



2022
ANNUAL BUDGET

About the Cover

Riverfront at Dos Rios is a 58-acre mixed-use development in the heart of the City of Grand Junction. The project consists of 15.8 acres of parks and open space, 9.5 acres for light industrial/commercial, and 10.2 acres for mixed-use development. With unparalleled access to the river, trail systems, green space and downtown the City envisions this area as a vibrant neighborhood serving as a home, workplace, and play place for artisans, entrepreneurs, and innovators.

As part of the City's investment in economic development, developing the riverfront properties of Las Colonias and Dos Rios has included significant investment. The City has invested over \$13 million to construct roads, utilities, streetlights, park, irrigation, and other base infrastructure to enable the 58-acre idle land help reinvigorate the Riverside Community. The Riverfront at Dos Rios is funded by the Grand Junction Dos Rios General Improvement District.

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BUDGET MESSAGE

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

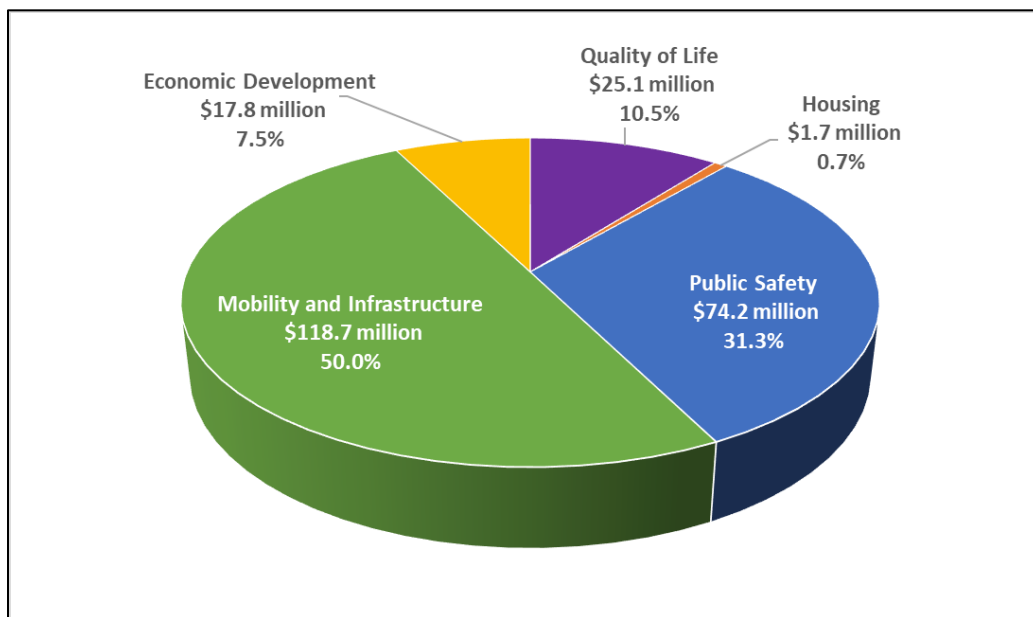
It is my pleasure to present the 2022 Adopted Budget for the City of Grand Junction. The budget for the City is the highest expression of the City Council's policies and decision making; it articulates the initiatives, investment, and services provided by and through elected officials and staff. The 2022 Budget totals \$237.5 million (\$237,543,790), a \$24.5 million, or 11.5% increase from the 2021 Adopted Budget of \$213 million. This increase is due to an increase in labor through new positions and competitive wage increases, fleet and technology spending needed to support Departments' service delivery to the community as well as funds for housing, sustainability, and non-profit funding. The 2022 Adopted Budget is not only balanced, but the General Fund has a surplus of \$431,784. The projected 2022 ending General Fund balance is \$32.5 million which includes \$2.7 million in restricted funds and \$21.9 million in minimum reserve. The budget represents the allocation of resources to achieve the goals identified in City Council's Strategic Plan and the One Grand Junction Comprehensive Plan.

Staff has developed this annual financial plan for the City that is reflective of the strategic and long-term vision of the City Council and will serve the community in 2022. Following a year of unique challenges caused by the lingering impacts of COVID-19, this budget reflects the numerous opportunities that have presented themselves as the economy recovers. Despite improved economic conditions, staff continues to monitor indicators and to practice frugal spending and fiscal responsibility.

2022 Adopted Budget & Strategic Plan

The Strategic Plan serves as a guide for the City Council and staff for a period of two years. The plan is based on the One Grand Junction Comprehensive Plan (Comp Plan). The Strategic Plan outlines strategic priorities of the City and provides guidance on how staff develops the annual budget. The chart below shows the 2022 Adopted Budget by Strategic Initiative.

2022 Adopted Budget by Strategic Initiative



Budget Development Process

The development of the 2022 Adopted Budget is a several-month process that includes all city departments and involves over 30 employees for a total of over 3,000 hours of staff time.

The process begins when 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 revenue forecast models that aid in the development of the budget. Some revenues were impacted by the COVID-19 pandemic in 2021 and this was taken into consideration while developing the 2022 Adopted Budget.

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 [2022 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 2022 Adopted Budget of \$237.5 million is presented with the internal service operations of Information Technology, Fleet, Insurance, and Facilities budgeted in each Department's expenses. There were two public presentations and hearings for public input during the adoption process.

Revenue Indicators

Prior to the COVID-19 pandemic, the City's 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 had infused wages and spending in the last three years leading up to March of 2020. The City's strong financial position going into the pandemic, as well as immediate response to mitigate the impacts both internally and in the community helped the City weather the economic downturn in 2020 and strengthen its financial position. In 2021, the City has experienced a significant recovery in retail activity and resulting revenues. The job and real estate market have continued to improve throughout the year and there are strong indicators for continued growth into the future including expected population increases, significant residential development, new regional retailers, continued expansion of Colorado Mesa University campus, private development of the riverfront, and sustained diversification of the economy.

Taxes, Fees, & Rate Revenue

Sales and use tax revenues are the major source of revenues for general government operations and general government capital. Most of that revenue is derived from the City's 2.75% sales and use tax. In 2020, the City budgeted a 2% increase, adjusted that for expected negative impacts of the pandemic, and actual sales tax revenues came in only 2% below 2019. For 2021 the City conservatively budgeted a return to pre-pandemic revenues, and year-to-date, the City is 15% above that budget. The City is projecting to end 2021 at 18% more than 2020 and for the 2022 budget the City is projecting a 5% increase in sales tax revenues.

In November of 2017, Mesa County voters authorized a 0.37% increase in County sales tax dedicated to public safety, with the City receiving 6.97%. Mesa County receives 84% and the other public safety agencies receive a combined 16%. The City expects to receive approximately \$761,000 in 2022 from this tax and it is used to cover a portion of the City's 9-1-1 Communication Center costs. The City's share of this tax covers approximately 25% of the City's 9-1-1 Communication Center costs, where all the other entities had all costs

covered and additional funds available for other public safety needs. In April of 2019, voters authorized a 0.5% sales tax for the expansion of First Responder services. These revenues are currently being used to construct, equip, and staff three new fire stations, and increase staffing (with equipment) in the Police Department to respond to existing and growing calls for service.

Lodging tax revenues are the primary revenue source for Visit Grand Junction (Visit GJ), which receives 4.25% of the total 6% lodging tax. The lodging industry was one of the most significantly impacted by restrictions because of the pandemic. Before the start of the pandemic, year-to-date lodging tax collections through February 2020 were nearly 8% above 2019, however because of the pandemic, ended nearly a third lower than 2019. Expecting significant recovery, for 2021 the City budgeted an increase of 38% over 2020 and currently revenues are 76% above 2020. Visit GJ has strategically marketed to consumers who enjoy outdoor recreation as consumer sentiment exhibited signs of intent to travel. This boosted Grand Junction's room demand and Visit GJ encouraged hoteliers to capitalize on the opportunity by increasing room rates. As a result, average daily rate (ADR) reached all-time highs during the summer months of 2021. The economic recovery of the City's hotels has gained considerable momentum in 2021 and is expected to continue into 2022 if the pandemic does not cause further challenges. For most of 2021, the City trended ahead of the U.S. in hotel occupancy by an average of 14 percentage points. Though it is challenging to predict beyond the current COVID variant issues, leading tourism experts project the recovery in leisure travel demand should continue to recover.

Corporate travel will recover significantly slower than leisure travel and will likely not reach pre-pandemic levels until 2024. Visit GJ continues to closely monitor industry projections and consumer behavior and sentiment, while adjusting marketing strategies and advertising accordingly. Based on these factors, Visit GJ has budgeted a 7.2% increase in lodging tax revenues in 2022 over the expected results of 2021.

In April 2021, voters approved the retail sale of cannabis in the City. They also approved a special tax rate between 5% and 15%. Based on current Council discussion and direction, revenue from a 6% special sales tax is being budgeted in 2022 for a partial year due to licensing and regulatory actions still in process. The City's share of the State cannabis tax is also budgeted in 2022. These revenues will be budgeted and accounted for in a separate special revenue fund and are estimated at a total of \$1,015,000. This will fund two positions as well as a few projects from the Parks and Recreation Open Space (PROS) plan.

All rates, fees, and charges are based on a set of philosophies which vary based on considerations such as the benefit to the overall community, cost recovery models, comparison to the market and other entities, as well as legal considerations. Water and Sewer rates are based on rate studies and long-term financial plans. The changes to fees and charges this year include modest changes (between 3% to 5%) to development review fees, a restructure of swimming pool use fees, as well as incremental increase to impact fees. In October of 2019, City Council adopted an increase 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 \$3,900 in 2022 (compared to \$3,400 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 Fees will be \$734 for a single-family home in 2022 (compared to \$489 in 2021). Also as approved by City Council in 2019, Police and Fire impact fees will be fully implemented (no phase-in) in 2022, with impact fees for a single-family home of \$229 and \$533 for Police and Fire respectively. These revenues will be separately budgeted and accounted for in a separate fund. The Parks and Recreation Department is recommending a restructure for pool fees which will provide significant savings for families and individuals purchasing passes and punch cards, while slightly increasing daily admissions. All amenities such as hot tub, slide, and aqua aerobics classes will be now included in all admission fees. For example, a youth daily admission will increase \$0.75, but a youth punch card (20 punches) will decrease by \$10, and an annual family pass will decrease by 54%, with all passes and punch cards decreasing by an average of 23%. Rental

of park shelters will increase by \$1.50 per hour, and there will also be some nominal increases to cemetery charges based on an increase in material costs.

Rates and charges in Enterprise Funds will increase as follows. Water rate changes include a 2% increase on base rates (less than 3,000 gallons of water use per month), and an increase of 7% for higher water usage tiers to promote water conservation, as well as the third year of phased-in increase in water tap fees to \$5,180 for a single-family home in 2022. Sewer rates will be increased 2%, as well as a 3% increase in the plant investment fee for a single-family home of \$5,219 in 2022. Solid Waste rates are increasing by an average of 2.4% for residential pick up; for example, an increase of 25 cents for a 64-gallon container and 50 cents for a 96-gallon container, with recycling fees staying flat at \$1.75 per month. Golf green fees will increase by approximately 5% on both courses.

Budget Themes

Through the development of the 2022 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 City Council's Strategic Plan.

Investment in Employees and Talent Development

To ensure progress on City Council's strategic priorities, address the economic and societal impacts of the COVID-19 pandemic, increase service capacity to citizens in critical areas, and provide internal support, 55 new positions are proposed in the 2022 Annual Budget. The majority (65%) of the new positions are funded by dedicated resources such as the first responder tax, enterprise funds, and cannabis sales tax. Further, in response to changing labor market and workforce demands, the City has built in to the 2022 Adopted Budget additional personnel to strengthen recruiting, along with strategies to ensure pay and benefits are competitive, as well as other internal support positions in finance and information technology.

New Positions – In 2021, the City started the year with 708 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 within existing resources. For example, the cannabis enforcement position was added as well as an arborist, victim advocate specialist, an associate planner position, and two 3/4-time positions were moved to full-time. These changes and others brought the full-time position count to 718 all funded within existing adopted budget. With the addition of 55 new positions in 2022, the City's total full time employee count is 773, with 413 in Police and Fire, 260 in the other major departments including Public Works, Parks & Recreation, Utilities and General Services, and the remainder of 100 in the seven remaining smaller departments. The total cost of new positions is \$4.8 million (\$1.6 million General Fund).

Pay Ranges and Wage Adjustments – The City is currently facing a tight labor market and is challenged to find and retain qualified talent to fill the City's extensive range of job openings. This pressure combined with increases in cost of living are expected to continue. To ensure the City remains competitive in attracting and retaining talent for the organization, a market analysis and pay adjustment for all City positions was completed to align pay rates and steps with similar positions in the market. The result is a wage increases between 3% and 6% with an average wage increase of 5.6% predominantly due to increases warranted in public safety positions. Some positions received a higher percentage increase if their current wage fell below the new pay range. The total cost of wage adjustments is \$4.6 million (\$3.5 million General Fund).

Internship Program – The City will continue its commitment to work with students in developing skills necessary to enter the workforce. The City will continue its partnership with Colorado Mesa University

(CMU) for an internship program designed to provide relevant experience, training, and opportunities to interns throughout various City departments. The 2022 Adopted Budget includes \$297,000 for 15 intern positions, increasing from 14 positions in 2021.

Health and Wellness – The health and wellness of employees is an ongoing priority for the City. This includes a strengthened focus on maximizing usage of the employee health clinic, Sage Health & Wellness Center, and employee wellness program. In 2022, the City will be moving the existing part-time Wellness Coordinator position to full-time, allowing for expanded development and promotion of wellness initiatives. Like 2020 and 2021, the City has again negotiated a favorable rate with its healthcare provider with an actual decrease of costs in 2022. The decrease in 2022 will be followed by an expected increase in 2023, so to smooth the impact over the two-year period, a 3.6% increase has been funded in the 2022 budget for the City’s portion, while employee’s healthcare costs will remain flat for 2022.

Employee Childcare – As the availability of childcare is a challenge throughout the community, it is especially difficult for those employees working shift schedules. The City recognizes the need to expand childcare options for its employees, and as a result, \$500,000 has been allocated in the 2022 adopted budget to research and implement solutions to support employee childcare needs. Offering these services will also enhance recruiting and retention efforts. By offering childcare options the City can reduce the potential of employees leaving the workplace or not returning after bringing a new baby into the family.

Responsiveness to Community Needs

Housing – Availability of both market-rate and affordable housing in the City and neighboring communities is a growing issue of concern. Current housing trends in the area, combined with the exacerbated economic impacts of the COVID-19 pandemic, has resulted in a clear need to address this issue. In response, the City contracted a Grand Valley Housing Needs Assessment in 2021 to analyze housing stock, market trends and a conceptual profile of current and future housing needs. In 2022, the City will focus on a Housing Strategy, in line with City Council’s strategic goals in housing, including implementation of policies and initiatives designed to address these needs. Two new positions have been added in 2022 in Community Development to work collaboratively with regional housing partners and implement the City’s Housing Strategy as well. In addition, \$1,000,000 was included in the budget toward addressing City Council’s housing priority.

Sustainability – Sustainability continues to be a major theme in the budget development process, particularly considering increasing environmental pressures such as drought and fire potential in the region. The City’s focus on sustainable practices also actively promotes a high quality of life and self-sufficiency through the preservation of the natural environment and improvements in the efficiency of City operations. The City will continue to invest in energy efficient facilities, alternative fuel fleets and alternative energy. A new position has been added in Community Development which will spearhead the development of an organization-wide Sustainability Plan which will serve as a policy document, outlining a set of strategies and measurement tools to integrate sustainability practices throughout the City. Another new position has been added in Solid Waste to evaluate waste reduction approaches and revitalize the recycling program. New strategies are also planned for 2022 including bolstering of the Parks and Recreation urban canopy response efforts and exploring sustainable ways to manage weeds in public right-of-way. Other sustainability efforts include 2022 investments in water and wastewater sustainability to promote long-term water reliability and explore new sustainability projects.

Mobility – The 2022 Adopted Budget includes strategic investments in mobility and infrastructure, aligning with the Comp Plan, Council’s strategic priorities, the PROS Plan and to meet the needs of the community. These investments include the addition of a new position in Community Development to facilitate efficient and expanded mobility options in the City. Other investments include trail and road expansion projects to improve access, connections, and safety.

Diversity, Equity, and Inclusion – The community is strengthened by the diversity of its residents. As the City grows, the community will continue to celebrate the beliefs, cultures, and backgrounds of all residents. In 2022, the

City proposed to add a new holiday on June 19, *Juneteenth*. *Juneteenth* is now a federal holiday to commemorate the emancipation of enslaved people in the US. The City believes that adding this holiday to the list of recognized holidays signifies the importance of this date and allows employees to join the community in reflecting on the nation's history. The City will also be adding resources for employees in 2022 to help with fostering a culture of inclusion. Building off the resources added in 2021, employees will have access to trainings that explore the principles of diversity, equity, and inclusion.

Cannabis – Voters approved the passage of two ballot measures on April 6, 2021, removing the moratorium on retail cannabis stores in city limits and authorizing City Council to develop regulations and levy a special sales tax on cannabis. As a result, the 2022 Budget includes projected revenues from a proposed 6% sales tax applied to cannabis products sold in the City. Cannabis tax revenues will go toward enforcing cannabis regulations and providing an additional source of funding for the PROS plan. A new position in the Police Department was added in 2021, and another has been added to the City Clerk's Office to receive and review cannabis business licenses and additional revenues will be put toward identified PROS plan capital projects in 2022.

Elections – Different from prior years when the City contracted with Mesa County to run its municipal elections, the City will be running its own election in April 2023. A Chief Deputy City Clerk will be added to the team to manage the election, which involves securing equipment and software, drafting, and implementing procedures, and hiring and training election judges. Participation in elections by voting allows citizens to feel connected to their community by expressing their viewpoints and creating more opportunities.

Recovery & Resiliency

The lingering effects of the COVID-19 pandemic continues to negatively impact communities and municipalities nationwide. As such, the City has increased its focus on promoting economic and community recovery while working to future-proof the organization and community from further disruptive events. The 2022 Adopted Budget includes significant investment in maintaining and improving critical infrastructure. This includes the addition of new positions to support Water and Wastewater and additional investment to support long-term planning for water reliability and drought management, along with strategic investments in Wastewater to enhance sewer inspection, and capital improvements to the Wastewater Treatment Plant. In 2022 the City will continue to develop policies and programs that promote its adaptive capacity including ensuring continuity of City services amid disruptive events.

To promote recovery from the most recent impacts of the pandemic, the City will develop strategies to redress and mitigate the harms faced by businesses and vulnerable citizens. This includes working with City Council and local community members and partners to leverage over \$10.4 million in federal American Rescue Plan (ARP) funding toward initiatives and projects that promote social and economic recovery and resiliency in the community. Further, in 2022 the City will continue to identify additional federal and state resources to promote recovery of businesses, bolster funding toward social service partners and invest in critical infrastructure that will foster recovery from the pandemic. This includes investment in an additional grant administrator to assist departments in navigating the multitude of new funding opportunities available now and into the future.

Economic Development – The City has devoted significant funding toward the development of strategies and amenities designed to strengthen the community as a regional economic hub and attract new residents and businesses. This is particularly important as various industries begin recovering from the pandemic. City strategies include additional progress on the Dos Rios and Las Colonias Riverfronts, and continued investment in the Parks and Recreation Open Space Master Plan priorities. The 2022 Adopted Budget also ensures the City remains and expands its position as a visitor destination in the area. Strategies include additional resources toward effective marketing of the City, collaborative local and regional partnerships and enhanced destination branding through department partnerships with Visit GJ.

Within the City Council's 2022 Adopted Budget there is a total of \$3.7 million allocated to economic development partners including Colorado Mesa University, Grand Valley Transit, Grand Junction Economic Partnership, Chamber of Commerce, Western Colorado Latino Chamber of Commerce, and the Business Incubator. This also includes the City's contribution to the Downtown Development Authority (DDA) for the Las Colonias and Grand Junction Convention Center projects as well as the share of sales tax revenues through TIF (tax increment funding) for a total of \$1.5 million. The DDA also receives City property tax TIF directly from the Mesa County Treasurer's Office which is estimated at \$181,000 (total sales and property tax TIF is \$771,000). In addition to the \$3.7 million there is also the City Council Economic Development contingency of \$1.8 million from the sale of Dos Rios properties included in the budget.

Non-Profit Funding – The City Council has a history of supporting the non-profit organizations in this community through direct funding and allocation of Community Development Block Grant (CDBG) Funds. In 2020 and 2021 the City Council dedicated significant funding for grants to support the delivery of basic need services from these organizations to citizens as well as the business operations for the non-profits during the pandemic and recovery period. For the development of the 2022 budget, Council directed staff to expand the opportunity for funding to a larger base of non-profit organizations. Through a media release, website presence, direct communication, and a longer application period, the City was able to reach more agencies. Included in the City Council's 2022 Adopted Budget is funding for 33 non-profits (including 12 new) for \$1.46 million. The agencies include non-profits such as Special Olympics, Western Slope Center for Children, Grand Junction Commission on Arts, Habitat for Humanity, HomewardBound, STRIVE, and many others. Total CDBG funding for 2022 is estimated at nearly \$500,000.

Growth & Demographics

Census 2020 population counts were released in mid-2021 and reflected a population for the City of 65,560. Between 2010 and 2020, the City had a total growth rate of 11.9%, equating to a 1.2% annual growth rate, with the State Demographer projecting a countywide growth rate of 1.1% moving forward through 2050. The City's population has more than tripled since 1970 and is projected to reach a population of 100,000 in the next 30 years (2050) per the State Demographer population estimates. Mesa County grew at a lesser rate than the City between 2010 and 2020, growing only 6.3%. The 2020 Census counted 155,703 persons living in Mesa County and has projected the population to increase to 236,000 by 2050. Additional demographic trends include the following:

- Birth rates are slowing while death rates are increasing, and migration is slowing, which is expected to cause slower growth in Colorado compared to past years.
- Labor is tight and Colorado as a state is not as competitive in the job market. Jobs are growing but at a slower rate.
- An increase in racial and ethnic diversity continues.
- Population is aging which impacts the economy, housing, and public finance. Both the City and Mesa County have a higher share of people 60 years and over than the state.
- The employment base within the County is diversifying beyond the oil and gas industry. Jobs in the county are concentrated in health services, retail trade, accommodation, and food services while the largest drivers in the economy are from regional services, retirees, and government.

2022 Budget by Strategic Priority

Strategic Priority – Mobility & Infrastructure

The City 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 2022, the City will continue its emphasis on curb, gutter, and sidewalk replacements. \$400,000 is included in the 2022 Adopted Budget for this program. Maintenance of the City's transportation network will remain a priority in 2022. The Pavement Condition Index (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 2022. After completing a Planning and Environmental Linkages (PEL) study for the I-70/29 Road interchange in 2021, the City will continue its partnership with Mesa County and coordination with the Grand Junction Regional Airport Authority on the next phase of environmental documentation.

The passage of the Fall 2019 ballot measure authorizing the City to increase transportation capacity with the investment of \$70 million in 11 different locations will allow the City to significantly expand the transportation infrastructure. In 2022, the widening of 24 Road and G Roads will be completed following the bridge replacement over North Leach Creek. F 1/2 Parkway will also start construction in late 2022 with completion anticipated in 2023. The 2022 Adopted Budget includes \$27.7 million for improvements that will add capacity to the street network thereby minimizing motorist delays.

In recent years, Council has focused a portion of the direct distribution of the Community Development Block Grant (CDBG) program dollars toward sidewalk improvements that improve safety along key walking routes around schools and neighborhoods. In 2022, the City will construct new curb, gutter, and sidewalk along the west side of 27 Road on Orchard Mesa between Unawep and B 1/2 Road where there are currently no pedestrian facilities.

The 2022 Adopted Budget in Public Works includes a new Real Estate Manager position, responsible for managing and coordinating purchase and disposition of real estate and management of property (years ago, the City had a similar position.) The Real Estate Manager will support expanding mobility options through acquisition of necessary rights-of-ways and easements needed for infrastructure and trails. This position will also support quality of life through acquisition and responsible management of parks, open space, and ranch property associated with the City's watershed. The Real Estate Manager will also be responsible for development and administration of standard property leases and special improvement districts. Staffing a Real Estate Management Specialist will reduce reliance on consultants, which generally are three times more expensive than in-house staff, and in-house legal staff for routine real estate transactions.

Since 2017 when the voters authorized the use of TABOR funds for maintenance and improvement of existing street infrastructure, the City has used those funds combined with existing resources to invest over \$31.5 million through 2022 towards improving the condition of the street infrastructure. The condition of the street infrastructure was measured this last year, and the new PCI of the City's street network is 72 which is rated good and well on the way to the goal of a 73 PCI by the end of 2022. 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 5 years. Each year the City makes significant utility infrastructure investments and in 2022 over \$38.3 million is planned in Water and Wastewater capital spending. The Water and Wastewater Utility Funds also have a long-term capital plan in place.

Community Development will add one Senior Planner position that will be dedicated in part to mobility-related issues. Part of the role for this employee will be to assist in the development of a City-wide Bicycle and Pedestrian Plan to improve bicycle and pedestrian infrastructure, especially in and near underserved areas. The continued development of a community's network of bicycle and pedestrian facilities not only makes bicycling and walking a more viable mode of transportation, but it also contributes to an enhanced quality of life for its residents—benefits may include increased public health, fewer transportation costs, and reduced greenhouse gas emissions.

Community Development and Public Works staff share three documents that require updating to reflect changing regulations and best practices. The City's standard contract documents which include standard details for road, concrete, and utility work has not been thoroughly reviewed and revised since 2010. The City's Transportation Engineering Design Standards (TEDS) has not been revised since 2004, and the Stormwater Management Manual (SWMM) was created in 2006 and has not been updated. The SWMM manual would be updated in partnership with Mesa County, Town of Palisade and City of Fruita with Mesa County taking the lead on the revision to primarily reflect newer stormwater quality regulations. These documents and standards have a significant impact on the building environment and thus, the 2022 budget includes funding to update these important standards.

Maintenance of the City's water infrastructure assets is critical to delivering high quality, reliable drinking water. The focus of the Utilities' asset management program will be to increase preventative maintenance activities and reduce the amount of corrective or reactive maintenance activities that may cause an interruption to service such as a waterline break. The 2022 Adopted Budget includes funding for repair and/or replacement of chemical pumps, filters, and laboratory equipment, a backup generator at the Kannah Creek water treatment plant to improve reliability, as well as building improvements at both the Kannah Creek and Grand Junction Water Treatment Plants to improve safety, security, and energy conservation.

The Water Fund operating budget includes one new position: a Supervisory Control and Data Acquisition (SCADA) Technician. The SCADA Technician will service existing and new control systems to maintain optimal operations, security, and safety across the water supply, treatment and distribution systems including remote monitoring of reservoirs for safety and evaporation monitoring.

Chemicals are a significant operating expense for water facilities. The 2022 Adopted Budget includes funding for liquid oxygen to enhance water quality in Juniata Reservoir, filtration chemicals, and water fluoridation for public health. Water Services will also continue to participate in the American Water Works Association (AWWA) partnership for safe water to retain its Directors Award status (five years running since 2017) in recognition for long-term commitment to optimizing operations, achieving outstanding performance, and protecting public health and the environment.

Maintenance of the City's wastewater infrastructure assets is critical to delivering high quality, reliable wastewater treatment to return clean water to the Colorado River. The focus of the Utilities' asset management program will be to increase preventative maintenance activities and reduce the amount of corrective or reactive maintenance activities that may cause an interruption to service such as sewer backup. The 2022 Adopted Budget includes funding for the lease 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 complete a greater number of sewer inspections in support of the asset management program, acceptance of new infrastructure associated with development projects, and responding to customer complaints. The 2022 Adopted Budget also includes funding for repair or replacement of heating, ventilation, and air conditioning (HVAC), electrical and processing equipment at the wastewater treatment plant that has reached its useful life.

The 2022 Adopted Budget includes two new Wastewater positions: a Wastewater Improvement Coordinator and a Wastewater Project Manager. The Wastewater Improvement Coordinator will be responsible for planning, conducting outreach, and implementing sewer improvement districts to facilitate the septic elimination program. There are currently 1,550 septic systems in service within the Persigo 201 Service Boundary. The objective of the program is to connect these properties to the sewer system thereby eliminating potential threats to the health of the community and ecosystems. The Wastewater Project Manager will be responsible for planning and managing the implementation of wastewater projects identified in the 2020 Wastewater Master Plan to provide service to meet future growth of the City.

Strategic Priority – Economic Development

A chief economic development strategy increasingly employed in the City is the development of outdoor recreation, which relies heavily on open space. The recently adopted Parks, Recreation and Open Space (PROS) Master Plan highlights the need for continued progression of the open space network including hard and soft surface trails and river access and amenities. A new open space position is proposed in 2022 to support the growth of open space such as the Kindred Reserve open space.

The continued effort to diversify the economy is tied directly to the City's progress with revitalizing the riverfront at Dos Rios and Las Colonias. The Amphitheatre at Las Colonias is increasingly recognized as a community cultural hub, with 2021 being the busiest concert year yet. 2022 is expected to continue this trend. All dog parks are now open and with additional improvements from new shelters to irrigation systems to the zipline coming in early 2022, Las Colonias will further become a regional destination. These public amenities complement the outdoor recreation business development in the park. As for Dos Rios, horizontal infrastructure was completed in 2021 and 2022 will see vertical construction of mixed-use development as well as additional public park amenities.

Visit GJ is the Destination Marketing Organization (DMO) for the City. Destination management principles are the foundation for the marketing strategies which are deployed outside of Mesa County to attract visitation to the area. Foundational to destination management, is protecting and enhancing the quality of life of residents while also educating both locals and guests to be responsible stewards of public lands. Visitors represent an integral part of the City's economy. According to the 2020 Visitor Profile Study by Longwoods International, 4.7 million day and overnight visitors brought in \$386.5 million to the City's economy in 2020.

Destination marketing will continue in 2022 with the aid of the new destination brand strategy – “Where Life Leads”. This branding is based on 18 months of research, data, and key resident input. In 2022, the approach will continue to focus on ensuring the local voice remains complementary to the destination brand, while highlighting what makes the City unique and distinct. Although a destination brand is more about strategy than a logo, a tagline, and imagery, Visit GJ will continue to reveal the new creative imagery as the strategic direction of the brand develops. The plan will be to thoughtfully reveal the brand over time to ensure the messaging and deployed campaigns remain relevant. While there will not be a sudden switch to new creative materials, a creative agency or agencies will be chosen to partner on brand development and activations. Visit GJ will continue to keep stakeholders and the community informed, including ways to participate in representing and partnering with the destination brand. Ultimately the brand will evolve over time at a comfortable and appropriate pace to increase the City's presence in the world, which will also attract economic development opportunities to the area.

The visitor guide will undergo a refresh in late 2022, incorporating a balance between inspirational visual content and informative content. Like the current guide, local photography will be integrated throughout the guide. Besides attracting tourism and providing a resource for residents, the Official Grand Junction

Visitor Guide also attracts potential residents, assists local business with personnel recruitment, attracts CMU students, and recruits industries which helps with economic development and diversification in the area.

Visit GJ will continue to provide data and reporting to staff and the consultants representing the Grand Junction Regional Airport and Grand Junction Air Service Alliance. While direct flight cities will remain a priority for destination advertising, cities that show growth potential for the Grand Junction area will also be a focus. Generating awareness of the City will result in airlines considering adding the Grand Junction Regional Airport as new additions to their flight network. Visit GJ will also continue to support the Greater Grand Junction Sports Commission by developing awareness of the City and surrounding area which will help attract new tournaments and sporting events. Regional partnerships include campaigns with Colorado's Mountains & Mesas region, Dinosaur Diamond, projects with other destination marketing organizations, and strategic partnership opportunities with the Colorado Tourism Office.

Strategic Priority – Housing

Efforts to address housing needs and the current housing challenges will be led by two new Housing Specialist positions that will work collaboratively with regional housing partners to implement the City's Housing Strategy. Further, the 2022 Adopted Budget includes \$1,000,000 to further City Council's priority.

Several City departments support those experiencing homelessness. Police contacts with the homeless population has increased at several park locations. For example, Columbine Park is seeing an increased presence of the unhoused population. In contrast, parks like Sherwood Park, which saw the addition of a brand-new destination playground, fitness stations and newly planted trees, is seeing a decrease. Activation through improvement is also happening up and down the river front and at other parks such as West Lake. This lesson will be applied as the City continues implementation of the PROS Master Plan in 2022.

The Police Department's Co-Responder program has a dedicated team trained in contacting community members that are experiencing a variety of challenges including homelessness and can provide resources including shelter options as well as medical, food, mental health, and other basic needs services. The City has a long-standing partnership with the Grand Junction Housing Authority and non-profits providing housing resources including Habitat for Humanity, HomewardBound, and The House. This support includes years of funding affordable housing projects and homeless shelter capital and operations, including \$450,000 in 2022.

Strategic Priority – Public Safety

Investment in public safety in the community has long been a priority. Investment in police and fire services are essential to the health and well-being of citizens. In 2022, funding from the passage of the 2019 First Responder Tax will continue to support the Police and Fire departments through recruitment, training, safety, and outreach.

Recruitment remains a top priority for the Police and Fire departments, and after the successful passage of the First Responder Tax in 2019, additional police officers have been added each year to support not only Patrol, but also specialized units such as Community Resource Unit, Traffic Unit, and the Special Investigations Unit. The total number of sworn personnel budgeted is now at 137 and, when fully realized, will allow for a more proactive police presence within the community.

Given the ever-increasing demands on patrol officers, the Police Department will add two new Police Service Technicians (civilian positions) during dayshift whose priority will include responding to non-injury

traffic crashes and assist with other minor calls. This will allow the Traffic Unit to conduct more directed traffic enforcement throughout the community to gain compliance with traffic laws and reduce the number of crashes that occur within the City. The Code Compliance Unit will double in personnel in 2022, bringing the City to four (4) total Code Compliance Officers. Through a cooperative partnership with Parks and Recreation and Public Works, greater efforts to deal with quality-of-life challenges will be put in place to address issues of weed abatement, abandoned vehicles and property, and general blight throughout the City.

In association with the Investigations section, another Police Service Technician will be assigned specifically to address domestic violence, abuse, and human trafficking cases. Working with the Victims Assistance Program, this new position will provide more personalized service to those who are victims to these types of crimes, including better communication and follow-up on cases.

Given the challenges and perceptions facing policing today, the Police Department decided to change their approach to implicit bias training. Going well beyond the state-mandated 2-hour minimum training standards in bias training, the Department worked with Fair and Impartial Policing to provide a full 8-hour course for all sworn personnel. The training was very well-received and addressed natural human bias and professional policing efforts.

The move to “Intelligence-Led Policing” will begin to take shape in 2022. This method of policing will combine the use of technology and community policing efforts to focus on crime prevention and apprehension in the areas that need it the most. Working with community partners, the goal will be to address criminal matters that affect residents while increasing the quality life and ultimately lowering the crime rate.

The Police Department’s Co-Responder Team, a program that combines a sworn police officer and a licensed clinician, has seen tremendous success in working with the community, particularly those who may be suffering from a mental health crisis. While the original Co-Responder program was a joint effort with the Police Department and the Mesa County Sheriff’s Office, the Department now has two officers who are devoted full time to this program, and the Sheriff’s Office collaborates with Mind Springs separately. The program has received full support from within the agency and will continue to be a priority for years to come. In 2022, the grant to fund the program expires, but the City is committed to continuing and perhaps expanding the program due to the value it brings to those affected by mental health challenges.

Succession planning is a necessity in a successful police organization, and 2022 will bring new opportunities that were not present due to the COVID-19 epidemic in 2020 and 2021. The goal of attending cutting edge training to ensure the Police Department continues to exceed all training requirements will work hand in hand with increasing the number of subject matter experts in various fields, thus allowing for more opportunities to showcase regional training initiatives.

Some of the challenges of 2020 and 2021 included the inability to conduct extensive community outreach efforts. In 2022 the Police Department will build upon successes in existing partnerships to bolster those initiatives. This includes partnerships with School District 51 and CMU, with the goal of creating even more opportunities to reach others through multiple forms of engagement, including citizen police academies, town hall meetings, and other training sessions with interested community groups.

Partnerships with external stakeholders are key, but partnerships within the organization are just as important. In 2022, a focus on making parks safer and more attractive to visitors and residents alike is a significant goal. Working together utilizing the principles of Crime Prevention Through Environmental Design (CPTED), the Police Department and the Parks and Recreation Department will partner to seek additional opportunities through technology to deter criminal activity within the parks system.

As the community continues to grow, the Fire department is experiencing a 17% increase in calls for service and estimates that this increase will continue into 2022. Medical services represent the highest level of this growth, and the department is focused on implementation of the newly developed EMS plan to manage this increase in call volume. This plan emphasizes the commitment to paramedic level service on all apparatus and increasing the number of ambulances. This will be accomplished by training more existing department personnel to the paramedic level and the recruitment of paramedic certified individuals during initial or lateral recruitments. In 2022, the department will be sending four existing emergency medical technicians to paramedic school.

The addition of Fire Station 8 located at 441 31 Road will become a reality in the latter half of 2022. The new station will be staffed by 21 new firefighters and will be equipped with a fire engine and an ambulance that will provide quicker response times and a higher level of service to the southeast area of the City. The department will be partnering with the Clifton Fire Protection District on a new automatic/mutual aid agreement for this area.

The Department will be purchasing three ambulances in 2022 for replacement of an older unit, a unit for Fire Station 8 and an additional unit. In addition, the Department's smaller brush engine will be replaced. Training will continue to be a focus for the Fire Department and with the addition of new employees for Fire Station 8, the Department will conduct a 20-week recruit academy and is also planning for a shorter lateral academy specifically for paramedic certified personnel. The Department has also increased the training budget to provide additional training to existing employees in specialized areas that the City hasn't been able to provide due to the pandemic. Equipment to fully outfit a training engine housed at the training center is also budgeted.

The Fire Department will take its final step in the accreditation process in 2022 by appearing before the Commission on Fire Accreditation International (CFAI). Once awarded accreditation status the Fire Department will be in an elite group of less than 300 fire departments across the world to achieve this status.

Keeping employees safe with the right equipment is always important and in 2022 the department will be replacing a significant amount of firefighter personal protective equipment (PPE) that is reaching the recommended replacement date. In addition, each employee is to be issued two sets of PPE, so they have gear available when their primary set is being washed or repaired. This new PPE will have newer technology integrated into it to minimize firefighter's exposure to harmful carcinogens.

Besides responding to fires and medical incidents, the department will continue to be an all-hazards department that responds to complex incidents such as hazardous materials calls, rope rescue, technical rescue, wildland fires and water rescues. In 2022, the department will be replacing thermal imaging cameras and purchasing remote air monitoring equipment for hazardous materials incidents through an application with the Mesa County Federal Mineral Lease Grant.

The Fire Department has had a great deal of success with intern programs and has been proud to help develop individuals for a career while also providing value to the community. The City will continue its relationship with the CMU Social Worker program through internships for the Department's Community Assistance Referral and Education Services (CARES) Program. This program connects individuals to services to reduce the use of 911 services for non-emergent needs. The Department will also provide an internship with an emphasis in community risk reduction and wildfire outreach.

The Fire Department will be launching a new program for wildfire mitigation on high-risk City property. The program is a partnership between numerous departments, including Fire, Police, Parks and Recreation

(Forestry), Utilities, and Public Works. The focus will be to create defensible space on City property, provide protection for homes and businesses, and enhance public open space and trails.

The Fire Department will continue to search for and apply for grants to assist in funding. For 2022, the Department has been awarded a FEMA Staffing for Adequate Fire and Emergency Response grant to assist in funding the firefighters for Fire Station 8. The Department will also be applying for grants to help fund the ambulance and related equipment, hazardous material's equipment, EMS training, and firefighter medical physicals.

The health and safety of employees and citizens who occupy or visit City buildings continues to be a top priority. The pandemic cleaning protocols are still in place and will continue. The City Hall heating, ventilation, and air conditioning (HVAC) unit is scheduled for replacement with some interior HVAC upgrades. A new roof for the Municipal Service Center (333 West Avenue) is also slated for 2022.

Security enhancements at City Hall are included in the 2022 budget. These planned enhancements will further efforts in creating a safe environment for employees and visitors. This project includes installing security glass, walls, doors, and electronic access. Electronic access control systems will help to control the flow of traffic within the facility and prevent unauthorized individuals from gaining access to protected areas.

With staffing levels increasing, space reconfiguration at City Hall will be completed in 2022 with the focus of gaining operational and functional effectiveness to accommodate employee and customer needs. The recent purchase of 910 Main Street will forestall the need for major construction upgrades, and its purchase and use will advance the public interest and its health, safety, and welfare.

Strategic Priority – Quality of Life and Resource Stewardship

Recreation programs and facilities are planning to serve almost 500 people per day on average throughout 2022 (over 170,000 visits or times members of the community are served in total). This function of the Parks & Recreation Department is a central contribution to the quality of life in the City. A Great Outdoors Colorado (GOCO) grant paid for most of the Parks, Recreation and Open Space (PROS) Master Plan adopted by City Council in 2021 and 2022 will see continued implementation of the PROS Master Plan. With over \$157 million in identified projects and priorities, progress is already being made including several proposed 2022 capital projects such as the Blue Heron Boat Ramp renovation and the Botanic Gardens Master Plan.

Through robust public engagement, the PROS Master Plan is a blueprint for the future of the parks, recreation, and open space system to meet the needs of a growing community. The plan identifies, among other things, the level of service across the parks and recreation system and identifies gaps and opportunities that support the progression of the system to build community and quality of life in the City. The Parks Master Plan was originally completed in 1992, and it was last updated in 2001. Implementing the PROS plan is a tremendous opportunity to ensure the system stays strong and keeps up with the growth happening now and in years to come. It also complements and grows out of the Comp Plan.

Maintenance of the City's landscapes, recreational open space, developed parks and community owned facilities is of paramount importance. To that effort an increase of four full-time positions is included in the 2022 Adopted Budget. These crews and the operational budget provide the resources necessary to maintain the aesthetic to the City's landscapes and play a major role in the beautification of the City. This includes over 500 acres of recreational open space, 443 acres of right-of-way, medians, and landscapes as well as 350 acres of developed parks. The safe operation of parks and recreation facilities is critically

important as well, and the staffing levels proposed in the 2022 Adopted Budget enable adequate support to deliver proper maintenance and operation. These include facilities used community-wide by user groups such as the competitive sport leagues of Fire FC soccer, Mesa County Junior Football League, the Grand Junction Rockies, School District 51, and Colorado Mesa University. City facilities maintained by the department include the Lincoln Park Stadium, Canyon View Park, Columbine and Kronkright softball complexes, Bookcliff Activity Center and Main Street (Downtown Development Authority). These new resources will also enable the completion of projects to replace aging infrastructure, support property values, and support residents' expectations. Specific projects include in-house installation of irrigation systems, such as West Lake and the Orchard Mesa Cemetery in 2022, improvements to playgrounds, and renovation of landscapes.

A contribution to quality of life by Parks & Recreation is the provision of swim lessons, which reduces the instances of drownings, a particular poignant concern given the many canals and rivers in the community. The 2022 Adopted Budget includes staffing to support the estimated 18,000 participant visits for swim lessons in 2022.

The community continues to see sizeable increases 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 CPTED principles in landscaping, Parks & Recreation staff increase the beauty and safety of public spaces while also combating vandalism. Improving lighting and the number of camera systems in the most problematic parks such as Eagle Rim and Canyon View Parks is proposed in the 2022 budget. New for 2022, the department will implement several steps to remove graffiti and provide a constructive outlet for artistic expression with mural programs in several areas including the community's two new skate parks.

As one of the four new positions for 2022, a lead custodian in the Parks division will work with a team of seasonal custodians and contract services to ensure that the restrooms in the 20 shelters in the park systems throughout the City are a clean and enjoyable amenity to the public.

A central tenant of quality of life is sustainability, and Parks & Recreation will deepen its contribution to sustainability via the operational budget to protect the environmental benefits realized by the 37,000 public trees cared for by the Forestry division. 2021 saw threats to the urban tree canopy increasing, with exceptional drought and the proliferation of pests such as lilac ash borer and ash bark beetle. In 2022 the City expects to see a continuation of these challenges. The Department is responding by spraying every public ash tree in the inventory, an action that will be repeated in 2022. Furthermore, planting will increase, as well as trunk injection (which protects from pests for three years as opposed to just one with the spray). The maintenance of the street and park trees protects this valuable amenity and prevents injury to citizens.

A new position will be dedicated as a coordinator of the City's sustainability efforts; with direction being largely guided by the goals and vision of the Resource Stewardship principle of the Comp Plan. This principle will help inform the development of a Sustainability Plan that has also been budgeted in 2022 and is anticipated to begin in late 2022. The Plan will complement and expand upon the objectives of the City's Comp Plan by developing goals, detailed strategies, and concrete measurements aimed at advancing a culture of sustainability and ensure that the City remains a healthy and vibrant place for generations to come.

Beginning next year, maintenance of weeds in concrete and asphalt areas, including medians and right of ways where things should not grow, will shift from Parks & Recreation to Public Works to manage weeds, trash, and graffiti and other issues that impact the aesthetics of the community. The addition of two positions, transfer of a position from Parks & Recreation, and funding for three additional seasonal positions will significantly impact results in these areas. Parks & Recreation will continue to focus on organic areas

with plant material including most roundabouts and medians. For 2022, major improvements are planned with the highway 340 medians from Redlands Parkway to Grand Avenue, the planter beds at the Lincoln Park entrances, 12th and Horizon roundabout and the Chipeta Elementary entrance. Another strategy being applied to promote sustainability is to explore innovative methods to manage weeds in the public right-of-way and open space. The Parks & Recreation department plans to engage with the newly hired sustainability coordinator to work on efforts such as this to promote and implement sustainable practices within parks and recreation spaces.

The 2022 Adopted Budgets includes funding to support long-term planning for water reliability and drought management with ongoing water supply modeling and implementation of the Water Marketing Strategy. Also included is funding towards the water services partnership with the U.S. Forest Services for the fuels reduction program to protect the City's watershed from the threat of forest fires. Water Services also will connect with community organizations focused on water resources through participation in the Colorado Dust on Snow, CSU Extension Demo Days, the Drought Response Information Project (DRIP), the Ruth Powell Hutchins Water Center, Colorado State of the River, Water Education Colorado, and the Children's Water Festival.

Given the success of the renewable Compressed Natural Gas (CNG) and solar programs at the wastewater treatment plant, funds are included to evaluate other possible sustainability projects such as sewer heat recovery, reclaimed water, and more solar options. Continuing its focus in reducing energy costs, the City through the General Services Department partnered with XCEL Energy to perform energy audits on sixteen City buildings to identify possible energy savings measures that could be implemented. Identified energy saving improvements are included in the 2022 budget. The City will continue to perform energy audits with XCEL Energy evaluating each of the City's facilities for more energy saving opportunities.

Outreach/Connection – The City will continue to expand its efforts in community outreach and engagement. As such, it will invest in additional translation services for key City documents to expand the reach of important foundation documents in the community. The City will continue to seek opportunities through its engagement and outreach efforts to strengthen connections between residents and the City as well as connections within neighborhoods. Community engagement will become more focused in 2022, as staff will target audiences using technology and emerging principles of public participation. Following the launch of a new website in 2020 and a mobile web application in 2021, the City will continue to expand offerings for online engagement in 2022. These opportunities for engagement are intended to compliment traditional methods and will ensure that the City is able to reach all demographics in a manner that is accessible to all residents.

Building community is at the forefront of the Parks & Recreation Department's mission. Connection is fostered by services such as the Arts and Culture Commission, and the use of the community's two pools at Lincoln Park and Orchard Mesa (which have a projected level of service of over 94,000 participant visits in 2022). Furthermore, the Lincoln Park Stadium is a major hub of connection, with its major renovation planned to be complete by May 2022, in time for District 51's four graduations, CMU's graduation and the Junior College World Series of Baseball (JUCO). Popular programs are projected to continue to grow in 2022 including the largest adult program, softball (with over 24,000 participant visits), the largest youth program, youth basketball (with over 30,000 participant visits) and summer camp (with over 17,000 visits, the program's biggest year yet). Furthermore, several capital improvement projects, described in the capital section, such as the Pickleball and Tennis Expansion Project, will enhance community connection.

Visit GJ's partnerships with the local public land offices, including the Bureau of Land Management and U.S. Forest Service, will promote responsible and sustainable use of the public lands. Communicating effective

destination management principles, such as Leave No Trace, will educate and foster awareness for both guests and residents.

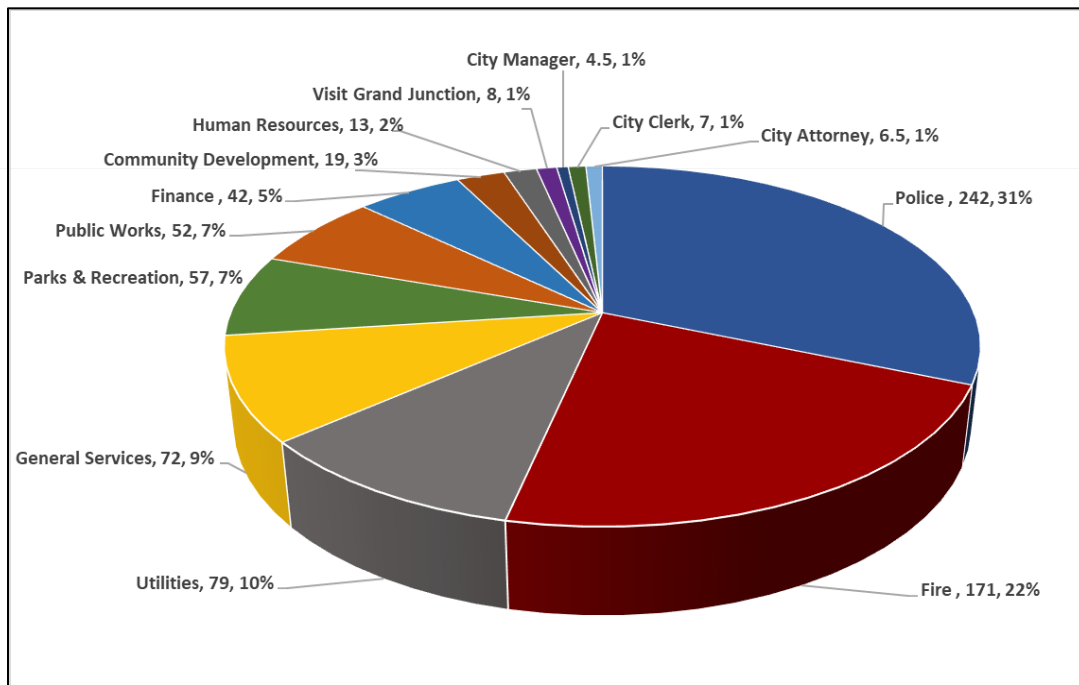
In 2021, the Colorado Department of Health and Environment (CDPHE) announced its intent to implement water quality standards for the Grand Valley. Total Maximum Daily Loads (TMDL) are proposed that will establish the maximum number of pollutants that can go into a water body on a particular day and still meet water quality standards. The regulations are proposed to be applied across every drainage in the Grand Valley on the north side of the river. The City will continue to work with community partners and CDPHE on developing attainable water quality for the various washes and irrigation return flows.

A renewed emphasis on proactive storm drain maintenance will help clean a portion of the City's 237 miles of storm drain lines and some of the City's 6,200 catch basins. These efforts not only help restore capacity in the system, but it also addresses stormwater quality goals by cleaning out trash and debris that collects in the bottom of each basin.

Financial Overview

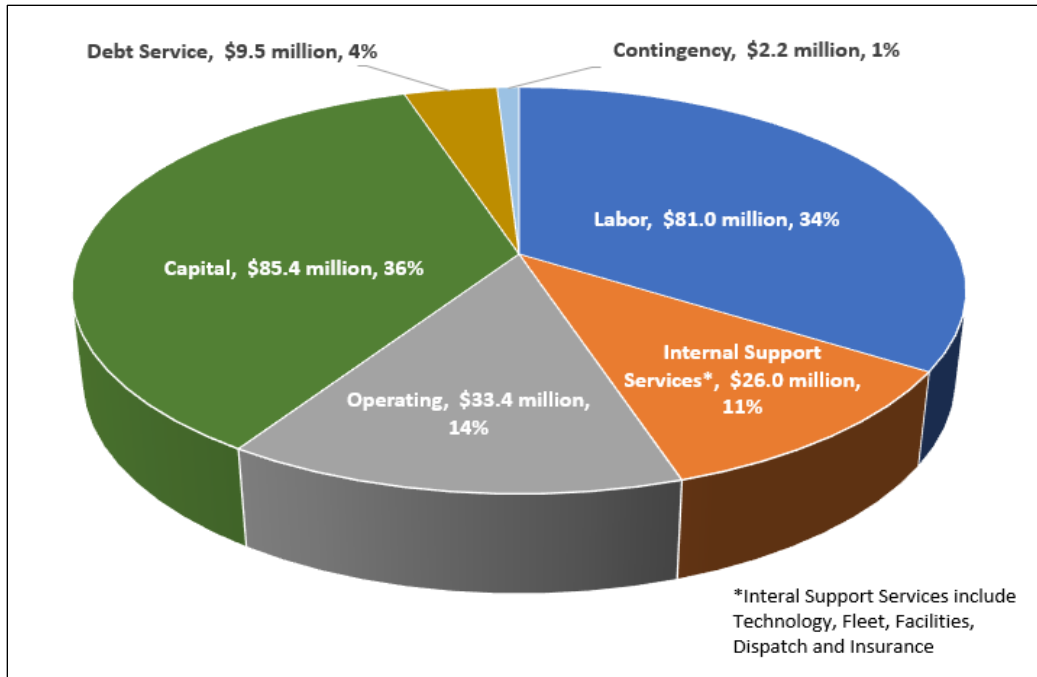
The total adopted number of positions for 2022 is 773, with over half of those positions in public safety and 65% of new positions funded by the First Responder Tax, Enterprise Funds, or Cannabis Tax.

773 Full Time Employee Positions by Department

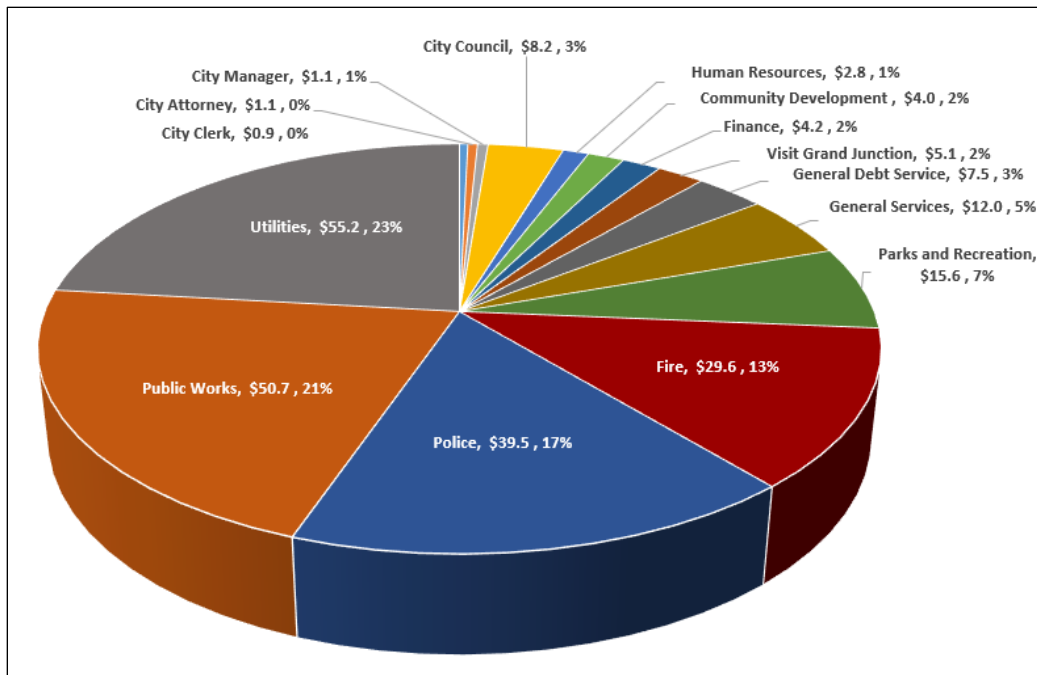


The following charts display the total 2022 Adopted Budget of \$237.5 million by category and department.

2022 Adopted Budget by Category



2022 Adopted Budget by Department



General Fund and First Responder Fund Highlights

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

The Adopted 2022 General Fund and First Responder fund budgets are \$91.7 million and \$9.8 million respectively for a total of \$101.5 million. This is a 25% increase, or \$20.2 million more than the 2021 Adopted Budget predominantly due to labor increases from new positions, wage increases, the addition of technology, fleet and equipment for First Responder staffing and stations, funding for City Council's housing priority, and an increase in non-profit funding. There are one-time spending items totaling \$4.2 million included in the 2022 budget that do not increase base operating budget into the future.

Continuing to be cautious, the 2021 Adopted Budget was decreased from 2020. As staff entered the budget process for 2022, revenues were showing significant growth over 2019 as well as 2020. With resources for support, departments were allowed to increase needed operational spending in equipment and operating supplies, as well as add to professional development programs in the 2022 Adopted Budget. Departments were also able to establish new programs, with dedicated positions, in line with City Council's strategic priorities. First responder revenues will support the continued addition of public safety positions and continue to build a fund balance to an estimated \$3 million at the end of 2022. This fund balance is planned and will be needed to fund the construction of the last fire station in 2023/2024. The General Fund is balanced with sources exceeding uses and an estimated \$32.5 million fund balance including \$2.7 million in restricted funds and a \$21.9 million minimum reserve at the end of 2022.

The following are key revenue provisions included in the Adopted 2022 General Fund and First Responder budgets:

- Sales tax revenues projected at 5% above 2021 are expected to be 18% above 2020
- Increase in property tax based on preliminary certifications; assessed valuation increasing 11.1%
- Increase in Rural Fire District contract revenues due to increase in assessed valuations and mill levy increase
- Increase in ambulance transport revenues
- Overall General Fund revenue increases 17% over estimated 2021 revenue
- First Responder tax tracks with the City's main sales tax and is correspondingly projected at 5% above 2021 estimated revenues
- The City received a significant SAFER grant for a total of \$5.9 million for staffing the new fire station; the grant runs to 2025 and \$1.6 million is budgeted for 2022

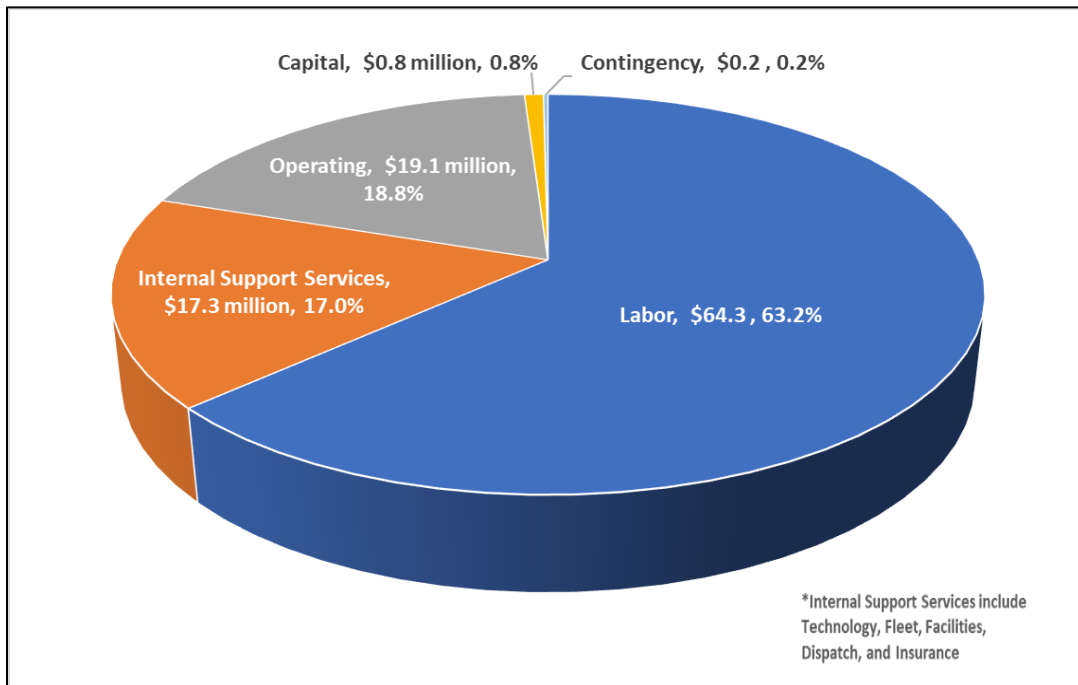
The following are key expenditure provisions included in the adopted General Fund and First Responder budgets:

- Labor increases due to new positions (48), pay range and wage adjustments, continued implementation of first responder staffing, and positions for Council Strategic Priorities
 - 27 in Public Safety (26 First Responder funded); 21 to staff new Fire Station, 6 civilian positions in Police including a Civilian Commander, three Police Service Technicians, and two Code Enforcement Officers

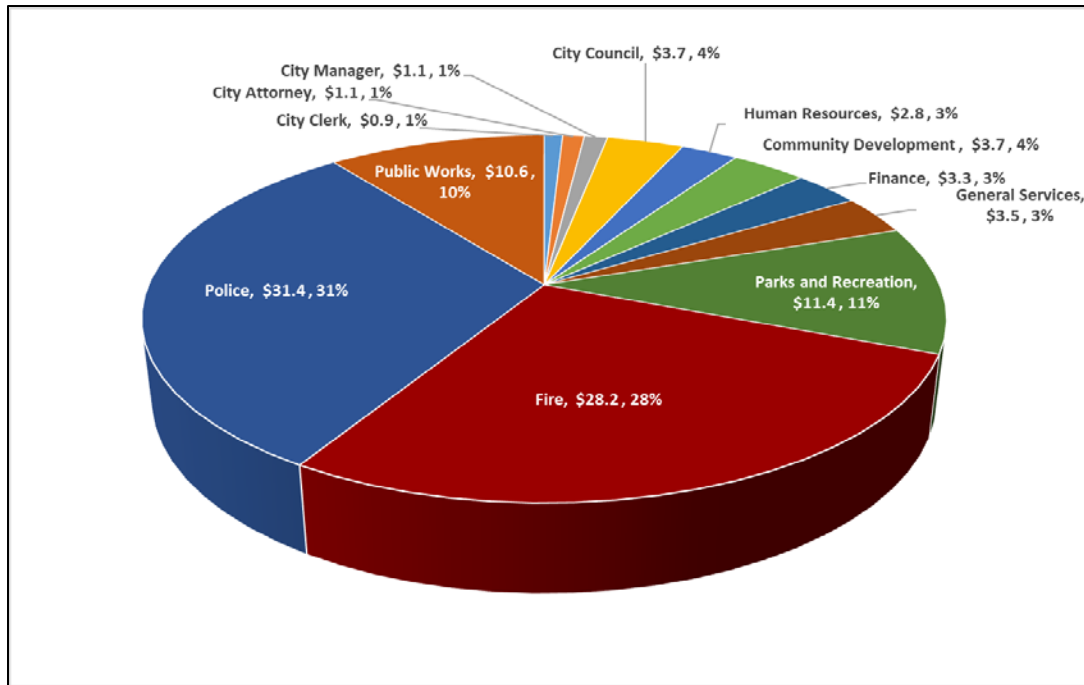
- 12 Quality of Life positions; cannabis, elections, sustainability, parks maintenance, internal support
- 7 Mobility and Infrastructure
- 2 Housing
- With increases in the First Responder system including an additional fire station and new positions serving the community with 24/7 service, there is a corresponding increase in required overtime
- Fleet, fuel, and technology to support new positions, vehicles, and facilities
- Housing Priority Funding \$1 million
- One-time spending
 - Increase in non-profit funding mainly for capital \$1 million
 - New and updated plans; sustainability, bike and pedestrian, Transportation Engineering Standards (TEDs), digitizing plan and permit documents \$890,000
 - Specialized software and equipment \$700,000
 - City Hall building Improvements; security, space reconfiguration \$700,000
 - City Hall HVAC and energy improvements \$400,000
 - Employee Childcare Solutions \$500,000

The following charts show the 2022 Adopted Budget of \$101.7 million for the General and First Responder Funds by category and Department. Because the City is a service organization, the majority of the General Fund and First Responder budgets are allocated to labor. Most operating costs are for support of non-profit organizations, specialized operating equipment, utilities (streetlights), professional development, 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.

General and First Responder Funds 2022 Adopted Budget by Category



General and First Responder Funds 2022 Adopted Budget by Department



The largest departments are Police and Fire that comprise 59% of the General and First Responder Funds budget. This followed by Parks & Recreation and Public Works combining for 21%. These major operating departments make up 80% of the budget.

In summary, the budget represents the allocation of resources to achieve the City Council's Strategic Priorities. These are the highlights of the \$237.7 million 2022 Adopted Budget and is the framework for programs and service delivery to residents and community members now and into the future.

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 budget. The budget team consisted of Linda Longenecker, Matt Martinez, Scott Rust, Greg LeBlanc, Johnny McFarland, Shelley Caskey, Ann Guevara, and Jodi Welch.

Respectfully submitted,

Greg Caton
City Manager



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COMMUNITY PROFILE

The City of Grand Junction is a home rule municipality and the most populous municipality of Mesa County, Colorado. The City is a full-service municipal government organization providing a broad range of services for its Citizens. The organization, which employs 773 full-time employees is comprised of 13 departments including Police and 911 Communications Center, Fire, Public Works, Parks & Recreation, General Services, Utilities (water and sewer), Community Development, Finance, Human Resources, City Clerk, City Manager, City Attorney and Visit GJ.

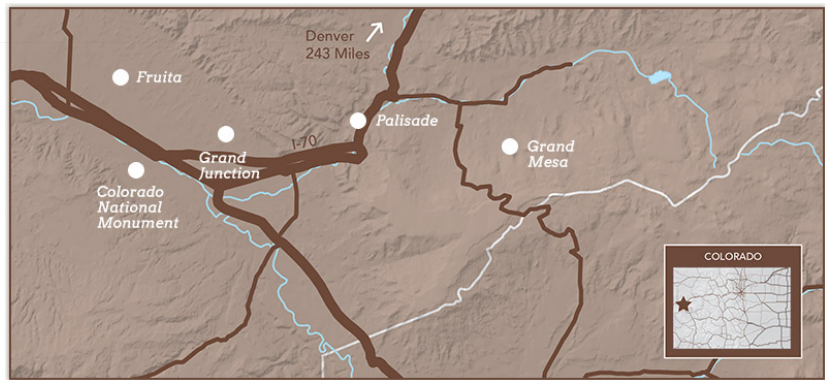
Grand Junction Quick Facts

Year of Incorporation.....	1882
Mayor.....	Chuck McDaniel
Number of Council Members.....	7
Population (2020 Census)	65,560
Budgeted Full-Time City Positions.....	773
2022 Budgeted Revenues.....	\$197,294,561
2022 Budgeted Expenditures.....	\$237,543,790
Bond Rating.....	AA
City Website.....	gjc.org

The City 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. Named for its enviable location at the confluence of the Colorado and Gunnison rivers, Grand Junction is a special kind of crossroads – a joining of ancient and modern, of rustic and refined, of nature and culture. Whether you are inside or out, Grand Junction provides experiences you will not find anywhere else in the world.

Location

Grand Junction is the gateway to the mountains and canyonlands of western Colorado and eastern Utah. Centrally located between Denver, CO (250 miles east) and Salt Lake City, UT (270 miles west), Grand Junction is surrounded by 1.2 million acres of public land. Residents enjoy world-class whitewater rafting on the Colorado and Green Rivers, golfing, fishing, skiing, and snowboarding, and exploring mountain bike and hiking trails through the Colorado National Monument and the Grand Mesa National Forest. Grand Junction has a robust downtown and hosts multiple art, music, food, and market events annually. With a population of over 150,000 in Mesa County (65,560 within the City limits) this area has many of the big town amenities without the big town stresses such as traffic and trail congestion. With an average of 245 days of sunshine, the City is the perfect place to work and play.



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

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

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

Because the City often has milder weather than the rest of Colorado, several fine local golf courses boast that you can play here all winter, including the Tiara Rado Golf Course, with the red cliffs of the Colorado National Monument towering beautifully above the links. The mild winters played a large role in persuading those who would become the first permanent settlers to stay here in the 1880s.

History of Grand Junction

The region's colorful history stretches much further back in time. A little-known aboriginal civilization known as the Fremont first moved to the region around 200 A.D. Living in pit-houses, eating insects, small animals and sparse produce from tiny gardens, the mysterious Fremont left Western Colorado about 1300 A.D. Roughly 100 years later, the first bands of 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. Hoping to trap valuable beaver or trade with Ute Tribes, most of the Americans were kept out of the territory by 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-native politicians, a large part of Western Colorado remained Ute Territory until September 1881 when the region was opened to homesteaders, ranchers, and town builders. By the time Kansas politician and real estate developer, George Crawford, decided the unclaimed Grand Valley would make a good town site, Denver, Colorado already had a population of 50,000, and Grand Junction, Colorado was just being born!

Since its establishment in 1881, the City and its surrounding land have been the site of railroads, factories, orchards, highways, and vineyards. The City's rapid early growth was 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, the City 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 the City’s major employers are in education and health care including CMU, Mesa County Valley School District 51, St. Mary’s Hospital, Community Hospital, and Veterans Memorial Hospital, as well as other local government agencies.

The City’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 because of decades-old interstate agreements. Institutions such as the Ruth Powell Hutchins Water Center at CMU and initiatives such as the Grand Valley Regional Water Conservation Plan—an agreement between the City, Clifton, and Ute water districts—reflect residents’ efforts to maintain their natural resources. Additionally, the Mesa Land Trust, a nonprofit conservation group, helps protect riparian environments along the river by securing conservation easements.

Demographics

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

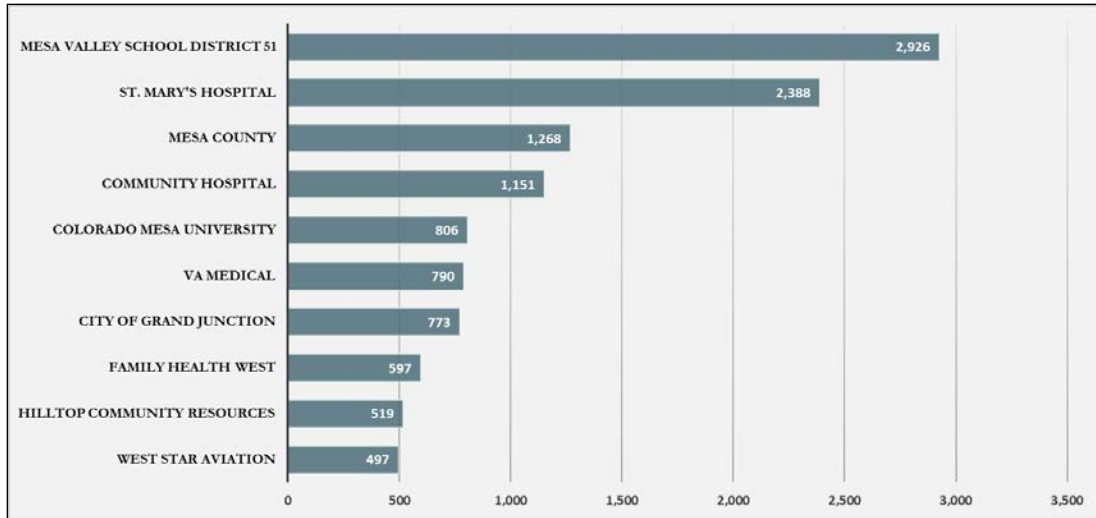
	Grand Junction	Mesa County	Colorado
Population (2020) *	65,560	155,703	5,773,714
Population Change (2010 to 2020) *	6,994	8,980	744,518
Total Employment (2019) *	53,351	80,740	3,470,272
Median Household Income ^ (2019)	\$52,504	\$55,379	\$72,331
Median House Value ^	\$237,100	\$227,000	\$343,300
Percentage of Population with Incomes lower than the Poverty Line ^	15.6%	14.2%	10.3%
Percentage of Population Born in Colorado ^	46.4%	49.1%	42.4%

* State Demography Office | | ^Source: U.S. Census Bureau

Employers and Key Industries

For many years, the City had felt the effects of a “boom or bust” economy due to the reliance on the local oil and gas industry. Over the last 10 years, the City has made many strides in diversifying its economy to alleviate the boom and bust and we are seeing results. The City’s economy has withstood the COVID-19 Pandemic with far less harm than the City had first thought and that’s attributable to its partnerships with outside agencies and continuing to diversify the economy. Today, key industries in the City and vicinity include aerospace and advanced manufacturing, agribusiness (fruit farms, wineries, craft breweries, distilleries, and farm to fork operations), energy and renewables, health and medical care, education, outdoor recreation, technology, and entrepreneurship. The City’s top 10 employers and key industries are shown below.

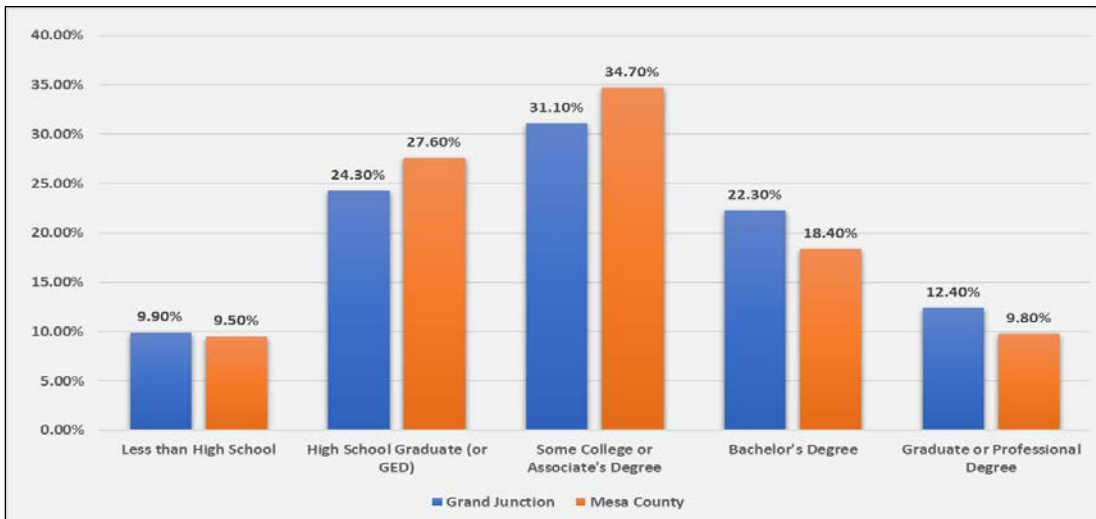
Grand Junction's Top 10 Employers



Education

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

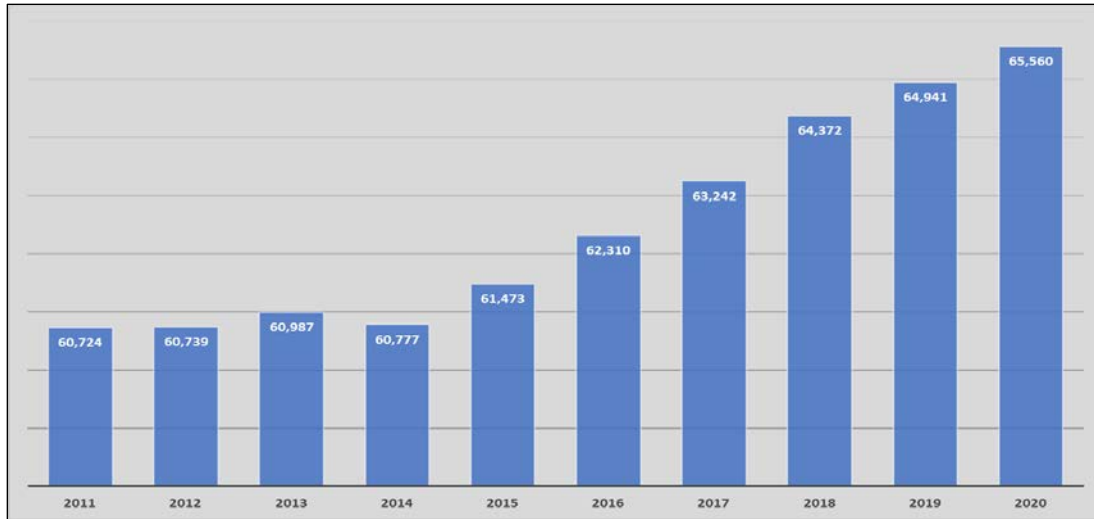
Education Attainment Compared to Mesa County



Population

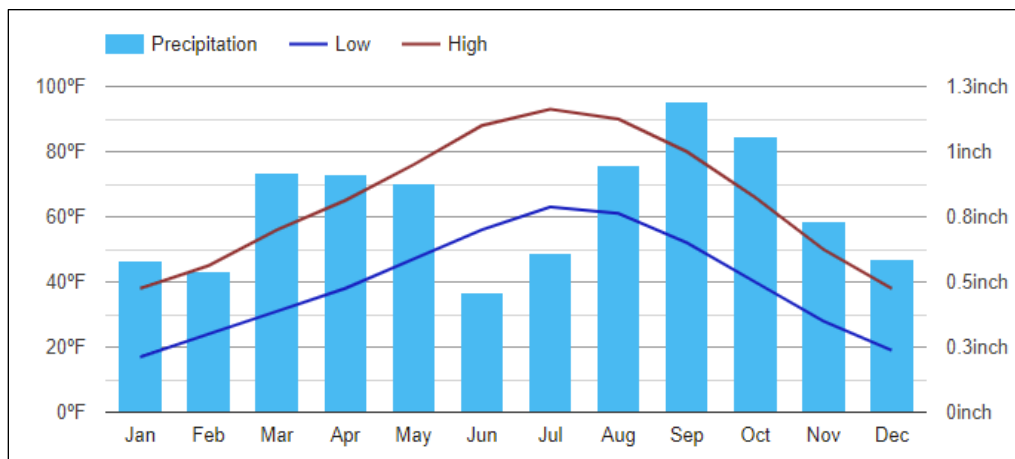
The US Census counted 65,560 for the City's population in 2020. The City had a growth rate of 11.9% between 2010 and 2020. The State Demographer projects (countywide) the area to have a 1.1% growth rate moving forward. The City's population has more than tripled since 1970 and at the projected rate of growth the City will reach a population of 100,000 in the next 30 years (2050). The 2020 Census counted 155,703 persons living in Mesa County, a 6.1% increase from the 2010 US Census and is projected to increase to a population of 236,000 by 2050. 78% of the growth in Mesa County between 2010 and 2020 occurred in the City and for those moving to Mesa County, Delta County is number one for in-migration.

Grand Junction Population Trend



Climate

The City has an arid climate with high summer temperatures trending in the 90's and low winter temperatures trending 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 the City is 9.41 inches and the annual average snowfall precipitation is 19 inches.





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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.
- **Community Profile** – provides historical data and demographic information about the City. This section assists both residents and non-residents in putting the City budget into perspective.
- **Budget Guide** – explains how to use the budget book.
- **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. Also included is 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, Comp 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. In addition, it identifies which fund each division is funded by, and provides a description of the major operations within each division.
- **Strategic Priorities** – includes each departments strategic plan priorities that they have been assigned and steps to achieve success

- **Prior Year Accomplishment** – provides a look back at the accomplishments that each division achieved during the prior year.
- **Current Year Objectives** – Shows major initiatives for the current budget year that each department has planned
- **Department Personnel** – shows the staffing level of each department, listed by fund and division. In some cases, some positions may be allocated to other departments, divisions, and funds.
- **Department Expenditure Summary** – shows all expenditures for each department and division within the fund for 2019 and 2020 Actuals, 2021 Adopted and Projected Budgets, and 2022 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.

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. Expenditures within the funds are shown in the department summary section of this document within the department that utilizes funds from these sources. However, they are shown in their entirety by fund in this section.

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. Expenditures within the funds are shown in the department summary section of this document within the department that utilizes funds from these sources. However, they are shown in their entirety by fund in this section.

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. Expenditures within the funds are shown in the department summary section of this document within the department that utilizes funds from these sources. However, they are shown in their entirety by fund in this section.

Appendix

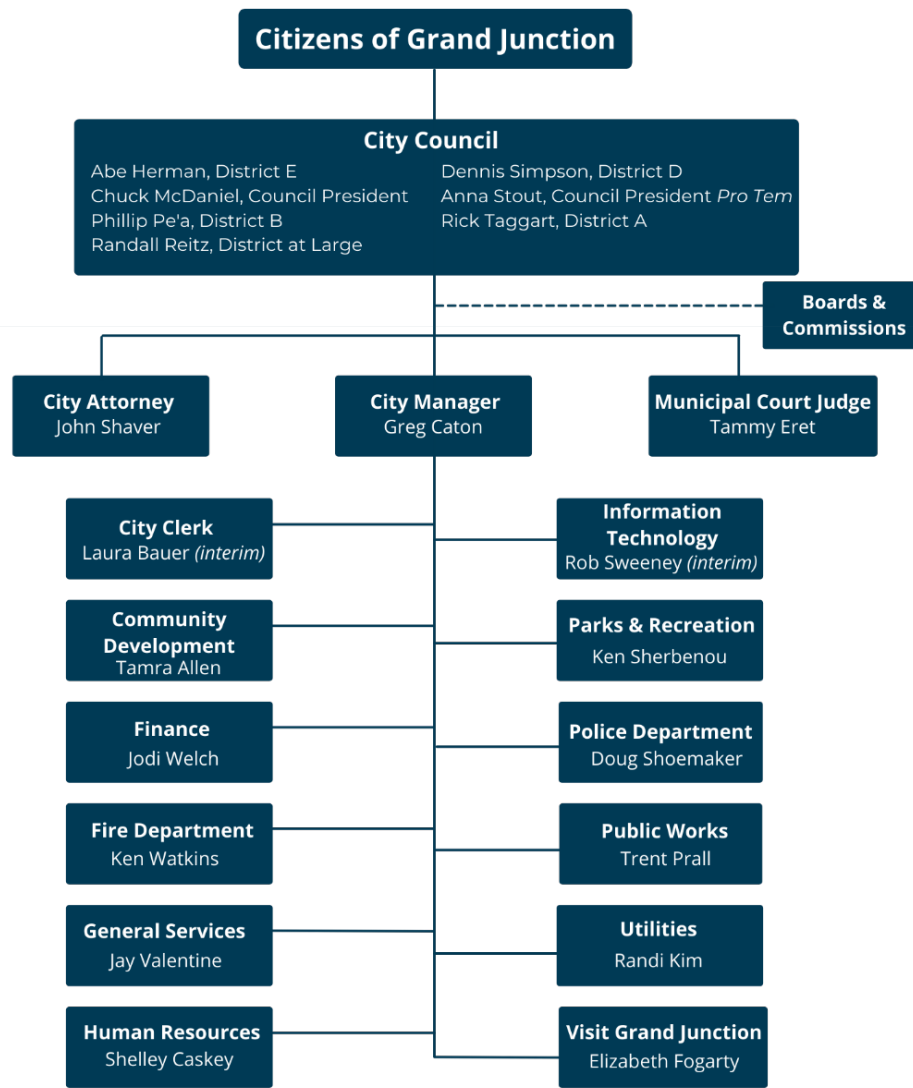
- This section includes the budget adoption resolution, budget award certificate, the City’s pay plan, and a glossary of commonly used terms.

CITY GOVERNMENT

The City 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 public, which designate the powers and authority of both the City Council and the City Manager.

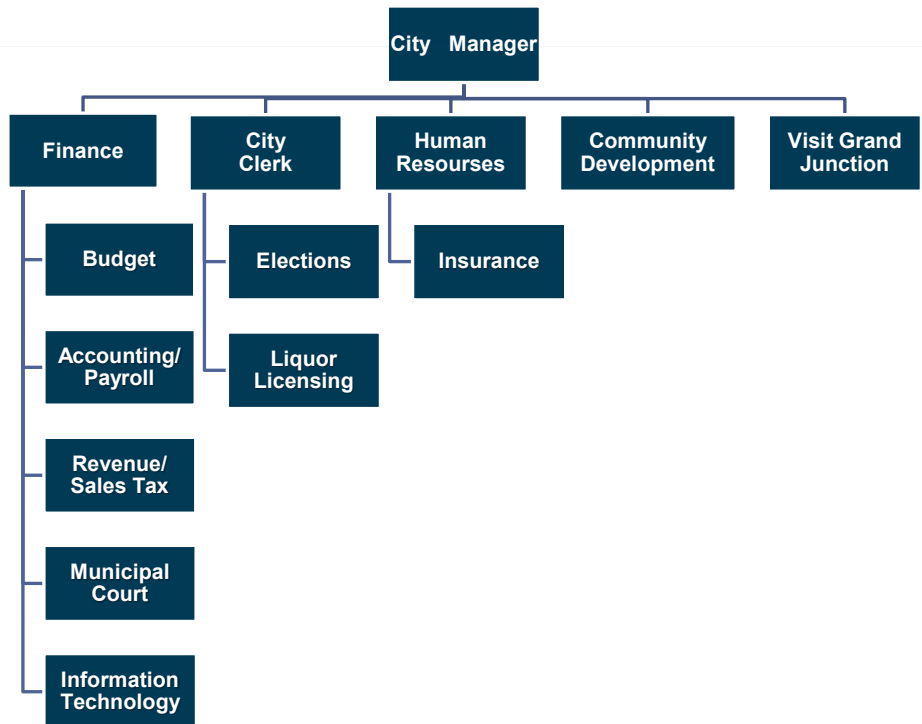
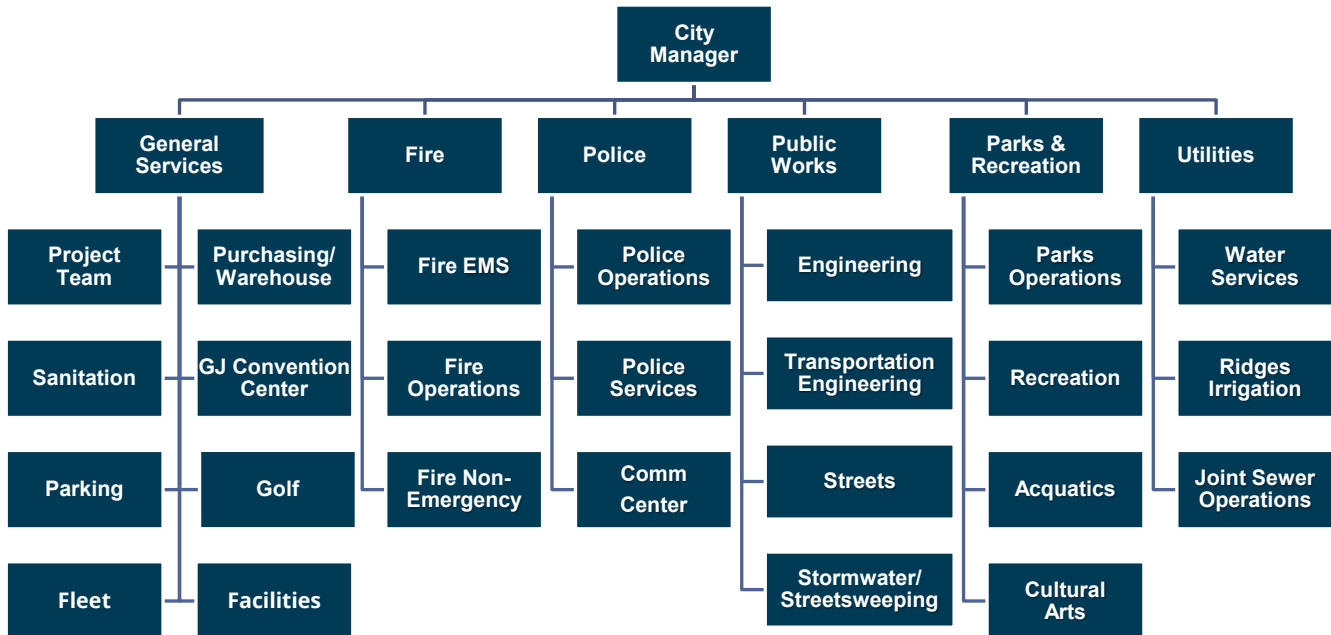
The chart below shows the organization at a high-level beginning with the Citizens, City Council, Appointed Officials, and City Department Directors.

City of Grand Junction Organization Chart



Divisional Organization Chart

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



Directory of City Officials

Mayor and City Council Members

The City Council 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 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.



Chuck McDaniel
Mayor, District at Large
Expires May 2023



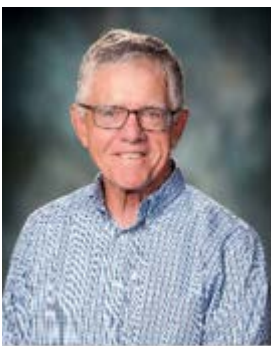
Anna Stout
Mayor Pro Tem, District C
Expires May 2023



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



Phillip Pe'a
Councilmember, District B
Expires May 2023



Dennis Simpson
Councilmember, District D
Expires May 2025

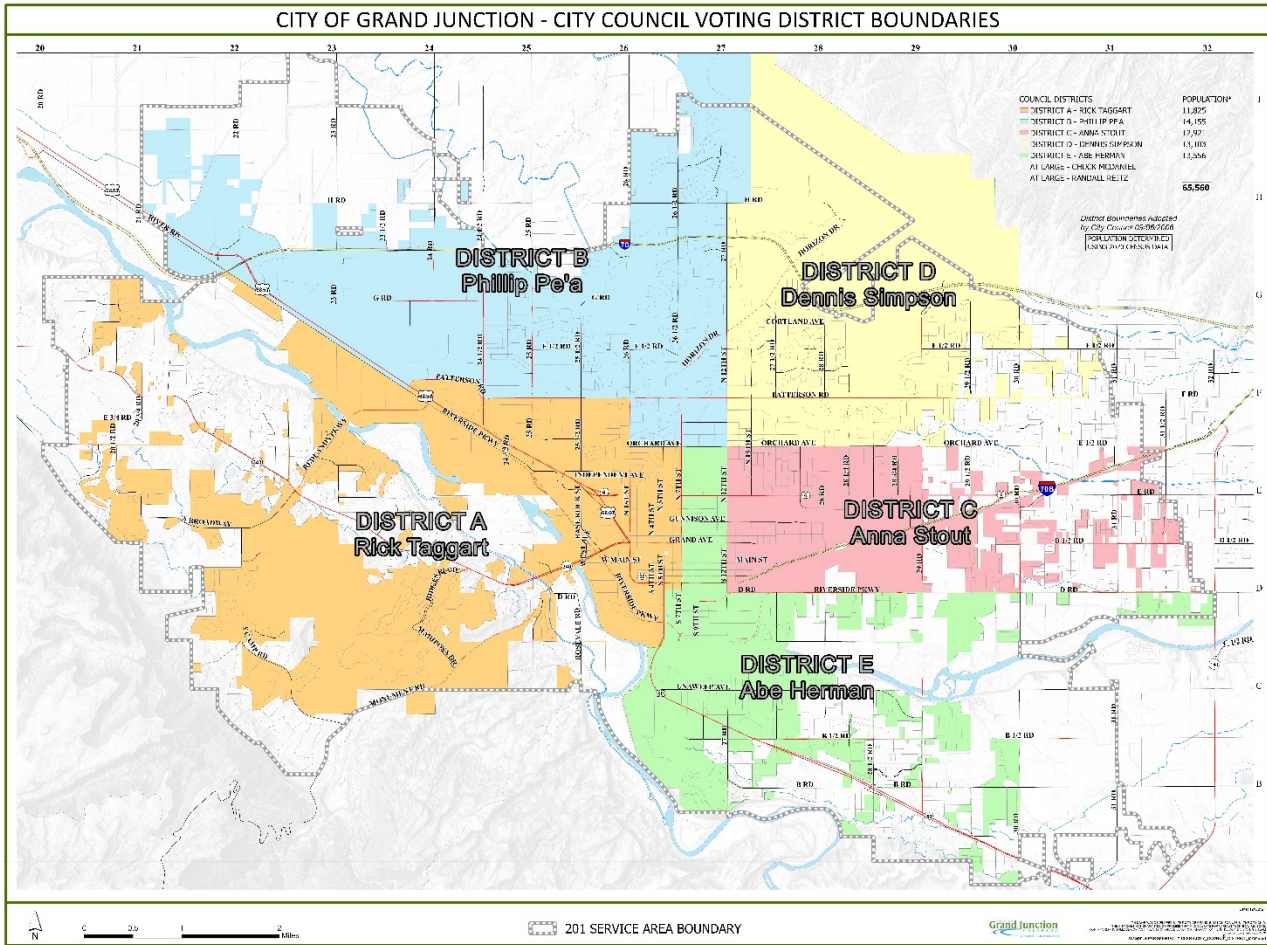


Abe Herman
Councilmember, District E
Expires May 2025



Randall Reitz
Councilmember, District at Large
Expires May 2025

City of Grand Junction City Council Districts



Appointed Officials

Greg Caton_____	City Manager
John Shaver_____	City Attorney
Tammy Eret_____	Municipal Court Judge

Department Directors

Laura Bauer_____	City Clerk (Interim)
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

City of Grand Junction Boards and Commissions

Citizen participation at all levels of the governmental process is valued and encouraged. One way to get involved is through service on a volunteer board. The City has 18 boards, committees, commissions, and authorities on which over 100 citizens serve. City Council reviews all applications for board vacancies and makes 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 the downtown area. The function of the Board of Directors is to establish policy and direct the Authority in its efforts.
- ❖ **Downtown Grand Junction Business Improvement District (DGJBID):** The DDA Board Members also serve as the board for the Downtown Grand Junction Business Improvement District. The DGJBID Board provides continuity of efforts in 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.

City of Grand Junction Boards and Commissions

- ❖ **One Riverfront (formerly Riverfront Commission):** One Riverfront is charged with planning, advocating, and implementing the many parts of a program to redevelop and reclaim the riverfront within the City and County.
- ❖ **Parks & Recreation Advisory Board:** The seven-member board appointed by the City Council assists in 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 City's urbanized area.
- ❖ **Visit Grand Junction Advisory Board:** The mission of the Visit GJ is to market the City and surrounding areas in external markets 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.

BUDGET PROCESS

Budget Development Process

The development of the 2022 Adopted Budget is a several-month process that includes all city departments and involves over 30 employees for a total of over 3,000 hours of staff time. The process begins when 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 revenue forecast models that aid in the development of the budget. Some revenues were impacted by the COVID-19 pandemic in 2021 and this was taken into consideration while developing the 2022 Adopted Budget.

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.

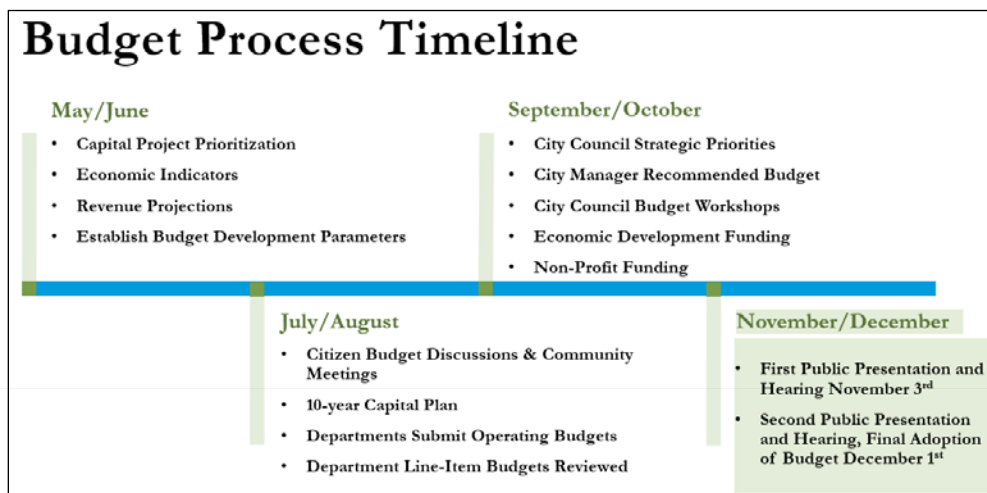
The City Council authorizes the Annual Budget through the appropriation of spending at the fund level. The Fund Balance Worksheet, as part of the supporting documentation, displays the City's total budget, as well as the total appropriation of the budget. The 2022 Adopted Budget of \$237.5 million is presented with the internal service operations of Information Technology, Fleet, Insurance, and Facilities budgeted in each Department's expenses. There were two public presentations and hearings for public input during the adoption process.

Budget Development Timeline

- May/June 2021:
 - Capital Project Prioritization – Departments submitted and/or updated the 10-Year General Government Capital Plan and the Enterprise and Internal Service Funds 10-Year Capital Plans. As project priorities change, plans are updated to reflect the highest priority projects. The first five (5) years are balanced within expected resources and years 6-10 are shown and include unfunded projects.
 - Economic Indicators – The City reaches out to its partners within the community including the Chamber of Commerce, Grand Junction Economic Partnership, Mesa County Workforce Center, Colorado Mesa University, and others to discuss what they are seeing within the community in terms of new jobs, school enrollment, prospective new businesses, etc.
 - Revenue Projections – Staff updates financial plans and makes projections on revenues and resources in the coming year which will offset expenditures.
 - Establish Budget Development Parameters – Budget development parameters are given based on input from City Council priorities, the City's Comp Plan, and the Strategic Plan.
- July/August 2021:
 - Citizen Budget Discussions and Community Meetings – In 2021, two citizen budget meetings were held in order to get input into the City's for 2022. In addition, several community meetings were held in August on a variety of topics including the 2022 budget.
 - 10-Year Capital Plan Finalization – The 10-Year capital plans are finalized and balanced.
 - Departments Submit Operating Budgets – Operating budgets are entered into the City's financial system by each department.
 - Department Line-Item Budgets Reviewed - The City Manager and Budget Team meets with each department and performs a detailed line item budget review, making suggestions for additions or modifications where needed.

- **September/October 2021:**
 - City Council Strategic Priorities
 - City Manager Recommended Budget – The recommended budget is compiled and balanced within resources in preparation for presentation to City Council.
 - City Council Budget Workshops – Budget workshops were held with City Council on October 4th where the major operating departments of the City presented their recommended 2022 budget and priorities. At the October 19th Budget Workshop, City Council was presented with Economic Development, Non-Profit Funding, and Capital budgets.
- **November/December 2021:**
 - November 3rd – First Public Presentation and Hearing
 - December 1st – Second Public Presentation and Hearing, Final Adoption of Budget

The graphic below shows the City’s timeline for the 2022 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 Improvement 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. The 2022 Appropriation Ordinance was approved on December 1, 2021. A copy of the 2022 Appropriation Ordinance is shown in the Appendix section of this book.

Supplemental Appropriations and Budget Amendments

The City Council may amend the appropriation ordinance by resolution at a public hearing 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 years 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 2022 budget. At the time of the 2022 budget adoption, City Council was in the process of updating the current Plan and will be adopted in early 2022.

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 includes five strategic priorities which provide overarching direction for implementation of the Plan including:

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

One Grand Junction Comprehensive Plan

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

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

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

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

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

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 2022 budget include a conservative sales tax growth rate of 5% for 2022 and increases to 3% in 2023.

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 2022. Property values are assessed by Mesa County every two years and can fluctuate based on those assessments depending on 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.

The City is currently facing a tight labor market and is challenged to find and retain qualified talent to fill the City's extensive range of job openings. This pressure combined with increases in cost of living are expected to continue into the future. To ensure the City remains competitive in attracting and retaining talent for the organization, a market analysis and pay adjustment for all City positions was completed to align pay rates and steps with similar positions in the market. The result is a wage increase between 3% and 6% with an average wage increase of 5.6% predominantly due to increases warranted in public safety positions. Some positions received a higher percentage increase if their current wage fell below the new pay range. The total cost of wage adjustments is \$4.6 million (\$3.5 million General Fund).

In 2021, the City started the year with 708 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 within existing resources. For example, a cannabis enforcement position was added as well as an arborist, victim advocate specialist, an associate planner position, and two 3/4 time positions were moved to full-time. These changes and others brought the full time position count to 718 all funded within existing adopted budget. With the addition of 54 new positions in 2022, the City's total full time employee count is 773, with 413 in Police and Fire, 260 in the other major departments including Public Works, Parks & Recreation, Utilities and General Services, and the remainder of 100 in the seven remaining smaller departments. The total cost of new positions is \$4.8 million (\$1.6 million General Fund).

Health insurance is a major factor in the City's financial forecast due to the volatile nature of health care costs. Similar to 2020 and 2021, the City has again negotiated a favorable rate with its healthcare provider with an actual decrease of costs in 2022. The decrease in 2022 will be followed by an expected increase in 2023, so in order to smooth the impact over the two-year period, a 3.6% increase has been funded in the 2022 budget for the City's portion, while employee's healthcare costs will remain flat for 2022.

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 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 0.75% 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% Sales Tax Capital Fund, Drainage Fund, Transportation Fund, Conservation Trust Fund, Parkland Expansion Fund and the newly approved Cannabis Sales Tax Fund.

The Sanitation, Water, and Sewer funds (all enterprise funds of the City) also maintain 10-year capital improvement ([2022 Enterprise Funds Ten-Year Capital Plan](#)) and financial plans that help guide their services and provide information in setting rates and fees for services provided to the Citizens of Grand Junction. These plans are also updated annually and assist in 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 [Annual Comprehensive Financial Report](#) 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 for its annual comprehensive financial report for 36 consecutive years. To be awarded a Certificate of Achievement, the City must publish an easily readable and efficiently organized ACFR. The Certificate of Achievement is valid for 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.

In November of 2019, the voters authorized the use of TABOR excess for the payment of debt for transportation expansion projects from 2023 through 2037. In November 2022 (Measure 2A), voters authorized the City to collect, retain, and spend revenue the City received for current and future governmental purposes without application of the TABOR revenue limitations. Per recitals in the resolution adopted by City Council setting the ballot question, the City will continue to fulfill its commitment to construct and maintain transportation improvements, continue to invest in City infrastructure, and deliver City services as previously approved by voters. 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.

Debt Management

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 works 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 strives to strike an appropriate balance between service demands and the amount of debt. The City uses general obligation debt to purchase or finance the asset outright, 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.

The City's legal debt limit is calculated as 3% of actual real property values as provided by the Mesa County Assessor's Office. The City's legal debt limit is \$254 million. Currently the City does not have any debt applicable to the limit. The City has traditionally adhered to conservative debt management policies that carefully 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.

Investments

The purpose of the City's Investment Policy is to establish the City's official policy regarding the policy's scope, objectives, and 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:

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.

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.

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 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.

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.

FINANCIAL SUMMARY

Budget Highlights

Through the development of the 2022 Adopted Budget, four 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 City Council's Strategic Plan.

Investment in Employees and Talent Development

- **New Positions** – 55 including 21 to staff Fire Station 8; \$4.8 million
- **Pay Ranges and Wage Adjustments** – Market analysis and pay adjustments averaging 3% to 6% with an average increase of 5.6% predominantly in public safety positions; \$4.6 million
- **Internship Program** – 15 CMU Interns; \$297K
- **Health and Wellness** – Maximizing Employee Health Clinic; negotiated favorable rate resulting in decrease in 2022 actual costs; smooth impact over two years with 3.6% employer portion increase
- **Employee Childcare** – Expand childcare options for City employees; \$500K to research and implement solutions

Responsiveness to Community Needs

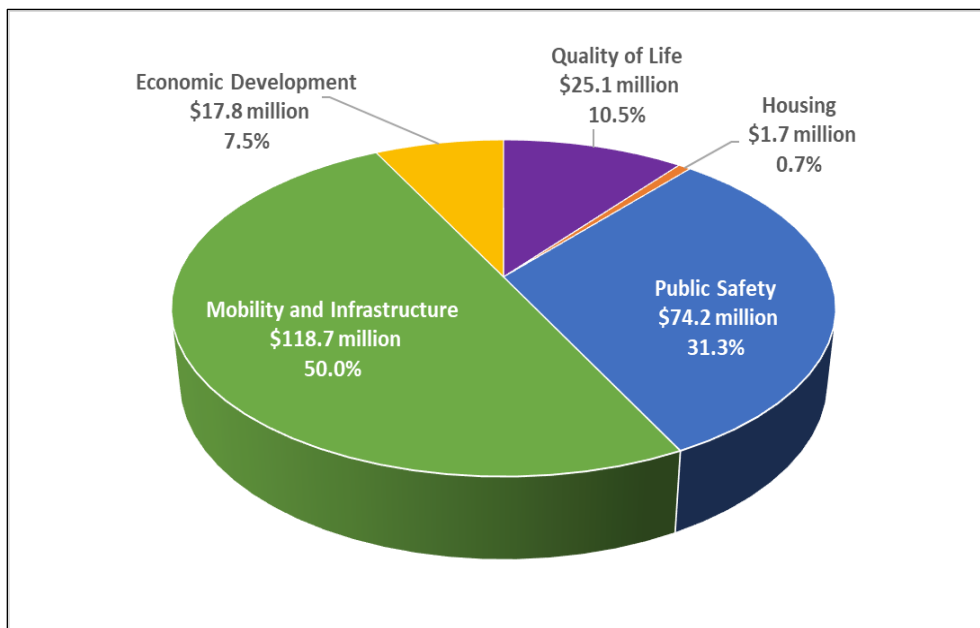
- **Housing** – Focus on housing strategy including implementation of policies and initiatives to address needs; Two new positions to focus on housing and homelessness; \$1 million to address housing priority
- **Sustainability** – Increasing environmental pressures such as drought and fire potential in the region; preservation of the natural environment; improvements in the efficiency of City operations. Energy efficient facilities; alternative fuel fleets and alternative energy; sustainability position added; additional position to evaluate waste reduction approaches and revitalize the recycling program. Bolstering urban canopy response efforts and exploring sustainable ways to manage weeds in public right-of-way. Investments in water and wastewater sustainability to promote long-term water reliability and new sustainability projects.
- **Mobility** – Investments include the addition of a new position in Community Development to facilitate efficient and expanded mobility options in the City. Other investments include trail and road expansion projects to improve access, connections, and safety.
- **Diversity, Equity, and Inclusion** – Add a new holiday on June 19, *Juneteenth*; adding resources for employees in 2022 to help with fostering a culture of inclusion through trainings that explore the principles of diversity, equity, and inclusion.
- **Cannabis** – Voters approved the passage of two ballot measures on April 6, 2021, removing the moratorium on retail cannabis stores in city limits and authorizing City Council to develop regulations and levy a special sales tax on cannabis. As a result, the 2022 Budget includes projected revenues from a proposed 6% special sales tax applied to cannabis products sold in the City. Cannabis tax revenues will go toward enforcing cannabis regulations and providing an additional source of funding for the Parks and Recreation Open Space (PROS) plan. A new position in the Police Department was added in 2021, and another has been added to the City Clerk's Office to receive and review cannabis business licenses and additional revenues will be put toward identified Parks and Recreation PROS plan capital projects in 2022.
- **Elections** – Different from prior years when the City contracted with Mesa County to run its municipal elections, the City will be running its own election in April 2023. A Chief Deputy City Clerk will be added to the team to manage the election.

Recovery & Resiliency

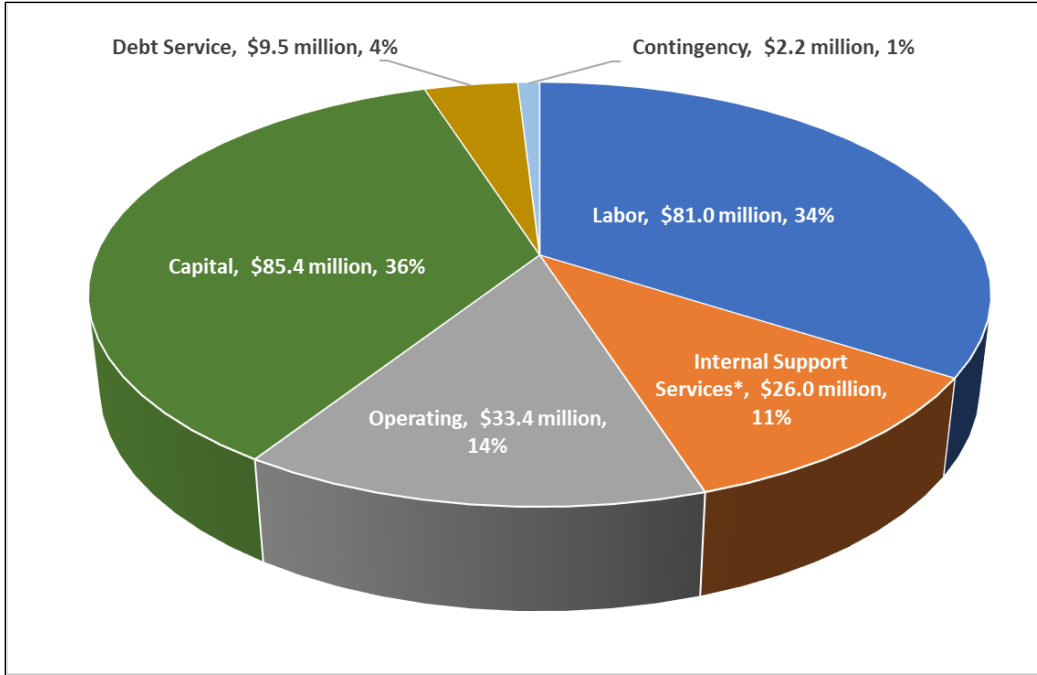
- **Economic Development** – City strategies include additional progress on the Dos Rios and Las Colonias Riverfronts; continued investment in the PROS Plan priorities; additional resources toward effective marketing of the City, collaborative local and regional partnerships and enhanced destination branding through department partnerships with Visit GJ. \$17.8 million allocated to economic development
- **Non-Profit Funding** – The City Council has a history of supporting the non-profit organizations in this community through direct funding \$1.45 million; and allocation of Community Development Block Grant (CDBG) Funds \$500K.
- **Growth & Demographics**
 - Current population 65,560; growth rate is slowing
 - Migration is slowing in Colorado.
 - Labor is tight and Colorado as a state is not as competitive. Jobs are growing but slowing.
 - An increase in racial and ethnic diversity continues.
 - The City is growing faster than the remainder of the county, making it a larger share of the total county population: 36% in 2000 to 42% in 2020.
 - Population is aging which impacts the economy, housing, and public finance. Both the City and Mesa County have a higher share of people 60 years and over than the state and the City has a younger population than the rest of Mesa County, especially in the 15-29 age group.
 - The employment base within the County is diversifying beyond the oil and gas industry. Jobs in county are concentrated in Health Services, Retail Trade, Accommodation and Food Services while the largest drivers in the economy are from Regional Services, Retirees, and Government.

The 2022 Budget totals \$237.5 million (\$237,543,790), a \$24.5 million, or 11.5% increase from the 2021 Adopted Budget of \$213 million. This increase is due to an increase in labor through new positions and competitive wage increases, fleet and technology spending needed to support Departments' service delivery to the community as well as funds for housing, sustainability, and non-profit funding.

2022 Adopted Budget by Strategic Priority



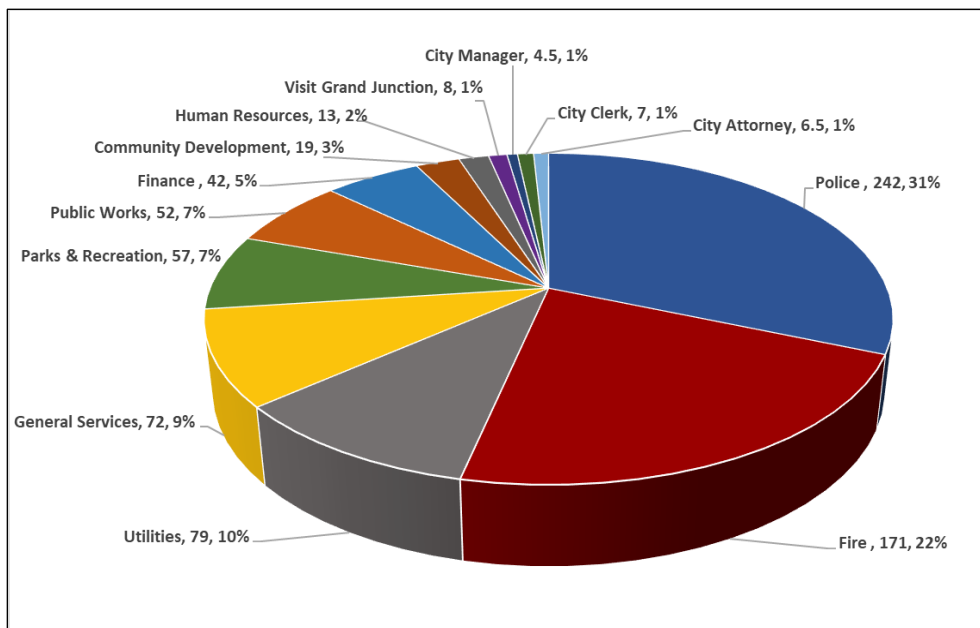
2022 Budget by Spending Category



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

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

773 Full Time Employee Positions by Department

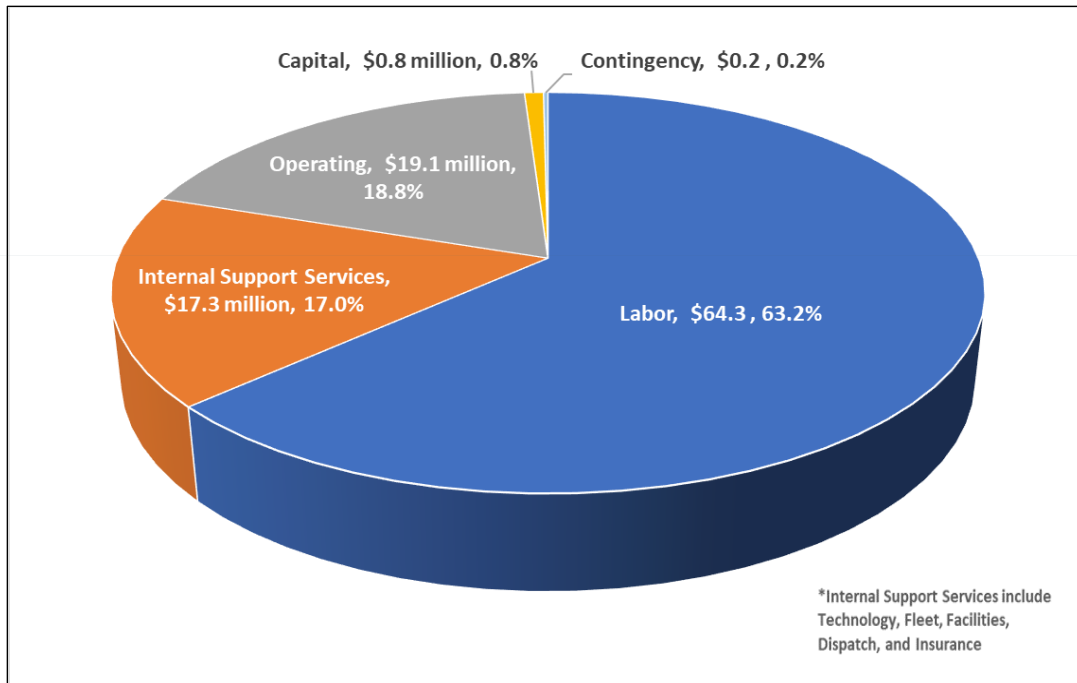


2022 General Fund and First Responder Fund Highlights

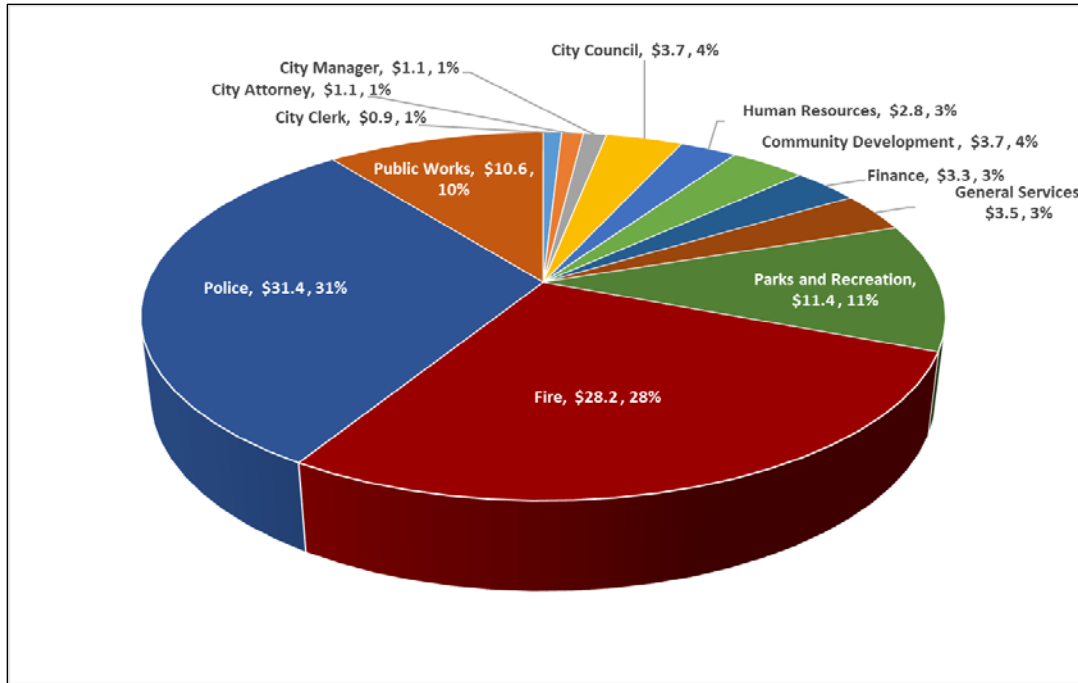
In Spring of 2019, the First Responder Sales Tax was authorized by the voters. A special revenue fund was established to budget and account for revenue from the new tax and expenses for expansion of First Responder services and facilities. Financial information for the First Responder Fund will be separately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

The adopted 2022 General Fund and First Responder fund budgets are \$91.7 million and \$9.8 million respectively for a total of \$101.5 million. This is a 25% increase, or \$20.2 million more than the 2021 Adopted Budget predominantly due to labor increases from new positions, wage increases, the addition of technology, fleet and equipment for First Responder staffing and stations, funding for City Council's housing priority, and an increase in non-profit funding. There are one-time spending items totaling \$4.2 million included in the 2022 budget that do not increase base operating budget into the future.

General and First Responder Funds 2022 Adopted Budget by Category



General and First Responder Funds 2022 Adopted Budget by Department



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 & 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) – Accounts 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 City.

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

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

Parkland Expansion Fund (Fund 105) – Accumulates resources 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) – Accumulates resources derived from 3% additional lodging tax increase approved by voters in 2018 to proactively market the Grand Junction area, support direct airline service, and promote tourism and sporting events.

First Responder Tax (Fund 107) – Accumulates resources from a 0.5% portion of the City's 3.25% sales and use tax to be dedicated for the expansion of public safety services, specifically for fire and police operations.

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

Cannabis Sales Tax Fund (Fund 111) – In April 2021, voters approved the retail sale of cannabis in the City of Grand Junction. This fund will account for all sales tax generated by the sale of cannabis within the City including funding positions related to cannabis and capital projects identified in the PROS Master Plan.

American Rescue Plan Fund (Fund 114) – The City will receive a total of \$10.4 million from the American Rescue Plan, half was received in 2021 and the remainder will be received in 2022. This fund will account for these revenues and any approved expenditures once City Council approves spending through a future appropriation ordinance.

Public Safety Impact Fee Fund (Fund 115) – The City will begin collecting Fire and Police impact fees in 2022. This fund will account for these revenues and any approved expenditures once they have been identified and City Council approves spending through a future appropriation ordinance.

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) – Accounts for all resources accumulated for general long-term debt principal and interest payments maturing in future years, excluding 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) – Accounts for debt service payments incurred in the financing of open space land and improvements to recreational facilities.

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

Fiduciary Funds – Permanent funds are used to report 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.

Cemetery Perpetual Care Fund (Fund 704) – Accumulates 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 revenues and expenses associated with refuse collection within the City.

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

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

Parking Authority Fund (Fund 308) – Accounts for the revenue and expense associated with the operation of all municipally owned and leased parking facilities.

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

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

Internal Service Funds

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

Fleet Fund (Fund 402) – Accounts for expenses associated with the acquisition, operation and maintenance of City-owned vehicles and equipment and the related charges for these services.

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

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

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

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

DDA Operations Fund (Fund 103) – 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.



Dos Rios Bike Playground



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Fiscal Summary

FY 2022 Revenue Summary by Classification

Fund	Capital Proceeds	Charges for Service	Fines and Forfeitures	Interest	Interfund Revenue
General Government					
100 General Fund	\$ 1,500	\$ 13,257,482	\$ 306,500	\$ 196,000	\$ 2,507,485
101 Enhanced 911 Fund	-	2,900,000	-	19,400	-
102 Visit Grand Junction Fund	-	6,000	-	3,211	-
104 CDBG Fund	-	-	-	-	-
105 Parkland Expansion Fund	-	-	2,500	6,173	-
106 Lodgers Tax Increase Fund	-	-	-	-	-
107 First Responder Fund	-	-	-	-	-
110 Conservation Trust Fund	-	-	-	2,096	-
111 Cannabis Sales Tax Fund	-	-	-	-	-
114 American Rescue Plan Fund	-	-	-	-	-
115 Public Safety Impact Fee Fund	-	-	-	-	-
201 Sales Tax CIP Fund	-	85,000	-	-	-
202 Storm Drainage Fund	-	15,000	-	-	-
207 Transportation Capacity Fund	-	2,700,000	-	55,370	-
405 Comm Center Fund	-	2,236,715	-	4,166	3,032,115
610 General Debt Service Fund	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-
615 Riverside Pkway Debt Retire Fund	-	-	-	35,042	-
Total General Government Funds	\$ 1,500	\$ 21,200,197	\$ 309,000	\$ 321,458	\$ 5,539,600
Enterprise Funds					
301 Water Fund	\$ 10,714,000	\$ 8,692,280	\$ -	\$ 34,800	\$ 838,479
302 Solid Waste Removal Fund	-	5,080,000	-	8,404	-
303 GJ Convention Center Fund	-	25,000	-	-	-
305 Golf Courses Fund	-	2,281,150	-	-	-
308 Parking Authority Fund	-	500,150	190,000	4,149	-
309 Ridges Irrigation Fund	176,500	336,142	-	414	-
900 Joint Sewer System Fund	3,392,350	15,243,668	1,000	271,700	174,154
Total Enterprise Funds	\$ 14,282,850	\$ 32,158,390	\$ 191,000	\$ 319,467	\$ 1,012,633
Internal Service Funds					
401 Information Technology Fund	\$ -	\$ 152,480	\$ -	\$ 17,000	\$ 9,004,618
402 Fleet and Equipment Fund	50,000	942,635	-	27,500	7,031,098
404 Insurance Fund	-	2,500	-	15,194	15,402,681
406 Facilities Management Fund	-	-	-	-	3,091,847
Total Internal Service Funds	\$ 50,000	\$ 1,097,615	\$ -	\$ 59,694	\$ 34,530,244
Permanent Funds					
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ 10,239	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ 10,239	\$ -
Downtown Development Authority Funds					
103 Downtown Dev. Authority Fund	\$ -	\$ 11,500	\$ -	\$ 14,364	\$ -
611 DDA TIF Debt Service Fund	-	-	-	10,894	-
Total DDA Funds	\$ -	\$ 11,500	\$ -	\$ 25,258	\$ -
Dos Rios General Improvement District					
113 GJ Dos Rios GID	\$ -	\$ -	\$ -	\$ -	\$ -
616 GJ Dos Rios GID Debt Service	-	-	-	20,000	-
Total Dos Rios GID Funds	\$ -	\$ -	\$ -	\$ 20,000	\$ -

Fiscal Summary

FY 2022 Revenue Summary by Classification

Fund	Inter-Governmental	Licenses & Permits	Other	Taxes	Total Revenues	Transfers In	Total Resources
100	\$ 2,088,608	\$ 188,150	\$ 25,475	\$ 72,790,563	\$ 91,361,763	\$ 1,004,333	\$ 92,366,096
101	-	-	-	-	2,919,400	-	2,919,400
102	-	-	-	2,999,998	3,009,209	776,758	3,785,967
104	469,557	-	-	-	469,557	-	469,557
105	-	-	950,000	-	958,673	-	958,673
106	-	-	-	1,864,218	1,864,218	-	1,864,218
107	1,750,804	-	-	11,192,539	12,943,343	-	12,943,343
110	880,000	-	-	-	882,096	-	882,096
111	-	-	-	1,015,000	1,015,000	-	1,015,000
114	5,242,304	-	-	-	5,242,304	-	5,242,304
115	-	-	486,062	-	486,062	-	486,062
201	1,953,679	-	480,000	16,524,765	19,043,444	4,840,105	23,883,549
202	-	-	-	-	15,000	500,000	515,000
207	-	-	150,000	-	2,905,370	-	2,905,370
405	35,000	-	93,400	-	5,401,396	2,081,222	7,482,618
610	-	-	-	-	-	6,799,688	6,799,688
614	-	-	400,000	-	400,000	300,879	700,879
615	-	-	-	-	35,042	-	35,042
	\$ 12,419,952	\$ 188,150	\$ 2,584,937	\$ 106,387,083	\$ 148,951,877	\$ 16,302,985	\$ 165,254,862
301	\$ 37,500	\$ -	\$ 58,512	\$ -	\$ 20,375,571	\$ -	\$ 20,375,571
302	-	-	-	-	5,088,404	-	5,088,404
303	206,761	-	-	-	231,761	200,000	431,761
305	-	-	18,720	-	2,299,870	120,000	2,419,870
308	-	-	56,850	-	751,149	-	751,149
309	-	-	-	-	513,056	-	513,056
900	-	-	-	-	19,082,872	-	19,082,872
	\$ 244,261	\$ -	\$ 134,082	\$ -	\$ 48,342,683	\$ 320,000	\$ 48,662,683
401	\$ -	\$ -	\$ -	\$ -	\$ 9,174,098	\$ -	\$ 9,174,098
402	-	-	-	-	8,051,233	70,563	8,121,796
404	-	-	466,500	-	15,886,875	-	15,886,875
406	-	-	17,760	-	3,109,607	-	3,109,607
	\$ -	\$ -	\$ 484,260	\$ -	\$ 36,221,813	\$ 70,563	\$ 36,292,376
704	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ 10,239
	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ 10,239
103	\$ -	\$ -	\$ 1,017,381	\$ 392,836	\$ 1,436,081	\$ -	\$ 1,436,081
611	589,783	-	-	1,561,113	2,161,790	-	2,161,790
	\$ 589,783	\$ -	\$ 1,017,381	\$ 1,953,949	\$ 3,597,871	\$ -	\$ 3,597,871
113	\$ -	\$ -	\$ -	\$ 16,712	\$ 16,672	\$ -	\$ 16,672
616	-	-	-	-	20,000	-	20,000
	\$ -	\$ -	\$ -	\$ 16,712	\$ 36,672	\$ -	\$ 36,672

Fiscal Summary

FY 2022 Expenditure Summary by Classification

Fund	Labor and Benefits	Operating Expenditures	Interfund Charges	Debt Service
General Government				
100 General Fund	\$ 56,260,675	\$ 18,027,501	\$ 16,884,330	\$ -
101 Enhanced 911 Fund	-	-	-	-
102 Visit Grand Junction Fund	949,837	3,781,237	197,981	-
104 CDBG Fund	-	289,198	-	-
105 Parkland Expansion Fund	-	-	-	-
106 Lodgers Tax Increase Fund	-	1,087,461	-	-
107 First Responder Fund	8,068,979	1,074,524	447,329	-
110 Conservation Trust Fund	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-
201 Sales Tax CIP Fund	-	2,703,790	-	-
202 Storm Drainage Fund	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-
405 Comm Center Fund	5,359,171	474,562	1,496,499	-
610 General Debt Service Fund	-	4,500	-	6,795,188
614 GJ Public Finance Corp Fund	-	1,500	-	713,600
615 Riverside Pkwy Debt Retire Fund	-	-	-	-
Total General Government Funds	\$ 70,638,662	\$ 27,444,273	\$ 19,026,139	\$ 7,508,788
Enterprise Funds				
301 Water Fund	\$ 3,628,612	\$ 1,318,557	\$ 1,656,926	\$ 1,002,306
302 Solid Waste Removal Fund	1,275,625	1,825,245	1,515,858	-
303 GJ Convention Center Fund	-	225,000	206,761	-
305 Golf Courses Fund	863,125	806,640	597,482	87,798
308 Parking Authority Fund	184,236	151,499	108,581	243,228
309 Ridges Irrigation Fund	127,553	23,826	171,483	10,193
900 Joint Sewer System Fund	4,296,930	1,627,912	2,710,858	595,749
Total Enterprise Funds	\$ 10,376,081	\$ 5,978,679	\$ 6,967,949	\$ 1,939,274
Internal Service Funds				
401 Information Technology Fund	\$ 3,108,376	\$ 5,492,950	\$ 613,625	\$ -
402 Fleet and Equipment Fund	1,443,947	2,446,698	256,490	-
404 Insurance Fund	1,662,241	13,940,995	28,377	-
406 Facilities Management Fund	676,409	2,248,927	202,598	-
Total Internal Service Funds	\$ 6,890,973	\$ 24,129,570	\$ 1,101,090	\$ -
Permanent Funds				
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -
Downtown Develop. Authority Funds				
103 Downtown Dev. Authority Fund	\$ 276,964	\$ 1,100,988	\$ 45,068	\$ -
611 DDA TIF Debt Service Fund	-	28,350	-	1,651,275
Total DDA Funds	\$ 276,964	\$ 1,129,338	\$ 45,068	\$ 1,651,275
Dos Rios General Improvement Dist.				
615 GJ Dos Rios GID Debt Service Fund	\$ -	\$ 307,625	\$ -	\$ -
Total Dos Rios GID Funds	\$ -	\$ 307,625	\$ -	\$ -

Fiscal Summary

FY 2022 Expenditure Summary by Classification

Fund	Capital Outlay	Contingency and Reserves	Total Expenditures	Transfers Out	Total Uses
100	\$ 561,806	\$ 200,000	\$ 91,934,312	\$ -	\$ 91,934,312
101	-	-	-	2,581,222	2,581,222
102	-	200,000	5,129,055	200,000	5,329,055
104	-	-	289,198	180,359	469,557
105	-	-	-	1,464,792	1,464,792
106	-	-	1,087,461	776,758	1,864,219
107	180,900	-	9,771,732	1,108,982	10,880,714
110	-	-	-	879,061	879,061
111	-	-	-	1,000,000	1,000,000
201	17,214,303	1,842,436	21,760,529	7,019,688	28,780,217
202	530,000	-	530,000	-	530,000
207	27,738,000	-	27,738,000	200,000	27,938,000
405	690,000	-	8,020,232	-	8,020,232
610	-	-	6,799,688	-	6,799,688
614	-	-	715,100	-	715,100
615	-	-	-	1,052,447	1,052,447
	\$ 46,915,009	\$ 2,242,436	\$ 173,775,307	\$ 16,463,309	\$ 190,238,616
301	\$ 15,430,000	\$ -	\$ 23,036,401	\$ -	\$ 23,036,401
302	32,000	-	4,648,728	220,000	4,868,728
303	-	-	431,761	-	431,761
305	-	-	2,355,045	-	2,355,045
308	-	-	687,544	-	687,544
309	205,000	-	538,055	-	538,055
900	22,839,500	-	32,070,949	-	32,070,949
	\$ 38,506,500	\$ -	\$ 63,768,483	\$ 220,000	\$ 63,988,483
401	\$ 800,000	\$ -	\$ 10,014,951	\$ -	\$ 10,014,951
402	4,650,000	200,000	8,997,135	-	8,997,135
404	-	600,000	16,231,613	-	16,231,613
406	-	-	3,127,934	-	3,127,934
	\$ 5,450,000	\$ 800,000	\$ 38,371,633	\$ -	\$ 38,371,633
704	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
103	\$ -	\$ 250,000	\$ 1,673,020	\$ -	\$ 1,673,020
611	-	-	1,679,625	-	1,679,625
	\$ -	\$ 250,000	\$ 3,352,645	\$ -	\$ 3,352,645
616	\$ -	\$ -	\$ 307,625	\$ -	\$ 307,625
	\$ -	\$ -	\$ 307,625	\$ -	\$ 307,625

Fiscal Summary

FY 2022 Projected Fund Balance by Fund

Fund	Projected Beginning Fund Balance	Total Revenues	Labor	Non-Personnel Operating	Total Operating Expense	Debt Service
General Government						
100 General Fund	\$ 32,098,396	\$ 91,361,763	\$ 56,260,675	\$ 34,911,831	\$ 91,172,506	\$ -
101 Enhanced 911 Fund	2,477,669	2,919,400	-	-	-	-
102 Visit Grand Junction Fund	1,724,933	3,009,209	949,837	3,979,218	4,929,055	-
104 CDBG Fund	-	469,557	-	289,198	289,198	-
105 Parkland Expansion Fund	599,681	958,673	-	-	-	-
-106 Lodgers Tax Increase Fund	-	1,864,219	-	1,087,461	1,087,461	-
107 First Responder Fund	1,151,973	12,943,343	8,068,979	1,521,853	9,590,832	-
110 Conservation Trust Fund	185,726	882,096	-	-	-	-
111 Cannabis Sales Tax Fund	-	1,015,000	-	-	-	-
114 American Rescue Plan Fund	5,242,304	5,242,304	-	-	-	-
115 Public Safety Impact Fee Fund	-	486,062	-	-	-	-
201 Sales Tax CIP Fund	5,405,055	19,043,444	-	2,703,790	2,703,790	-
202 Storm Drainage Fund	62,377	15,000	-	-	-	-
207 Transportation Capacity Fund	47,653,044	2,905,370	-	-	-	-
405 Comm Center Fund	1,026,043	5,401,396	5,359,171	1,971,061	7,330,232	-
610 General Debt Service Fund	540	-	-	4,500	4,500	6,795,188
614 GJ Public Finance Corp Fund	14,221	400,000	-	1,500	1,500	713,600
615 Riverside Pkwy Debt Retire Fund	1,021,689	35,042	-	-	-	-
Total General Government Funds	\$ 98,663,650	\$ 148,951,878	\$ 70,638,662	\$ 46,470,412	\$ 117,109,074	\$ 7,508,788
Enterprise Funds						
301 Water Fund	\$ 4,740,230	\$ 20,375,571	\$ 3,628,612	\$ 2,975,483	\$ 6,604,095	\$ 1,002,306
302 Solid Waste Removal Fund	1,894,879	5,088,404	1,275,625	3,341,103	4,616,728	-
303 GJ Convention Center Fund	33,055	231,761	-	431,761	431,761	-
305 Golf Courses Fund	414,872	2,299,870	863,125	1,404,122	2,267,247	87,798
308 Parking Authority Fund	546,398	751,149	184,236	260,080	444,316	243,228
309 Ridges Irrigation Fund	125,039	513,056	127,553	195,309	322,862	10,193
900 Joint Sewer System Fund	35,489,470	19,082,872	4,296,930	4,338,770	8,635,700	595,749
Total Enterprise Funds	\$ 43,243,943	\$ 48,342,683	\$ 10,376,081	\$ 12,946,628	\$ 23,322,709	\$ 1,939,274
Total General Govt. and Enterprise Funds	\$ 141,907,594	\$ 197,294,561	\$ 81,014,743	\$ 59,417,040	\$ 140,431,783	\$ 9,448,062
Internal Service Funds						
401 Information Technology Fund	\$ 1,407,266	\$ 9,174,098	\$ 3,108,376	\$ 6,106,575	\$ 9,214,951	\$ -
402 Fleet and Equipment Fund	4,176,918	8,051,233	1,443,947	2,703,188	4,147,135	-
404 Insurance Fund	2,647,266	15,886,875	1,662,241	13,969,372	15,631,613	-
406 Facilities Management Fund	37,715	3,109,607	676,409	2,451,525	3,127,934	-
Total Internal Service Funds	\$ 8,269,166	\$ 36,221,813	\$ 6,890,973	\$ 25,230,660	\$ 32,121,633	\$ -
Permanent Funds						
704 Cemetery Perpetual Care Fund	\$ 1,500,795	\$ 10,239	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ 1,500,795	\$ 10,239	\$ -	\$ -	\$ -	\$ -
Total City Appropriated Funds	\$ 151,677,556	\$ 233,526,613	\$ 87,905,716	\$ 84,647,700	\$ 172,553,416	\$ 9,448,062
Downtown Development Authority Funds						
103 Downtown Dev. Authority Fund	\$ 1,849,788	\$ 1,436,081	\$ 276,964	\$ 1,146,056	\$ 1,423,020	\$ -
611 DDA TIF Debt Service Fund	1,884,508	2,161,790	-	28,350	28,350	1,651,275
Total DDA Funds	\$ 3,734,295	\$ 3,597,871	\$ 276,964	\$ 1,174,406	\$ 1,451,370	\$ 1,651,275
Dos Rios GID Funds						
113 Grand Jct. Dos Rios GID Fund	\$ 5,028	\$ 16,712	\$ -	\$ -	\$ -	\$ -
616 Grand JCT Dos Rios GID Debt Svc Fund	4,638,190	20,000	-	307,625	307,625	-
Total Dos Rios GID Funds	\$ 4,643,218	\$ 36,712	\$ -	\$ 307,625	\$ 307,625	\$ -

Fiscal Summary

FY 2022 Projected Fund Balance by Fund

Fund	Major Capital	Total Expense	Transfers In	Transfers Out	Net Source (Use) of Funds	Contingency Funds	Net Change in Fund Balance	Projected Ending Fund Balance
100	\$ 561,806	\$ 91,734,312	\$ 1,004,333	\$ -	\$ 631,784	\$ 200,000	\$ 431,784	\$ 32,530,180
101	-	-	-	2,581,222	338,178	-	338,178	2,815,847
102	-	4,929,055	776,758	200,000	(1,343,088)	200,000	(1,543,088)	181,845
104	-	289,198	-	180,359	-	-	-	-
105	-	-	-	1,464,792	(506,119)	-	(506,119)	93,562
106	-	1,087,461	-	776,758	-	-	-	-
107	180,900	9,771,732	-	1,108,982	2,062,629	-	2,062,629	3,214,602
110	-	-	-	879,061	3,035	-	3,035	188,761
111	-	-	-	1,000,000	15,000	-	15,000	15,000
114	-	-	-	-	5,242,304	-	5,242,304	10,484,608
115	-	-	-	-	486,062	-	486,062	486,062
201	17,214,303	19,918,093	4,840,105	7,019,688	(3,054,232)	1,842,436	(4,896,668)	508,387
202	530,000	530,000	500,000	-	(15,000)	-	(15,000)	47,377
207	27,738,000	27,738,000	-	200,000	(25,032,630)	-	(25,032,630)	22,620,414
405	690,000	8,020,232	2,081,222	-	(537,614)	-	(537,614)	488,429
610	-	6,799,688	6,799,688	-	-	-	-	540
614	-	715,100	300,879	-	(14,221)	-	(14,221)	-
615	-	-	-	1,052,447	(1,017,405)	-	(1,017,405)	4,284
	\$ 46,915,009	\$ 171,532,871	\$ 16,302,985	\$ 16,463,309	\$ (22,741,317)	\$ 2,242,436	\$ (24,983,753)	\$ 73,679,899
301	\$ 15,430,000	\$ 23,036,401	\$ -	\$ -	\$ (2,660,830)	\$ -	\$ (2,660,830)	\$ 2,079,400
302	32,000	4,648,728	-	220,000	219,676	-	219,676	2,114,555
303	-	431,761	200,000	-	-	-	-	33,055
305	-	2,355,045	120,000	-	64,825	-	64,825	479,697
308	-	687,544	-	-	63,605	-	63,605	610,003
309	205,000	538,055	-	-	(24,999)	-	(24,999)	100,040
900	22,839,500	32,070,949	-	-	(12,988,077)	-	(12,988,077)	22,501,393
	\$ 38,506,500	\$ 63,768,483	\$ 320,000	\$ 220,000	\$ (15,325,800)	\$ -	\$ (15,325,800)	\$ 27,918,143
GF & EF	\$ 85,421,509	\$ 235,301,354	\$ 16,622,985	\$ 16,683,309	\$ (38,067,117)	\$ 2,242,436	\$ (40,309,553)	\$ 101,598,041
		\$ 2,242,436	Contingency					
		\$ 237,543,790	City of Grand Junction 2022 Adopted Budget					
401	\$ 800,000	\$ 10,014,951	\$ -	\$ -	\$ (840,853)	\$ -	\$ (840,853)	\$ 566,413
402	4,650,000	8,797,135	70,563	-	(675,339)	200,000	(875,339)	3,301,579
404	-	15,631,613	-	-	255,262	600,000	(344,738)	2,302,528
405	-	3,127,934	-	-	(18,327)	-	(18,327)	19,388
	\$ 5,450,000	\$ 37,571,633	\$ 70,563	\$ -	\$ (1,279,257)	\$ 800,000	\$ (2,079,257)	\$ 6,189,908
704	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ -	\$ -	\$ 1,500,795
	\$ -	\$ -	\$ -	\$ 10,239	\$ -	\$ -	\$ -	\$ 1,500,795
Total App	\$ 90,871,509	\$ 272,872,987	\$ 16,693,548	\$ 16,693,548	\$ (39,346,374)	\$ 3,042,436	\$ (42,388,810)	\$ 109,288,745
103	\$ -	\$ 1,423,020	\$ -	\$ -	\$ 13,061	\$ 250,000	\$ (236,939)	\$ 1,612,849
611	-	1,679,625	-	-	482,165	-	482,165	2,366,673
DDA	\$ -	\$ 3,102,645	\$ -	\$ -	\$ 495,226	\$ 250,000	\$ 245,226	\$ 3,979,522
113	\$ -	\$ -	\$ -	\$ -	\$ 16,712	\$ -	\$ 16,712	\$ 21,740
616	-	307,625	-	-	(287,625)	-	(287,625)	4,350,565
Dos Rios	\$ -	\$ 307,625	\$ -	\$ -	\$ (270,913)	\$ -	\$ (270,913)	\$ 4,372,305

Expenditure Summary by Department by Fund

Fund	General Government	City Clerk	Community Development	Finance	Fire	General Services	Human Resources
General Government							
100 General Fund	\$ 5,738,606	\$ 899,450	\$ 3,672,461	\$ 3,148,783	\$ 20,842,744	\$ 3,533,014	\$ 2,790,660
101 Enhanced 911 Fund	-	-	-	-	-	-	-
102 Visit Grand Junction Fund	-	-	-	-	-	-	-
104 CDBG Fund	-	-	289,198	-	-	-	-
105 Parkland Expansion Fund	-	-	-	-	-	-	-
106 Lodgers Tax Increase Fund	-	-	-	1,087,461	-	-	-
107 First Responder Fund	-	-	-	-	7,392,274	-	-
110 Conservation Trust Fund	-	-	-	-	-	-	-
111 Cannabis Sales Tax Fund	-	-	-	-	-	-	-
201 Sales Tax CIP Fund	2,603,790	-	-	-	1,334,325	450,000	-
202 Storm Drainage Fund	-	-	-	-	-	-	-
207 Transportation Capacity Fund	-	-	-	-	-	-	-
405 Comm Center Fund	-	-	-	-	-	-	-
610 General Debt Service Fund	-	-	-	-	-	-	-
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-
615 Riverside Pkway Debt Retire Fund	-	-	-	-	-	-	-
Total General Government Funds	\$ 8,342,396	\$ 899,450	\$ 3,961,659	\$ 4,236,244	\$ 29,569,343	\$ 3,983,014	\$ 2,790,660
Enterprise Funds							
301 Water Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
302 Solid Waste Removal Fund	-	-	-	-	-	4,648,728	-
303 GJ Convention Center Fund	-	-	-	-	-	431,761	-
305 Golf Courses Fund	-	-	-	-	-	2,355,045	-
308 Parking Authority Fund	-	-	-	-	-	551,996	-
309 Ridges Irrigation Fund	-	-	-	-	-	-	-
900 Joint Sewer System Fund	-	-	-	-	-	-	-
Total Enterprise Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,987,530	\$ -
Internal Service Funds							
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ 10,014,951	\$ -	\$ -	\$ -
402 Fleet and Equipment Fund	-	-	-	-	-	8,797,135	-
404 Insurance Fund	-	-	-	-	-	-	14,949,613
406 Facilities Management Fund	-	-	-	-	-	3,127,934	-
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ 10,014,951	\$ -	\$ 11,925,069	\$ 14,949,613
Permanent Funds							
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total All Funds	\$ 8,342,396	\$ 899,450	\$ 3,961,659	\$ 14,251,195	\$ 29,569,343	\$ 23,895,613	\$ 17,740,273

Expenditure Summary by Department by Fund

Fund	Park & Recreation	Police	Public Works	Utilities	Visit Grand Jct	Non- Departmental	Total by Fund
General Government							
100 General Fund	\$ 11,422,137	\$ 29,011,618	\$ 10,647,122	\$ -	\$ -	\$ 227,717	\$ 91,934,312
101 Enhanced 911 Fund	-	-	-	-	-	2,581,222	2,581,222
102 Visit Grand Junction Fund	-	-	-	-	4,929,055	400,000	5,329,055
104 CDBG Fund	-	-	-	-	-	180,359	469,557
105 Parkland Expansion Fund	-	-	-	-	-	1,464,792	1,464,792
106 Lodgers Tax Increase Fund	-	-	-	-	-	776,758	1,864,219
107 First Responder Fund	-	2,379,458	-	-	-	1,108,982	10,880,714
110 Conservation Trust Fund	-	-	-	-	-	879,061	879,061
111 Cannabis Sales Tax Fund	-	-	-	-	-	1,000,000	1,000,000
201 Sales Tax CIP Fund	4,209,200	-	11,320,778	-	-	8,862,124	28,780,217
202 Storm Drainage Fund	-	-	530,000	-	-	-	530,000
207 Transportation Capacity Fund	-	-	27,738,000	-	-	200,000	27,938,000
405 Comm Center Fund	-	8,020,232	-	-	-	-	8,020,232
610 General Debt Service Fund	-	-	-	-	-	6,799,688	6,799,688
614 GJ Public Finance Corp Fund	-	-	-	-	-	715,100	715,100
615 Riverside Pkwy Debt Retire Fund	-	-	-	-	-	1,052,447	1,052,447
Total General Government Funds	\$ 15,631,337	\$ 39,411,308	\$ 50,235,900	\$ -	\$ 4,929,055	\$ 26,248,250	\$ 190,238,616
Enterprise Funds							
301 Water Fund	\$ -	\$ -	\$ 180,406	\$ 22,855,995	\$ -	\$ -	\$ 23,036,401
302 Solid Waste Removal Fund	-	-	-	-	-	220,000	4,868,728
303 GJ Convention Center Fund	-	-	-	-	-	-	431,761
305 Golf Courses Fund	-	-	-	-	-	-	2,355,045
308 Parking Authority Fund	-	135,548	-	-	-	-	687,544
309 Ridges Irrigation Fund	-	-	-	538,055	-	-	538,055
900 Joint Sewer System Fund	-	-	\$ 251,110	\$ 31,819,839	-	-	32,070,949
Total Enterprise Funds	\$ -	\$ 135,548	\$ 431,516	\$ 55,213,889	\$ -	\$ 220,000	\$ 63,988,483
Internal Service Funds							
401 Information Technology Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,014,951
402 Fleet and Equipment Fund	-	-	-	-	-	200,000	8,997,135
404 Insurance Fund	-	-	-	-	-	1,282,000	16,231,613
406 Facilities Management Fund	-	-	-	-	-	-	3,127,934
Total Internal Service Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,482,000	\$ 38,371,633
Permanent Funds							
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
Total Permanent Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,239	\$ 10,239
Total All Funds	\$ 15,631,337	\$ 39,546,856	\$ 50,667,416	\$ 55,213,889	\$ 4,929,055	\$ 27,960,489	\$ 292,608,971

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Capital Proceeds	\$ 25,061	\$ 21,258	\$ 12,000	\$ 706,206	\$ 1,500
Charges for Service	9,466,289	9,937,412	10,073,662	12,428,549	13,257,482
Fines and Forfeitures	380,197	292,965	312,600	312,600	306,500
Interest	561,513	388,097	131,499	196,000	196,000
Interfund Revenue	2,237,312	2,351,962	2,399,073	2,399,073	2,507,485
Intergovernmental	1,442,192	7,560,619	2,558,760	2,372,210	2,088,608
Licenses and Permits	187,252	171,504	163,617	163,617	188,150
Taxes	60,558,766	60,584,107	62,351,203	67,517,181	72,790,563
Other	66,439	16,183	36,525	66,525	25,475
Transfers In	3,441,703	859,657	765,370	765,370	1,004,333
Total 100 General Fund	\$ 78,366,724	\$ 82,183,764	\$ 78,804,309	\$ 86,927,331	\$ 92,366,096
101 Enhanced 911 Fund					
Charges for Service	\$ 2,385,834	\$ 2,431,984	\$ 2,487,700	\$ 2,900,000	\$ 2,900,000
Interest	77,168	42,032	21,350	19,400	19,400
Total 101 E911 Fund	\$ 2,463,002	\$ 2,474,016	\$ 2,509,050	\$ 2,919,400	\$ 2,919,400
102 Visit Grand Junction Fund					
Charges for Service	\$ 9,104	\$ 5,986	\$ 5,000	\$ 5,000	\$ 6,000
Interest	15,275	10,161	3,211	3,211	3,211
Intergovernmental	50,000	-	-	-	-
Taxes	2,662,952	1,840,178	2,330,038	2,631,277	2,999,998
Transfers In	653,186	484,305	542,812	733,333	776,758
Total 102 Visit Grand Junction Fund	\$ 3,390,517	\$ 2,340,630	\$ 2,881,061	\$ 3,372,821	\$ 3,785,967
104 CDBG Fund					
Intergovernmental	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557
Total 104 CDBG Fund	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557
105 Parkland Expansion Fund					
Fines and Forfeitures	\$ 2,985	\$ 1,835	\$ 2,500	\$ 2,500	\$ 2,500
Interest	22,352	11,054	6,173	6,173	6,173
Other	590,621	388,764	550,000	732,489	950,000
Total 105 Parkland Expansion Fund	\$ 615,958	\$ 401,653	\$ 558,673	\$ 741,162	\$ 958,673
106 Lodgers Tax Increase Fund					
Taxes	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218
Total 106 Lodgers Tax Increase Fund	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218
107 First Responder Tax Fund					
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 1,750,804
Taxes	-	7,927,408	9,484,468	10,359,520	11,192,539
Total 107 First Responder Tax Fund	\$ -	\$ 7,927,408	\$ 9,484,468	\$ 10,359,520	\$ 12,943,343
110 Conservation Trust Fund					
Interest	\$ 10,434	\$ 2,237	\$ 2,096	\$ 2,096	\$ 2,096
Intergovernmental	747,329	662,347	780,000	870,000	880,000
Total 110 Conservation Trust Fund	\$ 757,763	\$ 664,584	\$ 782,096	\$ 872,096	\$ 882,096
111 Cannabis Sales Tax Fund					
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 1,015,000
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,015,000
114 American Rescue Plan Fund					
Intergovernmental	\$ -	\$ -	\$ -	\$ 5,242,304	\$ 5,242,304
Total 114 American Rescue Plan Fund	\$ -	\$ -	\$ -	\$ 5,242,304	\$ 5,242,304
115 Public Safety Impact Fee Fund					
Other	\$ -	\$ -	\$ -	\$ -	\$ 486,062
Total 115 Public Safety Impact Fee Fund	\$ -	\$ -	\$ -	\$ -	\$ 486,062

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
201 Sales Tax CIP Fund					
Capital Proceeds	\$ 42,000	\$ -	\$ 7,500,000	\$ 9,892,249	\$ -
Charges for Service	156,685	146,808	135,000	135,000	85,000
Interest	449	32	-	-	-
Intergovernmental	7,133,554	1,732,981	3,373,448	1,277,198	1,953,679
Taxes	13,546,031	13,398,813	13,859,874	15,288,043	16,524,765
Other	288,425	4,734,039	20,000	2,370,000	480,000
Transfers In	7,080,266	9,154,345	16,975,403	23,503,822	4,840,105
Total 201 Sales Tax CIP Fund	\$ 28,247,410	\$ 29,167,018	\$ 41,863,725	\$ 52,466,312	\$ 23,883,549
202 Storm Drainage Fund					
Charges for Service	\$ 39,731	\$ 19,982	\$ 10,000	\$ 10,000	\$ 15,000
Transfers In	54,440	-	510,000	510,000	500,000
Total 202 Storm Drainage Fund	\$ 94,171	\$ 19,982	\$ 520,000	\$ 520,000	\$ 515,000
207 Transportation Capacity Fund					
Capital Proceeds	\$ -	\$ 50,277,796	\$ -	\$ -	\$ -
Charges for Service	1,649,767	2,426,485	2,300,000	2,300,000	2,700,000
Interest	-	238,193	55,370	55,370	55,370
Intergovernmental	-	-	510,000	360,000	-
Other	24,457	-	-	-	150,000
Total 207 Transportation Capacity Fund	\$ 1,674,224	\$ 52,942,474	\$ 2,865,370	\$ 2,715,370	\$ 2,905,370
405 Comm Center Fund					
Charges for Service	\$ 1,957,764	\$ 2,101,375	\$ 2,002,743	\$ 2,070,443	\$ 2,236,715
Fines and Forfeitures	2,552	-	-	-	-
Interest	-	10,891	4,166	4,166	4,166
Interfund Revenue	2,819,063	3,034,656	2,803,531	2,803,531	3,032,115
Intergovernmental	57,275	14,703	35,000	35,000	35,000
Other	2,409	40,611	2,799	93,399	93,400
Transfers In	2,100,190	2,353,445	2,311,488	2,138,982	2,081,222
Total 405 Comm Center Fund	\$ 6,939,253	\$ 7,555,681	\$ 7,159,727	\$ 7,145,521	\$ 7,482,618
610 General Debt Service Fund					
Capital Proceeds	\$ 39,803	\$ 14,740,000	\$ -	\$ -	\$ -
Interest	2,220	233	-	-	-
Intergovernmental	724,725	16,932	-	-	-
Transfers In	6,006,304	6,442,344	6,794,876	6,794,876	6,799,688
Total 610 General Debt Service Fund	\$ 6,773,052	\$ 21,199,509	\$ 6,794,876	\$ 6,794,876	\$ 6,799,688
614 GJ Public Finance Corp Fund					
Capital Proceeds	\$ -	\$ -	\$ -	\$ 5,086,873	\$ -
Interest	10,806	12,721	-	-	-
Other	300,000	300,000	400,000	400,000	400,000
Transfers In	230,175	204,427	300,000	848,431	300,879
Total 614 GJ Public Finance Corp Fund	\$ 540,981	\$ 517,148	\$ 700,000	\$ 6,335,304	\$ 700,879
615 Riverside Parkway Debt Retirement Fund					
Interest	\$ 137,280	\$ 69,725	\$ 35,042	\$ 35,042	\$ 35,042
Transfers In	1,056,252	632,922	1,349,890	1,305,444	-
Total 615 Riverside Parkway Debt Fund	\$ 1,193,532	\$ 702,647	\$ 1,384,932	\$ 1,340,486	\$ 35,042
ENTERPRISE FUNDS					
301 Water Fund					
Capital Proceeds	\$ 105,368	\$ 215,340	\$ 10,122,000	\$ 3,716,000	\$ 10,714,000
Charges for Service	7,614,415	8,389,811	8,361,870	8,397,870	8,692,280
Interest	143,621	72,032	25,563	34,800	34,800
Interfund Revenue	861,017	784,527	698,413	790,413	838,479
Intergovernmental	126,082	114,439	232,000	242,500	37,500
Other	49,394	50,718	54,936	54,936	58,512
Transfers In	466,933	541,345	1,020,000	1,020,000	-
Total 301 Water Fund	\$ 9,366,830	\$ 10,168,212	\$ 20,514,782	\$ 14,256,519	\$ 20,375,571

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
ENTERPRISE FUNDS					
302 Solid Waste Fund					
Charges for Service	\$ 4,607,078	\$ 4,785,582	\$ 4,781,991	\$ 4,821,991	\$ 5,080,000
Interest	22,883	17,992	8,404	8,404	8,404
Total 302 Solid Waste Fund	\$ 4,629,961	\$ 4,803,574	\$ 4,790,395	\$ 4,830,395	\$ 5,088,404
303 GJ Convention Center Fund					
Charges for Service	\$ 15,491	\$ 145	\$ -	\$ -	\$ 25,000
Intergovernmental	6,564,022	391,007	274,374	241,461	206,761
Transfers In	500,000	200,000	200,000	200,000	200,000
Total 303 GJ Convention Center Fund	\$ 7,079,513	\$ 591,152	\$ 474,374	\$ 441,461	\$ 431,761
305 Golf Courses Fund					
Charges for Service	\$ 1,679,749	\$ 2,120,337	\$ 2,078,050	\$ 2,196,050	\$ 2,281,150
Interest	(1,608)	1,690	-	-	-
Other	12,800	12,980	16,000	16,000	18,720
Transfers In	1,621,500	120,000	120,000	120,000	120,000
Total 305 Golf Courses Fund	\$ 3,312,441	\$ 2,255,007	\$ 2,214,050	\$ 2,332,050	\$ 2,419,870
308 Parking Authority Fund					
Charges for Service	\$ 522,139	\$ 383,768	\$ 504,550	\$ 463,600	\$ 500,150
Fines and Forfeitures	200,016	143,700	156,000	176,000	190,000
Interest	10,682	8,814	4,149	4,149	4,149
Other	59,000	55,230	55,250	55,250	56,850
Total 308 Parking Authority Fund	\$ 791,837	\$ 591,512	\$ 719,949	\$ 698,999	\$ 751,149
309 Ridges Irrigation Fund					
Capital Proceeds	\$ 4,274	\$ 1,560	\$ -	\$ -	\$ 176,500
Charges for Service	288,805	309,307	314,150	314,150	336,142
Interest	2,689	1,106	414	414	414
Transfers In	-	48,775	-	-	-
Total 309 Ridges Irrigation Fund	\$ 295,768	\$ 360,748	\$ 314,564	\$ 314,564	\$ 513,056
900 Joint Sewer Fund					
Capital Proceeds	\$ 2,615,535	\$ 3,932,766	\$ 3,293,550	\$ 4,053,600	\$ 3,392,350
Charges for Service	13,622,174	14,406,308	14,311,493	14,987,979	15,243,668
Fines and Forfeitures	9,864	1,250	1,000	1,000	1,000
Interest	575,581	435,459	190,839	271,700	271,700
Interfund Revenue	143,997	137,976	162,106	162,106	174,154
Intergovernmental	14,902	540,000	-	-	-
Other	16,435	26,859	33,750	33,750	-
Total 900 Joint Sewer Fund	\$ 16,998,488	\$ 19,480,618	\$ 17,992,738	\$ 19,510,135	\$ 19,082,872
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Charges for Service	\$ 92,718	\$ 76,535	\$ 101,684	\$ 101,684	\$ 152,480
Interest	52,214	33,171	13,464	17,000	17,000
Interfund Revenue	7,231,201	7,478,212	7,528,892	7,492,243	9,004,618
Intergovernmental	6,500	-	-	-	-
Total 401 Information Technology Fund	\$ 7,382,633	\$ 7,587,918	\$ 7,644,040	\$ 7,610,927	\$ 9,174,098
402 Fleet and Equipment Fund					
Capital Proceeds	\$ 47,358	\$ 59,680	\$ 80,000	\$ 80,000	\$ 50,000
Charges for Service	848,693	949,872	937,635	937,635	942,635
Interest	61,889	41,492	17,154	27,500	27,500
Interfund Revenue	5,322,181	6,274,471	5,378,967	5,378,967	7,031,098
Other	6,388	-	2,000	2,000	-
Transfers In	183,617	209,088	68,275	68,275	70,563
Total 402 Fleet and Equipment Fund	\$ 6,470,126	\$ 7,534,603	\$ 6,484,031	\$ 6,494,377	\$ 8,121,796

Revenue Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
INTERNAL SERVICE FUNDS					
404 Insurance Fund					
Charges for Service	\$ 10,058	\$ 6,297	\$ 10,000	\$ 10,000	\$ 2,500
Interest	70,527	48,953	22,202	22,202	15,194
Interfund Revenue	3,460,086	13,396,287	15,254,072	15,254,884	15,402,681
Other	464,431	1,158,354	533,965	533,965	466,500
Transfers In	-	1,441,009	-	-	-
Total 404 Insurance Fund	\$ 4,005,012	\$ 16,050,900	\$ 15,820,239	\$ 15,821,051	\$ 15,886,875
406 Facilities Fund					
Charges for Service	\$ 237	\$ 161	\$ -	\$ -	\$ -
Interfund Revenue	2,607,580	2,720,409	2,793,660	2,801,692	3,091,847
Other	26,460	25,184	17,760	17,760	17,760
Transfers In	200,000	-	-	-	-
Total 406 Facilities Fund	\$ 2,834,277	\$ 2,745,754	\$ 2,811,420	\$ 2,819,452	\$ 3,109,607
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Charges for Service	\$ 29,555	\$ 24,037	\$ -	\$ -	\$ -
Interest	31,659	22,693	10,239	10,239	10,239
Total 704 Cemetery Perpetual Care Fund	\$ 61,214	\$ 46,730	\$ 10,239	\$ 10,239	\$ 10,239

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
GENERAL GOVERNMENT FUNDS					
100 General Fund					
Labor and benefits	\$ 45,478,404	\$ 47,406,913	\$ 51,609,180	\$ 51,299,738	\$ 56,260,675
Operating	13,953,679	14,070,696	11,431,812	13,435,870	18,027,501
Interfund Charges	13,313,518	14,613,559	14,184,176	14,184,176	16,884,330
Capital Outlay	3,194,988	1,058,097	-	1,715,500	561,806
Transfers Out	3,908,932	493,832	2,500,000	8,036,552	-
Contingency and Reserves	-	-	200,000	46,878	200,000
Total 100 General Fund	\$ 79,849,521	\$ 77,643,097	\$ 79,925,168	\$ 88,718,714	\$ 91,934,312
101 Enhanced 911 Fund					
Transfers Out	\$ 2,600,190	\$ 2,853,445	\$ 2,811,488	\$ 2,638,982	\$ 2,581,222
Total 101 E911 Fund	\$ 2,600,190	\$ 2,853,445	\$ 2,811,488	\$ 2,638,982	\$ 2,581,222
102 Visit Grand Junction Fund					
Labor and Benefits	\$ 580,524	\$ 450,554	\$ 700,548	\$ 294,202	\$ 949,837
Operating	2,036,498	1,436,193	2,377,340	1,785,477	3,781,237
Interfund Charges	319,067	149,469	176,346	172,476	197,981
Transfers Out	200,000	-	200,000	200,000	200,000
Contingency and Reserves	-	-	150,000	-	200,000
Total 102 Visit Grand Junction Fund	\$ 3,136,089	\$ 2,036,217	\$ 3,604,234	\$ 2,452,155	\$ 5,329,055
104 CDBG Fund					
Operating	\$ 173,280	\$ 326,035	\$ 278,760	\$ 857,571	\$ 289,198
Transfers Out	239,006	391,291	190,374	190,374	180,359
Total 104 CDBG Fund	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557
105 Parkland Expansion Fund					
Transfers Out	\$ 730,153	\$ 838,477	\$ 609,792	\$ 449,792	\$ 1,464,792
Total 105 Parkland Expansion Fund	\$ 730,153	\$ 838,477	\$ 609,792	\$ 449,792	\$ 1,464,792

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
106 Lodgers Tax Increase Fund					
Operating	\$ 914,460	\$ 705,812	\$ 959,936	\$ 1,026,666	\$ 1,087,461
Transfers Out	653,186	484,305	542,812	733,333	776,758
Total 106 Lodgers Tax Increase Fund	\$ 1,567,646	\$ 1,190,117	\$ 1,302,748	\$ 1,759,999	\$ 1,864,219
107 First Responder Tax Fund					
Labor and Benefits	\$ -	\$ 735,664	\$ 3,409,996	\$ 3,409,996	\$ 8,068,979
Operating	-	317,945	337,761	196,801	1,074,524
Interfund Charges	-	(25,102)	142,451	142,451	447,329
Capital Outlay	-	628,288	-	140,960	180,900
Transfers Out	-	4,674,546	6,223,406	6,914,406	1,108,982
Total 107 First Responder Tax Fund	\$ -	\$ 6,330,341	\$ 10,113,614	\$ 10,804,614	\$ 10,880,714
110 Conservation Trust Fund					
Transfers Out	\$ 928,768	\$ 715,052	\$ 799,982	\$ 784,832	\$ 879,061
Total 110 Conservation Trust Fund	\$ 928,768	\$ 715,052	\$ 799,982	\$ 784,832	\$ 879,061
111 Cannabis Sales Tax Fund					
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Total 111 Cannabis Sales Tax Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
201 Sales Tax Fund					
Operating	\$ 2,148,175	\$ 4,230,353	\$ 2,438,070	\$ 2,675,851	\$ 2,703,790
Capital Outlay	15,010,489	16,590,095	33,362,492	41,167,555	17,214,303
Transfers Out	10,947,406	7,411,266	8,604,766	8,560,320	7,019,688
Contingency and Reserves	-	-	1,842,436	-	1,842,436
Total 201 Sales Tax Fund	\$ 28,106,070	\$ 28,231,714	\$ 46,247,764	\$ 52,403,726	\$ 28,780,217
202 Storm Drainage Fund					
Operating	\$ 25,277	\$ -	\$ -	\$ -	\$ -
Capital Outlay	65,000	5,000	540,000	540,000	530,000
Total 202 Storm Drainage Fund	\$ 90,277	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000
207 Transportation Capacity Fund					
Operating	\$ 182,962	\$ 477,847	\$ -	\$ -	\$ -
Capital Outlay	810,201	884,177	19,922,000	9,132,995	27,738,000
Transfers Out	-	200,000	200,000	200,000	200,000
Total 207 Transportation Capacity Fund	\$ 993,163	\$ 1,562,024	\$ 20,122,000	\$ 9,332,995	\$ 27,938,000
405 Comm Center Fund					
Labor and Benefits	\$ 4,250,029	\$ 4,461,407	\$ 4,946,386	\$ 4,946,386	\$ 5,359,171
Operating	440,063	707,521	513,393	513,393	747,562
Interfund Charges	1,777,173	1,629,728	1,482,181	1,482,181	1,496,499
Capital Outlay	421,864	168,355	680,000	768,494	690,000
Total 405 Comm Center Fund	\$ 6,889,129	\$ 6,967,011	\$ 7,621,960	\$ 7,710,454	\$ 8,020,232
610 General Debt Service Fund					
Operating	\$ 27,500	\$ 86,612	\$ 4,500	\$ 4,500	\$ 4,500
Debt Service	6,385,088	21,476,766	6,790,376	6,790,376	6,795,188
Total 610 General Debt Service Fund	\$ 6,412,588	\$ 21,563,378	\$ 6,794,876	\$ 6,794,876	\$ 6,799,688
614 GJ Public Finance Corp Fund					
Operating	\$ -	\$ -	\$ 1,500	\$ 60,816	\$ 1,500
Debt Service	528,675	530,406	698,500	6,274,488	713,600
Total 614 GJ Public Finance Corp Fund	\$ 528,675	\$ 530,460	\$ 700,000	\$ 6,335,304	\$ 715,100
615 Riverside Parkway Debt Retirement Fund					
Debt Service	\$ 3,183,617	\$ 3,156,000	\$ 3,000,000	\$ 3,000,000	\$ 1,052,447
Total 615 Riverside Parkway Debt Ret. Fund	\$ 3,183,617	\$ 3,156,000	\$ 3,000,000	\$ 3,000,000	\$ 1,052,447
ENTERPRISE FUNDS					
301 Water Fund					
Labor and Benefits	\$ 2,923,534	\$ 3,122,356	\$ 3,309,335	\$ 3,310,536	\$ 3,628,612
Operating	1,003,448	1,080,918	1,315,065	1,275,065	1,318,557

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
Interfund Charges	1,460,032	1,490,635	1,522,224	1,522,224	1,656,926
Capital Outlay	5,847,685	3,905,605	13,898,000	7,598,000	15,430,000
Debt Service	635,137	637,313	635,255	635,255	1,002,306
Transfers Out	-	54,675	-	-	-
Total 301 Water Fund	\$ 11,869,836	\$ 10,291,502	\$ 20,679,879	\$ 14,341,080	\$ 23,036,401
302 Solid Waste Fund					
Labor and Benefits	\$ 1,137,391	\$ 1,049,721	\$ 1,184,038	\$ 1,184,038	\$ 1,275,625
Operating	1,498,849	1,561,772	1,647,420	1,702,420	1,825,245
Interfund Charges	1,550,252	1,678,119	1,410,072	1,410,072	1,515,858
Capital Outlay	-	76,725	22,100	22,100	32,000
Debt Service	94,441	96,991	99,610	99,610	-
Transfers Out	180,000	194,098	200,000	200,000	220,000
Total 302 Solid Waste Fund	\$ 4,460,933	\$ 4,657,426	\$ 4,563,240	\$ 4,618,240	\$ 4,868,728
303 GJ Convention Center Fund					
Labor and Benefits	\$ 587	\$ -	\$ -	\$ -	\$ -
Operating	684,254	314,986	202,500	202,500	225,000
Interfund Charges	203,304	178,358	274,374	241,460	206,761
Capital Outlay	6,155,436	127,237	-	-	-
Total 303 GJ Convention Center Fund	\$ 7,043,581	\$ 620,581	\$ 476,874	\$ 443,960	\$ 431,761
305 Golf Courses Fund					
Labor and Benefits	\$ 873,782	\$ 871,908	\$ 852,860	\$ 853,460	\$ 863,125
Operating	523,987	681,265	638,853	728,853	806,640
Interfund Charges	412,610	482,207	483,253	483,253	597,482
Debt Service	38,313	87,797	87,797	87,797	87,798
Total 305 Golf Courses Fund	\$ 1,848,692	\$ 2,123,177	\$ 2,062,763	\$ 2,153,363	\$ 2,355,045
308 Parking Authority Fund					
Labor and Benefits	\$ 156,651	\$ 181,959	\$ 216,829	\$ 216,829	\$ 184,236
Operating	120,381	92,594	112,376	112,376	151,499
Interfund Charges	111,689	97,699	87,532	87,532	108,581
Debt Service	243,767	218,375	243,767	243,767	243,228
Total 308 Parking Authority Fund	\$ 632,488	\$ 590,627	\$ 660,504	\$ 660,504	\$ 687,544
309 Ridges Irrigation Fund					
Labor and Benefits	\$ 115,050	\$ 123,295	\$ 123,382	\$ 123,382	\$ 127,553
Operating	22,949	36,128	32,963	32,963	23,826
Interfund Charges	190,453	147,160	147,390	147,390	171,483
Capital Outlay	-	27,862	30,000	30,000	205,000
Debt Service	-	-	-	-	10,193
Total 309 Ridges Irrigation Fund	\$ 328,452	\$ 334,445	\$ 333,735	\$ 333,735	\$ 538,055
900 Joint Sewer Fund					
Labor and Benefits	\$ 3,523,603	\$ 3,644,242	\$ 3,925,699	\$ 3,925,699	\$ 4,296,930
Operating	1,586,272	1,946,401	1,604,770	1,677,930	1,627,912
Interfund Charges	2,587,567	2,529,436	2,385,757	2,385,757	2,710,858
Capital Outlay	6,336,449	3,033,951	16,945,000	10,252,179	22,839,500
Debt Service	1,684,398	596,884	597,802	597,802	595,749
Transfers Out	-	27,247	-	-	-
Total 900 Joint Sewer Fund	\$ 15,718,289	\$ 11,778,161	\$ 25,459,028	\$ 18,839,367	\$ 32,070,949
INTERNAL SERVICE FUNDS					
401 Information Technology Fund					
Labor and Benefits	\$ 2,581,848	\$ 2,604,029	\$ 2,673,845	\$ 2,673,845	\$ 3,108,376
Operating	4,122,928	4,075,226	5,057,510	4,657,510	5,492,950
Interfund Charges	308,923	255,965	254,590	254,590	613,625
Capital Outlay	862,754	415,576	1,019,217	1,288,138	800,000
Contingency and Reserves	-	-	293,697	293,697	-
Total 401 Information Technology Fund	\$ 7,876,453	\$ 7,350,796	\$ 9,298,859	\$ 9,167,780	\$ 10,014,951

Expenditure Summary by Fund, By Classification

Fund/ Account Classification	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted
INTERNAL SERVICE FUNDS					
402 Fleet and Equipment Fund					
Labor and Benefits	\$ 1,099,372	\$ 1,141,670	\$ 1,277,667	\$ 1,277,677	\$ 1,443,947
Operating	2,438,445	2,012,766	2,232,679	2,232,679	2,446,698
Interfund Charges	315,104	324,487	235,832	235,832	256,490
Capital Outlay	2,644,328	2,138,829	3,048,753	3,048,753	4,650,000
Contingency and Reserves	-	-	875,378	875,378	200,000
Total 402 Fleet and Equipment Fund	\$ 6,497,249	\$ 5,617,752	\$ 7,670,309	\$ 7,670,309	\$ 8,997,135
404 Insurance Fund					
Labor and Benefits	\$ 942,642	\$ 1,450,241	\$ 1,154,546	\$ 1,154,546	\$ 1,662,241
Operating	6,064,805	13,458,813	15,546,347	15,546,347	13,940,995
Interfund Charges	20,958	18,538	8700	8,700	28,377
Capital Outlay	187,214	-	-	-	-
Transfers Out	-	1,165,192	-	-	600,000
Contingency and Reserves	-	-	2,482,491	2,482,491	-
Total 404 Insurance Fund	\$ 7,215,619	\$ 16,092,784	\$ 19,192,084	\$ 19,192,084	\$ 16,231,613
406 Facilities Fund					
Labor and Benefits	\$ 521,188	\$ 510,755	\$ 602,049	\$ 605,828	\$ 676,409
Operating	2,109,776	2,159,806	2,085,979	2,085,979	2,248,927
Interfund Charges	185,175	185,849	199,891	199,891	202,598
Contingency and Reserves	-	-	138,740	-	-
Total 406 Facilities Fund	\$ 2,816,139	\$ 2,856,411	\$ 3,026,659	\$ 2,890,698	\$ 3,127,934
PERMANENT FUNDS					
704 Cemetery Perpetual Care Fund					
Transfers Out	\$ 23,308	\$ 29,600	\$ 10,239	\$ 10,239	\$ 10,239
Total 704 Cemetery Perpetual Care Fund	\$ 23,308	\$ 29,600	\$ 10,239	\$ 10,239	\$ 10,239



Colorado River Looking West

FY 2022 Interfund Transfers

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
100 General Fund	107 First Responder Tax Fund	\$ 74,288	HR Recruiter Salary	\$ 154,094
		79,806	Grant Coordinator Salary	
	111 Cannabis Sales Tax Fund	100,000	Cannabis Investigations Officer	200,000
		100,000	Other Admin Positions	
	201 Sales Tax CIP Fund	220,000	Spring Clean-Up (PFAD)	220,000
	207 Transportation Capacity Fund	200,000	Engineering Salaries	200,000
	302 Solid Waste Fund	220,000	Spring Clean-Up (PFAD)	220,000
	704 Perpetual Care Fund	10,239	Interest-Perpetual Care Fund	10,239
Total General Fund Transfers		\$ 1,004,333		\$ 1,004,333
102 Visit Grand Junction Fund	106 Lodger's Tax Increase Fund	\$ 776,758	Lodger's Tax Transfer	\$ 776,758
201 Sales Tax CIP Fund	104 CDBG Fund	\$ 180,359	SRTS – 27 Rd. South of Unaweep	180,359
	105 Parkland Expansion Fund	500,000	Blue Heron Boat Ramp	1,464,792
		100,000	Botanic Gardens Master Plan	
		80,000	Dos Rios Water Line	
		350,000	Monument Road Connect	
		300,000	Trails-Asphalt Trail Replace	
		75,000	Turf to Native Conservation	
		59,792	Las Colonias Annual Contribution	
	107 First Responder Tax Fund	189,000	Fire Station 8 Engine	884,325
		236,000	Fire Station 8 Ambulance	
		164,325	Fire Station 8 Ambulance Equipment	
	110 Conservation Trust Fund	295,000	Fire Training Center Props	
		78,982	Las Colonias Contribution	458,182
99,200		Columbine Park Renovations		
30,000		Columbine & Kronkright Fence		
50,000		Playground Repair		
111 Cannabis Sales Tax Fund	200,000	LP/CV Pickleball Court Imp		
	550,000	LP/CV Pickleball Court Imp	800,000	
	250,000	Monument Connect Phase II		
	615 Riverside Parkway Debt Retirement Fund	1,052,447	2B Funds for Street Maintenance	1,052,447
Total 201 Sales Tax Fund Transfers		\$ 4,840,105		\$ 4,840,105
202 Storm Drainage Fund	201 Sales Tax CIP Fund	500,000	North Ave Storm Drain	500,000
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	\$ 70,563	Automotive & Equip Tech	\$ 70,563

FY 2022 Interfund Transfers

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
405 Comm Center Fun	101 E911 Fund	\$ 1,391,222	E911 Subsidy Comm Center	\$ 2,081,222
		70,000	800 MHz Capital Improve	
		150,000	Microwave Replacements	
		100,000	Planned Radio Site Upgrades	
		50,000	Motorola Equipment Replace	
		100,000	Command Unit for IDT	
		100,000	Mobile Comm Vehicle Upgrades	
		100,000	Comm Center Remodel	
		20,000	CAD System Upgrade	
Total Comm Center Fund Transfers		\$ 2,081,222		\$ 2,081,222
610 Debt Service Fund	101 E911 Fund	\$ 500,000	Comm Center Debt Pay	\$ 6,799,688
	201 Sales Tax CIP Fund	1,500,100	PSI COP Debt Transfer	
		\$ 4,799,588	Parkway Refunding Debt Pay	\$
Total Debt Service Fund Transfers		\$ 6,799,688		\$ 6,799,688
614 GJ Public Finance Corp Fund	110 Conservation Trust Fund	\$ 300,879	Stadium Debt Transfer from CTF	\$ 300,879
Total Transfers		\$ 16,693,548		\$ 16,693,548



Canyon View Park



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CITY COUNCIL

Grand Junction was founded in 1882 and in 1921 its Citizens voted to employ the Council-Manager form of government, which became popular in the early part of the 20th century. This system combines the political leadership of elected officials with the managerial expertise of an appointed local government manager. The 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.

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

Economic development has been identified as a City Council strategic priority and the City has devoted significant funding toward the development of strategies and amenities designed to strengthen the community as a regional economic hub and attract new residents and businesses. 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, 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. Funding for these agencies includes \$1,050,000 to Colorado Mesa University for a commitment to assist with debt for a classroom building of \$500,000 and to provide scholarships for local School District #51 youth for \$550,000, as well as \$435,000 to Grand Valley Transit in support of the public transportation system.

Support for economic development comes from the 0.75% portion of the City's Sales Tax that also 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 this year, Council has additional funds available for an economic development opportunity. These funds, \$1,842,436, have been earmarked for City Council Economic Development Contingency in the 0.75% Sales Tax Fund.

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, Industrial Development Inc., and Western Colorado Latino Chamber of Commerce) are separately funded by the revenue generated from capping the vendor’s fee allowed to businesses.

In 2018, with the support of the Economic Development Partners, the City Council authorized a cap on the vendor’s fee that businesses were allowed to 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 2022 is projected to be \$440,000.

Economic development partners that receive funding work with City staff each budget process to request funding. Most of this funding is repeated annually, and the partners attend a Council workshop to update the Council on current funding uses as well as discuss next year’s requests.

2022 Economic Development Requests (Funded by 0.75% Sales Tax Fund 201)

Partner/Agency	Use of Funds	2022 Preferred Requested	2022 Minimum Requested	2022 Adopted
Economic Development				
Business Incubator	Sponsorship for incubator program	\$ 53,600	\$ 53,600	\$ 53,600
CMU – Classroom Building	Building Commitment	500,000	500,000	500,000
CMU – Scholarships	Scholarship for local D51 Youth	550,000	550,000	550,000
Downtown Business Imp. Dist.	Marketing Downtown GJ	15,269	15,269	15,269
GJ Economic Partnership	Operational Funding	40,000	40,000	40,000
Grand Valley Transit	Operations	435,000	435,000	435,000
Grand Valley Transit	DASH Bus Route (Partners Split)	55,000	55,000	55,000
Economic Development Funding (From 0.75% Sales Tax)		\$ 1,648,869	\$ 1,648,869	\$ 1,648,869
ED Partnership				
Business Incubator	Maker Space/Incubator Kitchen	\$ 72,000	\$ 72,000	\$ 72,000
GJ Chamber of Commerce	Business Expansion/Job Creation	40,000	40,000	40,000
GJEP	Business Retention/Job Creation	158,000	158,000	158,000
GJEP	Incentive for Job Creation/ Attraction	55,000	55,000	55,000
GJEP	Las Colonias Development Corp.	25,000	25,000	25,000
IDI	Incentives for Job Creation/ Expansion	55,000	55,000	55,000
Western CO Latino Chamber of Commerce	Business Retention/Start Up Support	35,000	35,000	35,000
Economic Partnership Funding (From Vendor Fee Cap)		\$ 440,000	\$ 440,000	\$ 440,000
Total Economic Development Funding		\$ 2,088,869	\$ 2,088,869	\$ 2,088,869

Non-Profit Funding

Support of community non-profit organizations is a long-standing practice of City Council through allocation of Community Development Block Grant (CDBG) funds as well as direct funding. For direct funding, 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 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. Based on Council

direction, staff has continued to expand the opportunity for funding a larger base of non-profit organizations. Through media release, website presence, direct communication, and a longer application period, more agencies were reached and applied for funding in 2022.

The City Manager and budget development team then review the applications and make a recommendation for funding. This year staff was able to recommend full funding for the agencies based on available resources. 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. Included in the 2022 Adopted Budget is \$1,460,186 for funding 30 non-profit agencies.

Support for several non-profit organizations also comes in the form of membership dues, such as Associated Governments of Northwest Colorado and Colorado Municipal League. Those dues total \$96,986 in the 2022 Adopted Budget.

2022 Non-Profit Funding Requests (Funded by General Fund)

Partner/Agency	Use of Funds	2022 Preferred Requested	2022 Minimum Requested	2022 Adopted
Economic Development				
Associated Governments of Northwest Colorado	Dues	\$ 8,200	\$ 8,200	\$ 8,200
Club 20	Dues	5,000	5,000	5,000
Colorado Municipal League	Dues	49,270	49,270	49,270
Colorado Water Congress	Dues	7,763	7,763	7,763
Grand Junction Area Chamber of Commerce	Dues	7,000	7,000	7,000
National League of Cities	Membership Fee	4,688	4,688	4,688
Parks Improvement Advisory Board (PIAB)	PIAB	14,000	14,000	14,000
Western Colorado Latino Chamber of Commerce	Dues	65	65	65
Hilltop Community Resources	MC Health Leadership Consortium	1,000	1,000	1,000
Total Dues and Memberships		\$ 96,986	\$ 96,986	\$ 96,986
Program/Event Sponsorship				
Colorado West Land Trust	Operations-Development of Monument Corridor/Land Acquisitions	\$ 20,000	\$ 20,000	\$ 20,000
Grand Junction Commission on Arts and Culture	Art Grant Program Funding	45,000	45,000	45,000
Grand junction Chamber of Commerce	Program Sponsorship-young Entrepreneurs Academy (YEA)	4,000	4,000	4,000
HopeWest	Event Sponsorship-2022 Calcutta for a Cause Golf Tournament (raises \$70K+ for Organization)	5,000	5,000	5,000
HopeWest	Event Sponsorship-2022 Gala which raises operating funds for organization	5,000	5,000	5,000
Museums of Western Colorado	Operations-Program operations support for marketing initiatives to draw visitors to the museums	15,000	15,000	15,000
One Riverfront	Operations-Funds allow for the organization to utilize nearly 2,500+ volunteer hours per year and coordinate the development of the riverfront asset with other local partners	17,977	17,977	17,977

Partner/Agency	Use of Funds	2022 Preferred Requested	2022 Minimum Requested	2022 Adopted
Riverside Educational Center	Operations-Cost of new workspace they moved to due to Covid. Funds will be used for insurance, utilities, maintenance, and renovations	\$ 10,000	\$ 1.00	\$ 10,000
Special Olympics	Event Sponsorship-In Lieu of City fees for use of Stocker Stadium & LP Pool for 2022 Special Olympics Summer Games	6,000	1.00	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	50,000	50,000	50,000
Capital Requests				
Caprock Academy	Capital-build a grass field for gathering place next to playground built with 2021 funding	\$ 8,300	\$ 8,300	\$ 8,300
Colorado West Land Trust	Capital-10-Mile off road route for Redlands Loop	30,000	30,000	30,000
Grand Junction Housing Authority	Capital-Building 70 affordable apartment homes within the City. \$300K for City fees; \$90K for pre-development architectural/engineering fees	390,000	300,000	390,000
Habitat for Humanity	Capital-continue to build out Hoffman Estates subdivision by adding four additional homes	10,000	5,000	10,000
Hilltop Community Resources	Operations – Day to day maintenance and administration of Hilltop’s Family Resource Center (office support, utilities, repairs, maintenance, and outreach	35,000	12,000	35,000
HomewardBound of the Grand Valley	Operations-Providing emergency shelter to homeless individuals and families	50,000	25,000	50,000
HomewardBound of the Grand Valley	Capital-updates to North Avenue homeless shelter including fencing of day center	50,000	50,000	50,000
Mesa Developmental Services	Operations-enhance and expand vocational development programs for local adults with intellectual/developmental disabilities for skills training, on-the-job work experience, and employment placement	50,000	20,000	50,000
Mind Springs Foundation	Capital-Little Bookcliff Apartments section 8 housing facility with new fire alarm system, new kitchens and bathroom amenities, update group therapy and meeting rooms, and paint and stair updates to facility exterior	276,809	22,170	276,809
The House (Karis, Inc.)	Capital-convert garage into 2-bedroom apartment at Bonnie’s House	40,000	5,000	40,000
Total Ongoing Requests		\$ 1,125,586	\$ 636,949	\$ 1,125,586
New or Reinstated Requests				
Community Food Bank	Capital-Campaign to renovate current facility. These funds will be used for exterior improvements to facility including a professional mural, fencing, and update to cooling system.	\$ 23,000	\$ 12,500	\$ 23,000

Partner/Agency	Use of Funds	2022 Preferred Requested	2022 Minimum Requested	2022 Adopted
Center for Enriched Communication (dba, Counseling & Education Center)	Operations-supplement Medicaid/Medicare funding gap for low-income counseling program and mental health counseling	\$ 20,000	\$ 5,000	\$ 20,000
Foodbank of the Rockies	Capital-construction of 50K SF warehouse/distribution center moving from Palisade to Grand Junction	50,000	50,000	50,000
Friends of Youth and Nature	Transportation, Gear, and Scholarships for Grant Junction Youth to participate through MCSD Outdoor Wilderness Lab and Riverside Educational Center's outdoor program	10,000	2,500	10,000
Grand Mesa Nordic Council	Capital-new signage and snowmobile for grooming for cross country ski areas on Grand Mesa	16,600	2,500	16,600
Grand Valley Peace & Justice	Operations-identification project serving low-income citizens to help obtain first time Colorado identification cards	10,000	7,600	10,000
Kids Aid	Capital-parking lot improvements at warehouse facility, extension of fencing, address cooling systems	20,000	10,000	20,000
Loma Cat House	Operations-Spay/neutering efforts to mitigate cat overpopulation	5,000	2,500	5,000
Marillac Clinic, Inc.	Capital-campaign in progress for funding of a new 14M health center project (26K SF health center in a new location)	100,000	100,000	100,000
Mesa County RSVP	Operations-Supplemental funding for an Executive Director to help expand operations, develop more community connections, recruit volunteers, and allow for expansion of flagship programs	50,000	1,000	50,000
Mutual Aid Partners	Capital-Purchase of a commercial transport vehicle with the purpose of utilization within the daily operations of Mutual Aid, providing safe transportation, promote and support other non-profit groups as well as grassroots organizers, volunteers, and participants	25,000	20,000	25,000
Wester Colorado Alliance for Community Action	Operations-Shortfall in food and agricultural program due to COVID impacts on our funder Farm Aid. Used to share resources with local ranchers about recent legislation	5,000	-	5,000
Total New Agency Requests		\$ 334,600	\$ 213,600	\$ 334,600
Total Non-Profit Funding		\$ 1,557,172	\$ 947,535	\$ 1,557,172

2022 Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

- Focus on projects and policies that provide accessible and equitable transit options for residents and visitors, including infrastructure for trails, non-motorized and multi-modal services
- Foster an environment that supports a robust and diverse economic climate that draws and maintains a talented workforce and enhanced opportunity for all
- Prioritize quality of life throughout the City, including a focus on clean air and water, responsible natural resource stewardship, sustainability practices and an emphasis on social and recreational opportunities in the community
- Enact effective and attainable housing policies by partnering with governmental organizations that seek to increased affordable housing options, create diverse housing choice, and assist those without homes to be matched with supportive services
- 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

2021 Accomplishments

- Began the Development of a new Strategic Plan
- Adopted the Parks, Recreation, and Open Space (PROS) Master Plan
- Completed the Grand Valley Housing Needs Assessment
- Fostered economic diversity by providing funding for economic development and by supporting a growing community and shielding it from the impacts of historical boom and bust cycles
- Promoted appropriate planning for residential and commercial development and ensuring that areas of new or expanded infrastructure is congruent with the areas that are planned for growth

City Council Personnel

City Council Personnel	2020	2021	2022
Funded by General Fund 100			
Mayor	1.00	1.00	1.00
Councilmember	6.00	6.00	6.00
Total City Council FTE's	7.00	7.00	7.00

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

City Council Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
City Council	5,998,889	2,574,253	2,463,352	3,338,896	3,746,261	52.1%
Total Fund 100	5,998,889	2,574,253	2,463,352	3,338,896	3,746,261	52.1%
0.75% Sales Tax CIP Fund 201						
City Council	-	2,366,048	4,155,506	2,313,070	4,446,226	7.0%
Total Fund 201	-	2,366,048	4,155,506	2,313,070	4,446,226	7.0%
Total City Council Budget	5,998,889	4,940,301	6,618,858	5,651,971	8,192,487	23.8%

City Council Budget By Classification, by Fund

Significant Changes 2022 vs. 2021

- **Revenues:** The 2021 revenues include the CMU stadium improvement advance payback. This is the first year of a 12-year agreement with CMU.
- **Non-Personnel Operating:** The majority of increase in this category is due to the increase in non-profit funding in 2022.
- **Interfund Charges:** Information technology charges increase on average 5% per year and are based on the number of PC's, phones, etc. that are assigned to each department.
- **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 2020, rather than budgeting a transfer from the 0.75% Sales Tax Fund to the General Fund, all economic development expenditures were budgeted directly in the 0.75% Sales Tax Fund. For 2022, non-profit funding requests increased in both number of requests and amount requested. All agencies were awarded the full amount of funding requested.

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Charges For Service	\$ 174	\$ (68)	\$ 250	\$ 250	-	-100.0%
Intergovernmental	23,999	-	-	-	200,000	100.0%
Total Revenues	\$ 24,173	\$ (68)	\$ 250	\$ 250	200,000	799.0%
Expenditures						
Labor and Benefits						
Seasonal	\$ 44,875	\$ 42,750	\$ 45,000	\$ 45,000	45,000	0.0%
Benefits	3,796	3,665	3,829	3,828	3,829	0.0%
Insurance	76	69	15	90	26	73.3%
Other Compensation	4,650	5,160	5,040	5,040	5,040	0.0%
Total Labor and Benefits	\$ 53,397	\$ 51,644	\$ 53,884	\$ 53,958	\$ 53,895	0.0%
Operating						
Charges and Fees	\$ -	\$ 313	\$ -	\$ -	-	0.0%
Contract Services	9,557	595	5,100	18,664	16,356	220.7%
Grants and Contributions	3,864,656	2,106,108	2,216,630	2,255,100	3,495,279	57.7%
Operating Supplies	12,736	9,477	11,900	11,900	11,900	0.0%
Professional Development	220,832	160,712	134,378	120,814	110,986	-17.4%
Total Operating	\$ 4,107,781	\$ 2,277,205	\$ 2,368,008	\$ 2,406,478	\$ 3,634,521	53.5%
Interfund Charges						
Information Technology	\$ 24,186	\$ 26,904	\$ 41,460	\$ 41,460	\$ 57,845	39.5%
Total Interfund Charges	\$ 24,186	\$ 26,904	\$ 41,460	\$ 41,460	\$ 57,845	39.5%
Capital Outlay						
Land	\$ 1,813,525	\$ 218,500	\$ -	\$ 837,000	-	0.0%
Total Capital Outlay	\$ 1,813,525	\$ 218,500	\$ -	\$ 837,000	-	0.0%
Total General Fund	\$ 5,998,889	\$ 2,574,253	\$ 2,463,352	\$ 3,338,896	\$ 3,746,261	52.1%

Funding Source	2019	2020	2021	2021	2022	% Change
Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Intergovernmental	\$ -	\$ 14,385	\$ 39,769	\$ 39,769	\$ 45,000	13.2%
Total Revenues	\$ -	\$ 14,385	\$ 39,769	\$ 39,769	\$ 45,000	13.2%
Expenditures						
Operating						
Grants and Contributions	\$ -	\$ 2,366,048	\$ 2,313,070	\$ 2,313,070	\$ 2,603,790	12.6%
Total Operating	\$ -	\$ 2,366,048	\$ 2,313,070	\$ 2,313,070	\$ 2,603,790	12.6%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 1,842,436	\$ -	\$ 1,842,436	0.0%
Total Contingency and Reserves	\$ -	\$ -	\$ 1,842,436	\$ -	\$ 1,842,436	0.0%
Total Sales Tax CIP Fund	\$ -	\$ 2,366,048	\$ 4,155,506	\$ 2,313,070	\$ 4,446,226	7.0%
Total City Council Budget	\$ 5,998,889	\$ 4,940,301	\$ 6,618,858	\$ 5,651,971	\$ 8,192,487	23.8%



Riverfront at Dos Rios

CITY MANAGER'S OFFICE

The City 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.

2022 Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Mobility – Support efforts by Grand Valley Transit (GVT) to better serve and connect centers and other destinations in Grand Junction and surrounding areas, especially service to/from the airport, Horizon Drive, Downtown, and along North Avenue	Support GVT through the annual budget process	Percentage increase in GVT ridership
Economic Development – Continue to support the work of Economic Development Partners for retention and expansion of existing businesses and attraction of new and emerging businesses	Support Economic Development Partners through the annual budget process	Number of households served by 100x30 mbps speeds
	Encourage the development of community assets to attract and retain workforce	Number of childcare available slots in community Average Wage by Job Median Household Income
Housing – Explore the creation of a dedicated revenue source to address housing challenges	Implement housing strategy adopted by City Council in 2021	Percentage increase in building permits Number of affordable/attainable housing units in community Number of Accessible Dwelling Units in community
Public Safety – Participate in opportunities to assist in addressing issues such as homelessness, suicide, mental health disparities, and the opioid crisis	Continue to participate in opportunities to assist in addressing issues such as homelessness, suicide, mental health disparities, and the opioid crisis	Per capita homelessness rate
Quality of Life – Create a range of accurately translated and regularly updated City resources and publications for residents who have limited English proficiency	Pursue contracted translation services for City materials.	Number of public information materials published in multiple languages
	Attract bilingual talent to fill key roles in the organization	Number of positions filled with bilingual talent

2021 Accomplishments

- Supported and implemented conservation and sustainability programs
- Supported programs that allow employee training and professional development
- Expanded public communication and engagement efforts
- Supported economic development by partnering with Economic Development Partners and by providing public infrastructure necessary to leverage private investment
- Maintained 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	2020 FTE's	2021 FTE's	2022 FTE'
Funded by General Fund 100			
City Manager	1.00	1.00	1.00
Sr. Assistant to the City Manager	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00
Communications Specialist	1.00	1.00	2.00
Administrative Specialist	0.50	0.50	0.50
Total City Manager's Office FTE's	4.50	4.50	4.50

City Manager's Office Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
City Manager's Office	\$ 682,332	\$ 811,657	\$ 1,049,396	\$ 896,274	\$ 1,135,670	8.2%
Total Fund 100	\$ 682,332	\$ 811,657	\$ 1,049,396	\$ 896,274	\$ 1,135,670	8.2%
Total City Manager's Budget	\$ 682,332	\$ 811,657	\$ 1,049,396	\$ 896,274	\$ 1,135,670	8.2%

City Manager's Office Budget By Classification, by Fund

Significant Changes vs. 2021

- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was completed during 2021.
- **Non-Personnel Operating:** The majority of the operating budget increase in 2022 and includes computer upgrades for staff including a CMU intern.
- **Interfund Charges:** Information technology charges increase 5% on average per year and are based on the number of PC's, phones, department specific software, assigned to a department. Facility charges are determined based on the total space each department utilizes within a building and has seen increases in utility costs which increase internal charges. Additionally, liability insurance costs have increased which also increase internal service charges
- **Contingency and Reserves:** These remain flat with 2021 Adopted Budget. Contingency is budgeted to cover expenditures of a minor nature that arise unexpectedly throughout the year.

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Expenditures						
Labor and Benefits						
Full Time	\$ 357,621	\$ 446,924	\$ 474,056	\$ 465,531	\$ 499,296	5.3%
Benefits	89,086	113,455	131,446	131,446	140,232	6.7%
Insurance	848	5,634	820	820	1,015	23.8%
Other Compensation	6,716	13,824	6,603	15,128	6,603	0.0%
Total Labor and Benefits	\$ 454,271	\$ 579,837	\$ 612,925	\$ 612,925	\$ 647,146	5.6%
Operating						
Charges and Fees	\$ 1,365	\$ 1,611	\$ -	\$ 1,903	\$ -	0.0%
Contract Services	74,737	85,887	73,100	73,100	72,049	-1.4%
Equipment	-	-	2,125	3,826	8,231	287.3%
Operating Supplies	8,366	5,613	6,720	6,720	7,850	16.8%
Professional Development	9,826	8,840	16,700	13,096	16,700	0.0%
Total Operating	\$ 94,294	\$ 101,951	\$ 98,645	\$ 98,645	\$ 104,830	6.3%
Interfund Charges						
Facility	\$ 53,843	\$ 42,797	\$ 37,818	\$ 37,818	\$ 45,922	21.4%
Information Technology	35,039	34,308	46,321	46,321	57,242	23.6%
Liability Insurance	40,627	52,764	53,687	53,687	80,530	50.0%
Medical programs	4,258	-	-	-	-	0.0%
Total Interfund Charges	\$ 133,767	\$ 129,869	\$ 137,826	\$ 137,826	\$ 183,694	33.3%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 200,000	\$ 46,878	\$ 200,000	0.0%
Total Contingency and Reserves	\$ -	\$ -	\$ 200,000	\$ 46,878	\$ 200,000	0.0%
Total General Fund	\$ 682,332	\$ 811,657	\$ 1,049,396	\$ 896,274	\$ 1,135,670	8.2%



Citizen Engagement with City Manager Caton



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CITY ATTORNEY

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

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

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

Strategic Priorities, Accomplishments, Objectives and Financial Summary

Strategic Priorities

The City Attorney and Staff, see chart below, serve the City Council, the City Manager, and the Operating Departments of the City in a consultative, problem identification and problem-solving capacity. As such, the City Attorney's *Strategic Priorities* for 2022, as in prior years, are shared with and among the Operating (implementing) Departments identified in the *Strategic Plan* (Plan).

The legal complications and complexities of evaluating and achieving accessible and equitable transit, mobility and infrastructure, economic expansion, and diversity, housing policies and uniting with outside parties to increase affordable housing options and encourage housing choice and availability will be continuing, prioritized efforts of the Legal Department in 2022.

As well, the Legal Department will continue to contribute to and promote the delivery of the highest quality police, fire, and emergency services, both in the field, and in court and administrative actions. As the law continues to evolve, post SB 217, the Legal Department will be integral to the continued delineation of roles and responsibilities of emergency service providers and the delivery of their services to the community.

The Legal Department has a direct role in achieving and stewarding natural resources, in particular the City's water resources and the administration of the same as administered by an under Colorado law.

2021 Accomplishments

While there is much yet to be accomplished, as represented in the 2022 Plan, 2021 achievements were significant. Those include meaningful discussions of amending the Persigo agreement, further implementation of and appreciation for the Comprehensive Plan and the Parks and Recreation Open Space Plan, the launching of legacy projects such as the reconstruction of the Stadium, the issuance of the Dos Rios General Improvement District Bonds, the reconstruction of Fire Station 3, the purchase of land for the construction of Fire Station 8 and recent positive dialog with Grand Valley Irrigation Company concerning canal trails.

These efforts, among many others, continue the tradition of the City to shape the future of the community. The work of the City is truly noteworthy, and despite the pandemic, the City is and will be an exceptional place; a place that is livable, vibrant, and strong.

City Attorney Personnel

City Attorney	2020 FTE's	2021 FTE's	2022 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	1.00	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 City Attorney FTE's	5.50	6.50	6.50

City Attorney Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
City Attorney	\$ 784,307	\$ 757,292	\$ 979,093	\$ 979,093	\$ 1,056,675	7.9%
Total Fund 100	\$ 784,307	\$ 757,292	\$ 979,093	\$ 979,093	\$ 1,056,675	7.9%
Total City Attorney Budget	\$ 784,307	\$ 757,292	\$ 979,093	\$ 979,093	\$ 1,056,675	7.9%

City Attorney Budget by Classification, by Fund

Significant Changes vs. 2021

- **Revenues:** Revenues for the City Attorney are derived from the diversion program and are estimated to decrease based on the number of cases being referred to this program
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021
- **Operating:** Operating budgets include a 5% increase over the 2021 Adopted Budget. Additional funds have been budgeted to cover litigation costs and increases in contract services for legal counsel
- **Interfund Charges:** Information technology charges increase 5% on average per year and are based on the number of PC's, phones, department specific software, assigned to a department

Funding Source	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Revenues						
Charges For Service	\$ 6,500	\$ 2,400	\$ 7,920	\$ 7,920	\$ 6,300	-20.5%
Total Revenues	\$ 6,500	\$ 2,400	\$ 7,920	\$ 7,920	\$ 6,300	-20.5%
Expenditures						
Labor and Benefits						
Full Time	\$ 541,800	\$ 537,323	\$ 692,594	\$ 692,594	\$ 719,006	3.8%
Benefits	130,240	126,748	202,965	200,245	186,979	-7.9%
Insurance	945	6,823	1,190	1,190	1,451	21.9%
Other Compensation	4,800	11,113	4,802	7,522	4,802	0.0%
Total Labor and Benefits	\$ 677,785	\$ 682,007	\$ 901,551	\$ 901,551	\$ 912,238	1.2%

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Operating						
Charges and Fees	\$ 45	\$ 69	\$ 850	\$ 850	893	5.1%
Contract Services	11,981	9,076	11,900	11,900	18,479	55.3%
Operating Supplies	702	597	1,148	1,148	2,245	95.6%
Professional Development	5,587	3,443	7,900	7,900	9,843	24.6%
Insurance and Claims	44,365	22,885	8,500	8,500	50,000	488.2%
Total Operating	\$ 62,680	\$ 36,070	\$ 30,298	\$ 30,298	\$ 81,460	168.9%
Interfund Charges						
Information Technology	\$ 39,584	\$ 39,215	\$ 47,244	\$ 47,244	62,977	33.3%
Medical Programs	4,258	-	-	-	-	0.0%
Total Interfund Charges	\$ 43,842	\$ 39,215	\$ 47,244	\$ 47,244	\$ 62,977	33.3%
Total City Attorney Budget	\$ 784,307	\$ 757,292	\$ 979,093	\$ 979,093	\$ 1,056,675	7.9%



City Hall Fountain



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HUMAN RESOURCES

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.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Public Safety - Enhance the intelligence unit with equipment, software, and personnel.	Develop effective recruiting and hiring processes to meet the personnel needs of all departments.	Position vacancy rate improvement

2021 Accomplishments

- Conducted a comprehensive Classification and Compensation Market Analysis; adjusted position pay ranges accordingly and implemented associated employee pay changes.
- Improved utilization of the Sage Employee Health Clinic through the expansion of available services.
- Hired a Wellness Coordinator and expanded wellness programming for employees including an enhanced employee wellness incentive
- Created a Total Compensation Statement for all employees
- Partnered on the creation of an electronic reporting system for employee and citizen incidents and accidents
- Created and managed critical COVID-19 Guidelines and Policies
- Developed and initiated a monthly Accident Review Committee designed to assess the degree of negligence, if any, and impose corrective/remedial action accordingly
- Developed city-wide compensation and benefits budget for 2021
- Implemented an online Workers' Compensation and Safety reporting tool
- Provided training, coaching and team building support services for city-wide operations
- Provided city-wide training for all employees on unconscious bias

2022 Objectives

- Continue to evaluate social media presence and marketing materials to streamline and expand recruiting efforts and market the organization as an employer of choice
- Develop innovative recruiting and marketing efforts to improve the quality and quantity of candidates for position vacancies
- Develop a supervisory orientation and ongoing comprehensive leadership training
- Continue to support succession management efforts across the organization, including job classification review, restructuring of positions and operations, staff development, mentoring, and organizational change support
- Develop a formal plan to further integrate inclusion and self-awareness into the City's culture and work environment
- Establish a City owned and operated day care facility for employee utilization

Human Resources Personnel

Human Resources	2020 FTE's	2021 FTE's	2022 FTE'
Funded by General Fund 100			
Human Resources Director	1.00	1.00	1.00
Human Resources Supervisor	1.00	1.00	2.00
Human Resources Analyst	2.00	2.00	2.00
Professional Development Coordinator	1.00	1.00	1.00
Recruiter	1.00	1.00	1.00
Human Resources Technician	0.00	0.00	2.00
Sr. Administrative Assistant	2.00	2.00	0.00
Funded by Insurance Fund 404			
Risk Manager	1.00	1.00	1.00
Benefits Specialist	0.00	0.00	1.00
Benefits Coordinator	1.00	1.00	0.00
Wellness Coordinator	0.00	0.75	1.00
Administrative Specialist	1.00	1.00	0.00
Claims Specialist	0.00	0.00	1.00
Total Human Resources FTE's	11.00	11.75	13.00

Human Resources Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Human Resources	\$ 1,628,099	\$ 1,537,247	\$ 1,953,696	\$ 1,923,147	\$ 2,790,660	42.8%
Total Fund 100	\$ 1,628,099	\$ 1,537,247	\$ 1,953,696	\$ 1,923,147	\$ 2,790,660	42.8%
Insurance Fund 404						
Human Resources	\$ 4,808,129	\$ 14,254,695	\$ 19,192,084	\$ 19,192,084	\$ 16,231,613	-15.4
Total Fund 404	\$ 4,808,129	\$ 14,254,695	\$ 19,192,084	\$ 19,192,084	\$ 16,231,613	-15.4
Total Human Resources Budget	\$ 6,436,628	\$ 15,791,942	\$ 21,145,780	\$ 21,115,231	\$ 19,022,273	-10.0

Human Resources Budget By Classification, by Fund

Significant Changes vs. 2021

- **Revenues:** Revenues associated with this department are directly related to the Insurance Fund and are derived from interfund revenue which is charged to each department for their share of insurance premiums. Additionally, retirees that participate in the retiree health plan are charged a fee for utilizing that program. Both sources of revenue remain flat in 2022.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. Staffing changes result in increases to the Human Resources labor and benefits with the addition of a second Human Resources Supervisor position and the conversion of a part-time Wellness Coordinator moving from 3/4 time to full-time.
- **Non-Personnel Operating:** The major increase in operating costs include the addition of a childcare program that will provide daycare services for City staff.
- **Interfund Charges:** Interfund charges will remain flat except for a small increase in facility charges due to staff utilizing additional space within City Hall. The insurance fund will see an increase in Information Technology charges due to additional staff, and the equipment that they use, being charged to this fund.

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges For Service	\$ 770	\$ -	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ 770	\$ -	\$ -	\$ -	\$ -	0.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 543,283	\$ 583,503	\$ 617,222	\$ 616,869	\$ 682,014	10.5%
Seasonal	122,698	100,255	217,840	217,840	297,002	36.3%
Overtime	-	-	-	353	-	0.0%
Benefits	176,796	161,688	209,775	209,775	229,987	9.6%
Insurance	13,884	26,461	126,431	112,594	126,970	0.4%
Other Compensation	45,807	34,144	73,153	56,441	145,770	99.3%
Pensions	2,044	2,016	20,160	20,160	20,160	0.0%
Total Labor and Benefits	\$ 904,512	\$ 908,067	\$ 1,264,581	\$ 1,234,032	\$ 1,501,903	18.8%
Operating						
Contract Services	\$ 166,150	\$ 148,654	\$ 162,640	\$ 162,640	\$ 678,810	317.4%
Equipment	53,107	9,967	1,400	2,380	15,500	1007.1%
Operating Supplies	179,804	94,342	127,136	66,906	164,300	29.2%
Professional Development	78,604	50,805	66,857	66,857	91,200	36.4%
Insurance and Claims	-	-	-	59,250	-	0.0%
Total Operating	\$ 477,665	\$ 303,768	\$ 358,033	\$ 358,033	\$ 949,810	165.3%
Interfund Charges						
Facility	\$ 33,694	\$ 36,102	\$ 32,000	\$ 32,000	\$ 39,486	23.4%
Information Technology	201,906	285,583	295,290	295,290	295,290	0.0%
Liability Insurance	2,870	3,727	3,792	3,792	4,171	10.0%
Medical programs	7,452	-	-	-	-	0.0%
Total Interfund Charges	\$ 245,922	\$ 325,412	\$ 331,082	\$ 331,082	\$ 338,947	2.4%
Total General Fund	\$ 1,628,099	\$ 1,537,247	\$ 1,953,696	\$ 1,923,147	\$ 2,790,660	42.8%

Funding Source	2019	2020	2021	2021	2022	% Change
Insurance Fund 404	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Service	\$ 10,058	\$ 6,297	\$ 10,000	\$ 10,000	\$ 2,500	-75.0%
Interfund Revenue	3,460,086	13,396,287	15,254,072	15,254,884	15,402,681	1.0%
Interest	70,527	48,952	22,202	22,202	15,194	-31.6%
Other	464,430	1,158,354	533,965	533,965	466,500	-12.6%
Transfers In	-	1,441,009	-	-	-	0.0%
Total Revenues	\$ 4,005,101	\$ 16,050,899	\$ 15,820,239	\$ 15,821,051	\$ 15,886,875	0.4%
Expenditures						
Labor and Benefits						
Full Time	\$ 61,073	\$ 101,167	\$ 122,592	\$ 48,601	\$ 278,119	126.9%
Seasonal	3,875	60	35,000	7,640	-	-100.0%
Benefits	865,596	1,342,553	982,731	1,084,082	1,303,112	32.6%
Insurance	1,126	4,435	272	272	559	105.5%
Other Compensation	10,972	2,026	13,951	13,951	80,451	476.7%
Total Labor and Benefits	\$ 942,642	\$ 1,450,241	\$ 1,154,546	\$ 1,154,546	\$ 1,662,241	44.0%
Operating						
Charges and Fees	\$ 9,908	\$ -	\$ -	\$ 4,954	\$ -	0.0%
Contract Services	520,671	675,208	732,767	727,813	694,189	-5.3%
Equipment	-	-	-	-	3,800	0.0%
Insurance and Claims	3,106,556	12,112,641	14,780,075	14,780,075	13,212,486	-10.6%
Operating Supplies	18,269	(2,241)	26,789	26,789	24,750	-7.6%
Professional Development	1,911	308	6,716	6,716	5,770	-14.1%
Total Operating	\$ 3,657,315	\$ 12,785,916	\$ 15,546,347	\$ 15,546,347	\$ 13,940,995	-10.3%

Funding Source	2019	2020	2021	2021	2022	% Change
Insurance Fund 404	Actual	Actual	Adopted	Projected	Adopted	From 2021
Interfund Charges						
Information Technology	\$ 20,958	\$ 18,538	\$ 8,700	\$ 8,700	28,377	226.2%
Total Interfund Charges	\$ 20,958	\$ 18,538	\$ 8,700	\$ 8,700	28,377	226.2%
Capital Outlay						
Facilities	\$ 187,214	\$ -	\$ -	\$ -	-	0.0%
Total Capital Outlay	\$ 187,214	\$ -	\$ -	\$ -	-	0.0%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 2,482,491	\$ 2,482,491	600,000	-75.8
Total Contingency and Reserves	\$ -	\$ -	\$ 2,482,491	\$ 2,482,491	600,000	-75.8
Total Insurance Fund	\$ 4,808,129	\$ 14,254,695	\$ 19,192,084	\$ 19,192,084	16,231,613	-15.4%
Total Human Resources Budget	\$ 6,436,228	\$ 15,791,942	\$ 21,145,780	\$ 21,115,231	19,022,273	-10.0%



Colorado River at Sunrise Near Riverfront at Dos Rios

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 (including special event permits) for the City. There are 180 liquor licenses within the City. These include restaurants, retail liquor stores, liquor licensed drugstore, lodging and entertainment, taverns, beer and wine, brew pubs, convenience stores, grocery stores, fraternal clubs, arts, campus liquor complex, and optional premises.

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

Strategic Priorities, Accomplishments, Objectives and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Quality of Life – Improve online access to public records	Increase the number of public records that citizens have access to	Number of public records citizens have online access to Number of documents translated in other languages for citizen access

Y2021 Accomplishments

- Successful April 2021 election conducted
- Updated procedures for board and commission applicant interview process
- Participated in community outreach efforts regarding cannabis regulations
- Virtual meeting capability created at the Fire Department training room to facilitate City Council Workshops in a less formal setting
- Utilized gift cards to recognize the efforts of board and commission members (replaced in-person dinner)
- Conducted annual records destruction day at the warehouse

2022 Objectives

- Work with City Staff to implement Cannabis licensing, regulations, and education
- Prepare for the 2023 regular Municipal Election by purchasing/leasing equipment, supplies, and training of staff
- Continue to develop the process for recruitment/retention of members for the Volunteer Boards
- Develop a platform to accept online payments for liquor licensing

City Clerk Personnel

City Clerk	2020 FTE's	2021 FTE's	2022 FTE'
Funded by General Fund 100			
City Clerk	1.00	1.00	1.00
Chief Deputy City Clerk	0.00	0.00	1.00
City Records Manager*	1.00	1.00	1.00
Deputy City Clerk	2.00	2.00	3.00
Administrative Assistant	1.00	1.00	1.00
Total City Clerk FTE's	5.00	5.00	7.00

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

City Clerk Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
City Clerk	\$ 671,679	\$ 599,104	\$ 682,346	\$ 682,346	\$ 899,450	31.8%
Total Fund 100	\$ 671,679	\$ 599,104	\$ 682,346	\$ 682,346	\$ 899,450	31.8%
Total City Clerk Budget	\$ 671,679	\$ 599,104	\$ 682,346	\$ 682,346	\$ 899,450	31.8%

City Clerk Budget By Classification, by Fund

Significant Changes vs. 2021

- **Revenues:** Revenues for the City Clerk Department are from liquor licensing. In 2022 there is a 6% increase in beer and liquor occupational taxes. However, this is offset by a 6.8% decrease in liquor licenses and permits resulting in an overall increase of 1% in total revenues.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. Additionally, the City Clerk's Department will be adding an additional Deputy City Clerk and a Chief Deputy City Clerk to assist with administration of cannabis licensing and elections.
- **Non-Personnel Operating:** Operating costs are increasing due to the City running its own elections beginning in 2023. This new function requires that the City purchase elections equipment and operating supplies. In addition, professional development will increase due to new positions within the department.
- **Interfund Charges:** Facility charges are increasing due to higher electricity and gas utilities. Information technology charges increase 5% on average per year and are based on the number of PC's, phones, department specific software, assigned to a department.

Funding Source	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Revenues						
Taxes	\$ 43,341	\$ 52,779	\$ 50,000	\$ 50,000	\$ 53,000	6.0%
Licenses and Permits	31,086	27,776	30,000	30,000	27,950	-6.8%
Charges for Service	18,308	17,105	18,400	18,400	18,400	0.0%
Fines and Forfeitures	5,398	2,271	-	-	-	0.0%
Total Revenues	\$ 98,133	\$ 99,931	\$ 98,400	\$ 98,400	\$ 99,350	1.0%

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Expenditures						
Labor and Benefits						
Full Time	\$ 261,053	\$ 259,744	\$ 275,396	\$ 273,110	\$ 407,478	48.0%
Seasonal	-	3,663	-	-	-	0.0%
Overtime	83	266	-	35	-	0.0%
Benefits	75,796	78,487	103,071	103,071	141,491	37.3%
Insurance	481	3,447	470	470	820	74.5%
Other Compensation	-	1,881	-	2,251	600	100.0%
Total Labor and Benefits	\$ 337,413	\$ 347,488	\$ 378,937	\$ 378,937	\$ 550,389	45.2%
Operating						
Charges and Fees	\$ 441	\$ 329	\$ 268	\$ 268	\$ 300	11.9%
Contract Services	136,581	51,765	125,747	120,990	94,600	-24.8%
Equipment	13,408	26,120	-	4,757	66,088	100.0%
Operating Supplies	38,677	8,887	4,760	4,760	3,100	-34.9%
Professional Development	11,781	3,431	15,198	15,198	19,900	30.9%
Total Operating	\$ 200,888	\$ 90,532	\$ 145,973	\$ 145,973	\$ 183,988	26.0%
Interfund Charges						
Facility	\$ 23,177	\$ 17,385	\$ 14,545	\$ 14,545	\$ 17,662	21.4%
Information Technology	105,943	143,699	142,891	142,891	147,411	3.2%
Medical Programs	4,258	-	-	-	-	0.0%
Total Interfund Charges	\$ 133,378	\$ 161,084	\$ 157,436	\$ 157,436	\$ 165,073	4.9%
Total City Clerk Budget	\$ 671,679	\$ 599,104	\$ 682,346	\$ 682,346	\$ 899,450	31.8%



City Hall in Winter Blanket



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FINANCE

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

The service and support the Finance Department provides to other City departments and employees enables them to deliver the best quality service to the public. For the Citizens and the community, the Fire Department strives 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. Staff within this division also oversee the administration of grants for the City.
- **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 5,600 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 for the City.
- **Accounting and Payroll** Division of Finance 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 a division of Finance and 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.

Information Technology Fund Department Summary

Information Technology (IT) is an internal service division created to support the City's technology needs. Using specialists in the areas of computer support, networking, programming, software support and Geographic Information Systems (GIS), IT centrally supports all the City's automated computer, network, and telecommunication systems.

- **IT Administration** provides administrative and technology 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 and systems such as New World ERP (Finance and Payroll); NorthStar utility billing system, Lucity, EnerGov, and all non-Public Safety systems. The support costs associated with the major applications are paid by IT and charged back to the benefitting organizations. In addition, the IT Web Analyst works with all departments and divisions across the City in support of the City’s public and internal websites.

Strategic Priorities, Accomplishments, Objectives and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Resource Stewardship – Provide governing board and management with timely and reliable financial reporting	Receive an unmodified Audit opinion and meet all compliance requirements of the Single Audit.	Yes or No
Resource Stewardship – Provide governing board and management with timely and reliable financial reporting	Receive the GFOA Award for Excellence in Financial Reporting	Yes or No
Resource Stewardship – Provide governing board and management with timely and reliable financial reporting	Receive the GFOA Distinguished Budget Presentation Award	Yes or No

2021 Accomplishments

- Received Distinguished Budget Presentation Award for the 2021 Annual Budget from the Government Finance Officers Association
- Continued to assist and provide flexibility and support to aid local businesses in maintaining compliance with sales tax requirements as the COVID-19 pandemic persisted.
- Issued 587 new sales tax licenses (5,687 total active licenses at 12/31/21)
- Maintained a sales tax delinquency rate average of 3.26%
- Audit contractors collected over \$775K in additional sales and use tax audit revenue
- Collected and processed \$68.6 million in sales and use tax, including the City’s share of the Mesa County Public Safety Tax and the First Responder sales and use tax
- Hired a Deputy Finance Director
- Fully implemented new time keeping software (Executime)

2022 Objectives

- Successfully recruit and hire a Controller, Auditor, and second Grant Administrator to aid the department in exceeding internal and external expectations
- Select and implement a new sales & use tax administration software package

- Finalize implementation and rollout of Tyler ERP grants module and eCivis Grant Administration software
- Update the Sales & Use Tax ordinance to include “Marketplace Facilitator” definition
- Continue to monitor the State of Colorado Sales and Use Tax System (SUTS) rollout and determine proper time to adopt and implement in conjunction with updating the Sales & Use Tax ordinance to include “Economic Nexus” definition
- Begin process of evaluating and selecting new ERP package to replace legacy system Tyler New World
- Analyze business processes for ERP readiness
- Provide timely monthly and quarterly financial reporting to Council and management
- Increase grant applications and dollars awarded

Finance Personnel

Finance	2020 FTE's	2021 FTE's	2022 FTE's
Funded by General Fund 100			
Finance Administration			
Finance Director	1.00	1.00	1.00
Deputy Finance Director	0.00	1.00	1.00
Controller	0.00	0.00	1.00
Budget Coordinator	1.00	1.00	1.00
Grant Administrator	0.00	1.00	2.00
Administrative Financial Analyst	2.00	1.00	1.00
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	3.00	3.00
Finance Technician	2.00	0.00	0.00
Revenue			
Auditor	0.00	0.00	1.00
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	2.00
Total General Fund FTE's		13.00	14.00
Information Technology Fund 401 Positions			
Information Technology Director/Chief Technology Officer	1.00	1.00	1.00
Information Technology Supervisor	4.00	4.00	3.00
Information Technology Product Owner	0.00	0.00	1.00
IT Business Operations Supervisor	1.00	1.00	1.00
Systems Network Analyst	7.00	7.00	8.00
IT Analyst	3.00	3.00	2.00
GIS Analyst	1.00	1.00	3.00
Lead IT Support Specialist	1.00	1.00	1.00
IT Support Specialist	2.00	2.00	3.00
GIS Technician	2.00	2.00	1.00
Total Information Technology Fund FTE's		22.00	24.00
Total Finance FTE's		35.00	42.00

Finance Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Finance	\$ 527,649	\$ 524,972	\$ 644,556	\$ 644,556	991,317	53.8%
Accounting and Payroll	635,409	785,951	766,364	766,364	947,410	23.6%
Revenue	264,077	253,858	278,057	278,057	693,154	149.3%
Municipal Court	432,097	353,477	430,873	430,873	544,619	26.4%
Total Fund 100	\$ 1,859,232	\$ 1,918,258	\$ 2,119,850	\$ 2,119,850	\$ 3,176,500	49.8%
Lodger's Tax Increase Fund 106						
Finance	\$ 1,567,646	\$ 1,190,117	\$ 1,302,748	\$ 1,759,999	\$ 1,864,219	43.1%
Total Fund 106	\$ 1,567,646	\$ 1,190,117	\$ 1,302,748	\$ 1,759,999	\$ 1,864,219	43.1%
Information Technology Fund 401						
Information Technology	\$ 7,876,455	\$ 7,350,795	\$ 9,298,859	\$ 9,167,780	\$ 10,014,951	7.7%
Total Fund 401	\$ 7,876,455	\$ 7,350,795	\$ 9,298,859	\$ 9,167,780	\$ 10,014,951	7.7%
Total Finance Budget	\$ 11,303,332	\$ 10,459,170	\$ 12,721,457	\$ 13,047,629	\$ 15,055,670	18.3%

Finance Budget By Classification, by Fund

Significant Changes vs. 2021

- **Revenues:** Revenues within the Finance Department are primarily from Municipal Court fines and other charges for services. Revenues are estimated to decrease in 2022 based on number of cases being handled by Municipal Court.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. In addition, the Finance Department will add three new positions in the general fund, an Auditor, Controller, and a Grant Administrator. In the Information Technology fund, an additional Systems/Network Analyst will be added.
- **Non-Personnel Operating:** The addition of staff to the Finance department requires the purchase of additional computers and workstations which has increased the equipment budget. Contract services are increasing for annual audit costs, legal services in Municipal Courts, and the purchase of grant management software. Additionally, professional development will increase due to the addition of staff. Costs in the Information Technology fund increase 5% per year on average for contract maintenance of software systems added with additional software purchases. Equipment costs are also increasing due to long lead times and supply chain issues.
- **Interfund Charges:** Charges for information technology will increase in the general fund due to additional software purchases and increases in contract maintenance for software used by Finance staff. Additionally new staff required additional computer systems which will increase equipment costs charged to the department.
- **Capital Outlay:** Capital equipment costs in the general fund will increase due to the purchase of a new sales tax system slated for implementation in 2022.

Funding Source	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Revenue						
Charges for Services	\$ 42,940	\$ 30,174	\$ 75,000	\$ 75,000	\$ 63,000	-16.0%
Intergovernmental	2,373	428	-	495	-	0.0%
Fines and Forfeitures	288,770	239,796	278,600	278,600	274,500	-1.5%
Total Revenues	\$ 334,083	\$ 270,398	\$ 353,600	\$ 354,095	\$ 337,500	-4.6%

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Expenditures						
Labor and Benefits						
Full Time	\$ 713,202	\$ 700,860	\$ 860,118	\$ 860,118	\$ 1,190,309	38.4%
Seasonal	71,782	75,385	89,000	89,000	105,915	19.0%
Overtime	1,530	-	3,892	3,892	4,233	8.8%
Benefits	291,887	281,008	395,297	395,297	427,957	8.3%
Insurance	2,029	12,934	1,804	1,804	2,820	56.3%
Other Compensation	21,006	8,633	5,103	5,103	4,801	-5.9%
Total Labor and Benefits	\$ 1,101,436	\$ 1,078,820	\$ 1,355,214	\$ 1,355,214	\$ 1,736,035	28.1%
Operating						
Charges and Fees	\$ 270	\$ 300	\$ 300	\$ 2,051	\$ 315	5.0%
Contract Services	212,630	195,380	226,559	226,559	250,926	10.8%
Equipment	3,536	35,748	300	11,063	70,700	23466.7%
Grants and Contributions	27,785	-	-	-	-	0.0%
Operating Supplies	26,473	13,398	19,134	17,383	23,005	20.2%
Professional Development	10,439	7,237	18,189	7,426	39,357	116.4%
Repairs	-	150	1,700	1,700	1,500	-11.8%
Total Operating	\$ 281,133	\$ 252,213	\$ 266,182	\$ 266,182	\$ 385,803	44.9%
Interfund Charges						
Facility	\$ 81,458	\$ 78,120	\$ 69,819	\$ 69,819	\$ 89,325	27.9%
Information Technology	330,666	509,105	428,635	428,635	660,337	54.1%
Medical Programs	14,903	-	-	-	-	0.0%
Total Interfund Charges	\$ 427,027	\$ 587,225	\$ 498,454	\$ 498,454	\$ 749,662	50.4%
Capital Outlay						
Computer Systems	\$ 49,636	\$ -	\$ -	\$ -	\$ 305,000	100.0%
Total Capital Outlay	\$ 49,636	\$ -	\$ -	\$ -	\$ 305,000	100.0%
Total General Fund	\$ 1,859,232	\$ 1,918,258	\$ 2,119,850	\$ 2,119,850	\$ 3,176,500	49.8%

Funding Source	2019	2020	2021	2021	2022	% Change
Lodgers Tax Fund 106	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Taxes	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218	43.1%
Total Revenues	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218	43.1%
Expenditures						
Operating						
Grants and Contributions	\$ 914,460	\$ 705,812	\$ 759,936	\$ 1,026,666	\$ 1,087,461	43.1%
Total Operating	\$ 914,460	\$ 705,812	\$ 759,936	\$ 1,026,666	\$ 1,087,461	43.1%
Transfers Out						
Transfers Out	\$ 653,186	\$ 484,305	\$ 542,812	\$ 733,333	\$ 776,758	43.1%
Total Transfers Out	\$ 653,186	\$ 484,305	\$ 542,812	\$ 733,333	\$ 776,758	43.1%
Total Lodgers Tax Fund	\$ 1,567,646	\$ 1,190,117	\$ 1,302,748	\$ 1,759,999	\$ 1,864,219	43.1%

Funding Source	2019	2020	2021	2021	2022	% Change
Information Technology Fund 401	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Service	\$ 92,718	\$ 76,535	\$ 101,684	\$ 111,077	\$ 152,480	50.0%
Intergovernmental	6,500	-	-	-	-	0.0%
Interfund Revenue	7,231,201	7,478,212	7,528,892	7,492,243	9,004,618	19.6%
Interest	52,214	33,171	13,464	17,000	17,000	26.3%
Total Revenues	\$ 7,382,633	\$ 7,587,918	\$ 7,644,040	\$ 7,620,320	\$ 9,174,098	20.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Information Technology Fund 401	Actual	Actual	Adopted	Projected	Adopted	From 2021
Expenditures						
Labor and Benefits						
Full Time	\$ 1,937,697	\$ 1,899,343	\$ 1,955,695	\$ 1,926,909	\$ 2,320,704	18.7%
Benefits	617,995	613,555	713,609	713,609	781,811	9.6%
Insurance	4,555	25,452	3,339	3,339	4,659	39.5%
Other Compensation	21,601	65,678	1,202	29,988	1,202	0.0%
Total Labor and Benefits	\$ 2,581,848	\$ 2,604,028	\$ 2,673,845	\$ 2,673,845	\$ 3,108,376	16.3%
Operating						
Contract Services	\$ 2,652,914	\$ 2,872,456	\$ 3,263,004	\$ 3,263,004	\$ 4,033,994	23.6%
Equipment	917,521	689,796	1,227,666	827,666	1,024,076	-16.6%
Operating Supplies	55,360	45,683	23,375	22,887	38,000	62.6%
Cost of Goods Sold	361	-	-	-	-	0.0%
Professional Development	88,354	25,887	94,197	94,197	85,000	-9.8%
Repairs	-	-	-	488	-	0.0%
Utilities	408,419	441,403	449,268	449,268	311,880	-30.6%
Total Operating	\$ 4,122,929	\$ 4,075,225	\$ 5,057,510	\$ 4,657,510	\$ 5,492,950	8.6%
Interfund Charges						
Facility	\$ 60,442	\$ 64,943	\$ 66,909	\$ 66,909	\$ 81,247	21.4%
Information Technology	223,214	186,351	183,174	183,174	527,889	188.2%
Liability Insurance	1,004	1,305	1,328	1,328	2,656	100.0%
Medical Programs	21,290	-	-	-	-	0.0%
Fleet	2,903	3,324	2,929	2,929	1,593	-45.6%
Fuel Charges	71	42	250	250	240	-4.0%
Total Interfund Charges	\$ 308,924	\$ 255,965	\$ 254,590	\$ 254,590	\$ 613,625	141.0%
Capital Outlay						
Capital Equipment	\$ 659,394	\$ 203,360	\$ 807,000	\$ 1,074,287	\$ 800,000	-0.9%
Computer Systems	203,360	212,217	212,217	213,851	-	-100.0%
Total Capital Outlay	\$ 862,754	\$ 415,577	\$ 1,019,217	\$ 1,288,138	\$ 800,000	-21.5%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 293,697	\$ 293,697	\$ -	-100.0%
Total Contingency and Reserves	\$ -	\$ -	\$ 293,697	\$ 293,697	\$ -	-100.0%
Total Information Tech Fund	\$ 7,876,455	\$ 7,350,795	\$ 9,298,859	\$ 9,167,780	\$ 10,014,951	7.7%
Total Finance Budget	\$ 11,303,333	\$ 10,459,170	\$ 12,721,457	\$ 13,047,629	\$ 15,055,670	18.3%



Downtown Fountain

GENERAL SERVICES

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 Solid Waste, Golf Courses, and Parking enterprise functions.

General Fund – The General Services division is responsible for the oversight of all other divisions within the General Service Department.

The Project Team division was formed as a creative approach to dealing with the difficulty of hiring and training the seasonal workers that the City relies on to complete a variety of projects needed to maintain its 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 always have a multi-purpose crew available 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 or contractors. 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 is responsible for administration of the City's formal bid processes for the procurement of all goods and services more than \$15,000, cost control and monitoring of general purchasing within the City government and purchasing stock for the City's 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.

Solid Waste Fund – The City's Solid Waste Fund is a utility enterprise fund with a minimum fund balance of \$600,000. Weekly, the Solid Waste Division services over 20,000 cans within the City limits. As the population continues to grow within City, the goal of the division is to remain competitive in pricing while providing quality refuse collection services to the Citizens of the community. Residential curbside recycling is also available for the City residents. For residents in the community that do not want curbside pickup, recyclable materials are able to be dropped off at the Municipal Services Campus.

Golf Fund – The Golf Division oversees two full-service golf courses, one at Lincoln Park and one Tiara Rado. It provides an outdoor experience to Citizens 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 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 – 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, Mesa County, and visitors to the area to have direct access to the Downtown shops and restaurants.

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

Facilities Fund – The Facility Services Division operates as an internal service fund and is responsible for the coordination and management of an effective maintenance, custodial and resource conservation program for the City’s public buildings. Facilities mission is to provide a safe, clean, and comfortable environment for City staff and the public.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Quality of Life – Ensure the City’s cultural facilities are meeting the needs of today’s culture and entertainment demands/trends.	Coordinate with Pinnacle Venue Services to ensure the management of the Grand Junction Convention Center, Las Colonias Amphitheatre and the Avalon Theatre are meeting community needs.	Number of different general types of entertainment and ticket sales.
Resource Stewardship – Evaluate options to offer all City residents expanded recycling and composting services.	In addition to multi-stream recycling, evaluate the implementation of single stream, composting, and green waste recycling.	Total tons of waste diverted from the landfill.
Resource Stewardship – Increase City sustainable operational efforts to reduce waste and increase energy efficiency.	Lead by example for conducting day-to-day operations at City facilities in a sustainable manner.	Kilowatt hours of electricity used, %-total renewable energy used, therms of natural gas usage, pounds of material recycled, % “green” products purchased.
Resource Stewardship – Evaluate long-term resiliency of bioCNG fleet fueling infrastructure including expansion of capture and storage infrastructure.	Maintain operation of bioCNG fueling system and continue to find the optimal fleet uses for this alternative fuel.	Number of CNG vehicles, gallons of gas/diesel displaced by biofuel.

2021 Accomplishments

General Services

- Provided support for the successful refinance of the Lincoln Park Stadium Certificates of Participation (COPs) generating interest rate savings and providing funding for stadium improvements.
- Provided support for the successful closing on \$10.7 million in Dos Rios General Improvement District Bonds. These bond proceeds provided the funding for the infrastructure improvements for the Dos Rios Development.
- Negotiated and closed on the properties at 636 and 636 1/2 Laurence, the last two inholdings in the Dos Rios GID.

- Supported the land swap with School District 51 to obtain the new site for Fire Station #3 rebuild.
- Provided support on the refinance of the public safety Certificates of Participation generating a savings of \$3.2 million.
- Procured and opened the building at 910 Main Street which is now the home of the Customer Service/Utility Billing and General Services.
- Secured a site for the future City employee childcare facility and created the building plans and future design of the facility.
- Listed and sold the City owned Burkey Park site with proceeds going to the future development of Matchett Park.
- Negotiated the demolition of 301 South 4th Street for the future Catholic Outreach project.
- Negotiated long term lease of vacant city land for a future solar garden in which the City will be a participant.
- Provided support services for the remodel of the Police Department to allow for expansion and growth within the building.
- Assisted with the project management for Fire Station #6 which was completed in 2021 and for Stations #3 and #8, both slated for completion in 2022.
- Assisted with the project management for Lincoln Park Stadium Remodel to facilitate the improvements.

Project Team

- Completed the groundwork for the new police firing range
- Began work on improvements along the Colorado River adjacent to the Eddy development
- Project Team completed the road improvements leading into the Carson Dam site
- Poured the concrete and set the features for the bike park at Dos Rios Park
- Assisted the Forestry division with treating ash trees that were damaged from disease and drought
- Assisted with the development of Kindred Reserve Open Space Park

Purchasing

- Completed 117 formal solicitations and contract extension awards exceeding \$33 million through December 31, 2021
- Successfully filled a Buyer level position, and continued adequate training and education, which allows for Buyer level work to be completed
- Successfully continued all purchasing operations including prebid meetings and site visits without interruption during pandemic. Adjusted daily operations to include online bid openings and not requiring site visits and pre-bid meetings when possible

Warehouse

- Provided over \$475,000 worth of resources through large scale procurement to ensure the most cost-effective delivery across the entire organization
- Served as the primary storage location for high need items to ensure item availability

Solid Waste

- Oversight of the Solid Waste Division transferred to the General Services Department from Public Works Department
- Negotiated the sale of Curbside Recycling Indefinitely (GJCRI) to allow for enhanced recycling opportunities for the community
- Absorbed the increase of customers into current day to day operations
- Continue to remain competitive within the waste service industry

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

- Worked with the Mesa County Health Department in securing the Grand Junction Convention Center as the regional COVID-19 vaccination site
- As a result of pent-up demand to the impact of COVID-19, the convention center saw more attendees at annual events compared to previous years
- Capital improvements made with funds from the City and Avalon Theatre Foundation making the venue more attractive to non-entertainment gatherings such as meetings, receptions, and other social events
- Las Colonias Amphitheater operated as the third highest ticket selling Amphitheater venue in the State of Colorado
- The Amphitheater had an average attendance of 2,129, the most successful year since the opening of the venue in 2017
- The Amphitheater was ranked #47 international among outdoor venues in the third quarter of 2021.

Golf

- Hosted the largest Rocky Mountain Open (RMO) to date while hosted at Tiara Rado Golf Course
- In cooperation with CMU, constructed and opened the CMU Golf Performance Center at Lincoln Park
- Increased total tournament rounds and revenue by 166%
- Increased total participation in Men's, Ladies, and Sr. Men's league play by 38%
- Increased the merchandise sold across both courses by 28%
- Increased PGA Jr. League participation by 250%
- Achieved over 60,000 rounds across both courses
- Implemented a new fleet of golf carts at Tiara Rado with lithium-ion batteries which improve usage and efficiency

Parking

- Serviced 1,100 parking meters in the immediate downtown area
- Maintained 100% utilization of the Rood Avenue Parking Garage leased spaces for downtown employees and visitors

Fleet

- Upgraded the existing Compressed Natural Gas (CNG) system to maximize the availability of renewable biogas as a vehicle fuel
- Continue to provide maintenance and services to Grand Valley Transit to reduce the downtime of public transportation vehicles
- Continued to identify and replace vehicles with energy efficient hybrid cross overs. This conversion has resulted in an increase of fuel economy by an average of 15 miles per gallon
- The entire Fleet staff received training to obtain certification for CNG cylinder maintenance. The cost to complete training for the entire staff is equal to sending one technician for factory training
- Completed the FASTER web-based fleet management integration resulting in significant improvements for Fleet technicians and internal customers. Allows for real time data to be shared across the organization to increase transparency and accountability.

Facilities

- Replaced HVAC system at Parks Operations
- Continued to apply energy efficient solutions across City Facilities
- Served on the construction team for the police building renovation project
- Prepared the building at 910 Main Street for occupancy
- Replaced three gates at the Public Safety complex

2022 Objectives

General Services

- Continue to provide support and advise City departments on debt administration, project management, and internal support services
- Operate as Real Estate Division to ensure the purchase and sale of land is in the best interest of the City

Project Team

- Support departments across the organization by providing services which limits the reliance upon the private sector contractors
- Continue to achieve cost savings by completing projects in house
- Provide the proper training that will allow Apprentice Equipment Operators to successfully fill vacant Equipment Operator positions throughout the Organization
- Assist in the completion of the day care remodel and addition

Purchasing

- Continue to provide service across the entire organization within a timely manner
- Remain up to date on purchasing policies and regulations
- Implement new Contract Administrator position and revise structural workloads and processes to allow for employees to remain more engaged with projects

Warehouse

- Continue to deliver commodities to City employees at the lowest price possible
- Implement a surplus request form to utilize across the organization
- Begin to offer specific clothing products for female employees

Solid Waste

- Reduce the amount of waste contributed to the landfill by 2.5% or 1,100,000 pounds through increased recycling and composting within city limits
- Optimize trash collection routes across the operations
- Conduct pilot programs for green waste pickup
- Increase recycling participants by 10% over the year

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

- Continue to offer events that are of interest to the Citizens of Grand Junction and Mesa County
- Continue recovery of event mix, especially meetings and conferences
- Las Colonias Amphitheater to finish 2022 with the top 3 gross ticket sales in Colorado for amphitheater venues
- Increase the number of large-scale events and community events held at the Amphitheater
- Continue to attract high quality entertainment to the Grand Valley resulting in the continued positive impact on the travel and tourism industry

Golf

- Increase league participants by 10% across each of the leagues
- Increase PGA Jr. and First Tee participants by 10%
- Increase total rounds by 5%

Parking

- Conduct Parking Study within the Downtown area to ensure the number of spaces available will meet the demand for the growth that the City is projected to experience in the coming years
- Continue to offer a third-party mobile pay application to allow for customers to pay for parking meters via cell phone

Fleet

- Continue to decrease repair times to increase vehicle utilization across the fleet
- Continue to support sustainability by incorporating electric and hybrid replacement units into the fleet mix, which will include seven hybrid police interceptors. Continue to look at CNG vehicles where the total cost of ownership is a benefit
- Utilize the upgraded FASTER system to benchmark actual repair times with industry standards
- Train and allow departments within the City to gain access to the new system to allow individuals to check on repairs in real time.

Facilities

- Decrease energy consumption through implementing energy efficient practices and upgrades across City facilities
- Complete the City Hall security enhancements
- Support the Public Safety Remodel
- Absorb the maintenance of the day care facility

General Services Personnel

General Services Positions	2020 FTE's	2021 FTE's	2022 FTE's
General Fund 100 Positions			
General Services			
General Services Director	1.00	1.00	1.00
General Services Manager	0.00	0.00	1.00
Business Analyst	1.00	1.00	0.00
Project Team			
Operations and Maintenance Supervisor	0.00	0.00	1.00
Project Team Supervisor	1.00	1.00	0.00
Project Team Crew Leader	2.00	3.00	3.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Apprentice Equipment Operator	9.00	8.00	8.00
Purchasing/Warehouse			
Senior Buyer	2.00	2.00	2.00
Buyer	0.00	1.00	1.00
Contract Administrator/Manager	0.00	0.00	1.00
Warehouse Specialist	1.00	1.00	1.00
Total General Fund 100 Positions	23.00	24.00	25.00
Solid Waste Fund 302 Positions			
Operations and Maintenance Supervisor	0.00	1.00	1.00
Crew Leader	0.00	1.00	1.00
Specialty Equipment Manager	0.00	10.00	10.00
Waste Reduction/Recycling Coordinator	0.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00
Total Solid Waste Fund 302 Positions	0.00	14.00	14.00

General Services Positions	2020 FTE's	2021 FTE's	2022 FTE's
Golf Fund 305 Positions			
Director of Golf	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00
Golf Superintendent	0.00	1.00	1.00
1st Assistant Golf Pro	2.00	2.00	2.00
Parks Crew Leader	1.00	0.00	0.00
Golf Equipment Operator	0.00	1.00	1.00
Parks Equipment Technician	1.00	0.00	0.00
Total Golf Fund 305 Positions	6.00	6.00	6.00
Parking Fund 308 Positions			
Parking Services Technician	1.00	1.00	1.00
Total Parking Fund 308 Positions	1.00	1.00	1.00
Fleet Fund 402 Positions			
Automotive Equipment Manager	1.00	1.00	1.00
Automotive Equipment Supervisor	0.00	2.00	2.00
Fleet Services Coordinator	0.00	1.00	1.00
Fleet Parts Coordinator	0.00	0.00	1.00
Automotive Equipment Crew Leader	2.00	0.00	0.00
Automotive Equipment Technician	10.00	11.00	11.00
Total Fleet Fund 402 Positions	13.00	15.00	16.00
Facilities Fund 406 Positions			
Facilities Supervisor	1.00	1.00	1.00
Facilities Crew Leader	1.00	1.00	1.00
Custodian	6.00	6.00	7.00
Total Facilities Fund 406 Positions	8.00	8.00	9.00
Total General Services Positions	51.00	68.00	71.00

General Services Expenditures Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
General Services	\$ 174,048	\$ 276,417	\$ 278,283	\$ 1,156,783	\$ 1,378,675	395.4%
Project Team	704,616	1,003,570	1,325,265	1,325,265	1,526,743	15.2%
Purchasing	208,609	221,084	302,873	302,873	419,181	38.4%
Warehouse	114,736	199,759	170,792	170,792	208,415	22.0%
Total Fund 100	\$ 1,202,009	\$ 1,700,830	\$ 2,077,213	\$ 2,955,713	\$ 3,533,014	70.1%
0.75% Sales Tax Fund 201						
General Services	\$ -	\$ 55,328	\$ 100,000	\$ 100,000	\$ 450,000	350.0%
Total Fund 201	\$ -	\$ 55,328	\$ 100,000	\$ 100,000	\$ 450,000	350.0%
Solid Waste Removal Fund 302						
Solid Waste	\$ 4,460,933	\$ 4,657,426	\$ 4,563,240	\$ 4,618,240	\$ 4,757,325	4.3%
Recycling	-	-	-	-	111,403	100.0%
Total Fund 302	\$ 4,460,933	\$ 4,657,426	\$ 4,563,240	\$ 4,618,240	\$ 4,868,728	6.7%
GJ Convention Center Fund 303						
GJ Convention Center	\$ 7,042,956	\$ 620,582	\$ 443,960	\$ 500,051	\$ 431,761	-2.7%
Total Fund 303	\$ 7,042,956	\$ 620,582	\$ 443,960	\$ 500,051	\$ 431,761	-2.7%
Golf Courses Fund 305						
Lincoln Park Golf Course	\$ 656,434	\$ 719,234	\$ 751,578	\$ 754,678	\$ 834,069	11.0%
Tiara Rado Golf Course	1,192,259	1,403,945	1,311,185	1,398,685	1,520,976	16.0%
Total Fund 305	\$ 1,848,693	\$ 2,123,179	\$ 2,062,763	\$ 2,153,363	\$ 2,355,045	14.2%
Parking Authority Fund 308						
Parking Authority	\$ 566,036	\$ 494,593	\$ 532,468	\$ 532,468	\$ 551,996	3.7%
Total Fund 308	\$ 566,036	\$ 494,593	\$ 532,468	\$ 532,468	\$ 551,996	3.7%

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Fleet and Equipment Fund 402						
Fleet	\$ 6,079,355	\$ 5,130,339	\$ 7,047,809	\$ 7,047,809	\$ 8,355,536	18.6%
Grand Valley Transit (GVT)	417,891	487,414	622,500	622,500	641,599	3.1%
Total Fund 402	\$ 6,497,246	\$ 5,617,753	\$ 7,670,309	\$ 7,670,309	\$ 8,997,135	17.3%
Facilities Fund 406						
Facilities	\$ 2,816,141	\$ 2,856,408	\$ 2,887,919	\$ 2,890,698	\$ 3,127,934	8.3%
Total Fund 406	\$ 2,816,141	\$ 2,856,408	\$ 2,887,919	\$ 2,890,698	\$ 3,127,934	8.3%
Total General Services Budget	\$ 24,434,015	\$ 18,126,099	\$ 20,337,872	\$ 21,420,842	\$ 24,315,613	19.6%

General Services Budget By Fund, by Classification

Significant Changes vs. 2021

- **Revenues:** General Fund revenues are increasing based on the contract with CMU for mailing services. The golf fund will see a 4% increase due to changes golf green fees and additional tournament play. The Parking Fund will see and increase 7.5% in parking revenues. The Solid Waste fund will begin running the recycling center in early 2022 and have added revenues for this function.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. In addition, the General Services Department will add two new positions, a Contract Administrator/Manager in the General Fund, and a Waste Reduction/Recycling Coordinator in the Solid Waste Fund.
- **Non-Personnel Operating:** Operating costs will increase in the General Fund primarily due to the need for security improvements and space reconfiguration in City Hall as well as HVAC replacements and upgrades. The Golf Fund will also increase due to additional equipment and materials needed for operations. The Fleet Fund is seeing increases in fuel, parts, and other costs associated with maintaining the City's fleet vehicles and equipment and due to increasing the number of vehicles in the fleet. The Facilities Fund is also seeing price increases for supplies and maintenance of City buildings. With the City managing the recycling center instead of contracting that out, there will be increases in operating costs in the Solid Waste Fund however those costs are offset by the contract costs paid in prior years.
- **Interfund Charges:** Charges for information technology will increase in the General Fund due to additional software purchases and increases in contract maintenance for software used by General Services staff. Additionally new staff requires additional computer systems which will increase equipment costs charged to the department.
- **Capital Outlay:** The majority of capital costs for General Services in the 0.75% Sales Tax Capital Fund for improvements to the Avalon Theater (offset by Foundation donations) and a roof replacement; and in the Fleet Fund for vehicle additions and replacements.

Funding Source	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Revenues						
Charges for Services	\$ 89,445	\$ 182,334	\$ 102,000	\$ 112,209	\$ 138,500	35.8%
Capital Proceeds	15,442	14,758	12,000	12,000	1,500	-87.5%
Total Revenues	\$ 104,887	\$ 197,092	\$ 114,000	\$ 124,209	\$ 140,000	22.8%
Expenditures						
Labor and Benefits						
Full Time	\$ 756,817	\$ 986,026	\$ 1,210,381	\$ 1,129,711	\$ 1,339,510	10.7%
Seasonal	-	12,635	-	6,175	-	0.0%
Overtime	4,654	13,068	5,000	5,000	7,000	40.0%
Benefits	233,987	323,909	483,302	471,133	442,784	-8.4%
Insurance	21,775	30,329	61,957	61,957	77,467	25.0%
Other Compensation	11,293	20,804	3,453	15,622	3,309	-4.2%
Total Labor and Benefits	\$ 1,028,526	\$ 1,386,771	\$ 1,764,093	\$ 1,689,598	\$ 1,870,070	6.0%

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Operating						
Contract Services	\$ 5,619	\$ 4,026	\$ 4,820	\$ 4,820	300	-93.8%
Equipment	8,743	10,462	4,760	4,760	1,253,682	26237.9%
Operating Supplies	13,439	101,126	70,370	111,427	108,500	54.2%
Costs of Goods Sold	8,002	3,363	6,883	6,883	4,750	-31.0%
Professional Development	5,530	7,719	26,534	26,534	23,810	-10.3%
Repairs	-	14,867	1,700	1,700	1,500	-11.8%
Utilities	179	-	-	-	-	0.0%
System Maintenance	-	365	-	33,438	-	0.0%
Uniforms and Gear	2,752	3,102	3,929	3,929	4,350	10.7%
Total Operating	\$ 44,264	\$ 145,030	\$ 118,996	\$ 193,491	\$ 1,396,892	1073.9%
Interfund Charges						
Facility	\$ 26,060	\$ 32,425	\$ 30,835	\$ 30,835	27,586	-10.5%
Information Technology	33,736	52,449	67,358	67,358	112,834	67.5%
Liability Insurance	-	-	13,781	13,781	15,158	10.0%
Medical Programs	4,258	-	-	-	-	0.0%
Fleet	8,013	16,301	72,811	72,811	78,589	7.9%
Fuel Charges	4,116	18,303	9,339	9,339	31,885	241.4%
Departmental Services	53,036	-	-	-	-	0.0%
Total Interfund Charges	\$ 129,219	\$ 119,478	\$ 194,124	\$ 194,124	\$ 266,052	37.1%
Capital Outlay						
Capital Equipment	\$ -	\$ 49,551	\$ -	\$ -	-	0.0%
Facilities	-	-	-	878,500	-	0.0%
Total Capital Outlay	\$ -	\$ 49,551	\$ -	\$ 878,500	\$ -	0.0%
Total General Fund	\$ 1,202,009	\$ 1,700,830	\$ 2,077,213	\$ 2,955,713	\$ 3,533,014	70.1%

**Funding Source
Sales Tax CIP Fund 201**

Revenues						
Other	\$ -	\$ -	\$ -	\$ -	50,000	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 50,000	100.0%
Expenditures						
Capital Outlay						
Facilities	\$ -	\$ 55,328	\$ 100,000	\$ 100,000	450,000	350.0%
Total Capital Outlay	\$ -	\$ 55,328	\$ 100,000	\$ 100,000	\$ 450,000	350.0%
Total Sales Tax CIP Fund	\$ -	\$ 55,328	\$ 100,000	\$ 100,000	\$ 450,000	350.0%

**Funding Source
Solid Waste Removal Fund 302**

Revenues						
Charges for Services	\$ 4,607,078	\$ 4,785,582	\$ 4,781,991	\$ 4,821,991	5,080,000	6.2%
Interest	22,883	17,992	8,404	8,404	8,404	0.0%
Total Revenues	\$ 4,629,961	\$ 4,803,574	\$ 4,790,395	\$ 4,830,395	\$ 5,088,404	6.2%
Expenditures						
Labor and Benefits						
Full Time	\$ 744,476	\$ 720,538	\$ 771,658	\$ 771,658	835,778	8.3%
Seasonal	-	-	1,060	1,060	30,000	2730.2%
Overtime	17,319	19,438	28,994	28,994	9,759	-66.3%
Benefits	273,179	274,459	315,079	287,085	321,736	2.1%
Insurance	101,153	33,527	67,022	67,022	78,043	16.4%
Other Compensation	1,264	1,759	225	28,219	309	37.3%
Total Labor and Benefits	\$ 1,137,391	\$ 1,049,721	\$ 1,184,038	\$ 1,184,038	\$ 1,275,625	7.7%

Funding Source	2019	2020	2021	2021	2022	% Change
Solid Waste Removal Fund 302	Actual	Actual	Adopted	Projected	Adopted	From 2021
Operating						
Charges and Fees	\$ 656,550	\$ 707,661	\$ 763,000	\$ 818,000	\$ 840,300	10.1%
Contract Services	762,755	785,821	805,320	804,249	829,820	3.0%
Equipment	48,303	47,034	55,250	55,250	120,000	117.2%
Operating Supplies	5,574	4,053	5,513	5,513	10,075	82.7%
Professional Development	4,019	556	2,550	2,550	5,000	96.1%
Repairs	19,869	15,605	14,450	14,450	17,050	18.0%
Uniforms and Gear	1,779	1,042	1,337	2,408	3,000	124.4%
Total Operating	\$ 1,498,849	\$ 1,561,772	\$ 1,647,420	\$ 1,702,420	\$ 1,825,245	10.8%
Interfund Charges						
Administrative Overhead	\$ 326,850	\$ 344,258	\$ 352,005	\$ 352,005	\$ 365,505	3.8%
Facility	16,592	20,462	14,297	14,297	19,376	35.5%
Information Technology	23,576	24,369	27,237	27,237	28,733	5.5%
Liability Insurance	34,593	44,927	36,921	36,921	38,767	5.0%
Medical Programs	13,838	-	-	-	-	0.0%
Fleet	786,682	881,147	649,234	649,234	710,821	9.5%
Fuel Charges	114,140	128,941	94,188	94,188	104,125	10.6%
Utility Services	233,981	234,015	236,190	236,190	248,531	5.2%
Total Interfund Charges	\$ 1,550,252	\$ 1,678,119	\$ 1,410,072	\$ 1,410,072	\$ 1,515,858	7.5%
Capital Outlay						
Capital Equipment	\$ -	\$ 76,725	\$ 22,100	\$ 22,100	\$ -	-100.0%
Facilities	-	-	-	-	32,000	100.0%
Total Capital Outlay	\$ -	\$ 76,725	\$ 22,100	\$ 22,100	\$ 32,000	44.8%
Debt Services						
Principal	\$ 94,441	\$ 96,991	\$ 99,610	\$ 99,610	\$ -	-100.0%
Total Debt Service	\$ 94,441	\$ 96,991	\$ 99,610	\$ 99,610	\$ -	-100.0%
Transfers Out						
Transfers Out	\$ 180,000	\$ 194,098	\$ 200,000	\$ 200,000	\$ 220,000	10.0%
Total Transfers Out	\$ 180,000	\$ 194,098	\$ 200,000	\$ 200,000	\$ 220,000	10.0%
Total Solid Waste Fund	\$ 4,460,933	\$ 4,657,426	\$ 4,563,240	\$ 4,618,240	\$ 4,868,728	6.7%

Funding Source	2019	2020	2021	2021	2022	% Change
GJ Convention Center Fund 303	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Services	\$ 15,491	\$ 145	\$ -	\$ 1,750	\$ 25,000	100.0%
Intergovernmental	6,564,022	391,007	274,374	241,461	206,761	-24.6%
Transfers In	500,000	200,000	200,000	200,000	200,000	0.0%
Total Revenues	\$ 7,079,513	\$ 591,152	\$ 474,374	\$ 443,211	\$ 431,761	-9.0%
Expenditures						
Labor and Benefits						
Seasonal	\$ 540	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	47	-	-	-	-	0.0%
Total Labor and Benefits	\$ 587	\$ -	\$ -	\$ -	\$ -	0.0%
Operating						
Charges and Fees	\$ 100	\$ 600	\$ -	\$ -	\$ -	0.0%
Contract Services	225,000	265,134	202,500	225,960	225,000	11.1%
Equipment	107,101	53,007	-	-	-	0.0%
Operating Supplies	(9,880)	(3,755)	-	32,631	-	0.0%
Repairs	361,309	-	-	-	-	0.0%
Total Operating	\$ 683,630	\$ 314,986	\$ 202,500	\$ 258,591	\$ 225,000	11.1%
Interfund Charges						
Facility	\$ 150,967	\$ 132,469	\$ 221,832	\$ 221,832	\$ 185,874	-16.2%
Liability Insurance	10,637	13,814	14,056	14,056	14,758	5.0%

Funding Source	2019	2020	2021	2021	2022	% Change
GJ Convention Center Fund 303	Actual	Actual	Adopted	Projected	Adopted	From 2021
Fleet	9,653	7,173	5,572	5,572	6,129	10.0%
Departmental Services	32,047	24,901	-	-	-	0.0%
Total Interfund Charges	\$ 203,304	\$ 178,357	\$ 241,460	\$ 241,460	\$ 206,761	-14.4%
Capital Outlay						
Facilities	\$ 6,155,436	\$ 127,237	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 6,155,436	\$ 127,237	\$ -	\$ -	\$ -	0.0%
Total GJ Convention Center Fund	\$ 7,042,957	\$ 620,580	\$ 443,960	\$ 500,051	\$ 431,761	-14.4
Funding Source						
Golf Courses Fund 305						
Revenues						
Charges for Services	\$ 1,679,749	\$ 2,120,337	\$ 2,078,050	\$ 2,196,050	\$ 2,281,150	9.8%
Interest	1,608	1,690	-	-	-	0.0%
Other	12,800	12,980	16,000	16,000	18,720	17.0%
Transfers In	1,621,500	120,000	120,000	120,000	120,000	0.0%
Total Revenues	\$ 3,315,657	\$ 2,255,007	\$ 2,214,050	\$ 2,332,050	\$ 2,419,870	9.3%
Expenditures						
Labor and Benefits						
Full Time	\$ 398,569	\$ 406,597	\$ 405,821	\$ 405,821	\$ 402,900	-0.7%
Seasonal	277,811	269,130	267,170	267,170	279,868	4.8%
Overtime	4,556	1,591	1,938	1,938	1,990	2.7%
Benefits	155,701	160,987	167,140	167,140	168,029	0.5%
Insurance	13,498	20,583	9,857	10,457	9,133	-7.3%
Other Compensation	23,648	13,020	934	934	1,205	29.0%
Total Labor and Benefits	\$ 873,783	\$ 871,908	\$ 852,860	\$ 853,460	\$ 863,125	1.2%
Operating						
Charges and Fees	\$ 41,753	\$ 69,581	\$ 65,715	\$ 76,715	\$ 82,800	26.0%
Contract Services	37,067	5,267	7,044	10,544	8,935	26.8%
Equipment	68,226	115,587	116,685	116,685	166,775	42.9%
Operating Supplies	49,855	32,535	19,526	30,526	28,850	47.8%
Cost of Goods Sold	162,053	308,227	292,450	343,050	341,000	16.6%
Professional Development	3,707	3,756	5,527	5,527	6,015	8.8%
Repairs	45,465	8,509	26,413	31,413	29,250	10.7%
Utilities	39,366	43,424	40,765	49,665	52,140	27.9%
Rent	-	-	275	275	250	-9.1%
Equipment Maintenance	8,509	10,335	7,405	8,070	12,125	63.7%
System Maintenance	65,775	82,638	56,750	56,085	77,500	36.6%
Uniforms and Gear	2,211	1,406	298	298	1,000	235.6%
Total Operating	\$ 523,987	\$ 681,265	\$ 638,853	\$ 728,853	\$ 806,640	26.3%
Interfund Charges						
Administrative Overhead	\$ 131,428	\$ 125,252	\$ 146,554	\$ 146,554	\$ 170,240	16.2%
Facility	46,135	67,883	47,943	47,943	78,760	64.3%
Information Technology	63,573	68,458	77,639	77,639	77,639	0.0%
Liability Insurance	16,913	21,968	22,353	22,353	23,470	5.0%
Medical Programs	6,388	-	-	-	-	0.0%
Fleet	122,982	176,008	172,908	172,908	229,743	32.9%
Fuel Charges	21,076	18,412	11,631	11,631	17,630	51.6%
Departmental Services	4,115	4,226	4,225	4,225	-	-100.0%
Total Interfund Charges	\$ 412,610	\$ 482,207	\$ 483,253	\$ 483,253	\$ 597,482	23.6%
Debt Service						
Interest Expense	\$ 38,313	\$ 13,263	\$ 12,145	\$ 12,145	\$ 9,859	-18.8%
Principal	-	74,537	75,653	75,653	77,939	3.0%
Total Debt Service	\$ 38,313	\$ 87,800	\$ 87,798	\$ 87,798	\$ 87,798	0.0%
Total Golf Courses Fund	\$ 1,848,693	\$ 2,123,180	\$ 2,062,764	\$ 2,153,364	\$ 2,355,045	14.2%

Funding Source	2019	2020	2021	2021	2022	% Change
Parking Authority Fund 308	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Services	\$ 522,139	\$ 383,768	\$ 504,550	\$ 463,600	\$ 500,150	-0.9%
Fines and Forfeitures	200,016	143,700	156,000	176,000	190,000	21.8%
Interest	10,682	8,814	4,149	4,149	4,149	0.0%
Other	59,000	55,230	55,250	55,250	56,850	2.9%
Total Revenues	\$ 791,837	\$ 591,512	\$ 719,949	\$ 698,999	\$ 751,149	4.3%
Expenditures						
Labor and Benefits						
Full Time	\$ 61,109	\$ 60,836	\$ 61,994	\$ 61,994	\$ 46,842	-24.4%
Benefits	31,687	28,144	32,662	31,472	29,931	-8.4%
Insurance	1,571	3,607	1,607	1,607	1,930	20.1%
Other Compensation	1,316	1,697	452	1,642	452	0.0%
Total Labor and Benefits	\$ 95,683	\$ 94,284	\$ 96,715	\$ 96,715	\$ 79,155	-18.2%
Operating						
Charges and Fees	\$ 75,911	\$ 64,739	\$ 76,705	\$ 73,454	\$ 88,500	15.4%
Contract Services	4,230	4,391	12,404	12,404	22,649	82.6%
Equipment	6,032	1,757	4,590	4,590	20,000	335.7%
Operating Supplies	6,095	109	5,356	5,356	5,450	1.8%
Repairs	28,113	21,590	12,938	16,189	14,500	12.1%
Uniforms and Gear	-	8	383	383	400	4.4%
Total Operating	\$ 120,381	\$ 92,594	\$ 112,376	\$ 112,376	\$ 151,499	34.8%
Interfund Charges						
Administrative Overhead	\$ 53,805	\$ 55,541	\$ 53,996	\$ 53,996	\$ 55,658	3.1%
Facility	11,043	11,527	10,649	10,649	12,567	18.0%
Information Technology	21,195	7,014	9,609	9,609	3,092	-67.8%
Liability Insurance	15,068	9,625	432	432	453	4.9%
Fleet	4,580	5,190	4,508	4,508	5,904	31.0%
Fuel Charges	514	443	416	416	440	5.8%
Total Interfund Charges	\$ 106,205	\$ 89,340	\$ 79,610	\$ 79,610	\$ 78,114	-1.9%
Debt Service						
Interest Expense	\$ 33,721	\$ 27,269	\$ 27,372	\$ 27,372	\$ 20,832	-23.9%
Principal	210,046	191,106	216,395	216,395	222,396	2.8%
Total Debt Service	\$ 243,767	\$ 218,375	\$ 243,767	\$ 243,767	\$ 243,228	-0.2%
Total Parking Authority Fund	\$ 566,036	\$ 494,593	\$ 532,468	\$ 532,468	\$ 551,996	3.7%
Funding Source						
Fleet and Equipment Fund 402						
Revenues						
Charges for Services	\$ 848,693	\$ 949,872	\$ 937,635	\$ 937,635	\$ 942,635	0.5%
Interfund Revenue	5,322,181	6,274,471	5,378,967	5,378,967	7,031,098	30.7%
Interest	61,889	41,492	17,154	27,500	27,500	60.3%
Other	6,388	-	2,000	2,000	-	-100.0%
Capital Proceeds	47,358	59,680	80,000	80,000	50,000	-37.5%
Transfers In	183,617	209,088	68,275	68,275	70,563	3.4%
Total Revenues	\$ 6,470,126	\$ 7,534,603	\$ 6,484,031	\$ 6,494,377	\$ 8,121,796	25.3%
Expenditures						
Labor and Benefits						
Full Time	\$ 783,078	\$ 824,042	\$ 901,440	\$ 901,440	\$ 996,322	10.5%
Overtime	16,296	13,187	19,058	19,058	21,176	11.1%
Benefits	278,681	279,009	328,700	326,298	390,352	18.8%
Insurance	16,647	21,654	27,355	27,355	35,044	28.1%
Other Compensation	4,669	3,777	1,114	3,516	1,053	-5.5%
Total Labor and Benefits	\$ 1,099,371	\$ 1,141,669	\$ 1,277,667	\$ 1,277,667	\$ 1,443,947	13.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Fleet and Equipment Fund 402	Actual	Actual	Adopted	Projected	Adopted	From 2021
Operating						
Charges and Fees	\$ 227	\$ 489	\$ 450	\$ 450	750	66.7%
Contract Services	93,064	49,976	26,160	40,568	25,380	-3.0%
Equipment	203,117	53,854	-	-	-	0.0%
Operating Supplies	27,177	23,664	25,768	25,768	34,652	34.5%
Professional Development	14,492	6,090	12,425	12,425	18,425	48.3%
Repairs	237,981	169,598	245,000	230,406	230,000	-6.1%
Utilities	611	619	574	663	850	48.1%
Equipment Maintenance	1,063,004	1,057,333	1,000,000	1,000,000	1,133,000	13.3%
Fuel	798,634	651,040	922,002	922,002	1,002,891	8.8%
Uniforms and Gear	136	105	300	397	750	150.0%
Total Operating	\$ 2,438,443	\$ 2,012,768	\$ 2,232,679	\$ 2,232,679	\$ 2,446,698	9.6%
Interfund Charges						
Facility	\$ 69,521	\$ 83,488	\$ 74,454	\$ 59,055	73,624	-1.1%
Information Technology	56,813	50,757	78,013	78,013	99,770	27.9%
Liability Insurance	49,571	49,571	50,439	50,439	52,960	5.0%
Medical Programs	12,774	-	-	-	-	0.0%
Fleet	13,258	13,832	18,562	18,562	27,646	48.9%
Fuel Charges	2,522	1,782	2,098	2,098	2,490	18.7%
Departmental Services	110,645	125,057	12,266	27,665	-	-100.0%
Total Interfund Charges	\$ 315,104	\$ 324,487	\$ 235,832	\$ 235,832	\$ 256,490	8.8%
Capital Outlay						
Capital Equipment	\$ 2,644,328	\$ 2,138,829	\$ 3,048,753	\$ 3,048,753	4,650,000	52.5%
Total Capital Outlay	\$ 2,644,328	\$ 2,138,829	\$ 3,048,753	\$ 3,048,753	\$ 4,650,000	52.5%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 875,378	\$ 875,378	200,000	-77.2%
Total Contingency and Reserves	\$ -	\$ -	\$ 875,378	\$ 875,378	\$ 200,000	-77.2%
Total Fleet and Equipment Fund	\$ 6,497,246	\$ 5,617,753	\$ 7,670,309	\$ 7,670,309	\$ 8,997,135	17.3%

Funding Source	2019	2020	2021	2021	2022	% Change
Facilities Fund 406	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Services	\$ 237	\$ 161	\$ -	\$ 46	-	0.0%
Interfund Revenue	2,607,580	2,720,409	2,793,660	2,801,692	3,091,847	10.7%
Other	26,460	25,184	17,760	17,760	17,760	0.0%
Transfers In	200,000	-	-	-	-	0.0%
Total Revenues	\$ 2,834,277	\$ 2,745,754	\$ 2,811,420	\$ 2,819,498	\$ 3,109,607	10.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 365,968	\$ 348,503	\$ 402,516	\$ 402,516	481,666	19.7%
Seasonal	962	4,043	-	-	-	0.0%
Overtime	3,552	4,500	4,245	4,245	2,821	-33.5%
Benefits	143,505	136,434	179,420	173,983	170,640	-4.9%
Insurance	5,967	11,348	15,356	21,009	20,696	34.8%
Other Compensation	1,235	5,925	512	3,075	586	14.5%
Total Labor and Benefits	\$ 521,189	\$ 510,753	\$ 602,049	\$ 604,828	\$ 676,409	12.4%
Operating						
Contract Services	\$ 301,256	\$ 300,441	\$ 212,560	\$ 265,311	306,400	44.1%
Equipment	10,783	973	850	850	8,750	929.4%
Operating Supplies	29,374	21,951	31,475	31,475	30,550	-2.9%
Professional Development	3,520	2,394	2,125	2,125	2,500	17.6%
Repairs	122,533	34,560	21,250	37,397	18,100	-14.8%

Funding Source	2019	2020	2021	2021	2022	% Change
Facilities Fund 406	Actual	Actual	Adopted	Projected	Adopted	From 2021
Utilities	1,642,078	1,799,032	1,815,296	1,725,018	1,880,103	3.6%
Rent	-	-	1,785	1,785	1,874	5.0%
Uniforms and Gear	232	455	638	638	650	1.9%
Total Operating	\$ 2,109,776	\$ 2,159,806	\$ 2,085,979	\$ 2,064,599	\$ 2,248,927	7.8%
Interfund Charges						
Facility	\$ 20,016	\$ 18,583	\$ 22,808	\$ 22,808	\$ 29,692	30.2%
Information Technology	61,344	51,211	59,201	59,201	67,353	13.8%
Liability Insurance	64,836	84,205	85,679	85,679	89,962	5.0%
Medical Programs	7,452	-	-	-	-	0.0%
Fleet	14,592	14,994	15,198	15,198	13,811	-9.1%
Fuel Charges	2,029	1,547	1,696	1,696	1,780	5.0%
Departmental Services	14,906	15,309	15,309	15,309	-	-100.0%
Total Interfund Charges	\$ 185,175	\$ 185,849	\$ 199,891	\$ 199,891	\$ 202,598	1.4%
Capital Outlay						
Facilities	\$ -	\$ -	\$ -	\$ 21,381	\$ -	0.0%
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 21,381	\$ -	0.0%
Total Facilities Fund	\$ 2,816,141	\$ 2,856,408	\$ 2,887,919	\$ 2,890,698	\$ 3,127,934	8.3%
Total General Services Budget	\$ 24,434,015	\$ 18,126,099	\$ 20,337,872	\$ 21,420,842	\$ 24,315,613	19.6%



CMU Golf Performance Center at Lincoln Park

COMMUNITY DEVELOPMENT

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 its 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 One 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
- Engage and outreach with residents, organizations, and businesses
- Lead the City’s sustainability initiatives
- Lead the City’s housing program
- Coordinate mobility improvements and program.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Mobility – Bicycle and Pedestrian Plan.	Development and lead the adoption of a city-wide bicycle and pedestrian plan. Public outreach and plan drafting will occur in 2022. Completion of plan is anticipated at end of 2022 or early 2023.	Adoption of bicycle and pedestrian plan.
Mobility – Review and update Transportation Engineering Design Standards (TEDS) Manual.	Review and update Transportation Engineering Design Standards (TEDS) Manual and update the standards to implement best practices, especially those for multi-modality. Revised standards will be completed as part of the bicycle and pedestrian plan and is anticipated to occur in early 2023.	Adoption of updated Transportation standards.
Housing – Begin implementation of City Council’s adopted Housing Strategy.	Focus on near term strategies for implementation including participation in the housing coalition, adopting local housing goals, updating the zoning and development code, reviewing incentives, partnering in land acquisition, and exploring the creation of a dedicated revenue source to address housing challenges. Components of implementation will be on-going. Goals are anticipated to be considered in 2022 for adoption.	Adoption of local housing goals.

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Housing – Zoning and Development Code update.	Review and revise the GJMC to support priorities, strategies, regulations, and projects that removes barriers and supports affordable and attainable housing production. Public outreach and Code drafting will occur in 2022.	Adoption of an updated Zoning and Development code.
Resource Stewardship – Electric Vehicle Readiness Plan.	Prepare an Electric Vehicle (EV) Readiness plan. Public outreach and Plan drafting will begin in 2022 and the plan is anticipated to be completed in 2023.	Adoption of an EV Readiness Plan.
Resource Stewardship – Climate-sensitive landscaping.	Evaluate and revise the GJMC to establish requirements and incentives that encourage and/or require efficient water usage and encourage healthy, climate-appropriate landscaping. Code revisions will be drafted and presented in 2022.	Adoption of revisions to the GJMC to address climate-sensitive landscaping standards.
Resource Stewardship – Sustainability Plan.	Develop and begin to implement a comprehensive sustainability plan that addresses climate change adaptation and mitigation. Public outreach and Plan drafting will begin in late 2022 and plan completion will occur in 2023	Adoption of a sustainability plan.

2021 Accomplishments

- Facilitated the completion of the Grand Valley Housing Needs Assessment and adoption of a Housing Strategy.
- Permitted more residential units and reviewed more development applications than of previous record.
- Lead discussion on the regulation of cannabis sales within the city.
- Facilitated the adoption of the Patterson Road Access Management Plan.
- Successful hiring of a Community Engagement Coordinator that will expand the City’s engage efforts.
- Liaisons to the Planning Commission, Urban Trails Committee and Historic Preservation Board.

2022 Objectives

- Expand the City’s public outreach and engagement.
- Facilitate the assessment and targeted revisions to the Zoning and Development Code to implement the Comprehensive Plan; with focus on identifying opportunities to provide for additional opportunities for affordable and attainable housing as well as climate-appropriate landscaping.
- Develop targeted goals that addresses production and preservation of affordable housing.
- Coordinate with Economic Development Partners in business expansion and new construction
- Develop and lead adoption of a bicycle and pedestrian plan; Identify and implement mobility improvements and update transportation standards to ensure multi-modality.
- Begin the development of a sustainability plan
- Begin the development of an Electric Vehicle Readiness Plan.
- Solicit for and seek a vendor(s) for micro-mobility (E-Scooters) operations within the city.
- Make historic development documents readily to the community through extensive digitization of hard copy documents.

- Update the Transportation Engineering Design Standards to ensure best practices are implemented, streets are multi-modal focused and provides flexibility in the design of streets.
- Continue efforts to evaluate annexation policy and the Persigo Agreement.

Community Development Personnel

Community Development Positions	2020 FTE's	2021 FTE's	2022 FTE's
General Fund 100 Positions			
Community Development Director	1.00	1.00	1.00
Development Engineer	0.00	0.00	2.00
Principal Planner	2.00	2.00	2.00
Planning Supervisor	0.00	0.00	1.00
Project Engineer	2.00	2.00	0.00
Sr. Planner	3.00	3.00	3.00
Sr. Planner/Mobility	0.00	0.00	1.00
Associate Planner	3.00	3.00	3.00
Community Engagement Coordinator	0.00	1.00	1.00
Housing & CDBG Specialist	0.00	0.00	1.00
Housing Specialist	0.00	0.00	1.00
Planning Technician	2.00	2.00	2.00
Sustainability Coordinator	0.00	0.00	1.00
Total Community Development Positions	13.00	14.00	19.00

Community Development Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Community Development	\$ 1,458,775	\$ 1,490,224	\$ 1,726,155	\$ 1,734,655	\$ 3,672,461	112.8%
Total Fund 100	\$ 1,458,775	\$ 1,490,224	\$ 1,726,155	\$ 1,734,655	\$ 3,672,461	112.8%
CDBG Fund 104						
Community Development	\$ 421,286	\$ 717,326	\$ 495,134	\$ 1,047,945	\$ 469,557	-5.2%
Total Fund 104	\$ 412,286	\$ 717,326	\$ 495,134	\$ 1,047,945	\$ 469,557	-5.2%
0.75% Sales Tax Fund 201						
Community Development	\$ 218,700	\$ 79,385	\$ 75,000	\$ 200,000	-	-100.0%
Total Fund 201	\$ 218,700	\$ 79,385	\$ 75,000	\$ 200,000	-	-100.0%
Total Comm. Dev. Budget	\$ 2,089,761	\$ 2,286,935	\$ 2,270,289	\$ 2,982,600	\$ 4,142,018	82.4%

Community Development Budget By Fund, by Classification

Significant Changes vs. 2021

- **Revenues:** General Fund revenues will increase 35.1% due to the building projects within the City and the number of planning clearances and building permits that are being issued
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. In addition, Community Development will add five additional employees, an Associate Planner, Senior Planner, Sustainability Coordinator and two Housing Specialist increasing full time staff from 14 employees to 19 employees
- **Non-Personnel Operating:** The majority of increase in this category is due to updates being done to three major planning documents as well as a planned project to digitize development plans and permit documents. Additionally, funds are also budgeted for translation services. With the addition of staff, there will be increased costs for the purchase of computers and other technology equipment and software.

- **Interfund Charges:** Interfund charges will see increases in facility charges and liability insurance due to increased staffing levels.

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Service	\$ 129,798	\$ 254,764	\$ 124,050	\$ 247,252	208,050	67.7%
Intergovernmental	-	-	30,000	6,375	-	-100.0%
Other	-	-	-	30,000	-	0.0%
Total Revenue	\$ 129,798	\$ 254,764	\$ 154,050	\$ 283,627	\$ 208,050	35.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 748,573	\$ 742,474	\$ 879,819	\$ 712,423	1,496,120	70.0%
Seasonal	2,217	146	-	37,396	104,924	100.0%
Overtime	868	750	3,193	3,193	2,643	-17.2%
Benefits	224,032	214,370	319,820	313,626	485,212	51.7%
Insurance	1,587	9,467	1,510	1,510	3,626	140.1%
Other Compensation	13,620	13,462	3,265	9,459	3,452	5.7%
Total Labor and Benefits	\$ 990,897	\$ 980,669	\$ 1,207,607	\$ 1,077,607	\$ 2,095,977	73.6%
Operating						
Charges and Fees	\$ 7,751	\$ 7,621	\$ 6,300	\$ 6,300	8,200	30.2%
Contract Services	18,168	52,934	62,200	200,700	1,032,500	1560.0%
Equipment	6,452	1,200	17,575	17,575	33,800	92.3%
Grants and Contributions	5,934	430	12,000	12,000	20,000	66.7%
Operating Supplies	15,294	10,929	10,050	10,050	9,800	-2.5%
Professional Development	14,704	7,731	16,500	16,500	64,897	293.3%
Rent	2,490	1,488	1,400	1,400	3,000	114.3%
Total Operating	\$ 70,793	\$ 82,333	\$ 126,025	\$ 264,525	\$ 1,172,197	830.1%
Interfund Charges						
Facility	\$ 49,161	\$ 52,673	\$ 46,545	\$ 46,545	56,519	21.4%
Information Technology	309,375	341,828	310,173	310,173	310,173	0.0%
Liability Insurance	22,184	28,811	35,805	35,805	37,595	5.0%
Medical Programs	12,774	-	-	-	-	0.0%
Fleet	3,591	3,910	-	-	-	0.0%
Total Interfund Charges	\$ 397,085	\$ 427,222	\$ 392,523	\$ 392,523	\$ 404,287	3.0%
Total General Fund	\$ 1,458,775	\$ 1,490,224	\$ 1,726,155	\$ 1,734,655	\$ 3,672,461	112.8%
Funding Source						
CDBG Fund 104						
Revenues						
Intergovernmental	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	469,557	0.1%
Total Revenues	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557	0.1%
Expenditures						
Operating						
Contract Services	\$ -	\$ -	\$ -	\$ 44,750	-	0.0%
Grants and Contributions	173,280	325,999	278,760	812,821	289,198	3.7%
Operating Supplies	-	36	-	-	-	0.0%
Total Operating	\$ 173,280	\$ 326,035	\$ 278,760	\$ 857,571	\$ 289,198	3.7%
Transfers Out						
Transfers Out	\$ 239,006	\$ 391,291	\$ 190,374	\$ 190,374	180,359	-5.3%
Total Transfers Out	\$ 239,006	\$ 391,291	\$ 190,344	\$ 190,374	\$ 180,359	-5.3%
Total CDBG Fund	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557	0.1%

Funding Source	2019	2020	2021	2021	2022	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Intergovernmental	\$ 92,900	\$ 37,500	\$ 25,000	\$ 78,750	-	-100.0%
Total Revenues	\$ 92,900	\$ 37,500	\$ 25,000	\$ 78,750	-	-100.0%
Expenditures						
Operating						
Contract Services	\$ 218,700	\$ 79,385	\$ 75,000	\$ 200,000	-	-100.0%
Total Operating	\$ 218,700	\$ 79,385	\$ 75,000	\$ 200,000	-	-100.0%
Total Sales Tax CIP Fun	\$ 218,700	\$ 79,385	\$ 75,000	\$ 200,000	-	-100.0%
Total Comm. Dev. Budget	\$ 2,089,761	\$ 2,286,935	\$ 2,270,289	\$ 2,982,600	4,142,018	82.4%



Community Development Neighborhood Block Party Trailer



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POLICE

At the Grand Junction Police Department, we take pride in our commitment to service through professional policing. The GJPD continues to commit ourselves to a strong community policing ideology and strive to deliver the best possible police services in all we do. The Police Department provides a full range of high-quality policing services found in few departments this 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, 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 Policeworks 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.

Strategic Priorities, Accomplishments, Objectives and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Public Safety – Construct additional administrative and evidence storage facilities for Police.	A mid-term project this year, will allow for an assessment of specific needs regarding growth opportunities for physical space.	Complete a survey to determine physical space growth feasibility by end of calendar year.

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Public Safety – Evaluate and implement intelligence-led policing initiatives.	Work to coordinate crime prevention and crime reduction efforts across multiple levels of the police department, including specialized units.	Establish and document project areas that incorporate multiple agency units to problem solve those areas highest in crime.
Public Safety – Identify opportunities for increased community risk reduction efforts.	Evaluate current practices and response to calls to service with an emphasis on crime prevention/reduction.	Survey personnel to determine satisfaction with increased proactive policing project time compared from 1/1/22 to 12/31/22
Public Safety – Enhance the Traffic Unit to increase safety of traveling public.	Continue to add staffing to the Traffic Unit as overall staffing permits	Increased traffic summonses for hazardous moving violations from 2021 to 2022
Public Safety – Research, review, and update public safety technology needs.	Focus on technology solutions in all areas of the agency to determine opportunities for enhanced service delivery.	Re-establish the Technology Advisory Group within the Police Department to focus on hardware/software solutions for best practices.
Public Safety – Enhance the intelligence unit with equipment, software, and personnel.	Begin the process of setting up the Advanced Real Time Information Center (ARTIC) in Investigations.	Complete infrastructure setup in Investigations as well as place initial cameras to begin the ARTIC project by end of calendar year.
Public Safety – Support ongoing training of all public safety staff, including training on diversity, racial equality, and bias.	Assess current training initiatives at all levels of the police department, particularly in equity and bias.	Meets or exceed all state required training mandates for all personnel.

2021 Accomplishments

- Recruitment and retention were a high priority for the Police Department, not only for sworn personnel, but for civilian personnel as well. Challenging legislation combined with a challenging national narrative led to fewer applicants in 2021, but as 2022 has begun, those numbers are increasing. Throughout all recruiting efforts, both in sworn and non-sworn positions, the need to hire excellent personnel who meet high standards has remained to maintain a highly professional culture within the agency.
- Legislative challenges in 2020 continued into 2021, particularly in limiting the authority of police to investigate and detain those committing crimes within communities. Navigating those changes has been challenging, but the addition of the public safety attorney, along with a strong focus on legislative outreach has helped better define what police can and cannot (or should not) be doing in their daily routines.
- Increasing need within the Victims Services Unit became evident, as demand for response and the limitations of only one coordinator inhibited effective service delivery. Midway during 2021, the department added another civilian victims’ services specialist to provide support and assistance with recruiting, retaining, and training new and existing volunteer advocates.
- Given the challenges of policing in the current environment, the need to ensure police personnel feel safe both physically and psychologically is essential. Efforts to enhance the existing Peer Support program were put into place, and City personnel even presented at the International Association of Chiefs of Police Officer Safety and Wellness Symposium to speak on GJPD wellness efforts. Additionally, training sessions that focused on wellness were highlighted throughout the year at all levels within the organization.

- Toward the end of 2021, opportunities to better engage with the community at large become available, and the department hosted its first Citizens Police Academy in two years, which filled up in less than two weeks of enrollment opening. Additionally, the agency coordinated Shop with a Cop, an annual event at Christmas to provide a holiday shopping experience for area children who are less fortunate.
- Training was limited in 2020 and into early 2021, but as classes were made available, staff throughout the department were able to attend essential training opportunities not only locally once again but throughout the United States as well. This was done with the goal of enhancing police services, as well as to better prepare for succession planning particularly in the leadership ranks of the agency.
- The utilization of new types of technology began in late 2021 and for the first time, drones were placed into use. Versatile in nature, drones were used to help document crash scenes, assist with crime scenes, and provide a level of surveillance at high-risk events to better protect responding officers, such as during SWAT incidents.

2022 Objectives

- Recruit and retain the best possible police professionals
- Evaluate and implement intelligence-led policing initiatives
- Enhance the intelligence Unit with equipment, software, and personnel which compliments intelligence-led policing initiatives
- Support ongoing training of staff, including training on diversity, racial equity, and bias
- Participate as a partner in issues that affect public health and safety, including homelessness, suicide prevention, mental health, and opioid crisis

Police Personnel

Police	2020 FTEs	2021 FTEs	2022 FTEs
Funded by General Fund 100			
Chief of Police			
Police Chief	1.00	1.00	1.00
Community Outreach Specialist	1.00	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	1.00	0.00	0.00
Police Operations			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	5.00	5.00	5.00
Police Sergeant	12.00	11.00	9.00
Police Corporal	9.00	9.00	9.00
Police Officer	79.00	76.00	78.00
Police Services Technician	6.50	6.50	6.00
Parking Compliance Officer	2.00	0.00	0.00
Code Compliance Officer	0.00	1.00	2.00
Victims Services Coordinator	1.00	0.00	0.00
Sr. Administrative Assistant	1.00	1.00	1.00
Police Services			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	1.00	1.00	2.00
Police Sergeant	5.00	4.00	6.00
Crime Lab Supervisor	1.00	1.00	1.00
Criminalist	2.00	2.00	2.00

Police	2020 FTEs	2021 FTEs	2022 FTEs
Digital Forensic Analyst	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00
Crime Analyst	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00
Recruiting Coordinator	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00
Victims Services Coordinator	0.00	1.00	1.00
Police Services Technician	3.00	3.00	3.00
Evidence Technician	3.00	3.00	3.00
Police Records Specialist	6.00	6.00	6.00
Code Compliance Officer	1.00	0.00	0.00
Victims Advocate Specialist	0.00	0.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
Administrative Assistant	2.00	1.50	2.00
Total General Fund FTEs	169.00	161.00	166.00
Funded by First Responder Tax Fund 107			
Police Operations			
Police Commander (Lt)	1.00	1.00	0.00
Civilian Police Commander	0.00	0.00	1.00
Police Sergeant	1.00	3.00	2.00
Police Corporal	0.00	0.00	1.00
Police Officer	0.00	9.00	8.00
Lead Evidence Technician	1.00	1.00	1.00
Code Compliance Officer	1.00	1.00	2.00
Lead Police Records Specialist	1.00	1.00	1.00
Evidence Technician	1.00	1.00	1.00
Police Services Technician	0.00	0.00	3.00
Police Records Specialist	1.00	1.00	1.00
Total First Responder Fund FTEs	7.00	18.00	21.00
Funded by Parking Authority Fund 308			
Police Operations			
Parking Compliance Officer	2.00	2.00	2.00
Total Parking Authority Fund 308 FTE's	2.00	2.00	2.00
Funded by Communications Center Fund 405			
Police Services			
Comm Center Operations Manager	1.00	1.00	1.00
Dispatch Shift Supervisor	8.00	7.00	8.00
QA Training Supervisor	1.00	1.00	1.00
Quality Assurance Analyst	1.00	1.00	1.00
Emergency Communications Specialist	43.00	43.00	42.00
Total Communications Center Fund 405 FTE's	61.50	54.00	53.00
Total Police FTEs	231.00	233.00	242.00

Police Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Chief of Police	\$ 1,221,194	\$ 1,493,234	\$ 2,086,163	\$ 2,072,046	\$ 4,133,300	98.1%
Police Operations	14,639,397	15,862,330	16,518,585	16,697,239	17,572,611	6.4%
Police Services	8,266,889	8,394,801	6,660,359	6,827,496	7,305,707	9.7%
Total Fund 100	\$ 24,127,480	\$ 25,750,365	\$ 25,265,107	\$ 25,596,781	\$ 29,011,618	14.8%
First Responder Tax Fund 107						
Police Operations	\$ -	\$ 674,464	\$ 1,464,208	\$ 1,464,208	\$ 2,005,178	36.9%
Police Services	-	186,331	250,652	250,652	374,280	49.3%
Total Fund 107	\$ -	\$ 860,795	\$ 1,714,860	\$ 1,714,860	\$ 2,379,458	38.8%
0.75% Sales Tax CIP Fund 201						
Police Operations	\$ -	\$ 65,902	\$ 400,000	\$ 1,000,000	-	-100.0%
Total Fund 201	\$ -	\$ 65,902	\$ 400,000	\$ 1,000,000	-	-100.0%
Parking Authority Fund 308						
Police Operations	\$ 66,452	\$ 96,034	\$ 128,036	\$ 128,036	\$ 135,548	5.9%
Total Fund 308	\$ 66,452	\$ 96,034	\$ 128,036	\$ 128,036	\$ 135,548	5.9%
Communication Center Fund 405						
Police Operations	\$ 6,889,128	\$ 6,967,012	\$ 7,621,960	\$ 7,710,454	\$ 8,020,232	5.2%
Total Fund 405	\$ 6,889,128	\$ 6,967,012	\$ 7,621,960	\$ 7,710,454	\$ 8,020,232	5.2%
Total Police Budget	\$ 31,083,060	\$ 33,740,108	\$ 35,129,963	\$ 36,150,131	\$ 39,546,856	12.6%

Police Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Contracts with both CMU and SD51 for police services and school resource officers are increasing in 2022 due to increased services provided by the GJPD.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. In addition, the Police Department will be adding two additional Code Compliance Officers, three Police Services Technicians, and a Civilian Commander which will also increase labor and benefits.
- **Non-Personnel Operating:** Contract services costs are increasing due to expanding the number of homeless camp cleanups in 2022. Operating equipment will also increase due to replacement of bullet proof vests, rifle plates and tactical helmets plus a LiveScan fingerprint machine purchase. Additionally, there will be increases in uniforms and gear for staff.
- **Interfund Charges:** Facility, information technology, liability insurance and fleet charges will all increase in 2022 due to rising costs for equipment, increasing utility charges and maintenance of fleet equipment and City buildings.
- **Capital Outlay:** General Fund capital will increase due to the purchase of a special investigations digital media center. Additional vehicles will be added in the First Responder fund for Code Enforcement officers.

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Licenses and Permits	\$ 728	\$ 1,125	\$ 1,500	\$ 1,500	\$ 1,500	0.0%
Charges for Service	525,858	637,226	656,450	756,450	876,538	33.5%
Intergovernmental	835,569	838,166	891,479	891,479	891,114	0.0%
Fines and Forfeitures	86,205	23,085	34,000	34,000	32,000	-5.9%
Other	3,817	-	9,600	9,600	100	-99.0%
Capital Proceeds	6,030	6,500	-	-	-	0.0%
Total Revenues	\$ 1,458,207	\$ 1,506,102	\$ 1,593,029	\$ 1,693,029	\$ 1,801,252	13.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 10,679,072	\$ 11,586,244	\$ 12,038,279	\$ 11,756,514	\$ 12,956,293	7.6%
Seasonal	33,196	34,430	46,140	46,140	47,295	2.5%
Overtime	1,330,494	1,147,806	989,386	1,152,212	1,365,077	38.0%
Benefits	3,444,001	3,716,999	4,298,266	4,134,705	4,378,573	1.9%
Insurance	296,332	296,579	429,862	429,862	625,073	45.4%
Other Compensation	79,533	256,606	5,559	182,884	69,003	1141.3%
Total Labor and Benefits	\$ 15,862,628	\$ 17,038,664	\$ 17,807,492	\$ 17,702,317	\$ 19,441,314	9.2%
Operating						
Charges and Fees	\$ 819	\$ 1,214	\$ 500	\$ 1,011	\$ 525	5.0%
Contract Services	690,152	637,182	438,455	527,394	1,046,920	138.8%
Equipment	747,505	722,755	197,413	592,646	554,407	180.8%
Grants and Contributions	6,848	12,568	15,348	15,348	17,575	14.5%
Operating Supplies	310,423	257,371	207,316	187,316	230,826	11.3%
Professional Development	338,244	315,906	402,694	346,348	410,865	2.0%
Repairs	34,591	28,034	18,192	18,192	21,616	18.8%
Rent	89,207	92,878	90,188	90,233	90,188	0.0%
Equipment Maintenance	4,651	55	2,550	2,550	2,550	0.0%
Fuel	-	-	-	86	-	0.0%
Uniforms and Gear	146,930	127,121	159,641	159,641	201,963	26.5%
Total Operating	\$ 2,369,370	\$ 2,195,084	\$ 1,532,297	\$ 1,940,765	\$ 2,577,435	68.2%
Interfund Charges						
Facility	\$ 443,683	\$ 467,418	\$ 407,062	\$ 407,062	\$ 512,795	26.0%
Information Technology	1,994,279	2,213,717	2,176,437	2,176,437	2,415,708	11.0%
Liability Insurance	200,067	259,834	271,251	271,251	305,157	12.5%
Medical Programs	143,711	-	-	-	-	0.0%
Fleet	564,246	732,312	644,202	644,202	925,567	43.7%
Fuel Charges	156,676	130,384	120,287	120,287	153,045	27.2%
Comm Center	2,358,738	2,526,708	2,306,079	2,306,079	2,476,597	7.4%
Total Interfund Charges	\$ 5,861,400	\$ 6,330,373	\$ 5,925,318	\$ 5,925,318	\$ 6,788,869	14.6%
Capital Outlay						
Capital Equipment	\$ 22,765	\$ 134,582	\$ -	\$ 28,381	\$ 160,000	100.0%
Facilities	11,317	51,662	-	-	44,000	100.0%
Total Capital Outlay	\$ 34,082	\$ 186,244	\$ -	\$ 28,381	\$ 204,000	100.0%
Total General Fund	\$ 24,127,480	\$ 25,750,365	\$ 25,265,107	\$ 25,596,781	\$ 29,011,618	14.8%

Funding Source						
First Responder Fund 107						
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 213,312	\$ 1,168,295	\$ 1,165,992	\$ 1,306,423	11.8%
Overtime	-	1,375	-	2,303	-	0.0%
Benefits	-	38,561	442,335	442,335	480,155	8.6%

Funding Source	2019	2020	2021	2021	2022	% Change
First Responder Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2021
Insurance	-	886	38,078	38,078	49,621	30.3%
Other Compensation	-	329	451	451	32,451	7095.3%
Total Labor and Benefits	\$ -	\$ 254,463	\$ 1,649,159	\$ 1,649,159	\$ 1,868,650	13.3%
Operating						
Equipment	\$ -	\$ 52,710	\$ 65,701	\$ 65,701	\$ 19,704	-70.0%
Operating Supplies	-	-	-	-	18,960	100.0%
Professional Development	-	-	-	-	29,000	100.0%
Uniforms and Gear	-	-	-	-	21,582	100.0%
Total Operating	\$ -	\$ 52,710	\$ 65,701	\$ 65,701	\$ 89,246	35.8%
Interfund Charges						
Information Technology	\$ -	\$ 1,008	\$ -	\$ -	\$ 68,937	100.0%
Fleet	-	-	-	-	129,850	100.0%
Fuel Charges	-	-	-	-	41,875	100.0%
Total Interfund Charges	\$ -	\$ 1,008	\$ -	\$ -	\$ 240,662	100.0%
Capital Outlay						
Capital Equipment	\$ -	\$ 552,614	\$ -	\$ -	\$ 180,900	100.0%
Total Capital Outlay	\$ -	\$ 552,614	\$ -	\$ -	\$ 180,900	100.0%
Total First Responder Fund	\$ -	\$ 860,795	\$ 1,714,860	\$ 1,714,860	\$ 2,379,458	38.8%

Funding Source	2019	2020	2021	2021	2022	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Intergovernmental	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	-100.0%
Total Revenues	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ -	-100.0%
Expenditures						
Capital Outlay						
Facilities	\$ -	\$ 65,902	\$ 400,000	\$ 1,000,000	\$ -	-100.0%
Total Capital Outlay	\$ -	\$ 65,902	\$ 400,000	\$ 1,000,000	\$ -	-100.0%
Total Sales Tax CIP Fund	\$ -	\$ 65,902	\$ 400,000	\$ 1,000,000	\$ -	-100.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Parking Authority Fund 308	Actual	Actual	Adopted	Projected	Adopted	From 2021
Expenditures						
Labor and Benefits						
Full Time	\$ 14,384	\$ 44,481	\$ 85,050	\$ 84,597	\$ 82,577	-2.9%
Seasonal	37,973	22,765	-	-	-	0.0%
Overtime	772	-	-	453	-	0.0%
Benefits	7,706	18,845	31,728	31,728	18,250	-42.5%
Insurance	133	1,584	3,336	3,336	4,254	27.5%
Total Labor and Benefits	\$ 60,968	\$ 87,675	\$ 120,114	\$ 120,114	\$ 105,081	-12.5%
Interfund Charges						
Information Technology	\$ 597	\$ 3,120	\$ 3,120	\$ 3,593	\$ 23,934	667.1%
Fleet	4,887	5,239	4,802	4,329	6,533	36.0%
Total Interfund Charges	\$ 5,484	\$ 8,359	\$ 7,922	\$ 7,922	\$ 30,467	284.6%
Total Parking Authority Fund	\$ 66,452	\$ 96,034	\$ 128,036	\$ 128,036	\$ 135,548	5.9%

Funding Source	2019	2020	2021	2021	2022	% Change
Communications Center Fund 405	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Service	\$ 1,957,764	\$ 2,101,375	\$ 2,002,743	\$ 2,070,443	\$ 2,236,715	11.7%
Intergovernmental	57,275	14,703	35,000	65,898	35,000	0.0%
Fines and Forfeitures	2,552	-	-	-	-	0.0%
Interfund Revenue	2,819,063	3,034,656	2,803,531	2,803,531	3,032,115	8.2%
Interest	-	10,891	4,166	4,166	4,166	0.0%
Other	2,409	40,611	2,799	93,399	93,400	3236.9%
Transfers In	2,100,190	2,353,445	2,311,488	2,138,982	2,081,222	-10.0%
Total Revenues	\$ 6,939,253	\$ 7,555,681	\$ 7,159,727	\$ 7,176,419	\$ 7,482,618	4.5%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,626,953	\$ 2,776,336	\$ 3,232,842	\$ 3,232,842	\$ 3,420,632	5.8%
Seasonal	11,355	3,299	-	-	-	0.0%
Overtime	646,577	644,719	474,674	474,674	717,017	51.1%
Benefits	921,538	957,728	1,232,535	1,190,976	1,213,216	-1.6%
Insurance	18,858	44,208	6,335	6,335	8,306	31.1%
Other Compensation	24,748	35,118	-	41,559	-	0.0%
Total Labor and Benefits	\$ 4,250,029	\$ 4,461,408	\$ 4,946,386	\$ 4,946,386	\$ 5,359,171	8.3%
Operating						
Contract Services	\$ 58,634	\$ 62,187	\$ 65,961	\$ 93,911	\$ 98,229	48.9%
Equipment	128,746	441,900	71,825	71,825	75,293	4.8%
Grants and Contributions	1,526	121	31,150	3,200	1,470	-95.3%
Operating Supplies	37,340	39,907	31,975	31,975	33,574	5.0%
Professional Development	101,181	44,166	94,400	94,400	99,762	5.7%
Repairs	9,777	5,527	26,159	26,159	27,467	5.0%
Utilities	70,118	74,127	164,303	164,303	92,567	-43.7%
Rent	31,649	39,585	27,620	27,620	46,200	67.3%
Uniforms and Gear	1,091	-	-	-	-	0.0%
Total Operating	\$ 440,062	\$ 707,520	\$ 513,393	\$ 513,393	\$ 474,562	-7.6%
Interfund Charges						
Administrative Overhead	\$ 332,503	\$ 344,109	\$ 350,130	\$ 350,130	\$ 356,168	1.7%
Facility	57,418	60,316	40,529	40,529	27,096	-33.1%
Information Technology	1,294,550	1,156,854	1,041,565	1,049,495	1,050,773	0.9%
Liability Insurance	6,323	8,212	8,356	8,356	8,773	5.0%
Medical Programs	38,323	-	-	-	-	0.0%
Fleet	44,060	59,050	38,710	30,780	51,804	33.8%
Fuel Charges	3,996	1,188	2,891	2,891	1,885	-34.8%
Total Interfund Charges	\$ 1,777,173	\$ 1,629,729	\$ 1,482,181	\$ 1,482,181	\$ 1,496,499	1.0%
Capital Outlay						
Communication Systems	\$ 421,864	\$ 168,355	\$ 680,000	\$ 768,494	\$ 690,000	1.5%
Total Capital Outlay	\$ 421,864	\$ 168,355	\$ 680,000	\$ 768,494	\$ 690,000	1.5%
Total Comm Center Fund	\$ 6,889,128	\$ 6,967,012	\$ 7,621,960	\$ 7,710,454	\$ 8,020,232	5.2%
Total Police Budget	\$ 31,083,060	\$ 33,740,107	\$ 35,129,963	\$ 36,150,131	\$ 39,546,856	9.4%

FIRE

The Grand Junction Fire Department (GJFD) is the premier provider of fire, emergency medical services (EMS) and life safety services in Western Colorado. The City's team of dedicated professionals serves a population of over 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 20,000 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.

Fire Department's guiding principles are:

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

Fire Administration

- Fire Administration 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 rescues and provide medical care and victim assistance. After the fire, further loss is minimized by covering or removing personal property.
- Emergency and non-emergency medical and ambulance services are provided for the Citizens, the 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 how hazardous materials are stored and transported through the community daily. In the event of an uncontrolled release or spill, GJFD provides specialized personnel and equipment to the location to mitigate the incident.
- The GJFD has several specialty teams including technical rescue (high/low angle, confined space, trench, swift water, and ice rescue), wildland firefighting and a joint bomb team with the 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.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Based on the Strategic Plan Framework, Public Safety is a Strategic Priority. Within the Public Safety Strategic Priorities there are certain measures of success that the Fire Department will continue to meet.

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Public Safety: Pursue and Achieve Accreditation of the Fire Department	Based upon the accreditation Peer Team Review, the department is recommended to appear before the Center for public Safety and Excellence (CPSE) hearing for approval Expected completion date is 1st Quarter 2022	Obtain Accredited Status 90th Percentile of Response Times Resource Reliability
Public Safety: Conduct a third-party analysis of organizational structure/ service delivery for Fire/EMS	The department is growing operationally and there is a need to ensure administrative oversight for this growth. The third-party review will evaluate the current system and make recommendations for changes to meet the needs of the growth. Expected completion date is 1st Quarter 2022	Obtain Roadmap for Growth
Public Safety: Implement fire mitigation program on City property and Wildland Urban Interface (WUI) areas	Wildland & Urban interface fires are growing concern in the community. Work with City departments and partner agencies to mitigate high hazard areas on City Property Expected completion date is 2nd Quarter 2022	Partner with City and community agencies to mitigate risk Acres of at-risk WUI land mitigated
Public Safety: Pursue Insurance Services Office (ISO) Public Protection Classification Upgrade	With recommendation of Accreditation by the Center for CPSE, the department will work with ISO to have a review and recommendation to evaluate the departments ISO rating with the desire to become an ISO Class 1 department. An ISO Class 1 rating represents an excellent fire protection system for the community. An ISO rating is based on the department's emergency communications systems, staffing, training, water supply systems and the efforts to reduce the risk of fires Expected completion date is 1st Quarter 2023	Obtain ISO Public Protection Class 1 rating

2021 Accomplishments

Fire Administration

- Complete major steps for accreditation through Center for Public Safety Excellence by:
 - Moved to candidate level status and completed peer team site visit
 - Performed annual review of department strategic plan for 2020-2024
 - Completed Community Risk Assessment and Standards of Cover Documents
 - Developed comprehensive program appraisal document for all divisions.
 - Recommended for Accreditation by Peer Review Team
- Construction of replacement Fire Station #3 began in 2021 and will be complete in 2022
- Design for Fire Station #8 began with construction slated for completion in 2022
- Completed recruitment and hiring processes of First Responder Tax Positions of Firefighter, Logistics Technician, and EMS Training/QA Officer

Fire Emergency Operations

- Began planning for the 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.
- Continued to work with Western Colorado Community College in the development of a Fire Science Degree
- Established the Candidate Physical Ability Test (CPAT) program for new hires into the organization.
- Awarded a FEMA Assistance to Firefighter Grant for replacement of cardiac monitors.
- Purchased and replaced specialized equipment to include vehicle extrication equipment for fire engines, and self-contained breathing apparatus.
- Purchased an engine and ambulance for Fire Station 8.
- Awarded a Staffing for Adequate Fire and Emergency Response Grant through FEMA to assist with future staffing needs.
- Completed 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 was implemented and installed in apparatus
- Implemented MobileEyes fire inspection program in three phases throughout 2021.
- Provided Fire Academy for 13 new firefighters

Fire Personnel

Fire	2020 FTEs	2021 FTEs	2022 FTEs
Funded by General Fund 100			
Fire Administration			
Fire Chief	1.00	1.00	1.00
Sr. Administrative Assistant	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Emergency Operations			
Deputy Fire Chief	1.00	1.00	1.00
Emergency Medical Services Chief	0.00	0.00	1.00
Administrative Fire Officer	4.00	4.00	3.00
Fire Unit Supervisor	15.00	15.00	15.00
EMS Officer	3.00	3.00	3.00

Fire	2020 FTEs	2021 FTEs	2022 FTEs
Fire Engineer	15.00	15.00	15.00
Firefighter/Paramedic	33.00	33.00	27.00
Paramedic	6.00	6.00	6.00
Firefighter	35.00	31.00	31.00
EMT	6.00	10.00	10.00
Non-Emergency Services			
Deputy Fire Chief	1.00	1.00	1.00
Administrative Fire Officer	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00
Fire Prevention Specialist	3.00	3.00	3.00
Community Outreach Specialist	2.00	2.00	2.00
Fire Inspector/Investigator	1.00	1.00	1.00
Total General Fund FTEs	132.00	132.00	126.00
Funded by First Responder Tax Fund 107			
Fire Administration			
Logistics Technician	1.00	1.00	1.00
Emergency Operations			
Fire Unit Supervisor	3.00	3.00	6.00
Fire Training Officer	2.00	2.00	2.00
Fire Engineer	3.00	3.00	6.00
Firefighter/Paramedic	3.00	3.00	18.00
Firefighter	6.00	6.00	12.00
Total First Responder Fund FTEs	18.00	18.00	45.00
Total Fire Department FTEs	150.00	150.00	171.00

Fire Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Fire Administration	\$ 1,207,116	\$ 1,287,459	\$ 1,450,906	\$ 1,450,906	\$ 1,717,799	18.4%
Emergency Operations	17,008,086	16,674,192	16,646,303	16,976,070	17,377,876	4.4%
Non-Emergency Operations	1,412,656	1,296,100	1,505,146	1,508,093	1,747,069	16.1%
Total Fund 100	\$ 19,627,858	\$ 19,257,751	\$ 19,602,355	\$ 19,935,069	\$ 20,842,744	6.3%
First Responder Tax Fund 107						
Fire Administration	\$ -	\$ 1,300	\$ 72,928	\$ 72,928	\$ 122,581	68.1%
Emergency Operations	-	557,247	2,043,534	2,043,534	6,822,191	233.8%
Non-Emergency Operations	-	236,453	58,886	58,886	447,502	659.9%
Total Fund 107	\$ -	\$ 794,999	\$ 2,175,348	\$ 2,175,348	\$ 7,392,274	239.8%
0.75% Sales Tax CIP Fund 201						
Emergency Operations	\$ 394,469	\$ 4,782,138	\$ 10,925,000	\$ 11,801,126	\$ 1,334,325	-87.8%
Total Fund 201	\$ 394,469	\$ 4,782,138	\$ 10,925,000	\$ 11,801,126	\$ 1,334,325	-87.8%
Total Fire Budget	\$ 20,022,327	\$ 24,834,888	\$ 32,702,703	\$ 33,911,543	\$ 29,569,343	-9.6%

Fire Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Charges for service revenue include increases in the Rural Fire District Contract and Wildland Fire Mitigation reimbursements due to anticipated increase in wildfires throughout the Western United States.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was completed during 2021. Additionally, staffing levels have increased due to the addition of Fire Stations within the City which requires 21 employees to staff and the 2022 budget includes three additional captains, three engineers, six firefighters, and nine firefighter/paramedics to staff Fire Station 8.
- **Non-Personnel Operating:** The majority of non-personnel operating increase are in the First Responder fund and is directly related to the addition of Fire Station 8 for supplies and equipment required to run a fire station.
- **Interfund Charges:** Information technology charges increase 5% on average per year and are based on the number of PC's, phones, department specific software, assigned to a department. Additionally, because of an increase in staffing and fire stations, vehicle and equipment charges has increased which has resulted in higher interfund charges for fuel, maintenance, and replacement accruals. With the addition of new fire stations, facility charges have also increased accordingly.
- **Capital Outlay:** Capital equipment has increased due to the addition of new fire stations and the vehicles and equipment that are necessary to run those stations. Capital expenditures include a new ambulance and fire engine plus equipment for use at Fire Station 8

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Licenses and Permits	\$ 121,306	\$ 113,438	\$ 104,217	\$ 104,217	\$ 131,000	25.7%
Charges for Service	6,056,903	7,389,124	6,854,046	9,094,933	9,581,227	39.8%
Intergovernmental	216,957	605,626	1,318,882	1,202,657	625,823	-52.5%
Interest	433	1,698	-	1,667	-	0.0%
Other	-	1,300	500	2,520	500	0.0%
Capital Proceeds	165	-	-	-	-	0.0%
Total Revenues	\$ 6,395,764	\$ 8,111,186	\$ 8,277,645	\$ 10,405,994	\$ 10,338,550	24.9%
Expenditures						
Labor and Benefits						
Full Time	\$ 9,215,234	\$ 9,920,571	\$ 9,753,563	\$ 9,753,563	\$ 9,837,464	0.9%
Seasonal	16,066	19,214	56,525	56,525	62,445	10.5%
Overtime	1,008,534	1,011,864	682,482	1,110,213	1,165,724	70.8%
Benefits	2,988,516	3,248,038	3,590,105	3,138,793	3,451,930	-3.8%
Insurance	448,719	297,899	470,797	470,797	588,133	24.9%
Other Compensation	111,626	89,280	41,493	68,022	54,413	31.1%
Pensions	489,197	508,012	417,150	417,150	417,150	0.0%
Total Labor and Benefits	\$ 14,277,892	\$ 15,094,878	\$ 15,012,115	\$ 15,015,063	\$ 15,577,259	3.8%
Operating						
Charges and Fees	\$ 111,143	\$ 75,120	\$ 116,152	\$ 116,152	\$ 143,720	23.7%
Contract Services	314,609	287,344	192,854	192,854	377,342	95.7%
Equipment	531,704	380,215	1,000,035	1,160,312	538,554	-46.1%
Grants and Contributions	-	-	2,000	2,000	2,100	5.0%
Operating Supplies	313,023	283,002	243,200	272,674	377,446	55.2%
Professional Development	172,314	88,315	182,071	182,071	266,971	46.6%
Repairs	78,473	31,565	31,110	43,424	32,740	5.2%
Utilities	17,648	18,509	12,499	13,566	16,355	30.9%
Rent	-	-	-	-	2,812	100.0%

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Fuel	3,353	3,733	1,530	3,735	1,600	4.6%
System Maintenance	83	13,194	7,650	7,650	8,000	4.6%
Uniforms and Gear	85,678	43,598	83,630	169,967	126,249	51.0%
Total Operating	\$ 1,628,028	\$ 1,224,595	\$ 1,872,731	\$ 2,164,405	\$ 1,893,889	1.1%
Interfund Charges						
Facility	\$ 181,484	\$ 228,335	\$ 257,703	\$ 257,703	\$ 268,082	4.0%
Information Technology	655,906	729,024	753,502	753,502	942,831	25.1%
Liability Insurance	25,021	32,496	142,351	142,351	199,291	40.0%
Medical Programs	132,003	-	-	-	-	0.0%
Fleet	867,788	1,246,763	984,999	984,999	1,263,728	28.3%
Fuel Charges	110,713	97,903	76,373	76,373	117,340	53.6%
Comm Center	460,324	507,948	497,452	497,452	555,518	11.7%
Departmental Services	4,955	5,089	5,129	5,129	-	-100.0%
Total Interfund Charges	\$ 2,438,194	\$ 2,847,558	\$ 2,717,509	\$ 2,717,509	\$ 3,346,790	23.2%
Capital Outlay						
Capital Equipment	\$ 1,283,744	\$ 90,719	\$ -	\$ 38,092	\$ 24,806	100.0%
Total Capital Outlay	\$ 1,283,744	\$ 90,719	\$ -	\$ 38,092	\$ 24,806	100.0%
Total General Fund	\$ 19,627,858	\$ 19,257,750	\$ 19,602,355	\$ 19,935,069	\$ 20,842,744	6.3%

Funding Source First Responder Tax Fund 107						
Revenues						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 1,750,804	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 1,750,804	100.0%
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 346,096	\$ 1,202,961	\$ 1,136,425	\$ 4,184,711	247.9%
Overtime	-	22,224	-	66,536	233,145	100.0%
Benefits	-	104,379	510,023	413,959	1,550,393	204.0%
Insurance	-	4,659	47,552	52,246	231,779	387.4%
Other Compensation	-	2,844	301	91,671	301	0.0%
Total Labor and Benefits	\$ -	\$ 480,202	\$ 1,760,837	\$ 1,760,837	\$ 6,200,329	252.1%
Operating						
Contract Services	\$ -	\$ 246	\$ 7,024	\$ 7,024	\$ 59,062	740.9%
Equipment	-	162,269	206,150	65,190	590,753	186.6%
Operating Supplies	-	47,244	11,385	11,385	30,994	172.2%
Professional Development	-	38,899	47,501	30,206	56,842	19.7%
Repairs	-	1,560	-	4,598	6,876	100.0%
Utilities	-	486	-	3,765	3,000	100.0%
Other Compensation	-	14,530	-	8,932	237,751	100.0%
Total Operating	\$ -	\$ 265,234	\$ 272,060	\$ 131,100	\$ 985,278	262.2%
Interfund Charges						
Facility	\$ -	\$ (26,110)	\$ 26,110	\$ 26,110	\$ 30,710	17.6%
Information Technology	-	-	-	435	22,555	100.0%
Fleet	-	-	102,806	102,806	133,187	29.6%
Fuel Charges	-	-	13,535	13,100	20,215	49.4%
Total Interfund Charges	\$ -	\$ (26,110)	\$ 142,451	\$ 142,451	\$ 206,667	45.1%
Capital Outlay						
Capital Equipment	\$ -	\$ 75,674	\$ -	\$ 140,960	\$ -	0.0%
Total Capital Outlay	\$ -	\$ 75,674	\$ -	\$ 140,960	\$ -	0.0%
Total First Responder Fund	\$ -	\$ 794,999	\$ 2,175,348	\$ 2,175,348	\$ 7,392,274	239.8%

Funding Source	2019	2020	2021	2021	2022	% Change
0.75% Sales Tax CIP Fund 201	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Intergovernmental	\$ 103,391	\$ 23,085	\$ 800,000	\$ 250,000	\$ -	-100.0%
Total Revenues	\$ 103,391	\$ 23,085	\$ 800,000	\$ 250,000	\$ -	-100.0%
Operating						
Contract Services	\$ -	\$ 8,976	\$ -	\$ -	\$ -	0.0%
Equipment	-	78,820	-	-	-	0.0%
Operating Supplies	-	10,530	-	-	-	0.0%
Repairs	-	(1,649)	-	-	-	0.0%
Utilities	1,269	1,789	-	-	-	0.0%
Total Operating	\$ 1,269	\$ 98,466	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Capital Equipment	\$ -	\$ -	\$ -	\$ 691,000	\$ 589,325	100.0%
Facilities	393,200	4,683,673	10,925,000	11,110,126	745,000	-93.2%
Total Capital Outlay	\$ 393,200	\$ 4,683,673	\$ 10,925,000	\$ 11,801,126	\$ 1,334,325	-87.8%
Total Sales Tax CIP Fund	\$ 394,469	\$ 4,782,138	\$ 10,925,000	\$ 11,801,126	\$ 1,334,325	-87.8%
Total Fire Budget	\$ 20,022,327	\$ 24,834,888	\$ 32,702,703	\$ 33,911,543	\$ 29,569,343	-9.6%



Grand Junction Fire Crews on Scene



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PUBLIC WORKS

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.

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 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'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, and fall leaf removal, 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 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.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Quality of Life/Resource Stewardship – Maintain transportation network infrastructure.	Updating road network pavement condition by investing in street maintenance. Goal is to be at a 73 by 2022.	Pavement Condition Index (PCI) Measurement
Mobility – Replace and Repair Sidewalk Infrastructure	Repairing and replacing aging sidewalk infrastructure through full replacement or by grinding/cutting tripping hazards.	Square Footage of concrete replaced. Number of Tripping Hazards Mitigated.
Mobility – Provide infrastructure that encourages a broader community with various skillsets to safely choose alternative modes of transportation	Construction of additional trails, bike lanes and sidewalks.	Liner feet of trail, bike lanes, and sidewalks added to network.
Mobility – Strive to support efforts by Grand Valley Transit (GVT) to better serve and connect centers and other destinations.	Support GVT	GVT Ridership % Increase

2021 Accomplishments

- Keeping the street infrastructure in a state of good repair not only benefits residents, but also is good for economic development.
- Street maintenance continued significant strides in increasing the overall pavement condition index from 69 towards the goal of 73 by 2023.
- The Sidewalk Improvement Program replaced or cut down trip and fall hazards around the community with the area from 7th to 23rd Streets, Gunnison to Grand Avenue being a specific area of focus.

- Transportation Capacity Improvements:
 - 24 and G Road bridge replacement project is the first phase of the widening of 24 Road and G Road corridors. The bridge project is scheduled for completion in May 2022 which will allow for the widening of Phase 2 to begin in earnest with completion set for 2023.
 - Design work on F 1/2 Parkway, Horizon and G Road intersection continues nearing the milestone for right of way acquisition to begin. F 1/2 Rd, B 1/2 Rd, D 1/2 Rd, 24 1/2 Road and 26 1/2 Road all have been surveyed and will move into preliminary design in 2022.
 - 29 Road and I-70 interchange, Mesa County and the City completed the Program and Environmental Linkages (PEL) study.
- One of the City’s economic development areas of emphasis was Riverfront at Dos Rios just south of the Riverside neighborhood. All the streets and various utilities and other “horizontal” infrastructure were completed under City contracting setting the stage for development of residential and commercial ventures in the spring of 2022.
- The City managed and participated in the Downtown Development Authority’s 4th and 5th Street one-way to two-way feasibility study. This study determined that either option is feasible and that infrastructure improvements to increase the pedestrian and bicycle friendliness of downtown as the infrastructure to be constructed is very similar. Implementation is slated over 2022 through 2024.
- 24 Road Trail design is nearing completion in preparation for summer of 2022 construction. This project is partially funded by the Colorado Department of Transportation’s Multi-Modal Options Fund (MMOF).
- The engineering division also oversees the design and construction of many of the City utility divisions capital projects. Kannah Creek Flowline Replacement, Carson Reservoir, Juniata liquid oxygen, Persigo structural repairs along with numerous water and sewer line replacements were the primary projects for 2022.
- Public Works Engineering is also involved in replacement and upgrades to vertical infrastructure as well. In 2021, the City started construction on Fire Station #3 replacement as well as the large renovation of both Suplezo Field and Stocker Stadium facilities at the Lincoln Park Sports Complex.
- Operationally, the City’s Spring Cleanup program grew by 2% to over 20,800 residences provided the opportunity to throw out unwanted, hard to dispose of bulky items and green waste. Internal street maintenance efforts with crackfill and chipseal programs were completed with the help of General Services Project Team. The leaf program expanded as well as strong growth in the valley continues.

2022 Objectives

- Maintenance of infrastructure is a key objective every year for Public Works. The road network is the City’s single largest asset with a valuation of over \$266 million. As such, the City will invest \$4.3 million in various treatments that help preserve and restore structural integrity to the street network. City traffic operations crews will also invest in repair, replacement, and upgrades to the City’s traffic signals, streetlights, signage, and striping.
- Transportation Capacity Improvements will focus on the reconstruction of 24 Road and G Road corridors with construction continuing through 2022. F 1/2 Parkway will also be under construction by the end of the year. Horizon and G Road Intersection, F 1/2 Road from 30 Road to 30 3/4 Road, D 1/2 Road from 29 1/4 to 30 Road, B 1/2 Road from 29 Road to 29 3/4 Road, 24 1/2 Road from Patterson to G 1/4 Road, and 26 1/2 Road from Horizon Drive to Summerhill Way will all start or continue design in 2022.
- The City is also partnered with Mesa County on 29 Road and I-70 Interchange 1601 and Environmental Assessment. While completion is not slated until 2023, significant progress is

anticipated toward completing the required documentation in coordination and collaboration with the Colorado Department of Transportation and the Federal Highway Administration.

- As the Riverfront at Dos Rios begins to go “vertical”, there are public amenities the City has agreed to participate in the construction of such as park playground facilities, splash park, beach and other park/plaza space that will help anchor Dos Rios as a “gem” on the Riverfront trail.
- Mobility for all ages and abilities will be enhanced in 2022 with the construction of the 24 Road Trail, Monument Road Trail Phase II and the implementation of 4th and 5th Street enhanced one-way configuration.
- Mobility on/off the Colorado River will be made easier with the reconstruction of the Blue Heron Boat Ramp which will provide a new three lane boat ramp, a beach, walk in boat ramp and an additional parking lot that will help provide ample parking for users of both the boat ramp as well as the Riverfront Trail.
- The engineering division will also oversee the design and construction of many of the City Utility Divisions capital projects. Key projects are the Ridges Lift Station elimination and the Tiara Rado forcemain replacement under the Colorado River.
- Vertical public infrastructure slated for 2022 includes the completion of Fire Station #3, Lincoln Park Stadium Complex upgrades to Suplizo Field and Stocker Stadium, and the start of construction of Fire Station #8.
- Some of the City’s most popular programs include Spring Cleanup, Chip Seal, and the Leaf Program are conducted by Public Works with assistance from the project team. Those programs will each be expanding to accommodate additional growth. The Spring Cleanup program will also serve as a mentor to Mesa County. Mesa County is expanding its version of Spring Cleanup in the Clifton Area from 3 sq miles to 6 square miles and will be contracting with the City to pick up approximately 1.5 square miles of the Clifton Area.

Public Works Personnel

Public Works	2020 FTEs	2021 FTEs	2022 FTEs
Funded by General Fund 100			
Public Works Operations			
Public Works Director	1.00	1.00	1.00
Engineering			
Engineering Manager	0.00	1.00	1.00
Project Engineer	5.00	7.00	6.00
City Surveyor	1.00	1.00	1.00
Engineering Specialist	0.00	0.00	1.00
Real Estate Manager	0.00	0.00	1.00
Sr. Engineering Technician	1.00	1.00	1.00
Development Inspector	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00
Engineering Technician	1.00	2.00	3.00
Construction Inspector	3.00	4.00	3.00
Administrative Assistant	1.00	1.00	1.00
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	0.00	0.00
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

Public Works	2020 FTEs	2021 FTEs	2022 FTEs
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	2.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Streets			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	3.00	3.00	3.00
Equipment Operator	4.00	4.00	4.00
Apprentice Equipment Operator	0.00	0.00	2.00
Administrative Assistant	1.00	1.00	1.00
Total Public Works FTE's	44.00	48.00	52.00

Public Works Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Public Works	\$ 222,076	\$ 256,001	\$ 230,167	\$ 230,167	\$ 240,287	4.4%
Engineering	1,622,352	1,905,758	2,656,474	2,656,704	2,650,058	-.02%
Transportation Engineering	3,260,454	3,102,543	3,135,099	3,135,374	3,454,529	10.2%
Stormwater	1,723,025	1,776,714	1,826,470	1,826,470	2,139,368	17.1%
Streets	1,642,139	1,468,674	1,645,985	1,645,985	2,162,930	31.4%
Total Fund 100	\$ 8,470,046	\$ 8,509,690	\$ 9,494,195	\$ 9,494,700	\$ 10,647,122	12.1%
0.75% Sales Tax CIP Fund 201						
Engineering	\$ 13,710,956	\$ 10,715,514	\$ 10,862,118	\$ 12,121,390	\$ 11,009,778	1.4%
Transportation Engineering	301,586	192,393	204,000	204,000	311,000	52.5%
Streets	755,555	686,864	-	-	-	0.00%
Total Fund 201	\$ 14,768,097	\$ 11,594,771	\$ 11,066,118	\$ 12,325,390	\$ 11,320,778	2.3%
Storm Drainage Fund 202						
Engineering	\$ 90,227	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000	1.9%
Total Fund 202	\$ 90,227	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000	1.9%
Transportation Fund 207						
Engineering	\$ 993,163	\$ 1,362,024	\$ 19,922,000	\$ 9,132,995	\$ 27,738,000	39.2%
Total Fund 207	\$ 993,163	\$ 1,362,024	\$ 19,922,000	\$ 9,132,995	\$ 27,738,000	39.2%
Water Fund 301						
Engineering	\$ 5,387,563	\$ 1,743,084	\$ 67,447	\$ 67,446	\$ 180,406	167.5%
Total Fund 301	\$ 5,387,563	\$ 1,743,084	\$ 67,447	\$ 67,446	\$ 180,406	167.5%
Joint Sewer Fund 900						
Engineering	\$ 2,674,131	\$ 1,718,253	\$ 136,129	\$ 136,129	\$ 251,110	84.5%
Total Fund 900	\$ 2,674,131	\$ 1,718,253	\$ 136,129	\$ 136,129	\$ 251,110	84.5%
Total Public Works Budget	\$ 32,383,227	\$ 24,932,822	\$ 41,225,889	\$ 31,696,660	\$ 50,667,416	22.9%

Public Works Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Professional services for highway maintenance in the General Fund is increasing 8.5% due to the amount of work the City performs on behalf of the Colorado Department of Transportation.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was completed during 2021. Additionally, the Public Works Department will be adding four additional employees: a Real Estate Manager, two Apprentice Equipment Operators, and one Crew Leader.
- **Non-Personnel Operating:** Contract services will increase due to a Freight Transportation Feasibility Plan being done in 2022, additionally the contract for the 521 Drainage will increase in 2022. Professional development will increase as opportunities for outside training return after being limited during the pandemic. Other costs that are increasing include repairs, utilities, and rent of equipment.
- **Interfund Charges:** Costs for facilities maintenance and upkeep, fleet maintenance and fuel costs, and information technology costs are all increasing which is passed through to departments in interfund charges. Additionally, additions in staff require the purchase of additional technology and other equipment that is passed through to the department in interfund charges.
- **Capital Outlay:** Capital in the 0.75% Sales Tax CIP Fund, Storm Drainage Fund, and Transportation Capacity Fund are described in the Capital section of this document. Those projects result in an overall 38.7% increase for Public Works projects with the majority of those being in the Transportation fund for those projects funded through issuance of \$70 million in debt approved by Citizens in November 2019.

Funding Source General Fund 100	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Licenses and Permits	\$ 23,512	\$ 21,001	\$ 20,000	\$ 20,000	20,000	0.0%
Charges For Service	821,268	577,558	488,156	488,156	529,698	8.5%
Total Revenues	\$ 844,780	\$ 598,559	\$ 508,156	\$ 508,156	\$ 549,698	12.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,756,948	\$ 2,765,413	\$ 3,268,519	\$ 3,243,419	3,336,597	2.1%
Seasonal	218,619	154,336	218,068	218,068	253,461	16.2%
Overtime	82,750	67,835	76,024	76,024	88,171	16.0%
Benefits	918,942	894,537	1,229,957	1,198,197	1,195,490	-2.8%
Insurance	134,580	102,518	111,283	111,788	143,208	104.2%
Other Compensation	26,156	59,331	11,480	43,240	23,447	104.2%
Total Labor and Benefits	\$ 4,137,995	\$ 4,043,970	\$ 4,915,331	\$ 4,890,736	\$ 5,040,374	2.5%
Operating						
Charges and Fees	\$ 85,781	\$ 92,420	\$ 94,392	\$ 94,392	101,912	8.0%
Contract Services	322,798	468,035	501,329	501,329	844,064	68.4%
Equipment	28,318	13,152	53,382	78,482	66,308	24.2%
Operating Supplies	43,789	32,787	42,014	42,014	49,896	18.8%
Cost of Goods Sold	44	-	-	-	-	0.0%
Professional Development	37,383	7,515	34,566	34,566	60,183	74.1%
Insurance and Claims	-	1,153	-	-	-	0.0%
Repairs	230,426	193,423	170,443	205,226	197,818	61.1%
Utilities	1,454,651	1,516,507	1,441,758	1,441,758	1,583,848	9.9%
Rent	57,510	33,180	34,000	36,865	35,700	5.0%
System Maintenance	297,963	209,779	218,791	181,143	246,615	12.7%

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Uniforms and Gear	5,467	1,868	5,203	5,203	6,577	26.4%
Equipment Maintenance	1,372	447	638	638	670	5.0%
Total Operating	\$ 2,565,502	\$ 2,570,266	\$ 2,596,516	\$ 2,621,616	\$ 3,193,591	23.0%
Interfund Charges						
Facility	\$ 98,261	\$ 123,275	\$ 121,172	\$ 121,172	134,738	11.2%
Information Technology	489,620	465,410	532,221	532,221	581,724	9.3%
Liability Insurance	64,932	84,330	206,343	206,343	278,562	35.0%
Medical programs	46,841	-	-	-	-	0.0%
Fleet	910,474	1,094,819	975,529	975,529	1,238,730	27.0%
Fuel Charges	140,827	119,070	124,133	124,133	156,453	26.0%
Utility Services	15,594	8,550	22,950	22,950	22,950	0.0%
Total Interfund Charges	\$ 1,766,549	\$ 1,895,454	\$ 1,982,348	\$ 1,982,348	\$ 2,413,157	21.7%
Total General Fund	\$ 8,470,046	\$ 8,509,690	\$ 9,494,195	\$ 9,494,700	\$ 10,647,122	12.1%
Funding Source						
Sales Tax CIP Fund 201						
Revenues						
Charges for Service	\$ 156,685	\$ 146,808	\$ 135,000	\$ 135,000	85,000	-37.0%
Intergovernmental	6,710,406	1,601,761	208,679	158,679	1,908,679	814.6%
Other	288,425	4,599,039	20,000	20,000	280,000	1300.0%
Total Revenues	\$ 7,155,516	\$ 6,347,608	\$ 363,679	\$ 313,679	\$ 2,273,679	525.2%
Expenditures						
Operating						
Contract Services	\$ 124,423	\$ 40,004	\$ -	\$ -	-	0.0%
Equipment	-	82,705	-	-	-	0.0%
Grants and Contributions	1,000	-	-	-	-	0.0%
Operating Supplies	-	123,697	-	-	-	0.0%
Repairs	857,726	353,958	-	-	-	0.0%
Rent	33,030	22,841	-	-	-	0.0%
System Maintenance	692,524	630,090	-	-	-	0.0%
Total Operating	\$ 1,708,703	\$ 1,253,295	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Facilities	\$ -	\$ 39,381	\$ -	\$ -	-	0.0%
Land	6,128,395	5,779,152	4,342,118	6,074,703	-	-100.0%
Other Projects	125,187	23,692	100,000	100,000	675,000	575.0%
Street Infrastructure	4,596,351	4,181,734	6,624,000	5,394,000	8,745,778	32.0%
Parks	2,209,461	317,516	-	756,687	1,900,000	100.0%
Total Capital Outlay	\$ 13,059,394	\$ 10,341,475	\$ 11,066,118	\$ 12,325,390	\$ 11,320,778	2.3%
Total Sales Tax CIP Fund	\$ 14,768,097	\$ 11,594,770	\$ 11,066,118	\$ 12,325,390	\$ 11,320,778	2.3%
Funding Source						
Storm Drainage Fund 202						
Revenues						
Charges for Service	\$ 39,731	\$ 19,982	\$ 10,000	\$ 12,882	15,000	50.0%
Transfers In	54,440	-	510,000	510,000	500,000	-2.0%
Total Revenues	\$ 94,171	\$ 19,982	\$ 520,000	\$ 522,882	\$ 515,000	-1.0%
Expenditures						
Operating						
Equipment	\$ 23,007	\$ -	\$ -	\$ -	-	0.0%
Operating Supplies	-	-	-	-	-	0.0%
System Maintenance	2,220	-	-	-	-	0.0%
Total Operating	\$ 25,227	\$ -	\$ -	\$ -	\$ -	0.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Storm Drainage Fund 202	Actual	Actual	Adopted	Projected	Adopted	From 2021
Capital Outlay						
Utility Systems	\$ 65,000	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000	-1.9%
Total Capital Outlay	\$ 65,000	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000	-1.9%
Total Storm Drainage Fund	\$ 90,227	\$ 5,000	\$ 540,000	\$ 540,000	\$ 530,000	-1.9%
Funding Source						
Transportation Capacity (TCP) Fund 207						
Revenues						
Charges for Service	\$ 1,649,767	\$ 2,426,485	\$ 2,300,000	\$ 3,229,072	\$ 2,700,000	17.4%
Capital Proceeds	-	50,277,796	-	-	-	0.0%
Interest	-	238,193	55,370	55,370	55,370	0.0%
Intergovernmental	-	-	510,000	360,000	-	-100.0%
Other	24,457	-	-	-	150,000	100.0%
Total Revenues	\$ 1,674,224	\$ 52,942,474	\$ 2,865,370	\$ 3,644,442	\$ 2,905,370	1.4%
Expenditures						
Operating						
Charges and Fees	\$ -	\$ 272,405	\$ -	\$ -	\$ -	0.0%
Contract Services	182,962	205,442	-	-	-	0.0%
Total Operating	\$ 182,962	\$ 477,847	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Street Infrastructure	\$ 810,201	\$ 884,177	\$ 19,922,000	\$ 9,132,995	\$ 27,738,000	39.2%
Total Capital Outlay	\$ 810,201	\$ 884,177	\$ 19,922,000	\$ 9,132,995	\$ 27,738,000	39.2%
Total TCP Fund	\$ 993,163	\$ 1,362,024	\$ 19,922,000	\$ 9,132,995	\$ 27,738,000	39.2%
Funding Source						
Water Fund 301						
Expenditures						
Labor and Benefits						
Full Time	\$ 109,160	\$ 97,249	\$ 53,879	\$ 53,879	\$ 121,811	126.1%
Seasonal	27,016	4,354	-	-	20,801	100.0%
Overtime	1,769	-	-	-	-	0.0%
Benefits	36,465	30,150	13,020	13,020	36,620	181.3%
Insurance	982	1,089	322	322	600	86.3%
Other Compensation	132	993	226	226	574	154.0%
Total Labor and Benefits	\$ 175,524	\$ 133,835	\$ 67,447	\$ 67,446	\$ 180,406	167.5%
Operating						
Contract Services	\$ 223	\$ -	\$ -	\$ -	\$ -	0.0%
Equipment	-	87	-	-	-	0.0%
Operating Supplies	6,810	3,493	-	-	-	0.0%
Repairs	-	13,626	-	-	-	0.0%
Total Operating	\$ 7,033	\$ 17,206	\$ -	\$ -	\$ -	0.0%
Capital Outlay						
Utility Systems	\$ 5,205,006	\$ 1,592,043	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ 5,205,006	\$ 1,592,043	\$ -	\$ -	\$ -	0.0%
Total Water Fund	\$ 5,387,563	\$ 1,743,084	\$ 67,447	\$ 67,446	\$ 180,406	167.5%
Funding Source						
Joint Sewer Fund 900						
Revenues						
Other	\$ -	\$ 24,810	\$ -	\$ -	\$ -	0.0%
Total Revenues	\$ -	\$ 24,810	\$ -	\$ -	\$ -	0.0%
Expenditures						
Labor and Benefits						
Full Time	\$ 96,762	\$ 79,511	\$ 88,377	\$ 88,377	\$ 182,014	106.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Joint Sewer Fund 900	Actual	Actual	Adopted	Projected	Adopted	From 2021
Seasonal	2,994	4,559	23,008	23,008	20,801	-9.6%
Overtime	-	-	-	-	5,127	100.0%
Benefits	22,795	19,057	23,313	23,313	40,651	74.4%
Insurance	942	577	981	981	1,505	53.4%
Other Compensation	213	1,218	450	450	1,012	124.9%
Total Labor and Benefits	\$ 123,706	\$ 104,992	\$ 136,129	\$ 136,129	\$ 251,110	84.5%
Operating						
Contract Services	\$ 61,121	\$ 2,827	\$ -	\$ -	-	0.0%
Operating Supplies	-	(3,312)	-	-	-	0.0%
Repairs	8,433	18,760	-	-	-	0.0%
Total Operating	\$ 69,554	\$ 18,275	\$ -	\$ -	-	0.0%
Capital Outlay						
Utility Systems	\$ 2,480,871	\$ 1,595,056	\$ -	\$ -	-	0.0%
Total Capital Outlay	\$ 2,480,871	\$ 1,595,056	\$ -	\$ -	-	0.0%
Total Joint Sewer Fund	\$ 2,674,131	\$ 1,718,253	\$ 136,129	\$ 136,129	\$ 251,110	84.5%
Total Public Works Budget	\$ 32,383,227	\$ 24,932,822	\$ 41,225,889	\$ 31,696,661	\$ 50,667,416	22.9%



Fire Station 3 Under Construction



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PARKS AND RECREATION

The Grand Junction Parks & Recreation department provides 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 57 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 & 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 parks, the division also maintains over 20 miles of riverfront and urban trails, open space, and City rights-of-way.

- **Facilities/Park Maintenance** – This division maintains playgrounds, facilities, and park amenities in the developed parks. This enables hundreds of rentals and events in City parks each year.
- **Forestry** – This division is dedicated to preserving the health of the City’s urban forest and plants, trims, removes hazardous trees, and addresses insect and disease control for the City’s more than 37,000 trees in parks, City facilities, and right-of-way. The City has been a Tree City USA award winner for 37 years.
- **Open Space** – This division maintains 21 miles of riverfront and urban trails as well as over 500 acres of open space and City rights-of-way.
- **Horticulture/Irrigation/Turf** – This 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** – This 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.
- **Sports Facilities** – This 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, CMU and SD51 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** – This 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 Recreation Division offers traditional programs such as adult and youth athletics, swimming lessons, and special events, including the Annual Southwest Arbor Fest and other growing programs such as pickle ball.
- **Arts and Culture** – This division strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for Citizens and the surrounding valley. The division serves as the staff support for the Arts and Culture Commission responsible for the 1% for the Arts Program and the annual community grant program.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Mobility – Initiate discussions to improve the urban trail system on and connecting to Active Transportation Corridors	Complete capital projects that relate to this priority as well as focus on utilizing existing corridors such as drainage ways, canals, ditches, rivers, and roadways.	Number of Trails converted from asphalt Concrete Completion of the Monument Connect Phase II Project
Mobility – Continue to improve the bicycle and pedestrian infrastructure and encourage its utilization	Improve League of American Cyclists Bike Friendly Community rating	Receive the Silver Designation from League of American Cyclists Bike Friendly Community
Economic Development – Maximize utilization of City facility and real estate assets to provide community benefit	Complete capital projects Lincoln Park pickleball courts and expansion of the Canyon View Tennis Courts to enable hosting of more and larger tournaments.	Add 4 additional tennis courts at Canyon View for a total of 16 and add at least 10 pickleball courts at Lincoln Park for a total of at least 18.
Quality of Life – Provide educational resources to the public about caring for streets trees and information about the environmental, economic, and social benefits the tree canopy provides to property owners and the community.	Initiate a private ash tree treatment program designed to assist citizens with education about and care of private trees which contribute to the canopy health of the City as a whole. A return of Southwest Arbor Fest celebrating community, Earth Day, and the importance of trees and their economic and social benefits for the community.	Implement the Private Ash Tree Treatment program and serve at least 75 residents Attendance at Southwest Arbor Fest of 500 or more attendees
Quality of Life – Implement the immediate improvement phase of the adopted 2021 Lincoln Park Stadium Master Plan.	Upgrading facilities that host the National Junior College World Series, Colorado Mesa University, School District 51, and the Grand Junction Rockies.	Complete Project in 2022
Quality of Life – Continue to build new or expanded recreational activities/amenities along the riverfront	Complete recreational improvements at Dos Rios and complete renovation planning for the Western Colorado Botanical Gardens.	For Dos Rios, complete the installation of a destination level playground, an expansive splash park and other riverfront improvements For the Botanic Gardens, complete design in preparation for construction in the near term.

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
<p>Quality of Life – Identify and prioritize parks and open space opportunities in areas that are currently underserved</p>	<p>Continue with implementation of the 2021 Parks, Recreation and Open Space (PROS) Master Plan</p>	<p>Pursue the following park renovations or builds to address the current lower level of service in targeted areas at:</p> <ul style="list-style-type: none"> • Horizon Park • West Lake Park • Eagle Rim Park • Columbine Park • Emerson Park <p>Number of parks within 1/2 mile of every residence (a 10-minute walk)</p> <p>Developed parks total acreage</p>
<p>Quality of Life Evaluate the community’s interest and need for the construction of a multi-purpose Community Recreation Center as described in the Parks, Recreation and Open Space (PROS) Master Plan.</p>	<p>Conduct a statistically valid survey to understand the important topic and to inform the City Council</p>	<p>Contact 8000 residents and acquire at least 600 responses.</p>

2021 Accomplishments

- The Commission on Arts and Culture updated the Strategic Cultural Plan for the next five years (2022-2027) including goals around economic impact, arts education, and public art (among others) which will be presented to City Council for consideration in February 2022.
- With 2,096 participants in swim lesson program, 46,149 admission visits to the Lincoln Park-Moyer Pool, and 22,258 visits to the Orchard Mesa Pool the Aquatics Division had another busy year. Seventy-four professionally trained lifeguards exceeded industry standards for safety and professionalism in all Comprehensive Aquatics Risk Management audits in 2021.
- 2021 was the second year of the City offering Summer Camp programs during the pandemic. With increased safety measures, creative field trip options and extended outdoor play, all camps filled with 9,755 weekly childcare spots utilized.
- Kindred Reserve is the City’s first open space park. This 37-acre park has a natural feel with 1.75 miles of dirt trails, views of the Colorado National Monument, Bookcliffs and the Grand Mesa. The Parks department is excited to use the design success from this flagship open space park in future developments as the department’s focus on open space continues.
- With the cancelation of the Southwest Arbor Day festival in 2021, the Forestry Division offered the innovative tree seedling delivery program again. This was selected as the 2021 Gold Leaf award winner for outstanding Arbor Day Celebration by the International Society of Arboriculture’s Rocky Mountain Chapter. Over 400 seedlings were delivered by the Forestry Division to City residents.
- Installation of new sports lighting at Canyon View Park, which was designed to meet the International Dark Sky (IDA) standards. Canyon View Park is now the first facility in Colorado to receive the International Dark Sky accreditation.
- Additional resources were mobilized this summer to combat heightened threats to the canopy brought by the exceptional drought and increasing pressure from pests. All public Ash trees in the community (2,238) have now been sprayed, which protects them from pests.

2022 Objectives

- Move into the implementation phase of the Strategic Cultural Plan for the next 5 years (2022-2027) if adopted by City Council. This includes pursuing such projects as the Redlands Roundabout artwork.
- Continue to exceed participation levels for swim lessons by serving over 2,200 participants, providing over 46,000 admission visits to the Lincoln Park-Moyer Pool, and 28,000 visits to the Orchard Mesa Pool.
- Fill all summer camps to capacity by providing nearly 10,000 weekly childcare spots.
- Continue exploring addition of the City's open space parks modeled off the Kindred Reserve.
- Provide over 170,000 participants visits to Parks and Recreation programs, equating to over 470 people served per day on average in 2022.
- Continue supporting the Grand Valley Parks and Recreation Foundation and the Greater Grand Junction Sports Commission.
- Complete the 2022 Stadium Renovation project to better serve all users of the stadium and the community.

Parks and Recreation Personnel

Parks and Recreation Positions	2020 FTE's	2021 FTE's	2022 FTE's
Funded by General Fund 100			
Parks and Recreation Administration			
Parks and Recreation Director	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	0.00
Sr. Administrative Assistant	1.00	1.00	2.00
Parks Operations			
Parks Superintendent	1.00	1.00	1.00
Parks Maintenance Supervisor	4.00	4.00	4.00
Cemetery Operations Supervisor	1.00	1.00	0.00
Parks Crew Leader	10.00	10.00	11.00
Plant Health Specialist	1.00	1.00	1.00
Parks Equipment Operator	21.00	21.00	24.00
Sr. Administrative Assistant	1.00	1.00	0.00
Apprentice Equipment Operator	0.00	0.00	1.00
Administrative Specialist	0.00	0.00	1.00
Custodian	0.00	0.00	1.00
Recreation			
Recreation Superintendent	1.00	1.00	1.00
Recreation Supervisor	2.00	2.00	2.00
Recreation Coordinator	5.00	5.00	5.00
Leisure Services Representative	2.00	2.00	2.00
Total Parks and Recreation Positions	52.00	52.00	57.00

Parks and Recreation Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Parks Administration	\$ 1,056,075	\$ 860,237	\$ 915,171	\$ 891,920	\$ 1,035,587	13.2%
Parks Operations	6,007,160	5,782,667	6,653,182	6,660,011	7,622,597	14.6%
Recreation	1,268,293	1,040,137	1,373,283	1,373,809	1,458,225	6.2%
Aquatics	955,520	837,724	1,021,921	1,024,117	1,108,663	8.5%
Cultural Arts	45,272	42,589	48,853	48,853	197,065	303.4%
Total Fund 100	\$ 9,332,320	\$ 8,563,354	\$ 10,012,410	\$ 9,998,710	\$ 11,422,137	14.1%
0.75% Sales Tax Fund 201						
Parks Operations	\$ 1,677,948	\$ 1,876,872	\$ 10,921,374	\$ 16,011,374	\$ 4,209,200	-61.5%
Total Fund 201	\$ 1,677,948	\$ 1,876,872	\$ 10,921,374	\$ 16,011,374	\$ 4,209,200	-61.5%
Total Parks & Rec Budget	\$ 11,010,268	\$ 10,440,226	\$ 20,933,784	\$ 26,010,085	\$ 15,631,337	23.0%

Parks and Recreation Budget By Fund, by Classification

Significant Changes vs. 2021

- **Revenues:** Revenues are projected to increase 6.7% overall in the Parks and Recreation Department with the majority of these coming from charges for service for recreation programs and services.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was completed during 2021. Additionally, the Parks Department will be adding four new positions in 2022: two Parks Equipment Operators, one Parks Equipment Operator, one Apprentice Equipment Operator, and one Custodian.
- **Non-Personnel Operating:** Operating costs will increase 27.9% with the majority of that being in contract services for the implementation of a private ash tree treatment program, forestry action plan, contract for cleaning of City parks, continuation of the mural project and implementation of a sustainable open space management plan. Systems Maintenance costs will also increase due to rising costs of materials (gravel, nursery stock, chemicals, pipe, etc.)
- **Interfund Charges:** Costs for facilities maintenance and upkeep, fleet maintenance and fuel costs, and information technology costs are all increasing which is passed through to departments in interfund charges. Additionally, additions in staff require the purchase of additional technology and other equipment that is passed through to the department in interfund charges.
- **Capital Outlay:** Capital increases in the general fund are for the purchase of a new vehicle for a Chemical Applicator Equipment Operator. Capital in the 0.75% Sales Tax CIP Fund are described in the Capital section of this document and include additional amenities at Dos Rios Riverfront, improvements to the Blue Heron Boat Ramp Improvements, Lincoln Park/Canyon View Pickleball Court Expansion, Monument Connect Phase II, and other smaller projects.

Funding Source	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
General Fund 100						
Revenues						
Licenses and Permits	\$ 2,000	\$ 2,045	\$ 1,800	\$ 1,800	\$ 1,600	11.1%
Charges for Services	1,817,189	835,388	1,742,990	1,742,990	1,831,369	5.1%
Intergovernmental	363,294	157,069	318,399	354,201	371,671	16.7%
Other	62,623	14,883	26,425	139,243	24,875	-5.9%
Capital Proceeds	3,424	-	-	-	-	0.0%
Total Revenues	\$ 2,248,530	\$ 1,009,385	\$ 2,089,614	\$ 2,238,234	\$ 2,229,515	6.7%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,883,450	\$ 2,711,881	\$ 3,019,430	\$ 2,955,536	\$ 3,442,319	14.0%
Seasonal	1,282,660	1,166,957	1,641,118	1,611,118	1,622,772	-1.1%

Funding Source	2019	2020	2021	2021	2022	% Change
General Fund 100	Actual	Actual	Adopted	Projected	Adopted	From 2021
Overtime	51,037	33,743	61,921	61,921	65,805	6.3%
Benefits	1,176,012	1,121,650	1,426,173	1,426,173	1,454,652	2.0%
Insurance	174,723	128,949	180,495	188,424	207,121	14.8%
Other Compensation	28,149	45,170	6,313	70,207	41,406	555.9%
Total Labor and Benefits	\$ 5,596,031	\$ 5,208,350	\$ 6,335,450	\$ 6,313,379	\$ 6,834,075	7.9%
Operating						
Charges and Fees	\$ 7,533	\$ 7,155	\$ 6,395	\$ 6,395	\$ 6,675	4.4%
Contract Services	253,735	224,005	255,386	311,462	548,784	114.9%
Equipment	144,079	75,621	220,650	222,050	236,955	7.4%
Grants and Contributions	125,062	3,833	112,000	12,250	145,680	30.1%
Operating Supplies	320,592	195,093	236,350	236,477	241,816	2.3%
Cost of Goods Sold	42,496	10,345	28,361	26,726	29,779	5.0%
Professional Development	28,488	14,594	38,867	38,867	39,489	1.6%
Insurance and Claims	5,655	-	5,500	5,500	5,700	3.6%
Repairs	101,060	44,085	68,790	70,297	74,588	8.4%
Utilities	649,851	748,193	699,750	699,750	737,078	5.3%
System Maintenance	294,868	235,165	211,946	262,592	351,773	66.0%
Uniforms and Gear	24,939	14,636	23,279	23,279	24,374	4.7%
Equipment Maintenance	10,979	7,165	10,834	10,834	10,394	-4.1%
Total Operating	\$ 2,009,337	\$ 1,579,890	\$ 1,918,108	\$ 1,926,480	\$ 2,453,085	27.9%
Interfund Charges						
Facility	\$ 430,403	\$ 417,676	\$ 481,946	\$ 481,946	\$ 533,788	10.8%
Information Technology	459,576	469,651	496,150	496,150	636,305	28.2%
Liability Insurance	42,531	55,239	102,665	102,665	107,796	5.0%
Medical Programs	52,164	-	-	-	-	0.0%
Fleet	613,946	690,175	583,635	583,635	744,806	27.6%
Fuel Charges	90,461	66,509	69,939	69,939	84,282	20.5%
Departmental Services	23,870	24,516	24,517	24,517	-	-100.0%
Total Interfund Charges	\$ 1,712,951	\$ 1,723,766	\$ 1,758,852	\$ 1,758,852	\$ 2,106,977	19.8%
Capital Outlay						
Capital Equipment	\$ -	\$ 51,348	\$ -	\$ -	\$ 28,000	-100.0%
Facilities	14,000	-	-	-	-	100.0%
Total Capital Outlay	\$ 14,000	\$ 51,348	\$ -	\$ -	\$ 28,000	100.0%
Total General Fund	\$ 9,332,320	\$ 8,563,354	\$ 10,012,410	\$ 9,998,710	\$ 11,422,137	14.1%
Funding Source						
0.75% Sales Tax Fund 201						
Revenues						
Intergovernmental	\$ 226,857	\$ 56,250	\$ 2,150,000	\$ 600,000	\$ -	-100.0%
Other	-	135,000	-	2,300,000	150,000	100.0%
Total Revenues	\$ 226,857	\$ 191,250	\$ 2,150,000	\$ 2,900,000	\$ 150,000	-93.0%
Expenditures						
Operating						
Contract Services	\$ -	\$ 94,667	\$ 50,000	\$ 70,335	\$ 100,000	100.0%
Equipment	-	29,345	-	-	-	0.0%
Repairs	120,053	309,143	-	-	-	0.0%
Total Operating	\$ 120,053	\$ 433,155	\$ 50,000	\$ 70,335	\$ 100,000	100.0%
Capital Outlay						
Facilities	\$ 72,187	\$ 427,567	\$ 26,000	\$ 5,665	\$ -	-100.0%
Land	12,132	130,981	-	-	-	0.0%
Parks	1,473,577	885,169	10,845,374	15,935,374	4,109,200	-62.1%
Total Capital Outlay	\$ 1,677,948	\$ 1,443,717	\$ 10,871,374	\$ 15,941,039	\$ 4,109,200	-62.2%
Total 0.75% Sales Tax Fund	\$ 1,677,948	\$ 1,876,872	\$ 10,921,374	\$ 16,011,374	\$ 4,209,200	-61.5%
Total Parks and Rec Budget	\$ 11,010,268	\$ 10,440,226	\$ 20,933,784	\$ 26,010,085	\$ 15,631,337	-25.3%

UTILITIES

The Utilities Department is responsible for water and wastewater services, which include delivering high quality drinking water and irrigation water to customers and collecting and treating wastewater in a manner that is protective of public health and the environment. The Utilities Department is comprised of 79 dedicated employees that are organized into two main divisions, Water Services and Wastewater Services. The Water Services Division includes the water supply, treatment, distribution, irrigation, and utility billing functions. The Wastewater Services Division 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 customers with the highest quality and most reliable drinking water at the lowest cost possible. The Water Services Division is proud to be able to provide customers with a pristine water source that arises from snowmelt on the Grand Mesa. To achieve this, Water Services 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. There are intake and diversion structures on streams and ditches in three drainage basins to ensure an adequate supply of high-quality mountain water for customers.

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

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

2022 Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Economic Development – Implementation of Master Plan for future expansion of the Persigo Wastewater Treatment Plant.	Engineering design of wastewater aeration, disinfection, dewatering, and headworks revitalization and expansion projects.	Persigo Wastewater Treatment Plant Available Capacity (1 Equivalent Unit or EQU = 1 single family dwelling)
Resource Stewardship – Develop a long-term water supply and infrastructure plan to meet long-term demands.	Preliminary engineering plans for priority options identified in the long-term water supply and infrastructure plan.	Current water supply firm yield exceeds water demand
Resource Stewardship – Maintain and replace aging water infrastructure	Replace 10 miles of Purdy Mesa and Kannah Creek flow lines.	Flow capacity of water supply lines

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Resource Stewardship – Develop sustainable ranch management program for Hallenbeck and other City-owned ranch properties.	Coordinate with ranch tenant to obtain an NRCS grant to install gated irrigation piping on Anderson Ranch.	AF of water per acre of irrigable land
Resource Stewardship – Evaluate long-term resiliency of BioCNG fleet fueling infrastructure including expansion of capture and storage infrastructure.	Maintain operation of expanded BioCNG storage and automation system.	Percent of bioCNG utilized by fleet vs flaring

2021 Accomplishments

Water Services

- Continued to meet or exceed compliance with all state and federal water quality regulations to ensure safe drinking water.
- Retained status as an American Water Works Association (AWWA) Partnership Director’s Plant by achieving Partnership’s turbidity goals for treated water.
- Conducted a Risk and Resiliency Assessment required by the American Water Infrastructure Act.
- Completed long-term water supply and infrastructure planning and presented to Council at the November 29, 2021, workshop.
- Developed a Water Marketing Strategy for City water rights with support of a U.S. Bureau of Reclamation grant.
- Continued participation in DRIP outreach programs including the Wyland Mayor’s Challenge finishing in 3rd place in water conservation pledges for the population category nationwide.
- Continue implementation of asset management program for water infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Replacement of 2,200 feet of water distribution mains along Chipeta and White Avenues which included 48 lead service lines including 5 private lead service lines to minimize the potential for lead exposure in drinking water.
 - Replacement of approximately two miles of the Kannah Creek Flowline across the Anderson Ranch.
 - Completed installation of the Juniata Reservoir liquid oxygen system to maintain dissolved oxygen levels and improve water quality.
 - Completed replacement of 1,263 manual meters with radio read meters and installed the fixed network collectors needed to collect real-time data as part of the advanced metering infrastructure (AMI) system.
 - Completed reconstruction of the Carson dam spillway and outlet works and safely winterized the project site.

Ridges Irrigation

- Replaced 1,900 feet of irrigation pipe in the distribution system.

Wastewater Services

- Continued to meet or exceed all local, state, and federal regulatory limits to ensure protection of public health and the environment.
- Collaborated with Colorado Parks and Wildlife and Bureau of Land Management biologists to conduct a fish survey in Persigo Wash adjacent to the wastewater treatment plant. The survey found bonytail chub, a native and endangered fish, living in Persigo Wash. Relocation of the treated water

discharge from Perisgo Wash to the Colorado River and installation of the effluent diffuser has ensured that Persigo Wash is protected as habitat for these fish species.

- Completed Wastewater Master Plan to identify infrastructure replacement and expansion needs to meet community growth over the next 20 years.
- Completed BioCNG storage and automation project which increased capture of biogas from the wastewater treatment plant from 78% to 98% for use as renewable CNG to fuel 70 City and Mesa County vehicles and reducing carbon emissions.
- Continued implementation of asset management program for wastewater infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Completed replacement of 5,400 feet of sewer pipes along Unawep Avenue ahead of the streets overlay project.
 - Completed concrete reconstruction of the north partition wall within the Flow Equalization Basin and put the basin back into service allowing resumption of normal operations at the wastewater treatment plant.

2022 Objectives

Water Services

- Continue to meet or exceed compliance with all State and Federal water quality regulations to ensure safe drinking water.
- Retain status as an American Water Works Association (AWWA) Partnership Director's Plant by achieving Partnership's turbidity goals for treated water.
- Implement security upgrades recommended in the Risk and Resiliency Assessment completed in 2021.
- Install backup generator at the Kannah Creek water treatment plant to improve reliability.
- Further develop options identified in the Long-Term Water Supply and Infrastructure Plan presented to Council in 2021.
- Progress lead service line inventory in accordance with EPA regulations.
- Continue participation in DRIP outreach programs including the Wyland Mayor's Challenge for Water Conservation pledges.
- Complete integration of the advanced metering infrastructure (AMI) software and roll out new customer portal.
- Continue implementation of asset management program for water infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Completion of the Carson dam rehabilitation project and early warning system.
 - Install an additional storage tank in the Kannah Creek system to improve water distribution.
 - Replace water distribution mains along Orchard and Bunting Avenues between 15th and 28th Streets.
 - Replace motor control center equipment at the water treatment plant.
 - Commencement and operation of the Juniata Reservoir liquid oxygen system to maintain dissolved oxygen levels and improve water quality.

Ridges Irrigation

- Ongoing replacement of irrigation pipe in the distribution system.
- Replace motor control center equipment at the Shadow Lake pump station.

Wastewater Services

- Continue to meet or exceed all local, state, and federal regulatory limits to ensure protection of public health and the environment.
- Hire Wastewater Improvement Coordinator to revitalize the septic elimination program.
- Conduct feasibility study to evaluate sewer heat recovery and reclaimed water projects.
- Develop SCADA improvement plan.
- Continue implementation of asset management program for wastewater infrastructure through preventative maintenance and asset rehabilitation and replacement including:
 - Replace obsolete laboratory instrument with a discrete analyzer for wastewater analysis.
 - Ongoing replacement of sewer pipelines based on condition assessments.
 - Complete concrete reconstruction of the north partition wall within the Flow Equalization Basin and put the basin back into service allowing resumption of normal operations at the wastewater treatment plant.
 - Replace Ridges and Brach lift station with new Power Road lift station.
 - Construct odor control improvements.
 - Replace Tiara Rado Forcemain sewer.
 - Rehabilitate aerators in the Flow Equalization Basin and the rehabilitation of existing UV disinfection banks

Utilities Personnel

Utilities Department	2020 FTEs	2021 FTEs	2022 FTEs
Funded by Water Fund 301			
Utilities Director	1.00	1.00	1.00
Utilities Asset Manager	1.00	1.00	1.00
Water Services Manager	1.00	1.00	1.00
Water Supply Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Lead Water Plant Operator	1.00	1.00	1.00
Water Plant Operator	4.00	4.00	4.00
Cross Connection Coordinator	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00
Utilities Customer Service Specialist	1.00	1.00	1.00
Utility Locator	3.00	3.00	3.00
Pipeline Maintenance Worker	9.00	9.00	9.00
SCADA Technician	0.00	0.00	1.00
Plant Mechanic	1.00	1.00	2.00
Water Quality Specialist	2.00	2.00	1.00
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Analyst	1.00	1.00	1.00
Customer Service Representative	6.00	5.00	5.00
Administrative Assistant	1.00	1.00	1.00
Total Water Fund FTE's	37.00	36.00	37.00
Funded by Joint Sewer Fund 900			
Wastewater Services Manager	1.00	1.00	1.00
Wastewater Plant Maintenance Supervisor	1.00	1.00	1.00
Wastewater Operations Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Industrial Pretreatment Supervisor	1.00	1.00	1.00
SCADA Technician	0.00	0.00	2.00
Project Engineer	0.00	0.00	1.00
Lead Wastewater Plant Operator	1.00	1.00	1.00

Utilities Department	2020 FTEs	2021 FTEs	2022 FTEs
Industrial Pretreatment Specialist	2.00	2.00	2.00
Wastewater Plant Operator	4.00	4.00	4.00
Electronics Specialist	2.00	2.00	0.00
Lead Plant Mechanic	1.00	1.00	1.00
Wastewater Improvement Coordinator	0.00	0.00	1.00
Wastewater Project Manager	0.00	0.00	1.00
Plant Mechanic	3.00	5.00	5.00
Stationary Equipment Operator	2.00	2.00	2.00
Specialty Equipment Operator	3.00	3.00	3.00
TV Equipment Operator	1.00	1.00	2.00
Plant Electrician	1.00	1.00	1.00
Equipment Operator	5.00	4.00	4.00
Safety Programs Coordinator	1.00	1.00	1.00
Laboratory Supervisor	1.00	1.00	1.00
Lab Chemist	4.00	3.00	1.00
Lab Analyst	0.00	0.00	2.00
Lab Technician	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00
Total Sewer Fund FTE's	37.00	38.00	42.00
Total Utilities Department FTEs	74.00	74.00	79.00

Utilities Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Water Fund 301						
Water Services	\$ 5,382,193	\$ 7,380,137	\$ 19,453,288	\$ 13,114,489	\$ 21,701,486	11.6%
Environmental Lab	226,563	301,176	322,282	322,282	279,893	-31.2%
Utility Billing	873,517	812,430	836,862	836,862	874,616	4.5%
Total Fund 301	\$ 6,482,273	\$ 8,493,743	\$ 20,612,432	\$ 14,273,633	\$ 22,855,995	10.9%
Ridges Irrigation Fund 309						
Water Services	\$ 328,453	\$ 334,445	\$ 333,735	\$ 333,735	\$ 538,055	61.2%
Total Fund 309	\$ 328,453	\$ 334,445	\$ 333,735	\$ 333,735	\$ 538,055	61.2%
Joint Sewer Fund 900						
Wastewater	\$ 12,455,798	\$ 9,372,695	\$ 24,674,846	\$ 18,055,185	\$ 31,138,756	26.2%
Environmental Lab	516,994	577,161	573,588	573,588	601,628	4.9%
Utility Billing	71,237	82,135	74,465	74,465	79,455	6.7%
Total Fund 900	\$ 13,044,029	\$ 10,031,992	\$ 25,322,899	\$ 18,703,238	\$ 31,819,839	25.7%
Total Utilities Budget	\$ 19,854,755	\$ 18,860,180	\$ 46,269,066	\$ 33,310,606	\$ 55,213,889	22.9%

Utilities Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Utility rates and fees will increase based on long-term financial plans. Basic water rates will increase 1.9% but higher tiers will increase by 7% on average. Ridges irrigation and bulk water rates will increase 5%. Wastewater monthly service charges will increase 2% while wastewater fees for plant investment and trunkline extension will see a 2-3% increase. Due to increased development and new irrigation, sewer, and sanitation accounts, interfund revenues are increasing 20.1%. Capital proceeds are loans for capital projects and will see a 5.8% increase.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was completed during 2021. Additionally, new positions are being added; one Plant Mechanic in the Water Fund and four new positions in the Wastewater fund; a SCADA technician, Wastewater Improvement Coordinator, Wastewater Project Manager, and an Administrative Assistant.
- **Non-Personnel Operating:** Operating costs will see minor increases with an overall 0.3% increase across all utility funds. Most increases will be seen in supplies such as pipe, chemicals, etc.
- **Interfund Charges:** Increases in interfund charges are mostly from increased facility costs, fleet maintenance and fuel charges.
- **Capital Outlay:** Major capital projects are planned in Water, Ridges Irrigation, and Wastewater funds in 2022 (full descriptions of projects and costs can be found in the Capital Improvement section of this document).
- **Debt Service:** Debt service in the Water fund will increase 57.8% due to new loans to fund major capital projects for Purdy Mesa and Kannah Creek Flowlines. Ridges Irrigation will replace the Motor Control Center (MCC) using an internal loan from the Water Fund which increases their debt service.

Funding Source Water Fund 301	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Charges for Services	\$ 7,614,415	\$ 8,389,811	\$ 8,361,870	\$ 8,397,870	8,692,280	4.0%
Intergovernmental	126,082	114,439	232,000	242,500	37,500	-83.8%
Interfund Revenue	861,017	784,527	698,413	790,413	838,479	20.1%
Interest	143,621	72,032	25,563	34,800	34,800	36.1%
Other	49,394	50,718	54,936	54,936	58,512	6.5%
Capital Proceeds	105,368	215,340	10,122,000	3,716,000	10,714,000	5.8%
Total Revenues	\$ 8,899,897	\$ 9,626,867	\$ 19,494,782	\$ 13,236,519	\$ 20,375,571	4.5%
Expenditures						
Labor and Benefits						
Full Time	\$ 1,823,399	\$ 2,019,569	\$ 2,106,440	\$ 2,106,440	2,303,902	9.4%
Seasonal	21,995	16,158	53,342	53,342	-	-100.0%
Overtime	101,707	101,933	102,426	102,426	119,235	16.4%
Benefits	730,205	764,937	880,624	880,624	921,342	4.6%
Insurance	52,543	57,732	78,789	79,990	96,690	22.7%
Other Compensation	18,162	28,192	20,267	20,267	7,037	-65.3%
Total Labor and Benefits	\$ 2,748,011	\$ 2,988,521	\$ 3,241,888	\$ 3,243,089	\$ 3,448,206	6.4%
Operating						
Charges and Fees	\$ 2,240	\$ -	\$ 10,410	\$ 10,410	10,449	0.4%
Contract Services	254,306	256,434	455,600	455,600	229,337	-49.7%
Equipment	36,373	72,705	87,315	87,315	98,700	13.0%
Grants and Contributions	8,105	17,421	20,650	20,650	22,650	9.7%
Operating Supplies	261,605	276,416	255,430	255,430	320,515	25.5%
Professional Development	30,606	17,591	45,038	45,038	47,752	6.0%

Funding Source	2019	2020	2021	2021	2022	% Change
Water Fund 301	Actual	Actual	Adopted	Projected	Adopted	From 2021
Repairs	99,877	110,700	72,878	70,820	74,124	1.7%
Utilities	16,703	16,159	13,620	15,678	14,884	9.3%
Rent	17,760	15,984	14,086	14,086	48,260	242.6%
System Maintenance	265,703	277,094	336,996	296,996	447,500	32.8%
Uniforms and Gear	3,136	3,209	3,042	3,042	4,386	44.2%
Total Operating	\$ 996,414	\$ 1,063,713	\$ 1,315,065	\$ 1,275,065	\$ 1,318,557	0.3%
Interfund Charges						
Administrative Overhead	\$ 596,006	\$ 680,489	\$ 662,578	\$ 662,578	\$ 670,447	1.2%
Facility	90,692	100,514	106,472	106,472	121,902	14.5%
Information Technology	415,053	366,441	389,583	389,583	427,522	9.7%
Liability Insurance	69,088	89,727	91,118	91,118	95,673	5.0%
Medical programs	33,000	-	-	-	-	0.0%
Fleet	200,008	209,874	224,266	224,266	276,447	23.3%
Fuel Charges	56,185	43,590	48,207	48,207	64,935	34.7%
Total Interfund Charges	\$ 1,460,032	\$ 1,490,635	\$ 1,522,224	\$ 1,522,224	\$ 1,656,926	8.8%
Capital Outlay						
Capital Equipment	\$ -	\$ 57,549	\$ -	\$ -	\$ 31,000	100.0%
Utility Systems	642,679	2,256,012	13,898,000	7,598,000	15,399,000	10.8%
Total Capital Outlay	\$ 642,679	\$ 2,313,561	\$ 13,898,000	\$ 7,598,000	\$ 15,430,000	11.0%
Debt Services						
Interest Expense	\$ 140,159	\$ 128,738	\$ 105,068	\$ 114,521	\$ 126,689	20.6%
Principal	494,978	508,575	530,187	520,734	875,617	65.2%
Total Debt Service	\$ 635,137	\$ 637,313	\$ 635,255	\$ 635,255	\$ 1,002,306	57.8%
Total Water Fund	\$ 6,482,273	\$ 8,493,743	\$ 20,612,432	\$ 14,273,633	\$ 22,855,995	10.9%
Funding Source						
Ridges Irrigation Fund 309						
Revenues						
Charges for Services	\$ 288,805	\$ 309,307	\$ 314,150	\$ 314,150	\$ 336,142	7.0%
Interest	2,689	1,106	414	414	414	0.0%
Capital Proceeds	4,274	1,560	-	2,340	176,500	100.0%
Total Revenues	\$ 295,768	\$ 311,973	\$ 314,564	\$ 316,904	\$ 513,056	63.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 80,128	\$ 84,415	\$ 85,949	\$ 85,949	\$ 89,904	4.6%
Overtime	1,747	2,056	-	-	-	0.0%
Benefits	30,129	29,523	33,571	33,571	33,086	-1.4%
Insurance	2,809	6,987	3,340	3,340	4,034	20.8%
Other Compensation	238	314	522	522	529	1.3%
Total Labor and Benefits	\$ 115,051	\$ 123,295	\$ 123,382	\$ 123,382	\$ 127,553	3.4%
Operating						
Contract Services	\$ 4,421	\$ 1,925	\$ 6,420	\$ 6,420	\$ 1,500	-76.6%
Equipment	-	-	-	-	2,500	100.0%
Operating Supplies	1,222	1,039	918	918	1,000	8.9%
Repairs	13,406	29,471	21,089	21,089	13,300	-36.9%
Utilities	685	695	597	597	626	4.9%
System Maintenance	3,216	2,998	3,740	3,740	4,700	25.7%
Equipment Maintenance	-	-	199	199	200	0.5%
Total Operating	\$ 22,950	\$ 36,128	\$ 32,963	\$ 32,963	\$ 23,826	-27.7%
Interfund Charges						
Administrative Overhead	\$ 20,980	\$ 22,778	\$ 23,592	\$ 23,592	\$ 24,887	5.5%
Facility	101,651	106,782	106,069	106,069	127,965	20.6%
Liability Insurance	839	1,090	1,109	1,109	1,164	5.0%
Fleet	4,539	4,583	4,663	4,663	3,960	-15.1%

Funding Source	2019	2020	2021	2021	2022	% Change
Ridges Irrigation Fund 309	Actual	Actual	Adopted	Projected	Adopted	From 2021
Fuel Charges	2,890	1,909	1,888	1,888	2,735	44.9%
Utility Services	59,553	10,018	10,069	10,069	10,772	7.0%
Total Interfund Charges	\$ 190,452	\$ 147,160	\$ 147,390	\$ 147,390	\$ 171,483	16.3%
Capital Outlay						
Utility Systems	\$ -	\$ 27,862	\$ 30,000	\$ 30,000	\$ 205,000	583.3%
Total Capital Outlay	\$ -	\$ 27,862	\$ 30,000	\$ 30,000	\$ 205,000	583.3%
Debt Services						
Interest Expense	\$ -	\$ -	\$ -	\$ -	\$ 2,625	100.0%
Principal	-	-	-	-	7,568	100.0%
Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 10,193	100.0%
Total Ridges Irrigation Fund	\$ 328,453	\$ 334,445	\$ 333,735	\$ 333,735	\$ 538,055	61.2%

Funding Source	2019	2020	2021	2021	2022	% Change
Joint Sewer Fund 900	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Services	\$ 13,622,174	\$ 14,406,309	\$ 14,311,493	\$ 14,987,979	\$ 15,243,668	6.5%
Intergovernmental	14,902	540,000	-	293,899	-	0.0%
Fines and Forfeitures	9,864	1,250	1,000	1,000	1,000	0.0%
Interfund Revenue	143,997	137,976	162,106	162,106	174,154	7.4%
Interest	575,581	435,459	190,839	271,700	271,700	42.4%
Other	16,435	2,049	33,750	33,750	-	-100.0%
Capital Proceeds	2,615,535	3,932,766	3,293,550	4,603,416	3,392,350	3.0%
Total Revenues	\$ 16,998,488	\$ 19,455,809	\$ 17,992,738	\$ 20,353,850	\$ 19,082,872	6.1%
Expenditures						
Labor and Benefits						
Full Time	\$ 2,414,486	\$ 2,512,956	\$ 2,627,828	\$ 2,627,828	\$ 2,844,159	8.2%
Seasonal	6,380	34,641	31,924	31,924	29,690	-7.0%
Overtime	42,043	45,654	63,704	63,704	73,273	15.0%
Benefits	828,200	867,053	995,918	976,216	1,016,605	2.1%
Insurance	95,259	57,082	63,914	63,914	76,735	20.1%
Other Compensation	13,528	21,933	6,282	25,984	5,358	-14.7%
Total Labor and Benefits	\$ 3,399,896	\$ 3,539,319	\$ 3,789,570	\$ 3,789,570	\$ 4,045,820	6.8%
Operating						
Charges and Fees	\$ 319,534	\$ 320,890	\$ 422,140	\$ 422,140	\$ 370,550	-12.2%
Contract Services	314,158	570,337	79,621	244,281	79,193	-0.5%
Equipment	4,932	162,692	140,071	48,571	153,718	9.7%
Grants and Contributions	1,790	1,972	3,883	3,883	3,900	0.4%
Operating Supplies	68,842	95,363	83,682	83,682	94,491	12.9%
Professional Development	31,489	19,492	45,129	45,129	59,010	30.8%
Repairs	470,314	546,526	575,919	575,919	432,340	-24.9%
Utilities	10,857	16,523	18,710	18,710	18,680	-0.2%
System Maintenance	287,092	184,008	218,278	218,278	408,330	87.1%
Uniforms and Gear	6,409	7,496	7,352	7,352	7,700	4.7%
Equipment Maintenance	1,173	2,158	9,985	9,985	-	-100.0%
Total Operating	\$ 1,516,590	\$ 1,927,457	\$ 1,604,770	\$ 1,677,930	\$ 1,627,912	1.4%
Interfund Charges						
Administrative Overhead	\$ 667,000	\$ 692,346	\$ 713,809	\$ 713,809	\$ 746,644	4.6%
Facility	621,245	576,274	555,115	555,115	568,381	2.4%
Information Technology	284,914	257,572	300,414	300,414	357,473	19.0%
Liability Insurance	86,094	111,814	80,047	80,047	84,049	5.0%
Medical programs	36,195	-	-	-	-	0.0%
Fleet	280,042	312,295	245,974	245,974	330,560	34.4%
Fuel Charges	42,699	37,437	38,244	38,244	44,575	16.6%
Utility Services	569,378	541,699	452,154	452,154	579,176	28.1%
Total Interfund Charges	\$ 2,587,567	\$ 2,529,437	\$ 2,385,757	\$ 2,385,757	\$ 2,710,858	13.6%

Funding Source	2019	2020	2021	2021	2022	% Change
Joint Sewer Fund 900	Actual	Actual	Adopted	Projected	Adopted	From 2021
Capital Outlay						
Capital Equipment	\$ -	\$ 49,450	\$ 5,000	\$ 5,000	67,500	1250.0%
Utility Systems	3,855,578	1,389,445	16,940,000	10,247,179	22,772,000	34.4%
Total Capital Outlay	\$ 3,855,578	\$ 1,438,895	\$ 16,945,000	\$ 10,252,179	\$ 22,839,500	34.8%
Debt Services						
Interest Expense	\$ 194,398	\$ 131,884	\$ 117,802	\$ 117,802	75,749	-35.7%
Principal	1,490,000	465,000	480,000	480,000	520,000	8.3%
Total Debt Service	\$ 1,684,398	\$ 596,884	\$ 597,802	\$ 597,802	\$ 595,749	-0.3%
Total Joint Sewer Fund	\$ 13,044,029	\$ 10,031,992	\$ 25,322,899	\$ 18,703,238	\$ 31,819,839	25.7%
Total Utilities Budget	\$ 19,854,755	\$ 18,860,180	\$ 46,269,066	\$ 33,310,606	\$ 55,213,889	19.3%



Shadow Lake

VISIT GRAND JUNCTION

Established in 1990, Visit GJ, the City's Destination Marketing Organization (DMO) executes marketing targeted toward potential visitors outside of Mesa County to promote year-round travel to the area, during appropriate times of the year. Destination management principles are the foundation for the marketing strategies which are deployed outside of Mesa County to attract visitation to the Grand Junction area. Foundational to destination management is protecting and enhancing the quality of life for residents, igniting economic development, and supporting the workforce while also educating both locals and guests to be responsible stewards of public lands.

The Travel & Tourism sector is critical to the U.S. Economy. According to World Travel & Tourism Council, prior to the pandemic, Travel & Tourism accounted for 1 in 4 of net new jobs created across the world from 2014 - 2019, 10.6% of all jobs (334 million), and 104% of global GDP (US \$9.2 trillion). Although Travel & Tourism was significantly affected by the COVID Pandemic, it is arguably the most resilient industry regardless of natural disaster, recession, or pandemic. Although variants are stalling full recovery of the industry, travel continues to increase across the globe. The City has succeeded in attracting visitation despite COVID challenges. In fact, the City's 2021 occupancy was a factor of 14.0 percent higher than U.S. occupancy and 10.0 percent higher than Colorado's occupancy.

Although Visit GJ represents only 2% of the City's budget, travel and tourism contributes a significant economic stimulus, providing 30 percent of the City's sales tax revenue which helps fund essential services for the community and lowers the tax burden on residents. This percentage has been verified by three different economic impact studies: Tucker Hart Adams in 2017 (commissioned by Visit GJ), BBC in 2015 (commissioned by City), and the most recent report by Tourism Economics, an Oxford Economics company, in 2021 (commissioned by Visit GJ). The department also provides support to the local hospitality industry through campaigns, partnerships, communications, training, co-ops, and press pitching. Visit GJ also researches industry data and monitors advertising to determine actionable insights, thereby adjusting campaigns to enhance ROI. This strategy results in a very flexible departmental culture that allows the team to maneuver accordingly to make effective decisions in a constantly shifting and 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 the City 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.
- Visitors represent an integral part of the City's economy. According to the *2020 Visitor Profile Study* by Longwoods International, 4.7 million day and overnight visitors brought in \$386.5 million to the City's economy in 2020.
- Visitor spending generated \$21.7 million in local tax receipts, providing approximately \$12.5 million for the City.
- According to U.S. Travel Association, the power of travel to create jobs is much greater than other industries and outpaces the rest of the economy in employment growth. 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.

Strategic Priorities, Accomplishments, Objectives, and Financial Summary

Strategic Priorities

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Economic Development – Implement Grand Junction’s Brand Strategy across all Visit GJ’s platforms, complementing the destination brand with the local voice, while highlighting what makes the Grand Junction area unique and distinct.	Share Grand Junction’s Brand Strategy with local organizations looking to develop or amplify their own existing brand. Encourage residents and businesses to be Brand Ambassadors. Evolve and develop the brand to increase the City’s visibility in the world and to attract economic development to the area.	Publish 25% more blog content that highlights residents and specific local tourism businesses.
Economic Development – Commission a 2021 Economic Impact Study administered by Tourism Economics, an Oxford Economics company, to enhance the current impact of the value and return on investment of the tourism industry.	Report on the economic interdependencies of tourism, including City’s other industries not directly related to tourism – both indirect and induced. Research and evaluate other economic impact studies and economist projections, from both industry and non-industry sources to further triangulate data, to produce verifiable results.	Complete report in 2022.
Economic Development – Commission a 2021/2022 Visitor Profile Study, administered by Longwoods International, that will provide Visit GJ with an updated understanding of current and evolving visitor profiles and behaviors.	Report on updated demographic data, origin markets, consumer behaviors, and psychographics of past and potential visitors, to develop marketing strategies and initiatives. Integrate insights into Visit GJ’s data platform to generate useful and strategic marketing decisions to support the City’s economic development.	Complete report in 2022.
Economic Development – Support the expansion of a responsible and sustainable tourism industry utilizing industry-recommended destination management principles.	Attract and recruit appropriate tourism-related industries to expand offerings in the City, including lodging, retail, dining, and activity-based businesses. Fully implement a new mobile technology platform that digitally creates curated experiences to locals and visitors, increases commerce, positions the City uniquely within the travel landscape, disperses visitation to trails less travelled, and encourages activities to other areas of the City. Deploy creative content on Visit GJ’s marketing channels.	Launch web-based app that encourages residents and guests to explore lesser-known areas of Mesa County; especially trails that are not as busy, outskirts of Downtown where businesses are off the beaten path – while also encouraging responsible outdoor recreation principles. Launch two additional experiential apps to include sculpture & art walk and TBD.

Strategic Plan Priority	2022 Project/Activity/Timeline	Measure of Success
Resource Stewardship – Provide ongoing education and messaging encouraging responsible recreation to protect public lands.	Deploy messaging across social media and website platforms encouraging responsible recreation to protect public lands.	Increase stewardship content by 10 percent.

2021 Accomplishments

Destination Branding – The City’s Destination Branding was approved by Visit GJ Board and City Council April 21, 2021.

- Initiated trademark process for Grand Junction branding creative and all elements.
- Began to strategically phase new branding strategy and creative into marketing initiatives including three monthly eNewsletters, website, office materials, and Colorado Tourism marketing materials. Strategic messaging was also incorporated to highlight locals and the City’s unique characteristics.

Lodging Tax – Lodging tax collections for 2021 exceeded expectations, even as the pandemic continued. Lodging tax collections for 2021 are projected to be at least 75% higher than 2020’s collections, and 12.5% higher than 2019’s collections. This means not only recovery from the pandemic, but the tourism community is experiencing pre-pandemic levels.

Average Daily Rate (ADR) – Grand Junction lodging average daily rate (ADR) achieved the highest ADR in history for ten months (each specific month comparison to same month prior) in 2021. The only months excluded were January and February 2021. The highest ADR for the year was September 2021 at \$118.36. Historically, the City has had the lowest lodging rates in Colorado, so this rate growth is encouraging.

Hotel Occupancy

- Occupancy above 2020: Hotel occupancy in the City for the year 2021 was 34% above 2020’s occupancy.
- Occupancy above 2019 (pre-pandemic): Hotel occupancy in the City for the year 2021 was a factor of 9.3% above 2019’s occupancy.
- Occupancy above the U.S.: Hotel occupancy in the City for the year 2021 was 14.0% above U.S. hotel occupancy.
- Occupancy above Colorado: Hotel occupancy in the City for the year 2021 was 10.0% above Colorado hotel occupancy.
- June 2021’s occupancy of 84.8% was the highest hotel occupancy in the City’s history.
- July 2021’s occupancy of 81.3% was the second highest hotel occupancy in the City’s history.
- The 2021 months of March, April, May, June, July, September, October, November, and December reached the highest occupancy recorded for that month in the City’s history.

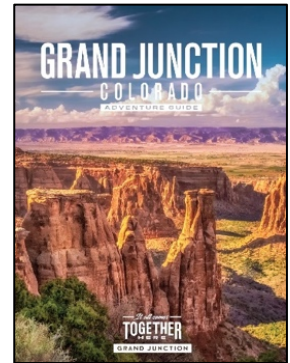
Data

- Enhanced Visit GJ’s Tableau Data Platform (Tourismo) by combining all data sources to provide visualizations and actionable insights which guide the department’s destination marketing and management strategies.
- Visit GJ’s data-driven marketing strategies allowed for better-informed decisions in marketing to assist the community in not only overcoming the challenges of COVID, but also to provide a consistent and sustainable science-based approach to destination management overall.

- 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 including Colorado Mesa University, the Grand Junction Regional Airport, Grand Junction Air Service Alliance, and Grand Junction Economic Partnership.

Official Grand Junction Visitor Guide – Distributed a total of 54,500 visitor guides

- 17,468 visitor guides mailed to individual requestors from all 50 states.
- 13,800 visitor guides stocked at local businesses
- Remaining stock at Visitor Centers, travel offices, airports, etc., across Colorado.
- The electronic version of the visitor guide was downloaded YTD 10,755 times in 2021, which is a 47.53% increase over 2020 and a 118.60% increase over 2019.



New Marketing Applications

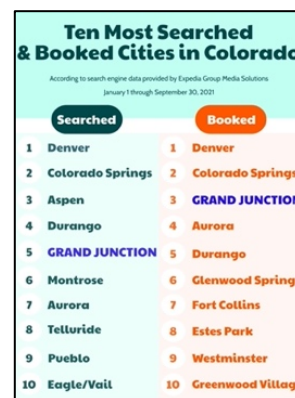
- Designed and built Outdoor Recreation Pass on a gamification web-based app and partnered with local tourism businesses for the rewards.
- Began interacting on Clubhouse app. Including sitting “on stage” for travel panels, discussing City attractions and experiences.

Research

- Conducted a DMO Website Importance Study commissioned by Destination Analysts and Miles Partnership. The study measured the importance of Destination Marketing Organizations (DMOs) and their marketing impacts during a period of crisis, including future natural disasters. The study also provided data on who is utilizing DMO resources (both resident and guests) and how they engage with the DMO (website, social media, etc.) and why they engage with the DMO.
 - Results from the study showed that a diverse set of people from local businesses and residents to potential visitors and travel industry professionals use VisitGrandJunction.com.
 - VisitGrandJunction.com was seen as a valuable resource to these audiences, averaging a score of 7.7 on a 10-point scale, with 78.2 percent agreeing that it was “Important” or “Extremely Important” that Visit GJ provided the information they were looking for on the website.
- Completed Visitor Guide Readership and Conversion Study - DMA West, Miles Partnership and Destination Analysts: Visit GJ partnered with DMA West, Miles Partnership and Destination Analysts to estimate the return on investment of official visitor guides specific to each destination.
 - After receiving the visitor guide, 85% were influenced by the visitor guide to visit the area. 77% of those influenced said the visitor guide was important or very important to their decision.
 - Of the respondents who took a trip to Grand Junction because of reading the visitor guide, 97.4% were “very satisfied” or “satisfied” with their Grand Junction visitor experience.
 - Respondents noted that the most appealing features of the visitor guide include its attractiveness, wealth of relevant and useful information in planning a trip, great photography, design, and no advertising is in the guide.

Marketing Initiatives

- Approval by City Council on May 19, 2021, to contract with several data-driven ad tech partners for ad deployment, measurement, and verification.
- Grand Junction ranked third among most-booked Colorado destinations from Jan. 1 - Sept. 30, 2021, per Expedia Group Media Solutions (just behind Colorado's largest cities - Denver and Colorado Springs). The City also ranked as fifth for most-searched cities in Colorado.
- Contracted Outside TV for 3 episodes on a new series called "Park2Park." The episodes highlighted Grand Junction area attractions and scenery. Total impressions served was over 6 million. The three episodes also included 6 commercials (2 per episode) that included locals as the talent.
- Emailed three eNewsletters each month – Stakeholder eNews, PR eNews, and Marketing eNews (total of 57,883 contacts).
- Mailed over 1,010 postcards directly to homes, requested by consumers.
- Supported new Avelo Airline with targeted marketing in Burbank, CA, and surrounding California area. Also, enhanced marketing initiatives to direct flight cities and potential direct flight cities.
- Increased spend for paid search ads.
- 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.
- Highlighted local businesses and residents in marketing campaigns including social media.
- Deployed 5 eBlasts in Partnership with the Colorado Tourism Office (CTO) (3 out-of-state and 2 in-state through CTO's subscriber lists).
 - Out-of-state Subscribers = 204,945
 - In-state Subscribers = 20,932
- Redesigned full-page ad with new branding creative for the Colorado Official State Vacation Guide.
- Grand Junction "mini visitor guide" was redesigned with new branding creative and distributed worldwide - over 301,000 copies. This guide is mailed with every Colorado Official State Vacation guide that is requested through Colorado.com and the Colorado Tourism Office.
- Increased co-op investment with Colorado Tourism Office including eBlasts, social media paid posts, and Instagram takeovers.
- Redesigned full-page ad with new branding creative for the Colorado Official State Vacation Guide.



Website Results

- Pageviews: YTD through November 2021, VisitGrandJunction.com experienced an increase of 6.02% over 2020 and an increase of 11.93% over 2019.
- Bounce Rate: YTD through November 2021, VisitGrandJunction.com experienced a 4.59% decrease in bounce rate over 2020.
- Average Pages per Session: YTD through November 2021, VisitGrandJunction.com experienced an increase of 8.75% over 2020's pages per session.
- Average Session Duration: YTD through November 2021, VisitGrandJunction.com experienced an average session duration increase of 24.29% over 2020's average session duration.
- Aside from the Home Page, based on pageviews, the top website page frequented on VisitGrandJunction.com is "Order Official Visitor Guide". This illustrates a strong intent to travel to the area, which further verifies that Visit GJ's marketing efforts are converting to actual visitation.

Website Personalization

- Created new strategies for website personalization platform resulting in:
 - Visitor guides requested - Visitors targeted for a specific campaign designed by Visit GJ saw a 1.62% conversion rate for ordering physical guides vs. default audiences which only saw a 0.28% conversion rate.
 - Visitor Guides downloaded – Visitors targeted for a specific campaign designed by Visit GJ saw a 5.25% conversion rate for downloading guides vs. default audiences which only saw a 0.63% conversion rate. On average, from January through November for 2021, visitors who saw personalized content for visitor guides converted at a rate 3% higher than visitors who were greeted without any personalized content.
 - Visitor Guides Requested or Downloaded – Average visitor Guide requests & downloads increased by 40% from 2020 to 2021. Jumping from a 2.5% conversion rate to over 3%.
 - The over 3% average visitor guide conversion is 103% better than the industry average of 1.48%.
- Audience Overall Stats:
 - For 2021, visitors targeted by Visit GJ’s personalization campaign - spent a whopping 154% longer time on site. This is a more than 6% increase year over year from 2020 and 48% increase from 2019!
 - Targeted visitors saw 74% more pages per visit. This is a 14% increase from 2020 and a return to the high pages per visit of 2019 (75% more pages for targeted visitors, compared to pre-pandemic).
 - Targeted visitors had a bounce rate 26% lower than visitors who didn't experience any personalization. This is a 41% improvement from 2020.

Colorado Tourism Office (CTO)

- Visit GJ sponsored four community stakeholders and three Visit GJ Board Members to attend the 2021 Colorado Governor’s Tourism Conference. The total number in the Grand Junction delegation was 11, including 4 staff and advisory board members.
- Visit GJ Director, Elizabeth Fogarty, was a General Session panel speaker for the keynote at the Annual Colorado Governor’s Tourism Conference, on the topic of post-pandemic solutions for hiring and retaining employees.
- Visit GJ was one of three finalists for the 2021 Colorado Governor’s Tourism Conference Awards for Outstanding Marketing Program.
- Mountains & Mesas Regional Tourism Planning partner.
- Attended Governor Polis’ CTO meeting.
- Arranged Colorado Tourism Office meeting to introduce new Director, Tim Wolfe, and Representative Matt Soper. Palisade and Fruita were extended an invite from Visit GJ and attended the meeting.

User Generated Content

- Provided hundreds of assets used for marketing the City. This also has introduced Grand Junction “mini-influencers.” Visit GJ continues to develop partnerships around the globe with people who love to share how amazing GJ is on their social media platforms.
- Average gallery visit duration for 2021 was 6 minutes and 30 seconds, which is an increase of 28.30% over 2020.
- Average pages per visit for 2021 was 4.6 pages, which is an increase of 27.10% over 2020.
- Average exit rate for 2021 was 21.56%, which is a decrease of 21.30% over 2020’s exit rate.
- Total amount of digital assets acquired in 2021 is 1,477, which is an increase of 122.11% over 2020.

Community Outreach

- 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.
- Elizabeth was a featured panelist on the DMO Website Importance Study International Webinar, hosted by Miles Partnership and Destination Analysts.
- Data was shared with developers and local organizations to assist with forecasting and planning.
- 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 the area.
- Hosted Special Events Task Force meetings.
- Colorado Mesa University – Guest speaker for Outdoor Recreation Program and Hospitality Program. Joined Davis School of Business Hospitality Management Board.
- Presented at the DDA Ambassador Orientation for the Downtown Street Crew summer team.
- Hosted DDA Ambassador Breakfast at the Visitor Center.
- Hosted pop-up booth at 10 Market on Main/Farmers Markets and Included lawn games, free popsicles, and Enstrom Candy.
- Provided transportation for winery owners and cases of wine from Grand Junction to Glenwood Springs for the AAA Wine Train.
- Designed new Dinosaur Diamond map and brochure for Colorado and Utah members.
- Partnered with Destination Travel Network (DTN) to create an affordable solution for tourism businesses interested in a marketing ecosystem that provides customized solutions for each individual business.

Community organizations were invited to attend a Visit GJ Advisory Board meeting to share their updates. This included leaders from the local National Park Service, Bureau of Land Management and U.S. Forest Service offices, Grand Junction Area Chamber of Commerce, Grand Junction Economic Partnership, Greater Grand Junction Sports Commission, Grand Junction Regional Airport, JUCO, Downtown Development Authority, Horizon Drive District, and the Grand Junction Commission on Arts and Culture.

Public Relations and Press

- As a result of Visit GJ's direct media efforts, the area was featured in 60 articles. This equates to a readership of 435,942,629 generating \$ 4,691,668 in ad equivalency.
- Grand Junction, Palisade, and Fruita were featured, along with tourism businesses, in many national press articles due to the efforts of Visit GJ's PR strategy.
 - Publications included: Wall Street Journal, Forbes, Fox News, Cond. Nast Traveler, Fodor's, Travel & Leisure, Parade, MSN, USA Today, Yahoo News, Boston Globe, Boston Sunday Globe, News Break, ABC TV (Rock the Park), U.S. Food & Wine, Pure Wow, Food & Wine Magazine, Men's Journal, Club Wyndham, Pride Journeys, Wine Enthusiast, Marriott Traveler, Phoenix Magazine, Texas Monthly, Lansing State Journal, AAA Colorado, Denver Post, 5280 - among others.
- Hosted several influencer trips throughout the year which resulted in immediate articles in well-known publications and social media.
- Visit GJ Director interviewed by local news media (TV and print) throughout the year, highlighting destination brand, Visitor Center, COVID recovery, economic impact of tourism, and the Palisade Plunge. Also interviewed with Denver TV news and Michigan radio talk show host, Michael Patrick Shiels.

Grand Junction Visitor Center Ambassadors

- Visitor Center Ambassadors volunteered a total of 2,819 hours.
- Hosted the Annual Volunteer Appreciation Luncheon at Devil’s Kitchen, with Greg Caton as special guest.

Staff Education

- Visit GJ Director, Elizabeth Fogarty, graduated from the Colorado Tourism Leadership Journey - A state program for tourism professionals to develop leadership skills, connect with other Colorado tourism colleagues, and encourage retention of the students within the Colorado tourism industry.
- Elizabeth Fogarty also attended the following educational conferences:
 - Destinations International 2021 Annual Convention (virtually).
 - DMA West 2021 Tech Summit (virtually). Learnings included new marketing tactics, technologies, and insights to successfully propel DMOs forward in the current and evolving environment.
- Mason Barrows attended the SEE 2021 Conference.
- Online webinars were utilized to a great degree for all Visit GJ staff in 2021.

2022 Objectives

Visit GJ’s True North will always be to protect the natural resources which provide the experiences both locals and guests enjoy. Through proper destination management, initiatives and strategies are focused on enhancing and enriching the quality of life in the City. According to Wikipedia, “Destination Marketing Organizations (DMO) are essential to the economic and social well-being of the communities they represent, driving direct economic impact through the visitor economy and fueling development across the entire economic spectrum by creating familiarity, attracting decision-makers, sustaining air service and improving the quality of life in a place. Destination management is, in fact, a public good for the benefit and well-being of all; an essential investment no community can afford to abate without causing detriment to the community’s future economic and social well-being.”

- **Destination Place Branding** – 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. The brand strategy will encourage residents and businesses to be Brand Ambassadors, by representing our place in a positive and influential way through similar and complimentary messaging. Brand Ambassadors have great credibility to convey positive sentiments that leave a lasting impression on locals and visitors. This is a critical component for a destination brand to succeed. Without an influential and recognized destination brand, community ambitions across all industries struggle to establish identity within the brand. It is paramount that the brand continues to evolve and develop to increase the City’s visibility in the world, which will also attract economic development to the area.
- **Economic Impact Study** – Visit GJ will commission a 2021 Economic Impact Study administered by Tourism Economics, an Oxford Economics company, to enhance the current impact of the value and return on investment of the tourism industry. These studies also report on the economic interdependencies of tourism on the City’s other industries not directly related to tourism – both indirect and induced. Additionally, other economic impact studies and economist projections, from both industry and non-industry sources, will be researched and evaluated to further triangulate data, thereby producing verifiable results.
- **Visitor Profile Study** – Visit GJ will commission a 2021/2022 Visitor Profile Study, administered by Longwoods International, that will provide Visit GJ with an updated understanding of current and evolving visitor profiles and behaviors. The COVID-19 pandemic has brought about unprecedented challenges, as well as reimagined opportunities, for the travel and tourism industry in the City. The results will provide updated demographic data, origin markets, consumer behaviors, and

psychographics of past and potential visitors, which will further develop marketing strategies and initiatives. Insights will be uploaded and integrated within Visit GJ's data platform to generate useful and strategic marketing decisions to support the City's economic development.

- **Destination Management** – Visit GJ will support the expansion of a responsible and sustainable tourism industry utilizing industry-recommended destination management principles. This includes attracting appropriate tourism-related industries to expand offerings in the City, including lodging, retail, dining, and activity-based businesses. This strategy will support a thriving tourism industry in the City that locals also benefit from. Additionally, a new mobile technology platform that creates curated experiences, delivered digitally to locals and visitors, will be fully implemented in 2022. By connecting consumers with unique local experiences, Visit GJ can increase commerce to the offerings mentioned above, and position the City 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 also encouraging activities to areas of the city that are off the beaten path or more isolated. Additional strategies to support destination management will be deployed through creative content on Visit GJ's marketing channels.
- **Responsible Recreation** – The Grand Junction area is an intersection of many ecosystems including mountains, rivers, canyons, lakes, and high desert, making it an ideal destination for outdoor-adventure enthusiasts to experience quality time with nature. While participation in recreational activities improves physical and mental health, it also brings forth a responsibility to protect and sustain these precious lands for future generations. Visit GJ will provide ongoing education and messaging encouraging responsible recreation to protect public lands. This will enhance quality of life for residents, while providing exceptional experiences for guests.
- **City Department Partnerships** – Visit GJ will continue to support opportunities across city departments to advise on design development projects which reflect the destination brand. Encouraging and supporting cross-departmental partnerships will provide brand consistency for appropriate projects, develop efficiencies within the city, and support connectivity among departments. For example:
 - Visit GJ will provide the creative design work for City entryway signage to support the Public Works Department's strategic priority to identify locations for and implement gateway improvements into the City.
 - Visit GJ will support the City's Human Resource Department in its ongoing recruitment efforts as it relates to the destination brand.
 - Visit GJ will support the City Manager's Office in its efforts to assist GVT to better serve and connect centers and other destinations in the City and surrounding areas, especially service to/from the Grand Junction Regional Airport, Horizon Drive, Downtown, and along North Avenue. Visit GJ will continue to enhance transportation content in marketing materials and communications with partners, including event managers.
- **Local and Regional Partnerships** – Visit GJ will continue to develop and maintain mutually beneficial collaborations with local and regional partners. Part of Visit GJ's brand strategy includes outreach efforts to organizations and businesses within the community to provide professional insight and awareness into how they can represent and communicate the City's brand. This will elevate the individual business' success, while also supporting a consistent message for the City – a very important element for the brand initiatives to succeed. This will also include encouragement for companies and organizations who are deploying messaging outside of the City to consider using "Grand Junction area" as the name to represent Mesa County as whole. This is no different than Denver area, San Francisco area, Colorado Springs area, etc. Part of City's challenge is confusion over who and where we are. Those organizations who utilize the "Grand Junction area" phrase will benefit from the digital marketing initiatives that Visit GJ is deploying using said phrase, thus helping their own organic search results.

Visit GJ will also provide support to the following local organizations:

- **Grand Junction Regional Airport** (receives 1 percent of the new 3 percent lodging tax): Visit GJ will support the Grand Junction Air Service Alliance expansion and retention efforts for leisure and business air travel. Visit GJ will continue sharing data with Airport and Alliance staff and contractors to enhance negotiations with prospective airlines. The data represents growth and potential in the market. Visit GJ will continue to deploy destination marketing to existing and potential flight markets.
- **Greater Grand Junction Sports Commission** (receives $\frac{3}{4}$ percent of the new 3 percent lodging tax): Visit GJ will support the Grand Junction Sports Commission efforts to attract regional- and national-draw events that stimulate tourism and economic activity during times of the year that are not near maximum capacity. Visit GJ will also integrate destination marketing strategies and invest in strengthening the community's brand which will enhance awareness of the Grand Junction area. As the area's positive perception increases and recognition develops, attracting events will grow more attainable.
- **Colorado Mesa University:** Visit GJ will continue partnering with CMU. This includes sharing data with Dr. Nathan Perry, the Economic Studies Department and assisting with research studies. Guest teacher speaking engagements will continue. Insights will be shared with the university's Marketing Department that can be applied to recruitment strategies. Visit GJ will continue to participate in the City's CMU Internship program.

Regional partnerships also include campaigns with Colorado's Mountains & Mesas region, Dinosaur Diamond, national and state byway associations, projects with other destination marketing organizations, and strategic partnership opportunities with the Colorado Tourism Office.

- **Area Events** – Visit GJ will continue to assist area event managers in their own data strategy to enhance attendance for area events in 2022. Visit GJ's event partnership program includes sharing of data between Visit GJ and the event. The data sharing allows Visit GJ to design a more refined destination marketing plan for area events while also providing strategic advice for the event management teams. As always, each event still manages their own marketing budget and deploys their own event promotion program.
- **Advertising Technology (Ad-Tech)** – Visit GJ will once again enhance its ad-tech solution options by formalizing another Request for Proposal to partner with agencies who integrate real-time data to achieve the best cross-channel performance and ROI. Using an ad technology solution, instead of a traditional Agency of Record (AOR), saves costs on traditional AOR fees, and provides Visit GJ a significant amount of 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** – Visit GJ's content marketing strategy is evolving with the new destination brand strategy. The content strategy will also include supporting other city departments, primarily Human Resources, to assist with recruitment efforts. In addition, partnering with residents who have a passion for the City and a love for writing will continue to enhance Visit GJ's initiatives of focusing on the local voice as representative of the brand. Google Discovery is a new initiative that will be instituted by Visit GJ to further align paid placement with consumers whose interests align with the experiences the area offers. The SEO (Search Engine Optimization) and SEM (Search Engine Marketing) programs are focused on quality over quantity in terms of traffic from organic search results and traffic driven to VisitGrandJunction.com. This generates interest in the destination resulting in more efficient conversions (visits) to the City.
- **Business Intelligence Platform** – Visit GJ's data-driven marketing strategy allows for better-informed decisions in marketing to assist the community in not only overcoming the challenges of

COVID, but also to provide a consistent and sustainable science-based approach to destination management overall. Visit GJ continues to enhance its data platform to guide the department's destination marketing and management strategies. It is important to have accurate visitor data to ensure marketing is aligned with current trends, therefore, new anonymized data will be utilized in 2022 to understand the City's current travel behaviors and trends to make wise marketing decisions. With the ongoing challenges of the conference and convention market, it is still important for Visit GJ to optimize the leisure market in 2022 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** – Visit GJ will be issuing an RFP for a new website due to the current site's limitations on current digital standards and programming. The new site will enhance the user experience by providing relevant and dynamic content to highlight and effectively communicate the City's brand, lifestyle, and experiences. The website will provide locals relevant information, encourage visitation to the destination, inspire companies to relocate to the City, and educate people about the area who are considering moving. Visit GJ also plans to incorporate an additional online calendar, separate from the events calendar. It will be a local calendar where residents can post their fundraiser events, public meetings, education classes, and grand openings. This will provide a one-stop shop for locals to see what is going on in the area and it will also help them choose dates for future events that do not overlap with other existing local meetings and events. Having an event calendar that is designed for public events, separate from a community calendar, provides a much-needed service to the community.
- **Public Relations** – Public Relations is one of the most trusted forms of content and one of the most valuable ways to create a solid brand reputation through earned media and editorial coverage. Through an RFP process, Visit GJ will be formalizing a public relations agency to assist with the department's PR strategy. Separate from journalist partnerships, press releases, social media and influencer connections are additional tools Visit GJ will continue to utilize to strengthen the City's brand image and increase visibility in the world. Visit GJ's PR strategy will also create a strong online presence that is highly visible to target audiences. When these strategies are deployed effectively, it enhances the reputation and credibility of the area resulting in enhanced awareness and positive sentiment of the area. As the brand grows and reputation strengthens, the area will attract other businesses looking to expand or relocate. This increase in positive content will also help bury negative press that has historically hindered the area.
- **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), and U.S. Travel.
- **Marketing Support for Grand Junction Area's Tourism Partners** – Visit GJ will be implementing a brand-new service for area tourism businesses to utilize. It has become an increasingly challenging environment for small businesses to keep up with the rapidly changing marketing industry. It's nearly impossible for these businesses to understand changing algorithms, new social channels, google analytics, and constantly shifting consumer sentiment and behavior. As Visit GJ elevates its own

marketing strategies, it is important to lend support to local businesses. In partnership with Destination Travel Network, affordable assistance is now available based on local business needs and desires. This will also allow area businesses to work in tandem with Visit GJ’s marketing efforts, resulting in even more added value and success for the local businesses.

Visit Grand Junction Personnel

Visit Grand Junction Department	2020 FTEs	2021 FTEs	2022 FTEs
Funded by Visit Grand Junction Fund 102			
Visit Grand Junction Director	1.00	1.00	1.00
Chief Marketing Officer	0.00	0.00	1.00
Marketing & Data Strategy Manager	1.00	1.00	0.00
Data Scientist	0.00	0.00	1.00
Data Analyst	0.00	0.00	1.00
Data Analytics Research Analyst	1.00	1.00	0.00
Business Analyst – VGJ	0.00	0.00	1.00
Administrative Financial Analyst	1.00	1.00	0.00
Business Development	0.00	0.00	1.00
Business Development & Group Sales Specialist	1.00	1.00	0.00
Social Media and Content Creator	0.00	0.00	1.00
Social Media Specialist	1.00	1.00	0.00
Content & Partner Development Coordinator	1.00	1.00	0.00
Visitor Center & Content Coordinator	0.00	0.00	1.00
Visitor Center & Administrative Coordinator	1.00	1.00	0.00
Administrative Specialist	1.00	0.50	0.75
Total Visit GJ Fund FTE’s	8.00	8.00	8.75

Visit Grand Junction Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Visit GJ Fund 102						
Visitor Services	\$ 3,136,089	\$ 2,036,217	\$ 3,604,234	\$ 2,452,155	\$ 5,329,055	47.9%
Total Visit GJ Budget	\$ 3,136,089	\$ 2,036,217	\$ 3,604,234	\$ 2,452,155	\$ 5,329,055	47.9%

Visit Grand Junction Budget by Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Visit GJ revenues are derived from lodging tax, and it correlates directly with the number of hotel rooms rented each year. For 2022, lodging taxes are projected to increase 28.8% as tourism and travel rebound from the effects of the pandemic.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City’s pay plan and implementation of the market study that was completed during 2021. For 2022, several positions were reclassified at a higher rate of pay which is also a factor in labor and benefit increases in 2022.
- **Non-Personnel Operating:** Contract Services will increase 61.9% in 2022 due to additional funding for Ad tech (paid ads, measurement & verification), public relations, and creative projects. Additionally, funding for consultant costs will also increase.

- **Interfund Charges:** Interfund charges are increasing 12.3% in 2022 with most of that increase in fleet accruals, fuel, and maintenance costs.
- **Contingency and Reserves:** Contingency funds have been budgeted in contingency funds for use in unforeseen costs that may arise during the year.
- **Transfers Out:** These will remain flat in 2022. These funds are transferred to the GJ Convention Center fund to offset operating costs within that fund.

Funding Source	2019	2020	2021	2021	2022	% Change
Visit Grand Junction Fund 102	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Taxes	\$ 2,662,952	\$ 1,840,178	\$ 2,330,038	\$ 2,631,277	\$ 2,999,998	28.8%
Charges for Services	9,104	5,986	5,000	5,820	6,000	20.0%
Intergovernmental	50,000	-	-	-	-	0.0%
Interest	15,275	10,161	3,211	3,211	3,211	0.0%
Transfers In	653,186	484,305	542,812	733,333	776,758	43.1%
Total Revenues	\$ 3,390,517	\$ 2,340,630	\$ 2,881,061	\$ 3,373,641	\$ 3,785,967	31.4%
Expenditures						
Labor and Benefits						
Full Time	\$ 406,360	\$ 332,693	\$ 491,776	\$ 205,431	\$ 681,252	38.5%
Seasonal	14,611	7,142	6,720	13,792	5,400	-19.6%
Overtime	3,949	255	610	-	-	-100.0%
Benefits	130,020	96,005	196,375	64,259	259,401	32.1%
Insurance	3,032	6,807	862	7,072	1,383	60.4%
Other Compensation	22,552	7,653	4,205	3,648	2,401	-42.9%
Total Labor and Benefits	\$ 580,524	\$ 450,555	\$ 700,548	\$ 294,202	\$ 949,837	35.6%
Operating						
Contract Services	\$ 1,837,205	\$ 1,279,423	\$ 2,216,334	\$ 1,617,321	\$ 3,587,767	61.9%
Equipment	5,161	88,081	80,423	80,423	81,709	1.6%
Grants and Contributions	56,142	916	1,050	1,050	1,290	22.9%
Operating Supplies	70,963	39,853	22,873	46,373	45,247	97.8%
Professional Development	54,981	17,333	45,435	29,085	53,234	17.2%
Repairs	7,733	6,511	6,800	6,800	7,100	4.4%
Utilities	4,313	4,076	4,425	4,425	4,890	10.5%
Total Operating	\$ 2,036,498	\$ 1,436,193	\$ 2,377,340	\$ 1,785,477	\$ 3,781,237	59.1%
Interfund Charges						
Administrative Overhead	\$ 82,420	\$ 56,398	\$ 65,739	\$ 65,739	\$ 90,576	37.8%
Facility	6,733	7,073	12,120	8,250	8,750	-27.8%
Information Technology	215,763	73,722	91,306	91,306	90,889	-0.5%
Liability Insurance	1,447	1,879	1,911	1,911	2,006	5.0%
Medical programs	7,452	-	-	-	-	0.0%
Fleet	2,903	8,207	2,929	2,929	4,645	58.6%
Fuel Charges	330	116	267	267	1,115	317.6%
Departmental Services	2,019	2,074	2,074	2,074	-	-100.0%
Total Interfund Charges	\$ 319,067	\$ 149,469	\$ 176,346	\$ 172,476	\$ 197,981	12.3%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 150,000	\$ -	\$ 200,000	33.3%
Total Contingency	\$ -	\$ -	\$ 150,000	\$ -	\$ 200,000	33.3%
Transfers Out						
Transfers out	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	0.0%
Total Transfers Out	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	0.0%
Total Visit Grand Junction Fund	\$ 3,136,089	\$ 2,036,217	\$ 3,604,234	\$ 2,452,155	\$ 5,329,055	47.9%



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CAPITAL IMPROVEMENT

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

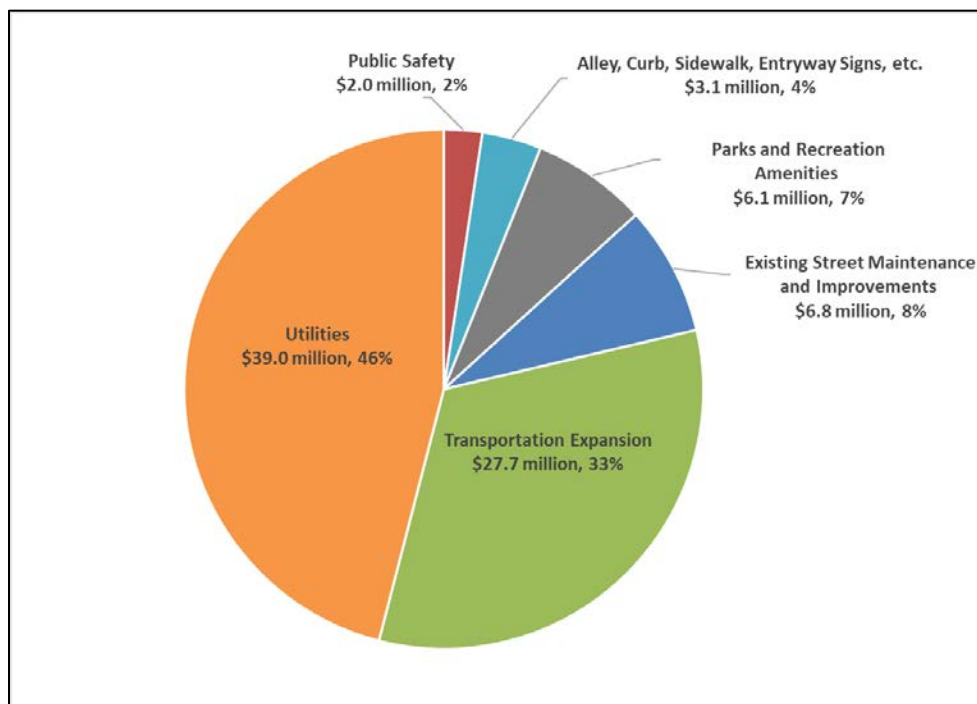
With the authorization from voters for the First Responder Tax and the issuance of debt for transportation expansion projects, the City has used those resources on critical capital projects including Fire Station 6, Fire Station 8, and transportation projects. Also in April of 2021, with voter authorization of the sale and taxation of Cannabis, the City prepares for putting those funds towards priorities of the Parks, Recreation Open Space (PROS) master plan. These resources together with 0.75% sales tax, and utility enterprise funding, the 2022 Adopted budget plans for investing \$84.7 million in capital improvements in the community.

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, also some projects are not needed today. As a result, staff has developed a [10-Year Capital Improvement Plan](#) that identifies and prioritizes critical projects based on direction provided by the Council's strategic priorities. 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.

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. Adopted capital spending by type for 2022 includes \$39 million (46%) in utilities infrastructure, \$27.7 million (33%) in transportation expansion projects, \$6.8 million (8%) in existing street maintenance and improvements, \$6.1 million (7%) in parks and recreation amenities, \$3.1 million (4%) in other projects including alley, curb, gutter, sidewalk, and drainage, and \$2 million (2%) in public safety.

2022 Capital Investment by Type



0.75% Sales Tax Capital and Other Revenues for Capital

The major source of revenue for general government capital projects is the 0.75% City sales and use tax which is projected to generate approximately \$16.5 million in 2022. The City has annual debt service and reoccurring use of expenses including the debt payment for 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 required funding for the maintenance of existing street infrastructure. After these reoccurring expenses there is just under a million available for new annual projects from this funding source.

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 \$33 million will be invested in street maintenance through 2022, after which \$3 million will be dedicated annually towards maintaining that condition. The Pavement Condition Index (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.

Another source of revenue are funds that are restricted to specific uses including Parkland Expansion (from impact fees) and Conservation Trust Funds which are lottery funds disbursed through the State. Parkland expansion fees currently generate approximately \$950,000 per year for those park development projects. Some Conservation Trust Funds are dedicated annually for the Suplizio Field/Stocker Stadium lease payments and the Golf Course irrigation loan. After these expenses, the parks and lottery revenues can add another \$500,000 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 and into 2021, the City has been awarded approximately \$21.4 million in grant funds for use on general government capital projects.

Voter authorized taxes and revenues will contribute significantly toward furthering the City's general government capital plan as well. The First Responder Tax (FRT) which began in 2020 will fund the capital construction of two additional fire stations and associated fleet and specialized equipment with the third station planned for 2024. The First Responder Tax also has funded capital expansion improvements to the Police Department and addition of patrol vehicles. In 2022 specifically the FRT will be used to fund fire training props as well as the ambulance and equipment for Fire Station No. 8. Also authorized by the voters recently is the retail sale and taxation of Cannabis. These revenues are dedicated to completing priority projects from the PROS plan. In 2022 specifically the expected revenues go towards Lincoln Park/Canyon View Pickleball and Tennis Court Expansion as well as the Monument Connect Phase II project completing the 13+ miles of the "Redlands Loop".

2022 Adopted Budget 0.75% Capital Fund Highlights

The 2022 capital investment plan totals \$28.8 million which includes debt service for already completed projects and reoccurring expenses as well as new projects. New projects total \$13 million that is invested in a diverse scope of projects that span across the community. Improvements include streets, public safety, outdoor recreation, trails, safe routes to schools, curb, gutter, and sidewalks. Below are highlights of 2022 projects:

- \$4.3 million – Street maintenance
- \$1.7 million – North Avenue Enhanced Transit Corridor (\$1.35M CDOT funding)
- \$1.6 million – Lincoln Park/Canyon View Pickleball/Tennis Expansion (multiple funding sources)
- \$1.6 million – Monument Connect Phase II (multiple funding sources)
- \$1.0 million – Dos Rios Public Amenity
- \$850,000 – Major alley improvements
- \$700,000 – 4th & 5th Street Design and Improvements (year 1 of 3, \$2.2M total project)
- \$500,000 – Asphalt Trail Replacements (Parkland Fund; year 1 of 3, \$1.5M total project)
- \$450,000 – City Entryway Signs

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 outpaced the 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 has been less than the necessary improvements requiring subsidies from both the 0.75% capital fund and the general fund 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 (2022 is third year) and requiring developers to pay for required street improvements that directly benefit the development. This will assist in funding expansion projects. 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 expansions project over the next five years. The \$70 million in debt will be paid with 0.75% sales tax revenues. \$50 million of the authorized debt was issued in 2020, and the proceeds are still being used for expansion projects. The additional \$20 million in debt is expected to be issued in 2023.

2022 Transportation Capacity Fund Adopted Budget Highlights

The 2022 Adopted Budget for the Transportation Capacity Fund totals \$27.7 million in projects, highlighted by the following projects:

- \$12.0 million – 24 Road and G Road Capacity Improvements
- \$9.0 million – F 1/2 Parkway, Market to Patterson (\$17M total)
- \$1.6 million – 26 1/2 Road, Horizon to Summerhill
- \$750,000 – 24 Road and Riverside Parkway Interchange (\$6.5M total)
- \$700,000 – Highway 50 at Palmer Street Intersection Improvements
- \$633,000 – I-70 and 29 Road Continued Environmental Assessment (Mesa County partnering)
- \$600,000 – D 1/2 Road, 29 to 30 Road (\$3.5M total)
- \$600,000 – F 1/2 Road, 30 Road to Persigo Boundary (\$3.5M total)

2022 Drainage Fund Adopted Budget Highlights

The Drainage Fund receives approximately \$15,000 each year from development activity fees. Most drainage projects require a transfer of 0.75% Capital funds to complete a project. This is the case in 2022 for \$500,000 planned for North Avenue storm drain replacement and repairs.

2022 Grand Junction Regional Communications Center Fund Adopted Budget Highlights

Communications Center capital is funded by the E911 Surcharge that is charged on phone lines addressed within Mesa County. Over the next five years, \$4.7 million is planned in capital improvements to build a new tower, a back-up communication center, microwave sites, a 9-1-1 telephone upgrade, and 800 MHz system. In 2022, \$690,000 is planned with the major projects including a microwave replacement, improvements to the mobile communication vehicle, and remodel to add call taker stations. Included in year 6-10 on the capital plan is an additional tower.

2022 Enterprise Funds Adopted Budget Highlights

Each year the City makes a significant capital investment in utility infrastructure in its 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. The [Enterprise Funds Capital Improvement Plan](#) for the utility funds is included in the utility funds long term financial plans that are developed with the assistance of outside industry consultants through a rate study every few years.

Over the next five years, \$29.4 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 2022, the Water Services Division has \$15.4 million planned for major flow line replacements including the Purdy Mesa and Kannah Creek flowlines. A significant portion of this is funded through a low-interest Colorado Water Conservation Board (CWCB) loan.

The Ridges irrigation fund has one major distribution system replacement project planned for 2022 at \$175,000 to replace and upgrade the motor control center and \$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 \$121 million over the next five years for sewer main line replacements or rehabilitation, plant improvements, and capacity projects. Major projects planned for 2022 include lift stations elimination/rehabilitation, odor control improvements, and the construction of a parallel Tiara Rado force Main under the Colorado River, all of which were originally planned for 2021 but delayed until 2022.

Capital Investment Summary

The continued investment in the City's public infrastructure is key to ensuring the high quality of life for its residents. These are the highlights of the \$84.7 million planned capital projects in the City for 2022. The City will continue to ensure that existing infrastructure is adequately maintained, and that future infrastructure is constructed in a fiscally responsible manner. The table below lists all 2022 Adopted capital projects.

Department	Project	2022 Adopted Capital
0.75% Sales Tax Capital Projects		
Street Maintenance	Contract Street Maintenance (Includes Chip Seal/Crackfill)	\$ 4,300,000
	Total Street Maintenance	\$ 4,300,000
General Services	Avalon Theater Improvements (Foundation Match \$50K)	\$ 100,000
General Services	Municipal Service Center Roof Replacement	350,000
	Total General Services	\$ 450,000
Public Safety	Fire Station 3 Parking Lot at Pomona	\$ 450,000
Public Safety	Fire Training Center Props (First Responder Tax)	295,000
Public Safety	Fire Station 8 Pumper Engine Equipment (First Responder Tax)	189,000
Public Safety	Fire Station 8 Ambulance (First Responder Tax)	236,000
Public Safety	Fire Station 8 Ambulance Equipment (First Responder Tax)	164,325
	Total Public Safety	\$ 1,334,325
Parks and Recreation	Columbine Park Minor Renovations (CTF Funded)	\$ 99,200
Parks and Recreation	Crime Prevention Through Environmental Design (CPTED)	25,000
Parks and Recreation	Dos Rios to Riverside Raw Water Line	80,000
Parks and Recreation	Dos Rios Public Amenity	1,000,000
Parks and Recreation	Playground Repair and Replacement (CTF Funded)	50,000
Parks and Recreation	Redlands Roundabout (\$50K Donations)	150,000
Parks and Recreation	Trails - Asphalt Trail Replacements (Parkland Funded; 3 years \$1.5M total)	500,000
Parks and Recreation	Blue Heron Boat Ramp (Parkland Funded)	500,000
Parks and Recreation	Botanical Gardens Master Plan (Parkland Funded)	100,000
Parks and Recreation	Columbine and Kronkright Fence Replacement (CTF Funded)	30,000

Department	Project	2022 Adopted Capital
0.75% Sales Tax Capital Projects		
Parks and Recreation	Lincoln Park/Canyon View Pickleball Court Expansion (CTF \$200K, Cannabis \$550K, Pickleball Donations \$50K, Tennis Donations \$50K)	\$ 1,600,000
Parks and Recreation	Monument Connect Phase II (GOCO \$500K, Cannabis \$250K, Parkland \$350K)	1,600,000
Parks and Recreation	Water Conservation Projects-Turf to Native (Parkland Funded)	75,000
	Total Parks and Recreation	\$ 5,809,200
Public Works	4th & 5th Street Design and Improvements	\$ 700,000
Public Works	23 3/4 Road Mosaic Factory Development (road construction)	80,000
Public Works	Alley Improvement Districts (GJHS \$250K; Riverside \$30K)	850,000
Public Works	Bridge Repairs	115,000
Public Works	City Entryway Signs	450,000
Public Works	Colorado River Levee Renovations	75,000
Public Works	Curb, Gutter, and Sidewalk Safety Repairs	400,000
Public Works	Monument Road-No Thoroughfare Wash Restoration	50,000
Public Works	North Avenue Enhanced Transit Corridor (CDOT \$1.35M)	1,735,500
Public Works	Riverfront Trail Enhancements	50,000
Public Works	Riverfront Trail Bank Stabilization-Ice Rink Phase II	250,000
Public Works	Safe Routes to School - 27 Road South of Unaweep Ave. (CDBG Funded \$180K)	254,278
Public Works	Streetlight Underground Feed Replacements (4 years \$1.3M total)	100,000
Public Works	Traffic Signal Upgrade	211,000
Public Works	Union Pacific Railroad Downtown Quiet Zone	100,000
	Total Public Works	\$ 5,420,778
	Total 0.75% Sales Tax Capital Fund Projects	\$ 17,314,303
Storm Drainage Fund		
Public Works	Drainage System Improvements	\$ 30,000
Public Works	North Avenue Storm Drain Replacements/Repairs	500,000
	Total Storm Drainage Fund Projects	\$ 530,000
Transportation Capacity Fund		
Transportation Capacity	28 1/4 Road, Patterson to Hawthorn	\$ 390,000
Transportation Capacity	Broadway at Reed Mesa Left Turn Lane (MC \$75K, Magnus Development \$75K)	400,000
Transportation Capacity	Crosby Avenue 25 1/2 Rd to Main Street (\$2.56M Total)	60,000
Transportation Capacity	I-70 Interchange @ 29 Road 1601 and Environmental Assessment	633,000
Transportation Capacity	Tour of Moon/South Broadway Improvements	100,000
Transportation Capacity	Highway 50 at Palmer Street Intersection Improvements	700,000
	Total Transportation Capacity Projects	\$ 2,283,000
Roadway Expansion	24 Road and Riverside Parkway Interchange (\$6.5M Total)	\$ 750,000
Roadway Expansion	24 Road & G Road Capacity Improvements	12,000,000
Roadway Expansion	26 1/2 Road, Horizon to Summerhill	1,600,000
Roadway Expansion	24 1/2 Road, Patterson to G 1/4 Road (\$6M Total)	250,000
Roadway Expansion	B 1/2 Road, 29 to 29 1/2 Road (\$3.2M Total)	100,000
Roadway Expansion	D 1/2 Road, 29 to 30 Road (\$3.5M Total)	600,000
Roadway Expansion	F 1/2 Parkway, Market to Patterson (\$17M Total)	9,000,000
Roadway Expansion	F 1/2 Road, 30 Road to Persigo Boundary (\$3.5M Total)	600,000
Roadway Expansion	Horizon at G Road and 27 1/2 (\$4M Total; Highway Safety Improvement Funds \$1.5M)	150,000
Roadway Expansion	Patterson Capacity Improvements (5 Intersections)	405,000
	Total Roadway Expansion Projects	\$ 25,455,000
	Total Transportation Capacity Fund Projects	\$ 27,738,000

Department	Project	2022 Adopted Capital
Communication Center Fund		
Communications Center	800 MHz Capital Improvements	\$ 70,000
Communications Center	Computer-Aided Dispatch (CAD) System Upgrades	20,000
Communications Center	Comm Center Remodel	100,000
Communications Center	Command Unit for Incident Dispatch Team (IDT)	100,000
Communications Center	Microwave Replacement at Radio Sites	150,000
Communications Center	Mobile Communications Vehicle Technology Upgrades	100,000
Communications Center	Planned Radio Site Upgrades	150,000
Total Communication Center Fund Projects		\$ 690,000
Water Fund		
Water	Carson Lake Dam Rehabilitation	\$ 500,000
Water	Grand Mesa Reservoir Improvements	280,000
Water	Kannah Creek Flowline	3,550,000
Water	Purdy Mesa Flowline and Kannah Creek Backwash	7,500,000
Water	Kannah Creek Water System Improvements	450,000
Water	Lead Water Line Replacements	170,000
Water	Ranch Improvements/Sustainable Agriculture	175,000
Water	SCADA Technician Vehicle	31,000
Water	Water Line Replacements	2,229,000
Water	Water Meter Replacement	50,000
Water	Water Plant Modifications - MCC Replacement	300,000
Water	Water Rights Infrastructure Development	100,000
Water	Water Treatment Plant Modifications	95,000
Total Water Fund Projects		\$ 15,430,000
Ridges Irrigation Fund		
Ridges Irrigation	Distribution System Replacement	\$ 30,000
Ridges Irrigation	Ridges Irrigation Meter Control Center Replacement	175,000
Total Ridges Irrigation Fund Projects		\$ 205,000
Joint Sewer Fund		
Joint Sewer Fund	Collection System Equipment	\$ 50,000
Joint Sewer Fund	Laboratory Equipment	67,500
Joint Sewer Fund	Lift Station Elimination/Rehabilitation	5,000,000
Joint Sewer Fund	Odor Control Improvements	3,600,000
Joint Sewer Fund	Parallel Tiara Rado Force Main	5,000,000
Joint Sewer Fund	Persigo Plant Studies	225,000
Joint Sewer Fund	Sewer Capacity Projects-Central Grand Valley Basin	100,000
Joint Sewer Fund	Sewer Improvement Districts	250,000
Joint Sewer Fund	Sewer Line Replacements/Rehabilitation	3,696,000
Joint Sewer Fund	Wastewater Treatment Plant Expansion Projects	3,551,000
Joint Sewer Fund	Wastewater Treatment Plant Improvements and Asset Replacements	1,300,000
Total Joint Sewer Fund Projects		\$ 22,839,500
Total 2022 Adopted Capital Projects		\$ 84,746,803

Note: Photos on the following pages are for illustration purposes only and are not representative of the final project at completion.

2022 Capital Project Descriptions

Streets

Street Maintenance

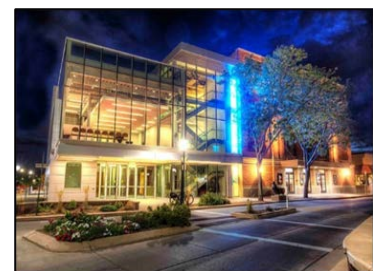
- **2022 Project Budget:** \$4,300,000
- **Future Year Planned Budget:** \$3M annually adjusted for inflation
- **2022 Funding Source:** 0.75% Sales Tax Capital Fund – \$3,247,553; 2017 Authorized Tabor Funding for Streets – \$1,052,447
- **Project Description:** Street Maintenance requires an ongoing 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 the 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 2022, the City’s street maintenance efforts will focus on:
 - **Contract Street Maintenance** – The annual program includes contracting for street maintenance using treatments such as hot mix asphalt overlays, asphalt patching, high density mineral bond (HA5), and street reconstructions.
 - **Chip Seal/Crackfill** – One of the most detrimental effects to the structure of a road is to let water migrates 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 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:** Operational costs for this program are budgeted for every year to maintain the City’s street infrastructure. No additional costs are associated with this project.



General Services

Avalon Theater Improvements

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Capital Fund – \$50,000; Avalon Foundation Donation – \$50,000
- **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.



Municipal Service Center Roof Replacement

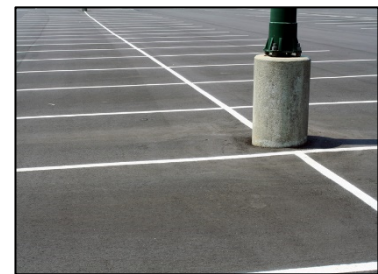
- **2022 Project Budget:** \$350,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Capital Fund
- **Project Description:** The roof is six years past the 20-year life expectancy and has been having numerous leak issues every year. This project would replace the existing ballasted rubber roof membrane with a white non-ballasted thermoplastic polyolefin (TPO) membrane roof system. The reflective properties of the TPO roof also helps to reduce building solar gain which helps with cooling.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Public Safety

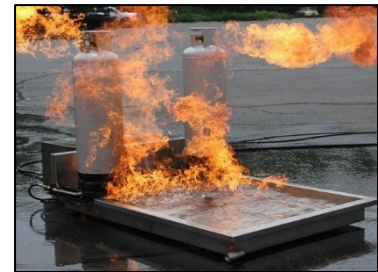
Fire Station 3 Parking Lot Construction

- **2022 Project Budget:** \$450,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Capital Fund – \$450,000
- **Project Description:** Upon completion of construction of the new Fire Station 3 and relocation of the crew from the existing fire station, the current property and fire station will have asbestos abatement, be demolished, and paved for parking. The parking lot will enlarge the existing Pomona Elementary parking lot to include an additional 60 standard parking spaces and two ADA access spaces. This expansion will accommodate both school parking and Kronkright Field parking.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Fire Training Center Props

- **2022 Project Budget:** \$295,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** First Responder Tax Fund – \$295,000
- **Project Description:** This project is to purchase several stand-alone props to be used at the Fire Training Center on Whitewater Hill. These props include liquid propane props for simulating flammable liquid and flammable gas fires. The addition of large specialty rescue props for confined space and trench rescue will also be built to enhance the training of each existing and future department firefighter. Currently, this type of training is obtained out of town or completed only in an academic setting. Many of the skills performed with these fire props is required by the State for certification renewal.
- **Ongoing Operational Costs:** All operating costs for the fire training center are included in the Fire Departments operating budget. There are no additional costs associated with this project.



Fire Station 8 Equipment

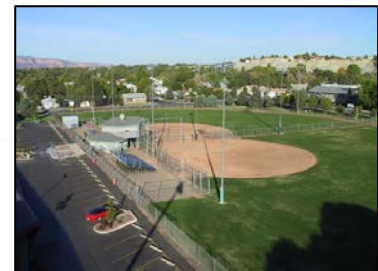
- **2022 Project Budget:** \$589,325
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** First Responder Tax Fund – \$589,325
- **Project Description:** With the completion of construction of Fire Station 8, the City will need to outfit the station with the required equipment including:
 - **Pumper Engine Equipment (\$189,000)** – Equipment carried on clean cab pumper engines will allow for performing work at both fire incidents and medical incidents. Fire equipment includes hand tools, ladders, hose, nozzles, and extinguishing foam. Medical equipment is the same equipment that is carried on an ambulance, so firefighters can initiate care before an ambulance arrives to transport the patient to the hospital.
 - **Ambulance (\$236,000)** – The current ambulance platform is a heavy-duty truck chassis with a modular patient compartment (box) on the rear of the vehicle.
 - **Ambulance Equipment (\$164,325)** – Ambulance equipment is used for the emergency care of both medical and trauma patients. Ambulance equipment includes the patient gurney, heart monitor, disposable medical supplies, and additional operational items including radios and computers above the required medical equipment.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project. Maintenance and fuel costs are budgeted within the Fleet and Equipment fund and charged back to the department through interfund charges.



Parks and Recreation

Columbine Park Minor Renovations

- **2022 Project Budget:** \$99,200
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Conservation Trust Fund - \$99,200
- **Project Description:** Built in 1970, Columbine Park has served the eastern side of the City for years, especially for softball, with its two fields, the shelter and playground. Improving Columbine Park is one of the top priorities for existing park renovations identified in the recently adopted Parks, Recreation and Open Space Master Plan. With the elements described in this 2022 budget proposal, the City seeks to immediately increase utilization of Columbine Park in the short-term. The other improvements in the PROS Master Plan for Columbine such as pickleball courts are larger dollar items and more long-term plans outside of the softball field area. With a lack of sports programming during the pandemic, Columbine is seeing a sharp uptick in the presence of the unhoused. To activate Columbine Park, the City is looking to add improvements to the softball and baseball fields to improve their playability and safety. These include new scoreboards, eliminating the grass lip that is a safety concern when fielding ground balls, providing new infield material, irrigation upgrades, portable mounds, and other landscape improvements. With this budget line item funded, the department would be able to host numerous School District 51, CMU Club softball, Special Olympics, Parks and Recreation Programs as well as practices/games for competitive teams.
- **Ongoing Operational Costs:** Operational costs for park maintenance is budgeted within the Parks Operations maintenance budget and these improvements are not expected to increase those costs.



Crime Prevention Through Environment Design (CPTED)

- **2022 Project Budget:** \$25,000
- **Future Year Planned Budget:** \$25,000 annually
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund
- **Project Description:** These dollars will enable Crime Prevention Through Environmental Design or CEPTED Safety improvements, in the park system. These funds will be utilized for lighting upgrades, landscape modifications and other ways to control and reduce vandalism, which is currently a major strain on staff in parks such as Canyon View and Las Colonias.
- **Ongoing Operational Costs:** This is an annual program and does not include an additional operating costs

Dos Rios to Riverside Raw Water Line

- **2022 Project Budget:** \$80,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Parkland Expansion Funds – \$80,000
- **Project Description:** This will connect Riverside Park and landscaped spaces between the park and Dos Rios to complete landscape improvements. 2020 saw a major renovation of Riverside Park. 2021 saw the construction of the horizontal infrastructure at Dos Rios as well as the sale of the property to a private developer. There are several large areas off the new and expanded Riverfront trail where a swing and 4 more pieces of outdoor fitness equipment will be installed, along with landscaping to include various trees and shrubs. Before these items can go in and before the two pearls in the string of pearls may be connected, the new landscaped areas need irrigation from this raw water line. The raw water line currently ends at Hale Avenue which is the project limits for the Dos Rios development. Additionally, this would move Riverside Park from domestic to raw water, which would save about \$5,000 per year in watering costs.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project. The cost of raw water for use on landscaping is budgeted within the Parks Operations annual budget.

Dos Rios Additional Public Improvements

- **2022 Project Budget:** \$1,000,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Capital Fund – \$1,000,000
- **Project Description:** In the sale of the acreage to the private developer for Dos Rios, it was agreed \$1,000,000 of the purchase price paid to the City would be developed for additional public improvements. This is currently under design in partnership with the developer and the City and will likely include an expansive splash park, a beach area on the shores of the Colorado River and likely a destination level playground.
- **Ongoing Operational Costs:** Ongoing operational costs will be determined and budgeted once the final amenities have been finalized.



Playground Repair and Replacement

- **2022 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50,000 annually
- **2022 Funding Source:** Conservation Trust Funds – \$50,000
- **Project Description:** This project will provide ongoing repair and maintenance of playground equipment in the system’s 25 playgrounds. Improved practices in inspections and replacements will cost the City more money to keep playgrounds safe as more and more issues are identified. This funding will cover expenses of replacement of features and complete overhaul of fall protection, which has not been previously done in the department’s recent history.
- **Ongoing Operational Costs:** This is an annual program and will not increase operating costs for Park maintenance budget.



Redlands Roundabout

- **2022 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Fund – \$100,000; Donations – \$50,000
- **Project Description:** CDOT completed the round-a-bout at C340 and Redlands Parkway several years ago. The center of the roundabout is currently crushed granite and there have been increasing calls for the City to provide art in the Redlands Roundabout, especially with Fruita’s new sculpture. A call for artists has already been conducted and three finalists have been chosen to provide the art, which is in the theme of big horn sheep. Offsetting revenues from community fundraising is planned at \$50,000. The newly formed Grand Valley Parks and Recreation Foundation will be leading this fundraising effort working with the Arts Commission.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Trails – Asphalt Trail Replacements

- **2022 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$500,000 in 2023 and 2024
- **2022 Funding Source:** 0.75% Sales Tax Fund – \$200,000; Parkland Expansion Funds – \$1.3 million
- **Project Description:** This budget is to repair and replace asphalt and concrete surfaces on trails and in the park system. This budget provides materials for the Project Team to convert 9.2 miles of degrading asphalt trails to concrete over the next three years. This total cost using in-house labor is projected to be less than \$1.5M, which compares to a price of over \$4M if this work was contracted out. This conversion includes various trail locations along the Ridges, South Camp, Redlands Parkway, Junior Service League, Riverfront, and the South Rim Access to State Park. Select locations may be replaced with asphalt. 2022 funds will also cover other trails repairs and improvement to existing concrete surfaces throughout the 20+ mile trail system. This is required to ensure usability, safety, longevity, and aesthetics. Trails were the #2 most important amenity desired by the community in the PROS plan, and this repair and replacement budget is important for maintaining and improving the current system.
- **Ongoing Operational Costs:** Ongoing operational costs for maintenance of trails are budgeted within the Parks maintenance budget.



Parks and Recreation PROS Plan Projects

Blue Heron Boat Ramp and Trailhead Renovation

- **2022 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Parkland Expansion Funds – \$500,000
- **Project Description:** The City manages two boat ramps, one at Las Colonias in the middle of town and another at Blue Heron Boat ramp west of town at Redlands Parkway. Both ramps are increasingly busy and Blue Heron frequently reaches capacity, especially during the spring and the summer where cars can be seen parked along Riverside Parkway. This requires residents to walk along the roadway where cars are passing by at 50+ miles per hour. This renovation would make the other boat ramp functional, safe, and able to handle the increasingly large crowds using the ramp. It will also double the current parking capacity.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Botanical Gardens Master Plan

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Parkland Expansion Funds – \$100,000
- **Project Description:** The funding would be used to create a master plan to define the direction of the Botanic Gardens, serving the community in a more beneficial way. This plan includes a maintenance shop for the entire River District and expanding the growing facilities (greenhouses) for the Horticulture program. This is a short-term goal, and high priority in the PROS Master Plan. The bookends of the River District are Las Colonias on the east and Dos Rios on the west. The Gardens are directly in the middle and need to be improved to the same caliber as these other destinations within the River District. This is an important additional phase in riverfront revitalization. The budget is large enough to include a construction documents level of design that may be bid out in 2023 or some future year.
- **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. 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.



Columbine and Kronkright Fence Replacement

- **2022 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Conservation Trust Funds – \$30,000
- **Project Description:** The fences at these very busy ball parks are beyond their useful and safe life and need significant repair. Kronkright needs significant modification, based on the Fire Station 3 construction, for safety and the proximity of the new parking lots to the fields. The current fencing presents a safety hazard to players.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Lincoln Park Pickleball and Canyon View Tennis Court Expansion

- **2022 Project Budget:** \$1,600,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Funds – \$750,000; Conservation Trust Funds – \$200,000; Cannabis Sales Tax – \$550,000, Pickleball and Tennis group donations – \$50,000 each
- **Project Description:** Four new tennis courts would be built at Canyon View, making a total of 16. This would enable more and larger tournaments and provide for needed capacity for the use by the public, use by programs and use by School District #51. This is currently supported by leaders in the Tennis Community, who were instrumental in building courts in the City. Once these four new courts are built at Canyon View, the existing four tennis courts at Lincoln Park would be converted to 10 pickleball courts. This would make a total of 18 pickleball courts. Finally, this is one of the highest priority projects in the Parks, Recreation and Open Space Master Plan. The pickleball community is committed to raising \$50,000 for this project and the tennis community is committed to also raising this same amount.
- **Ongoing Operational Costs:** Annual maintenance of pickleball and tennis courts are budgeted within the Parks and Recreation operating budgets.



Monument Connect Phase II

- **2022 Project Budget:** \$1,600,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax Fund – \$500,000; Parkland Funds – \$350,000; Cannabis Tax Funds – \$250,000; Great Outdoors Colorado Grant (GOCO) – \$500,0000
- **Project Description:** The Monument Connect Trail Phase I opened in February 2020. It connects downtown with the world class and extensive 80+ mile trail system at Lunch Loops. Phase II picks up that alignment from the Lunch Loop trailhead and continues the 10' concrete trail to the South Camp Road. NEPA permitting is currently being completed using left-over funds from Phase I. When Phase II is complete, the Redlands Loop will be forged and bikes, joggers, and walkers will be connected not only in the beautiful area surrounding the Phase II Trail alignment but along the entire expanse of the 13+ mile Redlands Loop.
- **Ongoing Operational Costs:** Ongoing operational costs for maintenance of trails are budgeted within the Parks maintenance budget.



Water Conservation Project – Turf to Native

- **2022 Project Budget:** \$75,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Parkland Expansion Funds – \$75,000
- **Project Description:** Several areas in the parks system have turf that has a very low level of utilization. To conserve water and save on maintenance resources while still preserving an attractive aesthetic, the parks department uses this funding to convert manicured turf to native areas. The native areas employ local florae including shrubs and trees, along with other attractive landscaping elements.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.

Public Works

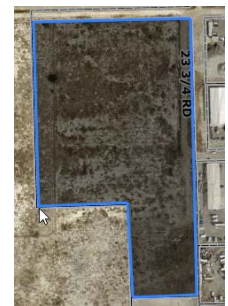
4th and 5th Street Design and Improvements

- **2022 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$750,000 planned in 2023 and 2024
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$700,000
- **Project Description:** The 4th-5th Street One-way to Two-way Feasibility study included alternatives for both an enhanced one-way design as well as a two-way configuration. Both alternatives will meet the project goals on enhancing safety, improving walkability and bikeability, activating economic development, and optimizing traffic circulation. Council/DDA is anticipated to decide on which alternative by late Fall 2021. Final design of the selected alternative is proposed for 2022.
- **Ongoing Operational Costs:** The 2022 project is for design only and does not have any associated operational costs. Operational costs will be budgeted once final design and construction is complete in 2024.



23 3/4 Road Mosaic Factory Development

- **2022 Project Budget:** \$80,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Funds – \$80,000
- **Project Description:** The proposed Mosaic Factory on the Halandras/Three Arrows development will construct the west half of 23 3/4 Road between F 1/2 Road and Leland Avenue. The City will reimburse the developer to complete the east half of the 590-foot road.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Alley Improvement Districts

- **2022 Project Budget:** \$850,000
- **Future Year Planned Budget:** \$150,000 planned in 2023 and 2024; \$300,000 planned in 2025 and 2026
- **2022 Funding Source:** 0.75% Sales Tax Fund – \$570,000; Alley Improvement District Assessments (GJHS (\$250K) and Riverside Neighborhood (\$30K) – \$280,000
- **Project Description:** After a 10-year hiatus, this program was reintroduced in 2020 with funding for one alley. The proposed funding in 2022 will replace two alleys. This program is a partnership with adjacent property owners where residential properties pay 10% of the cost, multifamily 15%, and commercial 50%. Alleys will be reviewed and selected based on previous interest. The alleys proposed for 2022 include the Grand Junction High School (GJHS) Alley (\$650,000 with \$250,000 revenue) and the Riverside Neighborhood alley west of Crawford between Fairview Avenue and Hale Avenue (\$200,000 with \$30,000 in revenue).
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Bridge Repairs

- **2022 Project Budget:** \$115,000
- **Future Year Planned Budget:** \$105,000 planned in 2023
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$115,000
- **Project Description:** The City has 38 major (>20 ft. span) bridges and 46 minor (<20 ft. span) bridges to maintain. This item pays for materials for City crews to address maintenance items on some of the bridges to assure they remain in a state of good repair. These items include crack filling, abutment repairs, expansion joint gland replacements, and debris removal from around bridge piers.
- **Ongoing Operational Costs:** Bridge maintenance costs are budgeted annually to address any necessary repairs to bridges within the City. This project does not increase those costs already budgeted.



City Entry Way Signs

- **2022 Project Budget:** \$450,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$450,000
- **Project Description:** The City currently has two entry signs located on I-70 just east of Horizon Drive, and on Highway 50 on Orchard Mesa that were constructed in the 1980's. The proposed project is to reconstruct the two existing signs and add a third sign on I-70 west of I-70 B and 22 Road Interchange.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Colorado River Levee Renovations

- **2022 Project Budget:** \$75,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$75,000
- **Project Description:** The City's levee was constructed in 1996 by the Army Corp of Engineers. It extends from the UPRR Railroad Bridge to the Las Colonias Amphitheater and protects most of lower downtown. The Army Corp of Engineers had deactivated the levee until several encroachments and culverts/discharge pipes can be corrected to meet current standards. Also included in the work is testing/reestablishment of under seepage relief wells/toe drain system. City crews can complete the work so the budget is for materials only except for the relief/toe drains which will be contracted out.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.

Curb, Gutter, Sidewalk Safety Repairs

- **2022 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$400,000 annually
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$400,000
- **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 curb, gutter, and sidewalks in a state of good repair providing a reliable surface for non-motorized users and conveyance of stormwater without standing water.



- **Ongoing Operational Costs:** This is an annual project that addresses any curb, gutter, and sidewalk repairs as needed. No additional costs are associated with this project.

Monument Road-No Thoroughfare Wash Restoration

- **2022 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$50,000
- **Project Description:** No Thoroughfare drainage starts above the Colorado National Monument and drains approximately 16 square miles for National Park Service and Bureau of Land Management land. Between 2006 and 2018, the section of the drainage between Glade Park Road on the south and D Road on the north has accumulated 7-8 feet of sediment raising the level of the wash to the point that now in even very small rain events, the wash spills out into Monument Road and the new Monument Road Trail causing safety issues with the flooding, debris, and silt. Frog Pond LLC at 2501 Monument Road is a small 20-unit development just to the east side of Monument Road that is proposed for construction in 2022. The development needs a lot of fill material. The budgeted amount would allow for City crews to rent a long arm excavator to reestablish the original drainage channel along this 1300-foot segment and dispose of the material across the road in the new development.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



North Avenue Enhanced Transit Corridor

- **2022 Project Budget:** \$1,735,500
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$385,500; Colorado Department of Transportation (CDOT) Contributions – \$1,350,000
- **Project Description:** Work in 2021 and Spring 2022 will complete an Enhanced Transit Corridor Study that will include a pedestrian access analysis, traffic safety analysis, bus stop amenities analysis, transit speed and reliability analysis, detailed review of transit signal prioritization, and multimodal path analysis. Also included in the scope of work includes 30% plans for a 3,500-foot segment of a multi-use path along one side of North Avenue that would be constructed in the summer/fall of 2022. Mesa County has secured transit funds through CDOT subject to the City providing the matching funds as confirmed by City Council on September 1, 2021, Memorandum of Understanding.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Riverfront Trail Enhancements (Las Colonias)

- **2022 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$50,000
- **Project Description:** The developer of the Eddy project is required to construct a 10-foot trail across the development just east of the Orchard Mesa bike/pedestrian bridge. Due to the proximity to Las Colonias Park, this trail segment is anticipated to receive higher than normal use from both bicyclists and pedestrians. This request is to expand the code required 10-foot-wide trail to 12-foot width (\$20,000) as well as construct an 80-foot section of trail and drainage crossing to connect to the existing trail network within Las Colonias Park (\$30,000).
- **Ongoing Operational Costs:** Trail maintenance is budgeted annually, and this project does not increase those costs.



Riverfront Trail Bank Stabilization (Ice Rink Phase II)

- **2022 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$250,000
- **Project Description:** In 2020, City crews restored a segment of riverbank and riverfront trail that had washed away in 2018. Another 600-foot section, just south of this repair is in jeopardy of washing out with erosion encroaching near the trail.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Safe Routes to Schools – 27 Road South of Unaweep Avenue

- **2022 Project Budget:** \$254,278
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$73,919; Community Development Block Grant (CDBG) Funds – \$180,359
- **Project Description:** 27 Road Safe Routes to School project will construct 1,200 feet of curb, gutter, and sidewalk, 4 accessible ramps and 1 crosswalk to complete a neighborhood connection between Unaweep Avenue and B-3/4 Road. Irrigation work necessitates construction after irrigation season ends.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Streetlight Underground Feed Replacements

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$300,000 planned in 2023 and 2024; \$600,000 planned in 2025
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$100,000
- **Project Description:** Xcel Energy has identified several streetlights that are out due to aging direct bury underground feeds that have failed. Xcel will replace the existing feeds that have failed by boring new conduit and conductor to restore electricity to the lights.
- **Ongoing Operational Costs:** Operational costs are included in the Transportation Division budget and this project does not increase those costs.



Traffic Signal Upgrades

- **2022 Project Budget:** \$211,000
- **Future Year Planned Budget:** \$200,000 annually adjusted for inflation costs
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$211,000
- **Project Description:** The City currently owns 52 traffic signals with electronic controllers of varying age and functionality and operates the 46 state highway signals inside the City limits under a maintenance contract. Upgrades to signal equipment are required for safety and compliance with Federal requirements. This 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. No additional costs are associated.

Union Pacific Railroad (UPRR) Downtown Quiet Zone (Design)

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$620,000 planned in 2023
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$100,000
- **Project Description:** Currently trains must sound horns at both the 7th Street and 9th Street crossings through downtown. The DDA/City hired a consultant to evaluate the feasibility of developing a quiet zone. With the construction of additional safety measures including improved signal circuitry, additional arms, and median work, UPRR would not be required to sound horns at each of the crossings increasing quality of life for all downtown residents, businesses, and visitors.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Storm Drainage Fund Capital Projects

Drainage System Improvements

- **2022 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$30,000 Planned 2023; Annual funding based on assessments is approximately \$15,000
- **2022 Funding Source:** Storm Drainage Development Fees – \$15,000; 0.75% Sales Tax CIP Fund – \$30,000
- **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:** There are no ongoing operating costs associated with this project.

North Avenue Storm Drain Replacements & Repairs

- **2022 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** 0.75% Sales Tax CIP Fund – \$500,000
- **Project Description:** CDOT will be overlaying North Avenue starting in April 2022. Recently completed storm drain video inspections have identified several spot repairs and full replacements that are recommended to be completed in advance of the construction. Funded by 0.75% sales tax.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Transportation Capacity (TCP) Fund Capital Projects

28 1/4 Road (Patterson to Hawthorne)

- **2022 Project Budget:** \$390,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** TCP Funds – \$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 Avenue providing Grand View and Spring Valley subdivisions access to the 28 1/4 Road signal for safer left turns onto Patterson. The alignment will follow the Matchett Park Master Plan. Originally budgeted for 2021 construction, long lead times for Grand Valley Power utility relocations necessitated moving the budget to 2022.
- **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

- **2022 Project Budget:** \$400,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** TCP Funds – \$400,000
- **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 for the summer of 2022 to avoid school being in session. As the turn lane benefits existing subdivisions, Mesa County is contributing \$75k for the project. The developer is participating and contributing \$75k in addition to payment of transportation impact fees. Originally budgeted for 2021 construction, the development was postponed until 2022 and therefore the City similarly postponed the turn lane construction.
- **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.



Crosby Avenue, 25 1/2 Road to Main Street

- **2022 Project Budget:** \$60,000
- **Future Year Planned Budget:** \$2,500,000 planned in 2023
- **2022 Funding Source:** TCP Funds – \$60,000
- **Project Description:** Crosby Avenue serves as an extension of Main Street to significant retail shopping and both existing and burgeoning residential areas. The high-return, timely project will substantially improve safety, economic opportunity, and active transportation access in the heart of the community. Crosby Avenue would transform from a narrow local street with no bicycle or pedestrian facilities to a robust multimodal corridor with safer facilities, landscaping, and lighting tying into the existing bicycle-pedestrian bridge over the Union Pacific Railroad tracks between low-income Riverside neighborhood and the rest of Downtown.
- **Ongoing Operational Costs:** Chip seal of the additional asphalt in year 6 is estimated at \$6,300 and an overlay in year 12 is estimated \$60,000.



I-70 Interchange at 29 Road 1601 and Environmental Assessment

- **2022 Project Budget:** \$633,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** TCP Fund – \$633,000
- **Project Description:** In 2019 the City and County partnered with Mesa County on a Planning and Environmental Linkages (PEL) that was 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 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.



Tour of the Moon/S. Broadway Improvements

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** TCP Fund – \$100,000
- **Project Description:** Mesa County and City 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 South Broadway to improve safety for motorists and bicyclists. Proposed for 2022 is the westbound climbing lane and trail improvements on South Broadway just east of Tiara Rado.
- **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.



Highway 50 at Palmer Intersection Improvements

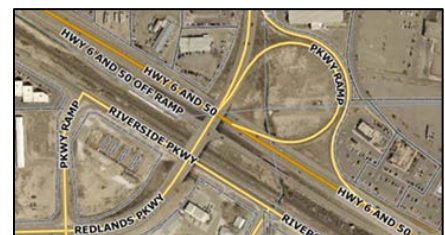
- **2022 Project Budget:** \$700,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** TCP Fund – \$700,000
- **Project Description:** As part of the Tracy Village Subdivision development, per TCP policy, the City will fund intersection improvements at Highway 50 and Palmer Street and Highway 50 at Linden Avenue for the new Taco Bell to move forward.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.



Roadway Expansion Projects

24 Road and Riverside Parkway Interchange

- **2022 Project Budget:** \$750,000
- **Future Year Planned Budget:** \$240,000 in 2023 and \$5.3 million in 2024
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$750,000



- **Project Description:** Intersection improvements are proposed to improve circulation and make interchange more intuitive. This project also constructs bike path connecting Riverfront Trail to Mesa Mall and on to Canyon View Park. For 2022, the funding will extend the 24 Road trail from F 5/8 Road to Canyon View Park and is offset by \$360K from CDOT’s Multi-Modal Options Fund (MMOF).
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.

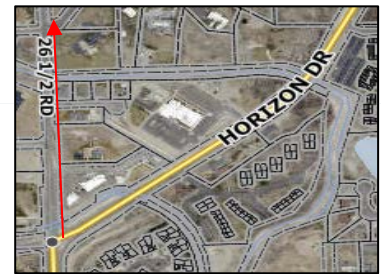
24 Road and G Road Capacity Improvements

- **2022 Project Budget:** \$12,000,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$12,000,000
- **Project Description:** With recent growth along both the 24 Road and G Road corridors, this intersection experiences long delays during peak hours of the day. These capacity improvements will add capacity to both corridors thereby minimizing motorist delays. This project will widen 24 Road to 5 lanes from Patterson Road to I-70 as well as widen G Road from 23 1/2 Road to 24 1/2 Road. This stretch of G Road is experiencing growth with the Medical Office Building and Community Hospital on the west and Caprock Academy on the east. This project will tie into the 24 1/2 Road improvements that are also part of Ballot Initiative 2A.
- **Ongoing Operational Costs:** These operating costs are estimated within the 24 Road Widening project.



26 1/2 Road, Horizon to Summer Hill

- **2022 Project Budget:** \$1,600,000
- **Future Year Planned Budget:** \$1,000,000 planned in 2023, \$2,000,000 planned in 2023 and \$5,000,000 planned in both 2024 and 2025
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$1,600,000
- **Project Description:** 26 1/2 Road will be widened to a three lane “collector” road including center turn lane, curb, gutter, sidewalks, and streetlights from Horizon Drive to Summerhill including a new pedestrian bridge over I-70.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.



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

- **2022 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$500,000 planned in 2023 and \$5,250,000 in 2024
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$250,000
- **Project Description:** 24 1/2 Road will be widened to a three lane “collector” road including center turn lane, curb, gutter, sidewalks, and streetlights from Patterson Road to G 1/4 Road.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.



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

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$200,000 planned in 2023 and \$2,900,000 in 2024
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$100,000
- **Project Description:** B 1/2 Road will be widened to a three lane “collector” road including turn lane, curb, gutter, sidewalk, and streetlights from 29 Road to 29 3/4 Road providing safer routes for kids to get to and from school at Lincoln Orchard Mesa Elementary.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.

D 1/2 Road, 29 to 30 Road

- **2022 Project Budget:** \$600,000
- **Future Year Planned Budget:** \$2,900,000 planned in 2023
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$600,000
- **Project Description:** D 1/2 Road will be widened to a three lane “collector” road 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 and from school at Pear Park Elementary.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.



F 1/2 Parkway, Market to Patterson

- **2022 Project Budget:** \$9,000,000
- **Future Year Planned Budget:** \$7,300,000 planned in 2023
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$9,000,000
- **Project Description:** 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:** Operational costs will be included in a future year Street Maintenance Project.



F 1/2 Road, 30 Road to Persigo Boundary

- **2022 Project Budget:** \$600,000
- **Future Year Planned Budget:** \$2,900,000 planned in 2023
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$600,000
- **Project Description:** F 1/2 Road will be widened to a three lane “collector” road 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 and from school.
- **Ongoing Operational Costs:** Operational costs will be included in a future year Street Maintenance Project.



Horizon at G Road and 27 1/2 Road

- **2022 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$3,750,000
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$150,000
- **Project Description:** The Horizon Drive and G Road Intersection will be reconstructed, and the existing signalized intersection will be replaced with a two-lane roundabout as a safety improvement. Roundabouts have been proven nationally, across the state, and locally to provide significant safety improvements. The roundabout will help set the context for the corridor as the transition from a more rural Horizon Drive into 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:** Operational costs will be included in a future year Street Maintenance Project.



Patterson Road Capacity Improvements (Five Intersections)

- **2022 Project Budget:** \$405,000
- **Future Year Planned Budget:** \$200,000 planned in 2023 and \$300,000 in 2024
- **2022 Funding Source:** Roadway Expansion Bond Proceeds – \$405,000
- **Project Description:** 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 to identify which intersections, and specifically which intersection approaches, would benefit the most from adding right turn lanes. In some instances, by adding turn lanes to side streets and reducing the amount of time required for north-south travel, it can provide more time for east-west travel on Patterson Road and thus increase capacity. The following represent the “Top 5”: 25 Road eastbound to southbound; 12th Street southbound to westbound; 28 1/4 Road eastbound to south bound, 29 Road eastbound to southbound, 29 Road southbound to westbound.
- **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

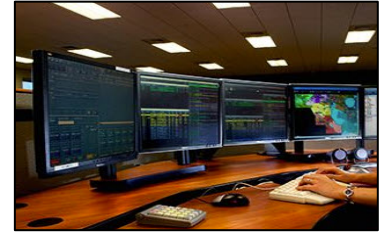
800 MHz Capital Improvements

- **2022 Project Budget:** \$70,000
- **Future Year Planned Budget:** \$70,000 annually
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$70,000
- **Project Description:** Capital improvements for the 800MHz radio infrastructure. This will cover those capital improvements/emergency repairs for the 800MHz radio infrastructure.
- **Ongoing Operational Costs:** This project is set aside annually to cover emergency repair costs for radio sites and infrastructure in the event there is a catastrophic failure or unforeseen issues like a lightning strike or forest fire. There are no ongoing operating costs associated with this project.



Computer-Aided Dispatch (CAD) System Upgrades

- **2022 Project Budget:** \$20,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$20,000
- **Project Description:** These funds are needed for the integration of CAD and Next Gen 911 technologies.
- **Ongoing Operational Costs:** There are no ongoing operating costs associated with this project.



Communications Center Remodel

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$100,000
- **Project Description:** This project will allow for the remodel of the Communications Center to provide additional workspace for three call-taker positions as well as for future planned growth.
- **Ongoing Operational Costs:** All costs for maintaining the communications center are budgeted within the operational budget of the Communications Center Fund. No additional costs are anticipated.



Command Unit for Incident Dispatch Team (IDT)

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$100,000
- **Project Description:** This will fund the purchase and outfitting of an SUV type of unit that will be able to quickly respond to IDT incidents and requests not requiring the larger response truck. This unit will be able to be staffed by one or two IDT staff to cover those serious but smaller and shorter-term incidents.
- **Ongoing Operational Costs:** Vehicle replacement, fuel, and maintenance costs will be budgeted as an interfund charge to the Fleet and Equipment fund beginning in 2023. Anticipated costs are expected to be less than \$3,000 annually.

Microwave Replacements at Radio Sites

- **2022 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$150,000 planned in 2023 and 2024
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$150,000
- **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 or as technologies advance and the vendors require additional equipment.



Mobile Communications Vehicle Technology Upgrades

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$100,000
- **Project Description:** Funds will be used to replace core technologies in the Incident Demand Truck (IDT), which was purchased by the City in 2007. This includes the replacement of the phone system, satellite internet dish and tracking system, cell repeaters, weather station equipment, and 17 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 has remained the same since 2007 when the truck was received. This should last the remaining life of the truck and will be replaced by fleet when the truck is replaced.



Planned Radio Site Upgrades

- **2022 Project Budget:** \$150,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Enhanced 911 Communication (E911) Fund – \$150,000
- **Project Description:** This 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 Communications Center and the remaining DTR sites. This equipment is what ties the Communications Center and its sites into the State DTR network.
- **Ongoing Operational Costs:** There are no additional operating costs associated with this project.



Water Fund Capital Projects

Carson Lake Dam Rehabilitation

- **2022 Project Budget:** \$500,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Water Fund – \$500,000
- **Project Description:** Rehabilitation of Hogchute Reservoir (aka Carson Lake) began in 2021 and included 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. Additional work was necessary to obtain soil materials to rebuild the embankment because the original material was not suitable. This additional work delayed completion of the auxiliary spillway and installation of the early warning system before the end of the construction season. The additional costs are for remobilization and completion of these remaining elements of the project.
- **Ongoing Operational Costs:** Costs for cellular and/or a satellite modem subscription of approximately \$720/year is budgeted within the Water Services operating budget.



Grand Mesa Reservoir Improvements

- **2022 Project Budget:** \$280,000
- **Future Year Planned Budget:** \$50,000 planned annually
- **2022 Funding Source:** Water Fund – \$280,000
- **Project Description:** These funds will be utilized to conduct a Comprehensive Dam Safety Evaluation on Flowing Park Reservoir as required by the State Engineer's Office. The spillway on Raber-Click Reservoir will be replaced as well as other minor improvements at the City's reservoirs on the Grand Mesa recommended by the State Dam Safety Engineer based on annual inspections.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Kannah Creek Flowline Improvements

- **2022 Project Budget:** \$3,550,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Colorado Water Conservation Board Loan – \$3,550,000
- **Project Description:** This project and the following (Purdy Mesa) are for water line and infrastructure replacements in the raw water supply system. Most of the lines to be replaced are 20" to 24" ductile iron or steel lines that have been in service more than 50 years and have a recent history of breaks. The Kannah Creek project is for the replacement of 3 miles of Kannah Creek flowline between the intake and Juniata Reservoir, the scope of this project has been expanded due to the discovery of additional steel pipe in this section that was thought to had been replaced with PVC already. Most of this project is funded through a low-interest Colorado Water Conservation Board (CWCB) Water Loan Program.
- **Ongoing Operational Costs:** Operational costs for maintenance of water lines are budgeted in the Water Fund annually.



Purdy Mesa Flowline and Kannah Creek Backwash

- **2022 Project Budget:** \$7,500,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Colorado Water Conservation Board Loan – \$7,500,000
- **Project Description:** The project includes replacing two sections of the Purdy Mesa flowline (7.0 miles), a pressure control tank above Sullivan Draw, and the backwash line at the Kannah Creek Water Treatment Plant. Most of this project is funded through a 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

- **2022 Project Budget:** \$450,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Water Fund – \$450,000
- **Project Description:** These funds will be used to upsize the storage tank in the Kannah Creek Distribution System as determined by modeling performed in 2021.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Lead Water Line Replacements

- **2022 Project Budget:** \$170,000
- **Future Year Planned Budget:** \$100,000 planned annually beginning in 2023
- **2022 Funding Source:** Water Fund – \$100,000
- **Project Description:** Funding will be utilized to continue a lead service line replacement program. 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.



Ranch Improvements/Sustainable Agriculture (Anderson and Hallenbeck Ranch Improvements)

- **2022 Project Budget:** \$175,000
- **Future Year Planned Budget:** \$28,000 planned annually adjusted for inflation costs
- **2022 Funding Source:** Water Fund – \$175,000
- **Project Description:** City Lessees applied for a Natural Resources Conservation Services (NRCS) grant to cover expenses associated with the installation of gated pipe on the Anderson Ranch.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.

SCADA Technician Vehicle

- **2022 Project Budget:** \$31,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Water Fund – \$31,000
- **Project Description:** Funding will be used to purchase a vehicle for the new SCADA Technician who will be hired in 2022.
- **Ongoing Operational Costs:** Vehicle replacement, fuel, and maintenance costs will be budgeted as an interfund charge to the Fleet and Equipment fund beginning in 2023. Anticipated costs are expected to be less than \$3,000 annually.

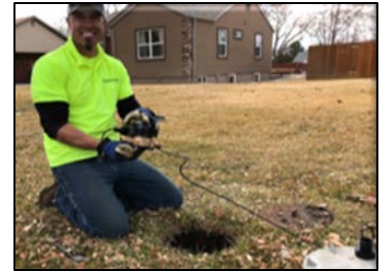
Water Line Replacements

- **2022 Project Budget:** \$2,229,000
- **Future Year Planned Budget:** \$1,300,000 planned annually adjusted for inflation costs
- **2022 Funding Source:** Water Fund – \$2,229,000
- **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 more than 50 years and have a recent history of breaks or are in areas targeted to increase flow capacity to meet fire protection requirements. All lines will be replaced with Polyvinyl Chloride (PVC) pipe, thereby eliminating the possibility of external corrosion. The existing cast iron pipe materials are highly susceptible to external corrosion. Selection of project areas is based on pipe condition as well as street overlay and reconstruction schedules. In addition, water line replacements needed to improve flow capacity to the Riverfront at Dos Rios development will be included.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Water Meter Replacements

- **2022 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$10,000 planned for 2023 and 2024 and \$50,000 annually beginning in 2025
- **2022 Funding Source:** Water Fund – \$50,000
- **Project Description:** Replacement of manual read meters with radio read meters was completed in 2021. Starting in 2022, funding will be used to upgrade meter pits.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Water Plant Motor Control Center (MCC) Replacement

- **2022 Project Budget:** \$300,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Water Fund – \$300,000
- **Project Description:** These funds are for replacement of equipment and upgrades at the water treatment plant associated with the motor control center (MCC) that was designed in 2021. Additionally, concrete structures will be evaluated for adequate structural integrity and improvements will be made to Reservoir #4.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Water Rights Infrastructure Development

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$100,000 planned annually through 2026
- **2022 Funding Source:** Water Fund – \$100,000
- **Project Description:** Funding will facilitate acquisition of agricultural irrigation water rights as they become available.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.

Water Treatment Plant Modifications

- **2022 Project Budget:** \$95,000
- **Future Year Planned Budget:** \$100,000 planned in 2023 and \$50,000 planned 2024 and 2025
- **2022 Funding Source:** Water Fund – \$95,000
- **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 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 Colorado Department of Health and Environment (CDPHE) for the fluoridation equipment.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Ridges Irrigation Capital Projects

Ridges Distribution System Replacement

- **2022 Project Budget:** \$30,000
- **Future Year Planned Budget:** \$30,000 planned annually
- **2022 Funding Source:** Ridges Irrigation Fund – \$30,000
- **Project Description:** This will continue an incremental replacement plan of the distribution system at the Ridges Subdivision.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Ridges Irrigation Motor Control Center (MCC) Replacement

- **2022 Project Budget:** \$175,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Ridges Irrigation Fund – \$175,000
- **Project Description:** This will fund the replacement and upgrade of the MCC system serving the Ridges Irrigation System.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.

Joint Sewer Operations Fund Capital Projects

Collection System Equipment

- **2022 Project Budget:** \$50,000
- **Future Year Planned Budget:** \$50,000 planned in 2023 and 2024
- **2022 Funding Source:** Joint Sewer Fund – \$50,000
- **Project Description:** These funds are recommended to purchase specialty equipment needed to efficiently operate and maintain the sewer collection system. Funds in 2022-2024 are planned for upgrading to cellular telemetry across all 26 lift stations.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Laboratory Equipment

- **2022 Project Budget:** \$67,500
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Joint Sewer Fund – \$67,500
- **Project Description:** Replacement of obsolete flow injection analysis instrument with discrete analyzer for nutrient analysis required per Colorado Regulation 85. Discrete analyzers are the current technology used for this type of analysis and will improve the laboratory detection capability, reduce instrument maintenance, reduce costs for consumables, reduce waste, and reduce run times with advanced automation.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.

Lift Station Elimination/Rehabilitation

- **2022 Project Budget:** \$5,000,000
- **Future Year Planned Budget:** \$92,000 planned annually
- **2022 Funding Source:** Joint Sewer Fund – \$5,000,000
- **Project Description:** The 2022 requested funds will be used to replace the Ridges #1 Lift Station. This lift station has surpassed its design life and it is recommended to be replaced due to existing deficiencies regarding their condition, capacity, and long-term reliability. Design of the new Power Road Lift station and associated sewer pipelines was completed in 2021 and construction will be completed in 2022. Funding planned for 2022 and beyond also include 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.



Odor Control Improvements

- **2022 Project Budget:** \$3,600,000
- **Future Year Planned Budget:** \$600,000 planned in 2023 and \$150,000 in 2024
- **2022 Funding Source:** Water Fund – \$3,600,000
- **Project Description:** Design of odor control improvements for the wastewater treatment plant and the sewer collection system was completed in 2021. The recommended funds for 2022 are for construction of odor control improvements.
- **Ongoing Operational Costs:** Estimated costs associated with new odor control improvements are \$38,900 annually.

Parallel Tiara Rado Force Main Under Colorado River

- **2022 Project Budget:** \$5,000,000
- **Future Year Planned Budget:** \$0
- **2022 Funding Source:** Joint Sewer Fund – \$5,000,000
- **Project Description:** Design of a new force main for the Tiara Rado Lift Station was completed in 2021 and necessary easements were obtained. Recommended 2022 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.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Persigo Plant Studies

- **2022 Project Budget:** \$225,000
- **Future Year Planned Budget:** \$350,000 Planned in 2025 and \$665,000 in 2026
- **2022 Funding Source:** Joint Sewer Fund – \$225,000
- **Project Description:** Funds budgeted in 2022 are to complete a SCADA Improvement Plan. This plan will provide a detailed implementation approach for the replacement and investments needed for the process network, instrumentation, communication, and control systems at the Persigo Wastewater Treatment Plant and for remote assets in the collection system such as lift stations, chemicals tanks and odor treatment processes.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Sewer Capacity Projects

- **2022 Project Budget:** \$100,000
- **Future Year Planned Budget:** \$814,000 planned in 2023 and \$2,984,000 in both 2024 and 2025
- **2022 Funding Source:** Joint Sewer Fund – \$100,000
- **Project Description:** The Wastewater Basin Masterplan identified several capacity deficiencies in the sewer collection system under current and future flows. Funds budgeted in 2022 are to conduct a detailed technical evaluation of the improvements needed in the Central Grand Valley Basin, a flow balance structure on the Riverside interceptors, and upsizing of the Grand Valley By-products lift station and associated forcemain and gravity sewers.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Sewer Improvement Districts

- **2022 Project Budget:** \$250,000
- **Future Year Planned Budget:** \$1,000,000 planned annually beginning in 2023
- **2022 Funding Source:** Joint Sewer Fund – \$250,000
- **Project Description:** In 2000, the City and the County passed a joint resolution establishing the septic system elimination program to provide incentives to property owners to eliminate septic systems. There are still approximately 1,550 properties that remain on septic systems within the Persigo 201 sewer boundary. 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 2022 is to revitalize the incentive program by targeting completion of existing and new sewer improvement districts over the next 17 years as recommended in the 2020 Wastewater Basin Study Update.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Sewer Line Replacement/Rehabilitation

- **2022 Project Budget:** \$3,696,000
- **Future Year Planned Budget:** \$3,696,000 planned in both 2023 and 2024 and \$4,500,000 planned in both 2025 and 2026
- **2022 Funding Source:** Joint Sewer Fund – \$3,696,000
- **Project Description:** Funds are budgeted to replace/rehabilitate existing sewer mains within the Persigo 201 service area collection system. The collection system is comprised of approximately 577 miles of pipe of which approximately 200 miles is scheduled for replacement over the next 30 years. Since 2015, 30 miles of pipe have been replaced and 170 miles of pipe have been identified for replacement based on pipe materials. Annual condition assessments are conducted to prioritize replacements based on condition.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Wastewater Treatment Plant Rehabilitation/Expansion Projects

- **2022 Project Budget:** \$3,551,000
- **Future Year Planned Budget:** \$15,979,000 planned in 2023, \$36 million in 2024 through 2026
- **2022 Funding Source:** Joint Sewer Fund – \$3,551,000
- **Project Description:** This funding will be used for detailed engineering design and permitting of wastewater treatment units that will require rehabilitation to address aging infrastructure or operational deficiencies over the next 5 years. Since the plant is currently at 80 percent capacity and will require expansion in the next 8 years, design plans will consider future expansion needs in selection of the rehabilitation or replacement option. Infrastructure assets that will be addressed in the next 5 years include aeration, solids dewatering, ultraviolet disinfection, solids/grit screening, and the electrical conduit 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

- **2022 Project Budget:** \$1,300,000
- **Future Year Planned Budget:** \$700,000 planned annually adjusted for inflation costs.
- **2022 Funding Source:** Joint Sewer Fund – \$1,300,000
- **Project Description:** These expenditures are associated with wastewater treatment plant improvements and replacement of aging infrastructure. The funds planned for 2022 will be used for rehabilitation of aerators in the Flow Equalization Basin and the rehabilitation of existing UV disinfection banks as well as miscellaneous rehabilitation/replacement projects.
- **Ongoing Operational Costs:** There are no ongoing operational costs associated with this project.



Suplizio Field Bleacher Replacement Project

SPECIAL REVENUE FUNDS

Downtown Development Authority

The Downtown Development Authority (DDA) was established in 1981 by the City 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.

2022 Downtown Development Authority Strategic Priorities

- Implementation of improvements to 4th and 5th Street in partnership with the City
- Continued pursuit of connectivity and placemaking enhancements in Downtown in partnership with the City such as, but not limited to, an event plaza, new restroom facilities and alleyway activation
- Encourage catalytic redevelopment opportunities such as the former Greyhound building and former City Market site as well as other potential redevelopment opportunities that may occur

2021 Downtown Development Authority Highlights

- Launched Catalyst Grant Program
 - Funded two new housing projects (The Eddy and The Lofts) that will support 174 new housing units
 - Funded Networks Unlimited expansion at 515 S. 7th Street that will allow for job creation and remediation of a blighted property
- Purchase of the former Greyhound Building at 230 S. 5th Street for Redevelopment
- Feasibility Study for 4th and 5th Street

Downtown Development Authority Personnel

Downtown Development Authority	2020 FTEs	2021 FTEs	2022 FTEs
Funded by DDA Fund 103			
DDA Director	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Total Downtown Development Authority FTE's	2.00	2.00	2.00

Downtown Development Authority Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Downtown Development Authority (DDA) Fund 103						
Downtown Development Authority	\$ 1,300,037	\$ 948,912	\$ 1,126,229	\$ 1,546,229	\$ 1,673,020	48.6%
DDA Capital Improvement Fund	10,026,038	1,144,976	-	-	-	0.0%
DDA TIF Debt Service Fund	2,967,398	1,705,151	1,678,965	2,378,965	1,679,625	0.0%
Total DDA Budget	\$ 14,293,473	\$ 3,799,039	\$ 2,805,194	\$ 3,925,194	\$ 3,352,645	19.5%

Downtown Development Authority Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Revenues will increase 9.6% in 2022 due to increases in property taxes based on the last assessment done by Mesa County and increases in lease revenues.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021.
- **Non-Personnel Operating:** The majority of operating increase are due to contributions being made for the Lofts project and for the Dos Rios development project.
- **Interfund Charges:** Facility, information technology, liability insurance and fleet charges will all increase in 2022 due to rising costs for equipment, increasing utility charges and maintenance of fleet equipment and City buildings.

Funding Source DDA Fund 103	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Taxes	\$ 268,104	\$ 288,757	\$ 288,617	\$ 288,617	\$ 392,836	36.1%
Charges for Services	2,103	1,954	-	-	11,500	100.0%
Intergovernmental	20,000	52,990	10,000	-	-	-100.0%
Interest	23,230	30,467	14,364	14,364	14,364	0.0%
Other	1,009,471	1,012,993	997,381	1,007,381	1,017,381	2.0%
Transfers In	60,154	-	-	-	-	0.0%
Total Revenues	\$ 1,383,062	\$ 1,387,161	\$ 1,310,362	\$ 1,310,362	\$ 1,436,081	9.6%
Expenditures						
Labor and Benefits						
Full Time	\$ 121,747	\$ 135,297	\$ 144,952	\$ 144,952	\$ 180,425	24.5%
Seasonal	1,200	24,637	57,395	57,395	36,770	-35.9%
Overtime	-	96	-	-	-	0.0%
Benefits	36,924	41,781	56,641	56,641	57,744	1.9%
Insurance	842	1,440	2,534	2,534	2,025	-20.1%
Other Compensation	-	1,601	-	-	-	0.0%
Total Labor and Benefits	\$ 160,713	\$ 204,852	\$ 261,522	\$ 261,522	\$ 276,964	5.9%
Operating						
Charges for Service	\$ 6,233	\$ 7,705	\$ 11,800	\$ 11,800	\$ 6,800	-42.4%
Contract Services	355,698	84,422	133,425	138,425	186,560	39.8%
Equipment	26,158	13,886	2,500	16,842	1,500	-40.0%
Grants and Contributions	536,155	200,000	30,500	695,500	646,000	2018.0%
Operating Supplies	120,848	210,370	328,000	328,000	168,350	-48.7%
Cost of Goods Sold	-	-	-	-	1,500	100.0%
Professional Development	6,353	6,817	13,500	13,500	16,628	23.2%
Repairs	1,986	1,066	6,000	6,000	6,000	0.0%
Utilities	36,393	34,195	36,270	36,270	41,470	14.3%
Rent	12,470	10,150	11,650	11,650	25,000	114.6%
Uniforms and Gear	-	560	1,180	1,180	1,180	0.0%
Total Operating	\$ 1,102,294	\$ 569,171	\$ 574,825	\$ 1,244,825	\$ 1,100,988	91.5%
Interfund Charges						
Administrative Overhead	\$ 26,321	\$ 30,790	\$ 30,614	\$ 30,614	\$ 35,337	15.4%
Information Technology	502	-	-	-	-	0.0%
Liability Insurance	7,013	9,109	9,268	9,268	9,731	5.0%
Medical Programs	3,194	-	-	-	-	0.0%
Total Interfund Charges	\$ 37,030	\$ 39,899	\$ 39,882	\$ 39,882	\$ 45,068	13.0%
Capital Outlay						
Capital Equipment	\$ -	\$ 134,990	\$ -	\$ -	\$ -	0.0%
Total Capital Outlay	\$ -	\$ 134,990	\$ -	\$ -	\$ -	0.0%
Contingency and Reserves						
Contingency	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	0.0%
Total Contingency and Reserves	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000	0.0%
Total DDA Budget	\$ 1,300,037	\$ 948,912	\$ 1,126,229	\$ 1,546,229	\$ 1,673,020	48.6%

**Funding Source
DDA Capital Improvement Fund 203**

Revenues							
Charges for Service	\$	200,000	\$	250	\$	-	0.0%
Interest		6,592		117,905		-	0.0%
Transfers In		1,255,139		-		-	0.0%
Total Revenues	\$	1,461,731	\$	118,155	\$	-	0.0%
Expenditures							
Labor and Benefits							
Full Time	\$	7,583	\$	7,088	\$	-	0.0%
Benefits		1,479		1,803		-	0.0%
Insurance		40		955		-	0.0%
Total Labor and Benefits	\$	9,102	\$	9,846	\$	-	0.0%
Operating							
Grants and Contributions	\$	10,016,936	\$	1,135,130	\$	-	0.0%
Total Operating	\$	10,016,936	\$	1,135,130	\$	-	0.0%
Total DDA CIP Fund Budget	\$	10,026,038	\$	1,144,976	\$	-	0.0%

**Funding Source
DDA TIFF Debt Service Fund 203**

Revenues							
Taxes	\$	1,398,693	\$	1,502,221	\$	1,494,134	4.5%
Intergovernmental		363,001		381,533		346,439	70.2%
Interest		41,356		16,654		10,894	0.0%
Total Revenues	\$	1,803,050	\$	1,900,408	\$	2,008,715	16.8%
Operating							
Charges and Fees	\$	-	\$	-	\$	500	-100.0%
Contract Services		-		26,214		27,000	5.0%
Total Operating	\$	-	\$	26,214	\$	27,500	3.1%
Capital Outlay							
Land	\$	-	\$	-	\$	700,000	0.0%
Total Capital Outlay	\$	-	\$	-	\$	700,000	0.0%
Debt Service							
Interest Expense	\$	612,605	\$	581,846	\$	539,965	-7.1%
Principal		1,039,500		1,097,091		1,111,500	3.4%
Total Debt Service	\$	1,652,105	\$	1,678,937	\$	1,651,465	0.0%
Total DDA TIFF Debt Service Budget	\$	1,652,105	\$	1,705,151	\$	2,378,965	0.0%
Total DDA Budget	\$	12,978,180	\$	3,799,039	\$	3,925,194	19.5%

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.

2022 Downtown Business Improvement District Strategic Priorities

- Launch new Downtown Grand Junction website first quarter 2022
- Partner with Grand Junction Sports Commission to bring back Downtown Music and Bike Festival
- Improved data analytics for events that help measure the success of events in the District
- Identify new placemaking opportunities in the District that incorporate arts and culture
- Find growth and expansion opportunities for existing Downtown events.

2021 Downtown Business Improvement District Highlights

- Return of Downtown events calendar with increased attendance by both vendors and attendees and an increase in sponsorships for all events
- Second year of Downtown Grand Junction Ambassador Program
- Incorporated new art into the District including new murals and a new AOTC exhibit
- Through marketing and promotion efforts, Downtown gift card sales continued to see strong growth.
- Continued digital marketing efforts such as the 12 Days of Christmas and Downtown Restaurant Week that help promote shopping and dining in Downtown

Downtown Business Improvement District Personnel

Downtown Business Improvement District	2020 FTEs	2021 FTEs	2022 FTEs
Funded by Downtown BID 711			
Community Engagement Manager	1.00	1.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00
Total Downtown BID FTE's	2.00	2.00	2.00

Downtown Business Improvement District Expenditure Summary by Fund

Expenditure Summary by Fund	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Downtown BID Fund 711						
Downtown Development Authority	\$ 368,124	\$ 285,314	\$ 335,108	\$ 335,108	\$ 354,223	5.7%
Total Downtown BID Budget	\$ 368,124	\$ 285,314	\$ 335,108	\$ 335,108	\$ 354,223	5.7%

Downtown Business Improvement District Budget By Fund, by Classification

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Revenues are expected to increase slightly over 2021 Adopted budget due to increased tax revenues.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021.
- **Non-Personnel Operating:** Operating costs for Contract Services are increasing slightly and make up most operating costs in this Department

Funding Source Downtown BID Fund 711	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Licenses and Permits	\$ 8,947	\$ 7,982	\$ 7,000	\$ 7,000	\$ 8,000	14.3%
Charges for Services	169,548	56,721	153,500	149,500	151,000	-1.6%
Intergovernmental	2,200	3,490	4,000	4,000	2,400	-40.0%
Interest	2,844	1,278	660	660	660	0.0%
Other	198,039	199,214	217,969	217,969	226,839	4.1%
Total Revenues	\$ 381,578	\$ 268,685	\$ 383,129	\$ 379,129	\$ 388,899	1.5%
Expenditures						
Labor and Benefits						
Full Time	\$ 92,999	\$ 86,432	\$ 88,625	\$ 88,625	\$ 93,897	5.9%
Seasonal	16,736	13,065	15,900	15,900	15,901	0.0%
Benefits	25,849	25,142	28,865	28,865	27,905	-3.3%
Insurance	507	1,897	785	785	908	15.7%
Other Compensation	-	1,206	-	-	-	0.0%
Total Labor and Benefits	\$ 136,091	\$ 127,742	\$ 134,175	\$ 134,175	\$ 138,611	3.3%
Operating						
Charges and Fees	\$ 2,850	\$ 4,810	\$ 3,170	\$ 3,170	\$ 4,170	31.5%
Contract Services	209,438	136,277	182,840	182,840	194,162	6.2%
Equipment	139	5,150	-	-	-	0.0%
Grants and Contributions	680	-	-	-	500	100.0%
Operating Supplies	13,721	6,939	7,073	7,073	7,370	4.2%
Cost of Goods Sold	-	-	1,000	1,000	500	-50.0%
Professional Development	4,623	2,518	4,300	4,300	6,360	47.9%
Repairs	-	282	450	450	450	0.0%
Utilities	582	1,477	1,800	1,800	1,800	0.0%
Uniforms and Gear	-	119	300	300	300	0.0%
Total Operating	\$ 232,033	\$ 157,572	\$ 200,933	\$ 200,933	\$ 215,612	7.3%
Total Downtown BID Budget	\$ 368,124	\$ 285,314	\$ 335,108	\$ 335,108	\$ 354,223	5.7%

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 in the Police Department and has a staff of 53 telecommunicators and supervisors who dispatch for 9 law enforcement and 12 fire/EMS agencies in Mesa County.

Enhanced 911 Fund Budget

Funding Source	2019	2020	2021	2021	2022	% Change
Enhanced 911 Fund 101	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Charges for Service	\$ 2,385,834	\$ 2,431,984	\$ 2,487,700	\$ 2,900,000	\$ 2,900,000	16.6%
Interest	77,168	42,032	21,350	19,400	19,400	-9.1%
Total Revenues	\$ 2,463,002	\$ 2,474,016	\$ 2,509,050	\$ 2,919,400	\$ 2,919,400	16.4%
Expenditures						
Transfers						
Transfers Out	\$ 2,600,190	\$ 2,853,445	\$ 2,811,488	\$ 2,638,982	\$ 2,581,222	-8.2%
Total Transfers	\$ 2,600,190	\$ 2,853,445	\$ 2,811,488	\$ 2,638,982	\$ 2,581,222	-8.2%
Total E911 Budget	\$ 2,600,190	\$ 2,853,445	\$ 2,811,488	\$ 2,638,982	\$ 2,581,222	-8.2%



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

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) is a U.S. Department of Housing and Urban Development (HUD) program that provides Federal dollars to the 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 2021 were allocated as amendments to the 2019 Program Year to add CDBG-CV funds allocated to the City via the CARES Act and from the 2020 Program Year which began September 1, 2020. The CDBG program furthers the Planning and Infrastructure Directive of the Strategic Plan in that the Federal funds are expended by the City and community entities to improve the facilities and programs that serve the most vulnerable populations.

2022 Strategic Priorities

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

2021 Highlights

- CDBG-CV activities completed, with approximately 65% of funds allocated to the City included: Counseling and Education Center (CEC) and Marillac Clinic building safety improvements; Community Food Bank perishable food storage; and Grand Valley Catholic Outreach, STRiVE and Riverside Educational Center emergency subsistence payments.
- CDBG Activities Completed: CEC low-income counseling; Marillac dental equipment for Mesa County Human Services Clinic; Hilltop Latimer House transportation; STRiVE remodel wood shop and group homes; and Community Food Bank roof replacement.

Community Development Block Grant Fund Budget

Funding Source CDBG Fund 104	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Intergovernmental	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557	0.1%
Total Revenues	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557	0.1%
Expenditures						
Operating						
Grants and Distributions	\$ 173,280	\$ 326,035	\$ 278,760	\$ 857,571	\$ 289,198	3.7%
Total Operating	\$ 173,280	\$ 325,999	\$ 278,760	\$ 857,571	\$ 289,198	3.7%
Transfers						
Transfers Out	\$ 239,006	\$ 391,291	\$ 190,374	\$ 190,374	\$ 180,359	-5.3%
Total Transfers	\$ 239,006	\$ 391,291	\$ 190,374	\$ 190,374	\$ 180,359	-5.3%
Total CDBG Budget	\$ 412,286	\$ 717,326	\$ 469,134	\$ 1,047,945	\$ 469,557	0.1%

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 2022 projects that are partially funded by the Parkland Expansion Funds is \$1,405,000 and includes:

- Blue Heron Boat Ramp - \$500,000
- Botanic Gardens Master Plan - \$100,000
- Dos Rios Raw Water Line - \$80,000
- Monument Road Connect - \$350,000
- Trails – Asphalt Trail Replacements - \$300,000
- Turf to Native Conservation - \$75,000

Parkland Expansion Fund Budget

Funding Source	2019	2020	2021	2021	2022	% Change
Parkland Expansion Fund 105	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Fines and Forfeitures	\$ 2,985	\$ 1,835	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Interest	22,352	11,054	6,173	6,173	6,173	0.0%
Other	590,621	388,764	550,000	732,489	950,000	72.7%
Total Revenues	\$ 615,958	\$ 401,653	\$ 558,673	\$ 741,162	\$ 958,673	71.6%
Transfers						
Transfers Out	\$ 730,153	\$ 838,477	\$ 609,792	\$ 449,792	\$ 1,464,792	140.2%
Total Transfers	\$ 730,153	\$ 838,477	\$ 609,792	\$ 449,792	\$ 1,464,792	140.2%
Total Parkland Expansion Budget	\$ 730,153	\$ 838,477	\$ 609,792	\$ 449,792	\$ 1,464,792	140.2%



Canyon View Park on a Winter's Day

Lodger's Tax Fund

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

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

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

Lodger's Tax Fund Budget

Funding Source Lodger's Tax Fund 106	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Taxes	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218	43.1%
Total Revenues	\$ 1,706,537	\$ 1,072,214	\$ 1,302,748	\$ 1,739,009	\$ 1,864,218	43.1%
Expenditures						
Operating						
Grants and Distributions	\$ 914,460	\$ 705,812	\$ 759,936	\$ 1,026,666	\$ 1,087,461	43.1%
Total Transfers	\$ 914,460	\$ 705,812	\$ 759,936	\$ 1,026,666	\$ 1,087,461	43.1%
Transfers						
Transfers Out	\$ 653,186	\$ 484,305	\$ 542,812	\$ 733,333	\$ 776,758	43.1%
Total Transfers	\$ 653,186	\$ 484,305	\$ 542,812	\$ 733,333	\$ 776,758	43.1%
Total Lodger's Tax Budget	\$ 1,567,646	\$ 1,190,117	\$ 1,302,748	\$ 1,759,999	\$ 1,864,219	43.1%

First Responder Tax Fund

On April 2, 2019, the City voters 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.

First Responder Tax Fund Budget

Significant Changes 2022 Adopted vs. 2021 Adopted

- **Revenues:** Revenues are derived from 0.5% sales and use tax and due to strong growth in this category, revenues are projected to increase 36.5%.
- **Labor and Benefits:** Increases in labor and benefits are due to changes made to the City's pay plan and implementation of the market study that was done during 2021. Additionally, 21 additional positions are being added in 2022 that will staff Fire Station 8 which is slated for completion in latter part of 2022. Additionally, positions will also be added to the Police Department.
- **Operating:** Operating costs will increase in 2022 due to the addition of Fire Station 8 and the purchase of equipment, uniforms, a fire academy to train new staff, and uniforms and gear for new staff.
- **Interfund Charges:** Facility, information technology, liability insurance and fleet charges will all increase in 2022 due to rising costs for equipment, increasing utility charges and maintenance of fleet equipment and City buildings. With the addition of Fire Station 8 and new staff, all these charges will increase as well.
- **Capital Outlay:** Increases in capital outlay include purchases for vehicles for Police Service Technicians and Code Compliance Officers in the Police Department.
- **Transfers Out:** These have decreased from prior years due to budgeting for Police and Fire activities directly in this fund rather than as a transfer out to the General Fund.

Funding Source	2019	2020	2021	2021	2022	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Taxes	\$ -	\$ 7,927,408	\$ 9,484,468	\$ 10,359,520	\$ 11,192,539	18.0%
Intergovernmental	-	-	-	-	1,750,804	100.0%
Total Revenues	\$ -	\$ 7,927,408	\$ 9,484,468	\$ 10,359,520	\$ 12,943,343	36.5%
Expenditures						
Labor and Benefits						
Full Time	\$ -	\$ 559,408	\$ 2,371,256	\$ 2,371,256	\$ 5,491,134	131.6%
Benefits	-	23,598	-	-	233,145	100.0%
Taxes	-	142,940	952,358	952,358	2,030,548	113.2%
Insurance	-	5,545	85,630	85,630	281,400	228.6%
Other Compensation	-	3,173	752	752	32,752	4255.3%
Total Labor and Benefits	\$ -	\$ 734,664	\$ 3,409,996	\$ 3,409,996	\$ 8,068,979	136.6%
Operating						
Contract Services	\$ -	\$ 246	\$ 7,024	\$ 7,024	\$ 59,062	740.9%
Equipment	-	214,979	271,851	130,891	610,457	124.6%
Operating Supplies	-	47,244	11,385	11,385	49,954	338.8%
Professional Development	-	38,899	47,501	47,501	85,842	80.7%

Funding Source	2019	2020	2021	2021	2022	% Change
First Responder Tax Fund 107	Actual	Actual	Adopted	Projected	Adopted	From 2021
Repairs	-	1,560	-	-	6,876	100.0%
Utilities	-	486	-	-	3,000	100.0%
Uniforms and Gear	-	14,530	-	-	259,333	100.0%
Total Operating	\$ -	\$ 317,944	\$ 337,761	\$ 196,801	\$ 1,074,524	218.1%
Interfund Charges						
Facility	\$ -	\$ (26,110)	\$ 26,110	\$ 26,110	\$ 30,710	17.6%
Information Technology	-	1,008	-	-	91,492	100.0%
Fleet	-	-	102,806	102,806	263,037	155.9%
Fuel Charges	-	-	13,535	13,535	62,090	358.7%
Total Interfund Charges	\$ -	\$ (25,102)	\$ 142,451	\$ 142,451	\$ 447,329	214.0%
Capital Outlay						
Capital Equipment	\$ -	\$ 628,288	\$ -	\$ 140,960	\$ 180,900	100.0%
Facilities	-	-	-	-	-	0.0%
Total Capital Outlay	\$ -	\$ 628,288	\$ -	\$ 140,960	\$ 180,900	100.0%
Transfers						
Transfers Out	\$ -	\$ 4,674,546	\$ 6,223,406	\$ 6,914,406	\$ 1,108,982	-82.2%
Total Transfers	\$ -	\$ 4,674,546	\$ 6,223,406	\$ 6,914,406	\$ 1,108,982	-82.2%
Total First Responder Tax Budget	\$ -	\$ 6,330,340	\$ 10,113,614	\$ 10,945,574	\$ 10,880,714	7.6%



Fire Station 1 Vehicles

Conservation Trust Fund

Conservation Trust (or 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 (\$300,879), funding for Tiara Rado Golf Course (\$120,000), and Las Colonias Park annual contribution (\$78,982).

Total Expenses for 2022 projects that are partially funded by the Conservation Trust Funds are \$379,200 and include:

- Columbine Park Short Term Renovation – \$99,200
- Columbine & Kronkright Fence Replacement – \$30,000
- Lincoln Park/Canyon View Pickleball Court Improvements – \$200,000
- Playground Repair – \$50,000

Conservation Trust Fund Budget

Funding Source	2019	2020	2021	2021	2022	% Change
Conservation Trust Fund 110	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Intergovernmental	\$ 747,329	\$ 662,347	\$ 780,000	\$ 870,000	\$ 880,000	12.8%
Interest	10,434	2,237	2,096	2,096	2,096	0.0%
Total Revenues	\$ 757,763	\$ 664,584	\$ 782,096	\$ 872,096	\$ 882,096	12.8%
Expenditures						
Transfers						
Transfers Out	\$ 928,768	\$ 715,052	\$ 799,982	\$ 784,832	\$ 879,061	9.9%
Total Transfers	\$ 928,768	\$ 715,052	\$ 799,982	\$ 784,832	\$ 879,061	9.9%
Total Conservation Trust Budget	\$ 928,768	\$ 715,052	\$ 799,982	\$ 784,832	\$ 879,061	9.9%



Kindred Reserve Open Space Park

Cannabis Sales Tax Fund

In April 2021, voters approved the retail sale of cannabis in the City. They also approved a special tax rate between 5% and 15%. Based on current Council discussion and direction, revenue from a 6% special sales tax is being budgeted in 2022 for a partial year due to licensing and regulatory actions still in process. The City’s share of the State cannabis tax is also budgeted in 2022. These revenues will be budgeted and accounted for in a separate special revenue fund and are estimated at a total of \$1,015,000.

This will fund two positions and will transferred to the General Fund:

1. Police Officer in the Police Department which will focus on enforcement of cannabis sales within the City
2. Administrative Position which will focus on licensing regulations of cannabis sales within the City

In addition, these funds are slated to partially fund a few projects from the Parks and Recreation Open Space (PROS) plan and will be transferred to the 0.75% Sales Tax Capital Fund:

- Lincoln Park/Canyon View Pickleball Court Improvements – \$550,000
- Monument Connect Phase II – \$250,000

Cannabis Sales Tax Budget

Funding Source	2019	2020	2021	2021	2022	% Change
Cannabis Sales Tax Fund 111	Actual	Actual	Adopted	Projected	Adopted	From 2021
Revenues						
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 1,015,000	100.0%
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 1,015,000	100.0%
Expenditures						
Transfers						
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	100.0%
Total Transfers	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	100.0%
Total Cannabis Sales Tax Budget	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	100.0%



Lincoln Park West Pickleball Courts



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DEBT SERVICE FUNDS

General Debt Service Fund

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

General Debt Service Fund

Funding Source General Debt Service Fund 610	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Intergovernmental	\$ 724,725	\$ 16,932	\$ -	\$ -	-	0.0%
Interest	2,220	233	-	-	-	0.0%
Capital Proceeds	39,830	14,740,000	-	-	-	0.0%
Transfers In	6,006,304	6,442,344	6,794,876	6,794,876	6,799,688	0.1%
Total Revenues	\$ 6,773,079	\$ 21,199,508	\$ 6,794,876	\$ 6,794,876	\$ 6,799,688	0.1%
Expenditures						
Operating						
Charges and Fees	\$ 27,500	\$ 86,612	\$ 4,500	\$ 4,500	\$ 4,500	0.0%
Total Operating	\$ 27,500	\$ 86,612	\$ 4,500	\$ 4,500	\$ 4,500	0.0%
Debt Service						
Interest Expense	\$ 2,585,088	\$ 2,520,878	\$ 3,060,376	\$ 3,060,376	\$ 2,985,188	-2.5%
Principal	3,800,000	18,955,888	3,730,000	3,730,000	3,810,000	2.1%
Total Debt Service	\$ 6,385,088	\$ 21,476,766	\$ 6,790,376	\$ 6,790,376	\$ 6,795,188	0.1%
Total Gen Debt Svc Fund Budget	\$ 6,412,588	\$ 21,563,378	\$ 6,794,876	\$ 6,794,876	\$ 6,799,688	0.1%

Grand Junction Public Finance Corporation

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

Grand Junction Public Finance Corporation

Funding Source GJ Public Finance Corp 614	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Interest	\$ 10,806	\$ 12,721	\$ -	\$ -	-	0.0%
Other	300,000	300,000	400,000	400,000	400,000	0.0%
Capital Proceeds	-	-	-	5,086,873	-	0.0%
Transfers In	230,175	204,427	300,000	848,431	300,879	0.3%
Total Revenues	\$ 540,981	\$ 517,148	\$ 700,000	\$ 6,335,304	\$ 700,879	0.1%
Expenditures						
Operating						
Charges and Fees	\$ -	\$ -	\$ 1,500	\$ 60,816	\$ 1,500	0.0%
Total Operating	\$ -	\$ -	\$ 1,500	\$ 60,816	\$ 1,500	0.0%
Debt Service						
Interest Expense	\$ 283,675	\$ 275,406	\$ 266,163	\$ 399,350	\$ 428,600	61.0%
Principal	245,000	255,000	432,337	5,875,138	285,000	-34.1%
Total Debt Service	\$ 528,675	\$ 530,406	\$ 698,500	\$ 6,274,488	\$ 713,600	2.2%
Total GJ Public Finance Corp Budget	\$ 528,675	\$ 530,406	\$ 700,000	\$ 6,335,304	\$ 715,100	2.2%

Riverside Parkway Debt Fund

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

Riverside Parkway Debt Fund

Funding Source Riverside Parkway Debt Fund 615	2019 Actual	2020 Actual	2021 Adopted	2021 Projected	2022 Adopted	% Change From 2021
Revenues						
Interest	\$ 137,280	\$ 69,725	\$ 35,042	\$ 35,042	\$ 35,042	0.0%
Transfers In	1,056,252	632,922	1,349,890	1,305,444	-	-100.0%
Total Revenues	\$ 1,193,532	\$ 702,647	\$ 1,384,932	\$ 1,340,486	\$ 35,042	
Expenditures						
Transfers Out						
Transfers Out	\$ 3,183,617	\$ 3,156,000	\$ 3,000,000	\$ 3,000,000	\$ 1,052,447	-64.9%
Total Operating	\$ 3,183,617	\$ 3,156,000	\$ 3,000,000	\$ 3,000,000	\$ 1,052,447	-64.9%
Total Riverside Pkwy Debt Budget	\$ 3,183,617	\$ 3,156,000	\$ 3,000,000	\$ 3,000,000	\$ 1,052,447	-64.9%



Spring in Downtown Grand Junction

APPENDIX

2022 Budget Appropriation Ordinance

CITY OF GRAND JUNCTION, COLORADO

ORDINANCE NO. 5042

THE ANNUAL APPROPRIATION ORDINANCE

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, 2022 AND ENDING DECEMBER 31, 2022

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, Colorado, for the fiscal year beginning January 1, 2022, and ending December 31, 2022, said sums to be derived from the various funds as indicated for the expenditures of:

Fund Name	Fund #	Appropriation
General Fund	100	\$ 91,934,312
Enhanced 911 Fund	101	\$ 2,581,222
Visit Grand Junction Fund	102	\$ 5,329,055
D.D.A. Operations	103	\$ 1,673,020
CDBG Fund	104	\$ 469,557
Parkland Expansion Fund	105	\$ 1,464,792
Lodgers Tax Increase Fund	106	\$ 1,864,219
First Responder Tax Fund	107	\$ 10,880,714
Conservation Trust Fund	110	\$ 879,061
Cannabis Sales Tax Fund	111	\$ 1,000,000
Sales Tax CIP Fund	201	\$ 28,780,217
Storm Drainage Fund	202	\$ 530,000
Transportation Capacity Fund	207	\$ 27,938,000
Water Fund	301	\$ 23,036,401
Solid Waste Removal Fund	302	\$ 4,868,728
Grand Junction Convention Center Fund	303	\$ 431,761
Golf Courses Fund	305	\$ 2,355,045
Parking Authority Fund	308	\$ 687,544
Ridges Irrigation Fund	309	\$ 538,055
Information Technology Fund	401	\$ 10,014,951
Fleet and Equipment Fund	402	\$ 8,997,135
Insurance Fund	404	\$ 16,231,613
Communication Center Fund	405	\$ 8,020,232
Facilities Management Fund	406	\$ 3,127,934
General Debt Service Fund	610	\$ 6,799,688

D.D.A. T.I.F. Debt Service	611	\$ 1,679,625
GJ Public Finance Corp Fund	614	\$ 715,100
Riverside Parkway Debt Retirement Fund	615	\$ 1,052,447
Cemetery Perpetual Care Fund	704	\$ 10,239
Joint Sewer Operations Fund	900	\$ 32,070,949

SECTION 2. The documentation of the proposed revenue and expenses prepared and maintained by the Finance Director in support of the budget and ordinance, including and pursuant to Article VII, Paragraph 57 regarding the setting of the City Manager's salary, are incorporated by and made part of this ordinance by this reference and City Council adoption of the same, as if fully set forth.

INTRODUCED AND ORDERED PUBLISHED IN PAMPHLET FORM this 3rd day of November 2021.

TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM this 1st day of December 2021.



 C.B. McDaniel
 President of the City Council

Attest:



 Wanda Winkelmann
 City Clerk



I HEREBY CERTIFY THAT the foregoing Ordinance, being Ordinance No. 5042 was introduced by the City Council of the City of Grand Junction, Colorado at a regular meeting of said body held on the 3rd day of November 2021 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 1st day of December 2021, at which Ordinance No. 5042 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 3rd day of December 2021.



Deputy City Clerk

Published: November 5, 2021
Published: December 03, 2021
Effective: January 2, 2022



Certificate Of Participation (COP)



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

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

The Stadium COP is through the Grand Junction Public Finance Corporation with an original issuance of \$7.77 million in COPs in 2010. In the early part of 2021, they were refinanced increasing the principal to \$11.03 million, generating proceeds for Stadium improvements, and extending the term to 2045. The lease payment budgeted in Fund 614 for 2022 is \$713,600. Grand Junction Baseball Inc. partnered in the project and participates in the payment of the lease at \$300,000 per year, and Mesa County School District No. 51 participates in the payment of the lease at \$100,000 per year beginning in 2021. The lease term is through 2045, and the total remaining lease obligations including the 2022 payment referenced above is \$16,728,813.

The Public Safety COP is through Zions First National Bank with an original issuance of \$34.9 million in COPs in 2010. In 2019, the outstanding COPs were re-financed at a lower interest rate with no change in the lease term resulting in significant savings in future total lease obligations. The lease payment budgeted in Fund 610 for 2022 is \$1,997,600. 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 2022 including the payment referenced above is \$37,964,350.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Grand Junction
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

2022 Classification And Pay Plan

Grand Junction is currently facing a tight labor market and the City is challenged to find and retain qualified talent to fill the City's extensive range of job openings. This pressure combined with increases in cost of living are expected to continue. To ensure the City remains competitive in attracting and retaining talent for the organization, a market analysis and pay adjustment for all city positions was completed to align pay rates and steps with similar positions in the market. The result is a wage increases between 3% and 6% with an average wage increase of 5.6% predominantly due to increases warranted in public safety positions. Some positions received a higher percentage increase if their current wage fell below the new pay range. The total cost of wage adjustments is \$4.6 million (\$3.5 million General Fund).

Classification and Pay Plan (By position classification) 2022 Adopted Budget

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Customer Service	13	
Parking Services Technician	1	\$3,267 - \$4,248
Leisure Services Representative	2	\$3,267 - \$4,248
Customer Service Representative	5	\$3,609 - \$4,691
Customer Service Analyst	1	\$3,987 - \$5,183
Court Clerk	1	\$3,987 - \$5,183
Utilities Customer Service Specialist	1	\$3,987 - \$5,183
Court Administrator	1	\$5,645 - \$7,338
Customer Service Supervisor	1	\$5,934 - \$7,714
Financial	17	
Taxpayer Support Specialist	1	\$4,138 - \$5,380
Administrative/Financial Analyst	3	\$4,803 - \$6,244
Accountant/Analyst I	3	\$4,803 - \$6,244
Tax Compliance Officer	0	\$4,803 - \$6,244
Grant Administrator	2	\$5,506 - \$7,158
Auditor	1	\$5,506 - \$7,158
Accountant/Analyst II	1	\$5,506 - \$7,158
Budget Coordinator	1	\$5,787 - \$7,523
Business Analyst	1	\$6,158 - \$8,005
Finance Supervisor	1	\$6,799 - \$8,838
General Services Supervisor	1	\$6,799 - \$8,838
Controller	1	\$7,892 - \$10,260
Deputy Finance Director	1	\$9,161 - \$11,910
Procurement	5	
Warehouse Specialist	1	\$3,477 - \$4,520
Buyer	1	\$4,924 - \$6,401
Senior Buyer	2	\$5,438 - \$7,069
Contract Administrator	1	\$6,632 - \$8,621
Human Resources	13	
Human Resources Technician	1	\$3,700 - \$4,810
Safety Programs Coordinator	1	\$4,985 - \$6,481
Recruiting Coordinator	1	\$4,985 - \$6,481
Wellness Coordinator	1	\$4,985 - \$6,481
Claims Specialist	1	\$4,985 - \$6,481
Benefits Specialist	1	\$5,787 - \$7,523

**Classification and Pay Plan
(By position classification)
2022 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Human Resources (Continued)		
Professional Development Coordinator	1	\$5,787 - \$7,523
City Recruiter	1	\$5,787 - \$7,523
Human Resources Analyst	3	\$5,787 - \$7,523
Risk Manager	1	\$7,417 - \$9,641
Human Resources Supervisor	1	\$7,795 - \$10,133
City Clerk		
	6	
Deputy City Clerk	3	\$4,685 - \$6,091
City Records Manager	1	\$5,715 - \$7,430
Management Analyst	1	\$5,715 - \$7,430
Chief Deputy City Clerk	1	\$5,715 - \$7,430
Information Technology (IT)		
	24	
IT Support Specialist	3	\$4,627 - \$6,015
GIS Technician	1	\$4,627 - \$6,015
Lead IT Support Specialist	1	\$5,110 - \$6,643
Information Technology Analyst	2	\$5,645 - \$7,338
GIS Analyst	3	\$5,645 - \$7,338
Systems/Network Analyst	8	\$6,550 - \$8,516
IT Business Operations Supervisor	1	\$7,604 - \$9,885
Information Technology Supervisor	1	\$7,604 - \$9,885
Information Technology Product Owner	2	\$7,604 - \$9,885
Information Security Officer	1	\$8,826 - \$11,474
Chief Technology Officer	1	\$10,246 - \$13,319
Legal		
	3	
Staff Attorney	2	\$6,632 - \$8,621
Senior Staff Attorney	0	\$8,503 - \$11,054
Senior Staff Attorney – Public Safety	1	\$8,503 - \$11,054
Administrative Support		
	17	
Administrative Assistant	7	\$3,392 - \$4,409
Senior Administrative Assistant	7	\$3,747 - \$4,871
Administrative Specialist	3	\$4,138 - \$5,380
Marketing and Communications		
	13	
Visitor Center & Content Coordinator	1	\$4,296 - \$5,584
Communications Specialist	2	\$4,514 - \$5,868
Department Information Coordinator	1	\$4,514 - \$5,868
Social Media and Content Creator	1	\$4,985 - \$6,481
Community Outreach Specialist	3	\$5,239 - \$6,811
Business Development coordinator	1	\$5,239 - \$6,811
Community Engagement Coordinator	1	\$5,239 - \$6,811
Data Analyst	1	\$6,390 - \$8,308
Data Scientist	1	\$7,058 - \$9,175
Chief Marketing Officer	1	\$7,795 - \$10,133

**Classification and Pay Plan
(By position classification)
2022 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Facilities	10	
Custodian	7	\$2,957 - \$3,844
Lead Custodian	1	\$3,267 - \$4,248
Facilities Maintenance Crew Leader	1	\$4,403 - \$5,724
Facilities Supervisor	1	\$6,234 - \$8,105
Parks Maintenance	43	
Parks Equipment Operator	24	\$3,700 - \$4,810
Golf Equipment Operator	1	\$3,700 - \$4,810
Parks Crew Leader	10	\$4,924 - \$6,401
Plant Health Specialist	1	\$4,924 - \$6,401
Parks Maintenance Supervisor	5	\$6,390 - \$8,308
Golf Superintendent	1	\$6,390 - \$8,308
Parks Superintendent	1	\$7,795 - \$10,133
Public Works and Utilities Maintenance and Operations	70	
Apprentice Equipment Operator	11	\$3,227 - \$4,195
Equipment Operator	14	\$3,747 - \$4,871
Pipeline Maintenance Worker	9	\$3,938 - \$5,119
Specialty Equipment Operator	19	\$4,138 - \$5,380
TV Equipment Operator	2	\$4,138 - \$5,380
PW/Utilities/Project Team Crew Leader	9	\$4,570 - \$5,941
Operations & Maintenance Supervisor	6	\$6,470 - \$8,411
Traffic Signal Technician	8	
Traffic Technician	4	\$3,938 - \$5,119
Traffic Signal Technician	1	\$4,349 - \$5,653
Traffic Crew Leader	2	\$5,047 - \$6,561
Traffic Supervisor	1	\$6,799 - \$8,838
Fleet	17	
Logistics Technician (Fire)	1	\$3,654 - \$4,751
Fleet Services Coordinator	1	\$3,841 - \$4,993
Fleet Parts Coordinator	1	\$3,841 - \$4,993
Automotive and Equipment Tech	11	\$4,242 - \$5,515
Automotive and Equipment Crew Leader	1	\$4,924 - \$6,401
Automotive and Equipment Supervisor	1	\$5,715 - \$7,430
Automotive and Equipment Manager	1	\$6,970 - \$9,061
Community Development	17	
Planning Technician	3	\$4,242 - \$5,515
Associate Planner	1	\$5,715 - \$7,430
Development Coordinator	1	\$5,715 - \$7,430
Waste Reduction/Recycling Coordinator	1	\$6,312 - \$8,205
Sustainability Coordinator	1	\$6,312 - \$8,205
Senior Planner	4	\$6,312 - \$8,205
Housing Coordinator	2	\$6,632 - \$8,621
Principal Planner	2	\$6,632 - \$8,621
Planning Supervisor	1	\$7,325 - \$9,523
Senior Assistant to City Manager	1	\$8,091 - \$10,518

**Classification and Pay Plan
(By position classification)
2022 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Public Works Inspection	10	
Utility Locator	3	\$4,403 - \$5,724
Stormwater Inspector	1	\$4,627 - \$6,015
Construction Inspector	4	\$4,863 - \$6,322
Cross Connection Coordinator	1	\$4,863 - \$6,322
Development Inspector	1	\$5,110 - \$6,643
Engineering Support	8	
Engineering Technician	3	\$4,803 - \$6,244
Survey Technician	1	\$5,047 - \$6,561
Senior Engineering Technician	1	\$5,305 - \$6,897
Transportation Systems Analyst II	1	\$6,158 - \$8,005
City Surveyor	1	\$6,470 - \$8,411
Real Estate Manager	1	\$6,470 - \$8,411
Engineering Support	13	
Engineering Specialist	1	\$6,007 - \$7,809
Utilities Asset Management Specialist	1	\$6,007 - \$7,809
Project Engineer	6	\$7,325 - \$9,523
Development Engineer	3	\$8,091 - \$10,518
Engineering Program Supervisor (Transportation)	1	\$8,937 - \$11,618
Engineering Manager	1	\$9,871 - \$12,832
Police Records	9	
Police Records Specialist	7	\$3,521 - \$4,577
Lead Police Records Specialist	1	\$3,889 - \$5,056
Police Records Supervisor	1	\$5,239 - \$6,811
Communications Center Non-Exempt	54	
Emergency Communications Specialist	43	\$4,349 - \$5,653
Quality Assurance Analyst	1	\$4,803 - \$6,244
Administrative/QA Supervisor	1	\$6,158 - \$8,005
Dispatch Shift Supervisor	8	\$6,158 - \$8,005
Communications Center Manager	1	\$8,294 - \$10,783
Police Civilian – Operations	28	
Audio Clerk	0	\$3,350 - \$4,355
Parking Compliance Officer	2	\$3,392 - \$6,244
Code Compliance Officer	4	\$4,138 - \$5,380
Evidence Technician	4	\$4,138 - \$5,380
Lead Evidence Technician	1	\$4,570 - \$5,941
Police Services Technician	12	\$4,570 - \$5,941
Digital Forensic Analyst	2	\$6,312 - \$8,205
Criminalist	2	\$6,312 - \$8,205
Crime Lab Supervisor	1	\$7,699 - \$10,008
Police Civilian – Services	5	
Victim Advocate Specialist	1	\$4,985 - \$6,481
Volunteer Coordinator	1	\$4,985 - \$6,481
Victim Services Coordinator	1	\$5,506 - \$7,158
Crime Analyst	1	\$5,506 - \$7,158
Commander - Civilian	1	\$8,294 - \$10,783

**Classification and Pay Plan
(By position classification)
2022 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Police Sworn	137	
Police Officer	101	\$5,860 - \$7,618
Corporal	9	\$6,470 - \$8,411
Police Sergeant	18	\$7,892 - \$10,260
Police Commander (LT)	7	\$10,356 - \$11,910
Deputy Police Chief (Captain)	2	\$12,022 - \$13,825
EMS	19	
EMT – 2080	10	\$3,521 - \$4,577
Paramedic – 2080	6	\$4,087 - \$5,313
EMS Officer – 2080	3	\$4,744 - \$6,167
Fire Sworn	133	
Firefighter	43	\$5,715 - \$7,430
Fire Engineer	21	\$6,312 - \$8,205
Firefighter/Paramedic	45	\$6,312 - \$8,205
Fire Unit Supervisor (Captain)	21	\$7,699 - \$10,008
Training Officer/Fire & EMS	3	\$8,091 - \$10,518
Fire Administration/Management	12	
Fire Inspector	1	\$6,007 - \$7,809
Fire Prevention Specialist	3	\$6,632 - \$8,621
Fire Marshal	1	\$8,937 - \$11,618
Administrative Fire Officer (Battalion Chief – 2912)	3	\$10,102 - \$11,618
Administrative Fire Officer (Battalion Chief – 2080)	1	\$10,102 - \$11,618
Emergency Medical Services Chief (2080)	1	\$10,102 - \$11,618
Deputy Fire Chief (Operations and Administration)	2	\$11,727 - \$13,486
Recreation	9	
Recreation Coordinator	6	\$4,458 - \$5,796
Recreation Supervisor	2	\$6,007 - \$7,809
Recreation Superintendent	1	\$7,325 - \$9,523
Golf	3	
1st Assistant Golf Professional	2	\$3,987 - \$5,183
Director of Golf	1	\$5,934 - \$7,714
Plant Maintenance (Water and Wastewater Operations)	14	
Plant Mechanic	7	\$4,514 - \$5,868
Plant Electrician	1	\$4,514 - \$5,868
Lead Plant Mechanic	2	\$4,985 - \$6,481
SCADA Technician	3	\$5,506 - \$7,158
Wastewater Plant Maintenance Supervisor	1	\$6,714 - \$8,729
Utilities Operations	18	
Wastewater Plant Operator	6	\$4,803 - \$6,244
Water Plant Operator	4	\$4,803 - \$6,244
Water Quality Specialist	2	\$5,047 - \$6,561
Lead Wastewater Plant Operator	1	\$5,305 - \$6,897
Lead Water Plant Operator	1	\$5,305 - \$6,897
Wastewater Improvement Coordinator	1	\$5,860 - \$7,618
Wastewater Project Manager	1	\$5,860 - \$7,618
Wastewater Operation Supervisor	1	\$6,799 - \$8,838
Water Supply Supervisor	1	\$6,799 - \$8,838

**Classification and Pay Plan
(By position classification)
2022 Adopted Budget**

POSITION TITLE	APPROVED FTE	PAY RANGE (PER MONTH)
Laboratory (Water and Wastewater Operations)	8	
Laboratory Technician	1	\$4,138 - \$5,380
Laboratory Analyst	2	\$5,047 - \$6,561
Industrial Pretreatment Specialist	2	\$5,305 - \$6,897
Laboratory Chemist	1	\$5,575 - \$7,247
Industrial Pretreatment Supervisor	1	\$6,799 - \$8,838
Laboratory Supervisor	1	\$6,799 - \$8,838
Public Works & Utilities Management	3	
Wastewater Services Manager	1	\$8,192 - \$10,650
General Services Manager	1	\$8,192 - \$10,650
Water Services Manager	1	\$8,192 - \$10,650
Executive Staff	14	
City Manager	1	\$19,126
City Attorney	1	\$16,475
Fire Chief	1	\$12,199 - \$15,917
Police Chief	1	\$12,199 - \$15,917
Finance Director	1	\$11,141 - \$14,536
Parks and Recreation Director	1	\$11,141 - \$14,536
Utilities Director	1	\$11,141 - \$14,536
Public Works Director	1	\$11,141 - \$14,536
General Services Director	1	\$11,141 - \$14,536
Human Resources Director	1	\$11,141 - \$14,536
Community Development Director	1	\$11,141 - \$14,536
Visit Grant Junction Director	1	\$11,141 - \$14,536
Assistant City Attorney	1	\$8,850 - \$11,547
City Clerk	1	\$8,850 - \$11,547
Total 2022 Approved Positions	773	

2022 Adopted Positions By Department

The table below shows all full time adopted positions included in the 2022 Adopted Budget with the exceptions below:

1. All positions are shown in their home department; however, a percentage of the total costs may be allocated to other funds and/or departments. Total Salary and Benefits include wages, city paid taxes, retirement, insurance, and worker's compensation.
2. All lines highlighted in blue are regular part-time positions and are not included in the total FTE count adopted by City Council of 773 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 773 Positions

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-110 – City Manager	100	100001	City Manager	\$ 304,820
01-110 – City Manager	100	102102	Sr. Asst. to the City Manager	127,914
01-110 – City Manager	100	102332	Communications Specialist	107,289
01-110 – City Manager	100	102275	Management Analyst	85,836
01-110 – City Manager	100	100678	Administrative Specialist	74,278
01-110 – City Manager	401	100467	Communications Specialist	84,617
Total City Manager Total				\$ 784,754
01-120 – City Attorney	100	100006	City Attorney	\$ 262,439
01-120 – City Attorney	100	100005	Assistant City Attorney	160,218
01-120 – City Attorney	100	102306	Senior Staff Attorney - Pub Safety	150,871
01-120 – City Attorney	100	102024	Staff Attorney	131,529
01-120 – City Attorney	100	102324	Staff Attorney	103,408
01-120 – City Attorney	100	100663	Sr. Administrative Assistant	61,496
Total City Attorney Total				\$ 869,961
01-130 – City Clerk	100	100010	City Clerk	\$ 144,795
01-130 – City Clerk	100	102130	City Records Manager	111,080
01-130 – City Clerk	100	102141	Deputy City Clerk	96,461
01-130 – City Clerk	100	102354	Deputy City Clerk	83,839
01-130 – City Clerk	100	100009	Deputy City Clerk	78,832
01-130 – City Clerk	100	102355	Chief Deputy Clerk	75,030
01-130 – City Clerk	100	102148	Administrative Assistant	64,613
Total City Clerk Total				\$ 654,650
01-140 – Human Resources	100	100028	Human Resources Director	\$ 178,033
01-140 – Human Resources	100	102091	Human Resources Supervisor	124,863
01-140 – Human Resources	100	102291	City Recruiter	99,031
01-140 – Human Resources	100	102352	Human Resources Analyst	99,020
01-140 – Human Resources	100	100825	Professional Development Coordinator	98,155
01-140 – Human Resources	100	100865	Human Resources Analyst	80,037
01-140 – Human Resources	100	100033	Human Resources Analyst	80,002
01-140 – Human Resources	100	102025	Human Resources Technician	69,342
01-140 – Human Resources	100	100790	Sr. Administrative Assistant	59,362
01-140 – Human Resources/Insurance	404	102241	Risk Manager	109,685
01-140 – Human Resources/Insurance	404	100671	Benefits Specialist	99,020
01-140 – Human Resources/Insurance	404	100792	Administrative Specialist	75,811
01-140 – Human Resources	404	102325	Wellness Coordinator	87,851
Total Human Resource Total				\$ 1,260,212
01-160 – General Services	100	100012	General Services Director	\$ 178,408
01-160 – General Services	100	102323	General Services Manager	132,481
01-160 – General Services	100	100233	Operations and Maintenance Supervisor	112,938
01-160 – General Services	100	100650	Project Team Crew Leader	86,999
01-160 – General Services	100	102280	Project Team Crew Leader	83,311
01-160 – General Services	100	102277	Project Team Crew Leader	82,371
01-160 – General Services	100	100496	General Services Supervisor	81,578
01-160 – General Services	100	100607	Specialty Equipment Operator	75,694
01-160 – General Services	100	102136	Specialty Equipment Operator	67,865
01-160 – General Services	100	100602	Apprentice Equipment Operator	67,136
01-160 – General Services	100	100529	Equipment Operator	62,942
01-160 – General Services	100	100274	Equipment Operator	62,654

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-160 – General Services	100	102278	Equipment Operator	\$ 62,654
01-160 – General Services	100	100606	Specialty Equipment Operator	61,210
01-160 – General Services	100	100601	Apprentice Equipment Operator	56,125
01-160 – General Services	100	100271	Apprentice Equipment Operator	55,495
01-160 – General Services	100	100600	Apprentice Equipment Operator	55,006
01-160 – General Services	100	100639	Apprentice Equipment Operator	54,723
01-160 – General Services	100	102279	Apprentice Equipment Operator	54,723
01-160 – General Services	100	100652	Apprentice Equipment Operator	54,413
01-160 – General Services	100	100604	Apprentice Equipment Operator	45,114
Total General Services				\$ 1,593,840
01-220 – General Services/Purchasing	100	100883	Senior Buyer	\$ 107,387
01-220 – General Services/Purchasing	100	100515	Senior Buyer	91,409
01-220 – General Services/Purchasing	100	100027	Contract Administrator/Manager	80,533
01-220 – General Services/Purchasing	100	100360	Parking Services Technician	75,222
01-220 – General Services/Purchasing	100	102187	Buyer	67,279
Total General Services/Purchasing				\$ 421,830
01-220-035 – General Services/Warehouse	100	100757	Warehouse Specialist	\$ 62,459
Total General Services/Warehouse				\$ 62,459
01-230 – General Services/Fleet	402	102065	Automotive and Equip Manager	125,827
01-230 – General Services/Fleet	402	102145	Automotive and Equip Supervisor	110,651
01-230 – General Services/Fleet	402	100727	Automotive and Equip Supervisor	105,709
01-230 – General Services/Fleet	402	100728	Automotive and Equip Technician	93,169
01-230 – General Services/Fleet	402	102189	Automotive and Equip Technician	93,169
01-230 – General Services/Fleet	402	102211	Automotive and Equip Technician	90,586
01-230 – General Services/Fleet	402	102066	Automotive and Equip Technician	88,414
01-230 – General Services/Fleet	402	100726	Automotive and Equip Technician	88,227
01-230 – General Services/Fleet	402	100730	Automotive and Equip Technician	88,217
01-230 – General Services/Fleet	402	102249	Automotive and Equip Technician	83,036
01-230 – General Services/Fleet	402	100776	Automotive and Equip Technician	83,026
01-230 – General Services/Fleet	402	102204	Automotive and Equip Technician	81,038
01-230 – General Services/Fleet	402	102330	Fleet Parts Coordinator	73,724
01-230 – General Services/Fleet	402	100738	Automotive and Equip Technician	70,885
01-230 – General Services/Fleet	402	102281	FR - Automotive and Equip Tech	70,575
01-230 – General Services/Fleet	107	102203	Fleet Services Coordinator	56,232
Total General Services/Fleet				\$ 1,402,485
01-730 – General Services/Facilities	406	102040	Facilities Supervisor	\$ 119,856
01-730 – General Services/Facilities	406	100787	Facilities Crew Leader	92,955
01-730 – General Services/Facilities	406	100799	Custodian	73,285
01-730 – General Services/Facilities	406	100797	Custodian	61,252
01-730 – General Services/Facilities	406	100839	Custodian	61,252
01-730 – General Services/Facilities	406	102190	Custodian	60,942
01-730 – General Services/Facilities	406	102098	Custodian	59,148
01-730 – General Services/Facilities	406	100798	Custodian	50,859
01-730 – General Services/Facilities	406	100800	Custodian	44,357
Total General Services/Facilities				\$ 623,906
01-830 – General Services/Golf Administration	305	100353	Parks Maintenance Supervisor	\$ 117,230
01-830-280 – General Services/LP Golf	305	100804	Director of Golf	114,891
01-830-280 – General Services/LP Golf	305	102304	Golf Superintendent	108,741
01-830-280 – General Services/LP Golf	305	100806	1st Assistant Golf Pro	71,684
01-830-295 – General Services/TR Golf	305	100807	1st Assistant Golf Pro	71,674
01-830-295 – General Services/TR Golf	305	100654	Golf Equipment Operator	60,689
Total General Services/Golf				\$ 544,909
07-740-160 – General Services/Solid Waste	302	100336	Operations and Maintenance Supervisor	121,777
07-740-160 – General Services/Solid Waste	302	102050	Specialty Equipment Operator	95,347
07-740-160 – General Services/Solid Waste	302	100751	Specialty Equipment Operator	93,196
07-740-160 – General Services/Solid Waste	302	100753	Specialty Equipment Operator	90,405
07-740-160 – General Services/Solid Waste	302	100754	Specialty Equipment Operator	90,405
07-740-160 – General Services/Solid Waste	302	100641	Crew Leader	88,001
07-740-160 – General Services/Solid Waste	302	100752	Specialty Equipment Operator	83,206
07-740-160 – General Services/Solid Waste	302	100756	Specialty Equipment Operator	83,206
07-740-160 – General Services/Solid Waste	302	100750	Specialty Equipment Operator	82,576
07-740-160 – General Services/Solid Waste	302	102361	Waste Reduction/Recycling Coord	79,108

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-740-160 – General Services/Solid Waste	302	100749	Specialty Equipment Operator	\$ 78,056
07-740-160 – General Services/Solid Waste	302	100755	Specialty Equipment Operator	76,211
07-740-160 – General Services/Solid Waste	302	100748	Specialty Equipment Operator	69,022
Total General Services/Solid Waste				\$ 1,130,516
01-610 – Community Development	100	102226	Community Development Director	\$ 178,043
01-610 – Community Development	100	100235	Development Engineer	135,446
01-610 – Community Development	100	100702	Principal Planner	125,340
01-610 – Community Development	100	102097	Planning Supervisor	122,500
01-610 – Community Development	100	100535	Development Engineer	118,141
01-610 – Community Development	100	100252	Principal Planner	115,509
01-610 – Community Development	100	100249	Associate Planner	113,245
01-610 – Community Development	100	102027	Senior Planner	110,265
01-610 – Community Development	100	100471	Senior Planner	106,217
01-610 – Community Development	100	100251	Senior Planner	102,615
01-610 – Community Development	100	100254	Associate Planner	98,019
01-610 – Community Development	100	100583	Community Engagement Coordinator	91,488
01-610 – Community Development	100	102356	Senior Planner (Mobility)	89,659
01-610 – Community Development	100	100250	Associate Planner	82,862
01-610 – Community Development	100	100253	Housing and CDBG Specialist	81,356
01-610 – Community Development	100	102093	Planning Technician	76,904
01-610 – Community Development	100	102357	Sustainability Coordinator	70,023
01-610 – Community Development	100	100470	Planning Technician	58,303
Total Community Development				\$ 1,875,935
02-200 – Finance Administration	100	100514	Finance Director	\$ 206,017
02-200 – Finance Administration	100	102317	Deputy Finance Director	128,921
02-200 – Finance Administration	100	102194	Controller	120,183
02-200 – Finance Administration	100	102229	Budget Coordinator	112,329
02-200 – Finance Administration	100	102358	Grant Administrator	95,110
02-200 – Finance Administration	100	102166	FR - Grant Administrator	79,806
02-200 – Finance Administration	100	102290	Administrative Financial Analyst	73,306
Total Finance Administration				\$ 815,672
02-210 – Finance/Budget and Accounting	100	100588	Finance Supervisor	\$ 106,431
02-210 – Finance/Budget and Accounting	100	102222	Accountant/Analyst I	89,150
02-210 – Finance/Budget and Accounting	100	102233	Administrative Financial Analyst	80,505
02-210 – Finance/Budget and Accounting	100	100590	Accountant/Analyst II	75,212
02-210 – Finance/Budget and Accounting	100	100018	Accountant/Analyst I	72,907
Total Budget and Accounting				\$ 424,205
02-250 – Finance/Revenue	100	102186	Tax Compliance Officer	\$ 94,412
02-250 – Finance/Revenue	100	100017	Auditor	72,811
02-250 – Finance/Revenue	100	102199	Taxpayer Support Specialist	77,266
Total Revenue				\$ 244,489
02-260 – Finance/Municipal Court	100	102094	Court Administrator	\$ 96,991
02-260 – Finance/Municipal Court	100	100508	Court Clerk	74,234
02-260 – Finance/Municipal Court	100	100931	REG PT Court Clerk (3/4)	47,067
Total Municipal Court				\$ 218,292
01-150 – Finance/Information Technology	401	100363	Chief Technology Officer	\$ 159,361
01-150-015 – Finance/IT Application Support	401	102105	Info Tech Product Owner	137,026
01-150-015 – Finance/IT Application Support	401	102084	Systems/Network Analyst	129,761
01-150-015 – Finance/IT Application Support	401	100518	Systems/Network Analyst	118,042
01-150-015 – Finance/IT Application Support	401	100785	REG PT Systems/Network Analyst	92,558
01-150-020 – Finance/IT Infrastructure Support	401	100494	Information Systems Security Officer	143,109
01-150-020 – Finance/IT Infrastructure Support	401	100517	Systems/Network Analyst	130,785
01-150-020 – Finance/IT Infrastructure Support	401	100779	Systems/Network Analyst	125,241
01-150-020 – Finance/IT Infrastructure Support	401	100824	Systems/Network Analyst	124,415
01-150-021 – Finance/Public Safety Support	401	100398	Information Technology Supervisor	137,026
01-150-021 – Finance/Public Safety Support	401	100519	Systems/Network Analyst	122,484
01-150-021 – Finance/Public Safety Support	401	102142	Systems/Network Analyst	96,801
01-150-021 – Finance/Public Safety Support	401	102055	IT Analyst	105,831
01-150-021 – Finance/Public Safety Support	401	102099	IT Analyst	93,058
01-150-022 – Finance/Business Operations	401	102232	IT Business Operations Supervisor	137,026
01-150-022 – Finance/Business Operations	401	102167	Systems/Network Analyst	109,506
01-150-022 – Finance/Business Operations	401	100542	Lead IT Support Specialist	105,382

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
01-150-022 – Finance/Business Operations	401	100495	Information Tech Support Specialist	\$ 97,635
01-150-022 – Finance/Business Operations	401	100486	Information Tech Support Specialist	83,052
01-150-022 – Finance/Business Operations	401	100528	Information Tech Support Specialist	83,052
01-150-025 – Finance/GIS	401	100737	Information Tech Supervisor	136,594
01-150-025 – Finance/GIS	401	100732	GIS Analyst	102,700
01-150-025 – Finance/GIS	401	100733	GIS Analyst	99,325
01-150-025 – Finance/GIS	401	100778	GIS Analyst	99,325
01-150-025 – Finance/GIS	401	102168	GIS Technician	92,693
Total Information Technology				\$ 2,946,405
04-400 – Police Administration	100	100037	Police Chief	\$ 225,423
04-400 – Police Administration	100	100088	Deputy Police Chief (Captain)	242,217
04-400 – Police Administration	100	100039	Deputy Police Chief (Captain)	191,744
04-400 – Police Administration	100	102251	Community Outreach Specialist	111,966
04-400 – Police Administration	100	100016	Administrative Financial Analyst	91,324
04-400 – Police Administration	100	100852	Senior Administrative Assistant	80,922
04-400 – Police Administration	100	100680	Senior Administrative Assistant	78,766
04-400 – Police Administration	100	100684	Administrative Specialist	75,499
04-400 – Police Administration	100	100885	Department Information Coordinator	65,831
Total Police Administration				\$ 1,163,692
04-410-060 – Police Patrols	100	100035	Police Commander (Lt)	\$ 167,728
04-410-060 – Police Patrols	100	100097	Police Commander (LT)	166,046
04-410-060 – Police Patrols	100	100049	Police Commander (Lt)	166,032
04-410-060 – Police Patrols	100	102020	Police Commander (Lt)	165,812
04-410-060 – Police Patrols	100	100104	Police Sergeant	137,514
04-410-060 – Police Patrols	100	100045	Police Sergeant	136,163
04-410-060 – Police Patrols	100	102085	Police Sergeant	136,153
04-410-060 – Police Patrols	100	100110	Police Sergeant	135,671
04-410-060 – Police Patrols	100	102064	Police Sergeant	134,713
04-410-060 – Police Patrols	100	100556	Police Sergeant	134,012
04-410-060 – Police Patrols	100	100099	Police Sergeant	133,456
04-410-060 – Police Patrols	100	100815	Police Sergeant	131,858
04-410-060 – Police Patrols	100	102042	Police Corporal	127,164
04-410-060 – Police Patrols	100	102046	Police Corporal	127,164
04-410-060 – Police Patrols	100	102047	Police Corporal	127,164
04-410-060 – Police Patrols	100	102045	Police Corporal	127,154
04-410-060 – Police Patrols	100	102048	Police Corporal	127,154
04-410-060 – Police Patrols	100	102043	Police Corporal	120,781
04-410-060 – Police Patrols	100	102163	Police Corporal	119,455
04-410-060 – Police Patrols	100	102044	Police Corporal	115,023
04-410-060 – Police Patrols	100	102266	Police Corporal	112,293
04-410-060 – Police Patrols	100	100048	Police Officer	116,995
04-410-060 – Police Patrols	100	100065	Police Officer	116,995
04-410-060 – Police Patrols	100	100082	Police Officer	116,995
04-410-060 – Police Patrols	100	100527	Police Officer	116,995
04-410-060 – Police Patrols	100	100557	Police Officer	116,995
04-410-060 – Police Patrols	100	100068	Police Officer	116,985
04-410-060 – Police Patrols	100	100081	Police Officer	116,985
04-410-060 – Police Patrols	100	100111	Police Officer	116,985
04-410-060 – Police Patrols	100	100076	Police Officer	116,760
04-410-060 – Police Patrols	100	102089	Police Officer	116,760
04-410-060 – Police Patrols	100	100105	Police Officer	115,690
04-410-060 – Police Patrols	100	100102	Police Officer	114,844
04-410-060 – Police Patrols	100	102067	Police Officer	112,053
04-410-060 – Police Patrols	100	100803	Police Officer	112,043
04-410-060 – Police Patrols	100	102104	Police Officer	111,926
04-410-060 – Police Patrols	100	100108	Police Officer	110,733
04-410-060 – Police Patrols	100	100054	Police Officer	108,740
04-410-060 – Police Patrols	100	100096	Police Officer	108,740
04-410-060 – Police Patrols	100	102087	Police Officer	107,737
04-410-060 – Police Patrols	100	100078	Police Officer	107,560
04-410-060 – Police Patrols	100	100092	Police Officer	106,460
04-410-060 – Police Patrols	100	100103	Police Officer	106,133
04-410-060 – Police Patrols	100	100477	Police Officer	106,133

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	100	102244	Police Officer	\$ 106,133
04-410-060 – Police Patrols	100	102095	Police Officer	105,821
04-410-060 – Police Patrols	100	102100	Police Officer	105,496
04-410-060 – Police Patrols	100	100058	Police Officer	105,203
04-410-060 – Police Patrols	100	100043	Police Officer	104,224
04-410-060 – Police Patrols	100	100052	Police Officer	104,224
04-410-060 – Police Patrols	100	100067	Police Officer	104,224
04-410-060 – Police Patrols	100	100094	Police Officer	104,224
04-410-060 – Police Patrols	100	100050	Police Officer	103,798
04-410-060 – Police Patrols	100	100059	Police Officer	103,621
04-410-060 – Police Patrols	100	100093	Police Officer	103,621
04-410-060 – Police Patrols	100	102234	Police Officer	103,621
04-410-060 – Police Patrols	100	100053	Police Officer	103,512
04-410-060 – Police Patrols	100	102068	Police Officer	103,512
04-410-060 – Police Patrols	100	102242	Police Officer	103,495
04-410-060 – Police Patrols	100	100127	Police Officer	103,189
04-410-060 – Police Patrols	100	100071	Police Officer	101,460
04-410-060 – Police Patrols	100	102227	Police Officer	98,679
04-410-060 – Police Patrols	100	102235	Police Officer	98,669
04-410-060 – Police Patrols	100	100831	Police Officer	97,579
04-410-060 – Police Patrols	100	100878	Police Officer	95,969
04-410-060 – Police Patrols	100	100813	Police Officer	95,841
04-410-060 – Police Patrols	100	102101	Police Officer	95,841
04-410-060 – Police Patrols	100	102263	Police Officer	95,715
04-410-060 – Police Patrols	100	100781	Police Officer	95,355
04-410-060 – Police Patrols	100	102111	Police Officer	95,211
04-410-060 – Police Patrols	100	102172	Police Officer	95,211
04-410-060 – Police Patrols	100	100041	Police Officer	93,992
04-410-060 – Police Patrols	100	100084	Police Officer	92,174
04-410-060 – Police Patrols	100	100077	Police Officer	91,480
04-410-060 – Police Patrols	100	102265	Police Officer	91,480
04-410-060 – Police Patrols	100	100098	Police Officer	90,850
04-410-060 – Police Patrols	100	102171	Police Officer	90,850
04-410-060 – Police Patrols	100	102237	Police Officer	90,850
04-410-060 – Police Patrols	100	102262	Police Officer	90,850
04-410-060 – Police Patrols	100	100526	Police Officer	90,100
04-410-060 – Police Patrols	100	102264	Police Officer	88,556
04-410-060 – Police Patrols	100	100070	Police Officer	84,205
04-410-060 – Police Patrols	100	102103	Police Officer	84,205
04-410-060 – Police Patrols	100	100047	Police Officer	68,554
04-410-060 – Police Patrols	100	100046	Police Officer	64,403
04-410-060 – Police Patrols	100	102170	Police Officer	64,012
04-410-060 – Police Patrols	100	102243	Police Officer	51,871
04-410-060 – Police Patrols	100	100558	Police Officer	49,358
04-410-060 – Police Patrols	100	100075	Police Services Technician	91,740
04-410-060 – Police Patrols	100	100782	Police Services Technician	84,551
04-410-060 – Police Patrols	100	100475	Police Services Technician	83,921
04-410-060 – Police Patrols	100	100073	Police Services Technician	77,810
04-410-060 – Police Patrols	100	102107	Police Services Technician	73,728
04-410-060 – Police Patrols	100	100577	Police Services Technician	66,642
04-410-060 – Police Patrols	100	100259	Parking Compliance Officer	55,311
04-410-060 – Police Patrols	100	102250	Parking Compliance Officer	49,770
04-410-060 – Police Patrols	100	100969	REG PT 1/2 Police Services Technician	36,861
04-410-060 – Police Patrols	107	102260	FR - Police Commander (Lt)	165,434
04-410-060 – Police Patrols	107	102362	FR – Civilian Police Commander (Lt)	107,296
04-410-060 – Police Patrols	107	102112	FR - Police Sergeant	132,664
04-410-060 – Police Patrols	107	102261	FR - Police Sergeant	132,664
04-410-060 – Police Patrols	107	100062	FR - Police Corporal	112,293
04-410-060 – Police Patrols	107	100544	FR - Police Officer	103,512
04-410-060 – Police Patrols	107	102307	FR - Police Officer	103,512
04-410-060 – Police Patrols	107	102308	FR - Police Officer	103,512
04-410-060 – Police Patrols	107	102309	FR - Police Officer	103,512
04-410-060 – Police Patrols	107	102310	FR - Police Officer	103,512

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-410-060 – Police Patrols	107	102313	FR - Police Officer	\$ 103,512
04-410-060 – Police Patrols	107	100080	FR - Police Officer	95,841
04-410-060 – Police Patrols	107	100083	FR - Police Officer	63,777
04-410-060 – Police Patrols	107	102311	FR - Police Officer	50,934
04-410-060 – Police Patrols	107	102312	FR - Police Officer	50,934
04-410-060 – Police Patrols	107	100044	FR - Police Services Technician	62,925
04-410-060 – Police Patrols	107	102108	FR - Police Services Technician	62,925
Total Police Patrols				\$ 11,837,083
04-410-070 – Police Operations - VAPS	100	102331	Victim Advocate Specialist	\$ 87,961
04-410-070 – Police Operations - VAPS	100	100574	Victims Services Coordinator	75,680
Total VAPS				\$ 163,641
04-410-080 – Police Operations/CAP/SRO	100	100087	Police Sergeant	\$ 134,723
04-410-080 – Police Operations/CAP/SRO	100	100051	Police Officer	116,995
04-410-080 – Police Operations/CAP/SRO	100	100074	Police Officer	116,995
04-410-080 – Police Operations/CAP/SRO	100	102174	Police Officer	116,995
04-410-080 – Police Operations/CAP/SRO	100	100056	Police Officer	116,985
04-410-080 – Police Operations/CAP/SRO	100	100079	Police Officer	116,985
04-410-080 – Police Operations/CAP/SRO	100	100125	Police Officer	110,796
04-410-080 – Police Operations/CAP/SRO	100	100072	Police Officer	103,512
04-410-080 – Police Operations/CAP/SRO	100	100095	Police Officer	96,599
04-410-080 – Police Operations/CAP/SRO	100	102088	Police Officer	90,100
Total CAP/SRO				\$ 1,120,685
04-420 – Police Professional Standards	100	100069	Police Commander (Lt)	\$ 155,202
04-420 – Police Professional Standards	100	100063	Police Sergeant	136,163
04-420 – Police Professional Standards	100	100107	Police Sergeant	116,747
04-420 – Police Professional Standards	100	100126	Police Officer	116,563
04-420 – Police Professional Standards	100	102143	Recruiting Coordinator	85,124
04-420 – Police Professional Standards	100	102140	Administrative Assistant	76,754
04-420 – Police Professional Standards	100	102185	Volunteer Coordinator	64,823
Total Professional Standards				\$ 751,376
04-430-065 – Police Support Services	100	100090	Police Commander (Lt)	\$ 167,973
04-430-065 – Police Support Services	100	100066	Police Sergeant	137,514
04-430-065 – Police Support Services	100	100064	Police Sergeant	132,664
04-430-065 – Police Support Services	100	102221	Police Sergeant	127,560
04-430-065 – Police Support Services	100	100042	Police Sergeant	116,737
04-430-065 – Police Support Services	100	100113	Police Officer	116,995
04-430-065 – Police Support Services	100	100812	Police Officer	116,995
04-430-065 – Police Support Services	100	100830	Police Officer	116,995
04-430-065 – Police Support Services	100	100040	Police Officer	116,985
04-430-065 – Police Support Services	100	102090	Police Officer	116,985
04-430-065 – Police Support Services	100	100057	Police Officer	114,844
04-430-065 – Police Support Services	100	100060	Police Officer	114,844
04-430-065 – Police Support Services	100	100086	Police Officer	114,844
04-430-065 – Police Support Services	100	100106	Police Officer	114,844
04-430-065 – Police Support Services	100	102173	Police Officer	114,844
04-430-065 – Police Support Services	100	100055	Police Officer	114,834
04-430-065 – Police Support Services	100	100085	Police Officer	112,053
04-430-065 – Police Support Services	100	100061	Police Officer	109,491
04-430-065 – Police Support Services	100	100478	Police Officer	104,224
04-430-065 – Police Support Services	100	102049	Crime Analyst	97,683
04-430-065 – Police Support Services	100	102220	Police Services Technician	87,785
04-430-065 – Police Support Services	100	100564	Police Services Technician	87,567
04-430-065 – Police Support Services	100	102109	Police Services Technician	78,242
04-430-065 – Police Support Services	100	100662	Administrative Assistant	66,059
04-430-065 – Police Support Services	107	100814	FR – Police Services Technician	82,265
Total Police Support Services				\$ 2,781,826
04-430-085 – Police Records	100	100691	Police Records Supervisor	\$ 101,772
04-430-085 – Police Records	100	100696	Police Records Specialist	78,944
04-430-085 – Police Records	100	100694	Police Records Specialist	78,934
04-430-085 – Police Records	100	100698	Police Records Specialist	78,388
04-430-085 – Police Records	100	100695	Police Records Specialist	77,978
04-430-085 – Police Records	100	100697	Police Records Specialist	74,002
04-430-085 – Police Records	100	100783	Police Records Specialist	67,822

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-430-085 – Police Records	107	100876	FR – Lead Police Records Specialist	\$ 63,830
04-430-085 – Police Records	107	100692	FR – Police Records Specialist	48,406
Total Police Records				\$ 670,076
04-430-090 Police Lab and Property	100	102219	Crime Lab Supervisor	\$ 135,487
04-430-090 Police Lab and Property	100	102157	Digital Forensic Analyst	124,435
04-430-090 Police Lab and Property	100	100689	Digital Forensic Analyst	106,194
04-430-090 Police Lab and Property	100	100688	Criminalist	121,644
04-430-090 Police Lab and Property	100	102011	Criminalist	121,192
04-430-090 Police Lab and Property	100	102184	Evidence Technician	83,899
04-430-090 Police Lab and Property	100	102106	Evidence Technician	83,631
04-430-090 Police Lab and Property	100	100124	Evidence Technician	64,021
04-430-090 Police Lab and Property	100	102245	FR – Lead Evidence Technician	92,306
04-430-090 Police Lab and Property	100	102252	FR – Evidence Technician	62,173
Total Lab and Property				\$ 994,982
04-430-095 – Code Enforcement	100	100833	Code Compliance Officer	\$ 80,235
04-430-095 – Code Enforcement	100	102367	Code Compliance Officer	78,791
04-430-095 – Code Enforcement	107	102353	FR – Code Compliance Officer	78,791
04-430-095 – Code Enforcement	107	100260	FR – Code Compliance Officer	75,172
Total Code Enforcement				\$ 312,989
04-440 – Communications Center	405	102169	Comm Center Manager - Operations	146,522
04-440 – Communications Center	405	102240	QA/Training Supervisor	117,533
04-440 – Communications Center	405	102156	Dispatch Shift Supervisor	105,626
04-440 – Communications Center	405	100459	Dispatch Shift Supervisor	105,392
04-440 – Communications Center	405	100458	Dispatch Shift Supervisor	104,071
04-440 – Communications Center	405	102274	Dispatch Shift Supervisor	104,071
04-440 – Communications Center	405	100460	Dispatch Shift Supervisor	104,051
04-440 – Communications Center	405	100457	Dispatch Shift Supervisor	99,099
04-440 – Communications Center	405	100456	Dispatch Shift Supervisor	91,910
04-440 – Communications Center	405	102120	Dispatch Shift Supervisor	91,280
04-440 – Communications Center	405	102215	Quality Assurance Analyst	95,445
04-440 – Communications Center	405	100385	Emergency Communications Specialist	92,951
04-440 – Communications Center	405	100387	Emergency Communications Specialist	92,951
04-440 – Communications Center	405	100394	Emergency Communications Specialist	92,951
04-440 – Communications Center	405	100400	Emergency Communications Specialist	92,951
04-440 – Communications Center	405	102161	Emergency Communications Specialist	92,951
04-440 – Communications Center	405	100402	Emergency Communications Specialist	92,941
04-440 – Communications Center	405	102210	Emergency Communications Specialist	80,983
04-440 – Communications Center	405	102239	Emergency Communications Specialist	79,215
04-440 – Communications Center	405	102214	Emergency Communications Specialist	67,066
04-440 – Communications Center	405	102213	Emergency Communications Specialist	59,781
04-440 – Communications Center	405	100384	Emergency Comm Specialist	90,800
04-440 – Communications Center	405	100403	Emergency Comm Specialist	88,009
04-440 – Communications Center	405	100464	Emergency Comm Specialist	88,009
04-440 – Communications Center	405	102122	Emergency Comm Specialist	88,009
04-440 – Communications Center	405	100388	Emergency Comm Specialist	87,999
04-440 – Communications Center	405	100506	Emergency Comm Specialist	86,752
04-440 – Communications Center	405	102123	Emergency Comm Specialist	81,231
04-440 – Communications Center	405	100405	Emergency Comm Specialist	80,820
04-440 – Communications Center	405	102121	Emergency Comm Specialist	80,820
04-440 – Communications Center	405	100389	Emergency Comm Specialist	80,810
04-440 – Communications Center	405	100461	Emergency Comm Specialist	80,810
04-440 – Communications Center	405	100520	Emergency Comm Specialist	80,810
04-440 – Communications Center	405	102008	Emergency Comm Specialist	80,810
04-440 – Communications Center	405	102160	Emergency Comm Specialist	80,190
04-440 – Communications Center	405	100399	Emergency Comm Specialist	80,180
04-440 – Communications Center	405	102153	Emergency Comm Specialist	80,180
04-440 – Communications Center	405	102125	Emergency Comm Specialist	80,027
04-440 – Communications Center	405	100406	Emergency Comm Specialist	79,215
04-440 – Communications Center	405	102038	Emergency Comm Specialist	79,215
04-440 – Communications Center	405	102158	Emergency Comm Specialist	79,215
04-440 – Communications Center	405	100485	Emergency Comm Specialist	78,667
04-440 – Communications Center	405	100392	Emergency Comm Specialist	74,255
04-440 – Communications Center	405	100462	Emergency Comm Specialist	74,255

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
04-440 – Communications Center	405	102124	Emergency Comm Specialist	\$ 74,255
04-440 – Communications Center	405	100401	Emergency Comm Specialist	73,008
04-440 – Communications Center	405	100559	Emergency Comm Specialist	72,861
04-440 – Communications Center	405	100386	Emergency Comm Specialist	68,852
04-440 – Communications Center	405	100463	Emergency Comm Specialist	68,852
04-440 – Communications Center	405	102009	Emergency Comm Specialist	67,066
04-440 – Communications Center	405	100521	Emergency Comm Specialist	59,781
04-440 – Communications Center	405	102159	Emergency Comm Specialist	59,781
04-440 – Communications Center	405	102202	Emergency Comm Specialist	59,418
04-440 – Communications Center	405	101063	REG PT (3/4) AUDIO CLERK	32,524
Total Communications Center				\$ 4,527,227
05-500 – Fire Administration	100	100131	Fire Chief	\$ 209,767
05-500 – Fire Administration	100	100190	Deputy Fire Chief	187,819
05-500 – Fire Administration	100	102147	Deputy Fire Chief	171,024
05-500 – Fire Administration	100	102206	Administrative Fire Officer	187,298
05-500 – Fire Administration	100	100538	Emergency Medical Services Chief	164,765
05-500 – Fire Administration	100	102196	Fire Marshal	152,627
05-500 – Fire Administration	100	100723	Fire Prevention Specialist	114,643
05-500 – Fire Administration	100	100721	Training Officer	112,476
05-500 – Fire Administration	100	100491	Fire Inspector/Investigator	111,108
05-500 – Fire Administration	100	102224	Community Outreach Specialist	110,673
05-500 – Fire Administration	100	102225	Community Outreach Specialist	104,474
05-500 – Fire Administration	100	100722	Fire Prevention Specialist	109,880
05-500 – Fire Administration	100	102028	Fire Prevention Specialist	108,613
05-500 – Fire Administration	100	100681	Sr. Administrative Assistant	74,784
05-500 – Fire Administration	100	100685	Sr. Administrative Assistant	72,445
05-500 – Fire Administration	100	100661	Administrative Assistant	55,298
05-500 – Fire Administration	107	102319	FR - Training Officer - EMS	130,668
05-500 – Fire Administration	107	102254	FR - Training Officer - Fire	127,809
05-500 – Fire Administration	107	100739	FR - Logistics Technician	72,581
Total Fire Administration				\$ 2,378,752
05-510 – Fire Operations	100	100151	Administrative Fire Officer	\$ 164,940
05-510 – Fire Operations	100	100193	Administrative Fire Officer	158,891
05-510 – Fire Operations	100	100181	Administrative Fire Officer	158,268
05-510 – Fire Operations	100	100178	Fire Unit Supervisor	140,395
05-510 – Fire Operations	100	100167	Fire Unit Supervisor	138,505
05-510 – Fire Operations	100	100143	Fire Unit Supervisor	136,888
05-510 – Fire Operations	100	100868	Fire Unit Supervisor	136,888
05-510 – Fire Operations	100	100142	Fire Unit Supervisor	136,878
05-510 – Fire Operations	100	100822	Fire Unit Supervisor	136,354
05-510 – Fire Operations	100	100192	Fire Unit Supervisor	134,737
05-510 – Fire Operations	100	100867	Fire Unit Supervisor	134,206
05-510 – Fire Operations	100	100183	Fire Unit Supervisor	132,519
05-510 – Fire Operations	100	100149	Fire Unit Supervisor	131,936
05-510 – Fire Operations	100	100866	Fire Unit Supervisor	131,309
05-510 – Fire Operations	100	100174	Fire Unit Supervisor	130,152
05-510 – Fire Operations	100	100450	Fire Unit Supervisor	124,127
05-510 – Fire Operations	100	100180	Fire Unit Supervisor	120,699
05-510 – Fire Operations	100	100156	Fire Unit Supervisor	117,381
05-510 – Fire Operations	100	100869	Fire Engineer	121,830
05-510 – Fire Operations	100	100165	Fire Engineer	121,570
05-510 – Fire Operations	100	100169	Fire Engineer	121,570
05-510 – Fire Operations	100	100170	Fire Engineer	121,570
05-510 – Fire Operations	100	100184	Fire Engineer	121,570
05-510 – Fire Operations	100	100187	Fire Engineer	121,570
05-510 – Fire Operations	100	100820	Fire Engineer	121,570
05-510 – Fire Operations	100	100870	Fire Engineer	121,570
05-510 – Fire Operations	100	100871	Fire Engineer	121,560
05-510 – Fire Operations	100	100136	Fire Engineer	120,825
05-510 – Fire Operations	100	100821	Fire Engineer	116,628
05-510 – Fire Operations	100	100182	Fire Engineer	116,618
05-510 – Fire Operations	100	100171	Fire Engineer	115,707
05-510 – Fire Operations	100	100179	Fire Engineer	115,707

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	100175	Fire Engineer	\$ 115,361
05-510 – Fire Operations	100	100163	Firefighter/Paramedic	124,640
05-510 – Fire Operations	100	100836	Firefighter/Paramedic	124,640
05-510 – Fire Operations	100	102217	Firefighter/Paramedic	124,640
05-510 – Fire Operations	100	100146	Firefighter/Paramedic	124,630
05-510 – Fire Operations	100	100153	Firefighter/Paramedic	122,972
05-510 – Fire Operations	100	102074	Firefighter/Paramedic	121,570
05-510 – Fire Operations	100	100154	Firefighter/Paramedic	119,409
05-510 – Fire Operations	100	102218	Firefighter/Paramedic	118,631
05-510 – Fire Operations	100	102077	Firefighter/Paramedic	116,456
05-510 – Fire Operations	100	100872	Firefighter/Paramedic	115,045
05-510 – Fire Operations	100	100159	Firefighter/Paramedic	113,652
05-510 – Fire Operations	100	100578	Firefighter/Paramedic	112,917
05-510 – Fire Operations	100	102078	Firefighter/Paramedic	112,917
05-510 – Fire Operations	100	102082	Firefighter/Paramedic	110,195
05-510 – Fire Operations	100	100817	Firefighter/Paramedic	108,799
05-510 – Fire Operations	100	100837	Firefighter/Paramedic	108,044
05-510 – Fire Operations	100	100838	Firefighter/Paramedic	105,253
05-510 – Fire Operations	100	100160	Firefighter/Paramedic	105,246
05-510 – Fire Operations	100	102114	Firefighter/Paramedic	103,996
05-510 – Fire Operations	100	100157	Firefighter/Paramedic	102,936
05-510 – Fire Operations	100	100873	Firefighter/Paramedic	100,146
05-510 – Fire Operations	100	102137	Firefighter/Paramedic	99,496
05-510 – Fire Operations	100	100158	Firefighter/Paramedic	95,448
05-510 – Fire Operations	100	100168	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	100173	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	100177	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	100185	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	100829	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	100874	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	102062	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	102216	Firefighter/Paramedic	89,506
05-510 – Fire Operations	100	102075	Firefighter/Paramedic	88,876
05-510 – Fire Operations	100	102116	Firefighter/Paramedic	84,698
05-510 – Fire Operations	100	100828	Firefighter	114,766
05-510 – Fire Operations	100	100166	Firefighter	114,756
05-510 – Fire Operations	100	102069	Firefighter	113,239
05-510 – Fire Operations	100	100139	Firefighter	112,605
05-510 – Fire Operations	100	100889	Firefighter	111,965
05-510 – Fire Operations	100	100892	Firefighter	111,740
05-510 – Fire Operations	100	100172	Firefighter	109,824
05-510 – Fire Operations	100	100164	Firefighter	109,277
05-510 – Fire Operations	100	100893	Firefighter	104,114
05-510 – Fire Operations	100	102117	Firefighter	101,647
05-510 – Fire Operations	100	102257	Firefighter	101,647
05-510 – Fire Operations	100	100186	Firefighter	101,637
05-510 – Fire Operations	100	102258	Firefighter	101,215
05-510 – Fire Operations	100	102289	Firefighter	99,496
05-510 – Fire Operations	100	100134	Firefighter	97,146
05-510 – Fire Operations	100	100152	Firefighter	96,695
05-510 – Fire Operations	100	102175	Firefighter	96,695
05-510 – Fire Operations	100	100138	Firefighter	95,438
05-510 – Fire Operations	100	100176	Firefighter	94,529
05-510 – Fire Operations	100	102138	Firefighter	91,353
05-510 – Fire Operations	100	102139	Firefighter	91,353
05-510 – Fire Operations	100	100549	Firefighter	90,638
05-510 – Fire Operations	100	102061	Firefighter	89,506
05-510 – Fire Operations	100	102080	Firefighter	89,506
05-510 – Fire Operations	100	102255	Firefighter	89,506
05-510 – Fire Operations	100	102256	Firefighter	89,506
05-510 – Fire Operations	100	100553	Firefighter	88,876
05-510 – Fire Operations	100	102181	Firefighter	88,876
05-510 – Fire Operations	100	102072	Firefighter	88,126

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-510 – Fire Operations	100	102259	Firefighter	\$ 87,788
05-510 – Fire Operations	100	100891	Firefighter	82,231
05-510 – Fire Operations	100	102301	Firefighter - OH	105,901
05-510 – Fire Operations	100	102295	Firefighter - OH	101,664
05-510 – Fire Operations	100	102296	Firefighter - OH	101,664
05-510 – Fire Operations	100	102300	Firefighter - OH	101,664
05-510 – Fire Operations	100	102302	Firefighter - OH	101,664
05-510 – Fire Operations	100	102320	Firefighter - OH	101,664
05-510 – Fire Operations	100	102321	Firefighter - OH	101,664
05-510 – Fire Operations	100	102297	Firefighter - OH	93,760
05-510 – Fire Operations	100	102298	Firefighter - OH	93,760
05-510 – Fire Operations	100	102299	Firefighter - OH	93,760
05-510 – Fire Operations	107	102285	FR - Fire Unit Supervisor	140,405
05-510 – Fire Operations	107	102284	FR - Fire Unit Supervisor	135,031
05-510 – Fire Operations	107	102283	FR - Fire Unit Supervisor	133,470
05-510 – Fire Operations	107	102334	FR - Fire Unit Supervisor	130,184
05-510 – Fire Operations	107	102335	FR - Fire Unit Supervisor	130,184
05-510 – Fire Operations	107	102336	FR - Fire Unit Supervisor	130,184
05-510 – Fire Operations	107	102286	FR - Fire Engineer	117,033
05-510 – Fire Operations	107	102288	FR - Fire Engineer	117,023
05-510 – Fire Operations	107	102287	FR - Fire Engineer	115,697
05-510 – Fire Operations	107	102337	FR - Fire Engineer	110,217
05-510 – Fire Operations	107	102338	FR - Fire Engineer	110,217
05-510 – Fire Operations	107	102339	FR - Fire Engineer	110,217
05-510 – Fire Operations	107	102342	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102343	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102344	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102345	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102346	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102347	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102348	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102349	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102350	FR - Firefighter/Paramedic	110,217
05-510 – Fire Operations	107	102079	FR - Firefighter/Paramedic	101,225
05-510 – Fire Operations	107	102230	FR - Firefighter/Paramedic	82,531
05-510 – Fire Operations	107	102231	FR - Firefighter/Paramedic	82,221
05-510 – Fire Operations	107	100468	FR - Firefighter	106,660
05-510 – Fire Operations	107	102071	FR - Firefighter	104,124
05-510 – Fire Operations	107	100145	FR - Firefighter	101,664
05-510 – Fire Operations	107	100890	FR - Firefighter	101,664
05-510 – Fire Operations	107	102073	FR - Firefighter	101,664
05-510 – Fire Operations	107	102118	FR - Firefighter	101,664
05-510 – Fire Operations	107	102340	FR - Firefighter	101,664
05-510 – Fire Operations	107	102341	FR - Firefighter	101,664
05-510 – Fire Operations	107	102070	FR - Firefighter	99,172
05-510 – Fire Operations	107	100141	FR - Firefighter	94,539
05-510 – Fire Operations	107	100150	FR - Firefighter	87,244
05-510 – Fire Operations	107	100554	FR - Firefighter	86,001
Total Fire Operations				\$ 15,719,976
05-520 – Fire EMS	100	100144	EMS Officer	\$ 100,188
05-520 – Fire EMS	100	102209	EMS Officer	91,206
05-520 – Fire EMS	100	100140	EMS Officer	78,653
05-520 – Fire EMS	100	102115	Paramedic	83,162
05-520 – Fire EMS	100	100841	Paramedic	81,079
05-520 – Fire EMS	100	102076	Paramedic	77,223
05-520 – Fire EMS	100	102081	Paramedic (2080)	81,183
05-520 – Fire EMS	100	102182	Paramedic (2080)	76,234
05-520 – Fire EMS	100	102083	Paramedic (2080)	69,035
05-520 – Fire EMS	100	100827	EMT	73,430
05-520 – Fire EMS	100	102060	EMT	73,430
05-520 – Fire EMS	100	102176	EMT	72,698
05-520 – Fire EMS	100	102119	EMT	72,245
05-520 – Fire EMS	100	102162	EMT	60,780

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
05-520 – Fire EMS	100	100593	EMT (2080)	\$ 72,580
05-520 – Fire EMS	100	102177	EMT (2080)	72,580
05-520 – Fire EMS	100	102292	EMT (2080)	72,580
05-520 – Fire EMS	100	102293	EMT (2080)	72,580
05-520 – Fire EMS	100	102294	EMT (2080)	60,437
Total Fire EMS				\$ 1,441,303
06-600 – Publics Works Administration	100	100196	Public Works Director	\$ 189,642
Total Public Works Administration				\$ 189,642
06-620 – PW/Engineering	100	100238	Engineering Manager	\$ 157,375
06-620 – PW/Engineering	100	100548	Project Engineer	136,972
06-620 – PW/Engineering	100	100898	Project Engineer	124,076
06-620 – PW/Engineering	100	100452	Project Engineer	120,756
06-620 – PW/Engineering	100	102133	Project Engineer	120,364
06-620 – PW/Engineering	100	102322	Project Engineer	120,364
06-620 – PW/Engineering	100	100240	Project Engineer	114,177
06-620 – PW/Engineering	100	100854	Sr. Engineering Technician	106,270
06-620 – PW/Engineering	100	100242	Real Estate Manager	105,820
06-620 – PW/Engineering	100	100899	City Surveyor	103,924
06-620 – PW/Engineering	100	100788	Engineering Technician	96,094
06-620 – PW/Engineering	100	100239	Construction Inspector	94,931
06-620 – PW/Engineering	100	100480	Development Inspector	91,794
06-620 – PW/Engineering	100	102316	Engineering Specialist	91,396
06-620 – PW/Engineering	100	102315	Engineering Technician	85,459
06-620 – PW/Engineering	100	100551	Engineering Technician	84,532
06-620 – PW/Engineering	100	100791	Construction Inspector	83,149
06-620 – PW/Engineering	100	100241	Construction Inspector	74,755
06-620 – PW/Engineering	100	100237	Construction Inspector	69,908
06-620 – PW/Engineering	100	100784	Administrative Assistant	51,254
Total Engineering				\$ 2,033,370
06-620-105 – PW/Transportation Engineering	100	100562	Engineering Program Supervisor	\$ 129,924
06-620-105 – PW/Transportation Engineering	100	100226	Traffic Supervisor	126,461
06-620-105 – PW/Transportation Engineering	100	102000	Transport Systems Analyst II	120,901
06-620-105 – PW/Transportation Engineering	100	102031	Traffic Crew Leader	116,068
06-620-105 – PW/Transportation Engineering	100	100887	Traffic Crew Leader	103,626
06-620-105 – PW/Transportation Engineering	100	100759	Traffic Signal Technician	89,762
06-620-105 – PW/Transportation Engineering	100	100761	Traffic Technician	88,300
06-620-105 – PW/Transportation Engineering	100	100762	Traffic Technician	83,780
06-620-105 – PW/Transportation Engineering	100	100763	Traffic Technician	73,051
06-620-105 – PW/Transportation Engineering	100	100760	Traffic Technician	69,296
Total Transportation Engineering				\$ 1,001,169
07-740-170 – PW/Stormwater Operations	100	100207	Operations and Maintenance Supervisor	\$ 122,000
07-740-170 – PW/Stormwater Operations	100	100773	Crew Leader	95,464
07-740-170 – PW/Stormwater Operations	100	100743	Specialty Equipment Operator	89,758
07-740-170 – PW/Stormwater Operations	100	100742	Specialty Equipment Operator	82,559
07-740-170 – PW/Stormwater Operations	100	100744	Specialty Equipment Operator	78,977
07-740-170 – PW/Stormwater Operations	100	100816	Stormwater Inspector	79,854
07-740-170 – PW/Stormwater Operations	100	100595	Equipment Operator	74,798
07-740-170 – PW/Stormwater Operations	100	100594	Equipment Operator	74,470
07-740-170 – PW/Stormwater Operations	100	100609	Equipment Operator	55,379
Total Stormwater Operations				\$ 753,259
07-740-175 – PW/Street Maintenance	100	100220	Operations and Maintenance Supervisor	\$ 121,361
07-740-175 – PW/Street Maintenance	100	100770	Crew Leader	98,012
07-740-175 – PW/Street Maintenance	100	100855	Crew Leader	95,472
07-740-175 – PW/Street Maintenance	100	100772	Crew Leader	87,646
07-740-175 – PW/Street Maintenance	100	100845	Crew Leader	86,999
07-740-175 – PW/Street Maintenance	100	100603	Equipment Operator	81,335
07-740-175 – PW/Street Maintenance	100	100605	Equipment Operator	74,239
07-740-175 – PW/Street Maintenance	100	100612	Equipment Operator	61,489
07-740-175 – PW/Street Maintenance	100	100610	Equipment Operator	55,058
07-740-175 – PW/Street Maintenance	100	102365	Apprentice Equipment Operator	67,136
07-740-175 – PW/Street Maintenance	100	102366	Apprentice Equipment Operator	67,136
07-740-175 – PW/Street Maintenance	100	100683	Administrative Assistant	72,708
Total Street Maintenance				\$ 968,591

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
08-800 – Parks and Recreation Administration	100	100266	Parks And Recreation Director	\$ 181,698
08-800 – Parks and Recreation Administration	100	100472	Recreation Superintendent	122,269
08-800 – Parks and Recreation Administration	100	100503	Recreation Supervisor	122,286
08-800 – Parks and Recreation Administration	100	100499	Recreation Supervisor	122,277
08-800 – Parks and Recreation Administration	100	100565	Recreation Coordinator	95,902
08-800 – Parks and Recreation Administration	100	100580	Recreation Coordinator	95,902
08-800 – Parks and Recreation Administration	100	102146	Recreation Coordinator	89,708
08-800 – Parks and Recreation Administration	100	100673	Administrative Specialist	75,664
08-800 – Parks and Recreation Administration	100	100850	Senior Administrative Assistant	58,775
08-800 – Parks and Recreation Administration	100	100808	Leisure Svcs Representative	60,945
08-800 – Parks and Recreation Administration	100	100809	Leisure Svcs Representative	53,954
Total Parks and Recreation Administration				\$ 1,079,380
08-810 – P&R/Aquatics	100	102033	Recreation Coordinator	\$ 91,663
08-810 – P&R/Aquatics	100	102180	Recreation Coordinator	90,739
Total Aquatics				\$ 182,402
08-820 – P&R/Parks Operations	100	102151	Parks Superintendent	\$ 129,041
08-820 – P&R/Parks Operations	100	100668	Senior Administrative Assistant	70,919
08-820-265 – P&R/Parks Operations	100	100270	Parks Maintenance Supervisor	110,585
08-820-265 – P&R/Parks Operations	100	100644	Parks Crew Leader	93,973
08-820-265 – P&R/Parks Operations	100	100647	Parks Crew Leader	70,277
08-820-265 – P&R/Parks Operations	100	100636	Parks Equipment Operator	90,001
08-820-265 – P&R/Parks Operations	100	100474	Parks Equipment Operator	84,361
08-820-265 – P&R/Parks Operations	100	100834	Parks Equipment Operator	79,419
08-820-265 – P&R/Parks Operations	100	100631	Parks Equipment Operator	70,342
08-820-265 – P&R/Parks Operations	100	102359	Custodian	50,797
Total Parks Operations				\$ 849,715
08-820-185 – P&R/Weed Abatement	100	100649	Parks Crew Leader	\$ 93,983
08-820-185 – P&R/Weed Abatement	100	102360	Parks Equipment Operator	55,215
Total Weed Abatement				\$ 149,198
08-820-260 – P&R/Sports Facilities	100	100550	Parks Maintenance Supervisor	\$ 107,190
08-820-260 – P&R/Sports Facilities	100	100645	Parks Crew Leader	83,494
08-820-260 – P&R/Sports Facilities	100	100648	Parks Crew Leader	81,852
08-820-260 – P&R/Sports Facilities	100	100633	Parks Equipment Operator	93,936
08-820-260 – P&R/Sports Facilities	100	100350	Parks Equipment Operator	84,361
08-820-260 – P&R/Sports Facilities	100	100630	Parks Equipment Operator	84,351
08-820-260 – P&R/Sports Facilities	100	100637	Parks Equipment Operator	82,478
08-820-260 – P&R/Sports Facilities	100	100629	Parks Equipment Operator	72,464
08-820-260 – P&R/Sports Facilities	100	102086	Parks Equipment Operator	66,979
Total Sports Facilities				\$ 757,105
08-820-270 – P&R/Forestry	100	102208	Parks Maintenance Supervisor	\$ 111,219
08-820-270 – P&R/Forestry	100	100658	Parks Crew Leader	93,973
08-820-270 – P&R/Forestry	100	100646	Plant Health Specialist	83,504
08-820-270 – P&R/Forestry	100	102329	Parks Equipment Operator	72,245
08-820-270 – P&R/Forestry	100	100879	Parks Equipment Operator	66,979
08-820-270 – P&R/Forestry	100	100632	Parks Equipment Operator	66,435
08-820-270 – P&R/Forestry	100	100638	Parks Equipment Operator	52,505
Total Forestry				\$ 546,860
08-820-272 – P&R/Horticulture and Turf	100	100284	Parks Maintenance Supervisor	\$ 98,361
08-820-272 – P&R/Horticulture and Turf	100	100643	Parks Crew Leader	93,983
08-820-272 – P&R/Horticulture and Turf	100	102155	Parks Crew Leader	93,973
08-820-272 – P&R/Horticulture and Turf	100	100655	Parks Crew Leader	91,392
08-820-272 – P&R/Horticulture and Turf	100	100780	Parks Crew Leader	77,562
08-820-272 – P&R/Horticulture and Turf	100	100281	Parks Equipment Operator	84,361
08-820-272 – P&R/Horticulture and Turf	100	100634	Parks Equipment Operator	79,419
08-820-272 – P&R/Horticulture and Turf	100	100635	Parks Equipment Operator	79,409
08-820-272 – P&R/Horticulture and Turf	100	102326	Parks Equipment Operator	72,245
08-820-272 – P&R/Horticulture and Turf	100	102223	Parks Equipment Operator	72,220
08-820-272 – P&R/Horticulture and Turf	100	100473	Parks Equipment Operator	60,102
08-820-272 – P&R/Horticulture and Turf	100	100628	Parks Equipment Operator	52,817
08-820-272 – P&R/Horticulture and Turf	100	102207	Apprentice Equip Operator-Parks	65,490
08-820-272 – P&R/Horticulture and Turf	100	100625	REG PT PARKS EQUIP OP (3/4)	37,380
Total Horticulture and Turf				\$ 1,058,714

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
08-820-275 – P&R/Cemetery	100	100771	Parks Crew Leader	\$ 77,572
08-820-275 – P&R/Cemetery	100	100880	Parks Equipment Operator	79,419
08-820-275 – P&R/Cemetery	100	100640	Parks Equipment Operator	72,220
08-820-275 – P&R/Cemetery	100	100851	REG PT ADMIN ASST (3/4)	40,136
Total Cemetery				\$ 269,347
07-700 – Utilities Administration	301/900	102228	Utilities Director	\$ 193,992
07-700 – Utilities Administration	301/900	100231	Utilities Asset Management Specialist	111,926
Total Utilities Administration				\$ 305,918
07-720-140 – Utilities/Water Lab	301	100323	Water Quality Specialist	\$ 108,153
07-720-140 – Utilities/Water Lab	301	102247	Water Quality Specialist	88,694
Total Water Lab				\$ 196,847
07-760-210 – Utilities/Water Treatment Plant	301	100700	Water Services Manager	\$ 144,560
07-760-210 – Utilities/Water Treatment Plant	301	100322	Lead Water Plant Operator	110,582
07-760-210 – Utilities/Water Treatment Plant	301	100320	Water Plant Operator	104,088
07-760-210 – Utilities/Water Treatment Plant	301	102059	Water Plant Operator	103,112
07-760-210 – Utilities/Water Treatment Plant	301	100575	Water Plant Operator	101,594
07-760-210 – Utilities/Water Treatment Plant	301	100840	Water Plant Operator	92,446
07-760-210 – Utilities/Water Treatment Plant	301	102333	Plant Mechanic	84,127
07-760-210 – Utilities/Water Treatment Plant	301	102351	SCADA Technician	82,703
Total Water Treatment Plant				\$ 823,212
07-760-215 – Utilities/Pipeline Maintenance	301	100469	Operations and Maintenance Supervisor	\$ 125,706
07-760-215 – Utilities/Pipeline Maintenance	301	102004	Lead Plant Mechanic	102,347
07-760-215 – Utilities/Pipeline Maintenance	301	100566	Cross Connection Coordinator	98,020
07-760-215 – Utilities/Pipeline Maintenance	301	102005	Plant Mechanic	95,098
07-760-215 – Utilities/Pipeline Maintenance	301	100765	Utility Locator	94,800
07-760-215 – Utilities/Pipeline Maintenance	301	102253	Utility Locator	79,525
07-760-215 – Utilities/Pipeline Maintenance	301	102276	Utility Locator	72,326
07-760-215 – Utilities/Pipeline Maintenance	301	100314	Utilities Cust Svc Specialist	89,708
07-760-215 – Utilities/Pipeline Maintenance	301	100614	Pipeline Maintenance Worker	86,851
07-760-215 – Utilities/Pipeline Maintenance	301	100615	Pipeline Maintenance Worker	86,851
07-760-215 – Utilities/Pipeline Maintenance	301	100775	Pipeline Maintenance Worker	86,851
07-760-215 – Utilities/Pipeline Maintenance	301	100599	Pipeline Maintenance Worker	86,712
07-760-215 – Utilities/Pipeline Maintenance	301	100616	Pipeline Maintenance Worker	83,921
07-760-215 – Utilities/Pipeline Maintenance	301	100619	Pipeline Maintenance Worker	82,976
07-760-215 – Utilities/Pipeline Maintenance	301	100622	Pipeline Maintenance Worker	82,321
07-760-215 – Utilities/Pipeline Maintenance	301	100623	Pipeline Maintenance Worker	81,909
07-760-215 – Utilities/Pipeline Maintenance	301	100620	Pipeline Maintenance Worker	70,205
07-760-215 – Utilities/Pipeline Maintenance	301	100665	Administrative Assistant	63,983
Total Pipeline Maintenance				\$ 1,570,110
07-770 – Utilities/Utility Billing	301	102054	Customer Service Supervisor	\$ 104,678
07-770 – Utilities/Utility Billing	301	100511	Customer Service Rep	76,935
07-770 – Utilities/Utility Billing	301	100513	Customer Service Rep	73,716
07-770 – Utilities/Utility Billing	301	100509	Customer Service Rep	73,716
07-770 – Utilities/Utility Billing	301	100572	Customer Service Rep	73,706
07-770 – Utilities/Utility Billing	301	100510	Customer Service Rep	73,706
07-770 – Utilities/Utility Billing	301	100512	Customer Service Analyst	54,812
Total Utility Billing				\$ 531,269
07-720-135 – Utilities/Wastewater Lab	900	100438	Laboratory Supervisor	\$ 112,658
07-720-135 – Utilities/Wastewater Lab	900	100440	Lab Chemist	85,871
07-720-135 – Utilities/Wastewater Lab	900	100894	Lab Analyst	71,691
07-720-135 – Utilities/Wastewater Lab	900	102135	Lab Analyst	70,718
07-720-135 – Utilities/Wastewater Lab	900	100436	Lab Technician	58,338
Total Wastewater Lab				\$ 399,276
07-750-190 – Utilities/Wastewater Operations	900	100429	Wastewater Services Manager	\$ 138,865
07-750-190 – Utilities/Wastewater Operations	900	100418	WW Plant Maintenance Supervisor	131,462
07-750-190 – Utilities/Wastewater Operations	900	100897	WW Operations Supervisor	128,876
07-750-190 – Utilities/Wastewater Operations	900	102195	Ind Pretreatment Specialist	106,096
07-750-190 – Utilities/Wastewater Operations	900	100701	Ind Pretreatment Specialist	106,086
07-750-190 – Utilities/Wastewater Operations	900	100435	Ind Pretreatment Supervisor	130,509
07-750-190 – Utilities/Wastewater Operations	900	100768	SCADA Technician	112,714
07-750-190 – Utilities/Wastewater Operations	900	102193	SCADA Technician	96,564
07-750-190 – Utilities/Wastewater Operations	900	100767	Lead Wastewater Plant Operator	106,558
07-750-190 – Utilities/Wastewater Operations	900	102318	Lead Plant Mechanic	98,719

DEPARTMENT	FUND	POSITION NUMBER	POSITION TITLE	TOTAL SALARY/ BENEFITS
07-750-190 – Utilities/Wastewater Operations	900	100426	Wastewater Plant Operator	\$ 97,735
07-750-190 – Utilities/Wastewater Operations	900	100431	Wastewater Plant Operator	96,900
07-750-190 – Utilities/Wastewater Operations	900	100424	Wastewater Plant Operator	95,619
07-750-190 – Utilities/Wastewater Operations	900	100423	Wastewater Plant Operator	67,702
07-750-190 – Utilities/Wastewater Operations	900	100421	Plant Mechanic	97,662
07-750-190 – Utilities/Wastewater Operations	900	100428	Plant Mechanic	92,720
07-750-190 – Utilities/Wastewater Operations	900	102006	Plant Mechanic	88,952
07-750-190 – Utilities/Wastewater Operations	900	100725	Plant Mechanic	79,212
07-750-190 – Utilities/Wastewater Operations	900	102305	Plant Mechanic	74,783
07-750-190 – Utilities/Wastewater Operations	900	100416	Safety Programs Coordinator	95,975
07-750-190 – Utilities/Wastewater Operations	900	102363	Wastewater Improvement Coord.	92,068
07-750-190 – Utilities/Wastewater Operations	900	102364	Wastewater Project Manager	92,068
07-750-190 – Utilities/Wastewater Operations	900	100430	Stationary Equipment Operator	91,247
07-750-190 – Utilities/Wastewater Operations	900	100427	Stationary Equipment Operator	89,147
07-750-190 – Utilities/Wastewater Operations	900	100731	Plant Electrician	83,050
07-750-190 – Utilities/Wastewater Operations	900	100627	Equipment Operator	60,729
07-750-190 – Utilities/Wastewater Operations	900	100955	REG PT ADMIN ASSISTANT (3/4)	45,612
Total Wastewater Operations				\$ 2,597,630
07-750 -Utilities/Wastewater Maintenance	900	102205	Operations and Maintenance Supervisor	\$ 126,171
07-750 -Utilities/Wastewater Maintenance	900	102191	TV Equipment Operator	91,198
07-750 -Utilities/Wastewater Maintenance	900	100764	TV Equipment Operator	89,088
07-750 -Utilities/Wastewater Maintenance	900	100747	Specialty Equipment Operator	89,037
07-750 -Utilities/Wastewater Maintenance	900	100745	Specialty Equipment Operator	85,082
07-750 -Utilities/Wastewater Maintenance	900	100746	Specialty Equipment Operator	71,782
07-750 -Utilities/Wastewater Maintenance	900	100624	Equipment Operator	68,858
07-750 -Utilities/Wastewater Maintenance	900	102134	Equipment Operator	59,769
07-750 -Utilities/Wastewater Maintenance	900	100626	Equipment Operator	54,384
Total Wastewater Maintenance				\$ 735,369
09 – Visit Grand Junction	102	100292	Visit Grand Junction Director	\$ 167,025
09 – Visit Grand Junction	102	100847	Chief Marketing Officer	126,595
09 – Visit Grand Junction	102	100796	Data Scientist	116,465
09 – Visit Grand Junction	102	102126	Data Analyst	107,289
09 – Visit Grand Junction	102	100014	Business Analyst - VGJ	104,096
09 – Visit Grand Junction	102	100826	Business Development	91,488
09 – Visit Grand Junction	102	100670	Social Media and Content Creator	87,961
09 – Visit Grand Junction	102	100795	Visitor Center & Content Coord	78,480
09 – Visit Grand Junction	102	100908	REG PT ADMIN SPEC. (3/4)- VGJ	62,306
Total Visit Grand Junction				\$ 941,705
DOWNTOWN DEVELOPMENT AUTHORITY AND BID FUNDS				
10 – Downtown Development Agency/BID	103	100453	DDA Director	\$ 103,201
10 – Downtown Development Agency/BID	103	100592	Administrative Specialist	81,144
10 – Downtown Development Agency/BID	711	100774	Community Engagement Manager BID	66,356
10 – Downtown Development Agency/BID	711	100911	Downtown Event Coordinator	55,740
10 – Downtown Development Agency/BID	711	102328	REG PT Downtown Project Coord	26,384
Total DDA/BID				\$ 332,825



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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.

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

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

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

ARTIC: Advanced Real Time Information Center is a mission critical technology hub that combines numerous data sources to provide public safety officials with comprehensive intelligence to identify patterns and fight or prevent crime.

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

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

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

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

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

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

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

ACFR: Annual Comprehensive Financial Report

CADMO: Colorado Association of Destination Marketing Organizations

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

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

CAPITAL IMPROVEMENT 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 0.75% Sales Tax Fund (201).

CARES: Community Assistance Referral and Education Services to combat the effects of the COVID-19 Pandemic.

CARRYFORWARD: Funds remaining at year-end that are carried forward into the new year for the completion of a project or program. These funds are approved for use through a supplemental appropriations ordinance.

CDBG: Community Development Block Grant.

CDOT: Colorado Department of Transportation.

CDPHE: Colorado Department of Health and Environment.

Glossary of Terms

CERTIFICATE OF PARTICIPATION: A certificate of participation is an alternative to municipal bonds in which an investor buys a share in the improvements or infrastructure the government entity intends to fund. The authority usually uses the proceeds from a COP to construct a facility that is leased to the municipality, releasing the municipality from restrictions on the amount of debt that they can incur.

CFAI: Commission on Fire Accreditation International

CMU: Colorado Mesa University

CNG: Compressed Natural Gas

COMP PLAN: One Grand Junction Comprehensive Plan

CPSE: Center for Public Safety Excellence

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

COP: Certificate of Participation enable governmental entities to finance capital projects without technically issuing long-term debt

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 Police Department.

CWA: Clean Water Act regulates discharges of pollutants into U.S. waters and controls pollution

DDA: Downtown Development Authority

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

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

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

DMO: Destination Marketing Organization

DRIP: Drought Response Information Project

EMS: Emergency Medical Services provided by the Fire Department.

EMT: Emergency Management Technician.

ENTERPRISE FUNDS: Accounts for operations that are financed and operated like a private business, 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 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 District is an independent public body charged by the state legislature with distributing financial resources it receives from the development of natural resources on federal lands.

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.

Glossary of Terms

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 the Information Technology Department.

GID: General Improvement District

GJEP: Grand Junction Economic Partnership

GJFD: Grand Junction Fire Department

GJPD: Grand Junction Police Department

GJRCC: Grand Junction Regional Communications Center

GOVERNMENTAL FUNDS: Funds generally used to account for tax-supported activities. Examples include the general fund, special revenue 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 agency provides public transportation to City and Mesa County residents.

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

HUD: Housing and Urban Development

HVAC: Heating, Ventilation, and Air Conditioning

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

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

INTERFUND TRANSFERS: Amounts transferred 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 the City bringing college baseball teams and fans from all over the United States and is held each year over Memorial Day weekend.

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

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

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

MMOF: Colorado Dept. of Transportation Multi-Modal Options Fund to fund multimodal transportation projects and operations throughout the state.

NRCS: Natural Resources Conservation Services Grant

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

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 measures the condition of streets and roads to help determine where Street Maintenance resources should be focused each year.

PEL: Planning and Environmental Linkages Study

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

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

Glossary of Terms

PPE: Personal Protective Equipment for employees

PROS PLAN: Parks, Recreation, and Open Space plan which provides a roadmap for improving these areas within the City

PROPERTY TAX: A tax 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.

PTO: Personal Time Off program

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

REVENUE: Funds the City receives as income. It includes 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 entities asset against accidental loss in the most economical way.

SALES TAX: The tax to be collected and remitted by a retailer on all tangible sales, except wholesale sales, taxed pursuant to City's Sales and Use Tax Ordinance.

SCADA: Supervisory Control and Data Acquisition Equipment used in water and wastewater plants.

SMA: Street Maintenance Area 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 functions or activities of government.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part, or all 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.

SRTS: Safe Routes to Schools capital improvement program enhancing 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.

SWMM: Stormwater Management Manual

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

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

TEDS: Transportation Engineering Design Standards

TIF: Tax Increment Financing.

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

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

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

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

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



Riverfront at Dos Rios