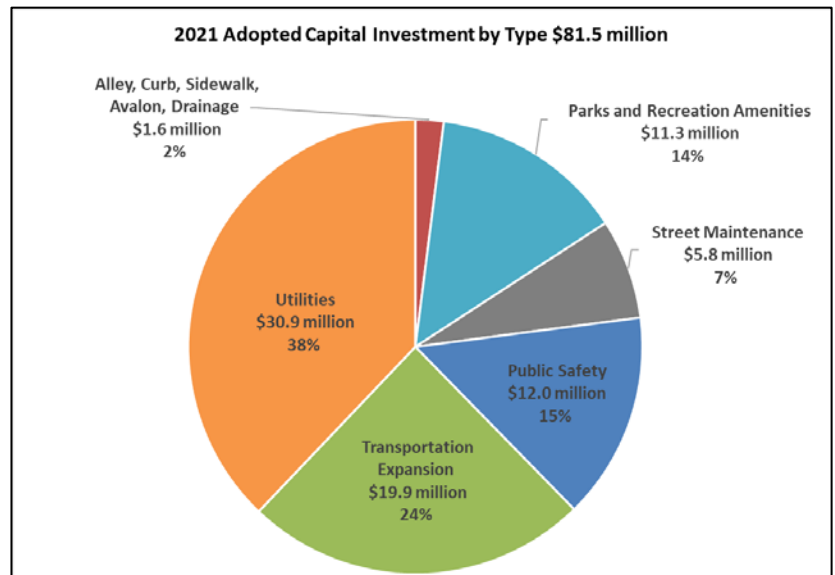
Each year, the City of Grand Junction invests a significant portion of the annual budget in capital improvements in the community. Through the continued assessment of the condition of City assets and a series of long-term capital and financial funding plans, the City of Grand Junction ensures that existing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

With the authorization from voters for the First Responder Tax and the issuance of debt for transportation expansion projects, the City has used those resources on critical capital projects including Fire Station 6 and design work on transportation projects. In 2021 that effort continues and intensifies; in 2021 the recommended capital plans dedicate \$81.5 million and with \$36.5 million to complete in 2020, the combined total is \$118 million directly invested in the community over a two-year period.

Ten-Year Capital Improvement Plan

Although the City continues to make significant capital investment on an annual basis, the amount of resources available in one year are not sufficient to fund all identified capital needs. As a result, staff has developed a 10-year capital improvement plan that identifies and prioritizes critical projects based on direction provided by the Strategic Plan. The first five years of the ten-year Capital Improvement Plan are balanced and years six through ten contain projects that may not yet have funding but need to be considered for planning purposes. Last year at this time, between the 0.75% Sales Tax Capital plan and the Transportation Capacity (roadway expansion) plan there was \$195 million in unfunded projects, compared to now with \$117 million unfunded. We have made significant progress in public safety and transportation projects, however, with the completion of the Parks, Recreation, Open Space (PROS) Master Plan, which will provide the community's priorities for services, facilities, and amenities, we expect many projects will be added to the 10-year plan. Funds are being accumulated in the 0.75% sales tax capital plan in anticipation of this.

Although the City has the five-year funded and ten-year planning document, City Council approves only the first year of the capital plan in the annual adoption of the budget. Recommended capital spending for 2021 includes \$30.9 million (38%) in utilities infrastructure, \$19.9 million (24%) in transportation expansion projects, \$12 million (15%) in public safety, \$5.8 million (7%) in street maintenance, \$11.3 million (14%) in parks and recreation amenities including \$9M for the Lincoln Park Stadium Master Plan Improvements, and \$1.6 million (2%) in other projects including alley, curb, gutter, sidewalk, and drainage. In addition to this spending, the City will also manage the \$4 million completion of Phase II of the Riverfront at Dos Rios.



0.75% Sales Tax Capital

The major source of revenue for general government capital projects is the 0.75% City sales tax which generates approximately \$13.6 million per year. The City has annual debt service and reoccurring use of expenses including the debt payment for the Transportation Expansion and Riverside Parkway, the lease payment for the Public Safety Buildings (Police, Fire Station #1, Fire Administration), economic development funding, contributions to the

Downtown Development Authority for Las Colonias Park and Grand Junction Convention Center improvements, and dedicated funding for the maintenance of existing street infrastructure. After these reoccurring expenses, there is between \$1.5 million and \$2 million available annually for new projects.

Another source of revenue are funds that are restricted to specific uses including Parkland Expansion (from development fees) and Conservation Trust Funds which are lottery funds disbursed through the State. Parkland expansion fees generate almost \$500,000 per year for those park development projects. Some Conservation Trust Funds are dedicated annually for the Stocker Stadium lease payments and the Golf Course irrigation loan. After these expenses, the parks and lottery revenues can add another \$350,000 each year for dedication to parks 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, the City has been awarded approximately \$20 million in grant funds for use on capital projects.

Each year, capital projects include a significant commitment to the maintenance of existing streets. With the City's commitment of 0.75% sales tax funds combined with the voter authorized use of TABOR for street maintenance through 2022, it is expected that over \$34 million will be invested in street maintenance through 2022 over a 5-year period. After which \$3 million will be dedicated annually towards maintaining that condition.

Over the next five years, before projects are added from the PROS plan, nearly \$40 million in projects are planned. Also, with the authorization of the First Responder Tax, it is expected that \$14.7 million will be invested over the next four years in constructing and equipping two additional fire stations, as well as remodeling the police department to accommodate new positions.

2021 Adopted Budget 0.75% Capital Fund Highlights

The 2021 capital investment plan totals \$37.3 million which includes debt service for already completed projects and reoccurring expenses as well as new projects. New projects total \$20.5 million that is invested in a diverse scope of projects spanning across the community. Improvements include streets, public safety, parks, curb, gutter, and sidewalks. Below are highlights of 2021 new projects:

- \$5.6 million – Fire Station 8 land and construction
- \$5.8 million – Street maintenance
- \$5.3 million – New Fire Station 3
- \$9.0 million – Lincoln Park Stadium Master Plan Improvements (COP Refinance, \$1.5M Grant Funded)
- \$1.3 million – Canyon View light repair and replacements (Partial CTF Funded)
- \$500,000 – Blue Heron boat ramp renovation (GOCO and Parkland Funded)
- \$400,000 – Curb, gutter, sidewalk safety repairs
- \$335,000 – Las Colonias outdoor amenities
- \$100,000 – Avalon Theater improvements (\$50k match from Avalon Foundation)

Transportation Capacity

The ability to move around the community with relative ease is important to maintaining the quality of life and expanding the existing transportation system is needed to address the influx of people moving to the community and the growth in residential developments. The Transportation Capacity Fund is designed to fund the expansion of the transportation infrastructure; however, the needs have significantly out-pace resources.

The source of revenue for the transportation capacity fund is primarily transportation capacity payment impact fees (TCP Fees). Historically, the revenue from these impact fees does not fully cover necessary improvements. As a result, subsidies from both the 0.75% capital fund and the general fund is needed to complete projects. After months of work with the development community to address the TCP fees as well as growth management and streets policies, the Council adopted changes to both; increasing the TCP fee over a period of four years and requiring developers to pay for required street improvements that directly benefit the development. This will assist in funding expansion

projects and/or servicing new debt (need voter approval) in the future. In addition to the change in TCP fees, the voter authorization in November of 2019, to issue \$70 million in debt for specific transportation expansion projects, will allow the City to complete much needed capacity expansion projects over the next five years. The \$70 million in debt will be paid with 0.75% sales tax revenues.

2021 Adopted Budget Transportation Capacity Fund Highlights

The 2021 Adopted Budget for the Transportation Capacity Fund totals \$19.9 million in projects, highlighted by the following projects.

TCP Fee Funded:

- \$2.65 million – G Road and 24 Road intersection improvements
- \$400,000 – Broadway at Reed Mesa left turn lane
- \$400,000 – I-70 Interchange at 29 Road Environmental Assessment (\$1.6 million total over two years, split with Mesa County)
- \$390,000 – 28 1/4 Road improvements.

Debt Funded:

- \$7.7 million – 24 Road Widening Patterson to I-70 completion (\$8M total)
- \$3.95 million – G Road, 23 1/2 to 24 1/2 Road completion (\$4.2M total)
- \$2.2 million – F 1/2 Road Parkway, Market to Patterson beginning (\$17M total)
- \$600,000 – F 1/2 Road, 30 Road to Persigo boundary beginning (\$3.5M total)
- \$250,000 – Horizon at G Road and 27 1/2 Road beginning (\$4M total)

Drainage Fund

The Drainage Fund receives approximately \$10,000 each year from development activity fees. Most drainage projects require a transfer of 0.75% Capital funds in order to complete a project. This is the case in 2021 for the \$260,000 culvert replacement project at 21 1/2 Road and Pritchard Wash, and the Pioneer Meadows drainage project which is a joint project with Grand Valley Drainage District and Mesa County for \$250,000 related to the reconstruction of E Road between 31 Road and 32 Road (delayed from 2020).

Grand Junction Regional Communications Center Fund

Communications Center capital is funded by the E911 Surcharge that is charged on phone lines addressed within Mesa County. Over the next five years, \$3.4 million is planned in capital improvements to microwave sites, a 9-1-1 telephone upgrade, and 800 MHz system. In 2021, \$680,000 is planned with the major projects including a microwave replacement, technology improvements to the mobile communication vehicle, and remodel to add call taker stations. Included in the unfunded years (6-10 on the capital plan) are two additional towers as well as a backup communication center. Key to capital planning for the Communications Center is the availability of funds to pay for these projects. This could include specific participation in those projects by the partner agencies served by the Communications Center.

Enterprise Funds

Each year, the City makes a significant capital investment in utility infrastructure in our water and sewer enterprise operations. The capital improvements and replacements to the treatment plants and collection systems are funded by user fees through the issuance of debt or funds accumulated into the reserves over a period of time. The capital

improvement plan for the utility funds is included in the utility funds long term financial plans which are developed with the assistance of outside industry consultants through a rate study every few years.

Over the next five years, nearly \$30 million will be invested in the water system including service and flow line replacements and the rehabilitation of the Carson Lake Dam which began in 2020. In 2021, the Water Services Division has \$8.45 million planned for major flow line replacements including the Purdy Mesa and Kannah Creek flow lines. A significant portion of this is funded through a low-interest Colorado Water Conservation Board (CWCB) loan.

The Ridges irrigation fund has one distribution system replacement project planned for 2021 at \$30,000 which will allow for the start of an incremental replacement plan of the distribution system at the Ridges Subdivision.

The joint sewer fund will be investing \$63.3 million over the next five years for sewer main line replacements or rehabilitation, plant improvements, and lift station elimination or rehabilitation. Major projects planned for 2021 include lift stations and the construction of a parallel Tiara Rado force main under the Colorado River.

Capital Investments

The continued investment in the City’s public infrastructure is key to ensuring the high quality of life for our residents. These are the highlights of the \$70.5 million planned capital projects in the City for 2021. 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 chart below, and continuing on the following pages, list all adopted capital projects for the 2021 budget.

2021 Adopted Capital – All Funds

Department	Project Title	2021 Adopted Capital
First Responder Tax	Fire Station 8 Land Purchase	\$ 125,000
First Responder Tax	Fire Station 8 (Southeast) Construction	5,500,000
First Responder Tax	Police Department Remodel for New Positions (First Responder Tax \$400K)	400,000
	Total First Responder	\$ 6,025,000
Street Maintenance	a) Contract Street Maintenance	\$ 4,300,000
Street Maintenance	b) Chip Seal/Crack Fill	1,500,000
	Total Street Maintenance	\$ 5,800,000
Community Development	Development Code Re-write (DOLA Grant \$25K)	\$ 75,000
	Total Community Development	\$ 75,000
General Services	Avalon Theater Improvements (Foundation Match \$50K)	\$ 100,000
	Total General Services	\$ 100,000
Public Safety	Fire Station 3	\$ 5,300,000
	Total Public Safety	\$ 5,300,000
Parks and Recreation	Blue Heron Boat Ramp Renovations (GOCO \$250K, Open Space \$250K Funded)	\$ 500,000
Parks and Recreation	Botanic Gardens Walkway	26,000
Parks and Recreation	Canyon View Light Replacements (\$250k CTF Funded)	1,295,000
Parks and Recreation	Horizon Park Master Plan (Parkland Funded)	50,000
Parks and Recreation	Playground Repairs (CTF Funded)	25,000
Parks and Recreation	Lincoln Park Stadium Master Plan Improvements (COP Refinance, \$1.5M Grant Funded)	9,000,000
Parks and Recreation	West Lake Park Improvements (CDBG Funded)	25,374
	Total Parks and Recreation	\$ 10,921,374
Public Works	Alley Improvement Districts (Assessment Revenue \$20K)	\$ 100,000
Public Works	Curb, Gutter and Sidewalk Safety Repairs	400,000

Department	Project Title	2021 Adopted Capital
Public Works	Las Colonias Outdoor Amenities	335,000
Public Works	Mill Tailing Repository Removal (DOLA Funded)	100,000
Public Works	Safe Routes to Schools Elm Ave, 28 to 28 1/4 (CDBG Funded)	120,000
Public Works	Traffic Signal Upgrades (CDOT \$50K Funded)	204,000
	Total Public Works	\$ 1,259,000
	Total 0.75% Sales Tax Capital Projects	\$ 29,480,374
Public Works	Drainage System Improvements	\$ 30,000
Public Works	Culvert Replacement, GRJM-21.5-G.95	260,000
Public Works	Pioneer Meadows Drainage Improvements (Partner with Mesa County & GVDD)	250,000
	Total Drainage Projects	\$ 540,000
Transportation Capacity	28 1/4 Road (Patterson to Hawthorne)	\$ 390,000
Transportation Capacity	Broadway at Reed Mesa Left Turn Lane (MC \$75K, Magnus Dev \$75K)	400,000
Transportation Capacity	G Rd & 24 Road Intersection Improvements	2,650,000
Transportation Capacity	G Road & 26 1/2 Road Intersection improvements (\$1.5M Total)	100,000
Transportation Capacity	I-70 Interchange @ 29 Road 1601 and Environmental Assessment (City Share \$800k, \$1.6 M total project)	400,000
Transportation Capacity	Monument Road Left Turn Lane @ Frog Pond Subdivision	150,000
Transportation Capacity	Tour of Moon/S. Broadway Improvements	100,000
	Total Transportation Capacity Fee Funded Projects	\$ 4,190,000
Roadway Expansion	24 Road and Riverside Parkway Interchange (\$6.5M Total) (CDOT \$360K)	\$ 300,000
Roadway Expansion	24 Road Widening Patterson to I-70 (\$8M Total)	7,702,000
Roadway Expansion	24 1/2 Road, Patterson to G 1/4 Road (\$6M Total)	250,000
Roadway Expansion	26 1/2 Road and I-70 Pedestrian Bridge (\$13.1M Total)	100,000
Roadway Expansion	D 1/2 Road, 29 to 30 Road (\$3.5M Total)	100,000
Roadway Expansion	F 1/2 Parkway, Market to Patterson (\$17M Total)	2,200,000
Roadway Expansion	F 1/2 Road, 30 Road to Persigo Boundary (\$3.5M Total)	600,000
Roadway Expansion	G Road, 23 1/2 to 24 1/2 Road (\$4.2M Total)	3,950,000
Roadway Expansion	Horizon at G Road and 27 1/2 (\$4M Total) (Highway Safety Improvement \$1.5M)	250,000
Roadway Expansion	Patterson Capacity Improvements (5 intersections) (\$1M Total)	280,000
	Total Roadway Expansion-Bond Funded Projects	\$ 15,732,000
	Total Transportation Capacity Capital Projects	\$ 19,922,000
Communication Center	Logging Recorder	\$ 50,000
Communication Center	Next Generation 9-1-1	30,000
Communication Center	800MHz Capital Improvements	70,000
Communication Center	Radio Site Gateways and Switches	50,000
Communication Center	Microwave Replacement at Radio Sites	150,000
Communication Center	Large Mobile Communications Vehicle Technology Upgrades	100,000
Communication Center	Planned Radio Site Upgrades	100,000
Communication Center	Communications Center Remodel	100,000
Communication Center	Radio Tech Side-by-Side Replacement	30,000
	Total Communications Center	\$ 680,000
Water	Water Line Replacements	\$ 1,288,000
Water	Flow Line Replacements	8,450,000
Water	Kannah Creek Water System Improvements	50,000
Water	Water Treatment Plant Modifications	60,000
Water	Grand Mesa Reservoir Improvements	50,000
Water	Carson Lake Dam Rehabilitation	3,000,000
Water	Water Meter Replacement	850,000
Water	Ranch Improvements	50,000
Water	Lead Water Line Replacements	100,000
	Total Water Projects	\$ 13,898,000

Department	Project Title	2021 Adopted Capital
Ridges Irrigation	Distribution System Replacement	\$ 30,000
	Total Ridges Irrigation Projects	\$ 30,000
Joint Sewer Operations	Sewer Line Replacements/Rehabilitation	\$ 2,000,000
Joint Sewer Operations	Sewer Improvement Districts	50,000
Joint Sewer Operations	Lift Station Elimination/Rehabilitation	4,240,000
Joint Sewer Operations	Collection System Equipment	50,000
Joint Sewer Operations	Wastewater Treatment Plant Expansion Projects	205,000
Joint Sewer Operations	Wastewater Treatment Plant Improvements and Asset Replacements	3,800,000
Joint Sewer Operations	Odor Control Improvements	1,600,000
Joint Sewer Operations	Parallel Tiara Rado Force Main	5,000,000
	Total Sewer	\$ 16,945,000
	TOTAL CAPITAL	\$ 81,495,374
Information Technology	VMWare NSX Platform	212,217
Information Technology	Infrastructure Replacements	807,000
	Total Information Technology	\$ 1,019,217
Fleet	Fleet Replacements	\$ 3,048,753
	Total Fleet	\$ 3,048,753
	Total Internal Service Funds	\$ 4,067,970

CAPITAL PROJECT DESCRIPTIONS

First Responder Tax Funded Capital Projects

Fire Station 8 Land Purchase

- **2021 Project Budget:** \$125,000
- **Future Year Planned Budget:** None
- **Funding Source:** First Responder Tax, \$125K
- **Project Description:** The City has secured a Letter of Intent to purchase two acres of land at 3095 D 1/2 Road. The Fire Department evaluated three potential sites and the location was selected based on the ability to provide coverage to the initial response area and to meet NFPA response time standards. The City has completed a third-party appraisal and geotechnical testing of the site as part of the due diligence for this purchase. The site is a new development within City boundaries and is planned to have both residential and commercial occupancies along with the fire station.
- **Ongoing Operational Costs:** This is a one-time cost for the land purchase only. No additional operational costs are associated with this portion of the project.



Fire Station 8 Construction

- **2021 Project Budget:** \$5,500,000
- **Future Year Planned Budget:** None
- **Funding Source:** First Responder Tax, \$5.5M
- **Project Description:** This is the second of three new fire stations funded by the First Responder Tax. This station will provide fire and emergency medical service to the southeast area of the community, including both City of Grand Junction and Grand Junction Rural Fire Protection District service areas. Fire Station 8 will utilize the same design as Fire Station 6, consisting of approximately 10,000 square feet, three drive-through apparatus bays housing a fire engine, ambulance, and sleeping quarters for eight personnel.
- **Ongoing Operational Costs:** Once construction is complete, Fire Station 8 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 services as approved by taxpayers in 2019.
 - **Labor Costs** (based on 6/20/2020 Average): \$1,565,591 per year
 - **Operating Costs:** \$4,516 per year for operating supplies, janitorial supplies, repairs, and maintenance, etc.
 - **Interfund Charges:** \$26,110 for facility accrual maintenance and interfund utilities
 - **Capital Outlay:** \$1.2 million in First Responder Tax dollars will be used for the purchase of Fire Engine 8 apparatus and equipment and Ambulance 8 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.



Police Department Remodel

- **2021 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **Funding Source:** First Responder Tax, \$400K
- **Project Description:** The purpose of the redesign and renovation will be to maximize space and use of the current building. With the passage of the first responder tax, the GJPD will grow in authorized positions and the building will need to accommodate 31 new employees.
- **Ongoing Operational Costs:** This remodel will not require additional operating costs in future years since it is simply a redesign of existing space and all ongoing operational costs for maintaining these spaces are already included within the department's operating budget.



0.75% Sales Tax Funded Projects

Street Maintenance

- **2021 Project Budget:** \$5,800,000
- **Future Year Planned Budget:** \$5.8M (2022); \$3M Annually 2023 and beyond (requires City Council approval each year)
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$2.8M, TABOR Funds, \$3M
- **Project Description:** Street Maintenance requires an ongoing annual commitment to maintain the City's \$266 million worth of street assets. In 2017, this effort was increased with the passing of 2017 Measure 2B and those funds are part of the ongoing effort to upgrade our pavement condition index (PCI) through 2022 with a target PCI of 73. A pavement management system is used to evaluate pavement quality and prioritize street maintenance needs. Parameters used to determine the PCI for major streets include ride quality, structural adequacy, and surface distress. These parameters are measured every five years by non-destructive testing methods. According to a Colorado Asphalt Paving Association 2016 study, most communities surveyed were trying to maintain a PCI of 73. 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 are analyzed for the proper treatment, whether that be a fog seal, chip seal, microsurface, overlay or total reconstruction. In 2021, the City's street maintenance efforts will focus on:
 - a) **Contract Street Maintenance, \$4,300,000** – The annual program includes contracting for street maintenance using treatments such as hot mix asphalt overlays, asphalt patching, micro surfacing, high density mineral bond (HA5) and minor street reconstructions.
 - b) **Chip Seal/Crackfill, \$1,500,000** – One of the most detrimental effects to the structure of a road is to let water migrate through the surface and get into the subgrade. Allowed to perpetuate, more moisture continues to weaken the subgrade causing more cracks which eventually leads to potholes and degradation of the road surface. The City's crackfill program aims to fill cracks in all of the road surfaces that are planned for chip seal, microsurface or other light maintenance activity. Chipseal enhances safety by providing good skid resistance. They provide an effective moisture barrier for the underlying pavement against water intrusion and prevent deterioration of the asphalt surface from the effects of aging and oxidation due to water and sun. This increased level of expenditure factors in the additional capacity of the Project Team that will be dedicated to street maintenance.
- **Ongoing Operational Costs:** This program is budgeted for every year in order to maintain the City's street infrastructure. No additional costs are associated with this project.



Community Development

Development Code Rewrite

- **2021 Project Budget:** \$75,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$50K; DOLA Grant, \$25K
- **Project Description:** It is considered a best practice upon completion of a Comprehensive Plan for a City to review its development code to ensure that its regulatory requirements align with the vision and goals of the Community. Funding has been budgeted to complete an assessment of the Code in 2021 and to conduct targeted updates to the Code as may be appropriate.
- **Ongoing Operational Costs:** There are no additional operating costs associated with this project.

General Services

Avalon Theater Improvements

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$50K; Avalon Foundation Match, \$50K
- **Project Description:** This will match donations raised by the Avalon Foundation Board's pipeline project which is focused on further improvements to theater operations and patron experience.
- **Ongoing Operational Costs:** There are no additional operating costs associated with this project. The Avalon is managed by Pinnacle Services and all operating costs are paid by them.



Public Safety

Fire Station 3 Construction

- **2021 Project Budget:** \$5,300,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$4.3M; DOLA Energy Impact Grant, \$1M
- **Project Description:** Fire Station 3 was scheduled for replacement in 2023 but concerns related to firefighter safety and cancer prevention, gender separation and privacy, ability for future growth, and several maintenance and capital needs have moved this project up to 2021. This project involves using the Fire Station 6 design for construction of the new fire station, demolition and possible asbestos abatement of the old station, relocation of a sanitary sewer line, and construction of a new parking lot for the Pomona/Kronkright Sports Complex. Minor improvements to the Monument Little League parking lot are also included. The new station will be built directly south of the current location on land being exchanged with Mesa County Valley School District 51. The station will consist of sleeping quarters for eight personnel and three drive-through apparatus bays housing a fire engine, ambulance, and the department's Hazardous Materials Response unit. The station will be approximately 10,900 square feet to accommodate additional storage capacity for hazardous materials equipment and supplies. The City has applied for a Colorado Department of Local Affairs Tier II Energy Impact Grant for up to \$1 million to assist with construction of this station.
- **Ongoing Operational Costs:** Since this project is the rebuild of an existing fire station, there will not be any significant additional operating costs for this station. All staffing and equipment already exist and is already budgeted within the Fire Department's operating budgets.



Parks and Recreation

Blue Heron Boat Ramp Renovation

- **2021 Project Budget:** \$500,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$250K; GOCO Grant, \$250K
- **Project Description:** River utilization has seen a tremendous spike in 2020. With the River Park at Las Colonias opening, the Colorado River has become much more accessible and much more highly utilized by a broad cross-section of the population. More and more people will be on the river in 2021 and beyond, making the already inadequate Blue Heron Boat Ramp increasingly overburdened. Great Outdoors Colorado (GOCO) will have their final resilient communities grant cycle, due February 2021. The entire focus of this opportunity is to help communities combat the effects of the pandemic. A significant effect in Grand Junction is the dramatic increase in river use overburdening existing infrastructure. This renovation project will respond to this overuse by greatly increasing capacity at the Blue Heron boat ramp off 24 Road. Available parking is projected to nearly double; a new vehicle accessible boat ramp will be built with the proper grade (this is a requirement for the Fire Department's swift water rescue boats who struggle to launch at the current ramp), a new pedestrian access ramp for smaller crafts and an improved circulation pattern for all traffic.
- **Ongoing Operational Costs:** The boat ramp at Blue Heron is one of two boat ramps provided and maintained by the City of Grand Junction. Maintenance is overseen by the River District work group under facilities and under parks. This includes clean-up of litter, emptying of trash cans, and general upkeep of the boat ramp area. These ongoing maintenance costs are already budgeted within the Parks Departments operating budget.



Botanic Gardens Walkway

- **2021 Project Budget:** \$26,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$26K
- **Project Description:** The City owns the Botanic Gardens, which is operated by STRiVE. The Parks and Recreation department has been improving the Gardens over the past year and this continues with the replacement of the butterfly house walkway. The current walkway is deteriorating and is uneven in several areas. The current walkway presents a safety hazard and hurts the overall aesthetic and experience of being at the Gardens.
- **Ongoing Operational Costs:** Daily maintenance and operation of this facility is completed by STRiVE, a 501c3 that serves developmentally disabled individuals. This is per the 2013 agreement between Strive and the City of Grand Junction. Additional maintenance beyond daily and routine is overseen by the facilities work group and under parks. This also includes capital replacement such as this walkway.



Canyon View Light Replacement

- **2021 Project Budget:** \$1,295,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$1,045,000; Conservation Trust Funds, \$250K
- **Project Description:** The lights at Canyon View are all original going back to the 1997 initial phase of construction. The metal light poles are exposed regularly to irrigation water for the majority of the year. This has caused rusting and corrosion. The metal thickness of the poles at their base have thinned significantly, putting them at risk for failure and a safety hazard. The project will replace all light poles at Canyon View with a product that has a concrete, impermeable base that solves the rust problem that has caused the deterioration with the original poles.
- **Ongoing Operational Costs:** Maintenance is overseen by the Canyon View work group under sports facilities and under parks and are already budgeted within the Parks operating budget. This includes all preparation of fields, general maintenance of facilities and rental of field space to user groups. Some user groups are serviced directly by the City of Grand Junction such as softball and some are served by sport user groups such as Fire FC, who provides competitive and recreational programs to hundreds of youths each year.



Horizon Park Master Plan

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **Funding Source:** Parkland Expansion Funds \$50,000
- **Project Description:** Fire Station 6 is located on land that can be developed as a park, Horizon Park. The area includes 1.7 acres, with total park space of 12.6 acres. Crafting a site Master Plan is the first step in building out the park.
- **Ongoing Operational Costs:** This is a Master Plan only and no ongoing operational costs are associated with this project.

Playground Repairs

- **2021 Project Budget:** \$25,000
- **Future Year Planned Budget:** \$25K Annually (requires City Council approval each year)
- **Funding Source:** Conservation Trust Funds \$25,000 **Project Description:** The Parks and Recreation Department is proactive in maintenance practices to extend the life, safety and playability standards recommended for public playgrounds. The Department has certified playground inspectors through the National Playground Safety Institute (NPSI) who have implemented a daily, weekly, and monthly playground inspection program that will determine the long and short-term condition of every playground structure. Typical play structures have a safe and useful life expectancy of between 10 and 15 years, however, this is dependent on usage. Funds will be used for playground equipment repair and replacement parts due to wear, tear, abuse, and vandalism.
- **Ongoing Operational Costs:** Maintenance is overseen by the Stadium work group under sports facilities and under parks. This includes all preparation of fields, general maintenance of facilities and rental of field space to user groups. Ongoing maintenance costs are already budgeted within the Parks Department's operating budget.



Lincoln Park Stadium Master Plan

- **2021 Project Budget:** \$9,000,000
- **Future Year Planned Budget:** None
- **Funding Source:** COP Refinance, \$7.5M; DOLA Grant, \$1.5M
- **Project Description:** The refinance of the Stadium affords the opportunity to renovate this major cornerstone of the community's infrastructure. The Master Plan was adopted January 7, 2020 and these improvements will implement most of the near-term projects described in the plan. The Stadium is primarily used by Colorado Mesa University and Mesa County School District 51. The baseball season also includes the National Junior College World Series (JUCO) (which recently extended contracted use through 2044), and the Grand Junction Rockies.



The improvements to the Complex that supports both Sam Suplizio Field and Ralph Stocker Stadium include an enhanced main entry and improved spectator circulation. Also, new ticketing locations and display-retail areas will be constructed. Certain site improvements will occur as well as information-technology, electrical and audio-visual upgrades. The improvements to Sam Suplizio Field include the replacement of the outfield with new turf and proper drainage infrastructure and new bleachers and seating in certain areas. The improvements to Ralph Stocker Stadium include improvements to ticketing, bleachers and other general infrastructure. This includes a new entrance and plaza, replacement of bleachers and updates to electrical and audio-visual components.

- **Ongoing Operational Costs:** Maintenance is overseen by the Stadium work group under sports facilities and under parks. This includes all preparation of fields, general maintenance of facilities and rental of field space to user groups. Ongoing maintenance costs are already budgeted within the Parks Department's operating budget.

West Lake Park Renovation

- **2021 Project Budget:** \$25,374
- **Future Year Planned Budget:** None
- **Funding Source:** Community Development Block Grant \$25,374
- **Project Description:** The Parks and Recreation Department earned a grant from the Community Development Block Grant (CDBG) program to complete some needed renovations to West Lake Park. Inadequate soils make it difficult for turf and other plant life to grow. Consequently, the quality of the park has declined. This grant will enable considerable soil amendment to be placed and significant areas of the park will be re-seeded to dramatically improve the turf areas. Additionally, new native spaces will be developed with a more xeric design, resulting in a more sustainable park requiring less water and maintenance. Additional trees will be planted in the park as well. Lastly, the Disc Golf club will be working with the Department to install a new putter's course at the park, and this grant will provide an improved park infrastructure as this increased activation takes place.
- **Ongoing Operational Costs:** Maintenance is overseen by the facilities work group and under parks. Once this renovation is complete, there will be less turf areas to care for and the overall maintenance will be reduced.



Public Works

Alley Improvement Districts

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100K Annually through 2024 and then increases to \$300K annually (requires City Council approval each year)
- **Funding Source:** Assessments, \$20K; 0.75% Sales Tax Capital Fund, \$80K
- **Project Description:** After a 10-year hiatus, this program was reintroduced in 2020 with funding for one alley. The proposed funding in 2021 will replace one alley at a yet to be determined location. This program is a partnership with adjacent property owners where residential properties pay 10% of the cost, multifamily 15%, and commercial 50%. Alleys will be reviewed and selected based on previous interest.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Curb, Gutter, and Sidewalk Safety Repairs

- **2021 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$400K annually (requires City Council Approval each year)
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$400K Annually
- **Project Description:** This program includes the replacement or repair of deteriorated or hazardous curbs, gutters, and sidewalks on City streets. It also includes replacement of curbs and gutters that do not properly drain. Tripping hazards on sidewalks are given highest priority. Concrete replacement locations are determined from field surveys and citizen complaints. Each location is rated and prioritized according to the type of problem and degree of hazard. The benefits include keeping our 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:** There are no ongoing operational costs associated with this project.



Las Colonias Outdoor Amenities

- **2021 Project Budget:** \$335,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Capital Fund, \$335K
- **Project Description:** This is the final step in completing the Las Colonias Project. This final step will include landscaping, shade shelters, and lighting in the central park area.
- **Ongoing Operational Costs:** Ongoing operational costs are about \$8,000 per year for electricity costs and labor for upkeep and maintenance of the park. These are budgeted in the Parks Operating budgets.



Mill Tailing Repository Removal

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100K (requires City Council approval)
- **Funding Source:** DOLA Grant Funded, \$100K
- **Project Description:** Since the late 1990's, the City of Grand Junction has stored uranium milling tailings from throughout the Western Slope in an interim repository at City Shops. Approximately every three years, the material accumulated is hauled to the Department of Energy's (DOE) Cheney Repository approximately 18 miles southeast of Grand Junction. The City has historically been reimbursed by DOLA for this effort. DOE is currently only legislated to keep the Cheney Repository open until September 2023. In preparation for this, DOE has informed the City that it will close the facility to new material by September 30, 2021. The City plans to have a contract in place for hauling between July 1 and September 30, 2021. The City is working with our federal legislators on getting a federal authorization that would extend the life of the DOE Cheney disposal site.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Safe Routes to Schools, Elm Ave. from 28 to 28 1/4 Road

- **2021 Project Budget:** \$120,000
- **Future Year Planned Budget:** None
- **Funding Source:** CDBG Grant Funded, \$120K
- **Project Description:** Construct 500 feet of sidewalk along the south side of Elm Avenue to connect the Housing Authority's Arbor Vista project to 28 1/4 Road.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Traffic Signal Upgrades

- **2021 Project Budget:** \$204,000
- **Future Year Planned Budget:** \$200K annually (requires City Council approval each year)
- **Funding Source:** CDOT Funded, \$53K; 0.75% Sales Tax Fund, \$151K
- **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 on-going 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:** Operational costs are included in the overall transportation division budget and spread over 98 signals. No additional costs are associated.



Storm Drainage Fund Capital Projects

Drainage System Improvements

- **2021 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$30K annually (requires City Council approval each year)
- **Funding Source:** Storm Drainage Assessments, \$30K
- **Project Description:** Many small drainage improvements are constructed by City crews. This funding buys materials for Public Works Stormwater Division to install.
- **Ongoing Operational Costs:** Ongoing operational costs are less than \$50/year for cleanout of drains assuming a cleaning once every three years.



Culvert Replacement, GRJM-21.5-G.95

- **2021 Project Budget:** \$260,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Fund \$260K
- **Project Description:** Recent inspection has found advanced corrosion of the existing 54-inch culvert that carries 21 1/2 Road over Pritchard Wash. This project replaces the existing 54-inch culvert with a new 60-inch pipe and reinforced concrete headwalls and wingwalls with a design life of 75 years.
- **Ongoing Operational Costs:** Ongoing operational costs are less than \$50/year for cleanout of drains assuming a cleaning once every three years.



Pioneer Meadows Drainage Improvements

- **2021 Project Budget:** \$250,000
- **Future Year Planned Budget:** None
- **Funding Source:** 0.75% Sales Tax Fund \$250K
- **Project Description:** Mesa County began the reconstruction of E Road between 31 and 32 Road in 2020 and requested the City to participate in the storm drainage infrastructure that will benefit not only the new road but also provide a stormwater outfall to the proposed Pioneer Meadows Subdivision which is within City limits. Per the Memorandum of Understanding with Mesa County, the City's payment for the work is proposed in 2021.
- **Ongoing Operational Costs:** Ongoing operational costs are less than \$200/year for cleanout of drains assuming a cleaning once every three years.



Transportation Capacity Fund Capital Projects

TCP Funded Projects

28 1/4 Road (Patterson to Hawthorne)

- **2021 Project Budget:** \$390,000
- **Future Year Planned Budget:** None
- **Funding Source:** TCP, \$390,000
- **Project Description:** 28 Road and Patterson has been the site of many accidents and with increasing traffic on Patterson Road the intersection is becoming more challenging for motorists turning left from southbound 28 Road. This project will extend 28 1/4 Road 600 feet north to Hawthorne Ave providing Grand View and Spring Valley subdivisions access to the 28 1/4 Rd signal for safer left turns onto Patterson. The alignment will follow the Matchett Park Master Plan.
- **Ongoing Operational Costs:** Estimated at \$1,350/year for landscape maintenance, sweeping, snow removal, street lighting, drainage, and striping/signage. Chip seal in year six is estimated at \$5,800 and an overlay in year 12 is estimated \$55,000. Net present value of 20 years of expenses is \$57,000.



Broadway at Reed Mesa Left Turn Lane

- **2021 Project Budget:** \$400,000
- **Future Year Planned Budget:** None
- **Funding Source:** TCP, \$250,000; Mesa County Partnership, \$75,000; Magnus Court 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 west bound left turn lane as well as relocate the existing pedestrian signal west of the intersection. The work is proposed in the summer of 2021 so as to avoid school. As the turn lane benefits existing subdivisions, Mesa County is contributing \$75k for the project. The developer is contributing \$75k in addition to payment of transportation impact fees.
- **Ongoing Operational Costs:** Estimated at \$450/year for street lighting, drainage, and striping/signage. Chip seal of just the additional width in year six is estimated at \$1,800 and an overlay in year 12 is estimated \$17,000. Net present value of 20 years of expenses is \$18,300.



G Road & 24 Road Intersection Improvements

- **2021 Project Budget:** \$2,650,000
- **Future Year Planned Budget:** None
- **Funding Source:** TCP, \$2,650,000
- **Project Description:** With recent growth along both the 24 Road and G Road corridors, this intersection has started to experience long delays during peak hours of the day. These intersection improvements will add capacity to the intersection thereby minimizing motorist delays. This project will be constructed with the 24 Road Widening and G Road from 23 1/2 Rd to 24 1/2 Rd improvements.
- **Ongoing Operational Costs:** These operating costs are estimated within the 24 Road Widening project.



G Road & 26 1/2 Road Intersection Improvements

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$1,400,000 (2022) (requires City Council approval each year)
- **Funding Source:** TCP, \$1,500,000
- **Project Description:** This intersection has continued to experience growth with more subdivisions approved in the last few years. This improvement is necessary to add capacity to the intersection thereby minimizing motorists' delays. Due to the safety benefits, a roundabout is proposed similar to those already constructed at 24 1/2 Rd and 25 Rd intersections.
- **Ongoing Operational Costs:** This portion of the project is for design only. Operating costs will be calculated for the intersection construction improvements in 2022.



I-70 Interchange 1601 and Environmental Assessment

- **2021 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$400,000 (2022) (requires City Council approval each year)
- **Funding Source:** TCP, \$800,000
- **Project Description:** In 2019 the City and County partnered with Mesa County on a Planning and Environmental Linkages (PEL) study that is the first phase of environmental documentation for the construction of a new interchange on I-70 at 29 Road. The completion of the documentation for CDOT's policy directive 1601 and the accompanying environmental assessment will require an estimated \$1.6 million that will again be split evenly with Mesa County over 2021 and 2022.
- **Ongoing Operational Costs:** This portion of the project is for design only. Operating costs will be calculated for the intersection construction improvements in 2022.



Monument Road Left Turn Lane, Frog Pond Subdivision

- **2021 Project Budget:** \$150,000
- **Future Year Planned Budget:** None
- **Funding Source:** TCP, \$150,000
- **Project Description:** This project will add a center left turn lane into the new subdivision located at 2501 Monument Road.
- **Ongoing Operational Costs:** Striping and signage is estimated at less than \$50/year. Chip seal in year six is estimated at \$700, while an overlay in year 12 is estimated at \$7,000. 20 year net present value is \$5,500.



Tour of the Moon/South Broadway Improvements

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **Funding Source:** TCP, \$100,000
- **Project Description:** Mesa County and City of Grand Junction staff have been working together on improving infrastructure as follow-up to citizen concerns for the popular Tour of the Moon bike route through much of the Redlands. Mesa County has agreed to match the City's investments in widening key segments of S. Broadway to improve safety for motorists and bicyclists.
- **Ongoing Operational Costs:** Additional widening of South Broadway of 8 feet by 2650 feet proposed. Estimated at less than \$75/year drainage and striping/signage. Chip seal of the additional asphalt in year 6 is estimated at \$6,300 and an overlay in year 12 is estimated \$60,000. Net present value of 20 years of expenses is \$43,500.



Roadway Expansion Projects Funded by Bond Proceeds (November 2019 Voter Authorization)

24 Road and Riverside Parkway Interchange

- **2021 Project Budget:** \$300,000
- **Future Year Planned Budget:** \$598,000 (2022), \$5,500,000 (2023) (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$6,398,000
- **Project Description:** *2019 Ballot Measure.* This phase of the project will construct a multi-use path along Leach Creek to connect to existing trail to Canyon View Parks as well as start design of the interchange.
- **Ongoing Operational Costs:** This project is for design only. Operating costs will be calculated for the interchange when nearing construction.



24 Road Widening, Patterson to I-70

- **2021 Project Budget:** \$7,702,000
- **Future Year Planned Budget:** None
- **Funding Source:** Roadway Expansion Bond Proceeds, \$7,702,000
- **Project Description:** *2019 Ballot Measure 2A project.* The existing was originally constructed as a three-lane facility in 1999 with expansion planned to the west side. The road is nearing capacity with new development in the area such as the Medical Office Building and Community Hospital as well as Caprock Academy 1/2 mile to the east. Improvements will start just north of Patterson to the I-70 Interchange.
- **Ongoing Operational Costs:** Estimated at \$13,000/year for landscape maintenance, sweeping, snow removal, street lighting, drainage, and striping/signage. Chip seal in year 6 is estimated at \$59,000 and an overlay in year 12 is estimated \$560,000. Net present value of 20 years of expenses is \$570,000.



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

- **2021 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$500,000 (2022), \$5,250,000 (2023) (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$6,000,000
- **Project Description:** 2019 Ballot Measure 2A project. 24 1/2 Road will be widened to a three lane “collector” including center turn lane, curb, gutter, sidewalks, and streetlights from Patterson Road to G 1/4 Road.
- **Ongoing Operational Costs:** This project is for design only. Operating costs will be calculated for the intersection construction improvements in 2023.



26 1/2 Road and I-70 Pedestrian Bridge

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$13,000,000 (2022-2024) (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$13,100,000
- **Project Description:** 2019 Ballot Measure 2A project. 26 1/2 Road will be widened to a three lane “collector” including center turn lane, curb, gutter, sidewalks, and streetlights from Horizon Drive to Summer Hill Way. A pedestrian bridge is proposed over I-70.
- **Ongoing Operational Costs:** This portion of the project is for design only. Operating costs will be calculated for the intersection construction improvements in 2023.



D 1/2 Road, 29 Road to 30 Road

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$3,400,000 2022 and 2023, (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$3,500,000
- **Project Description:** 2019 Ballot Measure 2A project. D 1/2 Road will be widened to a three lane “collector” including center turn lane, curb, gutter, sidewalk, and streetlights from 29 1/4 Road to 30 Road providing safer routes for kids to get to school at Pear Park Elementary.
- **Ongoing Operational Costs:** This portion of the project is for design only. Operating costs will be calculated for the intersection construction improvements in 2023.



F 1/2 Road Parkway, Market to Patterson

- **2021 Project Budget:** \$2,200,000
- **Future Year Planned Budget:** \$14,750,000 (2022), (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$16,950,000
- **Project Description:** *2019 Ballot Measure 2A project.* The creation of the F 1/2 Road Parkway from 24 Road to Patterson Road. This 5-lane, multimodal arterial will provide an alternative route around congested Patterson Road and serve rapidly developing area.
- **Ongoing Operational Costs:** This portion of the project is for design and ROW acquisition only. Operating costs will be calculated for the intersection construction improvements in 2022.



F 1/2 Road, 30 Road to Persigo Boundary

- **2021 Project Budget:** \$600,000
- **Future Year Planned Budget:** \$2,900,000 (2022), (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$3.5M
- **Project Description:** *2019 Ballot Measure 2A project.* F 1/2 Road will be widened to a three lane “collector” including center turn lane, curb, gutter, sidewalk, and streetlights from 30 Road to east of Thunder Mountain Elementary providing safer routes for kids to get to school.
- **Ongoing Operational Costs:** This portion of the project is for design and ROW acquisition only. Operating costs will be calculated for the intersection construction improvements in 2022.



G Road, 23 1/2 Road to 24 1/2 Road

- **2021 Project Budget:** \$600,000
- **Future Year Planned Budget:** \$2,900,000 (2022), (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$3.5M
- **Project Description:** *2019 Ballot Measure 2A project.* This stretch of G Road is experiencing growth with the Medical Office Building/Community Hospital on the west and Caprock Academy on the east. This project will tie into the proposed 24 Road improvements as well as the 24 1/2 Road improvements that are also part of Ballot Initiative 2A. A full collector section with curb, gutter, sidewalk, bike lanes, center turn lane, and streetlights is proposed.
- **Ongoing Operational Costs:** Estimated at \$11,000/year for landscape maintenance, sweeping, snow removal, street lighting, drainage, and striping/signage. Chip seal in year 6 is estimated at \$57,145 and an overlay in year 12 is estimated \$542,770. Net present value of 20 years of expenses is \$531,075.



Horizon at G Road and 27 1/2 Road

- **2021 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$3,750,000 (2022), (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$4M
- **Project Description:** *2019 Ballot Measure 2A project.* The Horizon Drive & 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 the dense commercial space. The City has received a \$1.5M grant from CDOT’s Highway Safety Improvement Program for State FY2023.
- **Ongoing Operational Costs:** This portion of the project is for design only. Operating costs will be calculated for the intersection construction improvements in 2022



Patterson Road Capacity Improvements

- **2021 Project Budget:** \$280,000
- **Future Year Planned Budget:** \$700,000 (2022-2024), (requires City Council approval each year)
- **Funding Source:** Roadway Expansion Bond Proceeds, \$980K
- **Project Description:** *2019 Ballot Measure 2A project.* With the volume of cars using Patterson Road higher now than ever before, there has been an observed degradation in the level of service and vehicle delays experienced at key intersections along the corridor due to traffic volume growth. The increases in vehicle delay and degradation in level of service cannot be solved with traffic signal timing optimization; it requires roadway expansion. One way to expand roadway capacity is by adding turn lanes at signalized intersections. An analysis of all the traffic signals on Patterson Road was performed in order to identify which intersections, and specifically which intersection approaches, would benefit the most from adding right turn lanes. The following represent the “Top 5”: 25 Road eastbound to southbound (AM & PM), 12th Street southbound to westbound (AM & PM); 28 1/4 Rd eastbound to south bound (PM rush), 29 Road eastbound to southbound (PM rush), 29 Road southbound to westbound (AM Rush).
- **Ongoing Operational Costs:** The cost per turn lane is estimated at \$300/year for sweeping, snow removal, street lighting, drainage, and striping/signage. With two turn lanes proposed the total operating cost of these improvements is \$600/year. Chip seal in year six is estimated at \$540 and an overlay in year 12 is estimated \$5,550 per turn lane. Net present value of 20 years of expenses is \$7,545 per turn lane.



Communications Center Fund Capital Projects

Logging Recorder

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$50K
- **Project Description:** The logging recorder is a system with redundant servers and an application used by the Communication Center staff. This system records all of the 911 and administrative telephone calls for the Communications Center, as well as telephone calls patrol officers, Police Service Technicians and Sergeants handle. This project will allow for updates needed to the Logging Recorder for the ESInet migration.
- **Ongoing Operational Costs:** Annual costs are accrued by City IT and paid for under vendor maintenance and support and is already budgeted within the appropriate budget.

Next Gen 9-1-1

- **2021 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$30K
- **Project Description:** As CenturyLink builds out the Emergency Services Network (ESINET), firewalls and routers will be needed in the Comm. Center to provide IP connectivity and security to the emergency network.
- **Ongoing Operational Costs:** This is an annual project, we set aside capital for the on-going integration of First Net and NextGen 911 technologies into the dispatch center. This covers equipment and devices as they become available or are required for implementing Next Gen Technologies, in the past this has covered Text-2-911, Rapid SOS integration etc.

800 MHz Capital Improvements

- **2021 Project Budget:** \$70,000
- **Future Year Planned Budget:** \$350K (requires City Council approval each year)
- **Funding Source:** E911 Surcharge, \$350K
- **Project Description:** Capital improvements for the 800MHz radio infrastructure. This will cover those capital improvements or emergency repairs for the 800MHz radio infrastructure.
- **Ongoing Operational Costs:** This Project is set aside annually to cover emergency cost for radio sites and Infrastructure in the event we have a catastrophic Failure or unforeseen issues like a lightning strike or forest fire.



Radio Site Gateways and Switches

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$50K
- **Project Description:** This is to replace the Communication Center routers and switches outside of the state DTR Network equipment required in for the Motorola upgrade. We are transitioning the microwave from older telephony T1 based microwave to IP based microwave which requires upgrading the monitoring system and equipment that is used to tie into the sites outside of the DTR Network. This equipment carries the camera feeds from the sites, the alarm and equipment monitoring for doors, power, and Generator alarms, etc. This infrastructure also carries the Harris Corporation (FAA) Traffic.
- **Ongoing Operational Costs:** This equipment has a 7 to 10 year lifecycle and will be replaced in a capital project at the end of its lifecycle as the technologies advance and the vendors require additional equipment.



Microwave Replacement at Radio Sites

- **2021 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$450K (required City Council approval each year)
- **Funding Source:** E911 Surcharge, \$600K
- **Project Description:** The microwave units at several radio sites are more than 10 years old and need to be replaced to remain compatible with the 800 MHz statewide network. It is also to provide new functionality and capacity in preparation for building a backup 911 network that will connect to other Communication Centers.
- **Ongoing Operational Costs:** This equipment has a 12 to 15 year lifecycle and will be replaced in a capital project at the end of its lifecycle as the technologies advance and the vendors require additional equipment.



Mobile Communications Vehicle Technology Upgrades

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$100K
- **Project Description:** This is to replace the Technology in the IDT Truck, The Core of the Technologies in the truck are, as we received them in 2007 when we took delivery of the truck. This includes the replacement of the Phone system, Satellite Internet dish, and tracking system, cell repeaters, weather station equipment, and Seventeen Mobile Radios.
- **Ongoing Operational Costs:** The project is to upgrade the 14 mobile radios, phone system, cameras, TV, and other misc. technologies in the IDT Truck. The technologies and equipment in the Truck are currently as we received it in 2007. This should last the remaining life of the truck and will be replaced by fleet when the truck is replaced.



Planned Radio Site Upgrades

- **2021 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$30K
- **Project Description:** This project is for the scheduled Motorola hardware replacements for the State DTR system in preparation for the statewide 2022 Motorola Upgrade. This upgrade replaces the DTR S2500 site routers and equipment installed in 2010-2012 at the Communication Center and the remaining DTR sites. This equipment is what ties our Communication Center and our sites into the State DTR network.
- **Ongoing Operational Costs:** This equipment has a 7 to 10 year life cycle and will be replaced in a capital project at the end of its lifecycle as the technologies advance and the vendors require additional equipment



Comm Center Remodel for Call Taker Positions

- **2021 Project Budget:** \$100,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$100K
- **Project Description:** This project will allow for the remodel of the communications center to provide workspace for three call-taker positions as well as for future planned growth.
- **Ongoing Operational Costs:** The remodel project itself will not have any additional operating costs associated with it. However, there will be IT costs for additional workstations which will be purchased through IT accruals and placed on IT maintenance. Additionally, there will be vendor support accruals that will be added to existing maintenance costs for the 911 phone and radio positions. These have already been budgeted within the Communications Center operating budgets.



Radio Tech Side-by-Side Replacement

- **2021 Project Budget:** \$30,000
- **Future Year Planned Budget:** None
- **Funding Source:** E911 Surcharge, \$30K
- **Project Description:** This is to replace the Radio Technician side-by-side, purchased in 2013. The side-by-side is utilized in site maintenance and conditions, a truck or normal vehicle will not make it to the site. This often includes the use of a track system on the side-by-side. The Current side-by-side has a transmission failure due to the excessive wear and tear and strain that the track system places on the engine and transmission.
- **Ongoing Operational Costs:** The costs for maintenance are covered under the radio operations budget for this equipment.



Enterprise Funds Capital

Water Fund

Water Line Replacements

- **2021 Project Budget:** \$1,288,000
- **Future Year Planned Budget:** \$5,181,000 (requires City Council Approval each year)
- **Funding Source:** Water Fees, \$6.47M
- **Project Description:** 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 in excess of 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. Selection of project areas is based on pipe condition as well as street overlay and reconstruction schedules. Areas identified for replacement in 2021 include: about 3 miles of cast iron lines from 15th to 28th Streets between Orchard and Bunting, about 1,400 feet of cast iron lines in the Riverside neighborhood on Chuluota and Rockaway Avenues between Fairview and Hale Avenues, 600 feet of cast iron on Cherry Lane north of Unaweep Avenue, about 1,000 feet of asbestos cement line on Chipeta between 10th and 12th Street to eliminate lead service lines and to loop the line to improve water quality, about 1200 feet



of asbestos cement line on White Avenue between 9th to 12th Street to eliminate lead service lines, and a water main extension to increase capacity to the Dos Rios development.

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

Flow Line Replacements

- **2021 Project Budget:** \$8,450,000
- **Future Year Planned Budget:** \$13,950,000 (requires City Council Approval each year)
- **Funding Source:** Water Fees, \$13.95M
- **Project Description:** These funds will be used for water line and infrastructure replacements in the raw water supply system. The majority of the lines to be replaced are 20" to 24" ductile iron or steel lines that have been in service in excess of 50 years and have a recent history of breaks. The project includes replacing the Purdy Mesa flowline replacement (6.5 miles), a pressure control tank above Sullivan Draw, about 2 miles of Kannah Creek flowline on Anderson Ranch, and the backwash line at the Kannah Creek Water Treatment Plant. In addition, a condition assessment inspection of 7 miles of the lower Kannah Creek flowline will be performed. Funding for this project includes \$7M in additional debt through the low-interest Colorado Water Conservation Board (CWCB) Water Loan Program.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Kannah Creek Water Distribution System Improvements

- **2021 Project Budget:** \$60,000
- **Future Year Planned Budget:** \$240,000 (requires City Council Approval each year)
- **Funding Source:** Water Fees, \$300K
- **Project Description:** These funds will be used to perform modeling and prepare engineering design plans for improvements to the Kannah Creek water distribution system.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Water Treatment Plant Modifications

- **2021 Project Budget:** \$60,000
- **Future Year Planned Budget:** \$2,950,000 (requires City Council Approval each year)
- **Funding Source:** Water Fees, \$3M
- **Project Description:** These funds are used for replacement of equipment and upgrades at the water treatment plant. In 2022, the third phase of the Supervisory Control and Data Acquisition (SCADA) system upgrade project will be completed. The upgraded SCADA system will allow for a computer interface between all processes at the plant and also incorporate watershed and distribution system monitoring. Also included in this project is replacing fluoridation equipment and pipe gallery valves. A grant of \$5,000 is anticipated from CDPHE for the fluoridation equipment.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Grand Mesa Reservoir Improvements

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$200,000 (requires City Council Approval each year)
- **Funding Source:** Water Fees, \$250K
- **Project Description:** These funds will be utilized to address minor improvements at the City's reservoirs on the Grand Mesa recommended by the State Dam Safety Engineer as a result of annual inspections.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



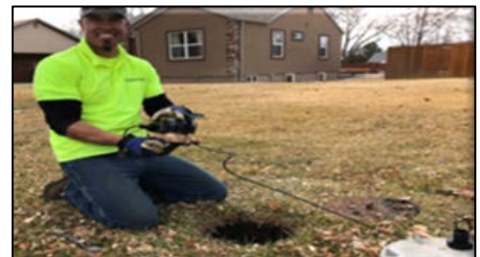
Carson Lake Dam Rehabilitation

- **2021 Project Budget:** \$3,000,000
- **Future Year Planned Budget:** None
- **Funding Source:** Water Fees, \$3M
- **Project Description:** Rehabilitation of Hogchute Reservoir (aka Carson Lake) will include spillway improvements, replacement of outlet works, and an early warning system. This reservoir was reclassified as a high hazard dam in 2015 due to increased development downstream. Although the reservoir has been deemed safe and does not have a capacity restriction placed on it, there are requisite modifications needed as a result of the new classification. Funding for this project includes \$3M in additional debt through the low-interest Colorado Water Conservation Board (CWCB) Water Loan Program.
- **Ongoing Operational Costs:** Costs for cellular and/or a satellite modem subscription of approximately \$720/year is budgeted within the Water Services operating budget.



Water Meter Replacement

- **2021 Project Budget:** \$850,000
- **Future Year Planned Budget:** \$120,000 (requires City Council approval each year)
- **Funding Source:** Water Fees, \$670K; Bureau of Reclamation Grant \$300K
- **Project Description:** There are 9,300 water meters in the City's water system. The City began replacing the manual meters with radio read meters that allow the data on each meter to be transmitted to a data base through a radio frequency, which significantly reduces the labor required to obtain meter readings on a monthly basis. 2021 funding will complete replacement of remaining manual read meters and installation of an advanced metering infrastructure (AMI). Funding includes \$150K in grant funding from the Bureau of Reclamation received in 2020 (\$300K total grant).
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Ranch Improvements

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$114,289 (requires City Council approval each year)
- **Funding Source:** Water Fees, \$164,289
- **Project Description:** This funding will be used to develop a sustainable agriculture plan for the Hallenbeck Ranch as well as miscellaneous maintenance projects.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Lead Water Line Replacements

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$114,289 (requires City Council approval each year)
- **Funding Source:** Water Fees, \$144,289; CDBG \$20K
- **Project Description:** Funding will be utilized to continue a lead service line replacement program over the next 5-years. This program includes replacement of the municipal service line as well private service lines for properties that qualify for Community Development Block Grant (CDBG) funding.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Ridges Irrigation Fund Capital Projects

Distribution System Replacement

- **2021 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$120,000 (requires City Council approval each year)
- **Funding Source:** Water Fees, \$150K
- **Project Description:** Funding will be utilized to continue a lead service line replacement program over the next 5-years. This program includes replacement of the municipal service line as well private service lines for properties that qualify for Community Development Block Grant (CDBG) funding.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Joint Sewer Fund Capital Projects

Sewer Line Replacement/Rehabilitation

- **2021 Project Budget:** \$3,000,000
- **Future Year Planned Budget:** \$18,880,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$20.88M
- **Project Description:** Funds are budgeted 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 is scheduled for replacement over the next 30 years. This



replacement schedule was recommended in the 2015 independent rate study and approved by the Persigo Board.

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

Sewer Improvement Districts

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$3,250,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$3.3M
- **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 1,500 properties that remain on septic systems within the Persigo 201 sewer boundary. The program has not yet achieved the goal of eliminating septic systems and making available connection to the sewer system to all properties within the service area. One small sewer improvement district was completed in 2020. Previously, the last sewer improvement district was completed in 2010. Recommended funding for 2021 is to revitalize the incentive program by targeting completion of existing and new sewer improvement districts over the next 10 years.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Lift Station Elimination/Rehabilitation

- **2021 Project Budget:** \$4,240,000
- **Future Year Planned Budget:** \$206,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$4.46M
- **Project Description:** The 2021 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. Funding planned for 2022 and beyond are focused on the continued implementation of predictive and preventative maintenance programs for the 26 lift stations in the collection system.
- **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 eliminating the need of a biotrickling filter. Annual savings are estimated at \$22,407.



Collection System Equipment

- **2021 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$210,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$260K
- **Project Description:** These funds are recommended to purchase specialty equipment needed to efficiently operate and maintain the sewer collection system.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Wastewater Treatment Plant Expansion Projects

- **2021 Project Budget:** \$205,000
- **Future Year Planned Budget:** \$17,000,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$17.2M
- **Project Description:** These expenditures are associated with expansion of the wastewater treatment plant which is currently at 80 percent capacity. The funds planned for 2021 will be used for design of replacement of the aeration system.
- **Ongoing Operational Costs:** There are no increase in operational costs, however there will be net savings with increased efficiency of blowers beginning in 2022 which are anticipated to be \$15,000 to \$25,000 annually.



Wastewater Treatment Plant Improvements and Asset Replacement

- **2021 Project Budget:** \$3,800,000
- **Future Year Planned Budget:** \$6,137,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$9.94M
- **Project Description:** These expenditures are associated with wastewater treatment plant improvements and replacement of aging infrastructure. The funds planned for 2021 will be used for rehabilitation of the Flow Equalization Basin and the Anerobic Digester panels as well as rehabilitation/replacement projects.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.

Odor Control Improvements

- **2021 Project Budget:** \$1,600,000
- **Future Year Planned Budget:** \$650,000 (requires City Council approval each year)
- **Funding Source:** Sewer Fees, \$2.25M
- **Project Description:** Design of odor control improvements for the wastewater treatment plant and the sewer collection system will be completed in 2020. The recommended funds for 2021 are for construction of odor control improvements.
- **Ongoing Operational Costs:** Estimated costs associated with new odor control improvements are \$38,900 annually.

Tiara Rado Force Main

- **2021 Project Budget:** \$5,000,000
- **Future Year Planned Budget:** None
- **Funding Source:** Sewer Fees, \$5M
- **Project Description:** A design of a new force main for the Tiara Rado Lift Station will be completed in 2020. Recommended 2021 funds are to construct the parallel force main from the Tiara Rado lift station, under the Colorado River, to the River Road Interceptor east of the Persigo Wastewater Treatment Plant. The existing force main from the lift station is ductile iron and was installed during the 1980's. A section of this pipe has failed in the past and has been repaired.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Information Technology Fund Capital Projects

VMWare NSX Platform

- **2021 Project Budget:** \$212,217
- **Future Year Planned Budget:** None
- **Funding Source:** Internal Service Charges, \$212K
- **Project Description:** VMware NSX is a virtual networking and security software product intended to secure the City's network infrastructure from malicious attempts to corrupt, compromise or steal data. NSX software-defined networking (SDN) offers cloud computing on virtualization technologies. NSX exposes logical firewalls, switches, routers, ports, and other networking elements to enable virtual networking among cloud management systems and associated network hardware. It also supports external networking and security services.
- **Ongoing Operational Costs:** The only ongoing costs associated with this project is for connectivity for power and data. These costs are already budgeted within the Information Technology operating budget.



Information Technology Infrastructure Replacements

- **2021 Project Budget:** \$807,000
- **Future Year Planned Budget:** None
- **Funding Source:** Information Technology Internal Service Charges, \$807K
- **Project Description:** The equipment is end of life and is due for replacement which includes the core switch necessary for the data center to provide all connectivity to the servers for all critical IT infrastructure including the 911 Communication Center.
- **Ongoing Operational Costs:** The only ongoing costs associated with this project is for connectivity for power and data. These are already budgeted within the Information Technology operating budget.

Fleet Fund Capital Projects

Fleet Replacements

- **2021 Project Budget:** \$3,048,753
- **Future Year Planned Budget:** \$11,767,000 (requires City Council approval each year)
- **Funding Source:** Fleet Internal Service Charges, \$14.8M
- **Project Description:** This project represents scheduled vehicle & equipment replacements. The replacements are made from the equipment fund balance which is maintained by accrual charges for the equipment being used by the operating divisions. The accrual charges are included as part of the equipment rent and are an operating expense in the various division budgets. Future replacement needs are based on projected equipment life, replacement years, present replacement value and an annual inflation factor. In addition to tractors, mowers and other pieces of specialty equipment, there are 33 vehicles up for replacement in the 2021 budget. Of these 33 replacement vehicles, three are targeted as alternative fuel vehicles. These include Compressed Natural Gas vehicles for the Solid Waste Division and an electric vehicle for Golf, there are also 12 Police patrol units and an ambulance due to be replaced in 2021.
- **Ongoing Operational Costs:** Operational costs associated with Fleet replacements are budgeted through internal service charges to each department.



SPECIAL REVENUE FUNDS

VISIT GRAND JUNCTION

Established in 1990, Visit Grand Junction (Visit GJ), the City of Grand Junction's destination marketing organization executes marketing targeted toward potential visitors outside the area to promote year-round travel to Grand Junction. Through destination management strategies, travel and tourism enhances the quality of life for residents, ignites economic development, supports the workforce, and strengthens economic sustainability.

The Travel & Tourism sector is critical to the U.S. Economy. According to the World Travel & Tourism Council's 2019 data, the sector accounted for 10.3% of global GDP and supported the livelihoods of 330 million people, outpacing the growth of the global economy for the ninth consecutive year. In the U.S., travel generated \$2.6 trillion for the U.S. economy, supporting 15.8 million American jobs in 2019. Although Travel & Tourism was significantly affected by the COVID-19 Pandemic, it is arguably the most resilient industry and is poised to make a strong recovery in 2021. From natural disasters to economic downturns, tourism always bounces back quickly and assists in the economic recovery of the community.

Visit GJ research industry data and monitors all advertising to determine actionable insights, and constantly adjusts campaigns. This strategy results in a very flexible departmental culture that allows the team to maneuver accordingly to make effective decisions in a constantly shifting environment.

The Power of Tourism

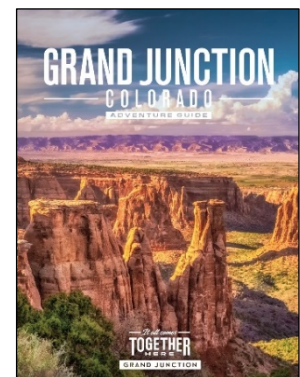
- Travel promotion generates a virtuous cycle of economic benefits and creates a "halo effect" by driving future business development and attracting new residents. It enhances the quality of life for residents by creating new jobs, businesses, and attractions to enjoy. Many of the experiences and services that residents enjoy would not exist without the added visitation from tourists.
- According to the *Economic Impact of Tourism in Grand Junction, CO 2019* Report by Tourism Economics, tourism in Grand Junction accounts for 30 percent of the city's total sales tax base in 2019. Jobs supported by tourism total 6,253 people in Mesa County (6.9% of all jobs), of which 4,518 are within city limits.
- Travel and tourism promotion stimulate visitation which generates 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.
- Tourism is Colorado's second largest economic driver. In Grand Junction, tourism is a major source of sustained economic growth. The local economy experienced \$330 million in direct travel spending in 2019.
- Grand Junction welcomed approximately 1.48 million guests staying in lodging properties in 2020. That equals \$2.29 million in lodging taxes for Grand Junction and an estimated \$12.8 million in local sales tax revenues collected.
- According to U.S. Travel Association, the power of travel to create jobs is much greater than other industries and outpaces the rest of the economy in employment growth. In their *Made in America Jobs – May 2019* report, Americans who began their career in travel went on to earn a maximum average salary of \$82,400 by the time they were 50 years old. Those whose first job was in travel and obtained a 4-year college degree, obtained 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. Tourism also provides one of the most upwardly mobile career opportunities compared to any other industry sector.

Accomplishments, Objectives, and Financial Summary

2020 Accomplishments

- **Destination Branding**
 - Redesigned Grand Junction Convention Center logo (formerly known as the Two Rivers Convention Center).

- Developed digital media and visitor survey insights using data technology tools for use by branding agency, contributing to the Grand Junction brand DNA.
- Place DNA™, Community Engagement Sessions and Community Survey to gain resident insights of what they define as the DNA of Grand Junction.
 - City Council session
 - Ten one-on-one interviews with key community leaders/stakeholders
 - Facebook Live session with the community (can be viewed on City of Grand Junction Facebook page).
 - Two, 3-1/2 hour Place DNA™ deep-dive workshops attended by 77 community leaders
 - Three, one-hour community sessions and a drop-in session at Grand Junction Convention Center
 - Sentinel Editorial Board interview
 - Over 746 survey responses were received from the community. Well beyond the goal of 300 (and statistically significant).
 - Two interactive community sessions for creative development of the brand
 - Added additional 3-step process (first step was DNA) of the perceived analysis of Grand Junction
 - Perception Analysis – what the world thinks and says of Grand Junction
 - Projected Analysis – what the community stakeholders are communicating and how they are representing Grand Junction
- Grand Junction brand will launch 1st quarter 2021.
- **Lodging Tax** - Lodging tax collections for 2020 performed better than expected, even during the economic downturn due to the pandemic. It is estimated that lodging tax collection for 2020 will be down approximately 33%, compared to 50% as projected at the beginning of the pandemic in March 2020.
- **Hotel Occupancy**
 - Grand Junction’s hotel occupancy averaged 15 – 20 percentage points above the national average from July through October 2020.
 - Occupancy above 2019, turning the corner: Hotel occupancy in Grand Junction for the month of October 2020 was 69.0% percent, a 4.2 percent increase over October 2019 and a 1.7 percent increase over September 2020. October was the first month since the beginning of the pandemic where there was an increase in hotel occupancy over the same month in 2019.
- **Data** Launched Tableau Data Platform (Tourismo) combining all data sources to provide data visualizations and actionable insights.
 - Marketing Analysis: Identified audiences, behaviors, and target markets (i.e., who, what, where) for marketing purposes. Insights being utilized for ad tech, social media, website, creative content, and other use cases.
 - Data sharing with local organizations.
 - Developed a lodging tax forecast model to predict future lodging tax revenue each month in order to adjust marketing initiatives accordingly.
- **Official Grand Junction Visitor Guide**
 - Refresh of the Official Grand Junction Visitor Guide (2nd edition) includes eight additional pages of inspirational content, front and back cover images by Michael Roush, born and raised in GJ (family still lives here), new businesses added, additional local photography captured by residents, updated map, itineraries, and “Made in GJ” products page, first-person blogs describing the unique quality of life in Grand Junction, a brand new restaurant listing section, and COVID-19 strategies applied throughout the guide (events organized by season and removed overly crowded images).
 - 15,904 Official Grand Junction Visitor Guides mailed to households, by request.
 - 50.3% Increase in Visitor Guide Requests on VisitGrandJunction.com in 2020 over 2019.



- **New Marketing Applications**
 - Designed a gamification web-based app to assist with responsibly dispersing visitation throughout the destination. Will launch 1st quarter 2021.
 - Launched TikTok account with over 180 posts generating over 80,757 views of beautiful Grand Junction.
- **Research**
 - Executed an Economic Impact Study (Results will be published 1st quarter 2021).
 - For every \$1 spent on Visit GJ marketing, the city received \$1.71 in sales tax revenue.
 - Visitor spending accounts for approximately 30 percent of the City’s sales tax base.
 - Executed a Visitor profile study (Results will be published 1st quarter 2021).
 - Overnight guests outnumber day-trippers by two to one.
 - Out-of-state arrivals account for two-thirds of total visitors; one-third of total are in-state arrivals.
- **Marketing Initiatives**
 - Blog writing partnerships with GJ residents on VisitGrandJunction.com and social media platforms.
 - Developed and deployed responsible ad campaigns that supported awareness and visitation, contributing to COVID-19 occupancy rates higher than the national average.
 - Launched a responsible and inspirational marketing campaign during the pandemic – “Roam from Home.”
 - Roam from Home Image Gallery had significant success with a 68% engagement rate.
 - Roam from Home eNewsletter deployed to subscriber list with offer of a Grand Junction postcard. Within 24 hours of sending the eNews, over 300 requests for the postcard were received.
 - Organic sessions increased 60% above the historical one-year average during the Roam from Home campaign.
 - Partnered with the Colorado Tourism Office on the “Colorado Calm” campaign to showcase beautiful areas in Grand Junction through serene videos including “Waterfall Wednesdays” and “Sunday Sunsets.”
 - Invested in Colorado.com eNewsletter blast to 210,000 consumers nationwide.
 - Redesigned the Colorado Official State Vacation Guide Insert and full-page ad.
 - Mailed worldwide, over 500,000 copies. The 2020 Grand Junction marketing insert was also included in 5280 Magazine, along with the Fall Sunday edition of the Denver Post, Colorado Springs Gazette, Fort Collins Coloradoan, and Durango Herald. Well over 100,000 additional subscribers received the Official State Visitor Guide (OSVG) with the Visit GJ 4-page insert.
 - Highlighted local businesses and residents in marketing campaigns including social media.
 - Mailed 2,422 postcards to consumers, upon request (Snail Mail Smile campaign).
 - Identified and deployed data-driven ad tech solutions that Visit GJ used to plan, measure, and optimize marketing.
 - Increased co-op investment with Colorado Tourism Office including eBlasts, social media paid posts, and Instagram takeovers.
 - Paid Search Ads: Introduced paid ads related to travel and tourism searches on Google. Google Search ads produce a higher average session duration on the Visit GJ website than display ads.
 - Retargeting Ads: Introduced display ads retargeting people who had previously visited the Visit GJ website.
 - Website results:
 - Received a total of 1.8 million page views in 2020, which was 6% higher than 2019.
 - Generated 80% new Visit GJ website users vs. 20% returning users, with an average session duration of greater than one minute.



- Aside from the Home Page, based on page views, the top website page was Order Official Visitor Guide
 - User Generated Content provided hundreds of assets used for marketing Grand Junction. This also has introduced us to Grand Junction “mini influencers.” We have developed partnerships around the globe with people who love to share how amazing GJ is on their social media platforms.
- **Communications**
 - Maintained regular communications with 70+ Visit GJ Ambassadors during Visitor Center closure.
 - Three Monthly eNewsletters – Stakeholder eNews, PR eNews, and Marketing eNews. Also sent special COVID-19 Partner eNews.
 - Used data visualizations to share helpful business insights with stakeholders each month.
 - COVID-19 “Help Us Help You” live google spreadsheet providing an avenue for local businesses to advertise their hours and services available during the initial pandemic restrictions. This included a Virtual Tip Jar platform within the spreadsheet where the community and visitors from abroad could remotely “tip”, or donate, to their favorite server or staff. Visit GJ staff personally called over 300 Grand Junction area businesses to assist with inputting information for businesses.
 - Created COVID-19 website page on VisitGrandJunction.com with helpful local, county, state, and federal resources for the community.
- **Surveys**
 - Grand Junction Area Business Impact Survey
 - Grand Junction Area Business Recovery Survey
 - Communicated the results to the community using data visualizations.
- **Community Outreach**
 - Several community leaders provided presentations to the Visit GJ advisory board, including William Pendley from the BLM, along with leaders from the local BLM and Forest Service offices, the Greater Grand Junction Sports Commission, and the Outdoor Recreation Coalition of the Grand Valley.
 - Funded co-op opportunity for all Grand Valley businesses, including Fruita and Palisade covering 15 percent of their ad cost in the Official Colorado State Vacation Guide.
 - Partnered with the Grand Junction Regional Airport in providing hotel metric and visitor data to their outside consultant as part of the effort to increase air service to Grand Junction.
 - Hosted Event Task Force.
 - Colorado Mesa University – Guest speaker for Outdoor Recreation Program and Hospitality Program. Western Community College Collect Valley School destination management guest speaker.
 - Two community podcasts: Christi Reece and Growl Agency
 - Marketed the Home Loan Taste of the Grand Valley event in February across all social media channels, resulting in a reach of 31,166 people and earning 846 engagements.
 - Featured Grand Junction small businesses on Visit GJ’s Facebook page highlighting all Grand Junction has to offer during the pandemic.
 - Celebrated and featured local hospitality businesses and ambassadors during National Travel & Tourism Week in May through videos on Visit GJ’s social media channels and website.
 - Partnered with the Western Colorado Writers’ Forum to host a poetry contest to encourage Love Letters to Grand Junction through a series of videos featuring scenes of the Grand Junction area, and a poem by a local Grand Junction resident narrated by one of our Grand Junction Visitor Center Ambassadors.
 - Collaborated and created an Independence Day Video with Mesa County Communications team, Mesa County Sheriff’s Office, and Colorado National Monument, featuring the 30th annual Independence Monument Climb by the Mesa County Search and Rescue team.

- **Community Education**

- Hosted three Google My Business trainings
- International market sessions in partnership with Colorado Tourism Office Staff
- Group business education sessions



- **Press**

- Grand Junction Palisade, and Fruita were featured in many national press articles due to the efforts of Visit GJ's PR efforts. A few are mentioned below:
 - Grand Junction featured in New York Times article acknowledging the resiliency of the Grand Junction area during the pandemic.
 - Other articles included: Grand Junction cover story (5280 and also West 105), Grand Junction Regional Airport, Palisade Plunge, Peche Restaurant (Wall Street Journal), Bin 707, 626 on Rood, Powderhorn Mountain Resort, Taco Party, Bin Burger, Downtown Grand Junction, Horizon Drive, Downtown hotels, Dream Cafe, Peach Street Distillers (Men's Journal), Colorado National Monument (United Kingdom Sunday Mirror), Grand Mesa, Western Colorado Botanical Gardens (Denver Post), Grand Junction area wineries (Michelin Guide).
- Featured in a blog post by the third largest advertising company in the world on how Visit GJ is responsibly connecting with travelers during the pandemic, keeping Grand Junction top of mind as a destination choice for future travel.
- Visit GJ highlighted as a leading DMO using technology solutions in an innovative way in a blog by an agency specializing in audience insights and personalized website content using programmatic technology.
- Visit GJ Director interviewed by Fox 31 Denver featuring Grand Junction getaways, the Colorado National Monument, and the Grand Mesa.

- **Staff Education**

- Staff attended the virtual Destinations International 2020 Annual Convention and presented their learnings and insights to the Visit GJ Advisory Board of Directors
- Staff attended 108 industry webinars and online trainings (WOW!) to stay well-informed and up-to-date on the latest trends and best practices to manage and create successful strategies during the pandemic.
- Attended professional development conferences (remotely) including: Tableau, NetBase, Destinations International CEO Summit, GovCon (Colorado Governor's Tourism Conference), and many others.

- **Grand Junction Visitor Center Ambassadors**

- Recognized and celebrated over 70 ambassadors for Volunteer Appreciation Week in April with a personalized "Thank You" card and a gift certificate to a local restaurant.
- A Visit GJ Ambassador was the "Voice of GJ" narrator for the winner of the community poetry contest managed by Visit GJ. The video poem was shared on VisitGrandJunction.com and social channels.
- Visitor Center ambassadors achieving volunteer hour milestones include an ambassador with over 3,000 hours, two ambassadors reaching 2,000 hours, and one reaching 1,000 hours.

2021 Objectives

Although the COVID-19 Pandemic has resulted in a 42 percent loss in travel and tourism jobs nationally, and caused a significant GDP loss in 2020, Travel & Tourism has remained strong and steadfast in the face of adversity, while also rapidly evolving and being reimaged. The sector has worked responsibly to enhance traveler safety, support the workforce, and advocate for local communities. While prioritizing health and welfare, industry leaders are also seizing opportunities uncovered from the crisis to enhance health and hygiene, integrate new technologies, develop new experiences, and educate sustainability practices. With vaccine distribution continuing to develop, Travel & Tourism is poised to make a strong recovery in the second half of 2021.

As the Travel & Tourism industry evolves and traveler behavior changes, Visit GJ will deploy the following objectives in 2021, which support the City’s Strategic Plan, primarily as it relates to economic development, partnerships, communication, and engagement:

- **Destination Place Branding** – As the branding research comes to a close, Visit GJ’s destination branding strategy will be implemented in 2021. Creating a brand platform for the community to be inspired from will enhance other local organizations who may be looking to develop or amplify their own existing brand. It will encourage residents and businesses to be Brand Ambassadors, by representing our place in a positive and influential way. Brand Ambassadors have great credibility to convey positive sentiments that leave a lasting impression on locals and visitors. Without an influential and recognized destination brand, community ambitions across all industries struggles. It is paramount that the brand continues to evolve and develop to increase GJ’s visibility in the world, which will also attract economic development in the area.
- **Economic Impact Study** – Results of the *Economic Impact of Tourism in Grand Junction, CO 2019 Report* by Tourism Economics, an Oxford Economics company, will be released in 2021. This report will uncover the value and return on investment of the tourism industry in Grand Junction. Additionally, the study will report on the economic interdependencies of tourism on Grand Junction’s other industries not directly related to tourism – both indirect and induced.
- **Visitor Profile Study** – A new Visitor Profile Study, administered by Longwoods International, will be released in 2021. The results will provide updated demographic data, origin markets, consumer behaviors, and psychographics of past and potential visitors, which will further develop marketing initiatives. Utilizing this information will assist Visit GJ with delivering improved results, despite a significant reduction in budget.
- **Advertising Technology (Ad-Tech)** – Visit GJ will formalize an advertising technology solution pursuant to a Request for Proposal. Using an ad technology solution instead of a traditional Agency of Record (AOR) will not only save money on traditional AOR fees, but also provides Visit GJ data that can be turned into insights to make better decisions. This allows Visit GJ to invest additional advertising which assists in being more competitive with other destinations with larger marketing budgets and thus, far greater marketing reach than Visit GJ.
- **Content Marketing, Search Engine Optimization (SEO), and Paid Search** – A new content marketing strategy is being designed for 2021 and will be dialed in according to brand guidelines. Written content will be created with more regularity by partnering with residents who have a passion for Grand Junction and a love for writing. A new SEO strategy will improve [VisitGrandJunction.com](https://www.visitgrandjunction.com) web traffic by increasing quantity of pages viewed while focusing on quality traffic from search engines. This organic (unpaid) web traffic will support the existing and new website by increasing traffic from consumers Visit GJ is marketing to. This increases the likelihood of generating interest in the destination, and results in more efficient conversions (visits) to Grand Junction. SEO is complemented by the paid search program through search engine ads relevant to the Grand Junction destination experience.
- **Mobile Technology Platform** – A new mobile technology platform that creates curated experiences, delivered instantly to locals and visitors, will be implemented in 2021. By connecting consumers with unique local experiences, Visit GJ can increase commerce and position Grand Junction uniquely within the travel landscape. This technology also provides Visit GJ the ability to further support responsible destination management strategies by dispersing visitation to trails less travelled while encouraging dining and shopping to areas of the city that are off the beaten path.
- **Business Intelligence Platform** – It is important to have accurate visitor data to ensure marketing is aligned with current trends. With the business intelligence platform becoming fully functional in 2020, data is being transformed into actionable insights, which inform ad campaigns and other marketing activities, including social media. The strategy analyzes, plans, measures, and optimizes to achieve the highest return on investment. This extends the impact of Visit GJ’s budget, which is significantly limited compared to other



destinations that Visit GJ competes with, exacerbated by the effects of COVID-19. Data will be revealed in 2021 to bring into focus new feeder markets with longer lengths of stay as well as attracting visitation during times of the year when Grand Junction needs it most. With the ongoing challenges of the conference and convention market, it will be important for Visit GJ to optimize the leisure market in 2021 to overcome the continued loss in business and conference travel.

- **Destination Marketing Accreditation Program** – Visit GJ will begin the globally recognized Destination Marketing Accreditation Program (DMAP) through Destinations International. This accreditation, the only one of its kind in the industry worldwide, serves as a visible industry distinction that defines quality and performance standards in destination marketing and management. More importantly, it ensures all processes, systems, procedures, and accountability measurements are in place that provide for a transparent, well-organized, accountable, and successful destination marketing organization.
- **New Website** – Destination websites remain an important resource in travel planning, from inspiring a vacation to planning the essential details of an itinerary. Through a formal RFP process, Visit GJ will contract a highly skilled, cutting-edge and innovative website design agency focused on enhancing the user’s experience, while providing relevant and dynamic content that highlights and effectively communicates Grand Junction’s brand, lifestyle, and experiences. The website will be multi-functional and designed to communicate with locals, inspire visitation, encourage companies to relocate to GJ, and educate people about the area who are considering moving.
- **Personalized Content** – An audience insight and website personalization platform enable Visit GJ to engage prospective visitors at scale. Customizing the Visit GJ website is important to tailor the messaging appropriately to consumers. Monitoring where traffic is arriving from to customize relevant content, develops significant engagement on the website. This type of engagement results in increased awareness of the destination and provides for a more efficient and successful conversion.
- **Public Relations** – Public Relations is an important element to a thoughtful marketing strategy, to balance the paid / owned strategy. Third party validation through public relations builds trust and is viewed in a more favorable and trusted light by consumers. A defined plan, based on market research exclusively for Grand Junction, will result in enhancing the reputation of the area. Later in the year, through a formal RFP process, Visit GJ will seek out a public relations (PR) firm to partner in creating and executing a comprehensive PR strategy to increase awareness of Grand Junction’s brand. Based on the goals and initiatives identified by Visit GJ, the chosen firm will be responsible for developing and executing integrated communication strategies to drive interest and inspiration to Visit GJ.
- **Visitor Guide Readership & Conversion Study** – Results of the Visitor Guide Readership & Conversion Study, sponsored by Destination Marketing Association of the West and administered by Destination Analysts, will be released in 2021. The findings will include profiles of travelers who use the Official Grand Junction Visitor Guide and the return on investment the guide brings to the local community – all critical data that will be integrated into 2021 marketing initiatives. The guide will continue to be developed, as it has been, to not only attract tourism, but also assist local business recruitment, inspire prospective homeowners, increase CMU recruitment, and court industries for economic development and diversification.
- **DMO Importance Study** – Results of the DMO Importance Study will be released in 2021. This study measures the importance of DMOs and their marketing and communication assets. The study provides insight into the organization’s value to the local community and as a traveler resource. The findings will reveal how Visit GJ can improve as a DMO, develop new partnerships, and increase relevancy with travelers.
- **Regional Partnerships** – Local and regional partnerships will continue to evolve, especially as the Grand Junction brand develops. Through the brand recommendations provided by Destination Think, Visit GJ will reach out to organizations and businesses within the community to provide insight into how they can represent and communicate the brand. This will elevate the individual business’ success, while also creating a consistent message for Grand Junction, a very important element in order for the brand initiatives to take hold in the community. Continued partnership with Colorado Mesa University will assist with their marketing campaigns, data analysis, and recruitment efforts. Similar relationships with the Grand Junction Regional Airport, Grand Junction Economic Partnership, Greater Grand Junction Chamber of Commerce, and Greater Grand Junction Sports Commission will continue as well. New campaigns with the Mountains & Mesas region of Colorado are slated for 2021, as well as new co-ops with the Colorado Tourism Office. All of these

opportunities unite partners, enhance the area's competitiveness, and contribute toward a positive economic impact for the community.

- **Industry Involvement** – Visit GJ will remain involved in the destination marketing industry both statewide and nationally.
 - 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)
 - Nationally: Destinations International Member (DI), Destination Marketing Association of the West Member (DMA West)
- **Colorado Mesa University** – Visit GJ will continue to participate in the City's internship program with CMU. Visit GJ will also continue to encourage partnerships with the university admissions office, marketing department and student mentorships to further communication and collaboration with CMU.
- **Public Lands** – With 76 percent of Mesa County being public land, Visit GJ will continue to support and promote responsible stewardship. Visit GJ will incorporate messaging to encourage responsible use of the public lands such as Leave No Trace practices. Marketing strategies will be cognizant of dispersing visitors throughout the valley to avoid over-visitation in popular areas.
- **City Departments** – Visit GJ will continue to develop opportunities across all city departments to partner on initiatives and creative asset needs. Encouraging and supporting cross-departmental partnerships will provide for consistency in appropriate creative projects, develop efficiencies within the City, and support connectivity among departments.
- **Community Outreach** – Similar to 2020, Visit GJ will continue to invest resources to partner with the community in various capacities. Visit GJ will also continue working with area organizations to partner on relevant initiatives.
 - Grand Junction Regional Airport (receives 1 percent of the new 3 percent lodging tax): Visit GJ will continue to deploy destination marketing to direct flight markets. Visit GJ will also continue to target potential markets like Chicago (to increase the existing flight schedule) and San Francisco to encourage and develop new flight opportunities.
 - Greater Grand Junction Sports Commission (receives ¾ percent of the new 3 percent lodging tax): Visit GJ will integrate destination marketing strategies and invest in strengthening the community's brand which will enhance the community's awareness. As the area's positive perception increases and recognition develops, attracting sporting events will become more attainable.
- **Area Events** – Although events were canceled in 2020 due to the pandemic, Visit GJ will bring an even more refined data strategy to area events in 2021, once it is safe for events to take place. The partnership program requires events to share data with Visit GJ. The data allows Visit GJ to design a more refined destination marketing plan for area events. As always, each event still deploys their own event promotion program.
- **Education for GJ's Travel & Tourism Businesses** – In order for tourism to succeed as an economic driver for Grand Junction, hospitality businesses will need to develop and progress in a rapidly changing tourism environment. As the destination marketing organization for the community, Visit GJ will inspire travel to the area and increase demand. In order for GJ to deliver the experience consumers expect, businesses must continue to invest in their development as well. Otherwise, there is a disconnect between what the visitor envisions during trip planning, and the experience they receive once they visit. Visit GJ will be providing a variety of educational best practices, primarily through monthly communications, to assist local businesses. This includes google search development, traveler review management, marketing education, public relations opportunities, and social media best practices. Although the primary focus of Visit GJ is to implement innovative marketing strategies out of the area, Visit GJ will continue to invest in the community to assist with the area's success.



Visit Grand Junction Department Personnel

Visit Grand Junction	2019 FTE	2020 FTE	2021 FTE
Funded by Visit Grand Junction Fund 102			
Visit Grand Junction Director	1.00	1.00	1.00
VCB Manager	1.00	0.00	0.00
Marketing and PR Coordinator	1.00	1.00	1.00
Data Analytics Research Analyst	0.00	1.00	1.00
Administrative Financial Analyst	0.00	1.00	1.00
Business Development & Group Sales Specialist	0.00	1.00	1.00
VCB Sales Coordinator	1.00	0.00	0.00
Administrative Specialist	1.00	0.00	0.00
Social Media Specialist	0.00	1.00	1.00
Sr. Administrative Assistant	1.00	0.00	0.00
Content & Partner Development Coordinator	0.00	1.00	1.00
Visitor Center & Administrative Coordinator	0.00	1.00	1.00
Visitor Services Specialist	1.00	0.00	0.00
Administrative Assistant	2.00	0.00	0.00
Total Visit GJ FTE's	9.00	8.00	8.00

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues:** Lodging tax revenues have decreased 9.1% due to the effects of the COVID-19 Pandemic, however they are projected to return to normal, or above, by the end of 2021.
- **Labor and Benefits** has a 4.9% increase over 2020 Adopted Budget due to a 2.5% wage step increase for employees based on acceptable performance evaluations in addition to rising health care costs.
- **Non-Personnel Operating:** 3.0% higher due to use of fund balance for advertising technology.
- **Interfund Charges:** 52.6% lower due to management of software contracts moved from IT to Visit GJ fund.

Visit Grand Junction					
Funding Source: Visit Grand Junction Fund 102	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ 2,662,952	\$ 2,564,232	\$ 1,818,293	\$ 2,330,038	-9.1%
Charges for Service	9,104	7,200	3,600	5,000	-30.6%
Intergovernmental	50,000	-	-	-	0.0%
Interest	15,275	1,700	4,382	3,211	88.9%
Total Revenues	\$ 2,737,331	\$ 2,573,132	\$ 1,826,275	\$ 2,338,249	-9.1%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 406,360	\$ 487,167	\$ 318,054	\$ 491,776	0.9%
Seasonal	14,611	6,720	6,720	6,720	0.0%
Overtime	3,949	668	668	610	-8.7%
Benefits	101,521	131,048	98,346	158,858	21.2%
Taxes	31,531	38,028	26,236	38,379	0.9%
Other Compensations	22,552	4,205	4,205	4,205	0.0%
Total Labor and Benefits	\$ 580,524	\$ 667,836	\$ 454,229	\$ 700,548	4.9%
Operating Expenditures					
Contract Services	\$ 1,837,205	\$ 2,214,614	\$ 1,202,281	\$ 2,216,334	0.1%
Equipment	5,161	-	86,728	80,423	100.0%

Visit Grand Junction

Funding Source: Visit Grand Junction Fund 102	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Grants and Contributions	56,142	1,250	1,250	1,050	-16.0%
Operating Supplies	70,963	35,350	18,600	22,873	-35.3%
Professional Development	54,981	47,315	21,315	45,435	-4.0%
Repairs	7,733	8,000	8,000	6,800	-15.0%
Utilities	4,313	4,270	4,270	4,425	3.6%
Total Operating Expenditures	\$ 2,036,498	\$ 2,310,799	\$ 1,342,444	\$ 2,377,340	2.9%
Interfund Charges					
Administrative Overhead	\$ 82,420	\$ 84,594	\$ 84,594	\$ 65,739	-22.3%
Facility	6,733	7,073	7,073	12,120	71.4%
Fleet	2,903	8,207	8,207	2,929	-64.3%
Fuel Charges	330	774	774	267	-65.5%
Information Technology	215,763	273,950	73,722	91,306	-66.7%
Liability Insurance	1,447	1,879	1,879	1,911	1.7%
Departmental Services	2,019	2,074	2,074	2,074	0.0%
Medical Programs	7,452	8,764	-	-	-100.0%
Total Interfund Charges	\$ 319,067	\$ 387,315	\$ 178,323	\$ 176,346	-54.5%
Total Fund 102 Expenditures	\$ 2,936,089	\$ 3,365,950	\$ 1,974,996	\$ 3,254,234	-3.3%



Colorado National Monument

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 and this private-sector initiative exemplifies the strong dedication and support which has helped to 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.

2020 Accomplishments

- Begin Two Way Conversion Study for 4th and 5th Street, long identified as a priority
- Worked with Ted Ciavonne to develop Downtown plaza identified in Downtown Plan
- Launched Downtown Ambassador Program starting in the summer through August Thursday – Saturday
- Incorporated new art into the District including collaborative breezeway mural and artist micro-grants
- Downtown gift card Promotion and collaboration with Enstrom's to support Downtown shopping
- Added additional Downtown security
- Five facade grants awarded
- Outdoor Dining expansion including 12 new parklets
- Incorporated two new properties into DDA

2021 Objectives

- Development of a plaza space on Colorado Avenue
- Enhancement of alleyways & breezeways
- 2nd Street Promenade
- 7th Street activation
- Continued place making improvements
- Development of Wayfinding Plan
- Reconfiguration for 4th & 5th street along with pedestrian improvements
- Identify catalytic infill development projects that fit needs identified in Plan of Development (POD) (i.e., housing, job growth, tourism)

Department Personnel

DDA	2019 FTE	2019 FTE	2020 FTE
Funded by DDA Fund 103			
DDA Director	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Total DDA FTEs	2.00	2.00	2.00

Budget by Fund, by Classification

Significant Changes vs 2020 Adopted Budget

- **Revenues** are 2.1% lower than 2020 Adopted Budget due to a reduction in sales tax during the pandemic, lease revenues, and projected interest earnings are also projected to decline in 2021.
- **Labor and Benefits** increases by 2.1% primarily due to increase in seasonal employees for event staffing in addition to increases in health care costs.
- **Non-Personnel Operating** decreases 8.1% due to a decrease in contract services, and grants and contributions

- **Interfund Charges** decreases 17.2% due to a reduction in administrative overhead charges which are charged based on revenues. Since the revenues have reduced, the overhead charges are reduced as well.

Downtown Development Authority					
Funding Source: DDA Fund 103	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ 268,104	\$ 293,946	\$ 293,946	\$ 288,617	-1.8%
Charges for Service	2,103	-	-	-	0.0%
Intergovernmental	20,000	10,000	10,000	10,000	0.0%
Interest	23,230	20,600	19,415	14,364	-30.3%
Other	1,009,471	1,014,221	1,014,221	997,381	-1.7%
Transfers In	60,154	-	-	-	0.0%
Total Revenues	\$ 1,383,061	\$ 1,338,767	\$ 1,337,582	\$ 1,310,362	-2.1%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 121,747	\$ 135,230	\$ 135,230	\$ 144,952	7.2%
Seasonal	1,200	4,849	4,849	57,395	45.3%
Benefits	28,788	29,909	38,053	43,690	43.1%
Taxes	8,978	9,954	9,954	15,485	55.6%
Total Labor and Benefits	\$ 160,713	\$ 179,942	\$ 188,086	\$ 261,522	2.1%
Operating Expenditures					
Contract Services	\$ 355,698	\$ 182,400	\$ 182,400	\$ 133,425	-26.9%
Charges and Fees	6,233	11,400	11,400	11,800	3.5%
Equipment	26,158	2,500	2,500	2,500	0.0%
Grants and Contributions	536,155	40,500	40,500	30,500	-24.7%
Operating Supplies	120,848	327,250	327,250	328,000	0.2%
Professional Development	6,353	10,000	10,000	13,500	35.0%
Rent	12,470	10,150	10,150	11,650	14.8%
Repairs	1,986	6,000	6,000	6,000	0.0%
Uniforms and Gear	-	-	-	1,180	100.0%
Utilities	36,393	35,100	35,100	36,270	3.3%
Total Operating Expenditures	\$ 1,102,293	\$ 625,300	\$ 625,300	\$ 574,825	-8.1%
Interfund Charges					
Administrative Overhead	\$ 26,321	\$ 30,790	\$ 30,790	\$ 30,614	-17.2%
Information Technology	502	130	130	-	-0.6%
Liability Insurance	7,013	9,109	9,109	9,268	1.8%
Medical Programs	3,194	8,144	-	-	-100.0%
Total Interfund Charges	\$ 37,030	\$ 48,173	\$ 40,029	\$ 39,882	-17.2%
Contingency and Reserves					
Contingency	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	0.0%
Total Contingency and Reserves	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	0.0%
Total Fund 103 Expenditures	\$ 1,300,036	\$ 1,103,415	\$ 1,103,415	\$ 1,126,229	2.1%
Funding Source: DDA Fund 203					
Revenues					
Charges for Service	\$ 200,000	\$ -	\$ -	\$ -	0.0%
Interest	6,592	6,600	118,361	-	-100.0%
Transfers In	1,255,139	-	-	-	0.0%
Total Revenues	\$ 1,461,731	\$ 6,600	\$ 118,361	\$ -	-100.0%

Downtown Development Authority

Funding Source: DDA Capital Improve Fund 203	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 7,583	\$ 7,797	\$ 7,797	\$ -	-100.0%
Benefits	948	2,108	2,108	-	-100.0%
Taxes	571	597	597	-	-100.0%
Total Labor and Benefits	\$ 9,102	\$ 10,502	\$ 10,502	\$ -	-100.0%
Operating Expenditures					
Grants and Contributions	\$ 10,016,936	\$ -	\$ 1,246,923	\$ -	-0.0%
Total Operating Expenditures	\$ 10,016,936	\$ -	\$ 1,246,923	\$ -	-0.0%
Total Fund 203 Expenditures	\$ 10,026,038	\$ 10,502	\$ 1,257,425	\$ -	-100.0%
Funding Source: DDA TIF Deb Service Fund 611					
Revenues					
Taxes	\$ 1,398,693	\$ 1,574,622	\$ 1,574,622	\$ 1,494,134	-5.1%
Intergovernmental	363,001	337,000	343,177	346,439	2.8%
Interest	41,356	40,500	19,462	10,894	-73.1%
Total Revenues	\$ 1,803,050	\$ 1,952,122	\$ 1,937,261	\$ 1,851,467	-5.2%
Expenditures					
Operating Expenditures					
Charges for Service	\$ -	\$ -	\$ -	\$ 500	100.0%
Contract Services	-	-	27,000	27,000	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ 27,000	\$ 27,500	100.0%
Debt Service					
Interest Expense	\$ 612,605	\$ 578,500	\$ 581,801	\$ 539,965	-6.7%
Principal	1,039,500	1,075,000	1,097,091	1,111,500	3.4%
Total Debt Service	\$ 1,652,105	\$ 1,653,500	\$ 1,678,892	\$ 1,651,465	-0.1%
Transfer Out					
Transfers Out	\$ 1,315,293	\$ -	\$ -	\$ -	0.0%
Total Transfers Out	\$ 1,652,105	\$ -	\$ -	\$ -	0.0%
Total Fund 611 Expenditures	\$ 2,967,398	\$ 1,653,500	\$ 1,705,892	\$ 1,678,965	1.5%
Total DDA Budget	\$ 14,293,473	\$ 2,767,417	\$ 4,066,732	\$ 2,805,194	1.4%



Downtown Car Show Winner



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Downtown Business Improvement District

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

2020 Accomplishments

- Market on Main was a success despite the challenges of COVID, location, and weather. 2020 gives us some great insights for next year and beyond.
- Managed to put on the Car Show and the Art Festival despite the many challenges.
- Received Outdoor Seating Grant and have continued to apply for other grants to assist businesses.
- The 12 Days of Christmas Promotion was successful in encouraging Downtown shopping and encouraging the community to buy local.
- Through promotions and marketing, the BID sold \$184k worth of Downtown gift cards which more than doubles the previous high of \$89k in 2018.

2021 Objectives

- Continue education and awareness opportunities for Downtown businesses working with partners such as DCI, Mesa County Libraries, and others.
- Pursue grant opportunities including GOCO Active ArtLine and Levitt Concert Series.
- Continue growth & expansion opportunities for Downtown events including looking at creation of Fall Market and expansion of the Art Festival & Rhythm and Brews Concert Series.
- Continue digital marketing and partnerships including marketing co-op program.
- Wayfinding and place making efforts identified in Plan of Development (POD).

Department Personnel

Downtown BID	2019 FTE	2020 FTE	2021 FTE
Funded by Downtown BID Fund 711			
Community Engagement Manager	1.00	1.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00
Total FTE's	2.00	2.00	2.00

Department Revenue and Expenditures

Downtown Business Improvement District					
Funding Source: Downtown BID Fund 711	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges for Service	\$ 169,548	\$ 163,000	\$ 163,000	\$ 153,500	-5.8%
Intergovernmental	2,200	4,000	4,000	4,000	0.0%
Interest	2,844	500	672	660	32.0%
Licenses and Permits	8,947	7,000	7,000	7,000	0.0%
Other	198,039	210,469	210,469	217,969	3.6%
Total Revenues	\$ 381,578	\$ 384,969	\$ 385,141	\$ 383,129	-0.5%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ 92,999	\$ 96,499	\$ 96,499	\$ 88,625	-8.2%
Seasonal	16,736	15,901	15,901	15,900	0.0%

Downtown Business Improvement District

Funding Source: Downtown BID Fund 711	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Benefits	18,270	19,313	19,313	21,651	12.1%
Taxes	8,087	8,601	8,601	7,999	-7.0%
Total Labor and Benefits	\$ 136,092	\$ 140,314	\$ 140,314	\$ 134,175	-4.4%
Operating Expenditures					
Contract Services	\$ 209,438	\$ 182,840	\$ 182,840	\$ 182,840	0.0%
Charges and Fees	2,850	3,170	3,170	3,170	0.0%
Cost of Goods Sold	-	1,000	1,000	1,000	0.0%
Equipment	139	-	-	-	0.0%
Grants and Contributions	680	-	-	-	0.0%
Operating Supplies	13,721	7,073	7,073	7,073	0.0%
Professional Development	4,623	4,000	4,000	4,300	7.5%
Repairs	-	450	450	450	0.0%
Uniforms and Gear	-	300	300	300	0.0%
Utilities	582	700	700	1,800	157.1%
Total Operating Expenditures	\$ 232,033	\$ 199,533	\$ 199,533	\$ 200,933	0.7%
Total Fund 711 Expenditures	\$ 368,125	\$ 399,847	\$ 339,847	\$ 335,108	-1.4%



Downtown Gift Card Program

OTHER FUNDS

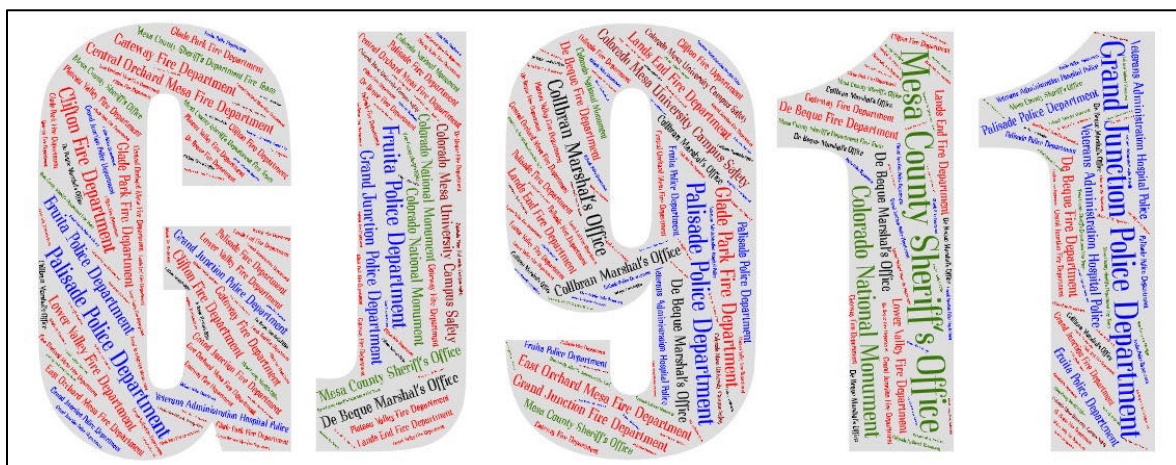
Enhanced 911 Fund

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 are used to 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 that are 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 located in the Grand Junction Police Department and has a staff of 47 telecommunicators and supervisors who dispatch for 9 law enforcement and 12 fire/EMS agencies in Mesa County.

Department Revenue and Expenditures

Enhanced 911 Fund					
Funding Source: General Fund 101	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Charges and Fees	\$ 2,385,834	\$ 2,368,625	\$ 2,400,000	\$ 2,487,700	5.0%
Interest	77,168	8,000	30,000	21,350	166.9%
Total Revenues	\$ 2,463,002	\$ 2,376,625	\$ 2,430,000	\$ 2,811,488	13.2%
Expenditures					
Transfers Out					
Transfer to Comm Center Fund	\$ 2,600,190	\$ 2,484,470	\$ 3,403,936	\$ 2,811,488	13.2%
Total Transfers Out	\$ 2,600,190	\$ 2,484,470	\$ 3,403,936	\$ 2,811,488	13.2%
Total Fund 101 Expenditures	\$ 2,600,190	\$ 2,484,470	\$ 3,403,936	\$ 2,811,488	13.2%



Community Development Block Grant Fund

The Community Development Block Grant (CDBG) is a U.S. Department of Housing and Urban Development (HUD) program that provides Federal dollars to our community. Its purpose is to develop viable communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate incomes. In 1996, Grand Junction qualified as an entitlement community, eligible to receive CDBG funds directly from HUD each year. The majority of CDBG funds expended in 2020 were allocated with the 2019 Program Year which began September 1, 2019. 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.

2020 Accomplishments

The following projects were completed in 2019 with CDBG funds:

- Completed CDBG Activities: Counseling and Education Center Low Income Counseling Services, Marillac Clinic Medical Exam Room Upgrades, Homeless Shelter Service Improvements, Riverside Educational Center Transportation, STRiVE Audyssey Autism Clinic, Western Slope Center for Children Program Office Improvements, and Safety Improvements in Neighborhood Parks
- Allocated additional 2019 funds received through CARES Act (CDBG-CV) to nine activities to prevent, prepare for and respond to the impacts of COVID-19 within the community. Approximately 50% of funds have been expended
- Allocated 2020 CDBG funds in the amount of \$469,062 to sixteen activities – most just getting underway at the end of 2020 calendar year

2021 Objectives

- Complete remaining 2019 and 2020 activities, including the expenditures for CDBG-CV (Round 1)
- Allocate additional CDBG-CV funds in the amount of \$357,800 (Round 3) to new activities that prevent, prepare for, and respond to the impacts of COVID-19 within the community.
- Complete HUD-required Analysis of Impediments to Fair Housing report
- Complete HUD-required Five-Year Consolidated Plan (2021-2025)

Program Revenues and Expenditures

Community Development Block Grant					
Funding Source: CDBG Fund 104	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134	-16.4%
Total Revenues	\$ 412,286	\$ 561,255	\$ 1,058,979	\$ 469,134	-16.4%
Expenditures					
Operating Expenditures					
Grants and Contributions	\$ 173,280	\$ 273,035	\$ 679,259	\$ 278,760	2.1%
Total Operating Expenditures	\$ 173,280	\$ 273,035	\$ 679,259	\$ 278,760	2.1%
Transfers Out					
Transfers Out	\$ 239,006	\$ 288,220	\$ 418,468	\$ 190,374	-34.0%
Total Transfers Out	\$ 239,006	\$ 288,220	\$ 418,468	\$ 190,374	-34.0%
Total Fund 104 Expenditures	\$ 412,286	\$ 561,255	\$ 1,055,727	\$ 469,134	-16.4%

Lodger's Tax Fund

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

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

The Lodger's Tax Increase Fund has been established as a Special Revenue Fund according to applicable accounting principles and standards in order 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.

2021 Revenues and Expenditures

Lodger's Tax Fund					
Funding Source: Lodger's Tax Fund 106	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ 1,706,537	\$ 1,691,881	\$ 1,057,427	\$ 1,302,748	-23.0%
Total Revenues	\$ 1,706,537	\$ 1,691,881	\$ 1,057,427	\$ 1,302,748	-23.0%
Expenditures					
Operating Expenditures					
Grants and Contributions	\$ 914,460	\$ 986,930	\$ 697,851	\$ 759,936	-23.0%
Total Operating Expenditures	\$ 914,460	\$ 986,930	\$ 697,851	\$ 759,936	-23.0%
Transfers Out					
Transfers Out	\$ 653,186	\$ 704,950	\$ 498,465	\$ 542,812	-23.0%
Total Transfers	\$ 653,186	\$ 704,950	\$ 498,465	\$ 542,812	-23.0%
Total Fund 106 Expenditures	\$ 1,567,646	\$ 1,691,880	\$ 1,196,316	\$ 1,302,748	-16.4%

First Responder Tax Fund

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

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

In the spring of 2019, the First Responder Sales Tax was authorized by the voters. In the 2020 Adopted Budget the revenues were budgeted in a special revenue fund. The expenses for operations funded by the First Responder Tax were budgeted in the General Fund with a transfer of funds from the First Responder Fund to pay for them. As 2020

progressed, it became evident to staff that budgeting and accounting for the First Responder expenses would be more transparent directly in the First Responder Fund, especially in order to calculate fund balance available for those purposes as we move into the future and the expansion of services and construction of capital is completed. In order to be consistent from the origination of the tax, the 2020 budget was amended accordingly for all First Responder expenses, and correspondingly, the Adopted 2021 budget. Financial information for the First Responder Fund will also be separately highlighted throughout this section. For presentation and comparison purposes, and for and Police and Fire Department operating budgets, both funds are combined. Because City Council legally authorizes budget by fund, they will be separately presented on the Fund Balance Worksheet and separately appropriated.

2020 Revenues and Expenditures

First Responder Tax Fund					
Funding Source: First Responder Tax Fund 107	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ -	\$ 9,120,261	\$ 7,995,118	\$ 9,484,468	4.0%
Total Revenues	\$ -	\$ 9,120,261	\$ 7,995,118	\$ 9,484,468	4.0%
Expenditures					
Labor and Benefits					
Full Time Salaries	\$ -	\$ -	\$ 633,466	\$ 2,371,256	100.0%
Benefits	-	-	540,280	984,360	100.0%
Taxes	-	-	42,043	53,628	100.0%
Other Compensations	-	-	-	752	100.0%
Total Labor and Benefits	\$ -	\$ -	\$ 1,215,789	\$ 3,409,996	100.0%
Operating Expenditures					
Contract Services	\$ -	\$ -	\$ 246	\$ 7,024	100.0%
Equipment	-	-	186,795	271,851	100.0%
Operating Supplies	-	-	12,250	11,385	100.0%
Professional Development	-	-	91,745	47,501	100.0%
Repairs	-	-	2,022	-	100.0%
Uniforms and Gear	-	-	1,754	-	100.0%
Utilities	-	-	401	-	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ 295,213	\$ 337,761	100.0%
Interfund Charges					
Facility	\$ -	\$ -	\$ -	\$ 26,110	100.0%
Fleet	-	-	-	102,806	100.0%
Fuel Charges	-	-	-	13,535	100.0%
Total Interfund Charges	\$ -	\$ -	\$ -	\$ 142,451	100.0%
Capital Outlay					
Capital Equipment	\$ -	\$ -	\$ 540,716	\$ -	100.0%
Total Capital Outlay	\$ -	\$ -	\$ 540,716	\$ -	100.0%
Transfers Out					
Transfers Out	\$ -	\$ 8,518,885	\$ 4,840,801	\$ 6,223,406	-26.9%
Total Transfers Out	\$ -	\$ 8,518,885	\$ 4,840,801	\$ 6,223,406	-26.9%
Total Fund 107 Expenditures	\$ -	\$ 8,518,885	\$ 6,892,519	\$ 10,113,614	18.7%

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 2021 projects that are partially funded by the Parkland Expansion Funds is \$609,792 and includes:

- ❖ Horizon Park Master Plan - \$50,000
- ❖ Las Colonias Raw Water Project - \$250,000
- ❖ Las Colonias Annual Payback - \$59,792
- ❖ Blue Heron Boat Ramp Improvements - \$250,000

Program Revenues and Expenditures

Parkland Expansion Fund					
Funding Source: Parkland Expansion Fund 105	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Fines and Forfeitures	\$ 2,985	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Interest	22,352	3,700	13,638	6,173	66.8%
Other	590,621	518,000	499,000	550,000	6.2%
Total Revenues	\$ 615,958	\$ 524,200	\$ 515,138	\$ 558,673	6.6%
Expenditures					
Transfers Out					
Transfers Out	\$ 730,153	\$ 443,542	\$ 1,198,478	\$ 609,792	37.5%
Total Transfers Out	\$ 730,153	\$ 443,542	\$ 1,198,478	\$ 609,792	37.5%
Total Fund 105 Expenditures	\$ 730,153	\$ 443,542	\$ 1,198,478	\$ 609,792	18.7%



Stocker Stadium at Lincoln Park

Conservation Trust Fund

Open Space Funds account for lottery proceeds that are received from the State of Colorado and used for the development and improvement of City parks. These funds have ongoing commitments that help pay for the Stadium debt payments (\$232,663), funding for Tiara Rado Golf Course (\$120,000), and Las Colonias Park annual contribution (\$78,982).

Total Expenses for 2020 projects that are partially funded by the Conservation Trust Funds are \$347,000 and include:

- Canyon View Lighting Improvements – \$250,000
- Re-key Locks to improve safety and property protection – \$26,000
- Playground Repairs – \$25,000

Program Revenues and Expenditures

Parkland Expansion Fund					
Funding Source: Conservation Trust Fund 110	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ 747,329	\$ 780,000	\$ 632,000	\$ 780,000	0.0%
Interest	10,434	2,100	4,019	2,096	-0.2%
Total Revenues	\$ 757,763	\$ 782,100	\$ 636,019	\$ 782,096	0.0%
Expenditures					
Transfers Out					
Transfers Out	\$ 928,768	\$ 817,888	\$ 711,926	\$ 799,982	-2.2%
Total Transfers Out	\$ 928,768	\$ 817,888	\$ 711,926	\$ 799,982	-2.2%
Total Fund 110 Expenditures	\$ 928,768	\$ 817,888	\$ 711,926	\$ 799,982	-2.2%

Dos Rios General Improvement District

The Dos Rios General Improvement District (GID) is a general improvement district and a quasi-municipal corporation duly organized pursuant to Part 6, Article 25, Title 31, Colorado Revised Statutes, and Ordinance No. 4861 of the City of Grand Junction, Colorado establishing the Grand Junction Dos Rios General Improvement District. The City of Grand Junction Dos Rios General Improvement District (GID) was authorized by the November 4, 2019 election to issue debt for infrastructure improvements such as curb, gutter, sidewalk, utilities, property acquisition and site work. Additionally, to make improvements to the Riverside neighborhood park, trail connection from the neighborhood to Dos Rios, and the addition of a bicycle playground.

The main purpose of the District's budget for 2021 is to fund the infrastructure improvements in the District through the issuance of debt. The debt is expected to be issued in the first part of 2021 with completion of the infrastructure in June 2021. The 2021 budget reflects a \$10.7 million project that will complete all of the necessary infrastructure in order for the area to be developed into a beautiful riverfront destination to live, work, and play. The infrastructure will create the foundation for public/private partnerships for the redevelopment. With the infrastructure in place, the property is ready for redevelopment and will leverage market demand occurring in industry sections.

District Revenues and Expenditures

Grand Junction Dos Rios					
Funding Source: GJ Dos Rios GID Fund	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Taxes	\$ -	\$ -	\$ -	\$ 2,514	100.0%
Capital Proceeds	-	-	13,133,963	14,280,000	100.0%
Total Revenues	\$ -	\$ -	\$ 13,133,963	\$ 14,282,514	100.0%
Expenditures					
Operating Expenditures					
Charges and Fees	\$ -	\$ -	\$ 500,000	\$ 535,600	100.0%
Total Operating Expenditures	\$ -	\$ -	\$ 500,000	\$ 500,000	100.0%
Capital Outlay					
Land	\$ -	\$ -	\$ -	\$ 10,700,000	100.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 10,700,000	100.0%
Debt Service					
Interest Expense	\$ -	\$ -	\$ 600,000	\$ 725,305	100.0%
Total Debt Service	\$ -	\$ -	\$ 600,000	\$ 725,305	100.0%
Transfers Out					
Transfers Out	\$ -	\$ -	\$ 5,568,708	\$ 5,065,255	100.0%
Total Transfers Out	\$ -	\$ -	\$ 5,568,708	\$ 5,065,255	100.0%
Total GID Expenditures	\$ -	\$ -	\$ 6,668,708	\$ 17,026,160	100.0%



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DEBT SERVICE FUNDS

General Debt Service Fund

The General Debt Service fund is used to account for all resources which are being accumulated for general long-term debt principal and interest payments maturing in future years, other than long-term debt accounted for in enterprise and internal service funds or where a separate debt service fund is legally mandated.

General Debt Service Fund					
Funding Source: General Debt Service Fund 610	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Intergovernmental	\$ 724,725	\$ 16,826	\$ 16,826	\$ -	-100.0%
Interest	2,220	-	-	-	0.0%
Capital Proceeds	39,830	-	-	-	0.0%
Transfer's In	6,006,304	6,792,856	6,474,573	6,794,876	0.0%
Total Revenues	\$ 6,773,079	\$ 6,809,682	\$ 6,474,573	\$ 6,794,876	-0.2%
Expenditures					
Operating Expenditures					
Charges and Fees	\$ 27,500	\$ 5,000	\$ 34,925	\$ 4,500	-10.0%
Total Operating Expenditures	\$ 27,500	\$ 5,000	\$ 34,925	\$ 4,500	-10.0%
Debt Service					
Interest Expense	\$ 2,585,088	\$ 2,389,371	\$ 2,520,884	\$ 3,060,376	28.1%
Principal	3,800,000	4,420,000	4,300,000	3,730,000	-15.6%
Total Debt Service	\$ 6,385,088	\$ 6,809,371	\$ 6,820,884	\$ 6,790,376	-0.3%
Total Fund 610 Expenditures	\$ 6,412,588	\$ 6,814,371	\$ 6,855,809	\$ 6,794,876	-0.3%

Grand Junction Public Finance Corporation

This fund accounts for the debt service payments incurred in the finance of open space land.

Grand Junction Public Finance Corp Debt Service Fund					
Funding Source: GJ Public Finance Debt Service Fund 614	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Interest	\$ 10,806	\$ -	\$ -	\$ -	0.0%
Capital Proceeds	300,000	300,000	300,000	400,000	33.3%
Transfer's In	230,175	231,906	204,427	300,000	29.4%
Total Revenues	\$ 540,981	\$ 531,906	\$ 504,427	\$ 700,000	31.6%
Expenditures					
Operating Expenditures					
Charges and Fees	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Total Operating Expenditures	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Debt Service					
Interest Expense	\$ 283,675	\$ 275,407	\$ 275,407	\$ 266,163	-3.4%
Principal	245,000	255,000	255,000	432,337	69.5%
Total Debt Service	\$ 528,675	\$ 530,407	\$ 530,407	\$ 698,500	31.7%
Total Fund 614 Expenditures	\$ 528,675	\$ 531,907	\$ 531,907	\$ 700,000	31.6%

Riverside Parkway Debt Fund

This fund is used to account for all resources which are being accumulated for the early retirement of the Parkway project long-term debt principal and interest payments maturing in future years.

Riverside Parkway Debt Retirement Fund					
Funding Source: Riverside Parkway Debt Retirement Fund 615	2019 Actual	2020 Adopted	2020 Projected	2021 Adopted	% Change Fr 2020 Adopted
Revenues					
Interest	\$ 137,280	\$ 148,200	\$ 80,614	\$ 35,042	-76.4%
Transfer's In	1,056,252	823,499	632,922	1,349,890	63.9%
Total Revenues	\$ 1,193,532	\$ 971,699	\$ 713,536	\$ 1,384,932	42.5%
Expenditures					
Transfers Out					
Transfers Out	\$ 3,183,617	\$ 3,156,000	\$ 3,156,000	\$ 3,000,000	-4.9%
Total Transfers Out	\$ 3,183,617	\$ 3,156,000	\$ 3,156,000	\$ 3,000,000	-4.9%
Total Fund 615 Expenditures	\$ 3,183,617	\$ 3,156,000	\$ 3,156,000	\$ 3,000,000	-4.9%



Mount Garfield Shrouded in Clouds

APPENDIX

2021 Budget Appropriation Ordinance

ORDINANCE NO. 4966

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, 2021 AND ENDING DECEMBER 31, 2021

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, 2021, and ending December 31, 2021, said sums to be derived from the various funds as indicated for the expenditures of:

Fund Name	Fund #	Appropriation
General Fund	100	\$ 79,925,168
Enhanced 911 Fund	101	\$ 2,811,488
Visit Grand Junction Fund	102	\$ 3,604,234
D.D.A. Operations	103	\$ 1,126,229
CDBG Fund	104	\$ 469,134
Parkland Expansion Fund	105	\$ 609,792
Lodgers Tax Increase Fund	106	\$ 1,302,748
First Responder Tax Fund	107	\$ 10,113,614
Conservation Trust Fund	110	\$ 799,982
Sales Tax CIP Fund	201	\$ 46,247,764
Storm Drainage Fund	202	\$ 540,000
Transportation Capacity Fund	207	\$ 20,122,000
Water Fund	301	\$ 20,679,879
Solid Waste Removal Fund	302	\$ 4,563,240
Two Rivers Convention Center Fund	303	\$ 476,874
Golf Courses Fund	305	\$ 2,062,763
Parking Authority Fund	308	\$ 660,504
Ridges Irrigation Fund	309	\$ 333,735
Information Technology Fund	401	\$ 9,298,859
Fleet and Equipment Fund	402	\$ 7,670,309
Self-Insurance Fund	404	\$ 19,192,084
Communication Center Fund	405	\$ 7,621,960
Facilities Management Fund	406	\$ 3,026,659
General Debt Service Fund	610	\$ 6,794,876
D.D.A. T.I.F. Debt Service	611	\$ 1,678,965
GJ Public Finance Corp Fund	614	\$ 700,000
Riverside Parkway Debt Retirement Fund	615	\$ 3,000,000
Cemetery Perpetual Care Fund	704	\$ 10,239
Joint Sewer Operations Fund	900	\$ 25,459,028

2020 Budget Appropriation Ordinance (Cont.)

INTRODUCED AND ORDERED PUBLISHED IN PAMPHLET FORM this 18th day of November, 2020.

TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM this 2nd day of December, 2020


President of the Council

Attest:


City Clerk



2020 Budget Appropriation Ordinance (Cont.)

I HEREBY CERTIFY THAT the foregoing Ordinance, being Ordinance No. 4966 was introduced by the City Council of the City of Grand Junction, Colorado at a regular meeting of said body held on the 18th day of November 2020 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 2nd day of December 2020, at which Ordinance No. 4966 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 4th day of December 2020.


Deputy City Clerk

Published: November 20, 2020
Published: December 4, 2020
Effective: January 3, 2021



Certificate of Participation (COP) Lease Purchase Supplemental Information



Certificate of Participation (“COP”)-Lease Purchase Supplemental Information

The City of Grand Junction has two COP issuances. One for the improvements of the stadium at Lincoln Park/Suplizio Field (“Stadium COP”) and the other for public safety facilities (“Public Safety COP”) located primarily at 6th and Ute. The useful life of the assets that were improved by the COP’s extend past the term of the lease agreements.

The Stadium COP is through the Grand Junction Public Finance Corporation with an original issuance of \$7.77 million in COP’s in 2010, however, it is anticipated that these COPs will be refinanced late 2020 increasing the principal amount to an estimated \$10.92 million including proceeds for Stadium improvements and extending the term to 2045. Therefore, the following information is based on that expectation and includes estimates. The lease payment budgeted in Fund 615 for 2021 is \$698,500. Grand Junction Baseball, Inc. partnered in the project and participates in the payment of the lease at \$300,000 per year, and Colorado Mesa University is expected to participate 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 2021 payment referenced above is \$17,436,120.

The Public Safety COP is through Zions First National Bank with an original issuance of \$34.9 million in COP’s 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 2021 is \$1,993,850. 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 2021 payment referenced is \$39,958,200.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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City of Grand Junction

Colorado

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morrill

Executive Director

Classification and Pay Plan

In 2018, The City implemented a new broader pay plan which is based on a 15-step pay range with each step increase set at 2.5%. Employees can move through the pay ranges at 2.5% step intervals based on annual acceptable performance appraisal. At times, when the market warrants, the pay plan may also include an across the board percent increase, usually at 1%. The 2021 Adopted budget includes a 2.5% increase for employees based on acceptable performance appraisals.

Classification and Pay Plan (By position classification) 2021 Adopted Budget

Position Title	Approved FTE	Pay Range (Per Month)
Customer Service	13	
Parking Services Technician	1	\$2,815 - \$3,941
Leisure Services Representative	2	\$2,815 - \$3,941
Customer Service Representative	5	\$3,111 - \$4,355
Customer Service Analyst	1	\$3,436 - \$4,810
Court Clerk	1	\$3,611 - \$5,056
Utilities Customer Service Specialist	1	\$3,611 - \$5,056
Court Administrator	1	\$4,865 - \$6,811
Customer Service Supervisor	1	\$5,113 - \$7,158
Financial Non-exempt	4	
Finance Technician	3	\$3,149 - \$4,409
Payroll Technician	0	\$3,479 - \$4,871
Taxpayer Support Specialist	1	\$3,843 - \$5,380
Financial Exempt	10	
Administrative/Financial Analyst	4	\$4,460 - \$6,244
Accountant/Analyst I	1	\$4,460 - \$6,244
Tax Compliance Officer	1	\$4,460 - \$6,244
Accountant/Analyst II	1	\$4,687 - \$6,561
Budget Coordinator	1	\$5,374 - \$7,523
Business Analyst	1	\$5,718 - \$8,005
Finance Supervisor	1	\$6,313 - \$8,838
Management and Legislative Liaison	0	\$7,729 - \$10,260
Deputy Finance Director	0	\$8,507 - \$11,910
Purchasing	3	
Warehouse Specialist	1	\$3,111 - \$4,355
Buyer	0	\$4,405 - \$6,167
Senior Buyer	2	\$4,865 - \$6,811
Purchasing Supervisor	0	\$6,235 - \$8,729
Human Resources	9	
Safety Programs Coordinator	1	\$4,629 - \$6,481
Recruiting Coordinator	1	\$4,629 - \$6,481
Benefits Coordinator	1	\$5,374 - \$7,523
Professional Development Coordinator	1	\$5,374 - \$7,523
City Recruiter	1	\$5,374 - \$7,523
Human Resources Analyst	2	\$5,374 - \$7,523

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Safety Administrator (Risk Manager)	1	\$5,934 - \$8,308
Human Resources Supervisor	1	\$6,887 - \$9,641
City Clerk	5	
Deputy City Clerk	2	\$4,351 - \$6,091
City Records Manager	1	\$5,307 - \$7,430
Management Analyst	1	\$5,307 - \$7,430
Senior Assistant to City Manager	1	\$7,420 - \$10,388
Information Technology (IT)	23	
IT Support Specialist	2	\$4,297 - \$6,015
GIS Technician	1	\$4,297 - \$6,015
Lead IT Support Specialist	1	\$4,745 - \$6,643
Information Technology Analyst	3	\$5,241 - \$7,338
GIS Analyst	2	\$5,241 - \$7,338
Systems/Network Analyst	8	\$6,083 - \$8,516
IT Business Operations Supervisor	1	\$6,718 - \$9,406
Information Technology Supervisor	4	\$6,718 - \$9,406
Chief Technology Officer	1	\$9,053 - \$12,674
Legal	2	
Staff Attorney	1	\$6,318 - \$8,838
Sr. Staff Attorney	1	\$7,329 - \$10,260
Administrative Support	19	
Administrative Assistant	6	\$3,111 - \$4,355
Sr. Administrative Assistant	9	\$3,436 - \$4,810
Administrative Specialist	4	\$3,795 - \$5,313
Marketing and Communications	8	
Visitor Center & Administrative Coordinator	1	\$3,436 - \$4,810
Content & Partner Development Coordinator	1	\$3,611 - \$5,056
Social Media Specialist	1	\$3,795 - \$5,313
Communications Specialist	1	\$4,460 - \$6,244
Department Information Coordinator	1	\$4,460 - \$6,244
Business Development Group Sales Specialist	1	\$4,629 - \$6,481
Data Analytics and Research Analyst	1	\$4,629 - \$6,481
City Public Information Manager	0	\$5,177 - \$1,247
Marketing and Data Strategy Manager	1	\$5,648 - \$7,907
Facilities	8	
Custodian	6	\$2,365 - \$3,311
Event Set-up and Maintenance Worker	0	\$2,886 - \$4,041
Facilities Maintenance Crew Leader	1	\$4,089 - \$5,724
Facilities Supervisor	1	\$5,789 - \$8,105

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Parks Maintenance	41	
Parks Equipment Operator	20	\$3,393 - \$4,751
Golf Equipment Operator	1	\$3,393 - \$4,751
Irrigation Technician	1	\$3,939 - \$5,515
Parks Crew Leader	11	\$3,939 - \$5,515
Cemetery Operations Supervisor	1	\$4,351 - \$6,091
Parks Maintenance Supervisor	5	\$5,578 - \$7,809
Golf Superintendent	1	\$5,861 - \$8,205
Parks Superintendent	1	\$6,472 - \$9,061
Public Works Maintenance and Operations	67	
Apprentice Equipment Operator	8	\$2,996 - \$4,195
Equipment Operator	15	\$3,393 - \$4,751
Pipeline Maintenance Worker	9	\$3,566 - \$4,993
Specialty Equipment Operator	19	\$3,748 - \$5,248
TV Equipment Operator	2	\$3,748 - \$5,248
Public Works/Utilities/Project Team Crew Leader	8	\$3,939 - \$5,515
Pipeline Maintenance Crew Leader	0	\$4,140 - \$5,796
Operations and Maintenance Supervisor	5	\$5,578 - \$7,809
Project Team Supervisor	1	\$5,578 - \$7,809
Traffic Signal Technician	8	
Traffic Technician	4	\$3,656 - \$5,119
Traffic Signal Technician	1	\$4,038 - \$5,653
Traffic Crew Leader	2	\$4,687 - \$6,561
Traffic Supervisor	1	\$6,313 - \$8,838
Fleet	16	
Equipment Technician (Fire)	1	\$3,310 - \$4,633
Service Technician	0	\$3,310 - \$4,633
Fleet Services Coordinator	1	\$3,479 - \$4,871
Parks Equipment Technician	0	\$3,656 - \$5,119
Automotive and Equipment Technician	11	\$3,843 - \$5,380
Automotive and Equipment Crew Leader	2	\$5,241 - \$7,338
Automotive and Equipment Supervisor	1	\$6,392 - \$8,949
Community Development	10	
Planning Technician	2	\$3,843 - \$5,380
Associate Planner	3	\$5,177 - \$7,247
Senior Planner	3	\$5,718 - \$8,805
Principal Planner	2	\$6,008 - \$8,411
Development Services Manager	0	\$7,329 - \$10,260
Community Services Manager	0	\$7,329 - \$10,260

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Public Works Inspection	9	
Utility Locator	3	\$4,089 - \$5,724
Stormwater Inspector	1	\$4,297 - \$6,015
Construction Inspector	3	\$4,516 - \$6,322
Quality Assurance Technician	0	\$4,516 - \$6,322
Cross Connection Coordinator	1	\$4,516 - \$6,322
Development Inspector	1	\$4,745 - \$6,643
Engineering Support	7	
Engineering Technician	2	\$4,297 - \$6,015
Survey Technician	1	\$4,516 - \$6,322
Sr. Engineering Technician	1	\$4,745 - \$6,643
Transportation Systems Analyst	1	\$4,987 - \$6,982
Transportation Systems Analyst II	1	\$5,510 - \$7,714
City Surveyor	1	\$5,789 - \$8,105
Engineering	10	
Engineering Specialist	0	\$5,441 - \$7,618
Utilities Asset Management Specialist	1	\$5,718 - \$8,805
Project Engineer	8	\$6,635 - \$9,209
Engineering Program Supervisor	0	\$7,702 - \$10,783
Engineering Manager	1	\$8,941 - \$12,517
Police Records	9	
Police Records Specialist	7	\$3,269 - \$4,577
Lead Police Records Specialist	1	\$3,611 - \$5,056
Police Records Supervisor	1	\$4,865 - \$6,811
Comm Center Non-Exempt	55	
Emergency Communications Specialist I	9	\$3,393 - \$4,751
Emergency Communications Specialist II	37	\$3,939 - \$5,515
Quality Assurance Analyst	1	\$4,351 - \$6,091
Admin/QA Supervisor	1	\$5,307 - \$7,430
Dispatch Supervisor	7	\$5,307 - \$7,430
Police Civilian – Non-exempt	22	
Audio Clerk	0	\$3,111 - \$4,751
Parking Compliance Officer	2	\$3,149 - \$4,409
Code Compliance Officer	2	\$3,843 - \$5,380
Evidence Technician	4	\$3,843 - \$5,380
Lead Evidence Technician	1	\$4,244 - \$5,941
Police Services Technician	9	\$4,244 - \$5,941
Digital Forensic Analyst	2	\$5,861 - \$8,205
Criminalist	2	\$5,861 - \$8,205

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Police Civilian – Exempt	5	
Volunteer Coordinator	1	\$4,351 - \$6,091
Victims Services Coordinator	1	\$4,351 - \$6,091
Crime Analyst	1	\$4,805 - \$6,726
Crime Lab Supervisor	1	\$6,158 - \$8,621
Communications Center Manager	1	\$8,402 - \$11,763
Police Sworn	121	
Police Officer	94	\$5,177 - \$7,247
Corporal	9	\$5,718 - \$8,005
Police Sergeant	18	\$6,313 - \$8,838
Police Administration/Management	9	
Police Commander (Lt)	7	\$8,402 - \$11,763
Deputy Police Chief (Captain)	2	\$9,280 - \$12,992
EMS	22	
EMT – Non-Sworn (2080)	4	\$3,072 - \$4,301
EMT – Sworn	6	\$4,297 - \$6,015
Paramedic – Non-Sworn (2080)	3	\$3,566 - \$4,993
Paramedic	6	\$4,987 - \$6,982
EMS Officer	3	\$5,789 - \$8,105
Fire Sworn	109	
Firefighter	37	\$4,745 - \$6,643
Fire Engineer	18	\$5,241 - \$7,338
Firefighter/Paramedic	36	\$5,241 - \$7,338
Fire Unit Supervisor (Captain)	18	\$6,083 - \$8,516
Fire Administration/Management	18	
Community Outreach Specialist	3	\$5,374 - \$7,523
Fire Inspector	2	\$5,374 - \$7,523
Fire Prevention Officer	3	\$5,934 - \$8,308
Training Officer	2	\$6,887 - \$9,641
Fire Marshal	1	\$7,238 - \$10,133
Admin Fire Officer (Battalion Chief-2912)	3	\$7,994 - \$11,192
Admin Fire Officer (Battalion Chief-2080)	2	\$7,994 - \$11,192
Deputy Fire Chief (Ops & Admin)	2	\$9,280 - \$12,992
Recreation/Golf	10	
2 nd Assistant Golf Professional	0	\$2,996 - \$4,195
1 st Assistant Golf Professional	2	\$3,702 - \$5,183
Head Golf Pro	0	\$5,000 - \$5,000
Recreation Coordinator	5	\$4,140 - \$5,796
Director of Golf	1	\$6,917 - \$6,917
Recreation Supervisor	2	\$5,578 - \$7,809
Parks & Recreation Deputy Director	1	\$8,507 - \$11,910

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Plant Maintenance	10	
Plant Mechanic	4	\$4,297 - \$6,015
Plant Electrician	1	\$4,297 - \$6,015
Lead Plant Mechanic	2	\$4,745 - \$6,543
Electronics Specialist	2	\$5,241 - \$7,338
WW Plant Maintenance Supervisor	1	\$6,392 - \$8,949
Utilities Operations	16	
Stationary Equipment Operator	2	\$4,038 - \$5,653
Wastewater Plant Operator	4	\$4,460 - \$6,244
Water Plant Operator	4	\$4,460 - \$6,244
Water Quality Specialist	2	\$4,687 - \$6,561
Lead Wastewater Plant Operator	1	\$4,926 - \$6,897
Lead Water plant Operator	1	\$4,926 - \$6,897
Wastewater Operations Supervisor	1	\$6,008 - \$8,411
Water Operations Supervisor	0	\$6,008 - \$8,411
Water Supply Supervisor	1	\$6,008 - \$8,411
Laboratory	8	
Laboratory Technician	1	\$3,702 - \$5,183
Laboratory Analyst	0	\$4,516 - \$6,322
Industrial Pretreatment Specialist	2	\$4,745 - \$6,643
Laboratory Chemist	3	\$4,987 - \$6,982
Industrial Pretreatment Supervisor	1	\$6,083 - \$8,516
Laboratory Supervisor	1	\$6,083 - \$8,516
Public Works & Utilities Management	3	
Environmental Lab Manager	0	\$6,718 - \$9,406
Streets and Solid Waste Manager	1	\$7,420 - \$10,388
Wastewater Services Manager	1	\$7,420 - \$10,388
Water Services Manager	1	\$7,420 - \$10,388
Executive	14	
City Manager	1	\$18,658/Mo.
City Attorney	1	\$16,068/Mo.
Fire Chief	1	\$12,949/Mo.
Police Chief	1	\$12,949/Mo.
Finance Director	1	\$12,039/Mo.
Utilities Director	1	\$11,615/Mo.
Public Works Director	1	\$11,162/Mo.
Parks and Recreation Director	1	\$10,781/Mo.
General Services Director	1	\$10,834/Mo.
Human Resources Director	1	\$10,350/Mo.
Assistant City Attorney	1	\$10,273/Mo.
Community Development Director	1	\$10,019/Mo.
Visit Grand Junction Director	1	\$10,019/Mo.
City Clerk	1	\$9,107/Mo.
Total Authorized FTE's	703	

**Classification and Pay Plan
(By position classification)
2021 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Downtown Development Authority and BID	3	
Senior Administrative Assistant	0	\$6,718 - \$9,406
Downtown Event Coordinator	1	\$7,420 - \$10,388
Community Engagement Manager (BID)	1	\$7,420 - \$10,388
DDA Director	1	\$7,420 - \$10,388



View of sunrise from the Lincoln Park Stadium

2021 Adopted Positions by Fund, by Department

The table below shows all full time adopted positions included in the 2021 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.
2. All lines highlighted in pink on this table are regular part time positions and are not included in the total FTE count adopted by City Council of 708 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 708 Positions

Department	Fund	Position #	Position Title	Total Salary and Benefits
GENERAL FUND POSITIONS				
01-110 - City Manager	100	100001	City Manager	\$ 291,262
01-110 - City Manager	100	100467	Communications Specialist	80,524
01-110 - City Manager	100	100678	Administrative Specialist	71,962
01-110 - City Manager	100	102102	Sr. Asst. to the City Manager	116,760
01-110 - City Manager	100	102275	Management Analyst	81,937
01-110 - City Manager Total				\$ 642,445
01-120 - City Attorney	100	100005	Assistant City Attorney	\$ 155,183
01-120 - City Attorney	100	100006	City Attorney	250,517
01-120 - City Attorney	100	100561	Senior Staff Attorney	132,657
01-120 - City Attorney	100	100663	Sr. Administrative Assistant	58,608
01-120 - City Attorney	100	102024	Staff Attorney	126,503
01-120 - City Attorney	100	102306	Senior Staff Attorney - Pub Safe	138,251
01-120 - City Attorney Total				\$ 861,719
01-130 - City Clerk	100	100009	Deputy City Clerk	\$ 76,152
01-130 - City Clerk	100	100010	City Clerk	138,693
01-130 - City Clerk	100	102130	City Records Manager	107,367
01-130 - City Clerk	100	102141	Deputy City Clerk	94,181
01-130 - City Clerk	100	102148	Administrative Assistant	64,215
01-130 - City Clerk Total				\$ 480,608
01-140 - Human Resources	100	100028	Human Resources Director	\$ 162,931
01-140 - Human Resources	100	100033	Human Resources Analyst	75,219
01-140 - Human Resources	100	100671	Benefits Specialist	85,069
01-140 - Human Resources	100	100790	Sr. Administrative Assistant	55,447
01-140 - Human Resources	100	100825	Professional Development Coordinator	94,235
01-140 - Human Resources	100	100865	Human Resources Analyst	75,219
01-140 - Human Resources	100	102025	Sr. Administrative Assistant	45,591
01-140 - Human Resources	100	102091	Human Resources Supervisor	117,369
01-140 - Human Resource Total				\$ 711,080
01-160 - General Services	100	100012	General Services Director	\$ 166,238
01-160 - General Services	100	100233	Project Team Supervisor	123,346
01-160 - General Services	100	100271	Apprentice Equipment Operator	52,760
01-160 - General Services	100	100274	Equipment Operator	50,626
01-160 - General Services	100	100496	Business Analyst	97,307
01-160 - General Services	100	100529	Equipment Operator	60,727
01-160 - General Services	100	100600	Apprentice Equipment Operator	52,770
01-160 - General Services	100	100601	Apprentice Equipment Operator	53,338
01-160 - General Services	100	100602	Apprentice Equipment Operator	64,589
01-160 - General Services	100	100604	Apprentice Equipment Operator	44,469
01-160 - General Services	100	100606	Specialty Equipment Operator	59,366
01-160 - General Services	100	100607	Specialty Equipment Operator	59,366
01-160 - General Services	100	100639	Apprentice Equipment Operator	60,405

Department	Fund	Position #	Position Title	Total Salary and Benefits
01-160 - General Services	100	100650	Project Team Crew Leader	89,702
01-160 - General Services	100	100652	Apprentice Equipment Operator	52,760
01-160 - General Services	100	102136	Specialty Equipment Operator	87,598
01-160 - General Services	100	102277	Project Team Crew Leader	78,830
01-160 - General Services	100	102278	Equipment Operator	54,329
01-160 - General Services	100	102279	Apprentice Equipment Operator	49,860
01-160 - General Services	100	102280	Project Team Crew Leader	79,342
01-160 - General Services Total				\$ 1,437,728
01-220 - Purchasing	100	100360	Parking Services Technician	\$ 71,850
01-220 - Purchasing	100	100515	Senior Buyer	89,013
01-220 - Purchasing	100	100883	Senior Buyer	102,447
01-220 - Purchasing	100	102187	Buyer	81,974
01-220 - Purchasing Total				\$ 345,284
01-220-035 - Warehouse	100	100757	Warehouse Specialist	\$ 60,432
01-220-035 - Warehouse Total				\$ 60,432
01-610 - Community Development	100	100235	Project Engineer	\$ 125,945
01-610 - Community Development	100	100249	Associate Planner	110,092
01-610 - Community Development	100	100251	Sr. Planner	100,042
01-610 - Community Development	100	100252	Principal Planner	122,871
01-610 - Community Development	100	100470	Planning Technician	53,856
01-610 - Community Development	100	100471	Sr. Planner	100,042
01-610 - Community Development	100	100535	Project Engineer	122,297
01-610 - Community Development	100	100583	Sr. Planner/Outreach Specialist	100,042
01-610 - Community Development	100	100702	Principal Planner	125,757
01-610 - Community Development	100	102027	Sr. Planner	107,477
01-610 - Community Development	100	102093	Planning Technician	75,239
01-610 - Community Development	100	102097	Planning Supervisor	128,372
01-610 - Community Development	100	102226	Community Development Director	167,496
01-610 - Community Development Total				\$ 1,439,528
02-200 - Finance Administration	100	100514	Finance Director	\$ 197,326
02-200 - Finance Administration	100	102166	FR - Grant Coordinator	82,736
02-200 - Finance Administration	100	102229	Budget Coordinator	108,538
02-200 - Finance Administration	100	102290	Admin Financial Analyst	70,786
02-200 - Finance Administration	100	102317	Deputy Finance Director	106,016
02-200 - Finance Administration Total				\$ 565,402
02-210 - Budget and Accounting	100	100018	Finance Technician	\$ 63,909
02-210 - Budget and Accounting	100	100588	Finance Supervisor	130,419
02-210 - Budget and Accounting	100	100590	Accountant/Analyst II	96,531
02-210 - Budget and Accounting	100	102222	Reg PT Accountant/Analyst (3/4)	66,796
02-210 - Budget and Accounting	100	102233	Admin Financial Analyst	82,736
02-210 - Budget and Accounting Total				\$ 440,391
02-250 - Revenue	100	102186	Tax Compliance Officer	92,816
02-250 - Revenue	100	102199	Taxpayer Support Specialist	83,221
02-250 - Revenue Total				\$ 176,037
02-260 - Municipal/Teen Court	100	100508	Court Clerk	\$ 54,270
02-260 - Municipal/Teen Court	100	100931	Reg PT Court Clerk (3/4)	46,447
02-260 - Municipal/Teen Court	100	102094	Court Administrator	89,585
02-260 - Municipal/Teen Court Total				\$ 190,302
04-400 - Police Administration	100	100016	Admin Financial Analyst	\$ 89,778
04-400 - Police Administration	100	100037	Police Chief	217,532
04-400 - Police Administration	100	100039	Deputy Police Chief (Captain)	173,057
04-400 - Police Administration	100	100088	Deputy Police Chief (Captain)	169,235
04-400 - Police Administration	100	100680	Sr. Administrative Assistant	76,299
04-400 - Police Administration	100	100684	Administrative Specialist	72,267
04-400 - Police Administration	100	100852	Sr. Administrative Assistant	78,209

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-400 - Police Administration	100	100885	Dept. Information Coordinator	62,423
04-400 - Police Administration	100	102251	Community Outreach Specialist	110,007
04-400 - Police Administration Total				\$ 1,048,807
04-410-060 – Police Operations/Patrols	100	100035	Police Commander (Lt)	153,265
04-410-060 – Police Operations/Patrols	100	100040	Police Officer	110,709
04-410-060 – Police Operations/Patrols	100	100041	Police Officer	89,890
04-410-060 – Police Operations/Patrols	100	100042	Police Sergeant	124,909
04-410-060 – Police Operations/Patrols	100	100043	Police Officer	98,664
04-410-060 – Police Operations/Patrols	100	100045	Police Sergeant	127,248
04-410-060 – Police Operations/Patrols	100	100046	Police Officer	112,610
04-410-060 – Police Operations/Patrols	100	100047	Police Officer	110,719
04-410-060 – Police Operations/Patrols	100	100048	Police Officer	112,610
04-410-060 – Police Operations/Patrols	100	100049	Police Commander (Lt)	152,230
04-410-060 – Police Operations/Patrols	100	100050	Police Officer	92,685
04-410-060 – Police Operations/Patrols	100	100052	Police Officer	98,664
04-410-060 – Police Operations/Patrols	100	100053	Police Officer	110,719
04-410-060 – Police Operations/Patrols	100	100054	Police Officer	104,218
04-410-060 – Police Operations/Patrols	100	100058	Police Officer	101,579
04-410-060 – Police Operations/Patrols	100	100059	Police Officer	98,184
04-410-060 – Police Operations/Patrols	100	100063	Police Sergeant	127,248
04-410-060 – Police Operations/Patrols	100	100065	Police Officer	112,610
04-410-060 – Police Operations/Patrols	100	100067	Police Officer	98,664
04-410-060 – Police Operations/Patrols	100	100068	Police Officer	109,226
04-410-060 – Police Operations/Patrols	100	100070	Police Officer	76,662
04-410-060 – Police Operations/Patrols	100	100071	Police Officer	98,134
04-410-060 – Police Operations/Patrols	100	100073	Police Services Technician	74,724
04-410-060 – Police Operations/Patrols	100	100075	Police Services Technician	90,210
04-410-060 – Police Operations/Patrols	100	100076	Police Officer	112,375
04-410-060 – Police Operations/Patrols	100	100077	Police Officer	84,710
04-410-060 – Police Operations/Patrols	100	100081	Police Officer	112,600
04-410-060 – Police Operations/Patrols	100	100082	Police Officer	112,188
04-410-060 – Police Operations/Patrols	100	100084	Police Officer	90,670
04-410-060 – Police Operations/Patrols	100	100092	Police Officer	104,078
04-410-060 – Police Operations/Patrols	100	100093	Police Officer	98,144
04-410-060 – Police Operations/Patrols	100	100094	Police Officer	98,664
04-410-060 – Police Operations/Patrols	100	100095	Police Officer	99,176
04-410-060 – Police Operations/Patrols	100	100096	Police Officer	104,218
04-410-060 – Police Operations/Patrols	100	100097	Police Commander (Lt)	155,995
04-410-060 – Police Operations/Patrols	100	100098	Police Officer	84,710
04-410-060 – Police Operations/Patrols	100	100099	Police Sergeant	125,985
04-410-060 – Police Operations/Patrols	100	100102	Police Officer	109,236
04-410-060 – Police Operations/Patrols	100	100103	Police Officer	103,595
04-410-060 – Police Operations/Patrols	100	100104	Police Sergeant	129,258
04-410-060 – Police Operations/Patrols	100	100105	Police Officer	111,453
04-410-060 – Police Operations/Patrols	100	100108	Police Officer	105,028
04-410-060 – Police Operations/Patrols	100	100110	Police Sergeant	127,611
04-410-060 – Police Operations/Patrols	100	100111	Police Officer	112,600
04-410-060 – Police Operations/Patrols	100	100125	Police Officer	105,973
04-410-060 – Police Operations/Patrols	100	100127	Police Officer	92,682
04-410-060 – Police Operations/Patrols	100	100259	Parking Compliance Officer	49,999
04-410-060 – Police Operations/Patrols	100	100475	Police Services Technician	81,726
04-410-060 – Police Operations/Patrols	100	100477	Police Officer	103,595
04-410-060 – Police Operations/Patrols	100	100526	Police Officer	98,664
04-410-060 – Police Operations/Patrols	100	100527	Police Officer	110,719
04-410-060 – Police Operations/Patrols	100	100556	Police Sergeant	128,877

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-410-060 – Police Operations/Patrols	100	100557	Police Officer	109,236
04-410-060 – Police Operations/Patrols	100	100558	Police Officer	91,118
04-410-060 – Police Operations/Patrols	100	100577	Police Services Technician	63,960
04-410-060 – Police Operations/Patrols	100	100781	Police Officer	94,251
04-410-060 – Police Operations/Patrols	100	100782	Police Services Technician	82,238
04-410-060 – Police Operations/Patrols	100	100803	Police Officer	107,148
04-410-060 – Police Operations/Patrols	100	100813	Police Officer	80,827
04-410-060 – Police Operations/Patrols	100	100831	Police Officer	109,236
04-410-060 – Police Operations/Patrols	100	100878	Police Officer	92,163
04-410-060 – Police Operations/Patrols	100	100969	Reg PT 1/2 Police Services Tech	35,428
04-410-060 – Police Operations/Patrols	100	102020	Police Commander (Lt)	140,650
04-410-060 – Police Operations/Patrols	100	102042	Corporal	118,767
04-410-060 – Police Operations/Patrols	100	102043	Corporal	113,984
04-410-060 – Police Operations/Patrols	100	102044	Corporal	108,298
04-410-060 – Police Operations/Patrols	100	102045	Corporal	95,826
04-410-060 – Police Operations/Patrols	100	102046	Corporal	117,318
04-410-060 – Police Operations/Patrols	100	102047	Corporal	118,767
04-410-060 – Police Operations/Patrols	100	102048	Corporal	117,308
04-410-060 – Police Operations/Patrols	100	102064	Police Sergeant	127,170
04-410-060 – Police Operations/Patrols	100	102067	Police Officer	107,158
04-410-060 – Police Operations/Patrols	100	102068	Police Officer	109,236
04-410-060 – Police Operations/Patrols	100	102085	Police Sergeant	127,238
04-410-060 – Police Operations/Patrols	100	102087	Police Officer	104,842
04-410-060 – Police Operations/Patrols	100	102088	Police Officer	84,198
04-410-060 – Police Operations/Patrols	100	102089	Police Officer	112,375
04-410-060 – Police Operations/Patrols	100	102095	Police Officer	91,242
04-410-060 – Police Operations/Patrols	100	102100	Police Officer	79,093
04-410-060 – Police Operations/Patrols	100	102101	Police Officer	80,827
04-410-060 – Police Operations/Patrols	100	102103	Police Officer	76,662
04-410-060 – Police Operations/Patrols	100	102104	Police Officer	107,158
04-410-060 – Police Operations/Patrols	100	102107	Police Services Technician	71,937
04-410-060 – Police Operations/Patrols	100	102111	Police Officer	77,196
04-410-060 – Police Operations/Patrols	100	102163	Corporal	110,671
04-410-060 – Police Operations/Patrols	100	102170	Police Officer	94,508
04-410-060 – Police Operations/Patrols	100	102171	Police Officer	82,324
04-410-060 – Police Operations/Patrols	100	102172	Police Officer	79,093
04-410-060 – Police Operations/Patrols	100	102227	Police Officer	92,692
04-410-060 – Police Operations/Patrols	100	102234	Police Officer	95,831
04-410-060 – Police Operations/Patrols	100	102235	Police Officer	84,710
04-410-060 – Police Operations/Patrols	100	102237	Police Officer	84,198
04-410-060 – Police Operations/Patrols	100	102242	Police Officer	90,721
04-410-060 – Police Operations/Patrols	100	102243	Police Officer	80,827
04-410-060 – Police Operations/Patrols	100	102244	Police Officer	102,147
04-410-060 – Police Operations/Patrols	100	102250	Parking Compliance Officer	69,635
04-410-060 – Police Operations/Patrols	100	102262	Police Officer	82,122
04-410-060 – Police Operations/Patrols	100	102263	Police Officer	80,827
04-410-060 – Police Operations/Patrols	100	102264	Police Officer	78,703
04-410-060 – Police Operations/Patrols	100	102265	Police Officer	82,836
04-410-060 – Police Operations/Patrols	100	102266	Corporal	113,944
04-410-060 – Police Operations/Patrols Total				\$ 10,199,554
04-410-070 – Police Victim’s Assistance	100	100574	Victims Services Coordinator	\$ 63,995
04-410-070 – Police Victim’s Assistance Total				\$ 63,995
04-410-080 – Police Operations/CAP/SRO	100	100051	Police Officer	\$ 110,719
04-410-080 – Police Operations/CAP/SRO	100	100056	Police Officer	111,634
04-410-080 – Police Operations/CAP/SRO	100	100072	Police Officer	112,600

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-410-080 – Police Operations/CAP/SRO	100	100074	Police Officer	112,610
04-410-080 – Police Operations/CAP/SRO	100	100079	Police Officer	112,600
04-410-080 – Police Operations/CAP/SRO	100	100087	Police Sergeant	125,753
04-410-080 – Police Operations/CAP/SRO	100	102174	Police Officer	110,719
04-410-080 – Police Operations/CAP/SRO Total				\$ 796,635
04-420 – Police Professional Standards	100	100069	Police Commander (Lt)	\$ 141,455
04-420 – Police Professional Standards	100	100107	Police Sergeant	123,874
04-420 – Police Professional Standards	100	100126	Police Officer	110,287
04-420 – Police Professional Standards	100	100815	Police Sergeant	124,883
04-420 – Police Professional Standards	100	102140	Administrative Assistant	75,886
04-420 – Police Professional Standards	100	102143	Recruiting Coordinator	81,781
04-420 – Police Professional Standards	100	102185	Volunteer Coordinator	57,615
04-420 – Police Professional Standards Total				\$ 715,781
04-430-065 – Police Support Services/Investigations	100	100055	Police Officer	\$ 109,226
04-430-065 – Police Support Services/Investigations	100	100057	Police Officer	109,236
04-430-065 – Police Support Services/Investigations	100	100060	Police Officer	109,236
04-430-065 – Police Support Services/Investigations	100	100061	Police Officer	104,816
04-430-065 – Police Support Services/Investigations	100	100064	Police Sergeant	132,632
04-430-065 – Police Support Services/Investigations	100	100066	Police Sergeant	132,632
04-430-065 – Police Support Services/Investigations	100	100078	Police Officer	106,001
04-430-065 – Police Support Services/Investigations	100	100085	Police Officer	112,610
04-430-065 – Police Support Services/Investigations	100	100086	Police Officer	109,236
04-430-065 – Police Support Services/Investigations	100	100090	Police Commander (Lt)	155,401
04-430-065 – Police Support Services/Investigations	100	100106	Police Officer	109,236
04-430-065 – Police Support Services/Investigations	100	100113	Police Officer	112,610
04-430-065 – Police Support Services/Investigations	100	100478	Police Officer	98,664
04-430-065 – Police Support Services/Investigations	100	100564	Police Services Technician	79,760
04-430-065 – Police Support Services/Investigations	100	100662	Reg PT Admin Assistant (3/4)	40,400
04-430-065 – Police Support Services/Investigations	100	100812	Police Officer	110,719
04-430-065 – Police Support Services/Investigations	100	100830	Police Officer	112,610
04-430-065 – Police Support Services/Investigations	100	102049	Crime Analyst	102,125
04-430-065 – Police Support Services/Investigations	100	102090	Police Officer	107,148
04-430-065 – Police Support Services/Investigations	100	102109	Police Services Technician	75,156
04-430-065 – Police Support Services/Investigations	100	102173	Police Officer	110,719
04-430-065 – Police Support Services/Investigations	100	102220	Police Services Technician	90,210
04-430-065 – Police Support Services/Investigations	100	102221	Police Sergeant	119,352
04-430-065 – Police Support Svcs/Investigations Total				\$ 2,449,735
04-430-085 – Police Support Services/Records	100	100691	Police Records Supervisor	\$ 99,634
04-430-085 – Police Support Services/Records	100	100694	Police Records Specialist	78,649
04-430-085 – Police Support Services/Records	100	100695	Police Records Specialist	77,693
04-430-085 – Police Support Services/Records	100	100696	Police Records Specialist	78,659
04-430-085 – Police Support Services/Records	100	100697	Police Records Specialist	73,207
04-430-085 – Police Support Services/Records	100	100698	Police Records Specialist	77,683
04-430-085 – Police Support Services/Records	100	100783	Police Records Specialist	53,547
04-430-085 – Police Support Services/Records Total				\$ 539,072
04-430-090 – Police Support Services/Lab & Prop	100	100124	Evidence Technician	\$ 60,865
04-430-090 – Police Support Services/Lab & Prop	100	100688	Criminalist	117,509
04-430-090 – Police Support Services/Lab & Prop	100	100689	Digital Forensic Analyst	101,971
04-430-090 – Police Support Services/Lab & Prop	100	102011	Criminalist	117,057
04-430-090 – Police Support Services/Lab & Prop	100	102106	Evidence Technician	82,488
04-430-090 – Police Support Services/Lab & Prop	100	102157	Digital Forensic Analyst	121,014
04-430-090 – Police Support Services/Lab & Prop	100	102184	Evidence Technician	80,496
04-430-090 – Police Support Services/Lab & Prop	100	102219	Crime Lab Supervisor	132,292
04-430-090 – Police Support Services/Lab & Prop Total				\$ 813,692

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-430-095 – Police Support Services/Code Enforcement	100	100833	Code Compliance Officer	\$ 89,233
04-430-095 – Police Support Svcs/Code Enforce Total				\$ 89,233
05-500 – Fire Administration	100	100131	Fire Chief	\$ 205,951
05-500 – Fire Administration	100	100190	Deputy Fire Chief	163,994
05-500 – Fire Administration	100	100491	Fire Inspector/Investigator	105,382
05-500 – Fire Administration	100	100538	Administrative Fire Officer	144,569
05-500 – Fire Administration	100	100661	Administrative Assistant	61,509
05-500 – Fire Administration	100	100681	Sr. Administrative Assistant	69,910
05-500 – Fire Administration	100	100685	Sr. Administrative Assistant	70,637
05-500 – Fire Administration	100	100721	Training Officer	129,525
05-500 – Fire Administration	100	100722	Fire Prevention Specialist	100,437
05-500 – Fire Administration	100	100723	Fire Prevention Specialist	107,445
05-500 – Fire Administration	100	102028	Fire Prevention Specialist	102,801
05-500 – Fire Administration	100	102147	Deputy Fire Chief	147,961
05-500 – Fire Administration	100	102196	Fire Marshal	145,829
05-500 – Fire Administration	100	102206	Administrative Fire Officer	143,290
05-500 – Fire Administration	100	102224	Community Outreach Specialist	108,714
05-500 – Fire Administration	100	102225	Community Outreach Specialist	102,077
05-500 – Fire Administration Total				\$ 1,910,031
05-510 – Fire Operations	100	100134	Firefighter	\$ 87,136
05-510 – Fire Operations	100	100136	Fire Engineer	114,460
05-510 – Fire Operations	100	100138	Firefighter	109,034
05-510 – Fire Operations	100	100139	Firefighter	105,953
05-510 – Fire Operations	100	100142	Fire Unit Supervisor	131,331
05-510 – Fire Operations	100	100143	Fire Unit Supervisor	131,341
05-510 – Fire Operations	100	100146	Firefighter/Paramedic	109,467
05-510 – Fire Operations	100	100149	Fire Unit Supervisor	125,879
05-510 – Fire Operations	100	100151	Administrative Fire Officer	146,041
05-510 – Fire Operations	100	100152	Firefighter	85,804
05-510 – Fire Operations	100	100153	Firefighter/Paramedic	111,153
05-510 – Fire Operations	100	100154	Firefighter/Paramedic	112,730
05-510 – Fire Operations	100	100156	Fire Unit Supervisor	112,066
05-510 – Fire Operations	100	100157	Firefighter/Paramedic	97,620
05-510 – Fire Operations	100	100158	Firefighter/Paramedic	86,920
05-510 – Fire Operations	100	100159	Firefighter/Paramedic	109,467
05-510 – Fire Operations	100	100160	Firefighter/Paramedic	77,662
05-510 – Fire Operations	100	100163	Firefighter/Paramedic	118,497
05-510 – Fire Operations	100	100164	Firefighter	93,557
05-510 – Fire Operations	100	100165	Fire Engineer	116,114
05-510 – Fire Operations	100	100166	Firefighter	107,436
05-510 – Fire Operations	100	100167	Fire Unit Supervisor	133,339
05-510 – Fire Operations	100	100168	Firefighter/Paramedic	71,044
05-510 – Fire Operations	100	100169	Fire Engineer	116,114
05-510 – Fire Operations	100	100170	Fire Engineer	108,192
05-510 – Fire Operations	100	100171	Fire Engineer	111,566
05-510 – Fire Operations	100	100172	Firefighter	103,828
05-510 – Fire Operations	100	100173	Firefighter/Paramedic	77,662
05-510 – Fire Operations	100	100174	Fire Unit Supervisor	121,003
05-510 – Fire Operations	100	100175	Fire Engineer	104,919
05-510 – Fire Operations	100	100176	Firefighter	78,376
05-510 – Fire Operations	100	100177	Firefighter/Paramedic	76,307
05-510 – Fire Operations	100	100178	Fire Unit Supervisor	134,978
05-510 – Fire Operations	100	100179	Fire Engineer	111,566
05-510 – Fire Operations	100	100180	Fire Unit Supervisor	131,448

Department	Fund	Position #	Position Title	Total Salary and Benefits
05-510 – Fire Operations	100	100181	Administrative Fire Officer	140,085
05-510 – Fire Operations	100	100182	Fire Engineer	110,652
05-510 – Fire Operations	100	100183	Fire Unit Supervisor	119,112
05-510 – Fire Operations	100	100184	Fire Engineer	114,223
05-510 – Fire Operations	100	100185	Firefighter/Paramedic	71,758
05-510 – Fire Operations	100	100186	Firefighter	91,378
05-510 – Fire Operations	100	100187	Fire Engineer	114,223
05-510 – Fire Operations	100	100192	Fire Unit Supervisor	127,967
05-510 – Fire Operations	100	100193	Administrative Fire Officer	142,898
05-510 – Fire Operations	100	100450	Fire Unit Supervisor	117,917
05-510 – Fire Operations	100	100549	Firefighter	80,719
05-510 – Fire Operations	100	100553	Firefighter	75,795
05-510 – Fire Operations	100	100578	Firefighter/Paramedic	105,162
05-510 – Fire Operations	100	100817	Firefighter/Paramedic	102,168
05-510 – Fire Operations	100	100820	Fire Engineer	114,223
05-510 – Fire Operations	100	100821	Fire Engineer	110,662
05-510 – Fire Operations	100	100822	Fire Unit Supervisor	132,725
05-510 – Fire Operations	100	100828	Firefighter	109,337
05-510 – Fire Operations	100	100829	Firefighter/Paramedic	77,662
05-510 – Fire Operations	100	100836	Firefighter/Paramedic	118,497
05-510 – Fire Operations	100	100837	Firefighter/Paramedic	101,788
05-510 – Fire Operations	100	100838	Firefighter/Paramedic	99,710
05-510 – Fire Operations	100	100866	Fire Unit Supervisor	122,628
05-510 – Fire Operations	100	100867	Fire Unit Supervisor	127,415
05-510 – Fire Operations	100	100868	Fire Unit Supervisor	132,725
05-510 – Fire Operations	100	100869	Fire Engineer	112,661
05-510 – Fire Operations	100	100870	Fire Engineer	116,114
05-510 – Fire Operations	100	100871	Fire Engineer	116,104
05-510 – Fire Operations	100	100872	Firefighter/Paramedic	102,168
05-510 – Fire Operations	100	100873	Firefighter/Paramedic	83,339
05-510 – Fire Operations	100	100874	Firefighter/Paramedic	76,307
05-510 – Fire Operations	100	100889	Firefighter	107,192
05-510 – Fire Operations	100	100891	Firefighter	75,795
05-510 – Fire Operations	100	100892	Firefighter	106,967
05-510 – Fire Operations	100	100893	Firefighter	100,650
05-510 – Fire Operations	100	102061	Firefighter	88,230
05-510 – Fire Operations	100	102062	Firefighter/Paramedic	102,168
05-510 - Fire Operations	100	102069	Firefighter	102,653
05-510 - Fire Operations	100	102072	Firefighter	79,611
05-510 - Fire Operations	100	102074	Firefighter/Paramedic	113,814
05-510 - Fire Operations	100	102075	Firefighter/Paramedic	76,307
05-510 - Fire Operations	100	102077	Firefighter/Paramedic	110,103
05-510 - Fire Operations	100	102078	Firefighter/Paramedic	109,397
05-510 - Fire Operations	100	102080	Firefighter	76,670
05-510 - Fire Operations	100	102082	Firefighter/Paramedic	94,986
05-510 - Fire Operations	100	102114	Firefighter/Paramedic	98,525
05-510 - Fire Operations	100	102116	Firefighter/Paramedic	63,700
05-510 - Fire Operations	100	102117	Firefighter	89,919
05-510 - Fire Operations	100	102137	Firefighter/Paramedic	101,072
05-510 - Fire Operations	100	102138	Firefighter	87,136
05-510 - Fire Operations	100	102139	Firefighter	87,136
05-510 - Fire Operations	100	102175	Firefighter	84,921
05-510 - Fire Operations	100	102181	Firefighter	79,409
05-510 - Fire Operations	100	102216	Firefighter/Paramedic	71,758
05-510 - Fire Operations	100	102217	Firefighter/Paramedic	116,114

Department	Fund	Position #	Position Title	Total Salary and Benefits
05-510 - Fire Operations	100	102218	Firefighter/Paramedic	100,380
05-510 - Fire Operations	100	102255	Firefighter	75,956
05-510 - Fire Operations	100	102256	Firefighter	76,670
05-510 - Fire Operations	100	102257	Firefighter	90,104
05-510 - Fire Operations	100	102258	Firefighter	75,593
05-510 - Fire Operations	100	102259	Firefighter	74,445
05-510 – Fire Operations Total				\$ 9,855,513
05-520 – Fire EMS	100	100140	EMS Officer	\$ 107,274
05-520 – Fire EMS	100	100144	EMS Officer	131,324
05-520 – Fire EMS	100	100593	EMT (2080)	45,774
05-520 – Fire EMS	100	100827	EMT	98,191
05-520 – Fire EMS	100	100841	Paramedic	109,432
05-520 – Fire EMS	100	102060	EMT	100,504
05-520 – Fire EMS	100	102076	Paramedic	124,561
05-520 – Fire EMS	100	102081	Paramedic (2080)	72,344
05-520 – Fire EMS	100	102083	Paramedic (2080)	72,344
05-520 – Fire EMS	100	102115	Paramedic	109,667
05-520 – Fire EMS	100	102119	EMT	97,192
05-520 – Fire EMS	100	102162	EMT	86,325
05-520 – Fire EMS	100	102176	EMT	99,093
05-520 – Fire EMS	100	102177	EMT	86,698
05-520 – Fire EMS	100	102182	Paramedic (2080)	72,344
05-520 – Fire EMS	100	102209	EMS Officer	131,334
05-520 – Fire EMS	100	102292	EMT (2080)	67,266
05-520 – Fire EMS	100	102293	EMT (2080)	65,294
05-520 – Fire EMS	100	102294	EMT (2080)	53,832
05-520 – Fire EMS Total				\$ 1,730,793
06-600 – Public Works Administration	100	100196	Public Works Director	\$ 185,326
06-600 – Public Works Administration Total				\$ 185,326
06-620 – Public Works/Engineering	100	100229	Survey Technician	\$ 95,438
06-620 – Public Works/Engineering	100	100237	Construction Inspector	65,809
06-620 – Public Works/Engineering	100	100238	Engineering Manager	152,859
06-620 – Public Works/Engineering	100	100239	Construction Inspector	91,757
06-620 – Public Works/Engineering	100	100240	Project Engineer	108,000
06-620 – Public Works/Engineering	100	100241	Construction Inspector	85,173
06-620 – Public Works/Engineering	100	100452	Project Engineer	115,511
06-620 – Public Works/Engineering	100	100480	Development Inspector	87,633
06-620 – Public Works/Engineering	100	100548	Project Engineer	132,708
06-620 – Public Works/Engineering	100	100551	Engineering Technician	80,635
06-620 – Public Works/Engineering	100	100784	Administrative Assistant	48,371
06-620 – Public Works/Engineering	100	100788	Engineering Technician	93,207
06-620 – Public Works/Engineering	100	100791	Construction Inspector	79,657
06-620 – Public Works/Engineering	100	100854	Sr. Engineering Technician	102,331
06-620 – Public Works/Engineering	100	100898	Project Engineer	118,638
06-620 – Public Works/Engineering	100	100899	City Surveyor	100,885
06-620 – Public Works/Engineering	100	102133	Project Engineer	113,273
06-620 – Public Works/Engineering	100	102315	Engineering Technician	80,498
06-620 – Public Works/Engineering	100	102316	Project Engineer	112,796
06-620 – Public Works/Engineering	100	102322	Project Engineer	112,796
06-620 – Public Works/Engineering Total				\$ 1,977,975
06-620-105 – Transportation Engineering & Traffic	100	100226	Traffic Supervisor	\$ 121,446
06-620-105 – Transportation Engineering & Traffic	100	100563	Transportation Systems Analyst	95,355
06-620-105 – Transportation Engineering & Traffic	100	100759	Traffic Signal Technician	87,974
06-620-105 – Transportation Engineering & Traffic	100	100760	Traffic Technician	66,191
06-620-105 – Transportation Engineering & Traffic	100	100761	Traffic Technician	87,261

Department	Fund	Position #	Position Title	Total Salary and Benefits
06-620-105 – Transportation Engineering & Traffic	100	100762	Traffic Technician	82,231
06-620-105 – Transportation Engineering & Traffic	100	100763	Traffic Technician	87,017
06-620-105 – Transportation Engineering & Traffic	100	100887	Traffic Crew Leader	100,774
06-620-105 – Transportation Engineering & Traffic	100	102000	Transport Systems Analyst II	118,205
06-620-105 – Transportation Engineering & Traffic	100	102031	Traffic Crew Leader	100,764
06-620-105 – Transportation Engineering & Traffic Total				\$ 947,218
07-740-170 – Public Works Stormwater Operations	100	100207	Operations and Maint Supervisor	\$ 115,040
07-740-170 – Public Works Stormwater Operations	100	100594	Equipment Operator	72,863
07-740-170 – Public Works Stormwater Operations	100	100595	Equipment Operator	72,853
07-740-170 – Public Works Stormwater Operations	100	100609	Equipment Operator	51,918
07-740-170 – Public Works Stormwater Operations	100	100742	Specialty Equipment Operator	79,616
07-740-170 – Public Works Stormwater Operations	100	100743	Specialty Equipment Operator	87,598
07-740-170 – Public Works Stormwater Operations	100	100744	Specialty Equipment Operator	58,330
07-740-170 – Public Works Stormwater Operations	100	100773	Crew Leader	91,574
07-740-170 – Public Works Stormwater Operations	100	100816	Stormwater Inspector	62,676
07-740-170 – Public Works Stormwater Ops Total				\$ 692,468
07-740-175 – Public Works Street Maintenance	100	100220	Operations and Maint Supervisor	\$ 114,519
07-740-175 – Public Works Street Maintenance	100	100603	Equipment Operator	79,658
07-740-175 – Public Works Street Maintenance	100	100605	Equipment Operator	54,334
07-740-175 – Public Works Street Maintenance	100	100610	Equipment Operator	54,334
07-740-175 – Public Works Street Maintenance	100	100612	Equipment Operator	53,730
07-740-175 – Public Works Street Maintenance	100	100683	Administrative Assistant	74,550
07-740-175 – Public Works Street Maintenance	100	100770	Crew Leader	93,413
07-740-175 – Public Works Street Maintenance	100	100772	Crew Leader	83,095
07-740-175 – Public Works Street Maintenance	100	100855	Crew Leader	91,589
07-740-175 – Public Works Street Maintenance Total				\$ 699,222
08-800 – Parks & Recreation Administration	100	100266	Parks and Recreation Director	\$ 176,842
08-800 – Parks & Recreation Administration	100	100472	Recreation Superintendent	85,761
08-800 – Parks & Recreation Administration	100	100499	Recreation Supervisor	120,262
08-800 – Parks & Recreation Administration	100	100503	Recreation Supervisor	120,269
08-800 – Parks & Recreation Administration	100	100565	Recreation Coordinator	94,910
08-800 – Parks & Recreation Administration	100	100580	Recreation Coordinator	94,910
08-800 – Parks & Recreation Administration	100	100673	Administrative Specialist	72,516
08-800 – Parks & Recreation Administration	100	100808	Leisure Svcs Representative	57,791
08-800 – Parks & Recreation Administration	100	100809	Leisure Svcs Representative	61,952
08-800 – Parks & Recreation Administration	100	100850	Sr. Administrative Assistant	68,667
08-800 – Parks & Recreation Administration	100	102146	Recreation Coordinator	88,276
08-800 – Parks & Recreation Administration Total				\$ 1,042,156
08-810-230 – Aquatics	100	102033	Recreation Coordinator	\$ 90,053
08-810-230 – Aquatics	100	102180	Recreation Coordinator	89,241
08-810-230 – Aquatics Total				\$ 179,294
08-820 – Parks and Rec Operations Administration	100	100668	Sr. Administrative Assistant	\$ 52,419
08-820 – Parks and Rec Operations Administration	100	102151	Parks Superintendent	123,513
08-820 – Parks and Rec Operations Admin Total				\$ 175,932
08-820-185 – Parks and Rec Operations/Weed Abatement	100	100649	Parks Crew Leader	92,643
08-820-185 – Parks and Rec Operations/Weed Abatement Total				\$ 92,643
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100350	Parks Equipment Operator	\$ 82,788
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100550	Parks Maint Supervisor	102,188
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100629	Parks Equipment Operator	69,598
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100630	Parks Equipment Operator	82,778
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100633	Parks Equipment Operator	77,336

Department	Fund	Position #	Position Title	Total Salary and Benefits
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100637	Parks Equipment Operator	69,354
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100645	Parks Crew Leader	69,819
08-820-260 – Parks & Rec Operations/Sports Facilities	100	100648	Parks Crew Leader	78,505
08-820-260 – Parks & Rec Operations/Sports Facilities	100	102086	Parks Equipment Operator	76,141
08-820-260 – Parks & Rec Operations/Sports Facilities Total				\$ 708,507
08-820-265 – Parks & Rec Operations	100	100270	Parks Maint Supervisor	\$ 117,252
08-820-265 – Parks & Rec Operations	100	100473	Parks Equipment Operator	64,170
08-820-265 – Parks & Rec Operations	100	100474	Parks Equipment Operator	82,788
08-820-265 – Parks & Rec Operations	100	100628	Parks Equipment Operator	53,173
08-820-265 – Parks & Rec Operations	100	100631	Parks Equipment Operator	69,354
08-820-265 – Parks & Rec Operations	100	100636	Parks Equipment Operator	69,354
08-820-265 – Parks & Rec Operations	100	100644	Parks Crew Leader	92,633
08-820-265 – Parks & Rec Operations	100	100647	Parks Crew Leader	78,117
08-820-265 – Parks & Rec Operations	100	100834	Parks Equipment Operator	77,336
08-820-265 – Parks & Rec Operations Total				\$ 704,177
08-820-270 – Parks & Rec Operations/Forestry	100	100632	Parks Equipment Operator	\$ 90,024
08-820-270 – Parks & Rec Operations/Forestry	100	100638	Parks Equipment Operator	66,424
08-820-270 – Parks & Rec Operations/Forestry	100	100646	Plant Health Specialist	71,284
08-820-270 – Parks & Rec Operations/Forestry	100	100658	Parks Crew Leader	90,742
08-820-270 – Parks & Rec Operations/Forestry	100	100879	Parks Equipment Operator	51,572
08-820-270 – Parks & Rec Operations/Forestry	100	102208	Parks Maint Supervisor	107,168
08-820-270 – Parks & Rec Operations/Forestry Total				\$ 477,214
08-820-272 – Parks & Rec Horticulture & Turf	100	100281	Parks Equipment Operator	\$ 82,788
08-820-272 – Parks & Rec Horticulture & Turf	100	100284	Parks Maint Supervisor	88,770
08-820-272 – Parks & Rec Horticulture & Turf	100	100634	Parks Equipment Operator	77,336
08-820-272 – Parks & Rec Horticulture & Turf	100	100635	Parks Equipment Operator	77,326
08-820-272 – Parks & Rec Horticulture & Turf	100	100643	Parks Crew Leader	92,643
08-820-272 – Parks & Rec Horticulture & Turf	100	100655	Parks Crew Leader	94,605
08-820-272 – Parks & Rec Horticulture & Turf	100	100780	Parks Crew Leader	72,517
08-820-272 – Parks & Rec Horticulture & Turf	100	102155	Parks Crew Leader	92,633
08-820-272 – Parks & Rec Horticulture & Turf	100	102223	Parks Equipment Operator	69,354
08-820-272 – Parks & Rec Horticulture and Turf Total				\$ 747,972
08-820-275 - Parks & Rec Operations/Cemetery	100	100640	Parks Equipment Operator	\$ 68,640
08-820-275 - Parks & Rec Operations/Cemetery	100	100880	Parks Equipment Operator	82,788
08-820-275 - Parks & Rec Operations/Cemetery	100	102236	Cemetery Operations Supervisor	93,678
08-820-275 – Parks & Rec Operations/Cemetery Total				\$ 245,106
VISIT GRAND JUNCTION FUND 102 POSITIONS				
09 – Visit Grand Junction	102	100014	Admin Financial Analyst	\$ 77,488
09 – Visit Grand Junction	102	100292	Visit Grand Junction Director	155,051
09 – Visit Grand Junction	102	100670	Social Media Specialist	68,256
09 – Visit Grand Junction	102	100795	Visitor Center & Admin Coord	64,305
09 – Visit Grand Junction	102	100796	Marketing & Data Strategy Mgr.	99,042
09 – Visit Grand Junction	102	100826	Business Dev & Group Sales Spec	60,625
09 – Visit Grand Junction	102	100847	Content & Partner Dev Coord	34,636
09 – Visit Grand Junction	102	100908	REG PT ADMIN SPEC. (1/2)	50,672
09 – Visit Grand Junction	102	102126	Data Analytics Research Analyst	74,785
09 – Visit Grand Junction Total				\$ 684,860
FIRST RESPONDER TAX FUND 107				
01-140 – Human Resource	107	102291	FR - City Recruiter	\$ 95,307
01-140 – Human Resources Total				\$ 95,307
01-230 – Fleet	107	102281	FR - Automotive and Equip Tech	\$ 68,275
01-230 – Fleet Total				\$ 68,275
04-410-060 – Police Operations Patrols	107	100062	FR - Police Sergeant	\$ 110,630

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-410-060 – Police Operations Patrols	107	100080	FR - Police Officer	99,186
04-410-060 – Police Operations Patrols	107	100083	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	100544	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102112	FR - Police Sergeant	110,630
04-410-060 – Police Operations Patrols	107	102260	FR - Police Commander (Lt)	140,242
04-410-060 – Police Operations Patrols	107	102261	FR - Police Sergeant	110,630
04-410-060 – Police Operations Patrols	107	102307	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102308	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102309	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102310	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102311	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols	107	102312	FR - Police Officer	94,508
04-410-060 – Police Operations Patrols Total				\$ 1,327,382
04-430-085 – Police Support Services/Records	107	100692	FR - Police Records Specialist	\$ 45,489
04-430-085 – Police Support Services/Records	107	100876	FR - Lead Police Records Spec.	60,083
04-430-085 – Police Support Services/Records Total				\$ 105,572
04-430-090 – Police Support Services/Lab & Prop	107	102245	FR - Lead Evidence Technician	\$ 85,681
04-430-090 – Police Support Services/Lab & Prop	107	102252	FR - Evidence Technician	59,399
04-430-090 – Police Support Services/Lab & Prop Total				\$ 145,080
04-430-095 – Police Support Services/Code Enforcement	107	100260	FR - Code Compliance Officer	\$ 71,125
04-430-095 – Police Support Svcs/Code Enforce Total				\$ 71,125
05-500 – Fire Administration	107	100739	FR - Equip Tech/Quarter Master	\$ 72,928
05-500 – Fire Administration	107	102254	FR - Training Officer - Fire	118,102
05-500 – Fire Administration	107	102319	FR - Training Officer - EMS	115,486
05-500 – Fire Administration				\$ 306,516
05-510 - Fire Operations	107	100141	FR - Firefighter	88,826
05-510 - Fire Operations	107	100150	FR - Firefighter	88,826
05-510 - Fire Operations	107	100468	FR - Firefighter	88,826
05-510 - Fire Operations	107	100554	FR - Firefighter	88,826
05-510 - Fire Operations	107	102070	FR - Firefighter	88,826
05-510 - Fire Operations	107	102071	FR - Firefighter	88,826
05-510 - Fire Operations	107	102079	FR - Firefighter/Paramedic	89,731
05-510 - Fire Operations	107	102230	FR - Firefighter/Paramedic	75,956
05-510 - Fire Operations	107	102231	FR - Firefighter/Paramedic	68,612
05-510 - Fire Operations	107	102283	FR - Fire Unit Supervisor	119,124
05-510 - Fire Operations	107	102284	FR - Fire Unit Supervisor	119,124
05-510 - Fire Operations	107	102285	FR - Fire Unit Supervisor	119,124
05-510 - Fire Operations	107	102286	FR - Fire Engineer	109,898
05-510 - Fire Operations	107	102287	FR - Fire Engineer	109,898
05-510 - Fire Operations	107	102288	FR - Fire Engineer	109,898
05-510 - Fire Operations	107	102289	FR - Firefighter	71,758
05-510 – Fire Operations Total				\$ 1,526,079
WATER DEPARTMENT				
07-700 – Utilities Administration	301	100231	Utilities Asset Management Spec	\$ 111,578
07-700 – Utilities Administration	301	102228	Utilities Director	186,074
07-700 – Utilities Administration Total				\$ 297,652
07-760-205 – Water Services/Water Supply	301	100317	Water Supply Supervisor	\$ 123,986
07-760-205 – Water Services/Water Supply Total				\$ 123,986
07-760-210 – Water Services/Water Treat Plant	301	100320	Water Plant Operator	\$ 102,359
07-760-210 – Water Services/Water Treat Plant	301	100322	Lead Water Plant Operator	106,439
07-760-210 – Water Services/Water Treat Plant	301	100323	Water Quality Specialist	106,217
07-760-210 – Water Services/Water Treat Plant	301	100575	Water Plant Operator	76,960
07-760-210 – Water Services/Water Treat Plant	301	100700	Water Services Manager	136,195
07-760-210 – Water Services/Water Treat Plant	301	100840	Water Plant Operator	105,275

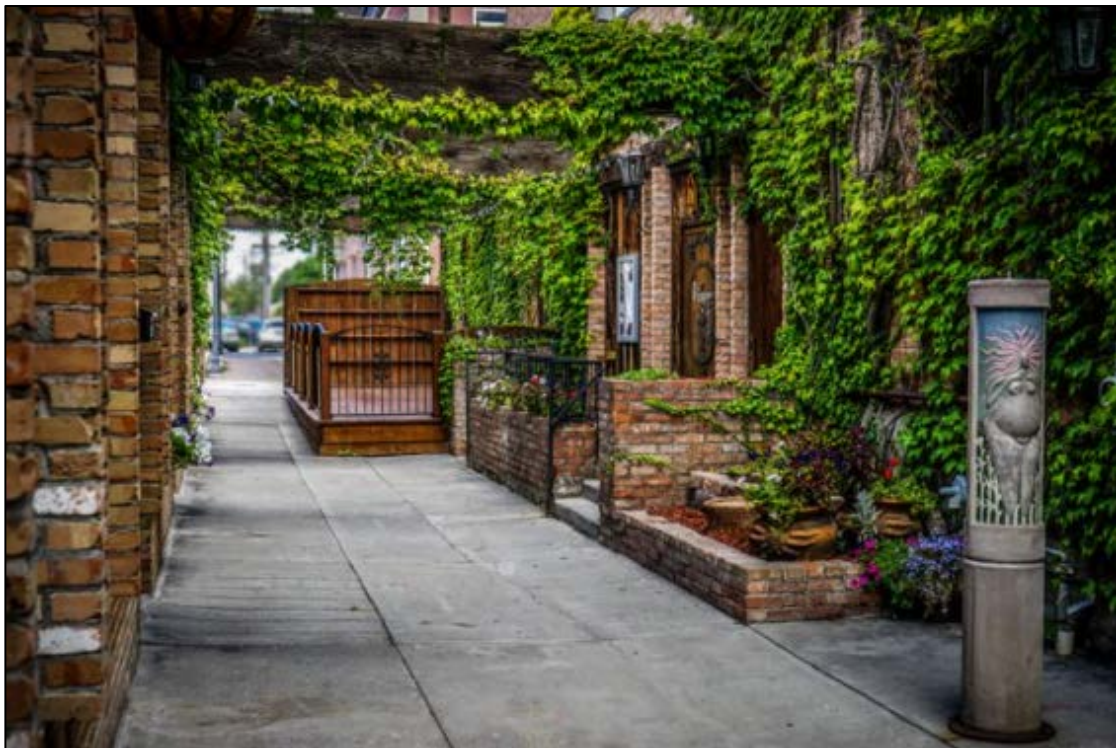
Department	Fund	Position #	Position Title	Total Salary and Benefits
07-760-210 – Water Services/Water Treat Plant	301	102059	Water Plant Operator	99,492
07-760-210 – Water Services/Water Treat Plant	301	102247	Water Quality Specialist	85,037
07-760-210 – Water Services/Water Treat Plant Total				\$ 817,974
07-760-215 – Water Services/Pipe Maint/Construction	301	100314	Utilities Cust Svc Specialist	88,591
07-760-215 – Water Services/Pipe Maint/Construction	301	100469	Operations and Maint Supervisor	120,160
07-760-215 – Water Services/Pipe Maint/Construction	301	100566	Cross Connection Coordinator	94,257
07-760-215 – Water Services/Pipe Maint/Construction	301	100599	Pipeline Maintenance Worker	84,379
07-760-215 – Water Services/Pipe Maint/Construction	301	100614	Pipeline Maintenance Worker	86,140
07-760-215 – Water Services/Pipe Maint/Construction	301	100615	Pipeline Maintenance Worker	86,140
07-760-215 – Water Services/Pipe Maint/Construction	301	100616	Pipeline Maintenance Worker	82,301
07-760-215 – Water Services/Pipe Maint/Construction	301	100619	Pipeline Maintenance Worker	78,163
07-760-215 – Water Services/Pipe Maint/Construction	301	100620	Pipeline Maintenance Worker	68,113
07-760-215 – Water Services/Pipe Maint/Construction	301	100622	Pipeline Maintenance Worker	79,673
07-760-215 – Water Services/Pipe Maint/Construction	301	100623	Pipeline Maintenance Worker	79,133
07-760-215 – Water Services/Pipe Maint/Construction	301	100665	Administrative Assistant	61,940
07-760-215 – Water Services/Pipe Maint/Construction	301	100765	Utility Locator	92,031
07-760-215 – Water Services/Pipe Maint/Construction	301	100775	Pipeline Maintenance Worker	86,140
07-760-215 – Water Services/Pipe Maint/Construction	301	102004	Lead Plant Mechanic	96,506
07-760-215 – Water Services/Pipe Maint/Construction	301	102005	Plant Mechanic	93,737
07-760-215 – Water Services/Pipe Maint/Construction	301	102253	Utility Locator	76,978
07-760-215 – Water Services/Pipe Maint/Construction	301	102276	Utility Locator	70,094
07-760-215 – Water Svcs/Pipe Maint/Construction Total				\$ 1,524,476
07-770 – Water Services/Utility Billing	301	100509	Customer Service Rep	\$ 71,790
07-770 – Water Services/Utility Billing	301	100510	Customer Service Rep	71,780
07-770 – Water Services/Utility Billing	301	100511	Customer Service Rep	73,985
07-770 – Water Services/Utility Billing	301	100512	Customer Service Analyst	51,802
07-770 – Water Services/Utility Billing	301	100513	Customer Service Rep	72,212
07-770 – Water Services/Utility Billing	301	100572	Customer Service Rep	70,353
07-770 – Water Services/Utility Billing	301	102054	Customer Service Supervisor	98,948
07-770 – Water Services/Utility Billing Total				\$ 510,870
GOLF FUND 305 POSITIONS				
01-830 – General Services/Golf	305	100654	Golf Equipment Operator	\$ 57,560
01-830 – General Service/Golf Total				\$ 57,560
01-830-280 – General Services/Golf – LP Club House	305	100804	Director of Golf	\$ 113,730
01-830-280 – General Services/Golf – LP Club House	305	100806	1st Assistant Golf Pro	63,148
01-830-280 – General Services/Golf – LP Club House	305	100807	1st Assistant Golf Pro	71,110
01-830-280 – General Svcs/Golf – LP Club House Total				\$ 247,988
01-830-295 – General Services/Golf – Tiara Rado Maint	305	100353	Parks Maintenance Supervisor	\$ 111,416
01-830-295 – General Services/Golf – Tiara Rado Maint	305	102304	Golf Superintendent	104,360
01-830-295 – General Svcs/Golf – Tiara Rado Maint Total				\$ 215,776
INFORMATION TECHNOLOGY FUND 401 POSITIONS				
01-150-010 – Information Tech Administration	401	100363	Chief Technology Officer	\$ 157,949
01-150-010 – Information Tech Administration Total				\$ 157,949
01-150-015 – Information Tech Application Support	401	100518	Systems/Network Analyst	\$ 113,663
01-150-015 – Information Tech Application Support	401	100785	Reg PT Systems/Network Analyst (3/4)	91,025
01-150-015 – Information Tech Application Support	401	100793	IT Analyst	71,506
01-150-015 – Information Tech Application Support	401	102084	Systems/Network Analyst	125,498
01-150-015 – Information Tech Application Support	401	102105	Information Tech Supervisor	133,276
01-150-015 – Information Tech Application Support Total				\$ 534,968

Department	Fund	Position #	Position Title	Total Salary and Benefits
01-150-020 – Information Tech Infrastructure Support	401	100494	Information Tech Supervisor	\$ 133,452
01-150-020 – Information Tech Infrastructure Support	401	100517	Systems/Network Analyst	128,413
01-150-020 – Information Tech Infrastructure Support	401	100779	Systems/Network Analyst	122,359
01-150-020 – Information Tech Infrastructure Support	401	100824	Systems Network Analyst	120,811
01-150-020 – Information Tech Infrastructure Support Total				\$ 505,035
01-150-021 – Information Tech Public Safety Support	401	100398	Information Tech Supervisor	\$ 133,276
01-150-021 – Information Tech Public Safety Support	401	100519	Systems/Network Analyst	121,174
01-150-021 – Information Tech Public Safety Support	401	102055	IT Analyst	97,127
01-150-021 – Information Tech Public Safety Support	401	102099	IT Analyst	83,343
01-150-021 – Information Tech Public Safety Support	401	102142	Systems/Network Analyst	51,617
01-150-021 – Information Tech Public Safety Support Total				\$ 486,537
01-150-022 – Information Tech Business Operations	401	100495	Information Tech Support Spec	\$ 96,571
01-150-022 – Information Tech Business Operations	401	100528	Information Tech Support Spec	91,119
01-150-022 – Information Tech Business Operations	401	100542	Lead IT Support Specialist	104,447
01-150-022 – Information Tech Business Operations	401	102232	IT Business Operations Supervisor	132,854
01-150-022 – Information Tech Business Operations Total				\$ 424,991
01-150-025 – Information Tech GIS	401	100732	GIS Analyst	\$ 98,972
01-150-025 – Information Tech GIS	401	100733	GIS Analyst	96,667
01-150-025 – Information Tech GIS	401	100737	Information Tech Supervisor	132,844
01-150-025 – Information Tech GIS	401	102168	GIS Technician	96,571
01-150-025 – Information Tech GIS Total				\$ 425,054
FLEET FUND 402 POSITIONS				
01-230 – General Service Fleet	402	100726	Automotive and Equip Technician	\$ 76,904
01-230 – General Service Fleet	402	100727	Automotive and Equip Supervisor	99,982
01-230 – General Service Fleet	402	100728	Automotive and Equip Technician	90,328
01-230 – General Service Fleet	402	100730	Automotive and Equip Technician	84,866
01-230 – General Service Fleet	402	100738	Automotive and Equip Technician	61,162
01-230 – General Service Fleet	402	100776	Automotive and Equip Technician	53,442
01-230 – General Service Fleet	402	102065	Automotive and Equip Manager	122,852
01-230 – General Service Fleet	402	102066	Automotive and Equip Technician	84,876
01-230 – General Service Fleet	402	102145	Automotive and Equip Supervisor	106,861
01-230 – General Service Fleet	402	102189	Automotive and Equip Technician	90,328
01-230 – General Service Fleet	402	102203	Fleet Services Coordinator	53,754
01-230 – General Service Fleet	402	102204	Automotive and Equip Technician	76,190
01-230 – General Service Fleet	402	102211	Automotive and Equip Technician	86,522
01-230 – General Service Fleet	402	102249	Automotive and Equip Technician	75,561
01-230 – General Service Fleet Total				\$ 1,163,628
INSURANCE FUND 404 POSITIONS				
01-140 – Human Resources	404	102241	Risk Manager	\$ 91,595
01-140 - Human Resources	100	100792	Administrative Specialist	64,568
01-140 – Human Resources Total				\$ 156,163
COMMUNICATIONS CENTER FUND 405 POSITIONS				
04-440 – Police Communications Center Ctr	405	100384	Emergency Comm Specialist II	\$ 86,977
04-440 – Police Communications Center Ctr	405	100385	Emergency Comm Specialist II	63,195
04-440 – Police Communications Center Ctr	405	100386	Emergency Comm Specialist II	122,767
04-440 – Police Communications Center Ctr	405	100387	Emergency Comm Specialist II	90,351
04-440 – Police Communications Center Ctr	405	100388	Emergency Comm Specialist II	84,889
04-440 – Police Communications Center Ctr	405	100389	Emergency Comm Specialist II	76,203
04-440 – Police Communications Center Ctr	405	100392	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	100394	Emergency Comm Specialist II	90,351
04-440 – Police Communications Center Ctr	405	100399	Emergency Comm Specialist II	76,405

Department	Fund	Position #	Position Title	Total Salary and Benefits
04-440 – Police Communications Center Ctr	405	100400	Emergency Comm Specialist II	90,351
04-440 – Police Communications Center Ctr	405	100401	Emergency Comm Specialist II	62,693
04-440 – Police Communications Center Ctr	405	100402	Emergency Comm Specialist II	90,341
04-440 – Police Communications Center Ctr	405	100403	Emergency Comm Specialist II	88,225
04-440 – Police Communications Center Ctr	405	100405	Emergency Comm Specialist II	76,927
04-440 – Police Communications Center Ctr	405	100406	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	100456	Dispatch Shift Supervisor	81,626
04-440 – Police Communications Center Ctr	405	100457	Dispatch Shift Supervisor	92,177
04-440 – Police Communications Center Ctr	405	100458	Dispatch Shift Supervisor	95,774
04-440 – Police Communications Center Ctr	405	100459	Dispatch Shift Supervisor	100,822
04-440 – Police Communications Center Ctr	405	100460	Dispatch Shift Supervisor	95,774
04-440 – Police Communications Center Ctr	405	100461	Emergency Comm Specialist II	76,203
04-440 – Police Communications Center Ctr	405	100462	Emergency Comm Specialist II	70,040
04-440 – Police Communications Center Ctr	405	100463	Emergency Comm Specialist II	122,565
04-440 – Police Communications Center Ctr	405	100464	Emergency Comm Specialist II	84,899
04-440 – Police Communications Center Ctr	405	100485	Emergency Comm Specialist II	76,917
04-440 – Police Communications Center Ctr	405	100506	Emergency Comm Specialist II	86,742
04-440 – Police Communications Center Ctr	405	100520	Emergency Comm Specialist II	76,917
04-440 – Police Communications Center Ctr	405	100521	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	100559	Emergency Comm Specialist II	69,736
04-440 – Police Communications Center Ctr	405	101063	FR - Reg PT Audio Clerk	32,327
04-440 – Police Communications Center Ctr	405	102008	Emergency Comm Specialist II	68,859
04-440 – Police Communications Center Ctr	405	102009	Emergency Comm Specialist I	47,513
04-440 – Police Communications Center Ctr	405	102038	Emergency Comm Specialist II	71,177
04-440 – Police Communications Center Ctr	405	102120	Dispatch Shift Supervisor	81,518
04-440 – Police Communications Center Ctr	405	102121	Emergency Comm Specialist II	84,899
04-440 – Police Communications Center Ctr	405	102122	Emergency Comm Specialist II	83,472
04-440 – Police Communications Center Ctr	405	102123	Emergency Comm Specialist II	90,106
04-440 – Police Communications Center Ctr	405	102124	Emergency Comm Specialist II	62,481
04-440 – Police Communications Center Ctr	405	102125	Emergency Comm Specialist II	76,237
04-440 – Police Communications Center Ctr	405	102153	Emergency Comm Specialist II	76,405
04-440 – Police Communications Center Ctr	405	102156	Dispatch Shift Supervisor	101,056
04-440 – Police Communications Center Ctr	405	102158	Emergency Comm Specialist I	83,163
04-440 – Police Communications Center Ctr	405	102159	Emergency Comm Specialist II	76,197
04-440 – Police Communications Center Ctr	405	102160	Emergency Comm Specialist II	76,213
04-440 – Police Communications Center Ctr	405	102161	Emergency Comm Specialist II	88,460
04-440 – Police Communications Center Ctr	405	102169	Comm Center Manager-Operations	140,664
04-440 – Police Communications Center Ctr	405	102202	Emergency Comm Specialist I	41,582
04-440 – Police Communications Center Ctr	405	102210	Emergency Comm Specialist II	66,733
04-440 – Police Communications Center Ctr	405	102213	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	102214	Emergency Comm Specialist II	62,481
04-440 – Police Communications Center Ctr	405	102215	Quality Assurance Analyst	90,452
04-440 – Police Communications Center Ctr	405	102238	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	102239	Emergency Comm Specialist I	68,097
04-440 – Police Communications Center Ctr	405	102240	QA/Training Supervisor	114,256
04-440 – Police Communications Center Ctr Total				\$ 4,354,700
FACILITIES FUND 406 POSITIONS				
01-730 – General Services Facilities	406	100787	Facilities Crew Leader	\$ 89,531
01-730 – General Services Facilities	406	100797	Custodian	59,311
01-730 – General Services Facilities	406	100798	Custodian	62,533
01-730 – General Services Facilities	406	100799	Custodian	66,739
01-730 – General Services Facilities	406	100839	Custodian	59,311
01-730 – General Services Facilities	406	102040	Facilities Supervisor	117,246
01-730 – General Services Facilities	406	102098	Custodian	64,663
01-730 – General Services Facilities	406	102190	Custodian	58,287

Department	Fund	Position #	Position Title	Total Salary and Benefits
01-730 – General Services Facilities Total				\$ 577,621
SEWER FUND 902 POSITIONS				
07-720-135 – Utilities/Wastewater Lab	902	100436	Lab Technician	\$ 60,551
07-720-135 – Utilities/Wastewater Lab	902	100437	Lab Chemist	102,985
07-720-135 – Utilities/Wastewater Lab	902	100438	Laboratory Supervisor	110,710
07-720-135 – Utilities/Wastewater Lab	902	100440	Lab Chemist	94,491
07-720-135 – Utilities/Wastewater Lab	902	100888	Lab Chemist	101,800
07-720-135 – Utilities/Wastewater Lab Total				\$ 470,537
07-740-160 – General Services/Solid Waste Collections	902	100336	Operations and Maint Supervisor	\$ 116,335
07-740-160 – General Services/Solid Waste Collections	902	100641	Crew Leader	83,330
07-740-160 – General Services/Solid Waste Collections	902	100748	Specialty Equipment Operator	64,387
07-740-160 – General Services/Solid Waste Collections	902	100749	Specialty Equipment Operator	76,709
07-740-160 – General Services/Solid Waste Collections	902	100750	Specialty Equipment Operator	79,650
07-740-160 – General Services/Solid Waste Collections	902	100751	Specialty Equipment Operator	90,222
07-740-160 – General Services/Solid Waste Collections	902	100752	Specialty Equipment Operator	80,162
07-740-160 – General Services/Solid Waste Collections	902	100753	Specialty Equipment Operator	93,596
07-740-160 – General Services/Solid Waste Collections	902	100754	Specialty Equipment Operator	88,144
07-740-160 – General Services/Solid Waste Collections	902	100755	Specialty Equipment Operator	73,772
07-740-160 – General Services/Solid Waste Collections	902	100756	Specialty Equipment Operator	80,162
07-740-160 – General Services/Solid Waste Collections	902	102050	Specialty Equipment Operator	93,596
07-740-160 – General Services/Solid Waste Collections	902	102144	Streets and Solid Waste Manager	147,455
07-740-160 – General Services/Solid Waste Collections Total				\$ 1,167,520
07-750-190 – Utilities/Wastewater Operations	902	100416	Safety Programs Coordinator	\$ 94,350
07-750-190 – Utilities/Wastewater Operations	902	100418	WW Plant Maintenance Supervisor	125,336
07-750-190 – Utilities/Wastewater Operations	902	100421	Plant Mechanic	94,545
07-750-190 – Utilities/Wastewater Operations	902	100423	Wastewater Plant Operator	63,808
07-750-190 – Utilities/Wastewater Operations	902	100424	Wastewater Plant Operator	93,679
07-750-190 – Utilities/Wastewater Operations	902	100426	Wastewater Plant Operator	101,180
07-750-190 – Utilities/Wastewater Operations	902	100427	Stationary Equipment Operator	80,341
07-750-190 – Utilities/Wastewater Operations	902	100428	Plant Mechanic	81,121
07-750-190 – Utilities/Wastewater Operations	902	100429	Wastewater Services Manager	133,810
07-750-190 – Utilities/Wastewater Operations	902	100430	Stationary Equipment Operator	90,152
07-750-190 – Utilities/Wastewater Operations	902	100431	Wastewater Plant Operator	94,965
07-750-190 – Utilities/Wastewater Operations	902	100435	Ind Pretreatment Supervisor	125,598
07-750-190 – Utilities/Wastewater Operations	902	100627	Equipment Operator	58,245
07-750-190 – Utilities/Wastewater Operations	902	100701	Ind Pretreatment Specialist	102,322
07-750-190 – Utilities/Wastewater Operations	902	100725	Plant Mechanic	74,029
07-750-190 – Utilities/Wastewater Operations	902	100731	Plant Electrician	84,312
07-750-190 – Utilities/Wastewater Operations	902	100764	TV Equipment Operator	87,795
07-750-190 – Utilities/Wastewater Operations	902	100767	Lead Wastewater Plant Operator	101,890
07-750-190 – Utilities/Wastewater Operations	902	100768	Electronics Specialist	107,241
07-750-190 – Utilities/Wastewater Operations	902	100897	WW Operations Supervisor	128,803
07-750-190 – Utilities/Wastewater Operations	902	100955	Reg PT Admin Assistant (1/2)	22,032
07-750-190 – Utilities/Wastewater Operations	902	102006	Plant Mechanic	87,686
07-750-190 – Utilities/Wastewater Operations	902	102134	Equipment Operator	45,804
07-750-190 – Utilities/Wastewater Operations	902	102193	Electronics Specialist	97,181
07-750-190 – Utilities/Wastewater Operations	902	102195	Ind Pretreatment Specialist	102,332
07-750-190 – Utilities/Wastewater Operations	902	102305	Plant Mechanic	56,706
07-750-190 – Utilities/Wastewater Operations	902	102318	Lead Plant Mechanic	67,372
07-750-190 – Utilities/Wastewater Operations Total				\$ 2,402,635
07-750-195 – Utilities/Wastewater Maintenance	902	100624	Equipment Operator	\$ 67,039
07-750-195 – Utilities/Wastewater Maintenance	902	100626	Equipment Operator	51,009
07-750-195 – Utilities/Wastewater Maintenance	902	100745	Specialty Equipment Operator	81,790
07-750-195 – Utilities/Wastewater Maintenance	902	100746	Specialty Equipment Operator	68,646

Department	Fund	Position #	Position Title	Total Salary and Benefits
07-750-195 – Utilities/Wastewater Maintenance	902	100747	Specialty Equipment Operator	86,744
07-750-195 – Utilities/Wastewater Maintenance	902	102191	TV Equipment Operator	90,128
07-750-195 – Utilities/Wastewater Maintenance	902	102205	Operations and Maint Supervisor	120,867
07-750-195 – Utilities/Wastewater Maintenance Total				\$ 566,223
Grand Total		708 FTE Total (excludes lines highlighted pink)		\$ 67,959,046
DOWNTOWN DEVELOPMENT AUTHORITY AND BID FUNDS 103 AND 711 POSITIONS				
10 - DDA	103	100453	DDA Director	\$ 102,644
10 - DDA	103	100592	Administrative Specialist	82,848
10 - DDA	711	100774	Community Engagement Manager	66,258
10 - DDA	711	100911	Downtown Event Coordinator	56,314
Grand Total		4 FTE Total		\$ 308,064



Breezeway off of Main Street

GLOSSARY OF TERMS

ADOPTED BUDGET: An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period.

ANS: American National Standards.

APPROPRIATION: An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and make expenditures of resources.

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

BATHEYMETRIC SURVEY: Measures the depth of a water body and maps the underwater features.

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

BUDGET: A financial plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

BUDGET CALENDAR: The schedule of key dates or milestones which a government follows in preparation and adoption of the budget.

BLM: Bureau of Land Management.

BUDGETARY CONTROL: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

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

CAFR: Comprehensive Annual Financial Report.

CAPITAL EXPENDITURES: A capital expenditure is incurred when an entity spends money either to buy fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond the taxable year.

CAPITAL IMPROVEMENT PROGRAM (CIP): A comprehensive 10-year plan consisting of items which will support the continued growth and development of the City.

CAPITAL IMPROVEMENT PROJECT: A permanent addition to the City's assets and includes design, construction, and purchase of land, buildings, and facilities.

CAPITAL PROJECTS FUND: Fund used to account for financial resources used for acquisition of construction of major projects. The City's capital fund is the $\frac{3}{4}$ % Sales Tax Fund (201).

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 that is leased to the municipality, releasing the municipality from restrictions on the amount of debt that they can incur.

CFR: Code of Federal Regulations.

CMU: Colorado Mesa University.

CNG: Compressed Natural Gas.

GLOSSARY OF TERMS

CONTINGENCY: Monies set aside to be used for unforeseen expenditures of the City during the fiscal year.

COP: Certificate of Participation.

CORA: Colorado Open Records Act.

CPTED: Crime Prevention through Environmental Design which is a multi-disciplinary approach for reducing crime through urban and environmental design and the management and use of built environments.

CRU: Community Resource Unit within the Grand Junction Police Department.

CWA: Clean Water Act.

DDA: Downtown Development Authority.

DEBT SERVICE: The payment of principal, interest, and bond reserve requirements on borrowed funds such as notes and bonds.

DEPARTMENT: A major administrative division of the City that indicates overall management responsibility for the operation or group of related operations within a functional area.

DIVISION: A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

EMS: Emergency Medical Services provided by the Grand Junction Fire Department.

EMT: Emergency Management Technician.

ENTERPRISE FUNDS: Accounts for operations that are financed and operated similar to a private business and which 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 actually paid. Note that an encumbrance is not an expenditure but reserves funds to be expended.

FISCAL YEAR: The time period designated by the City signifying the beginning and ending period for recording financial transactions. For the City, the fiscal year is the calendar year, January 1 through December 31.

FML: Federal Mineral Lease Grants.

FPPA: Fire and Police Pension Association of Colorado.

FTO: Field Training Officer.

FUND: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Eight commonly used fund groups in governmental accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, and special assessment funds.

FUND BALANCE: The difference between assets and liabilities reported in a government fund.

GAAP: Generally Accepted Accounting Principles.

GASB: Governmental Accounting Standards Board.

GENERAL FUND: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds.

GIS: Geographical Information Systems which is a division of our Information Technology Department.

GID: General Improvement District.

GJCRI: Grand Junction Curbside Recycling Indefinitely handles all recycling operations for the City's Sanitation Department.

GJEP: Grand Junction Economic Partnership.

GJFD: Grand Junction Fire Department.

GLOSSARY OF TERMS

GJPD: Grand Junction Police Department.

GOVERNMENTAL FUNDS: Funds generally used to account for tax-supported activities. Examples include the general fund, special revenue funds, debt service funds 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.

HOME RULE CITY: A municipality with a home rule charter has complete control over local laws except where specifically defined in state law.

HUD: Housing and Urban Development.

HUTF: Highway Users Tax Fund.

HVAC: Heating, Ventilation, and Air Conditioning.

IACP: International Association of Chiefs of Police.

ICMA: International City Managers Association.

IFC: International Fire Code.

IGA: Intergovernmental Agreement.

IMPACT FEES: The fees charged to offset the cost of City improvements that are required due to growth related development.

IPP: Industrial Pretreatment Program which is part of the City's wastewater treatment programs.

INFRASTRUCTURE: Facilities that support the continuance and growth of a community.

INTERFUND TRANSFERS: Amounts transferred from one fund to another, Transfers are not expenditures and must be appropriated for expenditures in the funds receiving the transfer.

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 premiere events held in Grand Junction bringing college baseball teams and fans from all over the United States and is held each year over Memorial Day weekend.

LE: Law Enforcement.

LEVY: To impose taxes, special assessments, or service charges for the support of City activities.

LIMS: Laboratory Information Management System used by both our Water and Wastewater Labs.

LONG TERM DEBT: Debt with a maturity of more than one year after date of issuance.

MCMFL: Mesa County Federal Mineral Lease Grant.

MCSO: Mesa County Sheriff's Office handles all police related activity within the entire boundaries of Mesa County.

MILAGE: The tax rate on real property, based on 1 mill equal \$1 per \$1,000 of assessed property value.

MOU: Memorandum of Understanding.

NFP: National Fire Protection Standards.

NG9-1-1: Next Generation 9-1-1 which is an initiative aimed at updating the 911 services to improve public emergency communications services in a growingly wireless mobile society.

NPDES: National Pollutant Discharge Elimination System.

NPDWR: National Primary Drinking Water Regulation.

OPERATING BUDGET: The expenditure plan for continuing every-day expenditures such as personnel, utilities, contractual services, debt service, and operating capital requirements.

GLOSSARY OF TERMS

OPERATING CAPITAL: Operating capital refers to expenditures that have significant costs and that must be replaced at pre-determined cycles.

PCI: Pavement Condition Index which is a study done every five years to measure the condition of our streets and roads to help determine where Street Maintenance resources should be focused each year.

PERSONNEL EXPENSES: Salaries, wages, federal and state tax withholding, and fringe benefits.

PIAB: Parks Improvement Advisory Board made of community organizations that help fund improvements to our parks and recreation facilities when those improvements benefit all agencies.

PLACE: People for Local Activities and Community Enrichment is a committee that was formed to promote a community center project within the City. This measure will be placed on the April 2019 election ballot for a tax increase to provide funding for this project.

PROPERTY TAX: A tax which is levied on both real and personal property according to the property's valuation assessment rate and millage.

PROPRIETARY FUNDS: Funds that either operate largely on fees and charges for services to external customers or operate on a cost recovery basis with internal customers. Enterprise funds and internal service funds are the two types of proprietary funds in the City.

PSU: Professional Standards Unit within the Grand Junction Police Department.

PTO: Personal Time Off program.

PV: Photovoltaic is a power system for solar energy.

PVS: Pennacle Venue Services.

RFP: Request for Proposal used in all major purchases and contracts initiated by the City.

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 such items as tax payments, fees from specific services, receipts from other governments, 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.

RMGPA: Rocky Mountain Governmental Purchasing Association.

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 our water and wastewater plants.

SELF-INSURANCE: The underwriting of one's own insurance rather than purchasing coverage from a private provider.

SDN: Software Design Networking.

SDWA: Safe Drinking Water Act.

SIPA: Statewide Internet Portal Authority is a State agency that provides software solutions to agencies throughout Colorado.

SMA: Street Maintenance Area used to determine which streets will be upgraded each year.

SPECIAL REVENUE FUNDS: Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

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

GLOSSARY OF TERMS

SRTS: Safe Routes to Schools improving the safety for children to get to and from school via walking or biking.

STRATEGIC PLAN: A plan updated 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 made of both Grand Junction Police Officers and Mesa County Sheriff Officers.

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

TIF: Tax Increment Financing.

USFS: United States Forest Service.

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.

VGJ: Visit Grand Junction which is a City Department focusing on bringing tourism to our City.

WCCC: Western Colorado Community College.

WWTF: Wastewater Treatment Facility.



Ariel View of Downtown Grand Junction

2020 had its challenges with the lingering effects of the COVID-19 Pandemic, however our employee's resiliency and ingenuity helped to make it another great year!

