

2020
ANNUAL BUDGET

About the Cover...

Grand Junction, Colorado is home to many beautiful places that lends itself to countless outdoor recreation opportunities. The photos on the cover depict some of the beauty surrounding the City of Grand Junction and the entire Grand Valley, as do many of the photos throughout this budget book.

Grand Junction is surrounded by the monoliths of the Colorado National Monument, which was established on May 24, 1911, by President William Howard Taft and encompasses more than 20,000 acres of sandstone cliffs and monoliths, scenic canyons, and sparse vegetation. You can take the scenic drive over Rimrock Drive, hike the many trails, tour the visitor's center, and picnic or camp at the Saddlehorn Campground near the visitor's center.

Mount Garfield is another prominent landmark in the Grand Valley. This is the high point of the Book Cliffs, north of Grand Junction and overlooking the Town of Palisade. The mountain was named after President James Garfield a year after his death. There are several hiking trails up the face of the Book Cliffs and on the back side of the Book Cliffs you can go 4-wheeling, hiking, horseback riding, or enjoy the new Cameo Shooting and Education Complex, and you might just see some of the wild horses that roam the area.

The Grand Mesa, the world's largest flat-top mountain, is on the east end of the Grand Valley and is a short drive from Grand Junction across the 63-mile Mesa Scenic Byway. There is an abundance of activities to enjoy while visiting Grand Mesa. In the winter you can enjoy skiing at Powderhorn Ski Area and over 30 miles of cross-country ski trails, or if you prefer motorized sports, there is an abundance of terrain for snowmobiling. In the summertime you can enjoy fishing one of the 300 lakes on the Grand Mesa. There are many camping and rustic lodging options and many hiking, biking, and 4-wheeling trails across the mountain. In the fall, many hunting enthusiasts head to the Grand Mesa. The fall colors also draw hundreds of people to enjoy the golden hues of the aspen trees scattered throughout the pines.

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BUDGET MESSAGE



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

It is my pleasure to present the 2020 Adopted Budget for the City of Grand Junction (the City). The budget for the City is the highest expression of the City Council's policies and decision making; it expresses the initiatives, investment, and services provided by and through elected officials and staff. The 2020 Adopted Budget totals \$161 million, a \$5.4 million, or 3.5% increase from the 2019 Adopted Budget of \$155.6 million. The 2020 Adopted Budget is not only balanced, but the General Fund has a surplus of \$181,576 bringing the fund balance to \$26.9 million. The budget represents the allocation of resources to achieve the goals identified in City Council's Strategic Plan.

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

2020 Adopted Budget & Strategic Plan

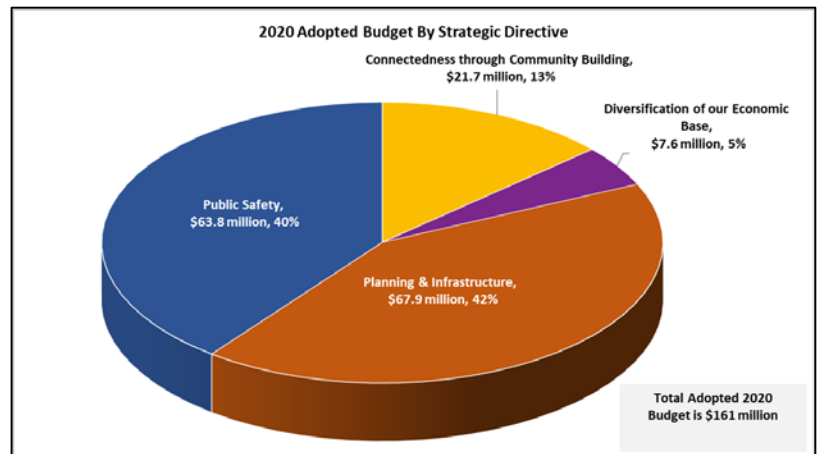
The 2017 Strategic Plan (the Plan) was revised and adopted by City Council in November 2019. The Plan serves as a guide for the City Council and City Staff over the course of two years and will be updated next in 2021. The Plan has four guiding principles which provide overarching direction for implementation of the Plan:

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

The Plan also consists of four strategic directives, which are high-level priorities for the City as identified by City Council. The 2020 Adopted Budget prioritizes spending according to these strategic directives:

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

The City continues to budget conservatively in order to operate within existing resources, prioritize the safety of our community, saving and spending for infrastructure and economic development projects, and planning for the future are priorities. The chart to the right shows the 2020 Adopted Budget by strategic directive.



Guiding Principles

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

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

Fiscal Responsibility – Fiscal responsibility is paramount to the operations at the City. Given the changes in the current economic environment, the 2020 Adopted Budget will continue to allow the organization to be nimble in the coming years, while addressing the most pressing needs of the community next year.

Communication – Communication between the City and its Citizens is essential. We want to be a part of a community where residents are well informed about local government and to let them know when, where, and how to be involved. Expectations have changed over the years, and the City must adapt to share helpful information with our residents and stakeholders through channels that meet them where they are. The City recognizes the need to communicate using both existing, new and emerging channels. The 2020 Adopted Budget includes additional staffing resources to build upon the existing methods of communication and enhance sharing of information with both the public and employees.

Leadership – The City has a rich history of leadership. The City holds a key position in the region and must be a driving force in issues of regional importance and play a leading role in the growth occurring on the Western Slope. The City will do this by setting an example of how local government should operate – in our conduct, in our words, and in our ideas. The status quo will not be satisfactory, nor will it work, as the City continues to push itself outside of its comfort zone to be innovative leaders.

Strategic Directives

Public Safety – The City is committed to Public Safety, and with the authorization by the voters of the 0.5% First Responder sales tax, the City will dedicate significant additional funds to add staff in Police, Fire, and the Communication Center as well as invest in capital for the new positions. In 2019 City Council authorized the advance of funds to add fire staff and begin construction of Fire Station #6. In 2020, the City plans to open Fire Station #6, add seven sworn police positions and five civilian police positions, add three Communication Center Positions, and provide the additional training, specialty equipment, and facility improvements commensurate with that position growth. Funds from the First Responder sales tax will be accounted for in a special revenue fund and will pay for the ongoing cost of added positions as well as accrue funds to build three more fire stations and continue to build public safety infrastructure. Over \$4 million of the First Responder Tax will be committed to new spending for Public Safety in 2020.

Planning & Infrastructure – In 2020, the City will complete the Comprehensive Plan, a Parks, Recreation & Open Space Master Plan, and several utility systems studies to identify needs and facilitate future capital planning. In 2019, a Development Impact Fee Study for Fire, Police, Parks & Recreation, and Municipal Services was completed to identify capital needs based on projected future growth. In the Fall of 2018, a Transportation Impact Fee Study was completed to update the impact fees of development on the transportation network. Transportation system expansion is a top priority of the City and planning is underway to fund the needed improvements in order to meet future growth

from development. Infrastructure enhancement and maintenance requires a long-term investment in planning and funding.

Since 2017, when the voters authorized the use of the Taxpayer Bill of Rights (TABOR) funds for maintenance and improvement of existing street infrastructure, the City has used those funds combined with existing resources to invest over \$23.8 million including the 2020 Adopted Budget of \$5.8 million. The condition of the street infrastructure was measured this year, and the new Pavement Condition Index (PCI) of the City's street network is 71 which is rated good and well on the way to the goal of a 73 PCI by 2022. The City maintains a 10-year major capital plan for the .75% sales tax dedicated to capital improvements. The plan is updated each year according to priorities and is balanced within existing resources for the first five years. Each year the City makes significant utility infrastructure investment and in 2020 over \$19 million is planned in Water and Sewer capital spending. The Water and Sewer Utility Funds also have long-term capital plans in place.

Diversification of our Economic Base – The City continues to plan for and invest in the diversification of the economic base by providing the public infrastructure necessary to leverage private investment including the investment of \$3.6 million in Riverfront at Dos Rios for utilities, streets, trail and park development in 2019. In 2020, through a newly formed Grand Junction Dos Rios General Improvement District (GID), the remaining infrastructure is planned to be completed in the Riverfront at Dos Rios for \$10.4 million, preparing for significant private development. The funding for the district will be from a mill levy which was approved by voters in November 2019, and the pledging of tax increment financing (TIF) revenues from the Downtown Development Authority. Each year the City contributes significant funds through the budget process in support of agencies directly impacting economic development. In 2020 that amount is \$2.1 million. An additional \$500,000 is directed to the Downtown Development Authority through City property tax and sales tax TIF.

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

To honor the trust placed in us by the Citizens of Grand Junction, the City must continue to expand transparent sharing of information. The City will communicate and celebrate its significant achievements and also share how we are learning from its mistakes. Accuracy of any information produced and distributed by the City will be carefully considered. Lastly, communication is a two-way street. The City needs to create more opportunities for engagement with Citizens. Rather than wait at City Hall to hear from residents, the City will look at ways to diversify its public outreach and expand its channels of two-way communication and engagement with members of the community.

Budget Development Process

The development of the 2020 Adopted Budget is an eight-month process that touches 13 City Departments, over 30 employees, and over 3,000 hours of staff time. Through these months, staff reviews capital, labor, and departmental information. Staff also spends significant effort meeting with key partners in the community to develop a sense for local industry and current market conditions and trends, which are used to develop forecast models that aid in the development of the budget. There are also six opportunities for the public to get involved in the budget development, such as the Citizen Budget Conversation, which was held in June of 2019. Four budget workshops were held with

City Council and supporting detail budget documents were provided for each workshop and available to the public online.

The City Council authorizes the budget through the appropriation of spending at the fund level. The Fund Balance Worksheet displays the City's total budget, as well as the total appropriation of the budget. The 2020 Adopted Budget of \$161 million is presented without the internal service operations of Information Technology, Fleet, Insurance, and Facilities because those expenditures are already budgeted in each Department's expenses of the other funds. There were two public presentations and hearings for public input during the adoption process.

Revenue Indicators

The Grand Junction economy has seen a significant improvement with increased commerce and continued diversification of industries. Low unemployment (3.2%, according to Mesa County Workforce Center data), added jobs, and an increasing labor force have infused wages and spending over the last two and a half years. The number of new jobs and net migration is set to increase over the next twenty years, however, by 2040 that number will start to stabilize. Improving linkages between the largely metropolitan Denver area and mostly non-metropolitan Western Colorado will facilitate growth in our area. The average age of Colorado residents is increasing which will cause future changes to the labor force, income, housing and the demand for services.

The real estate market continues to keep pace with the activity seen in 2018. The area is experiencing rising real estate prices with home prices continuing to increase significantly annually. Home prices increased 6.9% in 2017, 9.7% in 2018 and 7.6% in 2019. Median sales price in 2011 was \$159,500 while median sales price in 2019 was \$255,000 resulting in a nearly 60% increase in sales price in eight years. Some of the price increase is related to the normalization of market pricing of housing product as the area has recovered from the Great Recession while some of the price increase is related to inventory as it relates to demand; days on the market hit a historic low in mid-2018 at 55 days and in 2019 has hovered around 58 days.

The City approved 675 planning clearances for new residential dwelling units which was an increase of 32% over 2018. Single-family residential clearances totaled 529 (an increase of 6% from 2018) and multi-family residential clearances totaled 147, whereby there were 13 multi-family clearances approved in 2018. All planning clearances related to residential development (including additions, garages, fences, etc.) saw an annual increase of 7% from 2018, while non-residential planning clearances rose by 5% from 2018. New square footage permitted for non-residential uses (inclusive of new structures or additions to existing structures) is estimated at 529,801 square feet in 2019.

There were 389 new residential lots platted and recorded in 2019 (a decrease of 24% from 2018). However, staff approved the creation of 681 new lots (up 17% from 2018). Approved lots that are not recorded generally because a developer opts to use a "plat hold" to securitize their required subdivision improvements. Staff reviewed and approved an additional 98 lots, at the preliminary plan stage. Together, these lots were contained within 24 subdivisions.

Taxes & Fee 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 2018, we conservatively budgeted 1% increase and actual sales tax revenues came in at 7% above 2017. For the 2019 budget, we projected a 3% increase in sales tax revenues. Through November 2019, actual sales tax revenues are on track to meet the budget projection. For the 2020 Adopted Budget we are projecting a 2% increase in sales tax revenues.

The Taxpayer Bill of Rights Amendment to the Colorado Constitution has three main components. First, the amendment requires that all new taxes are approved by the voters. Second, it requires that any new debt is also

approved by voters. Finally, TABOR specifies that revenue growth is limited by the combination of a Front Range (Denver area) Consumer Price Index (CPI) and a local growth index. Because of the recent recession that significantly decreased sales tax revenues and the subsequent slow recovery of those revenues, in the last five years, with the exception of one year, the TABOR excess has come from property tax and has averaged \$1 million per year based on an average 3.7% allowed growth.

Based on the 2019 Amended Budget, the excess is projected to be from property tax excess and is estimated at \$823,499. This 2019 excess is reflected in the 2020 Adopted Budget. Because of the voter's authorization, the City is allowed to use the excess TABOR funds on the repair and maintenance of existing street infrastructure in order to increase our investment in road maintenance.

In November 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 including the City receive a combined 16%. Between 2018 and projected 2019 the City's share is expected to be \$1.08 million which was used in 2019 to purchase a fire truck and equipment for Station #6. The remainder is dedicated to Communication Center Costs. The City's share of this tax covers approximately 20% of the City's Communication Center costs, where all of the other entities had all costs covered and additional funds available for other public safety needs.

Lodging tax revenues are the primary source of revenue for Visit Grand Junction (Visit GJ). Year-to-date lodging tax is 7.1% above 2018. In November of 2018 an additional 3% lodging tax was passed by voters with 1.25% designated for the operations of Visit GJ. With these resources, we have been able to implement new marketing strategies using data-based analysis. This deployment of strategic marketing to gradually grow increases in the average daily rate and occupancy rate, has resulted in growth in revenues. The City budgeted a 3.6% increase in lodging tax revenues in the 2020 Adopted Budget.

All rates, fees, and charges are based on the set of philosophies reviewed and approved by City Council in 2017. Those philosophies vary based on considerations such as benefit to the overall community, cost recovery models, comparison to the market and other entities, as well as legal considerations. There are limited changes to fees and charges this year. An average increase of 5% is included for Ambulance Service fees such as standby fees and mileage charges. We are implementing new fire prevention fees appropriate for compliance with the International Fire Code (IFC). The IFC dictates fire and life safety requirements for new building construction and inspections of new capacities such as food trucks. These fees are meant to offset costs of conducting plan reviews and inspections to ensure that venues follow current fire code regulations and to maintain a safe environment for users and attendees. We are recommending a few changes for the facilities that Parks & Recreation manages including an increase in the fee for security officers and changes to class and activity fees. Also included in the 2020 Adopted Budget are changes to planning and development review fees, clearances and permits to be comparable to other entities in the region, averaging a 5% to 10% increase. We are eliminating the charge for re-hearings in 2020 which is a reduction of \$250 per re-hearing. Changes to utility rates are in accordance with rate studies and long-term financial plans.

Changes to rates, fees, and charges are included in the 2020 Adopted Budget and any required to be adopted by resolution was approved by City Council in November 2019. At this time, revenues that would be generated from a change to impact fees (Transportation, Fire, Police, Parks & Recreation, and Municipal Services) have not been included in the 2020 Adopted Budget.

Budget Themes

Through the development of the 2020 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 is supportive of the long-term vision of the City.

Sustainability

The City has implemented a number of successful conservation programs, projects and initiatives over the years. These programs help the City become better stewards of natural resources and make more economical choices which improve the efficiency of City facilities.

For example, the City has installed over 315 kilowatts of photovoltaic (PV) solar at several of its facilities, generating over 537,000 kilowatt-hours each year. These facilities include the Water Treatment Plant, Persigo Wastewater Treatment Plant, Grand Junction Convention Center, and the Visitor's Center.

The City also currently subscribes to four Community Solar Gardens; in fact, the City subscribed to the very first Garden developed in the Grand Junction area. With this subscription alone, we have realized significant savings based on credits received from Xcel Energy for the subscribed accounts which amount to approximately \$80,000 annually. In 2018, the City entered into an agreement with Oak Leaf Energy Partners to be a subscriber on 32% of the energy produced at a new 2-megawatt Cameo Solar Garden. With this subscription we offset two meters, the Police building and the Water Treatment Plant resulting in an estimated savings of approximately \$546,000 over the 20-year subscription period. The subscription agreement provides for 57% of the Police building's energy usage and 100% of the Water Treatment Plant's remaining energy usage that is not already covered by the on-site solar system. This year, the City subscribed to 40% of a new 2-megawatt Solar Garden slated to go online in 2020. This opportunity will save the City approximately \$488,000 over the 20-year period and will allow Grand Junction Convention Center to become 100% sustainable while getting the Police building closer to that goal as well.

The City incorporates several energy efficiency methods into the management of its facilities. While the City does not seek Leadership in Energy and Environmental Design (LEED) certifications on new City facilities, architects are still asked to design with those goals in mind. Architects consult with mechanical and electrical engineers to implement high-efficiency electrical, plumbing, HVAC, and other systems, which are designed to have small environmental footprints.

The City began its sustainable fleet initiative in 2011 with the construction of an on-site Compressed Natural Gas (CNG) fueling station that was followed closely by the purchase of the first CNG solid waste trucks. Since the first purchase of CNG vehicles, the City has continued to be a leader in alternative fuel and alternative fuel vehicle utilization. Over 100,000 gallons of biofuel produced and transported via pipeline from the Persigo Wastewater Treatment Plant to the City fleet fueling facility is expected to be consumed by City and Grand Valley Transit (GVT) vehicles in 2020. This biogas is generated through anaerobic digestion process at the plant and the resulting methane gas is collected and purified to be used as CNG. The City currently has 52 alternative fuel vehicles with an additional 27 GVT CNG busses that are serviced and fueled at the City fleet facility. There are currently 72 CNG vehicles that use the biogas produced by Persigo, including the GVT busses. Additionally, there are 16 vehicles in the 2020 budget that have been identified as alternative fuel vehicles. These vehicles range from solid waste CNG trucks to electric sedans. In addition to the CNG vehicles in the City's fleet, there are also three hybrid units, one all electric car, two electric forklifts and one propane forklift. Additionally, the City owned golf courses have over 100 electric maintenance and golf carts that are utilized daily.

Employment Market & Health Care

Attracting and retaining high quality employees continues to be a challenge as labor markets continue to be tight with relatively low unemployment. The City provides high quality services and programs that the community has come to expect. Without the attraction and retention of high-quality employees, the delivery of these services and programs will become increasingly challenging.

The City invests heavily in its employees. We believe that a culture where current employees are valued helps attract talent as well. To address increasing costs of living, the City has included a wage adjustment for employees of 3.5% based on acceptable performance evaluations in the 2020 Adopted Budget.

The health and wellness of employees continues to be a priority for the City. In this rapidly changing health insurance environment, employers are evaluating new ways of influencing rising health costs. For 2020, the City will continue to utilize its employee health clinic, the *Sage Health & Wellness Center*, and will continue support of the Wellness Program. The City will also change medical insurance carriers in 2020 and is excited to partner with Cigna to bring employees the best possible healthcare while reducing costs. As the City continues to put downward pressure on costs, while keeping the value of the health benefit high for employees, this move will set the foundation for other potential refinements in future years. With the change in carriers, employees will see an approximate decrease of 3% in premiums. This decision will benefit employees and their families by giving them more options while providing the same plan options available in the past.

Although the strengthening economy is welcome news, there are resulting consequences for City operations, particularly due to the tightening of the labor market. Across all City departments, the use of part time/seasonal labor is vital in providing services to our residents. To address the tight labor market, the City will continue its innovative workforce programs in 2020. The General Services Department houses the Project Team, an internal service workforce created to assist City departments fill the needs of staffing during the busy times of the year, which will continue to provide an alternative work force when local contractors may be too busy to bid on certain City projects. For the 2020 Adopted Budget, six additional staff members will be added to round out the Project Team for a total of 18 employees, which will allow for an additional chip-seal crew to assist in street maintenance. Having this additional crew will go a long way in our efforts towards pavement preservation and increasing the City's pavement condition index.

The City will also continue its commitment to developing a pipeline for students to enter the workforce. The City will continue its partnership with Colorado Mesa University (CMU) for an internship program and School District 51 (SD51) for the *CareerWise* program, where high-school-aged students are placed with the City for a three-year internship. The 2020 Adopted Budget includes \$345,000 for 15 intern positions, which includes 13 CMU interns and two *CareerWise* program interns. As a part of another partnership with CMU, the City has included \$550,000 for scholarships for local students in the 2020 Adopted Budget.

Growth & Demographics

In the Spring of 2018, the State Demographer estimated the City's population to be 64,191. Grand Junction has had a growth rate of 0.7% between 2010 and 2017 while the State Demographer projects (countywide) the area to have a 1.1% growth rate moving forward. The City's population has more than tripled since 1970 and at the projected rate of growth the City will reach a population of 100,000 in the next 30 years (2050).

For comparison, the State of Colorado has had a 1.5% growth rate largely driven by the growth in the Front Range metropolitan area. Mesa County is estimated to have 153,600 residents as of 2018. Mesa County is forecasted to have

a population of 181,209 by 2030 and 212,598 by 2040. For those moving to Mesa County, Front Range counties including Adams, Arapahoe, and the City & County of Denver are within the top six counties for in-migration.

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

- Colorado is still growing, but at a slowing rate than prior years.
- Mesa County is attracting new residents from across the country with significant migration occurring from California, Texas, Florida, Arizona, and Illinois.
- Mesa County population has nearly tripled since 1970 and is projected to reach approximately 212,000 by 2040 from approximately 153,600 residents today.
- The state is rapidly becoming more racially and ethnically diverse.

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

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

2020 Budget by Strategic Directive

The 2020 Adopted Budget prioritizes spending according to the strategic directives outlined in the Strategic Plan.

Strategic Directive – Public Safety

The passage of the First Responder Sales Tax (2B) in the Spring of 2019 created a sustainable funding source for additional Police and Fire Department personnel as well as three new fire stations. The 2020 Adopted Budget reflects the start of the implementation of those dollars intended for those purposes. Additional Police personnel, to include training and equipment needs, will be realized at the beginning of 2020 as a result of the successful passage of 2B.

The sales tax will effectively increase the number of sworn police officers from 124 to 142, as well as add dispatch and civilian personnel, bringing the total in the Police Department to 248. The Fire Department will continue the process of building and staffing three additional fire stations starting in 2020. Fire Station #6, located at Horizon Park on 27 and G Road, is the first priority in order to provide better coverage in the north area of the City and to assist existing stations address significant incident volumes. The new fire station will be based on the current Fire Station #4 design but with features to blend with the surrounding neighborhood. Design began in 2019 and construction is scheduled to begin in early 2020 with tentative completion scheduled for Fall 2020.

Recruiting and hiring is the primary focus for the Police Department. Since 2017, the Police Department has had 15 members retire, and another 16 voluntarily separate from employment, generally to move out of state for other positions or for family reasons. Recovering from that loss of personnel is difficult and time consuming, so the Department revised and refocused its recruiting initiatives. A recruitment team was created, along with a social media initiative focused on recruiting lateral/currently certified police officer applicants, followed by a new recruitment video that captures the culture of the Grand Junction Police Department. These efforts have resulted in an increase in applicants and a need to keep the testing process open year-round instead of two testing processes per year. Other efforts to streamline recruiting include increased personal contact between potential recruits and the recruitment team. Those efforts have shown positive results. Once an adequate number of new officers are hired and trained, special units, such as Traffic and Street Crimes will be reintroduced to better serve specialized community needs for crime reduction and quality of life enhancement for Grand Junction residents. As 2020 begins, efforts to fill those vacancies will increase through additional recruiting efforts, such as job fairs, military employment expositions, and other opportunities, both inside and out of the state.

The Police Department began drafting a departmental strategic plan in 2019 to provide a centered vision, value, and mission for the agency through the coming years. This plan will cover five primary focus areas: *Recruitment and Retention, Staff Development, Partnerships and Community Engagement, Technology, and Progressive Policing Methodology*. The plan, which will supplement the City's own Strategic Plan, will give members of the Police Department a roadmap through a series of specific goals to achieve in each focus area, all tied to a timeline and an accountable command staff member. Many of the directives within the Police Department strategic plan will focus on staff development and training efforts, particularly for supervisors within the agency through advanced leadership training opportunities.

The Police Department continues research on body worn cameras and looks to full implementation in 2020. Working with Axon, the agency entered into a contract to supply and make mandatory the wearing of body cams for all uniformed field personnel. This system incorporates a cloud-based digital evidence storage system, allowing for the quick and secure sharing of information via video to our partners, such as the District Attorney's office, to reduce staff time previously used to research and create compact discs which were shared for criminal incident prosecution. Moving into 2020, the agency will utilize these body worn cameras to assist with in-service training initiatives, to include creating best practices and understanding shortcomings of existing training directives. With the passage of the 2B initiative, the Police Department will hire five civilian support positions including a grants management specialist in 2020, focused on research of potential grant opportunities to not only save the city money on procurement of necessary equipment, but also to look for creative ways to fund new or enhance existing projects.

For the Fire Department, significant firefighter recruiting, hiring and training efforts have already begun in order to staff the additional stations while also addressing normal attrition and retirements. In 2020, fifteen firefighter positions will be added to supplement the six positions already hired for Fire Station #6. To meet these needs the Department is updating its recruitment program in a number of ways. A volunteer team of current employees is being trained to act as ambassadors to establish relationships with candidates from the beginning of the hiring process to the early years of their career. Working with Visit Grand Junction and the Human Resources Department, the Fire Department is creating a new marketing identity for the Department that will be easily recognizable by potential candidates across the country. The Department's identity will promote the unique features of our service area and highlight the natural recreational attributes of our community. The Department will also refocus our advertising dollars on outlets with measurable data, ensuring that the right audience is hearing about the exciting new opportunities at the Grand Junction Fire Department. Another substantial change in recruiting is hiring non-certified emergency medical technicians and training them in house. For years the Department has required EMT certification for all applicants but by hiring non-certified individuals the City can increase the applicant pool and hire for the person and the values needed to be a firefighter.

Starting in 2020, the Fire Department will move from one 15-week Firefighter Training Academy per year to two academies per year in order to train the number of firefighters needed for the new stations. An additional Fire Training Officer position was added with 2B funds in order to administer these academies. A new Quartermaster/Equipment Technician will also be added through 2B funding to manage and maintain the significant amount of uniforms, personal protective gear and tools and equipment that the Department will be purchasing and maintaining as the new stations and personnel are added. A second Fire Inspector/Investigator position will also be added through 2B funds to assist in completing the over 3,000 fire safety inspections that the department conducts and to enhance the fire investigation process.

The Fire Department will enlist new protective measures against firefighter cancer by placing in service the first two "clean cab concept" fire engines, adding exhaust removal systems to the apparatus bays within the fire stations, and incorporating changes to firefighter protective gear. The benefit of the clean cab fire engines is the reduction of transmission of carcinogens from equipment to the firefighters. This is achieved primarily by placing all equipment, such as hand tools and air packs that are used during a structure fire, in cabinets on the exterior of the vehicle. All surfaces inside the vehicle are easily cleaned and there is an air filter to reduce the number of particulates that enter the cab of the vehicle through the heat and cooling systems. Exhaust systems in the apparatus bay areas of the fire station are designed to remove harmful exhaust fumes and improve the air quality whenever a vehicle is running. The new protective gear will include mechanisms to reduce the transmission of carcinogen particulates through the

gear and onto the firefighter. The department will also be joining the Colorado Firefighter Heart and Cancer Benefits Trust to assist firefighters that may develop job-related cardiac or cancer issues.

With the help of a State Emergency Medical Service (EMS) grant the department will complete the purchase of video laryngoscopes for all ambulances. These video laryngoscopes assist paramedics in obtaining a patent airway of a patient that is not breathing. The Department will add additional staff vehicles for 2B positions, Fire Prevention and Deputy Chiefs and replace two all-terrain vehicles used for desert rescues. Other technology improvements include smaller and lighter extrication equipment, high-pressure air lift bags and completion of the three-year replacement plan for department radios and additional firefighter personnel protective equipment in order to meet National Fire Protection Standards.

In 2020, the Fire Department will add specialized rescue and hazardous materials props to enhance the capabilities of the fire training facility. With the newly completed fire training facility all firefighter training academies will be held at one location to enhance the learning environment. The Fire Department will continue to support firefighters in supervisor and management training through the National Fire Academy and national conferences and support the paramedic training program at CMU for department personnel.

The Fire Department will move to the next step of accreditation by becoming an applicant agency with the Center for Public Safety Excellence. The Fire Department has completed a number of “behind the scene” tasks in order to move to the applicant phase. During this phase, the Fire Department will complete the self-assessment, strategic plan, standards of cover document and the peer review process in order to meet the goal of becoming accredited by 2021.

The Parks & Recreation Department works closely with other city departments to create safe parks and recreation opportunities. The Parks & Recreation Department partners with both the Police and Fire Departments at its facilities and for its programs to provide response to safety concerns. For example, police contacts with the homeless population has increased at several park locations and the Police Department has provided training for Parks & Recreation staff in conflict resolution. The safe operation of Parks & Recreation facilities is an important component of service delivery. Another contribution to public safety by Parks & Recreation is the provision of swim lessons, which reduces the instances of drownings. Parks & Recreation also contributes to public safety through environmental design. Using Crime Prevention through Environmental Design (CPTED) principles in landscaping, Parks & Recreation staff increase the beauty and safety of public spaces.

Strategic Directive – Diversification of our Economic Base

Economic development continues to be a focus in 2020 and because economic development is driven by factors beyond the scope of the City, it will continue to outsource economic development activities through its support of economic development partners. The Grand Junction Economic Partnership (GJEP) leads new business recruitment and the Grand Junction Chamber of Commerce (Chamber) supports the retention and expansion of existing business in the community. The Business Incubator Center (BIC), CMU, and Western Colorado Community College encourage new business growth and talent development.

Total funding for economic development partners in 2020 is \$2.5 million and is funded by the Capital Fund (0.75% sales tax). The requested and recommended amounts include funding for the following:

- Downtown Development Authority (DDA) in partnership on the Las Colonias Business and Recreation Park and Grand Junction Convention Center projects.
- Colorado Mesa University for the classroom building (with payments ending in 2027).
- Colorado Mesa University for scholarships for local SD51 students.

Also included in the 2020 Adopted Budget, is \$400,000 funding from the vendors fee cap for the economic development partnership with the Grand Junction Chamber of Commerce, Business Incubator Center, and Grand Junction Economic Partnership. This also includes funding for the implementation of a Foreign Trade Zone.

A portion of the additional 3% lodging tax funding approved by voters in 2018 is provided to Greater Grand Junction Sports Commission and the Grand Junction Air Alliance to develop sports-related activities and to expand direct flight air service through Grand Junction Regional Airport. The funding available for the Sports Commission and Air Alliance in 2020 is \$423,000 and \$558,000, respectively.

The development of the Riverfront will continue in 2020. With infrastructure complete at Riverfront at Las Colonias, focus will turn to the Riverfront at Dos Rios as the next significant investment in economic development; \$10.4 million will be invested to construct roads, utilities, streetlights, park, irrigation, and other base infrastructure to enable the 60-acre idle land help reinvigorate the Riverside community.

Visit Grand Junction has evolved into a data-driven department resulting in actionable insights to grow awareness of Grand Junction and the surrounding area. Visit GJ has implemented new, innovative technologies to provide data-based analysis to guide the department's destination marketing strategy. These tools include, but are not limited to: Tableau, a business intelligence platform that simplifies Visit GJ's data and interprets it into easily understood insights; Arrivalist and other location-based technologies, which determine the effectiveness of marketing campaigns by measuring, in aggregate, which marketing messages are most effective at influencing consumers to visit the destination; Crowdriff, an AI-powered user generated content marketing platform that allows Visit GJ to discover and deliver performing visuals across every channel; Netbase, a social listening technology to monitor brand sentiment and provide campaign insight; and Knowland, a group, meeting and event technology platform that harnesses the power of data and analytics to develop smart sales strategies and accelerate lead generation for area hotels, CMU, and other venues, providing year-round insights to increase business and maximize revenues.

A destination marketing organization's primary mission is to attract new visitation to the area by deploying strategic marketing initiatives outside of the community during key time periods. In addition to this, Visit GJ continues to develop partnerships on relevant initiatives within the community in a very effective manner. These partnerships include GJEP, the Grand Junction Regional Air Service Alliance, CMU, arts community, area events, and Downtown Grand Junction. The collaborations, led by Visit GJ, have provided additional opportunities for the community, while encouraging everyone to continue partnering together to achieve mutual success.

Visit Grand Junction will begin the formal destination branding process by the end of 2019 and will be completed by the end 2020. A destination brand forms the basis of a destination's marketing, communications, strategic direction and develops brand ambassadors within the community. Destination branding is about who you are as a destination, and destination marketing is about how you communicate that branding. This process will present opportunities for uniting partners, enhancing the area's competitiveness, and contribute toward a positive economic effect to our community.

Visit Grand Junction's destination branding strategy will create a platform for the community to be inspired from and can enhance other local organizations who may be looking to develop or amplify their own existing brand. It will stimulate residents and businesses alike to be Brand Ambassadors who will be engaged to represent the City in a positive and influential way. Brand Ambassadors have great credibility to convey positive sentiments that are of importance to our area. Without an influential recognized destination brand, community ambitions across all industries struggle. It is paramount that Visit GJ establishes brand awareness both domestically and internationally for the benefit of all residents and businesses in the area.

For the third year in a row, Visit GJ will be present in their mobile visitor center at all Markets on Main, as well as other events in the Grand Valley and Statewide, to network with the community, receive public input, and gather surveys to gain valuable feedback on various initiatives.

Strategic Directive – Community Building & Engagement

Each year the City invests millions of dollars in maintaining public places for our community to come together including Downtown Grand Junction, public parks, trails, sports facilities, and convention venues. In 2020, the City

plans to invest in improvements to the Stocker Stadium track as well as the stadium bleachers. The Monument Road Trail that connects with many community amenities including downtown Grand Junction, Las Colonias Park, Connected Lakes, and surrounding neighborhoods will be completed in 2020. The City is committed to increasing visibility and engagement in 2020 by completing the 2020 Comprehensive Plan, which encourages significant community involvement, a branding effort for the City led by Visit GJ, and the addition of additional staff to assist with improving communication between the City and its Citizens. Additionally, the City commits funds to support non-profit groups in the community. For 2020, this amount is over \$500,000.

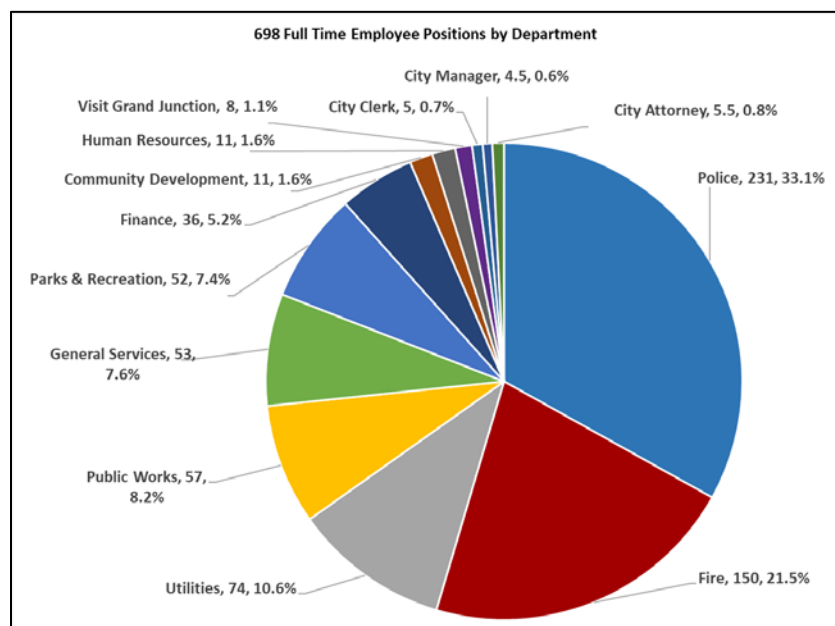
The City has 35 registered neighborhood associations and Community Development has observed a renewed interest in neighborhoods creating new and reviving old associations; the Sherwood Park neighborhood became the latest to become a formal association in 2019. The 2020 budget continues to provide funding for neighborhood programs and grants, including money for small neighborhood improvement projects and ongoing funding for block parties, including staff support for the dispatching of the block party trailer that has been reserved for nearly half of the available weekends since its launch in Summer 2019. The City further engages the community by contributing over \$500,000 towards the capital and operation expenses of local non-profit entities including: Hilltop, Habitat for Humanity, Homeward Bound, HopeWest, STRiVE, The House (Karis, Inc.), and Western Slope Center for Children.

In 2020, the Golf Division will continue existing partnerships with CMU and SD51 Golf Programs by offering free rounds and free range balls for all golf athletes. A focal point of the Golf Division in 2020 will be to identify and acquire strategic partnerships with entities in the Grand Junction area.

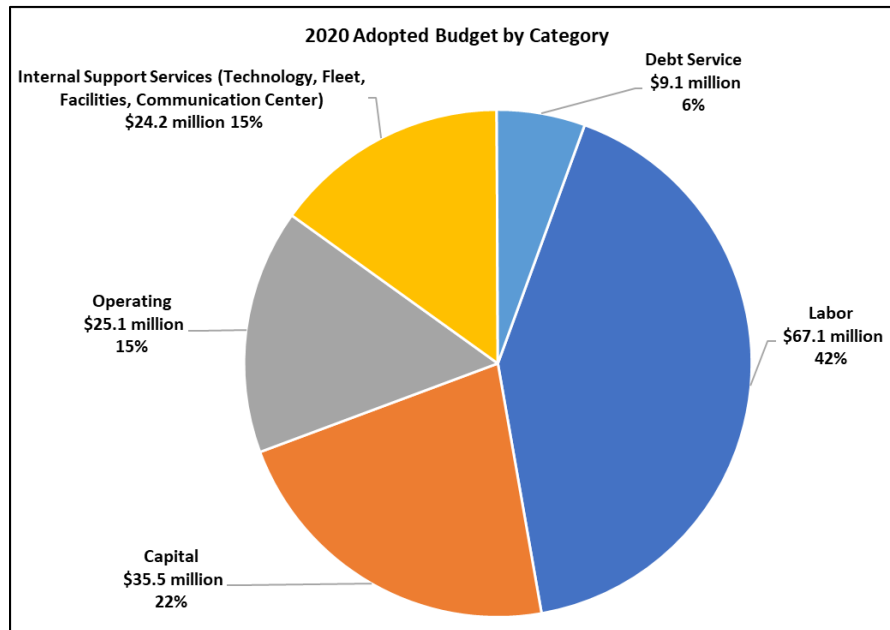
The City’s strong partnership with Pinnacle Venue Services (PVS) continues to provide entertainment, excitement, and hospitality to residents of Grand Junction and the region. Through the end of the year, it is anticipated that the three venues – Grand Junction Convention Center, Avalon Theater, and Las Colonias Amphitheater – will host 469 different events with an attendance of over 143,000. The success of this partnership has been realized in many ways including savings to the taxpayers of over \$250,000 annually as well as the economic impact due to the increased activity at the venues. 2020 is expected to see more community success with the newly renovated convention center. This community space will anchor the downtown area and provide space for large events.

Financial Overview

The total number of approved positions for 2020 is 698, with over half of those positions in public safety and 34 new positions funded by the First Responder Tax.



The chart at below displays the total 2020 Adopted Budget of \$161 million by category.



General Fund Budget Highlights

The Adopted General Fund budget is \$83.8 million and is a 4.8% increase, or \$3.9 million more than the 2019 Amended Budget of \$79.9 million. The primary reason for the increase is the new spending in public safety from the First Responder Tax. The General Fund is balanced with sources exceeding uses resulting in a surplus of \$181,576 and a projected ending fund balance of \$26.9 million.

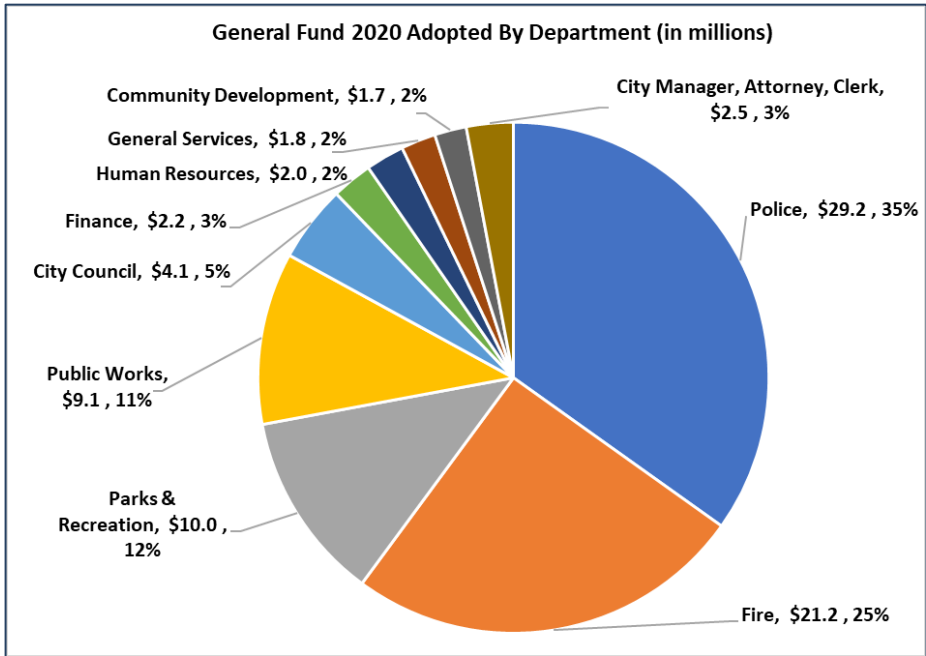
Following are key revenue provisions included in the Adopted General Fund budget:

- Sales tax revenues projected to increase 2%
- Increase in property tax based on preliminary certifications; assessed valuation increasing 11%
- Increase in ambulance transport revenues
- Increase in potential grant revenues
- Overall General Fund revenue increases 3.4% over estimated 2019 revenue

Following are key expenditure provisions included in the Adopted General Fund budget:

- Labor increase due to wage increases and implementation of first responder staffing
- Health insurance savings realized through new insurance carrier and benefits of employee health clinic
- 39 new positions: 15 for Fire Station #6, three Fire administration positions, seven sworn police officers, and five civilian Police positions; six in General Services for the Project Team; one Management Analyst in the City Manager's Office, one Recruiter in Human Resources, and one Senior Planner in Community Development.
- Purchase of 10 police vehicles for new First Responder positions
- Increase in seasonal wages due to the increase in minimum wage
- Increase in internal service fund charges due to increase in public safety fleet (ambulances, fire engine, patrol vehicles) and information technology needs as a result of first responder staffing
- Spending of potential grant revenues if received

The chart to the right shows the 2020 Adopted Budget of \$83.8 million by category. Because the City is a service organization, the majority of the General Fund budget is allocated to labor. The majority of operating costs are for support of non-profit organizations, specialty operating equipment, utilities (streetlights), training, and contract services. The costs associated with providing internal support services to departments serving the community are comprised primarily of dispatch services, information technology, fleet, and insurance.



The largest General Fund departments are Police and Fire who comprise 60% of the general fund budget. Followed by Parks and Recreation and Public Works combining for 23%. These major operating departments of the General Fund make up 83% of the budget.

In summary, the budget represents the allocation of resources to achieve the goals identified in City Council’s adopted Strategic Plan. These are the highlights of the \$161 million 2020 Adopted Budget and is the framework for programs and service delivery to residents and community members.

Acknowledgements

This budget document reflects the efforts of many long hours contributed by staff from all City departments and input generated by employees and City Council. Special recognition goes to the City’s budget team for their extraordinary collaboration in preparing this budget. The budget team consisted of Linda Longenecker, Brett Bergman, Greg LeBlanc, Shelley Caskey, Tatiana Gilbertson, Ashley McGowan, and Jodi Romero.

Respectfully submitted,

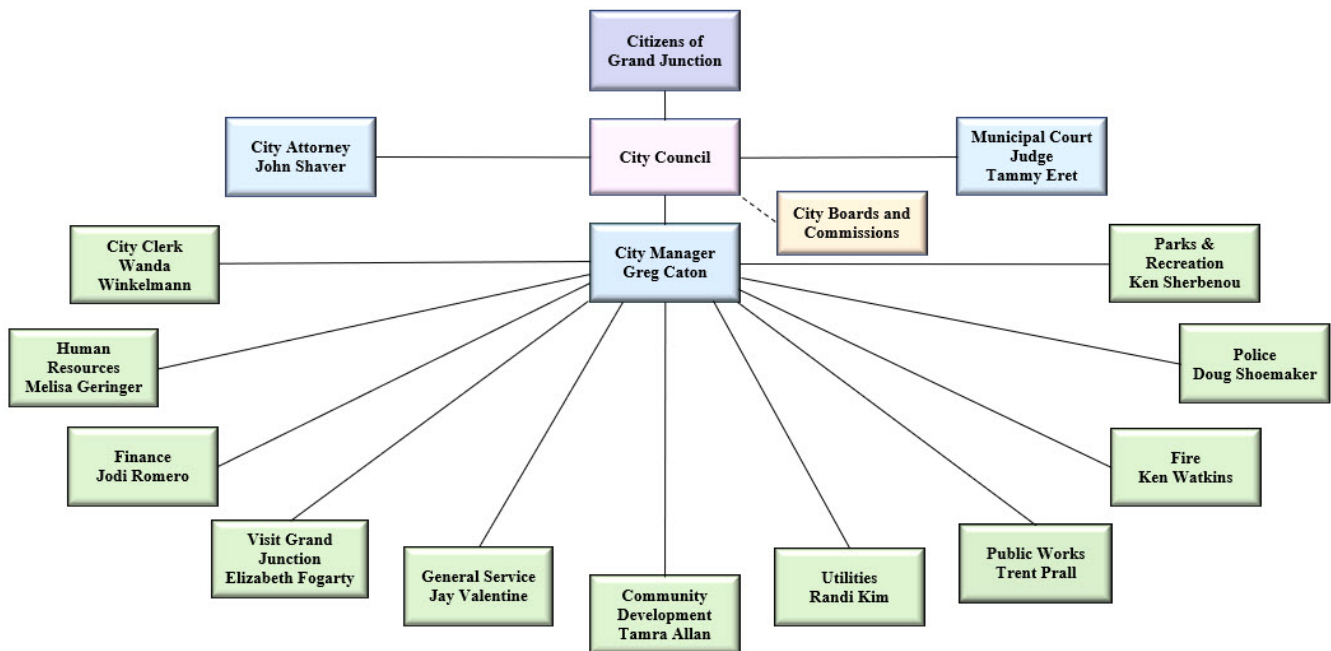
Greg Caton
City Manager

CITY GOVERNMENT

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

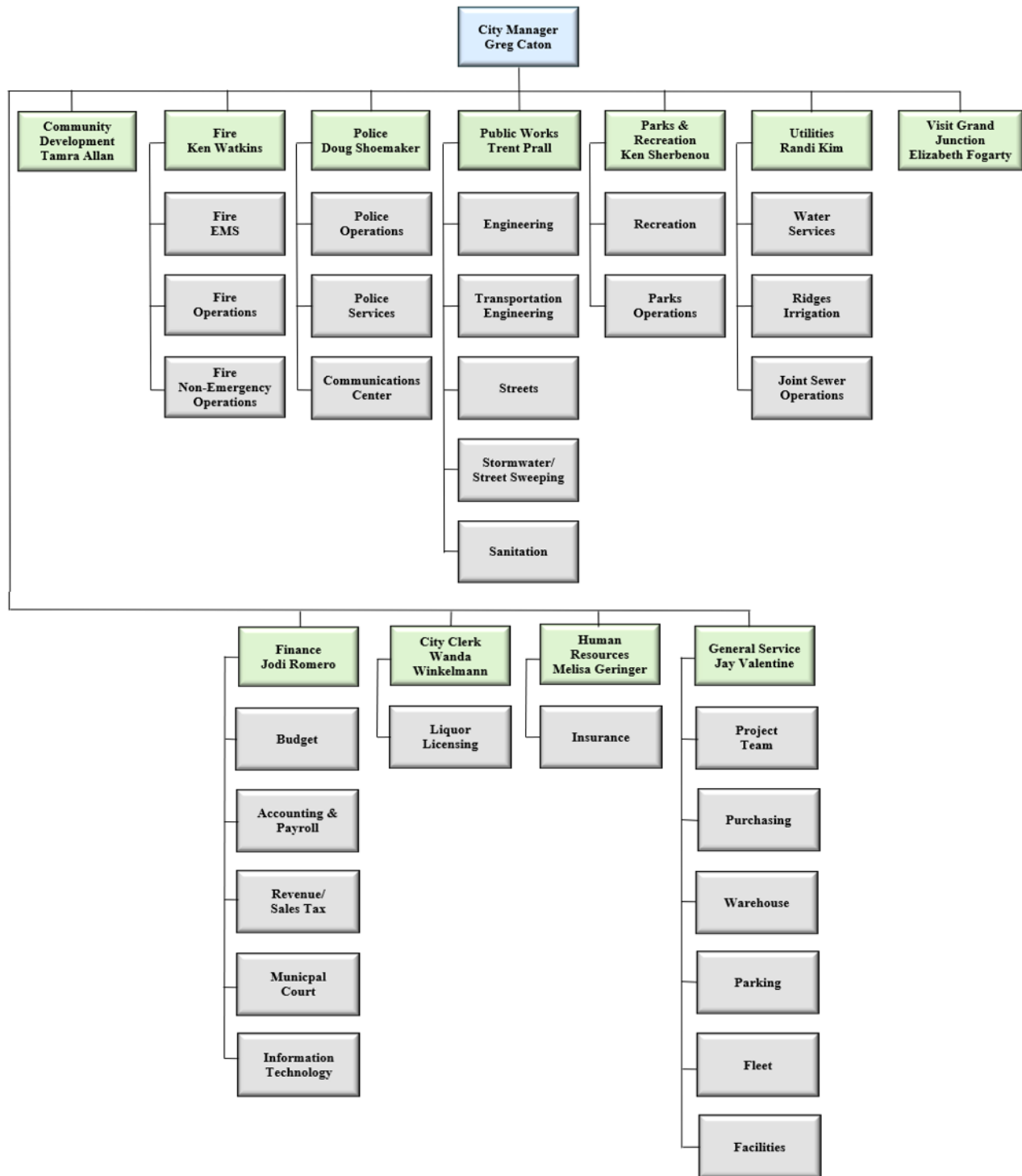
The chart below shows the organization at a high-level beginning with the Citizens of Grand Junction, appointed officials, and City Department Directors. The chart on the following page goes one level deeper into the organization, showing the Department Directors and the Divisions that they are responsible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

City of Grand Junction Organization Chart



Divisional Organization Chart

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



Directory of City Officials

Mayor and City Council Members

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



J. Merrick "Rick" Taggart
Mayor, District at Large



Duke Wortmann
Mayor Pro Tem, District D



Phyllis Norris
Councilmember, District A



Phillip Pe'a
Councilmember, District B



Anna Stout
Councilmember, District C

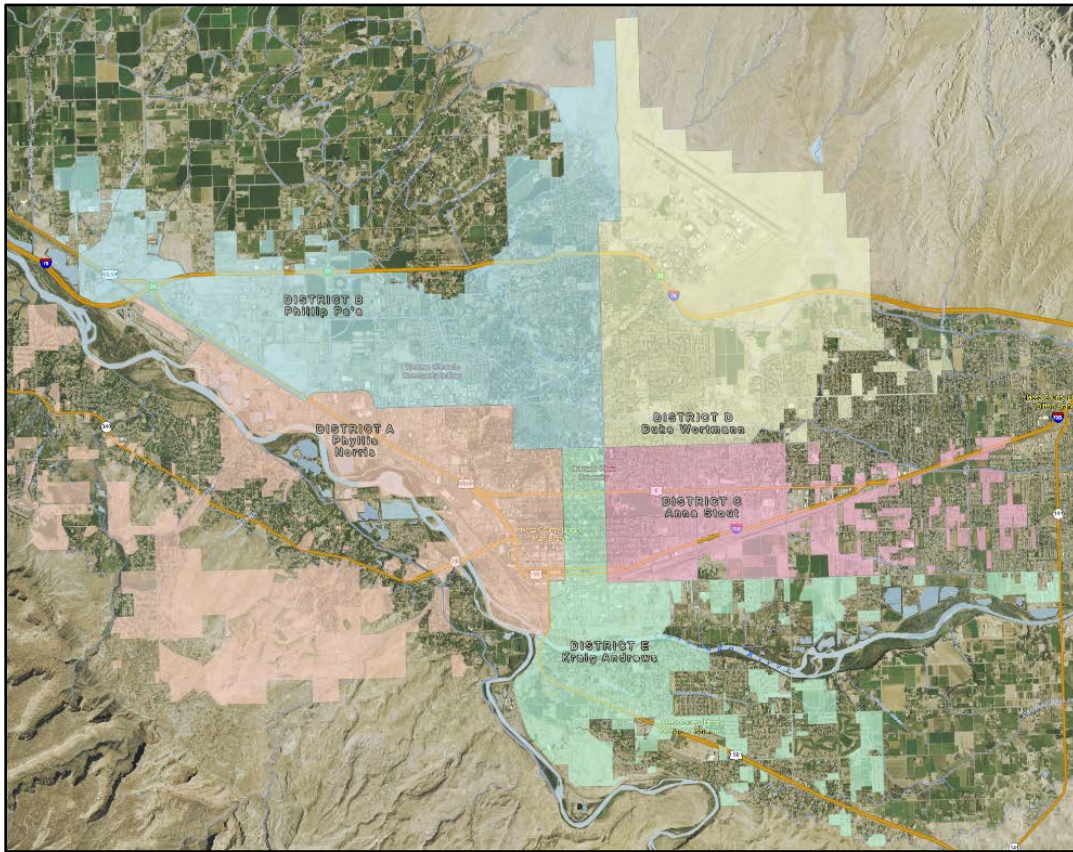


Kraig Andrews
Councilmember, District E



Chuck McDaniel
Councilmember, District at Large

City of Grand Junction City Council Districts



City Manager and Department Directors

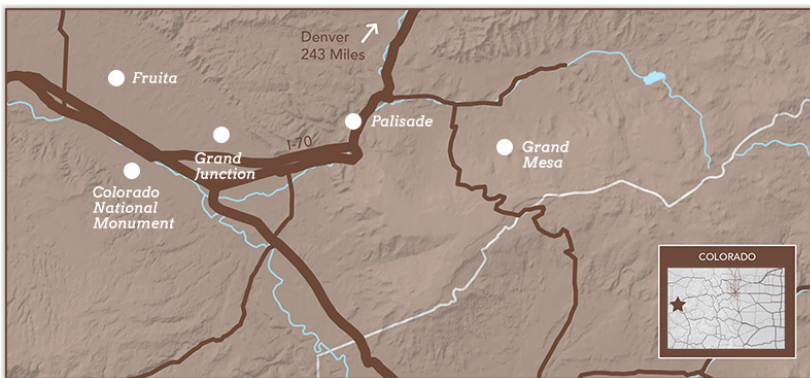
City Manager	Greg Caton
City Attorney	John Shaver
Municipal Court Judge	Tammy Eret
Community Development Director	Tamra Allen
Chief of Police	Doug Shoemaker
Fire Chief	Ken Watkins
Finance Director	Jodi Romero
General Services Director	Jay Valentine
Human Resources Director	Melisa Geringer
Parks and Recreation Director	Ken Sherbenou
Public Works Director	Trent Prall
Utilities Director	Randi Kim
Visit Grand Junction Director	Elizabeth Fogarty
City Clerk	Wanda Winkelmann

COMMUNITY PROFILE

Introduction

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

Location



Grand Junction, Colorado is the gateway to the mountains and canyonlands of Western Colorado and Eastern Utah. Centrally located between Denver, Colorado (250 miles east) and Salt Lake City, Utah (270 miles west), Grand Junction is surrounded by 1.2 million acres of public lands and has easy access to the Rocky Mountains and Western Colorado's incredible landscape.

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

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

Until 1821, the Grand Valley was part of the kingdom of Spain. And during the early and mid-1700's, hardy Spanish and Mexican soldiers, explorers and priests poked and prodded through the region. Some were looking for gold, others seeking new trails to Spanish California. Most were not too successful.

At first, trail-blazing American mountain men weren't very successful either. Hoping to trap valuable beaver or trade with Ute Tribes, most of the Americans were kept out of the territory by jealous Spanish officials. However, when Western Colorado became part of Mexico in 1821, the mountains were suddenly wide open to trappers, traders and wandering buck-skinners of the U.S.

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

Despite anti-Indian politicians, a large part of Western Colorado remained Ute Territory until September 1881. The region was opened to homesteaders, ranchers and town builders the very day the Utes were being forced out by Army troopers. By the time Kansas politician and real estate developer George Crawford decided the unclaimed Grand Valley would make a good town site, Denver, Colorado already had a population of 50,000, and Grand Junction, Colorado was just being born!

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



Fall on the Colorado River by James Alsop

Demographics

Population*

Grand Junction.....	64,191
Mesa County.....	153,629
Fruita.....	13,398
Palisade.....	2,660
Collbran.....	710
Debeque.....	502
Unincorporated.....	72,036

*2018 Population Numbers, Colorado Dept. of Labor

Household Income

Less than \$30,000.....	33.7%
\$30,000 - \$39,999.....	10.1%
\$40,000 - \$59,999.....	17.2%
\$60,000 - \$74,999.....	10.5%
\$75,000 +.....	18.4%
Mean Household Income.....	\$65,223
Median Household Income.....	\$49,849
Total Households.....	60,902
Household Size (avg.).....	2.9

Home Ownership

Own Home.....	57.2%
Rent Home.....	42.8%

Race/Ethnicity

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

Source: Colorado State Demography Office

Education

(Persons Age 25 and Older)

College Graduate & Above.....	33.6%
Some College/Technical School.....	32.6%
High School Graduate.....	23.3%
No Diploma.....	10.5%

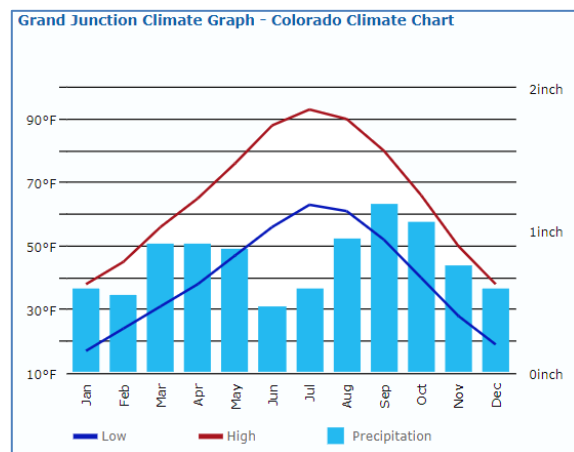
Top 10 Employers

Employer	No. of Employees
School Dist. 51.....	2,785
St. Mary's Hospital.....	2,448
Colorado Mesa University.....	1,080
Mesa County.....	1,070
State of Colorado.....	1,012
Community Hospital.....	1,000
VA Medical Center.....	720
City of Grand Junction.....	698
Hilltop Community Resources.....	600

Crime Statistics

	2017	2018	% Change
Violent Crimes	286	247	-14%
Property Crimes	3,890	3,713	-5%
Other Crimes	8,425	7,925	-6%
Traffic Accidents	2,215	2,135	-4%

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





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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 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.
- **City Leaders** – lists the Mayor and City Councilmembers for each district as well as the City’s leadership staff including the City Manager and the Department Directors and the divisions that they are responsible.
- **Community Profile** – provides historical data and information about the City. This section assists both residents and non-residents in putting the City budget into perspective.
- **Budget Guide** – explains how to use the budget book.

Financial Summary

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

Department Budget Summary

- **Department Overview** – the department overview provides information about the department as a whole.
- **Department Personnel** – staffing levels are shown for each department as a whole. In some cases, some positions may be allocated to various divisions within the department or other departments within the City.
- **Department Revenues and Expenditures** – this table shows the total revenues and expenditures for all divisions within a department. These include prior year actual, current year budget, current year amended (to be spent at year end but unaudited numbers), and new year adopted budget.
- **Division Overview** – explains the functions of each division within a department and includes a general description of the division, prior year accomplishments, future year objectives and revenues and expenditures for that specific division.
 - **Revenues** – shows any revenues generated at the division level. In some cases, there are no revenues at the division level.

- **Labor and Benefits**
 - **Salaries/Wages** – includes all fulltime salaries and wages
 - **PT/Salaries** – includes all part-time/seasonal wages
 - **Overtime** – Includes all overtime spent in each department/division
 - **Benefits** – includes all City paid benefits excluding Social Security and Medicare
 - **Taxes** – includes Social Security and Medicare taxes paid by the City
 - **Insurance** – includes the amount of workers’ compensation charged to each division
 - **Other Compensation** – includes charges for cell phones, retirement payouts, PTO buyback, automobile allowances, awards, and any other compensation not shown separately
- **Operating Expenditures** – includes the major account classifications within operating expenditures including charges and fees, contract services, equipment, fuel, grants and contributions, operating supplies, operating equipment, professional development, repairs, system maintenance, uniforms and gear, and utilities
- **Interfund Charges**
 - **Administrative Overhead** – this charge covers a percentage of administrative costs for general services including legal, accounting, payroll, human resources, etc. for the work that each of these departments do for the Enterprise Funds.
 - **Facility** – includes charges related to maintenance and upkeep of all City owned buildings and are used to pay for maintenance and utilities
 - **Fleet** – includes charges and accruals for the replacement related to City vehicles or equipment assigned to each department and/or division. This charge is based on a percentage of the total cost of the City’s fleet.
 - **Fuel Charges** – this charge includes all costs related to fuel costs for City vehicles and equipment assigned to each department/division
 - **Information Technology** – these costs are charged based on the technology equipment assigned to each department/division. These include all PCs, mobile devices, telephones, copier charges, servers, software systems, etc.
 - **Liability Insurance** – this charge is to cover the cost of providing liability insurance.
 - **Medical Programs** – this charge is set up so that each department/division is charged for their employee’s medical costs such as health insurance. In previous years, these costs were covered through reimbursement for positive claim experience through an agreement with Rocky Mountain Health Plans. However, the City has not seen those positive experiences for several years and the City must recoup the cost of providing these services to employees in order to keep the insurance fund whole.

Capital Improvement Fund

- This Section provides information on major capital projects including project titles, descriptions, revenue sources, current year revenue, planned revenues for 5-years (based on 5-year balanced CIP Plan) current year expenditures, planned expenditures for year 2-5 of the CIP Plan and total expenditures for the 5-year period.

Special Revenue Fund

- 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, Lodger’s Tax Fund etc.

Debt Service Fund

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

Appendix

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

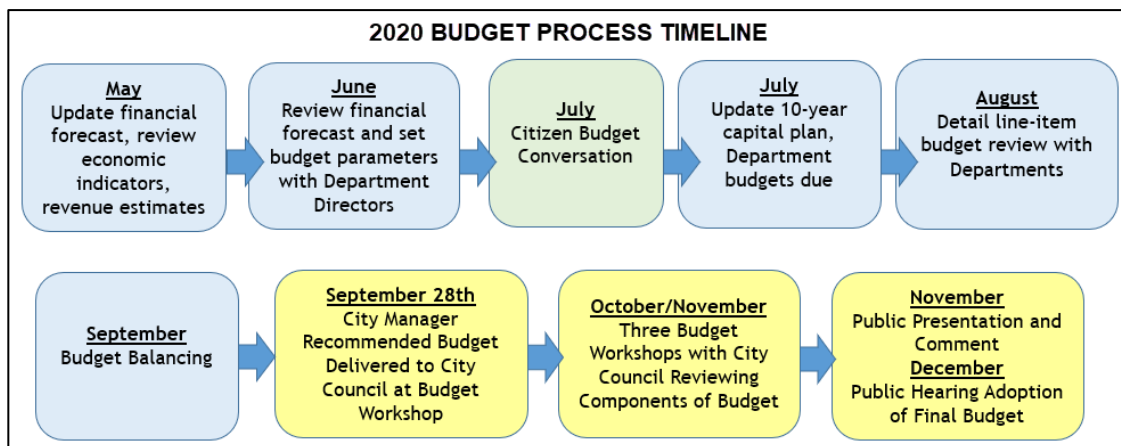
BUDGET PROCESS

Budget Preparation

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

- The annual budget process begins in May with the update of the 10-year financial forecast and 10-year capital improvement fund plans. In addition, economic indicators and revenue estimates are gathered and used for the update of these plans;
- Activities in June and July include reviewing financial forecasts and setting budget parameters with Department Directors based on the Strategic Plan and City Council direction. The Citizens of Grand Junction are invited to attend a Citizen Budget Conversation with the City Manager and Budget Team where they are able to provide input into the City's budget for the next year. Departments also begin building their budgets for the coming year;
- During August, the City Manager and Budget Team meet with each department and do a line item budget review, making suggestions for additions or modifications;
- September is spent balancing the budget in preparation for the presentation of the City Manager's recommended budget to City Council;
- Budget workshops are held with City Council beginning at the end of September through November with specific pieces of the budget discussed at each meeting;
- The complete recommended budget is presented to City Council and the Citizens of Grand Junction in November during the City Council meeting and allows for a public comment period;
- Changes recommended by City Council at this time are then incorporated into the annual budget and presented for final adoption in December where there is a second public hearing and comment period.

The graphic below shows the City's budget timeline for the 2020 budget process.



Budget Basis and Budget Management

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 .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 .75% Sales Tax Capital Improvements Fund is prepared on the modified accrual basis of accounting, except for certain basis differences for tax accruals and market value adjustments.
- The annual budget for the Parkway Debt Retirement Fund is prepared on the modified accrual basis of accounting, except for certain basis differences for market value adjustments.

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

The details of the budget calendar follow:

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

On or before December 31, the City Council enacts an ordinance appropriating the budgets for the ensuing fiscal year.

Supplemental Appropriations and Budget Amendments

The City Council may amend the appropriation ordinance by resolution at a public hearing at any time during the year, as a result of any casualty, accident or unforeseen contingency. Supplemental appropriations are required to ensure adequate appropriations by fund and are often necessary to carryforward and re-appropriate funds for programs or projects approved and started in the prior budget year but not completed in that year. Because the carryforward of programs or projects have already been planned for and the expenditure approved by Council in the previous budget year, they do not decrease the funds available in the current budgeted fund balances. 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 are 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, operate within existing revenues and in the General Fund, reserve at least 25% of the current year's adopted budget and provide innovative leadership while being a driving force in issues of regional importance. City management has been successful in following City Council's policy direction through responsive, conservative, and sound financial decisions. The City has financial policies and practices that guide budget, investments, debt, revenue, purchasing, risk management, asset management, internal

controls, and reserves. The Enterprise Funds also have 10-year financial plans that help to determine rate increases and capital improvement needs.

Strategic Plan

The City's Strategic Plan (the Plan) plays a significant role in creating and maintaining the components in the 2020 budget. In August of 2017, City Council unanimously adopted the Plan. During the summer of 2019, City Council reviewed and revised the Plan and in November 2019, City Council adopted the updated version. The Plan will be updated next in 2021 after new Council members are elected and sworn into office.

The central purpose of the Plan is to provide the City with a tool that can be used during the next two years by elected officials and City Staff to guide goal setting and strategy. The plan incorporates the priority's 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 will be defined by how effective it is in guiding decisions and how it aids in measuring success.

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

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

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

- **Public Safety** – It is critical that we ensure our public safety efforts meet current needs as well as anticipate and adapt to future public safety challenges and opportunities. This will require the City to establish community policing efforts; promote safety in public spaces by working with community partners; plan for, build, and staff essential public safety infrastructure; actively enforce City codes to improve the physical appearance of the community; and provide community risk reduction through prevention and education efforts.
- **Planning and Infrastructure** – To fully understand the values, vision and needs of the community, the City must seek robust input from the community and distill that into a plan. This effort is being undertaken in the Comprehensive Plan 2020; One Grand Junction.
- **Diversification of our Economic Base** – Because economic development is driven by factors well beyond the core services and functions of the City, we have made the choice to collaborate with other organizations and outsource the majority of its economic development activities. However, due to the importance of economic development to the community, ongoing support and monitoring of these activities is critical
- **Connectedness through Community Building**
 - Bring people together through great public spaces – invest resources to provide space for shared experiences for residents and visitors alike

- Visibility & Engagement – continue to expand transparent sharing of information and communicate and celebrate the City’s significant achievements and how it is actively learning from mistakes.

General Fund Financial Forecast

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

Sales and Use Tax revenues are the major source of revenues for general government operations and general government capital. The majority of that revenue is derived from the City’s 2.75% sales and use tax. Assumptions made in preparation of the 2020 budget include a conservative sales tax growth rate of 2% for 2020-2022 and then decreases to 1% in 2023 and beyond.

Property taxes are another source of revenues for the City. The City’s property tax rate is 8 mills and is expected to grow by 1.5% in 2020. Other revenues that affect the financial forecast include specific ownership taxes (vehicles), franchise fees, highway user tax, cigarette taxes, road & bridge taxes, and use tax. Assumptions are made on ambulance transports, the rural fire district contract, charges for service, and other revenues such as severance and mineral leasing, grants, capital proceeds and transfers from other funds.

Projection of expenditures in labor follow the City’s pay plan which assumes a 2.5% increase in wages on an annual basis as long as satisfactory performance measures are met. Health insurance is a major factor in the City’s financial forecast due to the volatile nature of health care costs. Health insurance costs are expected to continue rising 8% in 2020 and beyond. Internal Service Charges (charges for information technology, fleet, facilities, etc.) are projected to increase 1.5% annually. Operating charges are also expected to increase 1.5% annually.

General Fund Minimum Reserve Fund Balance Policy

The purpose of this policy is to establish a minimum reserve fund balance in the General Fund to ensure continued delivery of City Services, to provide stability during economic cycles, to maintain good standing with rating agencies, and to have cash available to invest in one-time capital and economic development spending. In accordance with the City Charter, this policy is adopted by resolution of City Council and can be changed by resolution as deemed appropriate.

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

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

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

10-Year Capital Improvement Plan

The City maintains a 10-Year Capital Improvement Plan in order to prioritize major capital improvements and plan for funding of those projects. The Capital Improvement Fund receives .75% of the City’s 2.75% sales tax and is

dedicated to capital improvements. 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 .75% Capital Fund, Drainage Fund, Transportation Fund, Conservation Trust Funds and Parkland Expansion Funds.

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

Financial Reporting

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

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

The Government Finance Officers Association (GFOA) has awarded a Certificate of Achievement for Excellence in Financial Report to the City of Grand Junction for its comprehensive annual financial report for 35 consecutive years. To be awarded a Certificate of Achievement, the City must publish an easily readable and efficiently organized CAFR. The Certificate of Achievement is valid for a period of one year.

Compliance with Taxpayer Bill of Rights

The Colorado Constitutional Amendment passed in November 1992, known as the Taxpayer Bill of Rights (TABOR) Amendment, restricts growth in governmental revenues and property tax revenues to amounts adjusted for inflation and a local growth factor. In April 2007, Grand Junction voters approved the retention by the City of all revenues exceeding the spending limit for 2006 and subsequent years until the bonded debt for the Riverside Parkway is paid in full. Therefore, the excess has been transferred to a debt service fund designated for payment of the Riverside Parkway bonds. In 2017, City voters authorized the use of those funds to be dedicated to street infrastructure improvements through 2022. The City is also subject to other TABOR requirements. For example, TABOR requires that no real estate transfer tax or income tax be imposed and that the City reserve 3% of its spending as an emergency reserve. The City is in compliance with these provisions. Finally, TABOR requires that the City has elections if it wishes to change its tax policy or issue general government debt.

Investment Policy

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

Debt Management Policy

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

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

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

Authorization of City indebtedness is incurred and limited as provided in Article XI of the Colorado State Constitution. Issuance of the following securities evidences indebtedness: short-term notes, general obligation securities, revenue securities, refunding securities, special assessment securities, tax increment securities, and any other securities not in contravention to the State Constitution. The State Constitution determines which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

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

Purchasing Policy

The City's Purchasing Policy provides for the fair and equitable treatment of all persons involved in public purchasing by the City, to maximize the purchasing value of public funds, to codify and standardize the City's purchasing rules and regulations for orderly and efficient administration, to provide safeguards for maintaining a procurement system of quality and integrity, and foster effective, broadbased competition within the free enterprise system. The following table indicates purchasing approval limits for City expenditures. All purchases \$15,000 and over requires a Purchase Order.

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

Capital Asset Policy

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

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

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

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

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



Christmas in Downtown Grand Junction



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FINANCIAL SUMMARY

Budget Highlights

Through the development of the 2020 Budget, three major themes emerged. Those themes help to provide additional insights into the City's current economic environment and help staff develop a budget that is supportive of the long-term vision for the City. Those themes include:

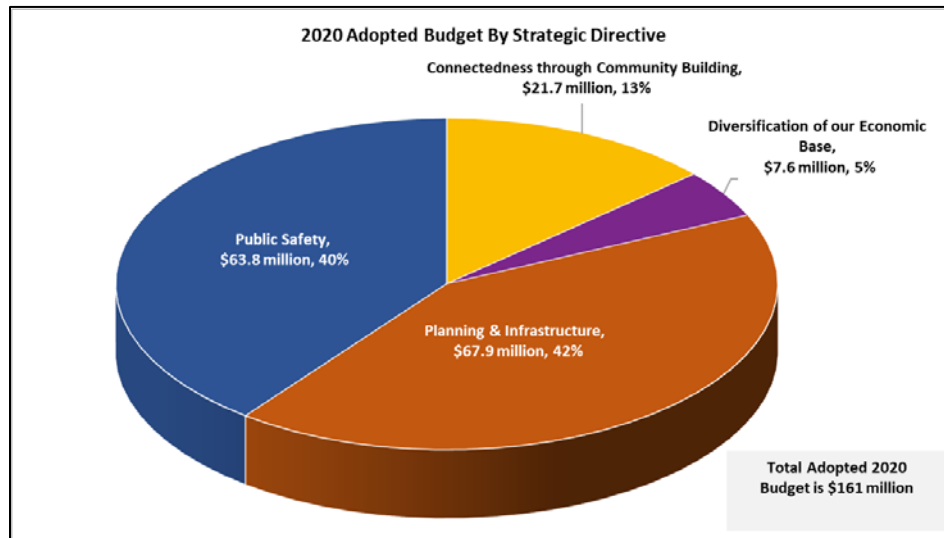
- Sustainability:
 - Continued solar programs
 - Alternative fuel:
 - Compressed Natural Gas system and fleet
 - Hybrid and Electric vehicles and equipment
- Employment Market and Healthcare:
 - Wage adjustment of 3.5%
 - Healthcare savings with new medical insurance carrier; Employee Clinic benefit
 - 15 Intern positions \$345,000
 - 2 CareerWise high school age students
 - Partner with CMU to employ 13 students
- Growth & Demographics:
 - Employment base is diversifying
 - City population
 - More than tripled since 1970
 - 1.1% Growth rate moving forward, 100,000 by 2050

The 2020 Adopted Budget totals \$161 million, a \$5.4 million, or 3.5% increase from the 2019 Adopted Budget of \$155.6 million. The 2020 Budget is not only balanced, but the General Fund has a surplus of \$181,576 bringing the fund balance to \$26.9 million.

Increases in the 2020 budget are attributable to:

- New public safety positions funded by the First Responder Tax and wage adjustments for all City Staff
- \$4 million in new First Responder Tax spending (open Fire Station #6 and hire public safety sworn staff as well as support staff in Fleet and Human Resources to manage public safety vehicles and recruitments)
- Direct support of economic development of \$1.7 million
- Support of Economic Development Partners through Vendor's Fee Cap of \$400,000
- Non-profit funding of \$554,000
- Complete update of the Comprehensive Plan
- 22% of the City's 2020 budget will be spent on capital
- Street infrastructure investment of \$5.8 million
- Riverfront at Dos Rios Pedestrian Bridge – \$3.5 million
- Safety and expansion of the Police shooting range of \$600,000
- Completion of the Fire Training Facility – \$275,000
- Stadium Master Plan Improvements – \$460,000
- Monument Trail Parking Lot Improvements – \$350,000
- Transportation capacity projects – \$3 million
- Safe Routes to Schools – \$210,000 (Mesa View, West Middle, Orchard Mesa Middle, Dos Rios schools)
- Water infrastructure projects – \$5.6 million
- Sewer infrastructure projects – \$11.8 million
- Continued development of the riverfront including facilitating \$10.4 million in infrastructure at Dos Rios through the General Improvement District

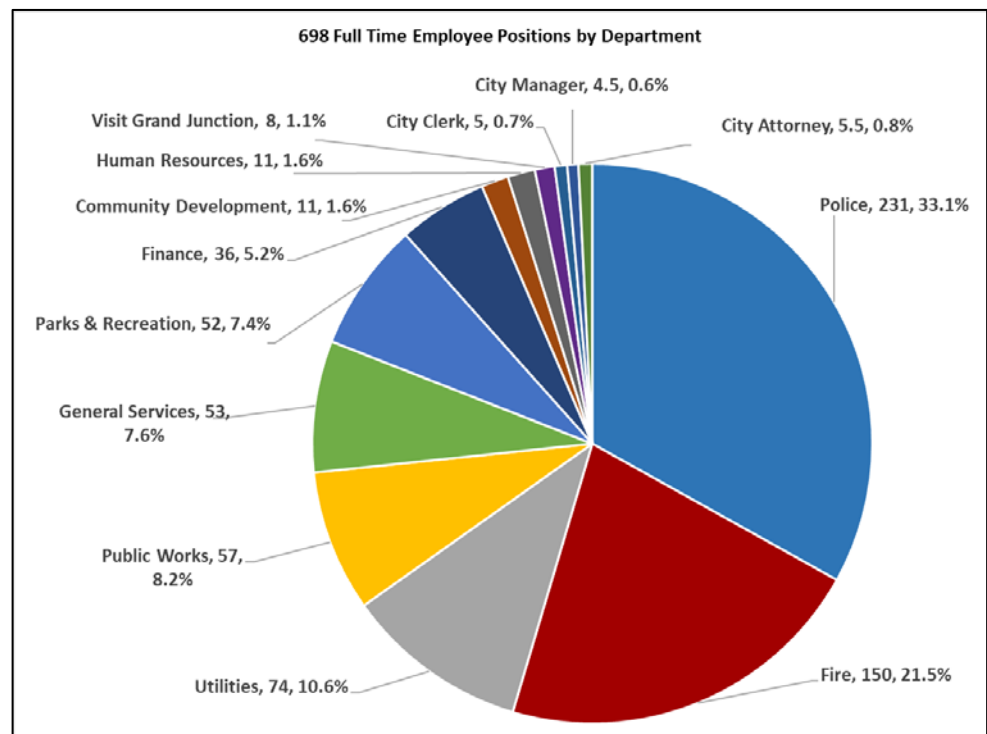
The charts below depict the City's 2020 Adopted Budget:



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
- Parks, Pools, Trails, Sports Facilities, Recreation Programs
- Streets, Engineering, Construction, Trash Service
- Water Service, Sewer Service, Golf, Conference Center
- Destination Marketing, Legal, Accounting, Human Resource Management

The largest portion of the City's budget is spent on labor. In 2020, 45 new positions will be added for a total of 698 authorized full-time positions. Of these, 55% are in public safety. 35 of the new positions will be funded by the newly approved First Responder Tax. Six positions will be added to bring the Project Team to full staff of 18 employees. Two positions will be added in the Water Department, one in the City Manager's Office and One in Community Development.



2020 General Fund Budget Highlights

The Adopted General Fund budget is \$83.8 million and is a 4.8% increase, or \$3.9 million more than the 2019 Amended Budget of \$79.9 million. The primary reason for the increase is the new spending in public safety from the First Responder Tax. The General Fund is balanced with sources exceeding uses resulting in a surplus of \$181,576 and a projected ending fund balance of \$26.9 million. The General Fund supports the major general government operations of the City including Police, Fire, Parks, and Public Works.

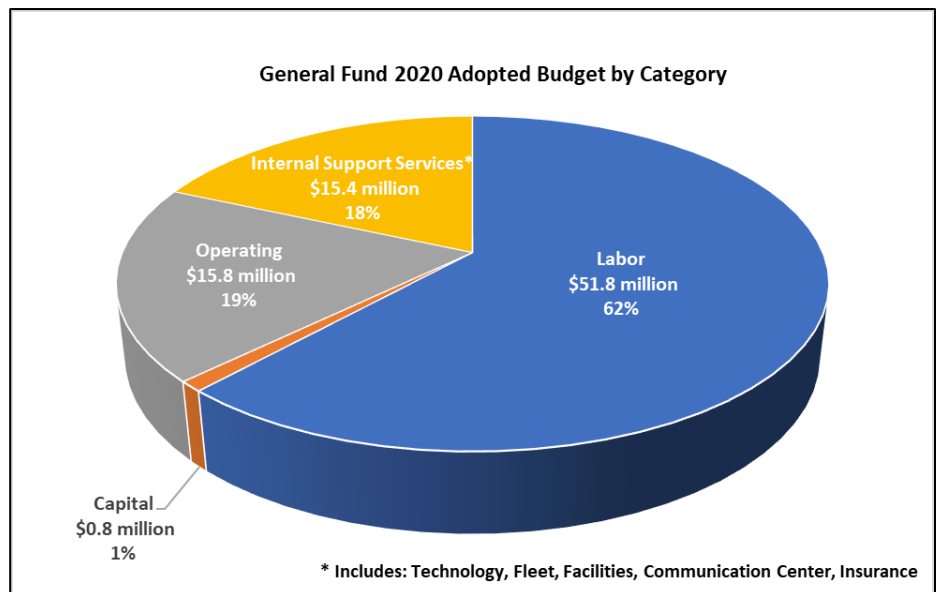
The following are key revenue provisions included in the recommended General Fund budget:

- Sales tax revenues projected to increase 2%
- Increase in property tax based on preliminary certifications; assessed valuation increasing 11%
- Increase in ambulance transport revenues
- Increase in potential grant revenues
- Overall General Fund revenue increases 3.4% over estimated 2019 revenue

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

- Labor increase due to wage increases and implementation of first responder staffing
- Health insurance savings realized through new insurance carrier and benefits of employee health clinic
- 39 new positions: 15 for Fire Station #6, three Fire administration positions, seven sworn police officers, and five civilian Police positions; six in General Services for the Project Team; one Management Analyst in the City Manager's Office, one Recruiter position in Human Resources, and one Senior Planner in Community Development
- Purchase of 10 police vehicles for new First Responder positions
- Increase in seasonal wages due to the minimum wage increases
- Increase in internal service fund charges due to increase in public safety fleet (ambulances, fire engine, patrol vehicles) and information technology needs as a result of first responder staffing
- Spending of potential grant revenues if received

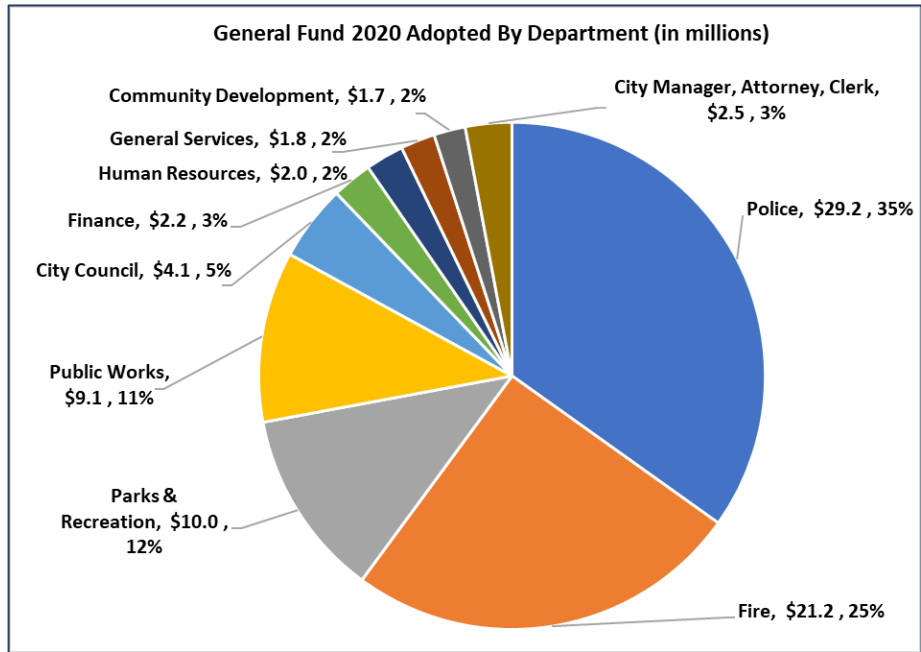
The chart on the right shows the 2020 Adopted Budget of \$83.8 million by category. Because the City is a service organization, the majority of the General Fund budget is allocated to labor. The majority of operating costs are for support of non-profit organizations, specialty operating equipment, utilities (streetlights), training, and contract services. The costs associated with providing internal support services to departments serving the community are comprised primarily of dispatch services, information technology, fleet, and insurance.



The largest departments are Police and Fire who comprise 60% of the General Fund budget. Followed by Parks and Recreation and Public Works combining for 23%. These major operating departments of the General Fund make up 83% of the budget.

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 and general administration as provided by the City Charter. The City owns a meeting and convention center and it owns and operates swimming pools, golf courses and parking facilities. The City also provides ambulance transport services for Mesa County, Colorado. The City maintains a data processing facility, a fleet facility, a central warehouse facility and a 9-1-1 communications center.



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

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

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

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

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

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

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

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

First Responder Tax (Fund 107) – to account for the newly passed .75% First Responder Tax increase as voted on by City residents in April 2019. These funds are to be used for expansion of First Responder services in the form of new positions and equipment to support those positions in Police, Fire, and the Communications Center, and for the construction of three additional fire stations within the City.

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

Capital Projects Funds

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

.75% Sales Tax Capital Improvements Fund (Fund 201) – to account for the financing and construction of projects financed completely or partially with the .75% portion of the City's 2.75% sales and use tax. The .75% portion is currently dedicated to general capital improvements, economic development and debt service on the sales tax improvement bond issue and the public safety building certificates of participation issue.

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

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

Debt Service Funds

Debt service funds are used to account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs.

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

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

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

Fiduciary Funds

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

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

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

Proprietary Funds

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

Enterprise Funds

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

Solid Waste Removal Fund (Fund 302) – accounts for all activities associated with providing trash and recycling services to customers within the City's sanitation service area.

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

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

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

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

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

Internal Service Funds

Information Technology Fund (Fund 401) – responsible for evaluating, recommending, purchasing, installing, and supporting all of the City's automated technology systems including financial management, office automation, monitoring, and communications networks for both voice and data on a cost reimbursement basis from all departments within the City.

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

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

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

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

Downtown Development Authority (DDA)

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

DDA Operations Special Revenue 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.



Mount Garfield after a storm

Fiscal Summary
FY 2020 Revenue Summary by Classification

	CAPITAL PROCEEDS	CHARGES FOR SERVICE	FINES AND FORFEITURES	INTEREST	INTERFUND REVENUE	INTER- GOVERNMENTAL	LICENSES & PERMITS	TAXES	OTHER	TOTAL REVENUES	TRANSFERS IN	TOTAL RESOURCES
General Government												
100 General Fund	\$ 12,000	\$ 9,807,708	\$ 377,600	\$ 518,400	\$ 2,390,056	\$ 2,057,120	\$ 166,918	\$ 61,860,152	\$ 493,864	\$ 77,683,818	\$ 11,367,414	\$ 89,051,232
102 Visit Grand Junction	-	7,200	-	1,700	-	-	-	2,564,232	-	2,573,132	704,950	3,278,082
104 CDBG Fund	-	-	-	-	-	561,255	-	-	-	561,255	-	561,255
105 Parkland Expansion Fund	-	-	2,500	3,700	-	-	-	-	518,000	524,200	-	524,200
106 Lodgers Tax Increase Fund	-	-	-	-	-	-	-	1,691,880	-	1,691,880	-	1,691,880
107 First Responder Tax Fund	-	-	-	-	-	-	-	9,120,260	-	9,120,260	-	9,120,260
110 Conservation Trust Fund	-	-	-	2,100	-	780,000	-	-	-	782,100	-	782,100
201 Sales Tax CIP Fund	350,000	135,000	-	-	-	-	4,862,349	13,940,192	200,000	19,487,541	4,809,524	24,297,065
202 Storm Drainage Fund	-	30,000	-	100	-	-	-	-	-	30,100	250,000	280,100
207 Transportation Capacity Fund	50,000,000	1,900,000	-	14,500	-	-	-	-	-	51,914,500	-	51,914,500
405 Comm Center Fund	-	2,152,381	-	7,100	3,083,709	210,500	-	-	2,799	5,456,489	1,984,470	7,440,959
610 General Debt Service Fund	-	-	-	-	-	16,826	-	-	-	16,826	6,792,856	6,809,682
614 GJ Public Finance Corp Fund	-	-	-	-	-	-	-	-	300,000	300,000	231,906	531,906
615 Riverside Pkwy Debt Retirement	-	-	-	148,199	-	-	-	-	-	148,199	823,499	971,698
Revenue Totals	\$ 50,362,000	\$ 14,032,289	\$ 380,100	\$ 695,799	\$ 5,473,765	\$ 3,625,701	\$ 5,029,267	\$ 89,176,716	\$ 1,514,663	\$ 170,290,300	\$ 26,964,619	\$ 197,254,919
Enterprise Funds												
301 Water Fund	\$ 1,803,551	\$ 8,265,541	\$ -	\$ 83,400	\$ 695,035	\$ 704,500	\$ -	\$ -	\$ 50,700	\$ 11,602,727	\$ 1,270,000	\$ 12,872,727
302 Solid Waste Removal Fund	-	4,661,991	-	25,100	-	-	-	-	-	4,687,091	-	4,687,091
303 Grand Junction Convention Cent	-	-	-	-	-	212,488	-	-	-	212,488	200,000	412,488
305 Golf Courses Fund	-	1,787,850	-	2,500	-	-	-	-	13,000	1,803,350	160,000	1,963,350
308 Parking Authority Fund	-	518,250	160,000	6,800	-	-	-	-	55,500	740,550	-	740,550
309 Ridges Irrigation Fund	-	302,100	-	1,600	-	-	-	-	-	303,700	-	303,700
900 Joint Sewer System Fund	3,074,685	13,864,412	1,000	406,953	131,862	595,000	-	-	9,252	18,083,164	-	18,083,164
Revenue Totals	\$ 4,878,236	\$ 29,400,144	\$ 161,000	\$ 526,353	\$ 826,897	\$ 1,511,988	\$ -	\$ -	\$ 128,452	\$ 37,433,070	\$ 1,630,000	\$ 39,063,070
Internal Service Funds												
101 Enhanced 911 Fund	\$ -	\$ 2,368,625	\$ -	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,376,625	\$ -	\$ 2,376,625
401 Information Technology Fund	-	96,660	-	37,600	7,675,514	-	-	-	-	7,809,774	-	7,809,774
402 Fleet and Equipment Fund	80,000	769,078	-	46,800	6,160,787	-	-	-	2,000	7,058,665	226,581	7,285,246
404 Insurance Fund	-	30,000	-	92,700	14,262,858	-	-	-	1,012,800	15,398,358	-	15,398,358
406 Facilities Management Fund	-	-	-	1,200	2,746,529	-	-	-	17,760	2,765,489	300,000	3,065,489
Revenue Totals	\$ 80,000	\$ 3,264,363	\$ -	\$ 186,300	\$ 30,845,688	\$ -	\$ -	\$ -	\$ 1,032,560	\$ 35,408,911	\$ 526,581	\$ 35,935,492
Permanent Funds												
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ 29,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,600	\$ -	\$ 29,600
Downtown Development Authority Funds												
103 Downtown Development Autho	\$ -	\$ -	\$ -	\$ 20,600	\$ -	\$ -	\$ -	\$ 293,946	\$ 1,014,221	\$ 1,328,767	\$ -	\$ 1,328,767
203 DDA Capital Improv Fund	-	-	-	6,600	-	-	-	-	-	6,600	-	6,600
611 DDA TIF Debt Service Fund	-	-	-	40,500	-	337,000	-	1,574,622	-	1,952,122	-	1,952,122
Revenue Totals	\$ -	\$ -	\$ -	\$ 67,700	\$ -	\$ 337,000	\$ -	\$ 1,868,568	\$ 1,014,221	\$ 3,287,489	\$ -	\$ 3,287,489

Fiscal Summary
FY 2020 Expenditure Summary by Classification

	LABOR AND BENEFITS	OPERATING EXPENDITURES	DEBT SERVICE	CAPITAL OUTLAY	CONTINGENCY AND RESERVES	TOTAL EXPENDITURES	TRANSFERS OUT	TOTAL USES
City of Grand Junction - General Government								
100 General Fund	\$ 52,526,366	\$ 31,063,175	\$ -	\$ 835,666	\$ 175,000	\$ 84,600,207	\$ -	\$ 84,600,207
102 Visit Grand Junction	667,836	2,698,114	-	-	-	3,365,950	200,000	3,565,950
104 CDBG Fund	-	273,035	-	-	-	273,035	288,220	561,255
105 Parkland Expansion Fund	-	-	-	-	-	-	443,542	443,542
106 Lodgers Tax Increase Fund	-	968,930	-	-	-	968,930	704,950	1,673,880
107 First Responder Tax Fund	-	-	-	-	-	-	8,518,885	8,518,885
110 Conservation Trust Fund	-	-	-	-	-	-	817,888	817,888
201 Sales Tax CIP Fund	-	227,500	-	13,557,920	-	13,785,420	11,815,007	25,600,427
202 Storm Drainage Fund	-	-	-	280,000	-	280,000	-	280,000
207 Transportation Capacity Fund	-	-	-	3,016,000	-	3,016,000	482,638	3,498,638
405 Comm Center Fund	4,808,320	2,186,409	-	435,000	-	7,429,729	-	7,429,729
610 General Debt Service Fund	-	5,000	6,809,371	-	-	6,814,371	-	6,814,371
614 GJ Public Finance Corp Fund	-	1,500	530,406	-	-	531,906	-	531,906
615 Riverside Pkwy Debt Retirement	-	-	-	-	-	-	3,156,000	3,156,000
Expenditure Total	\$ 58,002,522	\$ 37,423,663	\$ 7,339,777	\$ 18,124,586	\$ 175,000	\$ 121,065,548	\$ 26,427,130	\$ 147,492,678
City of Grand Junction - Enterprise Funds								
301 Water Fund	\$ 3,082,026	\$ 2,660,430	\$ 688,884	\$ 5,580,750	\$ -	\$ 12,012,090	\$ -	\$ 12,012,090
302 Solid Waste Removal Fund	1,083,456	3,297,023	96,991	-	-	4,477,470	180,000	4,657,470
303 Grand Junction Convention Center Fund	-	414,988	-	-	-	414,988	-	414,988
305 Golf Courses Fund	867,847	964,384	87,797	-	-	1,920,028	-	1,920,028
308 Parking Authority Fund	188,899	216,380	243,767	-	-	649,046	-	649,046
309 Ridges Irrigation Fund	120,579	190,457	-	30,000	-	341,036	-	341,036
900 Joint Sewer System Fund	3,743,649	3,995,133	596,884	11,797,000	-	20,132,666	-	20,132,666
Expenditure Total	\$ 9,086,456	\$ 11,738,795	\$ 1,714,323	\$ 17,407,750	\$ -	\$ 39,947,324	\$ 180,000	\$ 40,127,324
City of Grand Junction - Internal Service Funds								
101 Enhanced 911 Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,484,470	\$ 2,484,470
401 Information Technology Fund	2,607,367	5,245,679	-	826,217	-	8,679,263	-	8,679,263
402 Fleet and Equipment Fund	1,209,023	2,426,157	-	3,735,000	-	7,370,180	-	7,370,180
404 Insurance Fund	483,728	13,639,920	-	-	650,000	14,773,648	-	14,773,648
406 Facilities Management Fund	513,132	2,100,165	-	-	300,000	2,913,297	-	2,913,297
Expenditure Total	\$ 4,813,250	\$ 23,411,921	\$ -	\$ 4,561,217	\$ 950,000	\$ 33,736,388	\$ 2,484,470	\$ 36,220,858
City of Grand Junction - Permanent Funds								
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,600	\$ 29,600
Downtown Development Authority Funds								
103 Downtown Development Authority	\$ 179,942	\$ 638,473	\$ -	\$ -	\$ 250,000	\$ 1,068,415	\$ -	\$ 1,068,415
203 DDA Capital Improv Fund	10,502	-	-	-	-	10,502	-	10,502
611 DDA TIF Debt Service Fund	-	-	1,653,500	-	-	1,653,500	-	1,653,500
Expenditure Total	\$ 190,444	\$ 638,473	\$ 1,653,500	\$ -	\$ 250,000	\$ 2,732,417	\$ -	\$ 2,732,417

Fiscal Summary FY 2020 Estimated Fund Balances

Fund	Estimated Beginning Fund Balance 1/1/2020	Adopted 2020						Transfer In	Transfers Out	Net Source (Use) Funds	Contingency Funds	Net Change in Fund Balance	Estimated Ending Fund Balance 12/31/2020
		Revenues	Expenditures	Debt Service	Capital Improvements	Total Expenditures							
General Government													
100 General Fund	\$ 23,386,055	\$ 77,683,818	\$ 83,589,540	\$ -	\$ 835,666	\$ 84,425,206	\$ 11,367,414	\$ -	\$ 4,626,026	\$ 175,000	\$ 4,451,026	\$ 27,837,081	
102 Visit Grand Junction	450,332	2,573,132	3,365,950	-	-	3,365,950	704,950	200,000	(87,868)	-	(287,868)	162,464	
104 CDBG Fund	-	561,255	273,035	-	-	273,035	-	288,220	288,220	-	-	-	
105 Parkland Expansion Fund	80,452	524,200	-	-	-	-	-	443,542	524,200	-	80,658	161,110	
106 Lodgers Tax Increase Fund	-	1,691,880	986,930	-	-	986,930	-	704,950	704,950	-	-	-	
107 First Responder Tax Fund	-	9,120,260	-	-	-	-	-	8,518,885	9,120,260	-	601,375	601,375	
110 Conservation Trust Fund	59,397	782,099	-	-	-	-	-	817,888	782,099	-	(35,789)	23,608	
201 Sales Tax CIP Fund	2,679,816	19,487,540	227,500	-	13,557,920	13,785,420	4,809,524	11,815,007	10,511,644	-	(1,303,363)	1,376,453	
202 Storm Drainage Fund	31,891	30,099	-	-	280,000	280,000	250,000	-	99	-	99	31,990	
207 Transportation Capacity Fund	1,899,135	51,914,500	-	-	3,016,000	3,016,000	-	482,638	48,898,500	-	48,415,862	50,314,997	
405 Comm Center Fund	708,729	5,456,488	6,994,729	-	435,000	7,429,729	1,984,470	-	11,229	-	11,229	719,958	
610 General Debt Service Fund	4,690	16,826	5,000	6,809,371	-	6,814,371	6,792,856	-	(4,689)	-	(4,689)	-	
614 GJ Public Finance Corp Fund	16,921	300,000	1,500	530,406	-	531,906	231,906	-	-	-	-	16,921	
615 Riverside Pkwy Debt Retirement	4,991,984	148,199	-	-	-	-	823,499	3,156,000	971,698	-	(2,184,302)	2,807,682	
Subtotal	\$ 34,309,402	\$ 170,290,296	\$ 95,444,184	\$ 7,339,777	\$ 18,124,586	\$ 120,908,547	\$ 26,964,619	\$ 26,427,130	\$ 76,346,368	\$ 175,000	\$ 49,744,238	\$ 84,053,639	
Enterprise Operations													
301 Water Fund	\$ 2,656,181	\$ 11,602,727	\$ 5,742,456	\$ 688,884	\$ 5,580,750	\$ 12,012,090	\$ 1,270,000	\$ -	\$ 860,637	\$ -	\$ 860,637	\$ 3,516,818	
302 Solid Waste Removal Fund	1,193,899	4,687,091	4,380,479	96,991	-	4,477,470	-	180,000	209,621	-	29,621	1,223,520	
303 Grand Junction Convention Center Fund	4,052	212,488	414,988	-	-	414,988	200,000	-	(2,500)	-	(2,500)	1,552	
305 Golf Courses Fund	191,649	1,803,350	1,832,231	87,797	-	1,920,028	160,000	-	43,322	-	43,322	234,971	
308 Parking Authority Fund	416,476	740,550	405,279	243,767	-	649,046	-	-	91,504	-	91,504	507,980	
309 Ridges Irrigation Fund	103,774	303,700	311,037	-	30,000	341,037	-	-	(37,337)	-	(37,337)	66,437	
900 Joint Sewer System Fund	22,645,372	18,083,164	7,738,782	596,884	11,797,000	20,132,666	-	-	(2,049,502)	-	(2,049,502)	20,595,870	
Subtotal	\$ 27,211,403	\$ 37,433,070	\$ 20,825,252	\$ 1,714,323	\$ 17,407,750	\$ 39,947,325	\$ 1,630,000	\$ 180,000	\$ (884,255)	\$ -	\$ (1,064,255)	\$ 26,147,148	
TOTAL	\$ 61,520,805	\$ 207,723,366	\$ 116,269,436	\$ 9,054,100	\$ 35,532,336	\$ 160,855,872	\$ 28,594,619	\$ 26,607,130	\$ 75,462,113	\$ 175,000	\$ 48,679,983	\$ 110,200,787	
*General Fund includes the Employees Retiree Health Plan Funds						Contingency	\$ 175,000						
						City of Grand Junction 2020 Adopted Budget	\$ 161,030,872						
Internal Service Operations													
101 Enhanced 911 Fund	\$ 1,933,520	\$ 2,376,625	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,484,470	\$ 2,376,625	\$ -	\$ (107,845)	\$ 1,825,675	
401 Information Technology Fund	1,534,248	7,809,774	7,853,046	-	826,217	8,679,263	-	-	(869,489)	-	(869,489)	664,759	
402 Fleet and Equipment Fund	1,192,200	7,058,665	3,635,180	-	3,735,000	7,370,180	226,581	-	(84,934)	-	(84,934)	1,107,266	
404 Insurance Fund	1,769,951	15,398,358	14,123,648	-	-	14,123,648	-	-	1,274,710	650,000	624,710	2,394,661	
406 Facilities Management Fund	151,923	2,765,489	2,613,297	-	-	2,613,297	300,000	-	452,192	300,000	152,192	304,115	
Subtotal	\$ 6,581,842	\$ 35,408,911	\$ 28,225,171	\$ -	\$ 4,561,217	\$ 32,786,388	\$ 526,581	\$ 2,484,470	\$ 3,149,104	\$ 950,000	\$ (285,366)	\$ 6,296,476	
Total Appropriated City Funds	\$ 68,102,647	\$ 243,132,277	\$ 144,494,607	\$ 9,054,100	\$ 40,093,553	\$ 193,642,260	\$ 29,121,200	\$ 29,091,600	\$ 78,611,217	\$ 1,125,000	\$ 48,394,617	\$ 116,497,263	
Permanent Fund													
704 Cemetery Perpetual Care Fund	\$ 1,435,210	\$ 29,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,600	\$ 29,600	\$ -	\$ -	\$ 1,435,210	

**Fiscal Summary
FY 2020 Estimated Fund Balances**

Fund	Estimated Beginning Fund Balance 1/1/2020	Adopted 2020					Transfer In	Transfers Out	Net Source (Use) Funds	Contingency Funds	Net Change in Fund Balance	Estimated Ending Fund Balance 12/31/2020
		Revenues	Expenditures	Debt Service	Capital Improvements	Total Expenditures						
Downtown Development Authority												
103 Downtown Development Authority	\$ 1,307,709	\$ 1,328,767	\$ 818,415	\$ -	\$ -	\$ 818,415	\$ -	\$ -	\$ 510,352	\$ 250,000	\$ 260,352	\$ 1,568,061
203 DDA Capital Improv Fund	487,322	6,600	10,502	-	-	10,502	-	-	(3,902)	-	(3,902)	483,420
611 DDA TIF Debt Service Fund	1,977,489	1,952,122	-	1,653,500	-	1,653,500	-	-	298,622	-	298,622	2,276,111
Total Appropriated DDA Funds	\$ 3,772,520	\$ 3,287,489	\$ 828,917	\$ 1,653,500	\$ -	\$ 2,482,417	\$ -	\$ -	\$ 805,072	\$ 250,000	\$ 555,072	\$ 4,327,592

**Fiscal Summary
FY 2020 Interfund Transfers**

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
100 General Fund	104 CDBG Fund	\$ 25,000	CDBG Administration	\$ 34,220
		9,220	Lighting Improvements in Parks	
	107 First Responder Tax Fund	4,423,000	Repay Fire 6 Advance in 2019	7,898,304
		162,000	Repay Police Advance in 2019	
		832,238	Labor for PD	
		644,400	10 Patrol Vehicles	
		139,965	Police Training	
		75,475	Police Uniforms/Gear/PCs	
		40,000	Police Recruiting	
		24,500	Microsoft Surfaces	
		30,000	Code Enforcement Truck	
		67,952	Recruiter 75% First Responder	
		1,076,156	Labor for Fire	
		116,702	Fire Vehicles (three)	
		53,110	Fire Office Remodel	
		106,400	Fire Uniforms PPE	
		21,840	Fire Training	
		84,566	Comm Center 60% of Labor	
	201 .75% Sales Tax CIP Fund	258,087	TRCC Imp. Annual Contrib. to DDA	3,225,290
		696,834	LCBP Annual Contrib. to DDA	
		1,553,869	Economic Development	
		536,500	For Operating Equipment	
		180,000	Spring Clean-Up (PFAD)	
302 Solid Waste Fund	180,000	Spring Clean-Up (PFAD)	180,000	
704 Perpetual Care Fund	29,600	Interest Transfer Fr Perpetual Care Fund	29,600	
Total General Fund Transfers		\$11,367,414		\$ 11,367,414
102 Visit GJ Fund	106 Lodger's Tax Inc. Fund	\$ 704,950	New Lodger's Tax Transfer	\$ 704,950
201 .75% Sales Tax CIP Fund	104 CDBG Fund	\$ 24,000	ADA Accessibility Imp.	\$ 234,000
		95,000	B Road/Mesa View Elementary	
		40,000	B-1/2 and 27-1/2 Roads	
		75,000	Lorey Drive from Westlake Park to 1st St	
	105 Parkland Expansion Fund	50,000	Horizon Park Master Plan	443,542
		200,000	Las Colonias Raw Water Project	
		75,000	Monument Rd Trail-Lunch Loop	
		58,750	Parks Master Plan	
		59,792	Las Colonias Park Annual Contribution	
	107 First Responder Tax Fund	200,000	Shooting Range Improvements	550,000
		350,000	Office Remodel for New Officers	
	110 Conservation Trust Fund	30,000	Columbine & Kronkright Fence	425,982
		30,000	Land Acquisition	
		25,000	LP Pool Deck Furniture Replacement	
		27,000	LP Pool Diving Boards	
		25,000	Playground Repair	
		25,000	Riverfront Trail Repair	
		78,982	Las Colonias Park CTF Annual Contribution	
		80,000	Stadium Master Plan-Suplizio Outfield/Drainage	
		85,000	Stadium Master Plan-Suplizio Stands Repair	
		20,000	Stadium Master Plan - Track Replacement	
	615 Riverside Pkwy Debt Ret Fund	3,156,000	2B Funds for Street Maintenance	3,156,000
	Total 201 .75% Sales Tax Fund		\$ 4,809,524	

**Fiscal Summary
FY 2020 Interfund Transfers**

Transfer To Fund	Transfer From Fund	Transfer Amount	Transfer Description	Total Transfers
202 Storm Drainage Fund	201 .75% Sales Tax CIP Fund	\$ 250,000	Storm Drain Transfer-Pioneer Meadows	\$ 250,000
301 Water Fund	201 .75% Sales Tax CIP Fund 104 CDBG Fund	\$ 1,250,000 20,000	Las Colonias Raw Water Project Replace Lead Water Lines	\$ 1,250,000 20,000
Total Water Fund		\$ 1,270,000		\$ 1,270,000
303 GJ Convention Center Fund	102 Visit Grand Junction Fund	\$ 200,000	TRCC Subsidy from VCB	\$ 200,000
305 Golf Fund	110 Conservation Trust Fund	\$ 160,000	Golf Subsidy	\$ 160,000
402 Fleet Fund	107 First Responder Tax Fund 201 .75% Sales Tax CIP Fund	\$ 70,581 156,000	Automotive & Equip Technician Equipment for Project Team	\$ 70,581 156,000
Total Fleet Fund		\$ 226,581		\$ 226,581
405 Comm Center Fund	101 E911 Fund	\$ 1,549,470 60,000 70,000 115,000 80,000 20,000 60,000 30,000	E911 Subsidy Comm Center Next Generation 9-1-1 800MHz Capital Improvements Microwave Replacement at radio sites Uncompahgre radio site battery replacement CAD system upgrade Priority Dispatch (EMD) Software Upgrade Fiber Project as Part of Raw Water Line	\$ 1,984,470
Total Comm Center Fund		\$ 1,984,470		\$ 1,984,470
406 Facilities Fund	201 .75% Sales Tax CIP Fund	\$ 300,000	Facility System Repairs/Replacements	\$ 300,000
610 Debt Service PSI Cop's 2010	101 E911 Fund 201 .75% Sales Tax CIP Fund 207 Transportation Capacity Fund	\$ 500,000 \$ 1,506,134 3,162,875 658,571 482,638 482,638	Comm Center Part of Debt Payment PSI COP Debt Transfer from 201 Parkway 12 Refunding 2020 Parkway Refunding CIP Share of 2020 Transportation Debt Impact Fee Share of 2020 Transportation Debt	\$ 500,000 \$ 5,810,218 482,638
Total Debt Svc PSI COP's Fund		\$ 6,792,856		\$ 6,792,856
614 GJ Public Finance Corp. Fund	110 Conservation Trust Fund	\$ 231,906	Stadium Debt Payment	\$ 231,906
615 Riverside Parkway Debt Retirement	201.75% Sales Tax CIP Fund	\$ 823,499	TABOR Transfer	\$ 823,499
TOTAL TRANSFERS IN		\$29,121,200	TOTAL TRANSFERS OUT	\$29,121,200

Fiscal Summary
Revenue Summary by Fund
FY 2017-2020

	2017	2018	2019	2019	2020
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	ADOPTED
City of Grand Junction - General Government					
100 General Fund	\$ 67,399,954	\$ 73,501,306	\$ 74,797,719	\$ 75,726,193	\$ 77,683,818
102 Visit Grand Junction	2,187,545	2,232,661	2,451,105	2,756,477	2,573,132
104 CDBG Fund	434,351	251,177	466,656	660,714	561,255
105 Parkland Expansion Fund	258,339	674,258	367,974	358,712	524,200
106 Lodgers Tax Increase Fund	-	-	1,567,646	1,567,646	1,691,881
107 First Responder Tax Fund	-	-	-	-	9,120,261
110 Conservation Trust Fund	641,635	718,690	726,653	781,795	782,100
201 Sales Tax CIP Fund	15,100,818	20,098,982	17,362,743	22,642,738	19,487,541
202 Storm Drainage Fund	22,716	34,498	16,975	34,000	30,100
207 Transportation Capacity Fund	1,614,879	1,470,383	1,595,444	1,560,600	51,914,500
405 Comm Center Fund	4,777,701	4,678,488	4,775,073	4,769,582	5,456,489
610 General Debt Service Fund	721,308	725,521	723,838	379,054	16,826
614 GJ Public Finance Corp Fund	305,596	305,736	300,248	300,248	300,000
615 Riverside Pkwy Debt Retirement	139,251	144,098	156,122	195,090	148,200
Revenue Totals	\$ 93,604,093	\$ 104,835,798	\$ 105,308,196	\$ 111,732,849	\$ 170,290,303
City of Grand Junction - Enterprise Funds					
301 Water Fund	\$ 7,897,132	\$ 8,540,504	\$ 8,719,670	\$ 8,849,294	\$ 11,602,727
302 Solid Waste Removal Fund	4,007,307	4,363,979	4,476,463	4,478,646	4,687,091
303 Grand Junction Convention Cntr Fund	235,423	474,392	6,923,746	6,948,840	212,488
305 Golf Courses Fund	1,808,937	1,514,187	1,895,577	1,723,930	1,803,350
308 Parking Authority Fund	568,141	697,230	721,555	738,316	740,550
309 Ridges Irrigation Fund	257,625	272,167	282,094	281,988	303,700
900 Joint Sewer System Fund	17,171,480	17,673,471	17,084,240	17,079,058	18,083,164
Revenue Totals	\$ 31,946,045	\$ 33,535,930	\$ 40,103,345	\$ 40,100,072	\$ 37,433,070
City of Grand Junction - Internal Service Funds					
101 Enhanced 911 Fund	\$ 2,395,484	\$ 2,432,458	\$ 2,430,084	\$ 2,462,416	\$ 2,376,625
401 Information Technology Fund	6,464,514	6,633,479	7,456,456	7,444,848	7,809,774
402 Fleet and Equipment Fund	6,217,049	5,947,092	6,307,906	5,997,656	7,058,665
404 Insurance Fund	2,855,254	3,502,242	4,139,864	3,717,399	15,398,358
406 Facilities Management Fund	2,654,533	2,607,401	2,591,366	2,589,767	2,765,489
Revenue Totals	\$ 20,586,834	\$ 21,122,672	\$ 22,925,676	\$ 22,212,086	\$ 35,408,911
City of Grand Junction - Permanent Funds					
704 Cemetery Perpetual Care Fund	\$ 40,137	\$ 44,128	\$ 34,598	\$ 30,149	\$ 29,600
Downtown Development Authority Funds					
103 Downtown Development Authority	\$ 351,808	\$ 1,282,866	\$ 1,345,442	\$ 1,333,503	\$ 1,328,767
203 DDA Capital Improv Fund	5,550,969	9,394,279	143,561	239,340	6,600
611 DDA TIF Debt Service Fund	6,167,665	2,414,650	1,845,418	1,721,039	1,952,122
Revenue Totals	\$ 12,070,442	\$ 13,091,795	\$ 3,334,421	\$ 3,293,882	\$ 3,287,489

Fiscal Summary
Expenditure Summary by Fund
FY 2017-2020

	2017	2018	2019	2019	2020
	ACTUAL	ACTUAL	ADOPTED	PROJECTED	ADOPTED
City of Grand Junction - General Government					
100 General Fund	\$ 64,733,118	\$ 69,335,083	\$ 76,731,699	\$ 80,531,827	\$ 84,600,207
102 Visit Grand Junction	1,924,372	2,023,960	2,992,682	2,992,682	3,365,950
104 CDBG Fund	186,241	152,818	261,528	261,528	273,035
105 Parkland Expansion Fund	-	-	-	-	-
106 Lodgers Tax Increase Fund	-	-	914,460	914,460	986,930
107 First Responder Tax Fund	-	-	-	-	-
110 Conservation Trust Fund	-	-	-	-	-
201 Sales Tax CIP Fund	10,912,253	11,323,801	13,481,982	25,591,201	13,785,420
202 Storm Drainage Fund	121,406	10,560	266,000	132,010	280,000
207 Transportation Capacity Fund	3,085,154	169,114	1,973,000	1,870,623	3,016,000
405 Comm Center Fund	5,904,915	6,430,171	7,387,502	7,755,798	7,429,729
610 General Debt Service Fund	6,884,885	6,887,170	6,887,610	6,385,088	6,814,371
614 GJ Public Finance Corp Fund	530,150	532,675	528,675	528,675	531,907
615 Riverside Pkwy Debt Retirement	-	-	-	-	-
Expenditure Total	\$ 94,282,494	\$ 96,865,352	\$ 111,425,138	\$ 126,963,892	\$ 121,083,549
City of Grand Junction - Enterprise Funds					
301 Water Fund	\$ 6,795,776	\$ 6,807,985	\$ 12,282,658	\$ 14,114,201	\$ 12,012,090
302 Solid Waste Removal Fund	3,901,043	4,301,180	4,472,297	4,472,297	4,477,470
303 Grand Junction Convention Cntr Fund	565,573	675,857	7,448,304	7,473,840	414,988
305 Golf Courses Fund	1,833,410	1,713,059	1,909,545	1,794,389	1,920,028
308 Parking Authority Fund	499,614	517,474	669,511	669,511	649,046
309 Ridges Irrigation Fund	257,641	258,989	378,804	328,804	341,037
900 Joint Sewer System Fund	13,695,353	12,691,480	16,895,563	20,269,733	20,132,666
Expenditure Total	\$ 27,548,410	\$ 26,966,024	\$ 44,056,682	\$ 49,122,775	\$ 39,947,325
City of Grand Junction - Internal Service Funds					
101 Enhanced 911 Fund	\$ -	\$ -	\$ -	\$ -	\$ -
401 Information Technology Fund	6,036,969	6,525,243	8,870,271	8,837,721	8,679,263
402 Fleet and Equipment Fund	4,199,172	6,606,570	6,943,411	7,777,198	7,370,180
404 Insurance Fund	3,611,474	3,879,956	7,434,530	5,980,673	14,773,648
406 Facilities Management Fund	2,781,651	2,751,583	2,868,132	2,868,132	2,913,297
Expenditure Total	\$ 16,629,266	\$ 19,763,352	\$ 26,116,344	\$ 25,463,724	\$ 33,736,388
City of Grand Junction - Permanent Funds					
704 Cemetery Perpetual Care Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Downtown Development Authority Funds					
103 Downtown Development Authority	\$ 334,669	\$ 836,905	\$ 998,362	\$ 1,485,529	\$ 1,068,415
203 DDA Capital Improv Fund	658,168	4,341,360	6,062,598	10,594,974	10,502
611 DDA TIF Debt Service Fund	5,921,528	1,378,941	1,643,737	1,652,106	1,653,500
Expenditure Total	\$ 6,914,365	\$ 6,557,206	\$ 8,704,697	\$ 13,732,609	\$ 2,732,417

Fiscal Summary
Fund Balance Summary by Fund
FY 2016-2020

FUND	2016 ACTUAL ENDING FUND BALANCE	2017 ACTUAL ENDING FUND BALANCE	2018 ACTUAL ENDING FUND BALANCE	2019* PROJECTED ENDING FUND BALANCE	2020 PROJECTED ENDING FUND BALANCE
General Fund					
100 General Fund	\$ 20,372,390	\$ 23,158,636	\$ 27,029,419	\$ 23,386,055	\$ 27,837,081
Special Revenue Funds					
102 Visitor & Convention Bureau Fund	183,946	224,650	351,045	450,332	162,464
104 CDBG Fund	-	-	103,983	-	-
105 Parkland Expansion Fund	587,640	244,864	795,228	80,452	161,110
106 Lodgers' Tax Fund	-	-	-	-	-
107 First Responder Tax Fund	-	-	-	-	601,375
110 Conservation Trust Fund	465,491	105,023	294,732	59,397	23,608
Capital Projects Funds					
201 Sales Tax CIP Fund	956,296	1,638,921	1,722,043	2,679,816	1,376,453
202 Storm Drainage Fund	3,323	28,953	52,953	31,891	31,900
207 Transportation Capacity Fund	2,378,164	907,889	1,883,889	1,899,135	50,314,997
Debt Service Funds					
610 General Debt Service Fund	946	428	423	4,690	-
614 GJ Public Finance Corp Fund	3,841	9,437	9,427	16,921	16,921
615 Riverside Pkwy Debt Retirement	11,205,012	9,229,374	7,090,544	4,991,894	2,807,682
Enterprise Funds					
301 Water Fund	2,777,898	5,718,569	6,111,731	2,656,181	3,516,818
302 Solid Waste Removal Fund	1,348,486	1,454,750	1,085,506	1,193,899	1,223,520
303 Grand Junction Convention Center Fund	-	30,516	30,517	4,052	1,552
305 Golf Courses Fund	85,452	215,979	60,005	191,649	234,971
308 Parking Authority Fund	99,388	167,915	146,519	416,476	507,980
309 Ridges Irrigation Fund	137,428	137,412	146,616	103,774	66,437
900 Joint Sewer Operations Fund	18,494,599	21,238,417	20,045,153	22,645,372	20,595,870
Internal Service Funds					
101 Enhanced 911 Fund	2,615,672	2,837,348	1,727,991	1,933,520	1,825,675
401 Information Technology Fund	2,391,339	2,818,884	2,169,939	1,534,248	664,759
402 Fleet and Equipment Fund	788,469	2,806,345	879,592	1,192,200	1,107,266
404 Insurance Fund	5,091,516	5,272,944	3,294,666	1,769,951	2,394,661
405 Communications Center Fund	101,333	647,927	273,874	708,729	719,958
406 Facilities Management Fund	355,406	345,661	276,766	151,923	304,115
TOTAL	\$ 70,444,035	\$ 79,240,842	\$ 75,582,561	\$ 68,102,557	\$ 116,497,173
Fiduciary Funds					
704 Cemetery Perpetual Care Fund	\$ 1,392,429	\$ 1,419,566	\$ 1,438,066	\$ 1,435,210	\$ 1,435,210
Downtown Development Authority					
103 Downtown Development Authority	\$ 658,521	\$ 672,516	\$ 1,454,776	\$ 1,307,709	\$ 1,568,061
203 DDA Capital Improvement Fund	-	4,816,002	4,663,898	487,322	483,420
611 DDA TIF Debt Service Fund	1,946,786	2,188,140	2,580,903	1,977,489	2,276,112
TOTAL	\$ 2,605,307	\$ 7,676,658	\$ 8,699,577	\$ 3,772,520	\$ 4,327,593

*These numbers are projected until the 2019 Financial Audit is completed in June 2020.

DEPARTMENT SUMMARIES

CITY COUNCIL

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

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



City of Grand Junction City Council

Department Personnel

CITY COUNCIL PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Mayor	1.00	1.00	1.00
Councilmember	6.00	6.00	6.00
Total Positions	7.00	7.00	7.00

2019 Accomplishments

- Revised and adopted the 2019 City of Grand Junction Strategic Plan
- Established programs aimed to meet current and anticipated future first responder needs by supporting the First Responder Sales Tax initiative
- Ensured that residential and commercial development is appropriately planned for and that areas of new or expanded infrastructure is congruent with the areas that are planned for growth. Ensured that City plans are relevant and reflective of the community’s vision and needs
- Improved economic diversity to support a growing community and help shield it from the impacts of our historically boom and bust economic cycles
- Continued to be a part of a community where residents are well informed about matters of local government and are willing to get involved. This will ultimately lead to improved governance and better public policy

2020 Objectives

- Ensure that residential and commercial development is appropriately planned for and that areas of new or expanded infrastructure is congruent with the areas that are planned for growth. Ensure that City plans are relevant and reflective of the community’s vision and needs
- Continue to be a part of a community where residents are well informed about matters of local government and are willing to get involved. This will ultimately lead to improved governance and better public policy
- Improve economic diversity to support a growing community and help shield it from the impacts of our historically boom and bust economic cycles
- Adopt the 2020 Comprehensive Plan
- Continue to foster economic diversity by providing funding for economic development
- Continue partnerships with area agencies such as CMU, Grand Valley Transit, and Mesa County. Partnerships include, but are not limited to, organizations or agencies involved with government, education, economic development, transportation, and business development

Department Revenues and Expenditures

CITY COUNCIL BUDGET SUMMARY				
FUND-DIVISION 100-110	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 438	\$ 500	\$ 500	\$ 250
Intergovernmental	-	55,000	55,000	55,000
Total Revenues	\$ 438	\$ 55,500	\$ 55,500	\$ 55,250
<u>Expenditures</u>				
Labor and Benefits				
PT/Seasonal	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000
Taxes	3,828	3,829	3,829	3,829
Insurance	71	76	76	55
Other Compensation	5,040	5,040	5,040	5,040
Total Labor and Benefits	\$ 53,939	\$ 53,945	\$ 53,945	\$ 53,924
Operating Expenditures				
Contract Services	\$ 8,789	\$ 15,000	\$ 15,000	\$ 6,000
Grants and Contributions	3,470,567	3,930,239	5,082,806	3,822,738
Operating Supplies	12,645	14,300	14,300	14,000
Professional Development	198,686	245,354	245,354	136,943
Total Operating Expenditures	\$ 3,690,687	\$ 4,204,893	\$ 5,357,460	\$ 3,979,681
Interfund Charges				
Information Technology	\$ 29,473	\$ 24,131	\$ 24,131	\$ 25,428
Total Interfund Charges	\$ 29,473	\$ 24,131	\$ 24,131	\$ 25,428
Capital Outlay				
Land	\$ 57,093	\$ -	\$ 1,805,000	\$ -
Total Capital Outlay	\$ 57,093	\$ -	\$ 1,805,000	\$ -
Total Expenditures	\$ 3,831,192	\$ 4,282,969	\$ 7,240,536	\$ 4,059,033



Grand Junction City Hall

Economic Development

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

Support for economic development comes from the 0.75% portion of the City's Sales Tax that supports the majority of all major capital projects of the City. Economic development organizations request that funds be allocated in the City's budget annually, beginning with an application process in the summer. Each applicant is asked to fill out a form which helps characterize the nature of their request. As a part of the request, the City requires applicants to list a minimum funding amount if the organization can accept an amount less than the preferred amount. The City Manager and budget development team then review the applications and make a recommendation for funding based on available resources and other demands on the City's limited resources. This becomes part of the recommended budget that is presented to City Council who review it during a scheduled budget workshop where they can request changes be made and incorporated into the adopted budget.

The total proposed budget for these agencies is \$1.69 million in 2020 which is very close to the 2019 Adopted Budget. This includes a total of \$1,050,000 to CMU for a commitment to assist with debt for a classroom building (\$500,000) and to provide scholarships for local School District #51 youth (\$550,000). The other large amount is \$450,000 for Grand Valley Transit as the City's portion of support for that transportation system connecting people with jobs and services.

Economic Development Partners

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

In 2018, with the support of the Economic Development Partners, the City Council authorized a cap on the vendor's fee that businesses 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, new business development, and implementation of a foreign trade zone. Based on the available funding, the Economic Development Partners collectively submit each year's budget request, allocated to the programs described above, to the City Manager and budget team. The total funding available from the cap in 2020 is projected to be \$400,000 and includes funding towards the foreign trade zone.

The tables on the following pages includes the total economic development approved in the 2020 Adopted Budget.

**2020 Economic Development Funding
(Funded by .75% Sales Tax Fund)**

PARTNER/AGENCY	USE OF FUNDS	2020 ADOPTED
ECONOMIC DEVELOPMENT		
Business Incubator	Sponsorship for incubator program/SBDC grant match	\$ 53,600
CMU - Classroom Building (ends 2027)	Building Commitment	500,000
CMU - Scholarships	Scholarship for local SD51 youth	550,000
Commercial Catalyst Pilot Program	Commercial Catalyst	30,000
Downtown Business Improvement District	Marketing Downtown Grand Junction	15,269
GJEP - Grand Junction Economic Partnership	Operational funding	40,000
Grand Valley Transit	Operations	450,000
Grand Valley Transit	Dash Bus Route	51,500
ECONOMIC DEVELOPMENT (.75% Sales Tax) FUNDING		\$ 1,690,369

**2020 Economic Development Partnership Funding
(Funded by Revenue from the Vendors Fee Cap)**

PARTNER/AGENCY	USE OF FUNDS	2020 ADOPTED
ED PARTNERSHIP (Chamber, BIC, GJEP)		
Business Incubator	Maker Space/Incubator Kitchen	\$ 65,000
Grand Junction Chamber of Commerce	Business Expansion/Job Creation	40,000
Grand Junction Economic Partnership (GJEP)	Prospect Visit/Trade Shows/Visits/Industry Lists	150,000
GJEP/Industrial Developments, Inc (IDI)	Incentives for Job Creation	70,000
GJEP	Las Colonias Development Corp.	25,000
GJEP/Chamber of Commerce	Incentives/Foreign Trade Zone	50,000
ECONOMIC PARTNERSHIP FUNDING		\$ 400,000



Mount Garfield by Steve Traudt

Non-Profit Funding

Support of community non-profit organizations is a long-standing practice of City Council. Community non-profit organizations request that funds be allocated in the City's budget annually, beginning with an application process in the summer. Each applicant is asked to fill out a form which helps characterize the nature of their request. As a part of the request, the City requires applicants to list a minimum funding amount if the organization is able to accept an amount less than the preferred amount. The City Manager and Budget Team then review the applications and make a recommendation for funding based on available resources and other demands on the City's limited resources. This becomes part of the recommended budget that is presented to City Council who review it during a scheduled budget workshop where they can request changes be made and incorporated into the adopted budget.

Support for non-profit organizations comes from the same 2% portion of the City's Sales Tax that funds the General Fund, which includes all major government operations of the City such as Police, Fire, Parks, and Public Works.

Requests from non-profit agencies come in the form of program or event sponsorships as well as capital project grant requests. For 2020, 21 agencies requested funding, for a total of \$740,448. After review by staff and allocation of limited resources, the 2020 Adopted Budget includes \$434,448 in this funding. In most cases, at least the minimum amount requested, or last year's funding level was recommended.

Support for several non-profit organizations also comes in the form of membership dues, including Associated Governments of Northwest Colorado, Colorado Municipal League, Western Colorado Latino Chamber of Commerce, and Metropolitan Planning Organization. Those dues total \$119,843.

The 2020 Adopted Budget includes a total of \$554,291 for the support of non-profit organizations.

2020 Non-Profit Funding Budget (Funded by General Fund)

PARTNER/AGENCY		USE OF FUNDS	2020 ADOPTED
DUES AND MEMBERSHIPS			
Associated Governments of Northwest Colorado	Dues		\$ 8,200
Club 20	Dues		4,100
Colorado Municipal League	Dues		47,835
Colorado Water Congress	Dues		5,970
Grand Junction Area Chamber of Commerce	Dues		6,675
Western Colorado Latino Chamber of Commerce	Dues		65
Metropolitan Planning Organization	Dues		28,397
National League of Cities	Membership Fee		4,601
Parks Improvement Advisory Board (PIAB)	PIAB		14,000
Total Dues and Membership			\$ 119,843
PROGRAM/EVENT SPONSORSHIP			
Arts Commission	Art Grant Program Funding		\$ 40,000
Colorado West Land Trust	Support the development for Monument Corridor		10,000
COPMOBA (CO Plateau Mtn. Bike Trail Assoc.)	Capital towards Palisade Plunge		5,000
FRA Colorado West Branch 244	Event Sponsorship-Memorial Day Wreath Float		250
GJEP Job Incentive Program	Program Sponsorship		3,400
Grand Junction Area Chamber of Commerce	Program Sponsorship-Young Entrepreneurs Academy		4,000

PARTNER/AGENCY	USE OF FUNDS	2020 ADOPTED
Grand Junction Centennial Band	Offset performance facility/marketing expenses	2,500
Grand Junction Firefighters Association	Event Sponsorship-GJ Turkey Trot 5K	2,000
Grant-a-Wish	Tuition Grants for sports, arts, camps, etc.	500
Hilltop Gala	Event Sponsorship for the Hilltop Gala	1,000
HopeWest	Event Sponsorship-2019 HopeWest Gala	5,000
HopeWest	Event Sponsorship-2019 Holiday Show	2,500
Museums of Western Colorado	Promotion and marketing program to attract visitors to GJ	5,000
One Riverfront (Riverfront Commission)	Operations-Development of the Reiverfront Trails	17,121
Special Olympics	Event Sponsorship-Costs of Stocker Stadium & LP Pool	6,000
Western Slope Center for Children	SANE (Sexual Assault Nurse Examiner) program support	7,500
Western Slope Center for Children	General Operating Support	40,000
GRANT REQUESTS		
Grand Junction Housing Authority	Capital-Ratekin Tower Amenity Space	75,000
Habitat for Humanity	Capital-Hoffman Country Estates	50,000
Hilltop Community Resources	Funding for Latimer House Domestic Violence Serv	45,000
HomewardBound of the Grand Valley	Operational Funding for two homeless shelters	-
HomewardBound of the Grand Valley	Capital-Outdoor Day space at North Avenue Shelter	25,845
HopeWest	Capital-The Center for Living Your Best	-
Mesa Developmental Services (STRiVE)	Capital-Outdoor Children's Space/Playground	50,000
The House (Karis, Inc.)	Capital-Tap Fees for apartment style bldg.	36,832
Total Program, Event Sponsorship, and Grants		\$ 434,448
Total Non-Profit Funding Budget		\$ 554,291



Sunset View over Independence Rock, Colorado National Monument

CITY MANAGER'S OFFICE

The City Manager is hired by the City Council to serve as the organizations Chief Executive Officer. The City Manager is responsible for carrying out the strategic plan and policies 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 Visit Grand Junction. The City Manager is also responsible for presenting information and recommendations to the Council.

Department Personnel

CITY MANAGER'S OFFICE PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
City Manager	1.00	1.00	1.00
Sr. Assistant to the City Manager	0.00	0.00	1.00
Assistant to the City Manager	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00
City Public Information Manager	1.00	1.00	0.00
Communications Specialist	0.00	0.00	1.00
Administrative Specialist	0.50	0.50	0.50
Total Positions	3.50	3.50	4.50

2019 Accomplishments

- Evaluated and ultimately switched health insurance options by exploring methods of managing future health care inflation and changed the City's healthcare provider which improves quality of care for employees
- Expanded a Citywide internship program for Colorado Mesa University students to provide real-world work experience for students and to develop local talent
- Placed an emphasis on safety through the continued replacement and purchase of specialized public safety equipment and implementation of safety programs
- Continued the development of Las Colonias Recreation and Business Park with the addition of the River Recreation area; began development of the Dos Rios area by developing the Dos Rios General Improvement District and starting infrastructure development
- Completed improvements at Grand Junction Convention Center in preparation for expansion and connection to hotel.

2020 Objectives

- Continue the development of the riverfront properties, Las Colonias and Dos Rios; developing infrastructure to encourage private investment.
- Implement and chart progress of 2019 Strategic Plan
- Continue supporting and implementing conservation and sustainability programs
- Support programs that allow employee training and professional development
- Continue to support economic development by partnering with Economic Development Partners and by providing public infrastructure necessary to leverage private investment
- Increase engagement within the community by offering public meetings, opportunities for residents to learn more about local government, and supporting partner organizations that promote connectedness through community building

Department Revenues and Expenditures

CITY MANAGER'S OFFICE BUDGET SUMMARY				
FUND-DIVISION 100-120	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 387,335	\$ 391,660	\$ 391,660	\$ 465,260
Benefits	72,752	78,096	78,096	104,050
Taxes	24,278	24,866	24,866	30,149
Insurance	797	848	848	5,645
Other Compensation	7,500	7,504	7,504	6,302
Total Labor and Benefits	\$ 492,663	\$ 502,974	\$ 502,974	\$ 611,406
Operating Expenditures				
Charges and Fees	\$ 495	\$ 500	\$ 500	\$ -
Contract Services	90,162	82,000	82,000	86,000
Equipment	-	-	-	2,500
Operating Supplies	10,760	6,700	6,700	6,700
Professional Development	14,134	17,000	17,000	18,400
Total Operating Expenditures	\$ 115,551	\$ 106,200	\$ 106,200	\$ 113,600
Interfund Charges				
Facility	\$ 44,649	\$ 39,943	\$ 39,943	\$ 42,797
Information Technology	45,206	35,476	35,476	32,109
Liability Insurance	27,013	40,627	40,627	52,764
Medical Programs	-	6,026	6,026	5,058
Total Interfund Charges	\$ 116,868	\$ 122,072	\$ 122,072	\$ 132,728
Total Expenditures	\$ 725,082	\$ 731,246	\$ 731,246	\$ 857,734



Avalon Theater, Downtown Grand Junction

CITY ATTORNEY

The City Attorney's Office provides legal services to the City Council, boards and commissions and the operating departments and their staff for the benefit of the Citizens of the City of Grand Junction. The City Attorney attends all City Council meetings and drafts ordinances, resolutions, contracts, and provides legal counsel regarding the operations of the City. In addition, the City Attorney advises the Planning Commission, Board of Appeals, Liquor Licensing Board, Downtown Development Authority, Downtown Grand Junction Business Improvement District and the Grand Junction Emergency Telephone Services Authority and Communication Center Boards. The City Attorney reviews and consults on contracts regarding City services and provides legal opinions and consulting on a daily basis on such issues as personnel, land use and development, property acquisition, finance, and other matters of municipal law.

Department Personnel

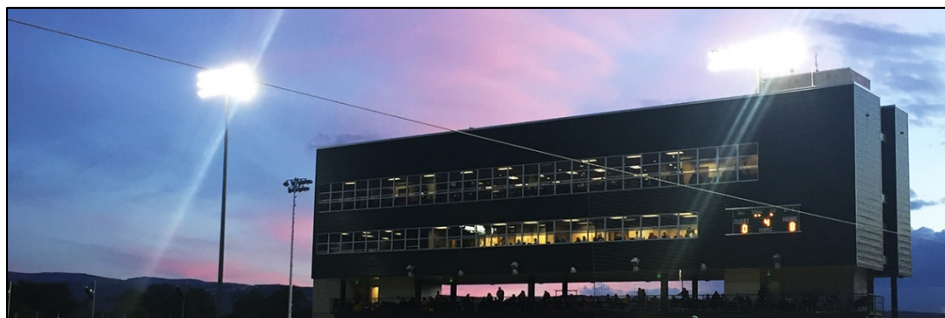
CITY ATTORNEY PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
City Attorney	1.00	1.00	1.00
Assistant City Attorney	1.00	1.00	1.00
Senior Staff Attorney	1.00	1.00	1.00
Staff Attorney	1.00	1.00	1.00
Administrative Specialist	0.50	0.50	0.50
Sr. Administrative Assistant	1.00	1.00	1.00
Total Positions	5.50	5.50	5.50

2019 Accomplishments

- Developed Impact Fee Amendment Ordinance
- Continued support of the Las Colonias redevelopment project
- Acquisition of property at 1441 Winters Avenue
- Supported the creation of the Dos Rios General Improvement District for the development of a financing structure to finance redevelopment
- Provided support for sewer easement acquisition along 23 Road in support of the Mosaic subdivision
- Significant development reviews including Lowell Village, Maverick, Karis, Burkey, Sugar Beet, and Juniper Ridge
- Performed litigation case management
- Filed water court diligence applications

2020 Objectives

- Continue work on redevelopment of the City's Riverfront properties, Las Colonias and Dos Rios to encourage development opportunities
- Continue to support City Staff in the completion of their projects and initiatives



Stadium Tower at Suplizio field

Department Revenues and Expenditures

CITY ATTORNEY BUDGET SUMMARY				
FUND-DIVISION 100-130	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ -	\$ -	\$ -	\$ 7,920
Total Revenues	\$ -	\$ -	\$ -	\$ 7,920
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 552,753	\$ 562,244	\$ 562,244	\$ 572,231
Benefits	112,926	108,425	108,425	107,734
Taxes	38,474	39,677	39,677	40,218
Insurance	889	945	945	7,667
Other Compensation	48,384	4,802	4,802	4,802
Total Labor and Benefits	\$ 753,425	\$ 716,093	\$ 716,093	\$ 732,652
Operating Expenditures				
Charges and Fees	\$ 683	\$ 1,000	\$ 1,000	\$ 1,000
Contract Services	58,906	14,000	14,000	14,000
Insurance and Claims	8,518	10,000	10,000	10,000
Operating Supplies	938	1,500	1,500	1,350
Professional Development	7,768	9,000	9,000	8,500
Total Operating Expenditures	\$ 76,813	\$ 35,500	\$ 35,500	\$ 34,850
Interfund Charges				
Information Technology	\$ 62,117	\$ 39,584	\$ 39,584	\$ 39,089
Medical Programs	-	7,526	7,526	5,958
Total Interfund Charges	\$ 62,117	\$ 47,110	\$ 47,110	\$ 45,047
Total Expenditures	\$ 892,356	\$ 798,703	\$ 798,703	\$ 812,549



Downtown Music Festival

HUMAN RESOURCES

The Human Resources Department ensures effective selection, development and retention of the City's work force. This includes recruitment; testing and selection; salary and fringe benefit administration; and policy and procedure development. Additional services include coordination of Citywide training.

Department Personnel

HUMAN RESOURCES PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Human Resources Director	1.00	1.00	1.00
Human Resources Supervisor	1.00	1.00	1.00
Human Resources Analyst	1.00	1.00	2.00
Risk Manager	0.00	0.00	1.00
Benefits Coordinator	1.00	1.00	1.00
Professional Development Coordinator	1.00	1.00	1.00
City Recruiter	0.00	0.00	1.00
Administrative Specialist	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	2.00
Administrative Assistant	1.00	1.00	0.00
Total Positions	8.00	8.00	11.00

Department Expenditures

DIVISION	HUMAN RESOURCES			
	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2019 ADOPTED
Human Resources	\$ 1,317,883	\$ 1,875,745	\$ 1,765,354	\$ 2,047,744
Insurance	3,394,497	4,537,322	4,210,722	14,123,648
Total Expenditures	\$ 4,712,380	\$ 6,413,067	\$ 5,976,076	\$ 16,171,392

2019 Accomplishments

- Launched the employee health and wellness center into the City's family of programs and benefits
- Fully implemented internship/part-time employment program with CMU and Western Colorado Community College (WCCC) with students in each City department including one in a full-time capacity
- Conducted 193 recruitments: promoting 47 employees within the organization and hiring 89 new employees to the organization and 177 seasonal and part-time employees
- Hired two executives, one as the Parks and Recreation Director and a second as the Human Resources Director
- Developed and implemented a revised tuition reimbursement program
- Successfully transitioned to a new health insurance carrier, Cigna, effective January 1, 2020

2020 Objectives

- Complete the implementation of the modified retiree health benefit
- Develop and implement new processes for new employee orientation
- Improve utilization of the employee health and wellness center through the expansion of available services
- Develop and implement an online and interactive onboarding process
- Continue regulatory compliance with federal and state laws
- Develop a supervisory orientation and training process
- Develop and implement a leadership training program

- Evaluate and implement efficiency processes (such as online benefits open enrollment, online files for part-time/seasonal staff, looking at software with Neogov and New World that minimizes the amount of data entry)

Division Revenues and Expenditures

HUMAN RESOURCES BUDGET SUMMARY				
FUND-DIVISION 100-140	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 3,920	\$ -	\$ -	\$ -
Total Revenues	\$ 3,920	\$ -	\$ -	\$ -
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 527,084	\$ 761,808	\$ 742,308	\$ 895,003
Overtime	301	-	-	-
Benefits	109,711	159,131	159,131	173,507
Taxes	37,687	58,577	58,577	68,480
Insurance	1,041	141,107	81,483	132,815
Other Compensation	23,185	73,039	22,272	70,602
Pensions	2,212	2,184	2,184	20,160
Total Labor and Benefits	\$ 701,221	\$ 1,195,846	\$ 1,065,955	\$ 1,360,567
Operating Expenditures				
Contract Services	\$ 158,790	\$ 162,550	\$ 162,550	\$ 147,468
Equipment	4,464	31,100	50,600	1,050
Operating Supplies	179,165	168,700	168,700	125,630
Professional Development	59,540	66,120	66,120	72,035
Total Operating Expenditures	\$ 401,959	\$ 428,470	\$ 447,970	\$ 346,183
Interfund Charges				
Facility	\$ 37,664	\$ 33,694	\$ 33,694	\$ 36,102
Information Technology	175,131	201,132	201,132	286,465
Liability Insurance	1,908	2,870	2,870	3,727
Medical Programs	-	13,733	13,733	14,700
Total Interfund Charges	\$ 214,703	\$ 251,429	\$ 251,429	\$ 340,994
Total Expenditures	\$ 1,317,883	\$ 1,875,745	\$ 1,765,354	\$ 2,047,744

Insurance Division

Insurance is under the Human Resources Department and handles safety, loss control, and administration of the City's insurance programs including medical, dental, leave programs, and workers' compensation programs.

2019 Accomplishments

- Received a loss control audit credit of \$4,269.00 as a result of successful completion of the workers' compensation and property/liability audits in 2018

2020 Objectives

- Recruit and hire a Risk Manager
- Evaluate effectiveness of the current safety awards program and modify as appropriate

- Develop a post-accident review process to assess the degree of negligence, if any, in all City vehicle and personal injury accidents and impose corrective/remedial action accordingly
- Develop and implement a reporting mechanism to share with departments regarding workers' compensation and safety data

Division Revenues and Expenditures

INSURANCE BUDGET SUMMARY				
FUND-DIVISION 404-140	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 18,892	\$ 25,500	\$ 15,000	\$ 30,000
Interfund Revenue	2,396,995	3,581,681	3,645,074	14,262,858
Interest	33,518	109,617	57,325	92,700
Other	1,052,837	423,066	-	1,012,800
Total Revenues	<u>\$ 3,502,242</u>	<u>\$ 4,139,864</u>	<u>\$ 3,717,399</u>	<u>\$ 15,398,358</u>
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 111,963	\$ 130,456	\$ 130,456	\$ 166,063
Overtime	22	-	-	-
Benefits	171,810	758,252	179,433	289,924
Taxes	2,374	4,102	4,102	5,779
Insurance	125,672	1,126	1,126	4,462
Other Compensation	153,525	162,965	162,965	17,500
Total Labor and Benefits	<u>\$ 565,366</u>	<u>\$ 1,056,901</u>	<u>\$ 478,082</u>	<u>\$ 483,728</u>
Operating Expenditures				
Charges and Fees	\$ -	\$ -	\$ 4,954	\$ -
Contract Services	165,850	656,616	593,736	653,967
Insurance and Claims	2,635,665	2,785,028	2,885,028	12,929,274
Operating Supplies	6,231	13,350	6,650	30,385
Professional Development	343	5,935	5,935	7,900
Total Operating Expenditures	<u>\$ 2,808,089</u>	<u>\$ 3,460,929</u>	<u>\$ 3,496,303</u>	<u>\$ 13,621,526</u>
Interfund Charges				
Information Technology	\$ 21,042	\$ 19,492	\$ 19,492	\$ 18,394
Total Interfund Charges	<u>\$ 21,042</u>	<u>\$ 19,492</u>	<u>\$ 19,492</u>	<u>\$ 18,394</u>
Capital Outlay				
Facilities	\$ -	\$ -	\$ 216,845	\$ -
Total Capital Outlay	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 216,845</u>	<u>\$ -</u>
Total Expenditures	<u>\$ 3,394,497</u>	<u>\$ 4,537,322</u>	<u>\$ 4,210,722</u>	<u>\$ 14,123,648</u>



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CITY CLERK

Pursuant to City Charter, the City Clerk serves as the Clerk of the Council and maintains the City's official records, including ordinances, resolutions, and minutes. The City Clerk also conducts municipal elections, coordinates agenda materials for City Council meetings, and oversees the City's Volunteer Board and Commission program. In addition, this division responds to citizen inquiries and provides centralized mail processing.

Alignment with Strategic Plan

The functions of the City Clerk's department align with the fourth directive of the Strategic Plan: Connectedness through Community Building. We will seek to increase community engagement in our public processes by diversifying methods of public outreach.

Department Personnel

CITY CLERK PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
City Clerk	1.00	1.00	1.00
City Records Manager*	1.00	1.00	1.00
Deputy City Clerk	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00
Total Positions	5.00	5.00	5.00

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

Department Expenditures

CITY CLERK				
DIVISION	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2019 ADOPTED
City Clerk	\$ 612,927	\$ 476,081	\$ 502,159	\$ 541,575
Liquor Licensing	30,871	159,996	133,918	100,628
Total Expenditures	\$ 643,798	\$ 636,077	\$ 636,077	\$ 642,203

2019 Accomplishments

- Conducted the April 2019 regular election with enhanced communication, an outdoor ballot box at City Hall, and free parking for ballot drop off
- Coordinated the November 2019 special election with Mesa County
- Conducted the Dos Rios General Improvement District November 2019 election
- Processed over 1334 Open Records Requests
- Coordinated a recognition event to honor board and commission members
- Monitored legislation regarding elections, Colorado Open Records Act (CORA), and other areas which may impact the City Clerk's Office
- Conducted training on City Clerk duties through the Colorado Municipal Clerk's Association

2020 Objectives

- Explore software to manage open record requests
- Develop an advanced training curriculum for the agenda management system
- Monitor legislation regarding elections, CORA, and other areas which may impact the City Clerk's Office
- Participation in professional development opportunities for City Clerk's staff

Division Revenues and Expenditures

CITY CLERK BUDGET SUMMARY				
FUND-DIVISION 100-160	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 547	\$ 350	\$ 350	\$ 500
Total Revenues	\$ 547	\$ 350	\$ 350	\$ 500
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 241,405	\$ 139,595	\$ 139,595	\$ 206,963
Benefits	49,206	45,263	45,263	36,027
Taxes	17,637	10,680	10,680	15,836
Insurance	453	481	481	2,636
Total Labor and Benefits	\$ 308,701	\$ 196,019	\$ 196,019	\$ 261,462
Operating Expenditures				
Charges and Fees	\$ 335	\$ 350	\$ 350	\$ 315
Contract Services	42,027	97,200	123,278	56,880
Equipment	36,294	6,000	6,000	36,961
Operating Supplies	33,173	38,000	38,000	5,600
Professional Development	12,211	15,750	15,750	15,409
Total Operating Expenditures	\$ 124,040	\$ 157,300	\$ 183,378	\$ 115,165
Interfund Charges				
Facility	\$ 18,137	\$ 16,225	\$ 16,225	\$ 17,385
Information Technology	162,049	100,511	100,511	138,434
Medical Programs	-	6,026	6,026	9,129
Total Interfund Charges	\$ 180,186	\$ 122,762	\$ 122,762	\$ 164,948
Total Expenditures	\$ 612,927	\$ 476,081	\$ 502,159	\$ 541,575



Downtown Farmer's Market

Liquor Licensing

The City Clerk's office processes all liquor license applications for the City. Currently there are 171 liquor licenses which include on-premises and retail establishments. Liquor Awareness Training sessions are conducted on a regular basis.

2019 Accomplishments

- Processed twelve new and six transfer of ownership liquor license applications in 2019
- Issued 37 Special Event Permits
- Conducted nine responsible serving of alcohol trainings which included three recertification classes
- Implemented changes resulting from the current year's legislative session
- Updated application materials to be easier to read and more user-friendly

2020 Objectives

- Explore ways to enhance the customer service experience in the liquor license application process, such as streamlining posting requirements and diagram verification
- Explore software to manage the liquor licensing process
- Monitor legislation regarding liquor licensing and provide comments to legislative staff
- Update the Tasting Permit Application to align with adopted legislation
- Host a round table discussion with local clerks and the Liquor Enforcement Division (LED)

Division Revenues and Expenditures

LIQUOR LICENSING BUDGET SUMMARY				
FUND-DIVISION 160-330	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 16,954	\$ 11,900	\$ 11,900	\$ 17,900
Licenses and Permits	30,847	30,000	30,000	30,000
Taxes	51,401	50,000	50,000	50,000
Total Revenues	\$ 99,202	\$ 91,900	\$ 91,900	\$ 97,900
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 11,466	\$ 124,398	\$ 98,320	\$ 64,716
Benefits	1,422	14,157	14,157	19,026
Taxes	1,308	9,519	9,519	4,952
Insurance	-	-	-	819
Other Compensation	7,947	-	-	-
Total Labor and Benefits	\$ 22,143	\$ 148,074	\$ 121,996	\$ 89,513
Operating Expenditures				
Contract Services	\$ 3,163	\$ 6,500	\$ 6,500	\$ 5,850
Operating Supplies	10	-	-	-
Total Operating Expenditures	\$ 3,173	\$ 6,500	\$ 6,500	\$ 5,850
Interfund Charges				
Information Technology	\$ 5,555	\$ 5,422	\$ 5,422	\$ 5,265
Total Interfund Charges	\$ 5,555	\$ 5,422	\$ 5,422	\$ 5,265
Total Expenditures	\$ 30,871	\$ 159,996	\$ 133,918	\$ 100,628



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FINANCE

The Finance Department includes the operations of Budget, Revenue, Accounting, Payroll and Municipal Courts in the general fund. In addition, Information Technology, which is an internal service fund, is under the Finance Department umbrella. The Finance Department plays a major support role to all other City departments by providing services which include accounting, budgeting, cash management, financial reporting, payroll processing, investments and controlling functions, and information technology.

Department Personnel

FINANCE DEPARTMENT PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Finance Administration			
Finance Director	1.00	1.00	1.00
Budget Coordinator	1.00	1.00	1.00
Administrative/Financial Analyst	1.00	1.00	2.00
Sr. Administrative Assistant	2.00	1.00	0.00
Accounting and Payroll			
Finance Supervisor	1.00	1.00	1.00
Accountant/Analyst II	1.00	1.00	1.00
Accountant/Analyst I	1.00	1.00	1.00
Finance Technician	2.00	2.00	2.00
Revenue			
Tax Compliance Officer	1.00	1.00	1.00
Taxpayer Support Specialist	1.00	1.00	1.00
Municipal Court			
Municipal Court Judge*	1.00	0.00	0.00
Court Administrator	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00
Administrative Assistant	0.75	0.75	0.75
Information Technology			
Information Technology Director	1.00	1.00	1.00
Information Technology Supervisor	4.00	4.00	4.00
IT Business Operations Supervisor	1.00	1.00	1.00
Systems Network Analyst	8.00	8.00	8.00
IT Analyst	3.00	3.00	3.00
GIS Analyst	1.00	1.00	2.00
Lead IT Support Specialist	1.00	1.00	1.00
IT Support Specialist	2.00	2.00	2.00
GIS Technician	2.00	2.00	1.00
Total Positions	38.75	36.75	36.75

*The Municipal Court Judge position was changed to a part-time/seasonal position in 2019.

Department Expenditures

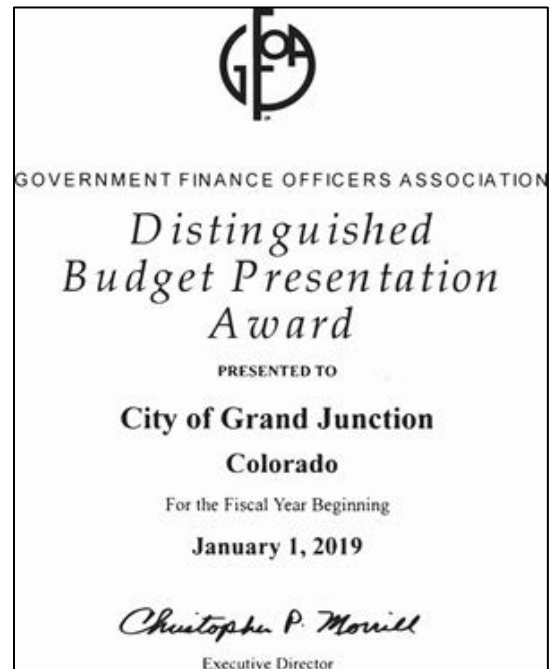
FINANCE DEPARTMENT EXPENDITURES				
DIVISION	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Finance Administration	\$ 435,942	\$ 552,648	\$ 559,513	\$ 556,817
Revenue	245,379	268,629	268,629	268,234
Accounting & Payroll	628,819	633,565	633,565	807,301
Municipal Court	571,727	494,374	494,818	478,735
Information Technology	6,525,246	8,870,271	8,837,721	8,679,263
Total Expenditures	\$ 8,407,113	\$ 10,819,487	\$ 10,794,246	\$ 10,790,350

Finance

Finance provides oversight to all other divisions within Finance, as well as budget coordination and development, investment management, and debt management.

2019 Accomplishments

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2019 Budget Book
- Developed the 2020 annual budget and budget book
- Updated the 5-Year Financial Plan and the 10-Year Capital Improvement Plan
- Assisted City Manager’s Office with all financial related information and data
- Provided financial oversight for funding for the completion of Las Colonias Business and Recreation Parks, Grand Junction Convention Center remodel and upgrades, Downtown Development Authority and Communications Center Board
- Continued working with retirees, current staff, and our consultant to make sustainable changes to the Retiree Health Plan



2020 Objectives

- Complete the implementation of OpenGov capital improvement budget system
- Publish and submit the 2020 Budget Book to the GFOA for the Annual Budget Award Program
- Develop and coordinate the 2021 budget process
- Implement New World ERP Grants Module
- Complete Retiree Health Plan Changes

Division Revenues and Expenditures

FINANCE BUDGET SUMMARY				
FUND-DIVISION 100-170	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Expenditures</u>				
Labor and Benefits				
Full Time Salaries	\$ 309,249	\$ 276,631	\$ 276,631	\$ 325,105
Benefits	62,135	53,290	53,290	74,387
Taxes	22,898	20,613	20,613	24,286
Insurance	422	449	449	4,219
Other Compensations	7,915	4,652	11,517	4,652
Total Labor and Benefits	\$ 402,620	\$ 355,635	\$ 362,500	\$ 432,649
Operating Expenditures				
Contract Services	\$ 1,865	\$ 3,500	\$ 3,500	\$ 2,000
Equipment	5,084	120,000	120,000	1,500
Operating Supplies	4,501	3,000	3,000	2,980
Professional Development	4,197	9,640	9,640	8,405
Total Operating Expenditures	\$ 15,647	\$ 136,140	\$ 136,140	\$ 14,885
Interfund Charges				
Information Technology	\$ 17,676	\$ 54,847	\$ 54,847	\$ 03,539
Medical Programs	-	6,026	6,026	5,744
Total Interfund Charges	\$ 17,676	\$ 60,873	\$ 60,873	\$ 09,283
Total Expenditures	\$ 435,942	\$ 552,648	\$ 559,513	\$ 556,817

Revenue

The Revenue Division of Finance is responsible for issuing sales tax licenses to all vendors within City limits, processing all sales tax returns received from those vendors and enforcing sales tax compliance. Sales and use taxes are the largest source of operating revenues for the City. There are currently over 5,400 vendors who are licensed and collect the City's sales tax on their business transactions. A business is required to collect the City's sales tax when it sells retail tangible personal property inside the City limits. Of the licensed vendors in the City, a few are also required to collect lodging tax (3%) which is used solely by Visit GJ to promote tourism in the City. Beginning in 2019 an additional 3% lodging tax was also collected. This revenue will be spent for the benefit of Visit GJ, the Greater Grand Junction Sports Commission, and the Grand Junction Regional Air Service Alliance. The purpose of these funds is to promote and market travel and tourism-related activities, including but not limited to sports-related tourism, and to support direct air service in Grand Junction.

2019 Accomplishments

- Issued 849 new sales tax licenses
- Maintained the delinquency rate at an average of 3.38%
- Obtained City Council approval of the new standardized definitions for the sales and use tax ordinance
- Collected the following sales and use tax revenues for fiscal year 2019

2019 Sales and Use Tax Revenues				
	Revenues	Budget [a]	Prior Year	
	YTD 2019	YTD 2019	YTD 2018	
Sales Tax	\$ 49,008,038	\$ 49,594,499	\$ 47,791,225	
Use Tax	\$ 1,541,206	\$ 1,400,000	\$ 1,489,875	
City Share/County Sales Tax	\$ 7,659,294	\$ 7,366,244	\$ 7,206,119	
City Share/Public Safety Tax	\$ 624,133	\$ 566,724	\$ 482,186	
Total	\$ 58,832,671	\$ 58,927,467	\$ 56,969,405	
		[a] Adopted 2019 Budget		
Revenues Compared to:	Budget		Prior	
Sales Tax	\$ (586,461)	-1.2%	\$ 1,216,813	2.5%
Use Tax	\$ 141,206	10.1%	\$ 51,331	3.4%
City Share/County Sales Tax	\$ 293,050	4.0%	\$ 453,175	6.3%
City Share/Public Safety Tax	\$ 57,409	10.1%	\$ 141,947	29.4%
Total	\$ (94,796)	-0.2%	\$ 1,863,266	3.3%

2020 Objectives

- Expand the number of vendors who pay their sales and use taxes online
- Maintain delinquency rate below 5%
- Update the sales and use tax ordinance with the standardized definitions passed by Council in December 2019
- Work with VGJ and the Community Development department in the implementation of a new software designed to assist in record keeping, compliance, and sales tax collection for short-term rental businesses

Division Revenues and Expenditures

REVNEUE BUDGET SUMMARY				
FUND-DIVISION 100-200	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 116,573	\$ 119,122	\$ 119,122	\$ 123,488
PT/Seasonal	-	-	-	9,984
Benefits	35,123	41,181	41,181	33,070
Taxes	8,238	9,115	9,115	10,213
Insurance	553	588	588	1,571
Total Labor and Benefits	\$ 160,488	\$ 170,006	\$ 170,006	\$ 178,326
Operating Expenditures				
Contract Services	\$ 8,947	\$ 4,500	\$ 4,500	\$ 8,700
Equipment	-	500	500	450
Operating Supplies	2,928	5,500	5,500	5,350
Professional Development	1,011	4,150	4,150	3,736
Total Operating Expenditures	\$ 12,886	\$ 14,650	\$ 14,650	\$ 18,236
Interfund Charges				
Information Technology	\$ 72,005	\$ 79,835	\$ 79,835	\$ 67,301
Medical Programs	-	4,138	4,138	4,371
Total Interfund Charges	\$ 72,005	\$ 83,973	\$ 83,973	\$ 71,672
Total Expenditures	\$ 245,379	\$ 268,629	\$ 268,629	\$ 268,234

Accounting and Payroll

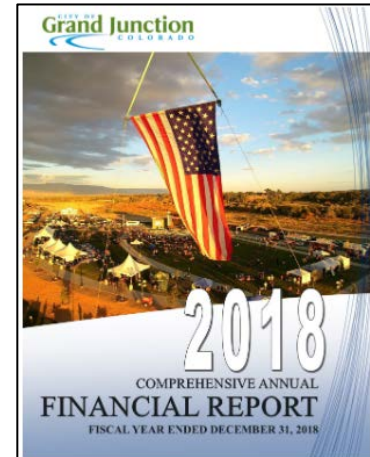
The Accounting and Payroll Division of Finance provides services related to accounts payable, accounts receivable, payroll processing, annual financial reporting, cash management, fixed assets, general ledger account reconciliations, and year-end processing of Form W-2s and 1099's.

2019 Accomplishments

- Received the GFOA Certificate of Achievement in Financial Reporting for the 2018 Comprehensive Annual Financial Report (CAFR)
- Issued 9,425 accounts payable checks and ACH payments
- Issued 32,689 payroll checks and direct deposits
- Worked on implementation of ExecuTime, a new timekeeping software
- Worked on implementation of Chrome River, a new expense and travel management software
- Held first accounting training for administrative staff throughout the City

2020 Objectives

- Complete implementation and move departments onto ExecuTime time keeping software
- Complete implementation and move departments onto Chrome River expense and travel management software
- Complete internal control audits for all City departments
- Submit and receive the GFOA Certificate of Achievement in Financial Reporting for the 2019 CAFR



Division Revenues and Expenditures

ACCOUNTING AND PAYROLL BUDGET SUMMARY				
FUND-DIVISION 100-210	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 287,540	\$ 305,959	\$ 305,959	\$ 309,434
Benefits	74,162	88,528	88,528	88,534
Overtime	48	-	-	-
Taxes	20,199	23,412	23,412	23,677
Insurance	539	573	573	3,949
Other Compensation	4,603	451	451	451
Total Labor and Benefits	\$ 387,090	\$ 418,923	\$ 418,923	\$ 426,045
Operating Expenditures				
Charges for Service	\$ 215	\$ 180	\$ 180	\$ 252
Contract Services	33,534	30,312	30,312	30,745
Equipment	7,500	-	-	-
Operating Supplies	7,982	6,630	6,630	6,055
Professional Development	1,074	3,450	3,450	8,905
Total Operating Expenditures	\$ 50,305	\$ 40,572	\$ 40,572	\$ 45,957
Interfund Charges				
Facility	\$ 64,986	\$ 58,137	\$ 58,137	\$ 62,291
Information Technology	126,439	109,907	109,907	264,029
Medical Programs	-	6,026	6,026	8,979
Total Interfund Charges	\$ 191,425	\$ 174,070	\$ 174,070	\$ 335,299
Total Expenditures	\$ 628,820	\$ 633,565	\$ 633,565	\$ 807,301

Municipal Court

Municipal Court is responsible for all charges of misdemeanor and civil infractions arising under the Charter, code of ordinances, resolutions, and rules and regulations of the City. The Court has full power to assess and collect penalties, punish violators, enforce orders and to otherwise effect the responsibilities prescribed by ordinance, Charter, administrative regulation or court rule. The Municipal Court is dedicated to providing fair and impartial justice administered with respect and equality to all Citizens in an efficient, courteous and professional manner. In 2019, there were over 2,350 new cases filed in the Municipal Court.

2019 Accomplishments

- The Grand Junction Municipal Court collaborated with the Statewide Internet Portal Authority (SIPA), and internally with the IT department to provide a secure way to collect fees owed to the Court. The program is at no additional cost to the City
- After a long and extensive search, the City appointed a new Municipal Court Judge pursuant to the newly adopted provision of the Grand Junction Municipal Court specifically 2.28.404 *et seq*
- The City promoted a new Court Administrator
- The Court continued successful collaboration with defense counsel and the Mesa County Detention Facility in providing court appointed counsel for incarcerated defendants during video appearances in compliance with statewide legislation
- Established new procedures for electronic record keeping of financial records, which freed up valuable office space and ensured the safety of records that were once only paper copies
- Worked with the Grand Junction Police Department and the General Services department to identify problems related to parking services and determined which department would handle specific issues
- Completed a Municipal Court Procedure Manual that can be easily updated as changes occur
- Security measures were updated and have been enforced to ensure court staff safety

2020 Objectives

- Hire a new court clerk to be fully staffed once again
- Continue to collaborate with Partners of Mesa County to achieve restorative justice and successful resolution of juvenile cases
- Work with the Office of the City Attorney to update the PassPort Parking delinquency and revenue recovery letters to reflect proper payment and appeal procedures
- Collaborate with the City Clerk's office to identify additional options to save court files electronically in HPE Records Manager which will ensure compliance with the records retention schedule for court records and eliminate paper copies
- Explore options for new court software to replace the current, JustWare, that will show real time updates and have an online payment option for defendants
- Set up on-site video advisements for all court dockets to ensure all defendants receive the same information
- Work with General Services and the Police Department to update the employee parking pass program

Division Revenues and Expenditures

MUNICIPAL COURT BUDGET SUMMARY				
FUND-DIVISION 100-220	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 60,586	\$ 88,800	\$ 75,000	\$ 75,000
Fines and Forfeitures	339,240	397,550	345,550	343,600
Total Revenues	\$ 399,826	\$ 486,350	\$ 420,550	\$ 418,600
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 250,798	\$ 140,506	\$ 140,506	\$ 134,274
PT/Seasonal	39,190	78,000	78,000	104,000
Overtime	1,528	3,242	3,242	4,027
Benefits	60,550	43,859	43,859	38,324
Taxes	24,814	16,967	16,967	18,541
Insurance	394	419	419	3,282
Other Compensation	45,200	-	444	-
Total Labor and Benefits	\$ 422,474	\$ 282,993	\$ 283,437	\$ 302,448
Operating Expenditures				
Contract Services	\$ 55,254	\$ 93,000	\$ 93,000	\$ 71,250
Operating Supplies	5,335	5,000	5,000	4,500
Professional Development	1,110	5,255	5,255	5,250
Repairs	2,470	2,000	2,000	2,000
Total Operating Expenditures	\$ 64,169	\$ 105,255	\$ 105,255	\$ 83,000
Interfund Charges				
Facility	\$ 16,514	\$ 14,773	\$ 14,773	\$ 15,829
Information Technology	68,571	86,077	86,077	73,450
Medical Programs	-	5,276	5,276	4,008
Total Interfund Charges	\$ 85,085	\$ 106,126	\$ 106,126	\$ 93,287
Total Expenditures	\$ 571,727	\$ 494,374	\$ 494,818	\$ 478,735



Snow on the Monument

IT Administration

The Information Technology (IT) Division 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.

2019 Accomplishments

- Introduced a quarterly reporting process to engage departments in the IT support actions taken on their behalf
- Managed the implementation of new systems and the successful operation of all networks and systems

2020 Objectives

- Provide a stable, secure, efficient and robust network infrastructure
- Improve business processes and services using integrated software applications, databases and automated services
- Maintain the necessary IT resources and skills required to support City technology initiatives

Division Revenues and Expenditures

IT ADMINISTRATION BUDGET SUMMARY				
FUND-DIVISION 401-150-010	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 6,455	\$ 6,660	\$ 6,660	\$ 6,660
Interfund Revenue	6,093,124	6,988,801	6,963,561	7,330,202
Capital Proceeds	10,000	-	-	-
Interest	54,259	36,235	49,867	37,600
Total Revenues	\$ 6,163,838	\$ 7,031,696	\$ 7,020,088	\$ 7,374,462
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 269,700	\$ 210,823	\$ 210,823	\$ 181,857
Benefits	56,770	43,948	43,948	45,249
Taxes	19,414	16,040	16,040	13,916
Insurance	433	461	461	2,841
Total Labor and Benefits	\$ 346,317	\$ 271,272	\$ 271,272	\$ 243,863
Operating Expenditures				
Contract Services	\$ 15,433	\$ 50,000	\$ 50,000	\$ 50,000
Cost of Goods Sold	600	500	500	-
Equipment	17,450	-	-	-
Operating Supplies	-	150	150	-
Professional Development	9,570	9,020	9,020	9,520
Utilities	222,904	257,040	257,040	231,336
Total Operating Expenditures	\$ 265,958	\$ 316,710	\$ 316,710	\$ 290,856

IT ADMINISTRATION BUDGET SUMMARY				
FUND-DIVISION 401-150-010	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Interfund Charges				
Information Technology	\$ 99,030	\$ 134,000	\$ 134,000	\$ 110,000
Liability Insurance	668	1,004	1,004	1,305
Medical Programs	-	27,878	27,878	35,426
Total Interfund Charges	\$ 99,698	\$ 162,882	\$ 162,882	\$ 146,731
Total Expenditures	\$ 711,973	\$ 750,864	\$ 750,864	\$ 681,450

IT Business Operations

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.

2019 Accomplishments

- Evaluated and replaced computers and equipment as part of the replacement program
- Worked with City departments to develop the annual IT budget
- Performed procurement and contract reviews for system upgrades and replacements
- Implemented a new IT helpdesk and inventory software system
- Created a new equipment evaluation and request process to efficiently maintain the City's inventory
- Negotiated and executed cell phone tower deployment contracts

2020 Objectives

- Coordinate IT activities in City departments to ensure that standards are followed and technology investments meet user needs
- Manage IT projects, finances, and procurements in support of capital projects and system replacements
- Develop and implement best practices and proactive procedures that mitigate risks related to the use and heavy reliance upon City technology

Division Revenues and Expenditures

IT BUSINESS OPERATIONS BUDGET SUMMARY				
FUND-DIVISION 401-150-275	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 11,677	\$ 283,111	\$ 283,111	\$ 293,475
Benefits	3,340	90,751	90,751	87,493
Taxes	807	21,661	21,661	22,455
Insurance	-	373	373	4,179
Total Labor and Benefits	\$ 15,824	\$ 395,896	\$ 395,896	\$ 407,602
Operating Expenditures				
Professional Development	\$ -	\$ 5,600	\$ 5,600	\$ 7,300
Total Operating Expenditures	\$ -	\$ 5,600	\$ 5,600	\$ 7,300
Total Expenditures	\$ 15,824	\$ 401,496	\$ 401,496	\$ 414,902

IT Applications Support

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.

2019 Accomplishments

- Performed the initial build-out of a new timekeeping and scheduling system
- Performed the initial build-out of a new expense management system
- Developed an internal system for the management of software and hardware contracts
- Assisted with the rollout of a new employee performance appraisal system
- Developed a solution to automate the integration of online right-of-way permit applications with the City’s asset management system
- Completed migration of application servers to newer, required operating system and database versions

2020 Objectives

- Complete the implementation of a new timekeeping and scheduling system
- Complete the implementation of new expense management solution
- Implement a new utility billing online payment portal
- Migrate Fleet Services’ fleet management system to a newer, upgraded solution
- Redesign the City’s public website, www.gjcity.org and implement a new website content management system
- Continued management and implementation of upgrades and patches to the City’s enterprise and departmental software applications and systems

Division Revenues and Expenditures

IT APPLICATIONS SUPPORT BUDGET SUMMARY				
FUND-DIVISION 401-150-020	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 615,072	\$ 479,749	\$ 479,749	\$ 421,800
Benefits	132,973	118,356	118,356	96,281
Taxes	45,116	34,666	34,666	32,271
Insurance	1,068	1,136	1,136	5,036
Other Compensation	6,712	14,036	14,036	-
Total Labor and Benefits	\$ 800,941	\$ 647,943	\$ 647,943	\$ 555,388
Operating Expenditures				
Contract Services	\$ 1,057,248	\$ 1,678,328	\$ 1,638,328	\$ 1,830,450
Operating Supplies	462	2,000	2,000	1,800
Professional Development	24,382	20,000	20,000	24,700
Total Operating Expenditures	\$ 1,082,092	\$ 1,700,328	\$ 1,660,328	\$ 1,856,950
Capital Outlay				
Computer Systems	\$ 71,838	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 71,838	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,954,871	\$ 2,348,271	\$ 2,308,271	\$ 2,412,338

IT Public Safety Support

The Public Safety Support team ensures that critical technology deployed by Law Enforcement, the Fire Department, and the 9-1-1 Communication Center is properly maintained and available on a 24x7 basis. The support costs associated with the major applications are paid by IT and charged back to the benefiting organizations. The primary systems supported include the law enforcement and public safety systems used by all public safety agencies in Mesa County.



2019 Accomplishments

- Replaced all workstations in the 9-1-1 Communication Center
- Inventoried, programed and replaced 125 Police Department hand-held mobile radios
- Implemented a major upgrade to the Public Safety System used by the Public Safety agencies in Mesa County
- Upgraded the 9-1-1 Dispatch radio platform and tower equipment for the State of Colorado digital two-way radio system upgrade
- Finished construction of the Grand Mesa Emergency Communications Tower site
- Implemented a new system that provides enhanced location data from connected devices, such as cell phones, to 9-1-1 dispatchers and first responders
- Implemented the first phase of a solution that allows for the ability to send a text message to 9-1-1 emergency call takers from a mobile device, such as a cell phone

2020 Objectives

- Build out the Public Safety records management system and the 9-1-1 computer aided dispatch system to include the new Fire Station
- Develop enhanced response plans used by 9-1-1 Dispatch for deploying Grand Junction Fire Department apparatus vehicles to emergency incidents
- Transition the 9-1-1 phone system to an emergency services IP network that meets the standards for the eventual transition of the 9-1-1 Communications Center to Next-Generation 911 (NG911). NG911 allows for text, data, video and photo communications, as well as emergency voice calls with 9-1-1 Dispatch
- Implement the second phase of the text messaging solution that will include integration with the 9-1-1 Communication Center’s computer aided dispatch system
- Replace Police & Fire Department mobile radios in the patrol vehicles and fire apparatus vehicles

Division Revenues Expenditures

IT PUBLIC SAFETY SUPPORT BUDGET SUMMARY				
FUND-DIVISION 401-150-265	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 16,467	\$ 399,228	\$ 399,228	\$ 413,863
Benefits	3,124	86,215	86,215	78,962
Taxes	1,202	30,547	30,547	31,665
Insurance	-	1,226	1,226	5,342
Total Labor and Benefits	\$ 20,793	\$ 517,216	\$ 517,216	\$ 529,832
Operating Expenditures				
Contract Services	\$ -	\$ 50	\$ 50	\$ -
Equipment	1,123	-	-	-
Operating Supplies	-	2,000	2,000	1,800
Professional Development	-	20,000	20,000	20,300
Total Operating Expenditures	\$ 1,123	\$ 22,050	\$ 22,050	\$ 22,100
Total Expenditures	\$ 21,916	\$ 539,266	\$ 539,266	\$ 551,932



Grand Mesa Tower Site

IT Infrastructure

The Infrastructure team is responsible for providing the City’s computer and phone users with a wide variety of support and assistance including maintenance of all telephones, voice mail and email systems; adding hardware and peripherals; troubleshooting hardware problems; support for computer and data communications infrastructure including all network operating systems and software, firewalls and security systems, phone system, and many other systems throughout the City.

2019 Accomplishments

- Implemented the Water Plant SCADA system
- Implemented a new email archiving system
- Redesigned Active Directory environment to match the City’s evolving organizational structure
- Completed the City Hall rewire project requiring nearly 30 miles of cabling.
- Initiated network micro-segmentation to enhance cyber security
- Replaced backup server infrastructure and storage arrays on all servers

2020 Objectives

- Purchase and implement replacement phone systems to take advantage of new technologies
- Perform Windows Server 2019 version upgrades to improve functionality
- Complete implementation of multi-factor authentication for Office 365
- Complete network micro-segmentation to enhance cyber security
- Replace emergency alerting system in the Police Department building
- Implement new email phishing security tools to enhance users’ ability to report suspected phishing email
- Implement replacement mobile device management solution for all mobile devices

Division Revenues and Expenditures

IT INFRASTRUCTURE SUPPORT BUDGET SUMMARY				
FUND-DIVISION 401-150-270	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 493,432	\$ 384,127	\$ 384,127	\$ 364,804
Benefits	133,403	100,684	100,684	89,421
Taxes	35,485	29,393	29,393	27,910
Insurance	937	623	623	4,561
Other Compensation	9,613	-	-	1,202
Total Labor and Benefits	\$ 672,870	\$ 514,827	\$ 514,827	\$ 487,898
Operating Expenditures				
Contract Services	\$ 794,379	\$1,122,907	\$ 1,122,907	\$ 1,193,703
Equipment	914,099	1,244,484	1,044,484	961,600
Operating Supplies	16,252	30,600	20,600	20,400
Professional Development	19,996	35,000	35,000	37,500
Rent	600	-	-	-
Utilities	175,259	193,940	166,140	152,700
Total Operating Expenditures	\$1,920,585	\$2,626,931	\$ 2,389,131	\$ 2,365,903

**IT INFRASTRUCTURE SUPPORT
BUDGET SUMMARY**

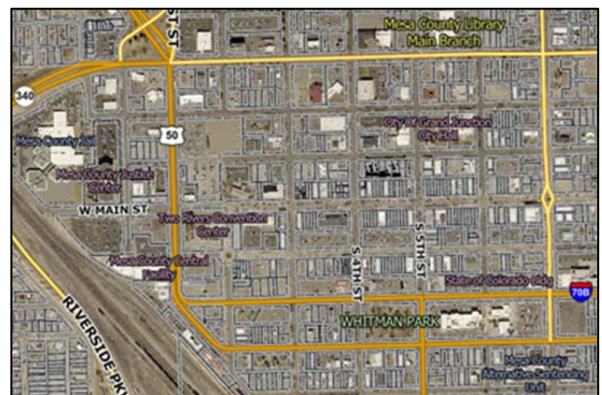
FUND-DIVISION 401-150-270	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Interfund Charges				
Facility	\$ 42,288	\$ 60,442	\$ 60,442	\$ 64,943
Fleet	2,203	2,903	2,903	3,324
Fuel Charges	180	254	254	248
Information Technology	16,567	13,440	13,440	17,700
Total Interfund Charges	\$ 61,237	\$ 77,039	\$ 77,039	\$ 86,215
Capital Outlay				
Capital Equipment	\$ -	\$ 729,000	\$ 974,250	\$ 826,217
Computer Systems	358,397	-	-	-
Total Capital Outlay	\$ 358,397	\$ 729,000	\$ 974,250	\$ 826,217
Total Expenditures	\$ 3,013,090	\$ 3,947,797	\$ 3,955,247	\$ 3,766,233

Geographical Information Systems (GIS)

GIS is responsible for the development of mapping applications, websites, the creation of printed maps, and for geospatial data updates into the City’s GIS. The City’s system is integrated into all major software applications allowing users to access the data via a map as well as through input screens. GIS and mapping services is provided for all City departments, 9-1-1, and the public.

2019 Accomplishments

- Launched the City’s Unmanned Aircraft Systems (UAS) pilot program
- Implemented the automation of offline, asset work order updates
- Implemented upgrades to the 811 Locate GIS support system
- Completed the first phase of storm water 811 asset updates via field collections
- Provided GIS Web training for nearly 200 Citizens
- Completed a major upgrade to the GIS software and database systems, as well as production automation of map layers



2020 Objectives

- Produce metadata for all GIS layers to support launch of the Open Data Portal
- Launch GIS Open Data Portal website
- Continued support of Unmanned Aircraft Systems (UAS) flight requests
- Complete second phase of storm water 811 asset updates via field collections
- Provide continued GIS support for all City Departments
- Manage biannual aerial photography flight activities and integrate new imagery into the GIS systems

Division Revenues and Expenditures

IT GEOGRAPHICAL INFORMATION SYSTEMS BUDGET SUMMARY				
FUND-DIVISION 401-150-230	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 248,053	\$ 327,278	\$ 327,278	\$ 292,038
Benefits	54,129	77,190	77,190	64,883
Taxes	18,763	25,041	25,041	22,345
Insurance	692	736	736	3,518
Other Compensation	10,657	-	-	-
Total Labor and Benefits	\$ 332,294	\$ 430,245	\$ 430,245	\$ 382,784
Operating Expenditures				
Contract Services	\$ 21,000	\$ 21,100	\$ 21,100	\$ 21,100
Operating Supplies	3,071	3,000	3,000	3,500
Professional Development	8,521	9,515	9,515	11,500
Total Operating Expenditures	\$ 32,592	\$ 33,615	\$ 33,615	\$ 36,100
Total Expenditures	\$ 364,886	\$ 463,860	\$ 463,860	\$ 418,884

New World Aegis

This fund was established to account for costs associated with New World Public Safety System (formerly called Aegis). This system is used by local police and fire agencies, including City Police and Fire Departments, 9-1-1 Regional Communication Center, Mesa County Sheriff, Fruita Police and Fire, Palisade Police and Fire, Debeque Police and Fire and all other law and fire agencies within Mesa County. The costs associated with this system are shared by the agencies who use the system and are accounted for in this fund.

Division Revenues and Expenditures

IT NEW WORLD-AEGIS BUDGET SUMMARY				
FUND-DIVISION 401-150-365	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges of Services	\$ 82,647	\$ 90,000	\$ 90,000	\$ 90,000
Fines and Forfeitures	33,600	-	-	-
Interfund Revenue	332,027	334,760	334,760	345,312
Total Revenues	\$ 448,274	\$ 424,760	\$ 424,760	\$ 435,312
<u>Expenditures</u>				
Operating Expenditures				
Contract Services	\$ 363,506	\$ 339,537	\$ 339,537	\$ 354,344
Total Operating Expenditures	\$ 363,506	\$ 339,537	\$ 339,537	\$ 354,344
Interfund Charges				
Information Technology	\$ 79,180	\$ 79,180	\$ 79,180	\$ 79,180
Total Interfund Charges	\$ 79,180	\$ 79,180	\$ 79,180	\$ 79,180
Total Expenditures	\$ 442,686	\$ 418,717	\$ 418,717	\$ 433,524



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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 Parking and Golf Courses enterprise functions as well and providing internal management and business services across the organization.

Department Personnel

GENERAL SERVICES PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
General Services			
General Services Director	1.00	1.00	1.00
Business Analyst	1.00	1.00	1.00
Project Work Team			
Project Team Supervisor	1.00	1.00	1.00
Project Team Crew Leader	0.00	1.00	2.00
Specialty Equipment Operator	1.00	3.00	3.00
Equipment Operator	2.00	0.00	3.00
Apprentice Equipment Operator	2.00	7.00	9.00
Purchasing/Warehouse			
Senior Buyer	2.00	2.00	2.00
Warehouse Specialist	1.00	1.00	1.00
Parking Services Technician	1.00	1.00	1.00
Fleet			
Automotive Equipment Supervisor	1.00	1.00	1.00
Automotive Equipment Crew Leader	2.00	2.00	2.00
Automotive Equipment Technician	10.00	10.00	11.00
Fleet Services Coordinator	1.00	1.00	1.00
Facilities			
Facilities Supervisor	1.00	1.00	1.00
Facilities Maintenance Crew Leader	1.00	1.00	1.00
Custodian	6.00	6.00	6.00
Golf			
Director of Golf	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00
Parks Crew Leader	2.00	2.00	2.00
Parks Equipment Technician	1.00	1.00	0.00
1st Assistant Golf Pro	1.00	1.00	2.00
Total Positions	40.00	46.00	53.00

Department Expenditures

GENERAL SERVICES DEPARTMENT				
DIVISION	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
General Services	\$ 58,509	\$ 179,445	\$ 179,445	\$ 280,011
Project Team	57,782	785,855	790,573	1,202,188
Purchasing	248,611	331,385	333,964	343,697
Warehouse	107,387	116,347	116,347	154,601
Golf	1,713,060	1,909,545	1,794,389	1,920,028
Parking	453,616	549,943	549,943	563,954
Fleet	6,606,568	6,943,411	7,777,198	7,370,180
Facilities	2,751,582	2,868,132	2,868,132	2,913,297
Total Expenditures	\$ 11,997,115	\$ 13,684,063	\$ 14,409,991	\$ 14,747,956

General Services

General Services provides management oversight to all other divisions within the department.

Division Revenues and Expenditures

GENERAL SERVICES BUDGET SUMMARY				
FUND-DIVISION 100-175	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 46,042	\$ 14,781	\$ 14,781	\$ 172,520
Benefits	8,254	28,694	28,694	33,375
Taxes	3,442	8,920	8,920	13,394
Insurance	-	-	-	2,557
Other Compensations	771	2,852	2,852	3,003
Total Labor and Benefits	\$ 58,509	\$ 155,247	\$ 155,247	\$ 224,849
Operating Expenditures				
Operating Supplies	\$ -	\$ 5,000	\$ 5,000	\$ 4,000
Professional Development	-	6,150	6,150	6,150
Total Operating Expenditures	\$ -	\$ 11,150	\$ 11,150	\$ 10,150
Interfund Charges				
Information Technology	\$ -	\$ 13,048	\$ 13,048	\$ 22,933
Medical Programs	-	-	-	22,079
Total Interfund Charges	\$ -	\$ 13,048	\$ 13,048	\$ 45,012
Total Expenditures	\$ 58,509	\$ 179,445	\$ 179,445	\$ 280,011

Project Team

The Project Team was formed as a creative approach to dealing with the difficulty of hiring and training seasonal workers that the City relies on to complete a variety of projects needed to maintain our high level of service to the community. The Team is available to complete a wide range of projects on an as-needed basis. The intent is to have a multi-purpose crew available at all times to assist regular crews when their work 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.

2019 Accomplishments

- Increased the original team of six members to twelve members
- Successfully completed the North Avenue median project, safe routes to school projects, Pomona irrigation project, the splash pad renovation at Lincoln Park Pool, and several other projects across the organization.

2020 Objectives

- Expand the team to include eighteen members: an additional crew leader and five apprentice equipment operators for a total of eighteen project team members
- Continue to work with City departments in creating and implementing a project work schedule
- Implement a system to track the savings associated with the Project Team completing projects
- Provide the training that will allow apprentice equipment operators to successfully fill vacant equipment operator positions throughout the City organization.

Division Revenues and Expenditures

PROJECT TEAM BUDGET SUMMARY				
FUND-DIVISION 100-180	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 41,778	\$ 479,045	\$ 479,045	\$ 740,231
Overtime	1,531	-	-	10,000
Benefits	10,179	237,655	237,655	225,680
Taxes	3,142	36,660	36,660	57,411
Insurance	-	9,095	13,813	28,120
Total Labor and Benefits	\$ 56,630	\$ 762,455	\$ 767,173	\$ 1,061,442
Operating Expenditures				
Equipment	\$ -	\$ -	\$ -	\$ 80,200
Operating Supplies	399	12,900	12,900	17,211
Professional Development	-	3,000	3,000	20,000
Repairs	-	6,000	6,000	2,000
Uniforms and Gear	753	1,500	1,500	4,505
Total Operating Expenditures	\$ 1,152	\$ 23,400	\$ 23,400	\$ 123,916
Interfund Charges				
Information Technology	\$ -	\$ -	\$ -	\$ 6,833
Medical Programs	-	-	-	9,997
Total Interfund Charges	\$ -	\$ -	\$ -	\$ 16,830
Total Expenditures	\$ 57,782	\$ 785,855	\$ 790,573	\$ 1,202,188

Purchasing

Purchasing is responsible for administration of the City's formal bid processes for the procurement of all goods and services in excess of \$15,000, cost control and monitoring of general purchasing within the City government and purchasing stock for the City's Warehouse. The City's purchasing card program is also administered and monitored by the division.

2019 Accomplishments

- Completed 133 formal solicitations and contract extension awards totaling \$22,847,496 through December 31, 2019
- Most boilerplates have been updated and will be completed in 2020
- Increased the formal bid process from \$5,000 to \$15,000 to improve efficiency amongst departments
- Successfully obtained approval for an intern for the Purchasing Division

2020 Objectives

- Complete updating of boilerplate terms and conditions
- Host a professional Rocky Mountain Governmental Purchasing Association (RMGPA) training course for statewide procurement professionals
- Continue to attend professional training and conference to keep abreast of purchasing modernization processes, trends, and efficiencies.

Division Revenues and Expenditures

PURCHASING BUDGET SUMMARY				
FUND-DIVISION 100-210	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 50,228	\$ 40,000	\$ 50,000	\$ 57,000
Total Revenues	\$ 50,228	\$ 40,000	\$ 50,000	\$ 57,000
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 141,102	\$ 132,888	\$ 132,888	\$ 137,736
Benefits	35,446	35,661	35,661	34,837
Taxes	10,226	10,168	10,168	10,538
Insurance	485	516	516	1,744
Other Compensation	2,491	-	2,579	-
Total Labor and Benefits	\$ 189,750	\$ 179,233	\$ 181,812	\$ 184,855
Operating Expenditures				
Contract Services	\$ 912	\$ 400	\$ 400	\$ 360
Equipment	-	30,000	30,000	-
Operating Supplies	138	100	100	50
Professional Development	4,628	5,600	5,600	5,040
Total Operating Expenditures	\$ 5,678	\$ 36,100	\$ 36,100	\$ 5,450
Interfund Charges				
Facility	\$ 21,875	\$ 14,048	\$ 14,048	\$ 12,783
Information Technology	-	3,957	3,957	4,308
Medical Programs	31,308	98,047	98,047	136,301
Total Interfund Charges	\$ 53,183	\$ 116,052	\$ 116,052	\$ 153,392
Total Expenditures	\$ 248,611	\$ 331,385	\$ 333,964	\$ 343,697

Warehouse

The Warehouse manages all inventory items for the City for frequently used and essential materials that are issued to City departments and sold to other government agencies.

2019 Accomplishments

- Decreased obsolete or slow turnover stock to increase efficiencies
- Increased utilization of warehouse space by sorting surplus items prepared for auctions
- Increased utilization of online requisitions leading to an increase in deliveries
- Began metering and processing all first-class mail for the entire organization
- Continued partnerships with the Grand Junction Housing Authority and Grand Valley Drainage District

2020 Objectives

- Continue to evaluate and inventory items to limit surplus stock
- Continue to improve and increase online requisitioning and catalog methods
- Streamline orders and deliveries to departments within the City
- Continue to decrease stock of obsolete and increase utilization of slow turning stock
- Adopt lean inventory practices and key performance indicators

Division Revenues and Expenditures

WAREHOUSE BUDGET SUMMARY				
FUND-DIVISION 100-240	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 7,213	\$ 6,300	\$ 6,300	\$ 6,300
Capital Proceeds	68,864	12,000	12,000	12,000
Total Revenues	\$ 76,077	\$ 18,300	\$ 18,300	\$ 18,300
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 41,572	\$ 42,477	\$ 42,477	\$ 44,037
Benefits	9,535	10,193	10,193	10,163
Taxes	2,878	3,250	3,250	3,370
Insurance	2,052	2,182	2,182	958
Total Labor and Benefits	\$ 56,037	\$ 58,102	\$ 58,102	\$ 58,528
Operating Expenditures				
Contract Services	\$ 4,439	\$ 7,000	\$ 7,000	\$ 8,050
Cost of Goods Sold	6,272	7,100	7,100	6,390
Equipment	194	500	500	400
Operating Supplies	148	500	500	32,400
Uniforms and Gear	24	200	200	150
Total Operating Expenditures	\$ 11,077	\$ 15,300	\$ 15,300	\$ 47,390
Interfund Charges				
Facility	\$ 26,686	\$ 26,060	\$ 26,060	\$ 32,425
Fleet	6,596	8,013	8,013	9,468
Fuel Charges	265	221	221	201
Information Technology	6,726	7,333	7,333	5,453
Medical Programs	-	1,318	1,318	1,136
Total Interfund Charges	\$ 40,273	\$ 42,945	\$ 42,945	\$ 48,683
Total Expenditures	\$ 107,387	\$ 116,347	\$ 116,347	\$ 154,601

Golf

The Golf Division is an enterprise fund of the City and oversees two full-service golf courses, one at Lincoln Park and one at Tiara Rado. It provides an outdoor experience to Citizens of Grand Junction and Mesa County as well as visitors from all over the region and country hosting a number of tournaments each year including the Rocky Mountain Pro-Am.

Lincoln Park Golf Course is located in the center of town and is an easy to walk nine-hole course that offers par 3 through par 5 holes with a slope rating of 116 for the blue tees. Tiara Rado Golf Course is a scenic eighteen-hole course located at the base of the Colorado National Monument. It offers unparalleled views with a slope rating of 124 for the blue tees. Both courses have full service pro shops, driving ranges, and food and beverage services. As a steward of the land, the Golf Division uses sustainable agriculture techniques to care for both courses.

2019 Accomplishments

- Successful continuation of partnerships with Colorado Mesa University, School District 51, and youth golf programs
- Completed improvements and renovations at both clubhouses
- Hosted several tournaments benefitting non-profit organizations throughout Mesa County
- Increased the number of rounds played at Lincoln Park by 22%
- Processed the sale of land adjacent to the Tiara Rado Golf Course Driving Range; utilized the proceeds to reduce the outstanding debt of the Golf Course Fund

2020 Objectives

- Continue the growth of Golf throughout Grand Junction and Mesa County through youth development and beginner golf programming
- Increase the number of rounds played at each location by 10%
- Become the best value courses in the Grand Valley
- Improve the customer experience through increased customer interactions and amenities offered
- Increase the number of unique users at each course
- Partner with Colorado Mesa University to develop an indoor driving range practice facility
- Increase the number of league members at each course

Division Revenues and Expenditures

GOLF BUDGET SUMMARY				
FUND-DIVISION 305-751/752	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 1,497,614	\$ 1,872,500	\$ 1,702,803	\$ 1,787,850
Other	15,170	20,825	18,875	13,000
Interest	1,403	2,252	2,252	2,500
Total Revenues	\$ 1,514,187	\$ 1,895,577	\$ 1,723,930	\$ 1,803,350
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 353,510	\$ 454,941	\$ 434,941	\$ 419,072
PT/Seasonal	236,148	226,914	226,914	270,412
Overtime	2,186	1,749	1,749	1,890
Benefits	86,502	143,400	123,400	98,914
Taxes	43,839	53,620	53,620	53,482
Insurance	12,469	13,260	13,260	15,522

**GOLF
BUDGET SUMMARY**

FUND-DIVISION 305-751/752	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Other Compensations	3,546	13,481	8,481	8,555
Total Labor and Benefits	\$ 738,200	\$ 907,365	\$ 862,365	\$ 867,847
Operating Expenditures				
Charges and Fees	\$ 29,459	\$ 27,000	\$ 28,000	\$ 31,876
Contract Services	16,357	16,609	16,609	12,483
Cost of Goods Sold	135,467	146,000	179,000	188,350
Equipment	121,463	66,185	66,185	71,708
Equipment Maintenance	38,009	33,125	33,125	15,383
Operating Supplies	33,158	20,150	21,150	25,735
Professional Development	3,666	7,350	7,350	6,615
Rent	2,093	2,800	2,800	2,400
Repairs	36,899	16,100	16,100	7,720
System Maintenance	70,742	70,700	70,700	64,150
Uniforms and Gear	1,480	800	800	620
Utilities	39,964	37,805	37,805	36,576
Total Operating Expenditures	\$ 528,757	\$ 444,624	\$ 479,624	\$ 463,616
Interfund Charges				
Administrative Overhead	\$ 48,433	\$ 131,428	\$ 131,428	\$ 135,252
Departmental Services	4,007	4,115	4,115	4,226
Facility	46,135	46,135	46,135	67,883
Fleet	101,408	122,982	122,982	176,008
Fuel Charges	20,797	15,042	15,042	15,932
Information Technology	65,146	63,347	63,347	67,450
Liability Insurance	11,247	16,913	16,913	21,968
Medical Programs	-	8,664	8,664	12,049
Total Interfund Charges	\$ 297,173	\$ 408,626	\$ 408,626	\$ 500,768
Capital Outlay				
Facilities	\$ -	\$ -	\$ 5,461	\$ -
Total Capital Outlay	\$ -	\$ -	\$ 5,461	\$ -
Debt Service				
Interest Expense	\$ 26,208	\$ 24,367	\$ 38,313	\$ 13,263
Principal	122,722	124,563	-	74,534
Total Debt Service	\$ 148,930	\$ 148,930	\$ 38,313	\$ 87,797
Total Expenditures	\$ 1,713,060	\$ 1,909,545	\$ 1,794,389	\$ 1,920,028

Parking

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

2019 Accomplishments

- Increased Passport Parking mobile application utilization
- Continued partnership with the United Way to donate 50% of the revenues generated during the holiday season to have a greater impact on the community we serve
- Continue to provide safe, efficient, and cost-effective places to park throughout the downtown area
- Continued 100% utilization of the leased spaces in the Rood Avenue Parking Garage
- Enabled Citizens to pay citations through an online portal for ease of access

2020 Objectives

- Increase Passport Parking mobile application utilization by 10%
- Continue to effectively utilize all parking areas within the downtown areas
- Increase the number of 10-hour parking permits by 5%
- Begin to develop a 5-year plan for the parking operation

Division Revenues and Expenditures

PARKING BUDGET SUMMARY				
FUND-DIVISION 308-170	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 483,956	\$ 474,100	\$ 489,100	\$ 518,250
Fines and Forfeitures	150,367	188,000	188,000	160,000
Other	55,590	55,300	55,300	55,500
Interest	7,316	4,155	5,916	6,800
Total Revenues	\$ 697,229	\$ 721,555	\$ 738,316	\$ 740,550
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 54,350	\$ 59,634	\$ 59,634	\$ 71,150
Benefits	23,209	28,013	28,013	29,046
Taxes	3,641	4,565	4,565	5,460
Insurance	1,458	1,550	1,550	3,598
Other Compensation	300	346	346	452
Total Labor and Benefits	\$ 82,958	\$ 94,108	\$ 94,108	\$ 109,706
Operating Expenditures				
Charges and Fees	\$ 2,011	\$ 76,500	\$ 76,500	\$ 87,705
Contract Services	1,565	14,849	14,849	13,379
Equipment	5,554	6,000	6,000	5,400
Operating Supplies	3,472	7,000	7,000	6,300
Rent	10,500	-	-	-
Repairs	22,535	15,500	15,500	13,950
Uniforms and Gear	121	500	500	450
Total Operating Expenditures	\$ 45,758	\$ 120,349	\$ 120,349	\$ 127,184

**PARKING
BUDGET SUMMARY**

FUND-DIVISION 308-170	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Interfund Charges				
Administrative Overhead	\$ 38,498	\$ 53,805	\$ 53,805	\$ 55,541
Facility	11,010	11,043	11,043	11,527
Fleet	4,272	4,580	4,580	5,190
Fuel Charges	550	440	440	480
Information Technology	25,236	21,524	21,524	10,134
Liability Insurance	1,567	327	327	425
Total Interfund Charges	\$ 81,133	\$ 91,719	\$ 91,719	\$ 83,297
Debt Service				
Interest Expense	\$ 36,825	\$ 33,721	\$ 33,721	\$ 33,721
Principal	206,942	210,046	210,046	210,046
Total Debt Service	\$ 243,767	\$ 243,767	\$ 243,767	\$ 243,767
Total Expenditures	\$ 453,616	\$ 549,943	\$ 549,943	\$ 563,954

Fleet

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

2019 Accomplishments

- Fleet continued implementation of a predictive maintenance program While data is still being gathered across all classes of vehicles, this project has resulted in an increased equipment availability rate of 6% over 2018 throughout the completed class ranges.
- Golf course equipment maintenance has been transitioned under Fleet allowing for true replacement cost life cycle analysis to be performed
- Six Fleet Technicians have completed training and testing that has gained them certifications as Compressed Natural Gas storage tank inspectors.

2020 Objectives

- To support sustainability by incorporating more electric, and hybrid vehicles into the Fleet during replacement. The City continue looking at Compressed Natural Gas (CNG) vehicles where total cost of ownership makes sense
- Individualize technician training based on each technicians' specific needs in order to meet the Fleet operation's needs
- In anticipation of added public safety vehicles, Fleet will evaluate technician and space requirements to ensure service levels are not reduced
- Fleet will be upgrading its FASTER Fleet management software to a web-based version. This upgrade brings many enhancements for both Fleet users as well as customers, making Fleet more transparent
- Implement best practices across the industry to obtain a Green Fleet Award

Division Revenues and Expenditures

FLEET BUDGET SUMMARY				
FUND-DIVISION 402-250	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 760,830	\$ 746,955	\$ 746,955	\$ 769,078
Capital Proceeds	40,826	150,000	26,000	80,000
Intergovernmental	76,500	-	-	-
Interest	39,758	18,213	64,963	46,800
Interfund Revenue	5,026,798	5,390,738	5,157,738	6,160,787
Other	2,380	2,000	2,000	2,000
Total Revenues	\$ 5,947,092	\$ 6,307,906	\$ 5,997,656	\$ 7,058,665
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 724,668	\$ 761,577	\$ 761,577	\$ 849,410
PT/Seasonal	16,896	-	-	-
Overtime	17,895	18,636	18,636	19,058
Benefits	200,188	233,375	233,375	251,565
Taxes	54,904	60,244	60,244	66,448
Insurance	15,344	16,315	16,315	22,091
Other Compensations	6,614	8,139	8,139	451
Total Labor and Benefits	\$ 1,036,509	\$ 1,098,286	\$ 1,098,286	\$ 1,209,023
Operating Expenditures				
Charges and Fees	\$ 361	\$ 500	\$ 500	\$ 450
Contract Services	23,497	21,160	21,160	21,300
Equipment	207,870	-	-	-
Equipment Maintenance	822,072	877,500	877,500	882,216
Fuel	971,200	1,021,110	1,021,110	940,080
Operating Supplies	24,927	28,400	28,400	27,900
Professional Development	13,767	10,500	10,500	12,500
Repairs	274,168	225,000	225,000	253,500
Uniforms and Gear	308	300	300	300
Utilities	610	675	675	675
Total Operating Expenditures	\$ 2,338,780	\$ 2,185,145	\$ 2,185,145	\$ 2,138,921
Interfund Charges				
Departmental Services	\$ 70,265	\$ 66,943	\$ 66,943	\$ 67,266
Facility	72,670	69,521	69,521	83,488
Fleet	11,773	13,258	13,258	13,832
Fuel Charges	2,506	2,547	2,547	2,491
Information Technology	59,935	56,813	56,813	50,659
Liability Insurance	32,960	49,571	49,571	49,571
Medical Programs	-	17,327	17,327	19,929
Total Interfund Charges	\$ 250,109	\$ 275,980	\$ 275,980	\$ 287,236
Capital Outlay				
Capital Equipment	\$ 2,981,170	\$ 3,384,000	\$ 4,217,787	\$ 3,735,000
Total Capital Outlay	\$ 2,981,170	\$ 3,384,000	\$ 4,217,787	\$ 3,735,000
Total Expenditures	\$ 6,606,568	\$ 6,943,411	\$ 7,777,198	\$ 7,370,180

Facilities

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.

2019 Accomplishments

- Completed the demolition of the Wells Fargo drive through bank and then created a public parking lot
- Was part of the Grand Junction Convention Center remodel project managing major maintenance and repair items for both it and the Avalon Theater. These are new duties to Facilities
- Began evaluation and repairs of building issues at Tiara Rado and Lincoln Park Golf buildings. Completed the remodel of the Lincoln Park Golf Clubhouse as well as the Tiara Rado Golf Clubhouse roof replacement
- Oversaw boiler replacements at Tiara Rado and Lincoln Park Clubhouses
- Continued performance of regular scheduled preventive maintenance and repair activities to serve the public and City employees

2020 Objectives

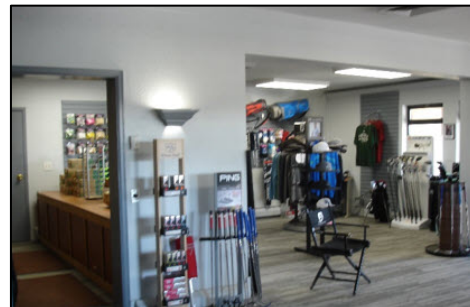
- Incorporate the Tiara Rado and Lincoln Park Golf Course buildings into the Facilities maintenance and repair programs. Assess ways to update and improve these facilities
- Provide oversight for roof replacements at the Municipal Service Center and the Lincoln Park Barn
- Replace two HVAC units at the Avalon Theater
- Continue with LED lighting upgrades to save energy and maintenance labor
- Explore capital funding mechanisms for City facilities based on the facility condition index
- Continue to provide safe, clean, and comfortable work environments for our customers through the performance of regular maintenance, scheduled preventive maintenance, and repair activities

Division Revenues and Expenditures

GENERAL SERVICES - FACILITIES MANAGEMENT BUDGET SUMMARY				
FUND-DIVISION 100-180	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Interfund Revenue	\$ 2,579,901	\$ 2,569,307	\$ 2,569,307	\$ 2,746,529
Other	27,500	20,460	20,460	17,760
Interest	-	1,599	-	1,200
Total Revenues	\$ 2,607,401	\$ 2,591,366	\$ 2,589,767	\$ 2,765,489
<u>Expenditures</u>				
Labor and Benefits				
Full Time Salaries	\$ 341,069	\$ 366,197	\$ 366,197	\$ 359,666
Overtime	3,618	3,650	3,650	3,733
Benefits	105,693	109,733	109,733	109,931
Taxes	24,677	28,297	28,297	27,814
Insurance	5,461	5,807	5,807	11,537
Other Compensation	550	541	541	451
Total Labor and Benefits	\$ 481,068	\$ 514,225	\$ 514,225	\$ 513,132
Operating Expenditures				
Contract Services	\$ 305,986	\$ 228,000	\$ 228,000	\$ 246,540
Equipment	22,235	1,000	1,000	1,000
Operating Supplies	31,016	36,800	36,800	32,000
Professional Development	257	4,000	4,000	2,500

**GENERAL SERVICES - FACILITIES MANAGEMENT
BUDGET SUMMARY**

FUND-DIVISION 100-180	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Rent	-	10,500	10,500	2,100
Repairs	44,204	32,500	32,500	25,000
Uniforms and Gear	610	1,950	1,950	750
Utilities	1,705,360	1,711,635	1,711,635	1,356,541
Total Operating Expenditures	\$ 2,109,668	\$ 2,026,385	\$ 2,026,385	\$ 1,666,431
Interfund Charges				
Departmental Services	\$ 14,515	\$ 14,906	\$ 14,906	\$ 251,000
Facility	18,985	20,016	20,016	18,583
Fleet	10,398	14,592	14,592	14,994
Fuel Charges	2,403	2,550	2,550	2,854
Information Technology	43,277	61,407	61,407	51,211
Liability Insurance	43,109	64,836	64,836	84,205
Medical Programs	-	9,233	9,233	10,887
Total Interfund Charges	\$ 132,687	\$ 187,540	\$ 187,540	\$ 433,734
Capital Outlay				
Facilities	\$ -	\$ -	\$ 111,173	\$ -
Other Projects	28,161	-	-	-
Total Capital Outlay	\$ 28,161	\$ -	\$ 111,173	\$ -
Contingency and Reserves				
Contingency	\$ -	\$ 139,982	\$ 28,809	\$ 300,000
Total Contingency and Reserves	\$ -	\$ 139,982	\$ 28,809	\$ 300,000
Total Expenditures	\$ 2,751,582	\$ 2,868,132	\$ 2,868,132	\$ 2,913,297



Facilities Projects done in 2019

COMMUNITY DEVELOPMENT

Community Development assists in the community maintaining its assets, becoming the most livable community west of the Rockies! It works to guide and promote development that is vibrant, safe, provides a healthy lifestyle and has a broad and balanced range of land uses. Community Development strives to support a community that provides quality employment opportunities with a mix of job types, provides a diversity of housing, offers exceptional medical and educational facilities and is child and senior friendly.



Key Functions of the Development Services include:

- Preparation of citywide and neighborhood plans
- Permitting services for residential and nonresidential development
- Maintaining the Grand Junction Comprehensive Plan
- Providing information related to zoning, setbacks, and other land use questions
- Providing development review services for new development
- Providing annexation services for properties coming into the City

Department Personnel

COMMUNITY DEVELOPMENT PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Community Development Director	1.00	1.00	1.00
Community Services Manager	1.00	1.00	0.00
Principal Planner	1.00	2.00	2.00
Sr. Planner	3.00	2.00	3.00
Associate Planner	1.00	3.00	3.00
Planning Technician	1.00	2.00	2.00
Sr. Administrative Assistant	0.50	0.00	0.00
Total Positions	8.50	11.00	11.00

2019 Accomplishments

- Approved 675 planning clearances for new residential dwelling units which was an increase of 32% over 2018. Single-family residential clearances totaled 529 (an increase of 6% from 2018) and multi-family residential clearances totaled 147 whereby there were 13 multi-family clearances approved in 2018
- All planning clearances related to residential development (including additions, garages, fences, etc.) saw an annual increase of 7% from 2018, while non-residential planning clearances rose by 5% from 2018
- New square footage permitted for non-residential uses (inclusive of new structures or additions to existing structures) is estimated at 529,801 square feet in 2019
- 389 new residential lots were platted and recorded in 2019 (a decrease of 24% from 2018). However, staff approved the creation of 681 new lots (up 17% from 2018). Approved lots that are not recorded generally because a developer opts to use a “plat hold” to securitize their required subdivision improvements. Staff reviewed and approved an additional 98 lots, at the preliminary plan stage. Together, these lots were contained within 24 subdivisions
- A total of 507 lots were submitted for review in 2019 (down 53% from 2018), all of which were in the final review stage. These lots are contained within 23 subdivisions
- Staff coordinated the annexation of 76 acres of property and 6,023 linear feet of roadway

- Since inception of regulations in Fall 2018, staff has permitted 96 short term rentals and has 32 pending applications. There are an estimated 257 short-term rental units operating within the City

Programs and Initiatives

- Staff support was provided to the Planning Commission, Historic Preservation Board and Urban Trails Committee
- Completed Zoning and Development Code amendments to multiple sections of the Code
- Supported over 20 block parties of which 16 used the newly launched block party trailer that reached an estimated 500 neighborhood residents.
- Reached over 825 community members through the open streets event.
- Has received over 2,100 points of engagement from residents in the development of the Comprehensive Plan, and conducted over 50 additional meetings and presentation and focus groups in the planning process

2020 Objectives

- Complete the Comprehensive Plan update
- Complete targeted code revisions as well as commence revisions to the Zoning and Development Code, aligning the Code with the Comprehensive Plan
- Continue to provide permitting services for residential and nonresidential development
- Continue to provide customers information related to zoning, setbacks, and other land use questions
- Continue to provide development review services for new development
- Continue to provide annexation services for properties coming into the City
- Assist in efforts to improve mobility (bicycle and pedestrian) options for transportation and recreation
- Assist in coordinating efforts to increase sustainability initiatives and awareness throughout City operations as well as for City residents

Department Revenues and Expenditures

COMMUNITY DEVELOPMENT BUDGET SUMMARY				
FUND-DIVISION 100-310	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 111,695	\$ 96,220	\$ 96,220	\$ 120,550
Fines and Forfeitures	6,540	-	-	-
Total Revenues	\$ 118,235	\$ 96,220	\$ 96,220	\$ 120,550
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 715,261	\$ 762,700	\$ 762,700	\$ 830,797
PT/Seasonal	5,780	3,159	3,159	12,000
Overtime	-	-	-	2,892
Benefits	164,664	216,005	216,005	209,002
Taxes	52,328	59,992	59,992	64,887
Insurance	1,493	1,587	1,587	9,531
Other Compensation	8,056	18,372	18,372	3,265
Total Labor and Benefits	\$ 947,582	\$ 1,061,815	\$ 1,061,815	\$ 1,132,374
Operating Expenditures				
Charges and Fees	\$ 2,694	\$ 4,350	\$ 4,350	\$ 4,850
Contract Services	34,123	21,800	40,284	46,200
Equipment	3,090	10,600	10,600	18,275
Grants and Contributions	4,222	8,800	8,800	6,300
Operating Supplies	10,829	12,700	12,700	12,900

**COMMUNITY DEVELOPMENT
BUDGET SUMMARY**

FUND-DIVISION 100-310	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Professional Development	9,948	17,100	17,100	18,900
Rent	149	1,000	1,000	1,800
Total Operating Expenditures	\$ 65,055	\$ 76,350	\$ 94,834	\$ 109,225
Interfund Charges				
Facility	\$ 54,953	\$ 49,161	\$ 49,161	\$ 52,673
Fleet	3,417	3,591	3,591	3,910
Fuel Charges	164	319	319	312
Information Technology	276,127	311,552	311,552	342,104
Liability Insurance	14,750	22,184	22,184	28,811
Medical Programs	-	20,327	20,327	17,422
Total Interfund Charges	\$ 349,411	\$ 407,134	\$ 407,134	\$ 445,232
Total Expenditures	\$ 1,362,048	\$ 1,545,299	\$ 1,563,783	\$ 1,686,831



Neighborhood Services 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. We are dedicated to a strong community policing ideology and strive to deliver the best possible police services in all we do. The Grand Junction Police Department provides a full range of high-quality policing services found in few departments our size including a bomb squad, a K-9 program, a school resource officer and university-based campus police program, SWAT and Drug Task Force assignments, and various other collateral duties.

Department Personnel

POLICE PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Chief of Police			
Police Chief	1.00	1.00	1.00
Community Outreach Specialist	0.00	0.00	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 Specialist	0.00	0.00	1.00
Police Operations			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	4.00	4.00	5.00
Police Sergeant	11.00	12.00	12.00
Corporal	7.00	8.00	9.00
Police Officer	69.00	74.00	79.00
Police Services Technician	6.00	6.50	6.00
Parking Compliance Officer	1.00	1.00	2.00
Victims Services Coordinator	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
Police Services			
Deputy Police Chief	1.00	1.00	1.00
Police Commander	2.00	2.00	2.00
Police Sergeant	5.00	5.00	6.00
Corporal	1.00	0.00	0.00
Crime Lab Supervisor	1.00	1.00	1.00
Criminalist	3.00	3.00	2.00
Digital Forensic Analyst	0.00	1.00	2.00
Police Officer	15.00	16.00	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
Police Services Technician	4.00	4.00	3.00
Police A/V Technician	1.00	0.00	0.00
Lead Evidence Technician	0.00	0.00	1.00
Evidence Technician	3.00	3.00	4.00
Lead Records Specialist	0.00	0.00	1.00
Police Records Specialist	7.00	7.00	7.00
Code Compliance Officer	1.00	1.00	2.00
Sr. Administrative Assistant	0.50	0.50	0.50
Administrative Assistant	1.75	1.75	1.75
Comm Center			
Comm Center Manager	1.00	1.00	1.00
Comm Center Projects Manager	1.00	0.00	0.00

POLICE PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Dispatch Shift Supervisor	7.00	7.00	7.00
QA Training Supervisor	0.00	1.00	1.00
Systems/Network Analyst	2.00	0.00	0.00
Quality Assurance Analyst	1.00	1.00	1.00
911 Dispatcher	38.00	38.00	38.00
911 Call Taker	0.00	5.00	5.00
Sr. Administrative Assistant	0.50	0.50	0.50
A/V Technician	0.50	0.50	0.50
Total Positions	206.25	216.75	229.25

Department Expenditures

POLICE DEPARTMENT				
DIVISION	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Chief of Police	\$ 507,116	\$ 1,217,569	\$ 1,217,569	\$ 2,575,932
Police Operations	13,762,334	15,804,666	15,299,178	17,342,177
Police Services	8,153,813	8,204,056	8,189,182	8,825,292
Communication Center	6,430,170	7,387,502	7,755,798	7,429,729
Total Expenditures	\$ 28,853,433	\$ 32,613,793	\$ 32,461,727	\$ 36,173,130

Chief of Police

The Chief of Police is responsible for the overall leadership, coordination, and management of the Police Department. This office is also the liaison with other City Departments, City Manager, City Council, and other agencies.

2019 Accomplishments

- Perhaps the most notable accomplishment this year was the passage of Measure 2B in April, a first responder sales tax that allowed for additional funding to both the Police and Fire Departments. For the Police Department, its approval by Grand Junction voters paved the way to add much needed sworn and non-sworn personnel, along with increasing the patrol vehicle fleet
- Having begun in 2018, changes in recruiting methodology began paying dividends in 2019, ultimately resulting in the Department nearly reaching allocated staffing levels by the end of the calendar year. These changes, including a recruiting video that has gained nationwide recognition for its approach to non-traditional recruiting methodology, have attracted applicants both locally and nationally, and the overall streamlined process has allowed for a more efficient recruiting system
- To create a roadmap for the future of the agency, the Department held a two-day strategic planning workshop to set the 2019-2020 Strategic Plan, the first of its kind in recent history within the Department. This Strategic Plan was built through participation at all levels within the agency to promote buy-in and common goals, and resulted in a new vision, values and mission statement
- The Grand Junction Police Department became the first agency on the Western Slope to implement body cameras for uniformed personnel, in partnership with Axon. Using a system that also allows for digital evidence storage, the all-inclusive platform provides a strong chain of custody for video-based evidence and a better method to share information quickly with the District Attorney's office



2020 Objectives

In 2020, the Grand Junction Police Department intends to work both internally and externally to ensure we provide the highest level of customer service while creating a supporting and innovative work environment for our employees.

- Building on the recruiting successes of 2019, the Department continues to enhance recruiting efforts to address the new positions created from the passage of Measure 2B. Focusing on both sworn and non-sworn positions, additional efforts to create a unique branding process for the Grand Junction Regional Communications Center will begin in early 2020 and will complement the same process that occurred for sworn police recruiting in 2019
- The Department will continue to focus on physical and mental wellness for its employees. A grant was obtained in 2019 that allows for mental health ‘check-ups’ for sworn personnel, and non-sworn personnel were included through the Department’s own budget. In 2020, additional wellness-based efforts will begin to boost the peer support program, and options for other wellness initiatives, to include nutritional advising, will be provided for a holistic approach
- Personnel development will be a priority in 2020 with a strong focus on command-level training for the series of commanders, sergeants, and corporals that have been promoted within the last year, in addition to those to be promoted in 2020. Ensuring our leadership team has access to cutting-edge and progressive training methodology is an essential element of our leadership plan

Division Revenues and Expenditures

CHIEF OF POLICE BUDGET SUMMARY				
FUND-DIVISION 100-410	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 5,737	\$ -	\$ -	\$ -
Intergovernmental	-	486,500	486,500	1,363,396
Total Revenues	\$ 5,737	\$ 486,500	\$ 486,500	\$ 1,363,396
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 234,267	\$ 324,023	\$ 324,023	\$ 446,315
Overtime	1,025	-	-	-
Benefits	64,679	93,928	93,928	134,174
Taxes	16,910	15,662	15,662	32,919
Insurance	4,230	4,498	4,498	7,124
Other Compensation	1,154	1,200	1,200	1,200
Total Labor and Benefits	\$ 322,265	\$ 439,311	\$ 439,311	\$ 621,732
Operating Expenditures				
Contract Services	\$ 1,725	\$ 1,750	\$ 1,750	\$ 1,455
Equipment	-	-	-	50,000
Grants and Contributions	2,815	489,545	489,545	1,368,171
Operating Supplies	16,348	11,575	11,575	50,600
Professional Development	30,939	64,588	64,588	206,653
Total Operating Expenditures	\$ 51,827	\$ 567,458	\$ 567,458	\$ 1,676,879
Interfund Charges				
Liability Insurance	\$ 133,024	\$ 200,067	\$ 200,067	\$ 259,834
Medical Programs	-	10,733	10,733	17,487
Total Interfund Charges	\$ 133,024	\$ 210,800	\$ 210,800	\$ 277,321
Total Expenditures	\$ 507,116	\$ 1,217,569	\$ 1,217,569	\$ 2,575,932

Police Operations

The Operations Division of the Police Department includes Uniformed Patrol, Community Resource Unit (CRU), K-9 Unit, Colorado Mesa University (CMU) Campus Police, Parks Patrol, School Resource Officers, Street Crimes, Special Weapons and Tactics (SWAT), Traffic Team, and Code Compliance.

2019 Accomplishments

- 2019 marked the first year with a body-worn camera system for uniformed officers. Working with Axon Body Worn, all of the uniformed members of patrol, ranking from officer to sergeant, are now equipped with body cams to help capture information that can assist with investigations as well as provide an impartial level of clarity with concerns expressed by the public
- Although still working through significant staffing shortages this year, the Community Resources Unit has continued to work hard to maintain positive police-community partnerships, particularly through various programs and community engagement opportunities. In 2019, 45 CPTED (Crime Prevention Through Environmental Design) surveys and 54 community presentations were completed by this unit alone, reaching over 1,500 Citizens
- A second Code Compliance Officer was added, in anticipation of the funding mechanism provided by the passage of Measure 2B
- In 2019 the Co-responder team continued to have a positive impact within the community. The team treated over 47% of the individuals they contacted in place, and 85% of the individuals who required more in-depth treatment were transported to MindSprings as opposed to an emergency room. This shift in service has impacted the amount of time and money spent on ER visits and patrol officers' availability in a notable way
- The Department moved from an entirely seasonal parking enforcement/parks officer unit to a unit with two full time employees and three seasonal staff. This change will increase our efficiency and reduce the number of open recruitments and time spent training new employees
- A revised Memorandum of Understanding (MOU) was created with School District 51, committing both the police department and District 51 to continuing the successful school resource officer program well into the future



2020 Objectives

- The 2019-2020 Grand Junction Police Department's Strategic Plan will provide the focus for the Operations Division, particularly in 2020. Some of the key initiatives will focus on Intelligence-Led policing strategies to focus resources on areas that need police assistance the most, creating a technology committee to assess trends and needs particularly within Patrol, and developing police strategies that will take the Department forward in future years
- As staffing allows, 2020 will finally see some movement to specialty units beyond Patrol. Traffic and Street Crimes will be the first to be staffed partially, with the intent to continue to add personnel to better accomplish the respective missions of those units. Additionally, bolstering staff within the Community Resource Unit is a priority, as addressing issues within downtown Grand Junction and other challenges with vagrancy remain a priority
- The rank of Corporal will be better integrated into the leadership process of the organization, with the realization of the expansion of that rank into areas aside from patrol, namely the Community Resource Unit and Street Crimes. Additional leadership opportunities in these areas will increase the effectiveness of those units while developing staff at the same time

- The shooting range construction/remodel will begin in 2020, a long overdue series of enhancements that will increase capacity and safety for our officers and other agencies that use the range. Funding for this project is included in the .75% Sales Tax Fund.

Division Revenues and Expenditures

POLICE OPERATIONS BUDGET SUMMARY				
FUND-DIVISION 100-420	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 485,577	\$ 496,495	\$ 496,495	\$ 636,942
Intergovernmental	445,971	590,534	548,122	-
Fines and Forfeitures	140,250	-	-	-
Other	298	6,100	6,100	7,100
Total Revenues	\$ 1,072,096	\$ 1,093,129	\$ 1,050,717	\$ 644,042
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 6,721,892	\$ 7,817,772	\$ 7,411,072	\$ 8,452,605
PT/Seasonal	71,730	90,001	90,001	23,070
Overtime	787,695	862,929	862,929	682,173
Benefits	2,001,965	2,463,785	2,263,785	2,520,286
Taxes	127,108	155,078	155,078	178,600
Insurance	211,004	224,371	224,371	216,738
Other Compensation	135,274	43,005	58,244	1,202
Total Labor and Benefits	\$ 10,056,668	\$ 11,656,941	\$ 11,065,480	\$ 12,074,674
Operating Expenditures				
Contract Services	\$ 254,965	\$ 410,734	\$ 422,786	\$ 115,916
Equipment	478,360	451,359	506,080	788,969
Equipment Maintenance	693	3,045	3,045	3,000
Grants and Contributions	1,161	2,030	2,030	10,530
Operating Supplies	48,483	63,477	82,677	53,310
Professional Development	11,628	24,250	24,250	23,320
Rent	33,321	33,698	33,698	35,194
Repairs	14,328	10,323	10,323	14,250
Uniforms and Gear	115,852	118,620	118,620	184,138
Total Operating Expenditures	\$ 958,791	\$ 1,117,536	\$ 1,203,509	\$ 1,228,627
Interfund Charges				
Comm Center	\$ 2,214,258	\$ 2,358,738	\$ 2,358,738	\$ 2,567,550
Fleet	396,724	389,196	389,196	530,748
Fuel Charges	132,528	133,997	133,997	132,946
Information Technology	3,365	7,832	7,832	4,268
Medical Programs	-	140,426	140,426	143,364
Total Interfund Charges	\$ 2,746,875	\$ 3,030,189	\$ 3,030,189	\$ 3,378,876
Capital Outlay				
Capital Equipment	\$ -	\$ -	\$ -	\$ 660,000
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 660,000
Total Expenditures	\$ 13,762,334	\$ 15,804,666	\$ 15,299,178	\$ 17,342,177

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.

2019 Accomplishments

- In 2019, the Department received a renewal of a grant for Battle West Auto Theft Task Force. This grant continues to supply funding for the GJPD to partner with surrounding agencies with necessary funds to combat auto thefts throughout the western slope. Battle West obtained a bait trailer which has been instrumental in identifying and arresting several suspects who were responsible for numerous theft series cases
- Along with Battle West Partners, GJPD was able to receive funding from the seized funds board to install nine more Automatic License Plate Reader (ALPR) cameras on the I-70 corridor as well as Highway 50 to track stolen vehicles as well as vehicles associated with other crimes around the valley
- Investigations detectives were involved in many substantial cases in 2019 to include five Critical Incident Response Team callouts, two homicides, many sex crimes and a series of property crimes
- Detectives were able to achieve convictions in court on several person/property cases to include multiple high-profile homicide cases. These resulted in lengthy prison sentences for the defendants in these cases
- Volunteer Services coordinated a 10-week Citizens Police Academy, as well as an 8-week Latino Citizens Police Academy. They also hosted three CMU interns who are criminal justice majors
- In April of 2019, the position of a Lead Evidence Technician was created to assist with oversight and other technical matters in the Property/Lab Section. Additionally, two new Evidence Technicians were added in the Summer of 2019
- Audits of the property room, in particular the safe, firearms and narcotics storage areas were completed and all items were successfully accounted for. Additional audits, more frequent in nature, will continue in 2020
- Through forfeiture funds coordinated through the Mesa County Forfeiture board, a narcotics incinerator was purchased and has been used frequently to reduce the backlog of pending narcotics-related evidence destruction orders within property
- The Professional Standards Unit (PSU) has been increasing the efforts to hire sworn personnel without compromising the vetting process. As of December 2019, all 124 sworn positions within the police department are filled, although many are in the process of either academy or field training. A new recruiting video and a streamlined recruiting process were essential in these efforts, and efforts to recruit lateral/certified officers have resulted in several successful hires in 2019



2020 Objectives

- In alignment with the GJPD's 2019-2020 Strategic Plan, the Professional Standards Unit will seek to organize specific training tracks for positions within the organization, such as patrol, detective, SWAT, and so forth. Having a formal plan will help with career development while ensuring the Department meets the goals of specific positions
- As part of the Grand Junction Police Departments Strategic Plan the Department would like to create an "Intel Hub" which would allow for better utilization of the Department's Intel Officer and Crime Analyst. Looking later into the year, the possibility of using real-time video evidence and other data analytics that align with the Intelligence-Led Policing project could allow us to approach crime trends in a more effective manner City wide
- As staffing levels continue to increase, Investigations will partner with the Community Resources Unit in Patrol to work collaboratively on crime prevention seminars and trainings to better respond to the needs of our Citizens

- Within the Department's Crime Lab, a formal Forensic Investigator training plan began in 2019, which will continue into 2020. Additionally, staffing permitting, it is hoped that the Forensic Investigator training plan will be expanded to Patrol in 2020
- The GJPD will also host two crime scene trainings in 2020: Blood Spatter Analysis and Shooting Reconstruction. Hosting regional/state training sessions will continue to be a goal of other specialty sections with the agency

Division Revenues and Expenditures

POLICE SERVICES BUDGET SUMMARY				
FUND-DIVISION 100-430	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 75,808	\$ 34,500	\$ 34,500	\$ 37,950
Intergovernmental	200,860	57,481	67,856	-
Fines and Forfeitures	149,920	8,500	8,500	34,000
Licenses and Permits	1,760	1,500	1,500	1,500
Total Revenues	\$ 428,348	\$ 101,981	\$ 112,356	\$ 73,450
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 3,367,253	\$ 3,535,750	\$ 3,435,750	\$ 3,701,620
Overtime	310,631	286,101	286,101	279,068
Benefits	916,092	1,011,388	1,011,388	1,080,259
Taxes	141,194	161,526	161,526	166,074
Insurance	58,397	62,095	62,095	78,281
Other Compensation	35,959	4,359	16,241	38,645
Total Labor and Benefits	\$ 4,829,526	\$ 5,061,219	\$ 4,973,101	\$ 5,343,947
Operating Expenditures				
Charges and Fees	\$ 784	\$ 819	\$ 819	\$ 822
Contract Services	322,029	300,800	300,800	342,435
Equipment	217,669	157,568	160,937	181,155
Grants and Contributions	-	2,750	2,750	2,750
Operating Supplies	152,237	133,909	203,784	131,250
Professional Development	181,872	211,300	211,300	241,270
Rent	52,017	54,687	54,687	54,994
Repairs	3,538	7,303	7,303	7,150
Uniforms and Gear	4,673	5,500	5,500	3,675
Utilities	738	-	-	-
Total Operating Expenditures	\$ 935,557	\$ 874,636	\$ 947,880	\$ 965,501
Interfund Charges				
Fleet	\$ 150,786	\$ 175,050	\$ 175,050	\$ 201,564
Fuel Charges	28,460	30,202	30,202	27,631
Information Technology	1,982,671	1,991,806	1,991,806	2,214,603
Medical Programs	-	71,143	71,143	72,046
Total Interfund Charges	\$ 2,161,917	\$ 2,268,201	\$ 2,268,201	\$ 2,515,844
Capital Outlay				
Capital Equipment	\$ 226,813	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 226,813	\$ -	\$ -	\$ -
Total Expenditures	\$ 8,153,813	\$ 8,204,056	\$ 8,189,182	\$ 8,825,292

Communications Center

The Grand Junction Regional Communication Center (GJRCC) is the combined public safety answering point for 9-1-1 in Mesa County. In 2019, they handled over 330,000 (inbound and outbound) telephone calls, 132 (as of November) text messages and dispatched over 144,038 (as of November) incidents to the eleven-law enforcement and fourteen Fire/EMS user agencies of the GJRCC.

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



2019 Accomplishments

- Completed the third re-certification of APCO's Project 33 in 2019. Project 33 is a formal mechanism to certify our training program by meeting APCO American National Standards (ANS)
- Provided on-scene support for two fire and 12 law incidents, which include residential structure fires, Country Jam and several SWAT incidents
- Nine telecommunicators were hired in 2019, with five completing their call-take training and successfully moving on to dispatch training. Eight telecommunicators are currently in various stages of training
- Efforts continued to recruit 9-1-1 call takers. Those efforts were driven by expanding our social media outreach to the community and setting up recruitment booths at the Mesa County Fair, Fruita Farmers Market, and Grand Junction Market on Main events
- The Training/Quality Assurance (QA) supervisor was selected and will be promoted in early 2020. This position will be critical in training and policy issues
- Construction was completed on the new Grand Mesa Tower
- Completed the remodel of the Communications Center administrative area to make room for the Training/QA Supervisor, creating three offices in total to allow for expansion after the passage of 2B

2020 Objectives

- Research new ways to look for potential applicants and complete a recruitment video specific to the Communication Center
- Complete the training of 33 telecommunicators so the first phase of the Specialized Dispatching can begin.
- Focus on mental health and wellness of Communications Center staff by providing education pieces on stress and health management
- The Training/Quality Assurance (QA) supervisor will begin the development of the program to include a formal process for reviewing calls for service, dispatching and management of the incident
- Integrate Text-to-911 into the CAD system for seamless processing of text messages
- Provide a CAD to CAD connection between the GJRCC and Garfield County 9-1-1. This will provide the capability to create calls for each other with the potential of providing dispatch services if a catastrophic event occurs at one of the centers

Division Revenues and Expenditures

COMMUNICATIONS CENTER BUDGET SUMMARY				
FUND-DIVISION 405-430	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 1,868,500	\$ 1,947,721	\$ 1,947,721	\$ 2,152,381
Intergovernmental	114,417	-	-	210,500
Fines and Forfeitures	48,757	-	-	-
Interfund Revenue	2,643,315	2,819,062	2,819,062	3,083,709
Other	3,499	2,799	2,799	2,799
Interest	-	5,491	-	7,100
Total Revenues	\$ 4,678,488	\$ 4,775,073	\$ 4,769,582	\$ 5,456,489
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 2,580,677	\$ 2,866,007	\$ 2,866,007	\$ 3,178,835
PT/Seasonal	12,395	36,801	36,801	-
Overtime	588,872	421,592	421,592	421,594
Benefits	670,041	922,060	922,060	880,073
Taxes	232,416	234,355	234,355	259,432
Insurance	18,195	18,858	18,858	44,353
Other Compensation	19,601	-	-	24,033
Total Labor and Benefits	\$ 4,122,196	\$ 4,499,673	\$ 4,499,673	\$ 4,808,320
Operating Expenditures				
Contract Services	\$ 40,057	\$ 80,285	\$ 80,285	\$ 74,032
Equipment	114,948	100,993	100,993	84,500
Grants and Contributions	2,334	1,015	1,015	36,400
Operating Supplies	27,680	38,570	38,570	36,250
Professional Development	69,277	85,633	85,633	94,400
Rent	31,419	21,201	21,201	32,494
Repairs	10,431	34,015	34,015	30,614
Uniforms and Gear	2,333	2,538	2,538	-
Utilities	80,333	96,933	96,933	113,650
Total Operating Expenditures	\$ 378,812	\$ 461,183	\$ 461,183	\$ 502,340
Interfund Charges				
Administrative Overhead	\$ 318,698	\$ 332,503	\$ 332,503	\$ 344,109
Facility	57,418	57,418	57,418	60,316
Fleet	38,600	44,060	44,060	59,050
Fuel Charges	3,919	3,901	3,901	3,815
Information Technology	918,676	1,295,710	1,295,710	1,148,906
Liability Insurance	4,204	6,323	6,323	8,212
Medical Programs	-	52,731	52,731	59,661
Total Interfund Charges	\$ 1,341,515	\$ 1,792,646	\$ 1,792,646	\$ 1,684,069
Capital Outlay				
Communication Systems	\$ 587,649	\$ 634,000	\$ 1,002,296	\$ 435,000
Total Capital Outlay	\$ 587,649	\$ 634,000	\$ 1,002,296	\$ 435,000
Total Expenditures	\$ 6,430,170	\$ 7,387,502	\$ 7,755,798	\$ 7,429,729



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FIRE

The Grand Junction Fire Department (GJFD) is the premier provider of fire, emergency medical services (EMS) and life safety services in Western Colorado. Our team of dedicated professionals serves a population of over 83,000 within a first response service area of 77 square miles and an ambulance service area of over 649 miles. Annually, the department responds to over 16,300 calls for service. The GJFD is virtually a self-sufficient department and provides a variety of services including fire suppression, emergency medical services, technical rescue, wildland fire team, hazardous material mitigation, bomb team, fire prevention, fire investigation, emergency management, training and community outreach.



The Fire Department's guiding principles are:

- **Purpose** – Taking care of people and property
- **Mission** – Excellence in service through integrity, dedication, efficiency, and unity
- **Vision** – To be role models for the community, our visitors, and the profession through character-driven leadership in our daily pursuit to uphold the integrity of the fire service, create new and innovative traditions, and leave a legacy for future generations

Department Personnel

FIRE PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Fire Administration			
Fire Chief	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	2.00	2.00
Finance Technician	1.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00
Emergency Operations			
Deputy Fire Chief	1.00	1.00	1.00
Administrative Fire Officer	4.00	4.00	4.00
Fire Unit Supervisor	15.00	15.00	18.00
EMS Officer	3.00	3.00	3.00
Fire Engineer	15.00	15.00	18.00
Firefighter/Paramedic	33.00	33.00	36.00
Paramedic	6.00	6.00	6.00
Firefighter	35.00	35.00	41.00
EMT	7.00	6.00	6.00
Non-Emergency Services			
Deputy Fire Chief	0.00	1.00	1.00
Administrative Fire Officer	1.00	1.00	1.00
Fire Marshal	1.00	1.00	1.00
Training Officer	1.00	1.00	2.00
Fire Prevention Specialist	3.00	3.00	3.00
Community Outreach Specialist	2.00	2.00	2.00
Fire Inspector/Investigator	0.00	1.00	2.00
Equipment Technician/Quarter Master	0.00	0.00	1.00
Total Positions	131.00	132.00	150.00

Fire Department Expenditures

DIVISION	FIRE DEPARTMENT			
	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Fire Administration	\$ 1,091,972	\$ 1,191,418	\$ 1,201,398	\$ 1,410,447
Fire Emergency Operations	15,388,935	16,620,704	17,480,967	17,930,850
Fire Non-Emergency Operations	1,065,217	1,467,295	1,467,295	1,816,590
Total Expenditures	\$ 17,546,124	\$ 19,279,417	\$ 20,149,660	\$ 21,157,887

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.

2019 Accomplishments

- Completed the hiring process for a new Deputy Fire Chief of Operations
- Developed comprehensive recruitment and hiring program
- Initiated process to update all department Standard Operating Policies
- Completed Fire Station #6 schematic design, construction management/general contractor award
- Hosted the 2019 International Association of Fire Chief's Divisional Conference
- Completed promotion/recruitment process for Battalion Chief

2020 Objectives

- Continue accreditation process through Center for Public Safety Excellence by:
 - ✓ Move to applicant level status
 - ✓ Complete comprehensive Strategic Plan for 2020-2024
 - ✓ Complete the Community Risk Reduction and Standard of Cover documents identifying all associated risks within the City.
 - ✓ Develop a comprehensive program appraisal document for all fire divisions
- Complete command and supervisor promotion/recruitment processes
- Complete construction of Fire Station #6
- Complete recruitment and hiring for Fire Station #6
- Recruit and hire Quartermaster/Equipment Technician (First Responder Tax position)
- Remodel Fire Administration for addition of First Responder Tax administrative positions
- Add security to Fire Administration front office
- Finalize planning process and location for next fire station
- Join the Colorado Firefighter Heart and Cancer Trust

Division Revenues and Expenditures

FIRE ADMINISTRATION BUDGET SUMMARY				
FUND-DIVISION 100-510	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 1,920,809	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000
Other	-	-	-	500
Total Revenues	\$ 1,920,809	\$ 1,900,000	\$ 1,900,000	\$ 1,900,500
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 247,645	\$ 280,129	\$ 280,129	\$ 328,319
Benefits	65,514	79,701	79,701	104,981
Taxes	9,380	12,211	12,211	15,561
Insurance	13,635	14,499	14,499	6,797
Other Compensation	577	601	601	601
Total Labor and Benefits	\$ 336,751	\$ 387,141	\$ 387,141	\$ 456,259
Operating Expenditures				
Charges and Fees	\$ 5,321	\$ 4,296	\$ 4,296	\$ 15,545
Contract Services	4,429	200	10,180	9,162
Equipment	-	-	-	52,000
Operating Supplies	12,014	7,000	7,000	7,500
Professional Development	11,915	9,000	9,000	8,100
Utilities	499	537	537	483
Total Operating Expenditures	\$ 34,178	\$ 21,033	\$ 31,013	\$ 92,790
Interfund Charges				
Facility	\$ 88,683	\$ 82,433	\$ 82,433	\$ 84,245
Information Technology	615,724	657,713	657,713	718,170
Liability Insurance	16,636	25,021	25,021	32,496
Medical Program	-	18,077	18,077	26,487
Total Interfund Charges	\$ 721,043	\$ 783,244	\$ 783,244	\$ 861,398
Total Expenditures	\$ 1,091,972	\$ 1,191,418	\$ 1,201,398	\$ 1,410,447



View of Rosevale Fire

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 a number of emergent activities that need to be carried out simultaneously. In addition to extinguishing the fire, firefighters perform multiple types of rescue and provide medical care and victim assistance. After the fire, further loss is minimized by covering or removing personal property.

Emergency and non-emergency medical and ambulance services are provided for the Citizens of Grand Junction, the Grand Junction Rural Fire Protection District, and the Glade Park area. All fire apparatus and ambulances have trained personnel and necessary equipment to provide basic and advanced life support.



Regulated hazardous materials are stored and transported through our community on a daily basis. 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 a number of specialty teams including: Hazardous Materials Response, Technical Rescue (high/low angle, confined space, trench, swift water, and ice rescue), Wildland Firefighting and a joint bomb team with the Grand Junction Police Department.

2019 Accomplishments

- Purchase and delivery of two clean-cab engines to minimize exposure to carcinogens
- Purchase and delivery of one new brush engine
- Purchase of new carcinogen reduction bunker gear for 30 firefighters
- Purchase of new carcinogen reducing fire protective hoods for all firefighters
- Improved monthly turnout times from 45% compliant on EMS calls to 75% compliant on all turnout times
- Purchased three new battery powered extrication tools to replace outdated equipment
- Replacement & re-chassis of two ambulances
- Completed phase 2 of 3 of the portable radio replacements
- Updated air monitoring equipment for advanced monitoring by the Haz-Mat Response Team
- Two additional ambulances (Ambulance 9 & 10) added to the ambulance fleet
- Implemented specialty station assignments for emergency response personnel

2020 Objectives

- Implementation of a peak call volume ambulance on a 40-hour per week schedule
- Evaluation/Implementation of squad vehicle to help with increase in call load
- Continue to work with Western Colorado Community College in the development of a Fire Science Degree
- Begin addition of new vehicle exhaust removal systems at fire stations
- Realign station boundaries with the addition of station #6
- Begin service delivery from Fire Station #6
- Replace phase the first of two all-terrain vehicles
- Add updated vehicle extrication equipment to fire apparatus
- Order a new engine to replace an older outdated apparatus
- Add a 6th 24-hour Ambulance into response system
- Purchase additional McGrath Video Laryngoscopes

- Complete phase 3 of 3 for mobile vehicle radio replacements
- Replace specialized high-lift air bags for vehicle extrication
- Start annual fire hose replacement program
- Update specialized wildland firefighting equipment

Division Revenues and Expenditures

FIRE EMERGENCY OPERATIONS BUDGET SUMMARY				
FUND-DIVISION 100-520	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 4,071,759	\$ 4,034,549	\$ 3,998,224	\$ 4,519,883
Intergovernmental	143,616	120,050	230,050	226,025
Interest	425	-	-	-
Total Revenues	\$ 4,215,801	\$ 4,154,599	\$ 4,228,274	\$ 4,745,908
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 8,187,629	\$ 8,600,257	\$ 8,467,257	\$ 9,714,387
PT/Seasonal	3,627	-	-	15,645
Overtime	1,066,520	683,095	683,095	553,085
Benefits	2,484,473	2,700,974	2,700,974	3,056,907
Taxes	127,248	138,081	138,081	150,530
Insurance	379,899	403,963	403,963	280,930
Other Compensation	39,019	120,586	121,889	94,895
Pensions	424,262	417,150	417,150	417,150
Total Labor and Benefits	\$ 12,712,677	\$ 13,064,106	\$ 12,932,409	\$ 14,283,529
Operating Expenditures				
Charges for Services	\$ 97,470	\$ 102,300	\$ 102,300	\$ 102,300
Contract Services	246,839	232,800	238,800	251,330
Equipment	239,238	470,182	541,229	614,010
Fuel	4,747	2,000	2,000	1,800
Operating Supplies	234,275	257,980	251,980	252,872
Professional Development	10,742	57,300	57,300	52,420
Repairs	59,839	44,250	44,250	36,000
System Maintenance	4,704	10,000	10,000	9,000
Uniforms and Gear	109,821	103,000	103,000	92,700
Utilities	16,341	17,023	17,023	14,223
Total Operating Expenditures	\$ 1,024,016	\$ 1,296,835	\$ 1,367,882	\$ 1,426,655
Interfund Charges				
Comm Center	\$ 429,057	\$ 460,324	\$ 460,324	\$ 516,159
Departmental Services	4,824	4,955	4,955	5,089
Facility	98,284	99,051	99,051	117,980
Fleet	857,136	846,563	846,563	1,236,085
Fuel Charges	106,826	100,176	100,176	102,317
Medical Programs	-	189,720	189,720	191,217
Total Interfund Charges	\$ 1,496,127	\$ 1,700,789	\$ 1,700,789	\$ 2,168,847
Capital Outlay				
Capital Equipment	\$ 156,115	\$ 558,974	\$ 1,479,887	\$ 51,819
Total Capital Outlay	\$ 156,115	\$ 558,974	\$ 1,479,887	\$ 51,819
Total Expenditures	\$ 15,388,935	\$ 16,620,704	\$ 17,480,967	\$ 17,930,850

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 in order 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.

2019 Accomplishment

- Adopted and Implemented International Fire Code (2018 ed.) in the City and GJRFPD
- Updated majority of Contractor/Engineering/Architectural Guidance Documents to 2018 IFC
- Modernization and creation of Fire Prevention Standard Operating Procedures
- Implemented interim on-call status for Fire Investigators
- Created Concept plan and partial implementation for Fire Inspection Implementation based on NFPA 1730 (Phase 1 of 3)
- Filled Fire Prevention Specialist Vacancy
- Hired second Training Officer (First Responder Tax position)
- Completed Recruit Fire Academy with graduation of 10 personnel
- Completed construction of Fire Training Building/Tower
- Implementation of training records management software



- Established Social Work program with Intern from CMU
- Completed Biannual Review and adoption of the City Emergency Operations Plan



2020 Objectives

- Process all open burning permits through the Mesa County Health Department online system
- Knox Secure Key System implementation and installation in apparatus (Phase 1)
- Review and budget for new Fire Prevention software (inspections, plan reviews and pre-planning)
- Recruit and hire Fire Inspector/Investigator (First Responder Tax position)
- Fire Investigations (core team) internal to fire prevention group with on-call funding/status
- Create concept plan and partial implementation for fire inspection implementation based on NFPA 1730 (Phase 2 of 3)
- Delivery of in-house EMT program to enhance recruitment program
- Provide fire academy for up to 20 new firefighters includes First Responder Tax positions
- Fire Training Center infrastructure and prop completion
- Develop training plan based on NFPA minimum company standards
- Complete fire training manual updates
- Buy-back reserve fire apparatus for training division and recruit fire academy training
- Begin development of comprehensive Continuity of Operations Plan (COP) for the City

Division Revenues and Expenditures

FIRE NON-EMERGENCY SERVICES BUDGET SUMMARY				
FUND-DIVISION 100-530	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 30	\$ -	\$ -	\$ -
Licenses and Permits	95,413	76,812	76,812	104,217
Total Revenues	\$ 95,443	\$ 76,812	\$ 76,812	\$ 104,217
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 611,163	\$ 843,802	\$ 843,802	\$ 1,010,270
PT/Seasonal	13,956	14,560	14,560	40,881
Overtime	40,729	82,431	82,431	116,789
Benefits	154,320	236,135	236,135	268,981
Taxes	27,114	40,079	40,079	42,643
Insurance	23,049	24,510	24,510	22,421
Other Compensation	38,429	32,097	32,097	1,202
Total Labor and Benefits	\$ 908,760	\$ 1,273,614	\$ 1,273,614	\$ 1,503,187
Operating Expenditures				
Charges and Fees	\$ 928	\$ 937	\$ 937	\$ 1,009
Contract Services	3,897	4,700	4,700	9,045
Equipment	1,859	-	-	-
Operating Supplies	15,393	18,550	18,550	16,695

**FIRE NON-EMERGENCY SERVICES
BUDGET SUMMARY**

FUND-DIVISION 100-530	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Professional Development	117,222	144,684	144,684	148,706
Repairs	661	1,000	1,000	900
Total Operating Expenditures	\$ 139,960	\$ 169,871	\$ 169,871	\$ 176,355
Interfund Charges				
Fleet	\$ 14,569	\$ 21,225	\$ 21,225	\$ 10,678
Fuel Charges	1,928	2,585	2,585	2,523
Total Interfund Charges	\$ 16,497	\$ 23,810	\$ 23,810	\$ 13,201
Capital Outlay				
Capital Equipment	\$ -	\$ -	\$ -	\$ 123,847
Total Capital Outlay	\$ -	\$ -	\$ -	\$ 123,847
Total Expenditures	\$ 1,065,217	\$ 1,467,295	\$ 1,467,295	\$ 1,816,590



New Fire Apparatus

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 in the general fund, and Solid Waste in the solid waste fund.

Department Personnel

PUBLIC WORKS PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Public Works Administration			
Public Works Director	1.00	1.00	1.00
Engineering			
Engineering Manager	1.00	0.00	0.00
Project Engineer	2.00	3.00	6.00
City Surveyor	1.00	1.00	1.00
Engineering Specialist	1.00	1.00	0.00
Sr. Engineering Technician	1.00	1.00	1.00
Development Inspector	1.00	1.00	1.00
Survey Technician	1.00	1.00	1.00
Engineering Technician	1.00	1.00	1.00
Construction Inspector	1.00	2.00	3.00
Transportation Engineering			
Engineering Program Supervisor	1.00	1.00	1.00
Traffic Supervisor	1.00	1.00	1.00
Transportation Systems Analyst II	1.00	1.00	1.00
Transportation System Analyst	1.00	1.00	1.00
Traffic Crew Leader	2.00	2.00	2.00
Traffic Signal Technician	1.00	1.00	1.00
Traffic Technician	4.00	4.00	4.00
Administrative Assistant	0.75	0.75	0.75
Stormwater			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Stormwater Inspector	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Streets			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	4.00	4.00	3.00
Equipment Operator	6.00	5.00	4.00
Administrative Assistant	1.00	1.00	1.00
Solid Waste			
Streets and Solid Waste Manager	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Crew Leader	1.00	1.00	1.00
Specialty Equipment Operator	10.00	10.00	10.00
Total Positions	56.75	56.75	57.75

Department Expenditures

DIVISION	PUBLIC WORKS			
	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Public Works Administration	\$ 207,591	\$ 216,426	\$ 216,426	\$ 252,438
5-2-1 Drainage Authority	-	67,377	67,377	250,000
Engineering	1,390,895	1,681,502	1,685,867	1,938,720
Transportation Engineering	3,220,370	3,388,269	3,266,908	3,293,982
Street Systems	1,794,777	1,760,811	1,777,870	1,705,279
Stormwater	1,613,368	1,863,805	1,865,963	1,933,726
Solid Waste	4,301,181	4,472,297	4,472,297	4,477,470
Total Expenditures	\$ 12,528,182	\$ 13,450,487	\$ 13,352,708	\$ 13,881,615

Public Works Administration

Public Works Administration only includes the Director. In 2018 the Public Works and Utilities Director position was split into a Public Works Director and then Utilities was provided a Utilities Director position.

The focus of the position is leading and directing the department. 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 Health and Environment, Mesa County, City of Fruita, Town of Palisade, Grand Valley Drainage District and a myriad of utility companies.

Division Revenues and Expenditures

PUBLIC WORKS ADMINISTRATION BUDGET SUMMARY				
FUND-DIVISION 100-600	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salary/Wages	\$ 112,940	\$ 115,408	\$ 115,408	\$ 132,938
Benefits	27,213	28,999	28,999	32,826
Taxes	8,623	8,870	8,870	10,203
Insurance	194	206	206	12,407
Other Compensation	4,729	2,567	2,567	2,852
Total Labor and Benefits	\$ 153,699	\$ 156,050	\$ 156,050	\$ 191,226
Interfund Charges				
Facility	\$ 32,802	\$ 31,551	\$ 31,551	\$ 43,243
Information Technology	21,090	26,187	26,187	13,961
Medical Programs	-	2,638	2,638	4,008
Total Interfund Charges	\$ 53,892	\$ 60,376	\$ 60,376	\$ 61,212
Total Expenditures	\$ 207,591	\$ 216,426	\$ 216,426	\$ 252,438

5-2-1 Drainage Authority

In June 2004 Mesa County, the cities of Fruita and Grand Junction, the Town of Palisade and the Grand Junction Drainage District (aka Grand Valley Drainage District or GVDD) formed the 5-2-1 Drainage Authority. The 5-2-1 Drainage Authority is commonly referred to as the 5-2-1.

The 5-2-1 was created to, among other things, study drainages, plan for and develop drainage structures and facilities necessary to accommodate drainage water, and manage storm water discharges from new and/or existing facilities all in accordance with discharge permits issued by the Colorado Department of Public Health and Environment and applicable State and Federal law.

For a number of years, the 5-2-1 and its contracted manager, presently the City, administered the discharge permits; however, the 5-2-1 was not able to develop a mechanism for capital funding for the construction of facilities. Because the 5-2-1 had not been successful with that aspect of its mission and purpose, the 5-2-1 determined that the permit inspection and administration functions may be more effectively managed by technical staff of each entity or by contract with Mesa County. Each of the participating agencies adopted a resolution to terminate the 5-2-1 and therefore on December 19, 2019, the 5-2-1 board voted to terminate the 5-2-1 Drainage Authority effective March 31, 2020.

Following termination of the Intergovernmental Agreement (IGA) the staff of each entity, and as appropriate the governing bodies thereof, will determine whether to contract with Mesa County to inspect and permit stormwater facilities and discharges or instead each entity may assume those obligations.

Pursuant to the IGA and applicable law, certain steps are necessary to “wind up” the business of the 5-2-1 and accordingly it is the intention of the Board to complete those matters by no later than March 31, 2020.

Working towards communication outreach and engagement, since 2010, the 5-2-1 Drainage Authority has contracted with the City for administration and meeting the stormwater quality requirements for the Authority under the EPA’s Clean Water Act under permit through the Colorado Department of Health and Environment (CDPHE).

The Public Works Director serves as the manager of the 5-2-1 Drainage Authority, the City’s Development Inspector also looks after 5-2-1 stormwater permits along with a 3/4 time stormwater inspector. The City received \$200,000 annually to cover these roles and will receive \$50,000 for services through March 31, 2020. City Staff will continue to oversee placement of all of the public education and outreach, illicit discharge hot line, construction and post construction permitting and inspection oversight as well as auditing and training for the good housekeeping of municipal operations portion of the permit.

Division Revenues and Expenditures

5-2-1 DRAINAGE BUDGET SUMMARY				
FUND-DIVISION 100-340	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Expenditures</u>				
Labor and Benefits				
PT/Seasonal	\$ -	\$ 24,024	\$ 24,024	\$ -
Taxes	-	1,839	1,839	-
Total Labor and Benefits	\$ -	\$ 25,863	\$ 25,863	\$ -

**5-2-1 DRAINAGE
BUDGET SUMMARY**

FUND-DIVISION 100-340	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Operating Expenditures				
Contract Services	\$ -	\$ 28,500	\$ 28,500	\$ 250,000
Operating Supplies	-	1,500	1,500	-
Total Operating Expenditures	\$ -	\$ 30,000	\$ 30,000	\$ 250,000
Interfund Charges				
Information Technology	\$ -	\$ 11,514	\$ 11,514	\$ -
Total Interfund Charges	\$ -	\$ 11,514	\$ 11,514	\$ -
Total Expenditures	\$ -	\$ 67,377	\$ 67,377	\$ 250,000

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/treatment facilities, water supply/distribution/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.

2019 Accomplishments

- Street Maintenance on over 92 lane miles of the City street network
- 7th Street reconstruction from Orchard Avenue to Patterson
- Oversaw a pavement condition index (PCI) road survey which evaluated the City's current PCI and has helped project the next five years' worth of improvements
- Continued construction on Riverfront at Las Colonias Business Park Phase II which is 98% complete
- Finished design and started construction of the Las Colonias River Park
- Completed the Safe Routes to School improvements on Orchard Ave. between Mesa Ave and 29 Road to benefit Nisley Elementary as well as improvements on 29 1/4 Road to the benefit of Bookcliff Middle School
- Replaced curb, gutter, and sidewalk
- Completed the Horizon Drive Pedestrian improvements adding three crosswalks between I-70 and G Road
- Completed construction of F 1/2 Road Bridge over Lewis Wash
- Completed sewer line replacements throughout the collection system in south downtown areas
- Completed design and started construction on the Kannah Creek Intake Reconstruction
- Completed design and constructed Sullivan Draw Flow Line Replacement
- Completed design and started construction on the Raw Water Line from Water Plant to Las Colonias.
- Completed design and constructed Raw Water Reservoir #3 Rehabilitation
- Completed construction on Persigo Wastewater Treatment Plant (WWTP) Diffuser
- Completed design and construction of Riverfront at Dos Rios Phase I
- Design 98% complete for Riverfront at Dos Rios Phase II
- Completed design and started construction with Mesa County on Orchard Ave from Normandy to 29 Road.
- Started Planning and Environmental Linkages (PEL) study with Mesa County for the I-70/29 Road Interchange
- Completed design and constructed the Monument Road Trail
- Completed design and started construction on the Whitewater Hill Fire Training Facility
- Started design on the new Fire Station #6

- Designed and constructed the South Side Interceptors rehabilitation.
- Continue to design and oversee construction of sewer department collection and interceptor system replacements, 23 Road Sewer Trunk Extension, and the Persigo WWTP diffuser

2020 Objectives

- Continue to improve the City's pavement condition by utilizing a number of pavement surface treatments, rehabilitations and reconstructions
- Finish design and complete construction on additional Lunch Loop Trailhead Improvements
- Complete construction of Riverfront at Las Colonias project
- Complete construction of the Las Colonias River Park
- Finish design and start construction of Riverfront at Dos Rios project Phase II
- Continue efforts to develop safe routes to school for Grand Avenue at 9th and 10th Street crosswalk improvements, as well as neighborhood connections with sidewalk along Pinyon Avenue and a 24 1/2 Rd crosswalk northwest of Grand Valley Transit along with Lorey Drive from Westlake Park to 1st Street, B 1/2 Road crossing at 27 1/2 Rd, B Road from 29 3/4 Rd to 29 7/8 Rd as well as ADA accessibility improvements at City Hall, Mesa County courthouse and Tope Elementary
- Complete design and construct Horizon Place Improvements.
- Form alley improvement district, design and construct alley improvements.
- Continue to replace deteriorating curb, gutter, and sidewalk
- Continue to design and oversee construction on water department dams, transmission and distribution system replacements as well as water treatment plant improvements such as the Kannah Creek Intake Reconstruction, Transmission Line Replacement, and distribution system replacements
- Continue to design and oversee construction of sewer department collection and interceptor system replacements, 23 Road Sewer Trunk Extension, and the Tiara Rado Force Main Replacement
- Continue design and oversee construction on CNG Gas Storage and enhanced fueling station
- Design and oversee construction of two electric vehicle charging stations at Las Colonias Park
- Design and construct Riverfront Trail repair southwest of Glacier Ice Arena
- Complete design and construct new Fire Station #6
- Design Fire Station #3 replacement
- Design and construct Suplezio stand repairs
- Projects resulting from the fall 2019 Ballot Measure 2A approval
 - Complete design and right of way acquisition on 24 Road Widening, G Road between 23 1/2 Road and 24 1/2 Road
 - Start design on the Riverside Parkway/Redlands Parkway Ramps Interchange Improvements and 24 Road Trail to Canyon View Park
 - Complete design and right of way acquisition on F 1/2 Road Parkway
 - Start design on F 1/2 Road between 30 Road and 30 3/4 Road
 - Start design on Patterson Road Capacity Improvements

Division Revenues and Expenditures

ENGINEERING BUDGET SUMMARY				
FUND-DIVISION 100-330	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 273,121	\$ 235,000	\$ 235,000	\$ 65,000
Licenses and Permits	23,475	20,000	20,000	23,000
Total Revenues	\$ 296,596	\$ 255,000	\$ 255,000	\$ 88,000
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 748,963	\$ 920,299	\$ 920,299	\$ 980,715
PT/Seasonal	123,888	84,024	84,024	37,921
Overtime	-	2,657	2,657	2,657
Benefits	175,905	248,764	248,764	215,477
Taxes	63,731	80,290	80,290	78,143
Insurance	6,618	7,036	10,324	15,862
Other Compensation	4,684	2,361	3,438	2,907
Total Labor and Benefits	\$ 1,123,789	\$ 1,345,431	\$ 1,349,796	\$ 1,333,682
Operating Expenditures				
Charges and Fees	\$ -	\$ 2,500	\$ 2,500	\$ -
Contract Services	27,843	29,000	29,000	270,450
Equipment	11,033	16,000	16,000	14,400
Operating Supplies	6,692	7,750	7,750	5,825
Professional Development	14,474	14,600	14,600	15,841
Repairs	1,374	2,000	2,000	11,020
Uniforms and Gear	208	600	600	580
Total Operating Expenditures	\$ 61,624	\$ 72,450	\$ 72,450	\$ 318,116
Interfund Charges				
Facility	\$ 4,269	\$ 1,806	\$ 1,806	\$ 4,021
Fleet	39,313	54,917	54,917	57,458
Fuel Charges	13,202	11,801	11,801	13,914
Information Technology	123,581	139,813	139,813	141,788
Liability Insurance	25,117	37,776	37,776	49,062
Medical Program	-	17,508	17,508	20,679
Total Interfund Charges	\$ 205,482	\$ 263,621	\$ 263,621	\$ 286,922
Total Expenditures	\$ 1,390,895	\$ 1,681,502	\$ 1,685,867	\$ 1,938,720

Transportation Engineering

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

Key functions of Transportation Engineering include:

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

Key functions of Traffic Operations include:

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

2019 Accomplishments

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

2020 Objectives

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

Division Revenues and Expenditures

TRANSPORTATION ENGINEERING BUDGET SUMMARY				
FUND-DIVISION 100-360	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 334,057	\$ 386,271	\$ 386,271	\$ 386,271
Other	3,298	-	-	-
Total Revenues	\$ 337,355	\$ 386,271	\$ 386,271	\$ 386,271
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 749,550	\$ 766,013	\$ 766,013	\$ 794,063
PT/Seasonal	28,704	25,003	25,003	8,827
Overtime	35,283	31,147	31,147	28,844
Benefits	201,076	219,960	219,960	206,083

**TRANSPORTATION ENGINEERING
BUDGET SUMMARY**

FUND-DIVISION 100-360	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Taxes	57,957	63,851	63,851	63,642
Insurance	16,688	17,745	18,384	17,896
Other Compensation	5,830	15,016	15,016	2,706
Total Labor and Benefits	\$ 1,095,088	\$ 1,138,735	\$ 1,139,374	\$ 1,122,061
Operating Expenditures				
Contract Services	\$ 553	\$ 500	\$ 500	\$ 450
Equipment	11,386	16,000	16,000	14,400
Insurance and Claims	1,000	-	-	-
Operating Supplies	8,247	7,675	7,675	6,908
Professional Development	6,905	12,450	12,450	12,200
Repairs	205,246	173,000	173,000	177,800
System Maintenance	170,324	172,000	172,000	170,000
Uniforms and Gear	1,539	1,600	1,600	1,440
Utilities	1,411,127	1,518,000	1,396,000	1,420,000
Total Operating Expenditures	\$ 1,816,327	\$ 1,901,225	\$ 1,779,225	\$ 1,803,198
Interfund Charges				
Facility	\$ 20,918	\$ 21,746	\$ 21,746	\$ 23,137
Fleet	106,614	118,324	118,324	137,355
Fuel Charges	24,052	23,597	23,597	23,079
Information Technology	151,363	155,848	155,848	152,373
Liability Insurance	6,008	9,036	9,036	11,735
Medical Programs	-	19,758	19,758	21,044
Total Interfund Charges	\$ 308,955	\$ 348,309	\$ 348,309	\$ 368,723
Total Expenditures	\$ 3,220,370	\$ 3,388,269	\$ 3,266,908	\$ 3,293,982

Street Systems

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, as well as winter snow removal. The City maintains 376 Highway User Tax eligible streets.

2019 Accomplishments

- Continued to use the street maintenance funding of \$6 Million through the passage of ballot measure 2B
- Crack-sealed, patched, chip-sealed, and fogged-sealed 680,241 square yards of streets (area 9 plus other overlays done in the past 5 years including half of Riverside Parkway)
- Completed spring clean-up of 2,442 tons of refuse
- Filled the new salt storage shed with salt over the summer (Est 1,100 tons' capacity of new shed)
- Patched potholes, and utility cuts using 400 tons of asphalt

2020 Objectives

- Continue to work to increase the City's Pavement Condition Index (PCI) from 69 to 73 by 2022
- Crack-seal maintenance area 10 (est. 575,000 sq. yards) and start on area 11 for 2020

- Crack-seal area for the HA5 product
- Chip-seal maintenance area 10 (21 road to 25 road, Hwy 6&50 North) And other overlays done in the past 5 years.
- Maintenance treatment for residential streets, and overlays done over the last 5 years

Division Revenues and Expenditures

STREETS BUDGET SUMMARY				
FUND-DIVISION 100-650	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 101,936	\$ 85,000	\$ 85,000	\$ 90,000
Total Revenues	\$ 101,936	\$ 85,000	\$ 85,000	\$ 90,000
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 515,964	\$ 500,618	\$ 500,618	\$ 394,655
PT/Seasonal	153,240	71,740	71,740	153,427
Overtime	6,549	22,050	22,050	22,271
Benefits	134,908	139,488	139,488	88,495
Taxes	48,852	45,488	45,488	43,644
Insurance	38,005	40,412	57,471	21,012
Other Compensation	1,313	1,316	1,316	1,045
Total Labor and Benefits	\$ 898,831	\$ 821,112	\$ 838,171	\$ 724,549
Operating Expenditures				
Contract Services	\$ 43,321	\$ 40,500	\$ 40,500	\$ 40,250
Cost of Goods Sold	63	-	-	-
Equipment Maintenance	700	500	500	450
Insurance and Claims	-	2,000	2,000	-
Operating Supplies	16,038	18,500	18,500	17,800
Professional Development	6,518	7,000	7,000	7,000
Rent	22,097	15,000	15,000	21,600
Repairs	15,789	18,000	18,000	18,000
System Maintenance	108,077	135,000	135,000	69,001
Uniforms and Gear	2,155	2,500	2,500	2,250
Utilities	-	500	500	-
Total Operating Expenditures	\$ 214,758	\$ 239,500	\$ 239,500	\$ 176,351
Interfund Charges				
Facility	\$ 40,350	\$ 42,007	\$ 42,007	\$ 51,665
Fleet	458,741	454,786	454,786	550,417
Fuel Charges	74,265	67,871	67,871	74,713
Information Technology	82,881	94,657	94,657	86,864
Liability Insurance	12,048	18,120	18,120	23,533
Medical Programs	-	22,758	22,758	17,187
Total Interfund Charges	\$ 668,285	\$ 700,199	\$ 700,199	\$ 804,379
Capital Outlay				
Capital Equipment	\$ 12,903	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 12,903	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,794,777	\$ 1,760,811	\$ 1,777,870	\$ 1,705,279

Stormwater/Street Sweeping

The City of Grand Junction Storm Water, and Street Sweeping Program includes residential and commercial street sweeping, the operation and maintenance of the stormwater drainage system infrastructure consisting of ditches, gutters, storm drain inlets, manholes and underground pipe in the city-wide storm drainage system. The City is also required to comply with State mandated regulations for stormwater quality requirements. It is our commitment to fulfill our stormwater customers' needs while complying with stormwater quality regulations, and meeting operation and maintenance obligations.

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 inspecting, 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.

2019 Accomplishments

- Installed new storm drainage system on Weslo Avenue between 25 Rd. and N. Westgate Dr. to resolve the problem of poor drainage
- Installed new irrigation system on Orchard Ave between 28 3/4 Rd and Melody Ln ahead of the Orchard Ave reconstruction project
- Performed 11 storm/irrigation pipe installations
- Responded to 45 stormwater violations
- Responded to over 147 sweeping requests from PD
- Provided street sweeping in support of the Spring Cleanup (2 weeks), chipseal (10 weeks and the leaf removal programs (9 weeks) and capital projects (1 week)
- Provided street sweeping services for 15 parades and special events
- Performed six passes citywide of normal street sweeping
- Removed 67 dead animals from the right-of-way

2020 Objectives

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

Division Revenues and Expenditures

STORMWATER BUDGET SUMMARY				
FUND-DIVISION 100-620	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 150	\$ -	\$ -	\$ -
Total Revenues	\$ 150	\$ -	\$ -	\$ -
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 600,056	\$ 651,293	\$ 651,293	\$ 656,777
PT/Seasonal	29,044	47,914	47,914	47,914
Overtime	32,208	22,116	22,116	22,337
Benefits	143,376	170,053	170,053	148,365
Taxes	48,078	55,200	55,200	55,640
Insurance	33,865	36,011	37,652	30,772
Other Compensation	5,850	1,619	2,136	1,589
Total Labor and Benefits	\$ 892,477	\$ 984,206	\$ 986,364	\$ 963,394
Operating Expenditures				
Charges and Fees	\$ 66,287	\$ 84,300	\$ 84,300	\$ 90,750
Contract Services	215,756	212,900	212,900	277,785
Equipment	5,068	2,000	2,000	3,000
Equipment Maintenance	1,049	300	300	300
Operating Supplies	15,796	16,400	16,400	18,100
Professional Development	2,869	6,500	6,500	5,350
Rent	36,895	37,000	37,000	40,000
Repairs	4,622	49,675	49,675	7,700
System Maintenance	14,731	18,700	18,700	18,400
Uniforms and Gear	1,224	2,300	2,300	1,850
Utilities	7,821	7,300	7,300	7,208
Total Operating Expenditures	\$ 372,118	\$ 437,375	\$ 437,375	\$ 470,443
Interfund Charges				
Facility	\$ 1,151	\$ 1,151	\$ 1,151	\$ 1,209
Fleet	235,741	282,447	282,447	349,589
Fuel Charges	44,760	44,387	44,387	43,865
Information Technology	52,677	72,369	72,369	68,239
Medical Programs	-	11,870	11,870	9,987
Utility Services	14,444	30,000	30,000	27,000
Total Interfund Charges	\$ 348,773	\$ 442,224	\$ 442,224	\$ 499,889
Total Expenditures	\$ 1,613,368	\$ 1,863,805	\$ 1,865,963	\$ 1,933,726

Solid Waste

The City's Solid Waste Department is a utility enterprise, funded with a minimum fund balance of \$600,000. Rates and rate changes are established by City Resolution. The fund's existence is to provide quality refuse collection to the Citizens of the community at a fair price.

Since 1996, the City's Solid Waste Department has provided automated refuse collection, and volume base rates to all residential customers within City limits. Commercial refuse collection is also available. In providing commercial service, the City competes with the private sector. Residential curbside recycling is also available. This service is provided through a contract with Grand Junction Curbside Recycling Indefinitely (GJCRI).

2019 Accomplishments

- Added 353 automated containers to weekly collection representing 2.25% growth over 2018
- Completed 4,302 work orders
- Recycled 2,231 tons of recyclables
- Added 505 sign-ups for curbside recycling customers over 2018
- Collected and landfilled 20,825 ton of garbage over 2018

2020 Objectives

- Continue to keep our resale markets during the China recycling market crisis
- Continue to grow current recycling program and reduce volumes at landfill
- Continue to be the residential trash provider of choice in new developments within the City limits
- Work on a pilot green waste program in future

Division Revenues and Expenditures

SOLID WASTE BUDGET SUMMARY				
FUND-DIVISION 302-640	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 4,342,109	\$ 4,452,441	\$ 4,452,441	\$ 4,661,991
Total Revenues	\$ 4,342,109	\$ 4,452,441	\$ 4,452,441	\$ 4,661,991
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 720,964	\$ 757,524	\$ 757,524	\$ 751,257
PT/Seasonal	-	988	988	1,061
Overtime	18,662	26,209	26,209	28,994
Benefits	189,728	202,104	202,104	207,180
Taxes	53,471	60,050	60,050	59,784
Insurance	94,281	100,253	100,253	34,955
Other Compensation	4,593	510	510	225
Total Labor and Benefits	\$ 1,081,699	\$ 1,147,638	\$ 1,147,638	\$ 1,083,456
Operating Expenditures				
Charges and Fees	\$ 624,473	\$ 788,500	\$ 788,500	\$ 742,000
Contract Services	747,350	767,183	767,183	785,813
Equipment	61,578	65,000	65,000	65,000
Equipment Maintenance	700	-	-	-
Operating Supplies	4,298	7,650	7,650	6,485
Professional Development	2,485	3,500	3,500	3,000
Repairs	14,868	19,000	19,000	17,000

**SOLID WASTE
BUDGET SUMMARY**

FUND-DIVISION 302-640	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Uniforms and Gear	1,746	1,800	1,800	1,620
Total Operating Expenditures	\$ 1,457,498	\$ 1,652,633	\$ 1,652,633	\$ 1,620,918
Interfund Charges				
Administrative Overhead	\$ 315,825	\$ 326,850	\$ 326,850	\$ 344,258
Facility	15,937	16,592	16,592	20,462
Fleet	720,331	786,682	786,682	881,147
Fuel Charges	105,815	113,259	113,259	105,439
Information Technology	19,072	23,576	23,576	24,369
Liability Insurance	23,001	34,593	34,593	44,927
Medical Programs	-	20,145	20,145	20,766
Utility Services	218,663	255,888	255,888	234,737
Total Interfund Charges	\$ 1,418,644	\$ 1,577,585	\$ 1,577,585	\$ 1,676,105
Capital Outlay				
Capital Equipment	\$ 251,382	\$ -	\$ -	\$ -
Total Capital Outlay	\$ 251,382	\$ -	\$ -	\$ -
Debt Service				
Principal	\$ 91,958	\$ 94,441	\$ 94,441	\$ 96,991
Total Debt Service	\$ 91,958	\$ 94,441	\$ 94,441	\$ 96,991
Total Expenditures	\$ 4,301,181	\$ 4,472,297	\$ 4,472,297	\$ 4,477,470



One of the City's CNG Trash Trucks



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PARKS AND RECREATION

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

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

Department Personnel

PARKS AND RECREATION PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Parks and Recreation Administration			
Parks and Recreation Director	1.00	1.00	1.00
Project Manager	0.00	1.00	0.00
Administrative Specialist	1.00	1.00	1.00
Sr. Administrative Assistant	1.00	1.00	1.00
Parks Operations			
Parks Superintendent	1.00	0.00	1.00
Parks Maintenance Supervisor	4.00	3.00	4.00
Cemetery Operations Supervisor	0.00	1.00	1.00
Parks Crew Leader	13.00	11.00	11.00
Irrigation Technician	1.00	1.00	1.00
Parks Equipment Operator	20.00	21.00	20.00
Sr. Administrative Assistant	1.00	1.00	1.00
Administrative Assistant	1.00	0.00	0.00
Recreation			
Parks and Recreation Deputy Director	0.00	1.00	0.00
Recreation Superintendent	1.00	0.00	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 Positions	54.00	52.00	52.00

Department Expenditures

DIVISION	PARKS AND RECREATION			
	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Parks Administration	\$ 815,296	\$ 1,017,972	\$ 1,127,972	\$ 1,001,801
Parks Operations	5,817,511	6,313,210	6,087,333	6,547,273
Recreation	2,154,308	2,295,473	2,297,291	2,482,854
Total Expenditures	\$ 8,787,115	\$ 9,626,655	\$ 9,512,596	\$ 10,031,928

Parks and Recreation Administration

Parks and Recreation 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.

2019 Accomplishments

- Received numerous donations and grant awards to further projects and programs:
 - Cemetery donation, \$25,000
 - GOCO grant matching funds for the River Recreation feature at Las Colonias Park
 - \$14,000 in grants and donations for shade structure over Lincoln Park Splash Pad
- Support of the Greater Grand Junction Sports Commission
- Groundbreaking event for the Las Colonias river recreation feature
- Serve as partner for GOCO School Yard Initiative grants for Nisley Elementary

2020 Objectives

- Connectedness through Community Building:
 - Continue facilitation of four internal advisory boards and the Parks Improvement Advisory Board
 - Complete Parks, Recreation and Open Space Master Plan update
 - Development of 501C3 foundation supporting Parks and Recreation
 - Increase distribution of seasonal activity guide to all City residents
 - Celebrate completion of Monument Trail Connection with a grand opening celebration
 - Continue support of the Greater Grand Junction Sports Commission
 - Work with Colorado Parks and Wildlife to ensure public access on Riverfront Trail through Connected Lakes
- Planning and Infrastructure:
 - Support Dos Rios improvements through the planning, design, and implementation of the final phase of development
 - Complete Horizon Park Master Plan
 - Work with General Services to enable access to open space land adjacent to Tiara Rado driving range
 - Continue partnership with community groups such as Colorado West Land Trust and Downtown Development Authority for grant requests
 - Work with Parks Improvement Advisory Board partners to secure funding for maintenance of existing stadium infrastructure and essential new infrastructure



Division Revenues and Expenditures

PARKS AND RECREATION ADMINISTRATION BUDGET SUMMARY				
FUND-DIVISION 100-700	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 91	\$ -	\$ -	\$ -
Intergovernmental	-	-	110,000	155,000
Total Revenues	\$ 91	\$ -	\$ 110,000	\$ 155,000
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 233,920	\$ 307,402	\$ 307,402	\$ 235,836
Overtime	274	-	-	-
Benefits	46,554	73,358	73,358	41,003
Taxes	17,149	22,933	22,933	18,366
Insurance	465	495	495	1,936
Other Compensation	4,650	4,652	4,652	5,253
Total Labor and Benefits	\$ 303,012	\$ 408,840	\$ 408,840	\$ 302,394
Operating Expenditures				
Charges and Fees	\$ 2,065	\$ 2,244	\$ 2,244	\$ 1,244
Contract Services	13,548	4,800	4,800	4,740
Grants and Contributions	6,866	2,500	112,500	157,250
Operating Supplies	9,157	10,400	10,400	8,960
Professional Development	7,132	8,000	8,000	7,939
Uniforms and Gear	-	300	300	270
Total Operating Expenditures	\$ 38,768	\$ 28,244	\$ 138,244	\$ 180,403
Interfund Charges				
Departmental Services	\$ 4,241	\$ 4,355	\$ 4,355	\$ 4,473
Facility	39,439	41,920	41,920	26,915
Information Technology	417,547	440,251	440,251	448,439
Liability Insurance	12,289	18,483	18,483	24,005
Medical Program	-	75,879	75,879	15,172
Total Interfund Charges	\$ 473,516	\$ 580,888	\$ 580,888	\$ 519,004
Total Expenditures	\$ 815,296	\$1,017,972	\$ 1,127,972	\$1,001,801

Parks Operations

The Parks Division includes park/trail maintenance, forestry/horticulture, cemeteries, weed abatement, and sports facilities and is responsible for 36 developed and five undeveloped parks within the City. In addition to our parks, the division also maintains riverfront and urban trails, open space and City rights-of-way.

Park/Trail Maintenance – The division maintains turf, irrigation systems, playgrounds, facilities, and park amenities, as well as facilitates maintenance for hundreds of rentals and events in City parks each year. Parks maintains 21 miles of riverfront and urban trails, over 500 acres of open space and City rights-of-way, and facility maintenance for all park locations.

Forestry/Horticulture – The division is dedicated to preserving the health of the City’s urban forest as well as landscape planting beds across the City. The division plants, trims, removes hazardous trees, and addresses insect and disease control for the City’s more than 39,000 trees in parks, City facilities, and rights-of-way. The City has

been a Tree City USA award winner for 37 years. The division is also 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, and all City parks and facilities.

Cemeteries – The division maintains more than 44 acres of cemetery lands on Orchard Mesa and at Crown Point Cemetery in Appleton and provides a warm, serene setting for eternal remembrance while meeting the needs of families during a time of grief.

Weed Abatement/Code Enforcement – The division enforces the Weed Abatement ordinance within City limits; reviews and addresses complaints, conducts inspections, and issues citations to ensure properties are in compliance. Additionally, the division manages weed control on more than 900 acres of public property and street rights-of-way.

Sports Facilities – The division maintains high profile sport facilities at Lincoln Park, Canyon View Park, Columbine Softball Complex, and Kronkright Softball Complex. These facilities host more than 5,500 baseball, softball, football, soccer, lacrosse, rugby, track, and tennis events each year as well as local and regional special events including the 4th of July Fireworks, Graduations, and the Junior College World Series (JUCO). Suplizio Field is the home field for the Colorado Rockies Minor League Affiliate the Grand Junction Rockies.

2019 Accomplishments

- Installed vault restrooms at Blue Heron and Junior Service League
- Improvements at Canyon View including baseball batter's eye, and scoreboard
- Canyon View Park baseball infield replacement
- Columbine Park safety net replacement
- Press box renovation of coach's rooms on west side of tower
- Urban and Riverfront Trail maintenance
- Playground maintenance including replacement of Sherwood Park playground
- Repair South Camp Road Trail
- 770 notices of weed code violations issued
- Trimmed, removed, planted, and treated over 2,400 public trees

2020 Objectives

- Connectedness through Community Building:
 - Development of a recognition program for volunteer board members at Canyon View Park
 - Proclaim and celebrate Arbor Day with a public event and tree distribution program
- Diversification of Our Economic Base:
 - Assume maintenance responsibilities for the Riverfront at Las Colonias
- Planning and Infrastructure:
 - Completion of bike playground at Riverfront at Dos Rios
 - Address acreage at Las Colonias Park in between Confluence Shelter and Amphitheater
 - Repair missing Riverfront Trail section
 - Stadium bleacher repairs and temporary outfield improvements
 - Stadium track replacement
 - Lincoln Park Marquee replacement at 12th and North Avenue
 - Columbine/Kronkright Park Fence Replacement
 - Crime Prevention through Environmental Design (CPTED) improvements at Canyon View with the addition of LED lighting at the playground
 - Plant over 200 new public trees
 - Continued maintenance of Botanic Gardens as well as infrastructure improvements
- Public Safety:
 - Complete tree risk maintenance on 1,250 trees to improve safety along streets and in parks
 - Community risk reduction through snow removal program and educational efforts

Division Revenues and Expenditures

PARKS OPERATIONS BUDGET SUMMARY				
FUND-DIVISION 100-710	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 667,336	\$ 623,152	\$ 631,552	\$ 650,758
Intergovernmental	-	-	-	23,000
Licenses and Permits	1,955	2,250	2,250	2,101
Other	35,942	30,800	44,810	37,514
Total Revenues	\$ 705,233	\$ 656,202	\$ 678,612	\$ 713,373
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 2,044,818	\$ 2,084,479	\$ 2,070,479	\$ 2,194,277
PT/Seasonal	646,152	672,168	672,168	700,107
Overtime	41,459	53,114	53,114	60,603
Benefits	587,109	640,564	640,564	641,894
Taxes	201,129	215,742	215,742	224,198
Insurance	95,454	101,590	133,869	75,249
Other Compensation	32,670	11,857	20,546	58,601
Total Labor and Benefits	\$ 3,648,791	\$ 3,779,514	\$ 3,806,482	\$ 3,954,929
Operating Expenditures				
Charges and Fees	\$ 4,170	\$ 4,250	\$ 4,250	\$ 4,543
Contract Services	97,712	103,100	103,100	128,080
Cost of Goods Sold	15,271	11,000	11,000	9,900
Equipment	71,079	126,675	126,675	109,240
Equipment Maintenance	10,436	16,450	16,450	14,705
Grants and Contributions	8,393	8,800	8,800	31,400
Insurance and Claims	5,210	5,000	5,000	5,500
Operating Supplies	168,551	176,900	176,900	159,210
Professional Development	15,005	25,102	25,102	28,151
Repairs	31,533	35,500	35,500	32,050
System Maintenance	203,410	257,660	257,660	229,924
Uniforms and Gear	9,697	5,940	5,940	5,346
Utilities	553,208	725,300	472,455	699,420
Total Operating Expenditures	\$ 1,193,675	\$ 1,501,677	\$ 1,248,832	\$ 1,457,469
Interfund Charges				
Departmental Services	\$ 10,970	\$ 11,265	\$ 11,265	\$ 11,570
Facility	253,220	256,001	256,001	263,025
Fleet	549,665	613,946	613,946	690,175
Fuel Charges	94,950	109,661	109,661	96,542
Liability Insurance	8,740	13,146	13,146	17,074
Medical Program	-	-	-	56,489
Total Interfund Charges	\$ 917,545	\$ 1,004,019	\$ 1,004,019	\$ 1,134,875
Capital Outlay				
Capital Equipment	\$ -	\$ 28,000	\$ 28,000	\$ -
Land	57,500	-	-	-
Total Capital Outlay	\$ 57,500	\$ 28,000	\$ 28,000	\$ -
Total Expenditures	\$ 5,817,511	\$ 6,313,210	\$ 6,087,333	\$ 6,547,273

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 their seasonal Palisade Pool.

Recreation – The Recreation Division provides a wide variety of recreation programming elements for the community serving more than 10,000 participants of all ages and abilities and 400 adult sports teams annually. The division offers traditional programs such as adult and youth athletics, swimming lessons, and special events, including the 18th Annual Southwest Arbor Fest and 14th Annual Pork and Hops, as well as other growing programs such as pickleball.



Arts and Culture – The division strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for the Citizens of Grand Junction and the surrounding valley. The division serves as the staff support for the Arts and Culture Commission responsible for the 1% for the Arts Program and the annual community grant program.

2019 Accomplishments

- Worked in partnership with the People for Local Activities and Community Enrichment (PLACE) Committee to complete a Community Recreation Center feasibility study with significant community involvement
- Managed the second year of the Downtown Ambassador Program to enhance a welcoming environment in Downtown Grand Junction
- Renovation of Lincoln Park Splashpad and installation of a drain
- Received \$14,000 in grants and donations for purchase and installation of shade structure over Lincoln Park Splash Pad
- Aquatics Division received “exceeds” on all four operational safety audits
- Increased Summer Camp spaces for children ages 5 to 6 by 40 spaces

2020 Objectives

- Connectedness through Community Building:
 - Develop a mobile app to allow for additional opportunities to register, reserve facilities, and check schedules
 - Further broaden summer camp availability for children ages 5 to 6 by 80 spaces
 - Transition Downtown Ambassador program management to partnership with Downtown Development Authority
 - Increase visibility and emphasis on Arbor Day festivities at Southwest Arbor Fest
 - Investigate partnership with Silver Sneakers for recreation fitness activities
- Planning and Infrastructure:
 - Continue partnership with Downtown Development Authority to perform ongoing maintenance and change out of the Art on the Corner collection
 - Completion of Redlands Roundabout art fundraising and installation
 - Identify and repair water leaks at Lincoln Park Pool
- Public Safety:
 - Receive “exceeds” rating on all aquatic’s operational safety audits

Division Revenues and Expenditures

PARKS RECREATION BUDGET SUMMARY				
FUND-DIVISION 100-720	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 1,157,151	\$ 1,167,963	\$ 1,167,963	\$ 1,231,084
Intergovernmental	222,755	211,466	211,466	231,499
Other	16,778	17,750	11,546	15,500
Total Revenues	\$ 1,396,684	\$ 1,397,179	\$ 1,390,975	\$ 1,478,083
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 590,908	\$ 578,814	\$ 578,814	\$ 637,076
PT/Seasonal	605,217	699,367	676,512	874,358
Overtime	113	-	-	4,302
Benefits	178,388	188,427	188,427	175,993
Taxes	88,350	95,057	95,057	112,623
Insurance	36,379	38,643	38,643	36,077
Other Compensation	5,802	3,628	5,801	3,383
Total Labor and Benefits	\$ 1,505,157	\$ 1,603,936	\$ 1,583,254	\$ 1,843,812
Operating Expenditures				
Charges and Fees	\$ 800	\$ 800	\$ 800	\$ 800
Contract Services	147,450	187,000	187,000	137,052
Cost of Goods Sold	32,019	30,780	30,780	23,050
Insurance and Claims	-	1,000	1,000	-
Operating Supplies	128,031	146,282	146,282	128,133
Professional Development	8,515	9,328	9,328	9,957
Repairs	37,900	20,500	20,500	20,500
Systems Maintenance	46,229	39,000	47,500	39,000
Uniforms and Gear	20,096	22,400	22,400	20,675
Utilities	92,250	69,050	69,050	89,110
Total Operating Expenditures	\$ 513,290	\$ 526,140	\$ 534,640	\$ 468,277
Interfund Charges				
Departmental Services	\$ 8,033	\$ 8,250	\$ 8,250	\$ 8,473
Facility	114,008	130,174	130,174	127,736
Information Technology	6,571	16,071	16,071	17,525
Liability Insurance	7,249	10,902	10,902	14,160
Medical Programs	-	-	-	2,871
Total Interfund Charges	\$ 135,861	\$ 165,397	\$ 165,397	\$ 170,765
Capital Outlay				
Facilities	\$ -	\$ -	\$ 14,000	\$ -
Total Capital Outlay	\$ -	\$ -	\$ 14,000	\$ -
Total Expenditures	\$ 2,154,308	\$ 2,295,473	\$ 2,297,291	\$ 2,482,854



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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 75 dedicated employees that are organized into two main divisions, Water Services and Wastewater Services. The Water Services division includes the water supply, treatment, distribution, irrigation, and utility billing functions. The Wastewater Services Division includes wastewater collections, treatment, industrial pretreatment, and environmental laboratory functions. Working together, employees maintain and operate Utility Department infrastructure assets to ensure the reliability of the City's water and wastewater systems including:

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

Department Personnel

UTILITIES PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Utilities Administration			
Utilities Director	1.00	1.00	1.00
Utilities Asset Management Specialist	0.00	1.00	1.00
Utilities Safety Programs Coordinator	1.00	1.00	1.00
Water Distribution			
Water Supply Supervisor	1.00	1.00	1.00
Operations and Maintenance Supervisor	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00
Cross Connection Coordinator	1.00	1.00	1.00
Plant Mechanic	1.00	1.00	1.00
Utility Locator	1.00	1.00	3.00
Utilities Customer Service Specialist	1.00	1.00	1.00
Pipeline Maintenance Worker	9.00	9.00	9.00
Administrative Assistant	1.00	1.00	1.00
Water Treatment Plant			
Water Services Manager	1.00	1.00	1.00
Water Operations Supervisor	1.00	0.00	0.00
Lead Water Plant Operator	0.00	0.00	1.00
Electronics Specialist	1.00	1.00	0.00
Water Quality Specialist	1.00	1.00	2.00
Laboratory Analyst	1.00	1.00	0.00
Water Plant Operator	4.00	4.00	4.00

UTILITIES PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Customer Service (Utility Billing)			
Customer Service Supervisor	1.00	1.00	1.00
Customer Service Analyst	0.00	0.00	1.00
Customer Service Representative	6.00	6.00	5.00
Wastewater Services Administration			
Wastewater Services Manager	1.00	1.00	1.00
Project Engineer	1.00	1.00	0.00
Administrative Assistant	1.00	1.00	1.00
Wastewater Plant Operations			
Wastewater Operations Supervisor	1.00	1.00	1.00
Lead Wastewater Plant Operator	1.00	1.00	1.00
Wastewater Plant Operator	4.00	4.00	4.00
Stationary Equipment Operator	2.00	2.00	2.00
Wastewater Plant Maintenance			
Wastewater Plant Maintenance Supervisor	1.00	1.00	1.00
Electronics Specialist	2.00	2.00	2.00
Plant Electrician	1.00	1.00	1.00
Plant Mechanic	3.00	3.00	3.00
Equipment Operator	2.00	2.00	2.00
Wastewater Collections			
Operations and Maintenance Supervisor	1.00	1.00	1.00
Lead Plant Mechanic	1.00	1.00	1.00
TV Equipment Operator	2.00	2.00	2.00
Specialty Equipment Operator	3.00	3.00	3.00
Equipment Operator	3.00	3.00	3.00
Wastewater Industrial Pretreatment			
Industrial Pretreatment Supervisor	0.00	1.00	1.00
Industrial Pretreatment Specialist	2.00	2.00	2.00
Wastewater Quality Lab			
Environmental Lab Supervisor	1.00	1.00	1.00
Lab Chemist	3.00	3.00	3.00
Lab Analyst	1.00	1.00	0.00
Lab Technician	0.00	0.00	1.00
Total Positions	72.00	73.00	74.00

Department Expenditures

UTILITIES DEPARTMENT				
DIVISION	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Water Services	\$ 5,029,616	\$ 5,041,254	\$ 5,095,815	\$ 10,868,375
Water Lab	146,869	322,041	322,041	265,490
Customer Service (Utility Billing)	787,842	924,727	924,727	820,583
Ridges Irrigation	258,990	378,804	328,804	341,037
Persigo Wastewater Treatment Facility	11,993,390	9,797,281	12,528,655	19,411,522
Wastewater Quality Lab	568,639	714,116	714,116	603,961
Total Expenditures	\$ 18,785,346	\$ 17,178,223	\$ 19,914,158	\$ 32,310,968

Water Services

Water Services is committed to providing our customers with the highest quality and most reliable drinking water at the lowest cost possible. We are proud to be able to provide our customers with a pristine water source that arises from snowmelt on the Grand Mesa. To achieve this, 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 Mesa. There are two twenty-mile long raw water flowlines that bring water from these sources to the water treatment plant. We have intake and diversion structures on streams and ditches in three drainage basins to ensure an adequate supply of high-quality mountain water for our customers.

There are two employees stationed at the Kannah Creek water treatment plant who oversee conveyance of water from the watershed to the water treatment plant in Grand Junction. Water plant operators are responsible for controlling flow, 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 plant operations to ensure our produced water meets or exceeds all Safe Drinking Water Act Standards. Pipeline Maintenance is responsible for the integrity of the distribution system, where they make repairs to and perform preventative maintenance on all water mains, valves, and hydrants in the distribution system as well as on the raw water flowlines.

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 invasive species 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, 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 US Forest Service work together to make the watershed less susceptible to catastrophic wildfire.



Juniata Reservoir

2019 Accomplishments

- Achieved performance goals to maintain the Partnership for Safe Water Director's Award, which involves adopting turbidity standards that are three times lower than regulatory limits
- Completed capital projects to improve the reliability of infrastructure including:
 - Installation of 6,500 feet of 20-inch pipeline in the Sullivan Draw area of the Purdy Mesa Flowline. The larger diameter pipe was installed in this section to eliminate a flow restriction resulting in increased flow capacity. Pressure sustaining valves and telemetry in this section was also enhanced
 - Replaced approximately 9,070 feet of water mains in the distribution system
 - Installed a new 3,400-foot segment of 24-inch potable water transmission line so that the existing 24-inch cast iron pipe can be repurposed for the irrigation supply line. The remaining segments of the Las Colonias Raw Water Supply Line will be completed in early 2020
 - Updated over 2,600 old water meters with new meters that are compatible with radio reading
 - The primary raw water storage reservoir at the treatment plant was rehabilitated by removing the accumulated sediment and installing a membrane liner



Reservoir #3 – January 2019



Reservoir #3 - December 2019

- Phase 2 of the SCADA system was implemented which eliminated all hard-wiring to telemetry locations outside of the treatment plant building
- Produced over 330,000 kW of renewable energy (solar, hydroelectric)
- Successfully piloted the first year of the lead service line replacement program with funding assistance from a Community Development Block Grant (CDBG)
- Exercised 650 water valves with the new valve machine to ensure readiness for service
- Conduit has been installed from Highway 50 to the Water Treatment Plant that will allow for the installation of a fiber optic line to the treatment plant, the 911 Tower, and Parks' Cemetery Office
- In accordance with CDPHE's Disinfection Outreach Verification Effort (DOVE), telemetry was installed below the Kannah Creek Water Storage Tanks to provide real-time monitoring and computation of Contact Time (CT) calculations
- Construction is 80% complete on the renovation of our Kannah Creek Intake Diversion Structure; anticipated completion date is January 15, 2020



Old Kannah Creek Intake Structure



New Kannah Creek Intake Structure

2020 Objectives

- Continue to achieve 100% compliance with all State and Federal water quality regulations.
- Retain our status as an American Water Works Association (AWWA) Partnership Director's Plant by achieving Partnership's turbidity goals for treated water
- Continue our commitment to maintaining our water system infrastructure. The following projects are planned for 2020:
 - Develop design plans for the replacement of the remaining steel portions of the Purdy Mesa Flowline
 - Replacement of approximately one mile of the Kannah Creek Flowline associated with the relocation of the inlet to Juniata Reservoir and to bring an alternate water supply source to the Kannah Creek Water Treatment Plant
 - Installation of a water control tank to improve the operational performance of the Purdy Mesa flowline
 - Continuation of water distribution and service line replacements (including replacing lead service lines to properties within a Community Development Block Grant (CDBG) tract utilizing CDBG grant funding to minimize the potential for lead exposure in drinking water
 - Design and installation of an aeration system intended to maintain dissolved oxygen levels in Juniata Reservoir and improve water quality
 - An evaluation of the Kannah Creek water distribution system to identify replacement needs
 - Replacement of the pumphouse effluent line and pumps at the Water Treatment Plant's raw water pump station
 - Design of Carson Lake Dam improvements to meet state dam safety requirements
 - Replacement of the Motor Control Center (MCC) at the water treatment plant
 - 2020 will be year two of an accelerated meter replacement program that will allow for replacing all remaining manual read water meters with radio read meters within a three-year period. New meters will improve the accuracy and efficiency of our meter reading and reduce water loss

Division Revenues and Expenditures

WATER DEPARTMENT BUDGET SUMMARY				
FUND-DIVISION 301-610	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$ 7,431,912	\$7,602,550	\$ 7,630,550	\$ 8,262,941
Intergovernmental	26,678	70,000	172,500	704,500
Interfund Revenue	747,263	766,929	766,929	-
Other	59,067	54,700	54,700	50,700
Interest	131,279	115,491	114,615	83,400
Capital Proceeds	140,853	109,000	109,000	1,803,551
Total Revenues	\$ 8,537,052	\$8,718,670	\$ 8,848,294	\$10,905,092
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 1,398,289	\$1,527,399	\$ 1,527,399	\$ 1,603,473
PT/Seasonal	12,959	41,837	41,837	26,260
Overtime	85,729	88,923	88,923	96,001
Benefits	428,757	498,896	498,896	499,149
Taxes	107,806	130,670	130,670	131,993
Insurance	46,484	49,428	49,428	50,268
Other Compensation	31,578	53,757	53,757	4,106
Total Labor and Benefits	\$ 2,111,602	\$2,390,910	\$ 2,390,910	\$ 2,411,250
Operating Expenditures				
Contract Services	\$ 180,204	\$ 252,803	\$ 262,783	\$ 303,095
Equipment	28,007	25,200	25,200	55,400
Grants and Contributions	9,761	20,500	20,500	16,750
Operating Supplies	29,070	38,500	38,500	50,755
Professional Development	19,494	35,630	35,630	34,467
Rent	18,356	18,260	18,260	16,484
Repairs	76,984	82,200	82,200	80,280
Systems Maintenance	247,621	260,600	260,600	262,090
Uniforms and Gear	2,265	3,600	3,600	3,240
Utilities	15,736	15,500	15,500	14,700
Total Operating Expenditures	\$ 627,498	\$ 752,793	\$ 762,773	\$ 837,261
Interfund Charges				
Administrative Overhead	\$ 520,688	\$ 596,006	\$ 596,006	\$ 680,489
Facility	69,436	70,297	70,297	78,662
Fleet	202,450	190,754	190,754	205,851
Fuel Charges	53,539	51,211	51,211	48,652
Information Technology	140,597	174,664	174,664	210,440
Liability Insurance	45,936	69,088	69,088	89,727
Medical Programs	-	35,403	35,403	36,409
Total Interfund Charges	\$ 1,032,646	\$1,187,423	\$ 1,187,423	\$ 1,350,230
Capital Outlay				
Utility Systems	\$ 620,704	\$ 75,000	\$ 119,581	\$ 5,580,750
Total Capital Outlay	\$ 620,704	\$ 75,000	\$ 119,581	\$ 5,580,750
Debt Service				
Interest Expense	\$ 154,935	\$ 140,150	\$ 140,150	\$ 144,816
Principal	482,231	494,978	494,978	544,068
Total Debt Service	\$ 637,166	\$ 635,128	\$ 635,128	\$ 688,884
Total Expenditures	\$ 5,029,616	\$5,041,254	\$ 5,095,815	\$10,868,375

Water Lab

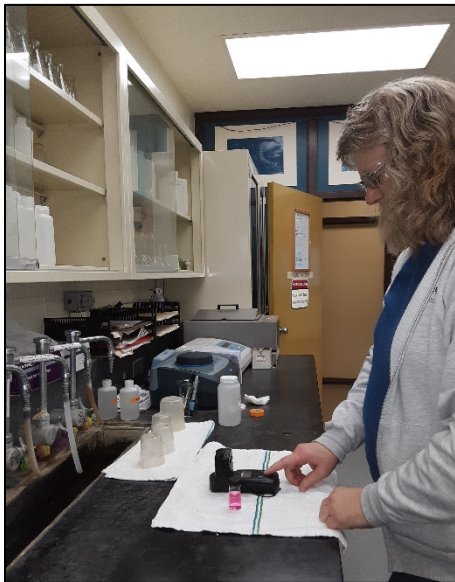
The number one goal for staff is to provide safe and reliable drinking water to customers. We are responsible for operations, maintenance and testing at both the municipal and the Kannah Creek water treatment plants. Both plants provide high quality, treated water that always meets or exceeds State and Federal safe drinking water regulations.

2019 Accomplishments

- Provided results for over 16,000 tests run on our water. Successfully passed the on-site lab certification audit conducted by Colorado Department of Public Health and Environment (CDPHE)
- Updated customer pool for the Environmental Protection Agency (EPA) mandated Lead and Copper Testing Program and conducted community outreach and provided education about the program
- Performed over 400 manganese tests to provide process control for a new pre-treatment process

2020 Objectives

- Coordinate with U.S. Forest Service (USFS) and grazing permit holders to effectively expand water quality monitoring of reservoirs in our watershed
- Collaborate with other water utilities in the Grand Valley to implement a surveillance program for waterborne invasive species
- Procure and obtain certification for an Ion Chromatograph instrument replacement
- Replace the Laboratory Information Management System (LIMS) that will ensure state-of-the-art laboratory data quality management and work efficiency



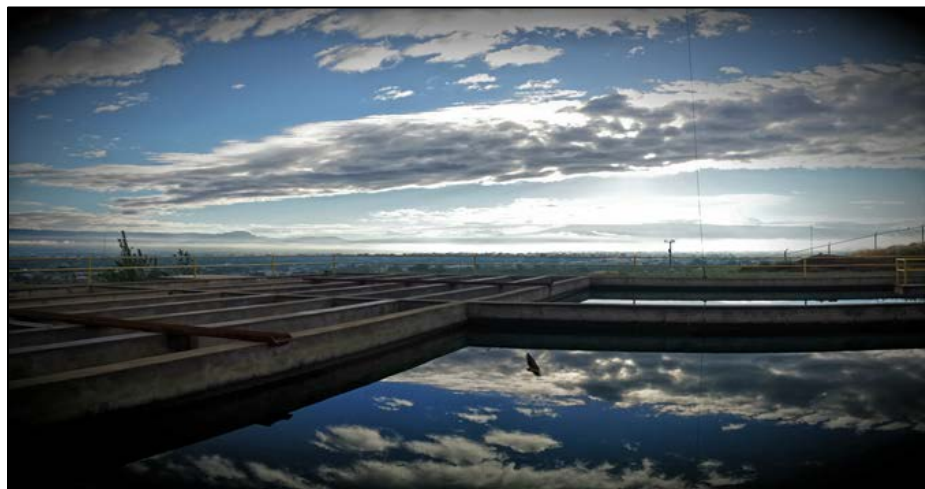
Testing in the Water Lab



Testing on one of the City's Reservoirs

Division Revenues and Expenditures

WATER LAB BUDGET SUMMARY				
FUND-DIVISION 301-625	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 49,247	\$ 62,532	\$ 62,532	\$ 121,536
Overtime	3,539	3,000	3,000	-
Benefits	13,941	18,203	18,203	29,927
Taxes	3,633	5,016	5,016	9,300
Insurance	1,502	1,598	1,598	3,770
Total Labor and Benefits	\$ 71,862	\$ 90,349	\$ 90,349	\$ 164,533
Operating Expenditures				
Charges and Fees	\$ 700	\$ 3,000	\$ 3,000	\$ 2,700
Contract Services	25,760	24,750	24,750	31,405
Equipment	1,916	2,500	2,500	5,700
Grants and Contributions	-	850	850	765
Operating Supplies	8,960	16,400	16,400	15,560
Professional Development	-	3,225	3,225	3,923
Repairs	245	500	500	450
Systems Maintenance	11,215	15,000	15,000	13,500
Uniforms and Gear	-	200	200	180
Total Operating Expenditures	\$ 48,797	\$ 66,425	\$ 66,425	\$ 74,183
Interfund Charges				
Fleet	\$ 2,397	\$ 3,354	\$ 3,354	\$ 4,023
Fuel Charges	1,977	2,145	2,145	2,099
Information Technology	21,836	19,768	19,768	20,652
Total Interfund Charges	\$ 26,210	\$ 25,267	\$ 25,267	\$ 26,774
Capital Outlay				
Capital Equipment	\$ -	\$ 140,000	\$ 140,000	\$ -
Total Capital Outlay	\$ -	\$ 140,000	\$ 140,000	\$ -
Total Expenditures	\$ 146,869	\$ 322,041	\$ 322,041	\$ 265,490



City of Grand Junction Water Plant

Customer Service (Utility Billing)

The Utility Billing division 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.

2019 Accomplishments

- Upgraded utility billing and account maintenance software
- Processed 433,042 utility bills
- Participated in Outreach programs, including Wyland Mayor's Challenge, Children's Water Festival, Grand Junction Air Show, DRIP (Drought Response Information Project) and Downtown Farmer's Markets
- 8th Place finish in the Wyland Mayor's Challenge for Water Conservation
- Represented the City by planning and teaching at the Western Colorado Children's Water Festival, interacting with over 2,600 participants
- Served water at the Grand Junction Air Show while educating attendees about the City's water
- Successfully launched new planning clearance/work order process. Reviewed and signed off on 1,106 planning clearances
- Decreased water disconnections by 31%.
- Created a data logging program to assist customers with identifying water usage

2020 Objectives

- Upgrade utility billing customer portal
- Continue outreach program to property owners that are still on septic systems to educate them about the Septic Elimination Program
- Continue to participate in Outreach programs, including Wyland Mayor's Challenge, Children's Water Festival, and Downtown Farmer's Markets
- Continue to identify water customers eligible for Lead Service Line Replacement grant

Division Revenues and Expenditures

UTILITY BILLING BUDGET SUMMARY				
FUND-DIVISION 301-670	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 1,740	\$ 1,000	\$ 1,000	\$ 2,600
Interfund Revenue	-	-	-	695,035
Interest	1,712	-	-	-
Total Revenues	\$ 3,452	\$ 1,000	\$ 1,000	\$ 697,635
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 275,117	\$ 303,939	\$ 303,939	\$ 309,640
Overtime	370	-	-	-
Benefits	99,642	117,728	117,728	111,594
Taxes	19,590	23,258	23,258	23,693
Insurance	539	573	573	3,674
Other Compensation	2,819	-	-	-
Total Labor and Benefits	\$ 398,077	\$ 445,498	\$ 445,498	\$ 448,601

**UTILITY BILLING
BUDGET SUMMARY**

FUND-DIVISION 301-670	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Operating Expenditures				
Charges and Fees	\$ 228	\$ 400	\$ 400	\$ 400
Contract Services	7,035	7,500	7,500	7,500
Equipment	1,000	1,000	1,000	900
Operating Supplies	208,618	216,000	216,000	194,400
Professional Development	4,418	4,400	4,400	3,960
Total Operating Expenditures	\$ 221,299	\$ 229,300	\$ 229,300	\$ 207,160
Interfund Charges				
Facility	\$ 22,798	\$ 20,395	\$ 20,395	\$ 21,852
Information Technology	145,669	220,301	220,301	134,056
Medical Programs	-	9,233	9,233	8,914
Total Interfund Charges	\$ 168,467	\$ 249,929	\$ 249,929	\$ 164,822
Total Expenditures	\$ 787,842	\$ 924,727	\$ 924,727	\$ 820,583

Ridges Irrigation Fund

Water Services 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.

2019 Accomplishments

- Pumped over 248 million gallons (762-acre feet) of water to Shadow Lake which was utilized by the Redlands Mesa Golf Course and Ridges Subdivision Homeowners
- Performed a bathymetric survey of Shadow Lake to determine current capacity



Shadow Lake – Ridges Subdivision

2020 Objectives

- Continue to provide irrigation water to the golf course and residential customers
- Continue dialogue with residents and stakeholders regarding planned maintenance of Shadow Lake
- Begin phased replacement of distribution system
- Continue to coordinate operations with the Redlands Power Company to reduce or eliminate operational down time due to supply issues in the Redlands Canal



Division Revenues and Expenditures

RIDGES IRRIGATION BUDGET SUMMARY				
FUND-DIVISION 309-610	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 269,346	\$ 279,728	\$ 279,728	\$ 302,100
Interest	2,301	2,366	2,260	1,600
Capital Proceeds	520	-	-	-
Total Revenues	\$ 272,167	\$ 282,094	\$ 281,988	\$ 303,700
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 73,799	\$ 81,073	\$ 81,073	\$ 83,477
Overtime	642	805	805	-
Benefits	21,614	25,250	25,250	23,578
Taxes	5,349	6,263	6,263	6,383
Insurance	2,600	2,765	2,765	6,938
Other Compensation	177	197	197	203
Total Labor and Benefits	\$ 104,181	\$ 116,353	\$ 116,353	\$ 120,579
Operating Expenditures				
Contract Services	\$ 2,777	\$ 1,826	\$ 1,826	\$ 1,650
Equipment	421	5,000	5,000	4,500
Equipment Maintenance	-	260	260	234
Operating Supplies	1,058	1,080	1,080	1,080
Repairs	6,594	8,825	8,825	31,143
System Maintenance	3,185	3,400	3,400	3,800
Utilities	673	685	685	617
Total Operating Expenditures	\$ 14,708	\$ 21,076	\$ 21,076	\$ 43,024
Interfund Charges				
Administrative Overhead	\$ 20,312	\$ 20,980	\$ 20,980	\$ 22,778
Facility	101,651	101,651	101,651	106,782
Fleet	5,873	4,539	4,539	4,583
Fuel Charges	2,056	2,086	2,086	2,040
Liability Insurance	558	839	839	1,090
Utility Systems	9,651	11,280	11,280	10,161
Total Interfund Charges	\$ 140,101	\$ 141,375	\$ 141,375	\$ 147,434
Capital Outlay				
Utility Systems	\$ -	\$ 100,000	\$ 50,000	\$ 30,000
Total Capital Outlay	\$ -	\$ 100,000	\$ 50,000	\$ 30,000
Total Expenditures	\$ 258,990	\$ 378,804	\$ 328,804	\$ 341,037

Wastewater Services

Wastewater Services is committed to safeguarding the community's most vital resource, clean water. Our team of 32 dedicated water professionals provide the finest wastewater treatment possible in a fiscally responsible manner that ensures the protection of public health and the environment. We provide reliable and efficient wastewater collection, conveyance and treatment service to approximately 85,000 people in the City and adjacent areas of Mesa County. To accomplish this, we maintain and operate the largest wastewater treatment system in Western Colorado. The City's system of wastewater infrastructure includes an expansive network of lift stations, force mains, siphons, manholes, several hundred miles of sewer lines and the Persigo Wastewater Treatment Plant.

To consistently provide exceptional service, our staff works together to plan, build, optimize, operate and maintain the sewer system to the highest industry standards. Our craftsmen and mechanics maintain the inner workings of the plant, operators monitor and optimize the treatment processes, collections staff keep almost 600 miles of sewer lines flowing freely, and industrial pretreatment staff work with commercial and industrial customers to ensure pollutants that may harm the wastewater collection and treatment process do not enter the system.

We are proud of the work we do, and we are recognized as a wastewater industry leader by peer agencies both in the Rocky Mountain region and nationally. We've received accolades for innovation and for being ardent stewards of sustainability and environmental protection.

2019 Accomplishments

- 100% compliance with all regulatory limits for local, State and Federal requirements
- In 2019, treated and returned 3.2 billion gallons of clean water to the Colorado River
- Produced 94,000 gasoline gallon equivalents of Compressed Natural Gas (CNG), this equals approximately 1.82 million lbs. of CO₂ diverted from the atmosphere
- Received invitation to submit full grant application from Department of Local Affairs for potential \$540k in grant funding under their Renewable and Clean Energy Challenge grant program
- Successfully completed Colorado River Effluent Diffuser Project



City of Grand Junction Wastewater Treatment Facility

- Successfully completed Condition Assessment of Wastewater Treatment Plant Structures, Lift Station Elimination Feasibility Study, and Odor Control Study
- Successfully completed crucial infrastructure integrity projects including but not limited to:
 - Replacement of five treatment process control gates
 - Replaced or rehabilitated 27,546 linear feet of sewer pipe
 - Rehabilitation on 98kW solar farm and replacement of inverter



- Inspected and cleaned 179 miles of sewer lines
- Continued to partner with Mesa County Grand Valley Transit and the City’s Fleet Services in providing CNG to fuel 69 City and Mesa County vehicles resulting in significant operational cost savings and reduction of carbon emissions
- Maintained some of the lowest and most affordable wastewater rates in the state of Colorado

2020 Objectives

- Continue to meet or exceed all local, State and Federal regulatory limits
- Continue to ensure fiscal responsibility while providing efficient and effective collection, conveyance and treatment that ensures protection of public health and the environment
- To be awarded the grant application from the Renewable and Clean Energy Challenge grant program which will fund the CNG storage and fueling station automation project
- Successful completion of scheduled 2020 projects and purchases of equipment to fortify infrastructure integrity, to realize operational efficiencies, cost savings and/or public safety including but not limited to:
 - 2020 Wastewater Master Plan
 - Sludge drying pad pilot study
 - Complete elimination of River Bend lift station
 - Complete replacement of Ridges #1 lift station
 - Complete odor control improvements
 - Revitalize septic system elimination program
 - Lift station and wet well rehabilitation
 - Complete year six of the 30 year accelerated pipe replacement program
 - Complete design, initiate permitting and construction of a force main that runs under the Colorado River to serve the Tiara Rado community to provide redundancy to the existing 1980s pipeline
- Successful 2020 budget review process with Mesa County
- Continued to partner with Mesa County Grand Valley Transit and the City’s Fleet Services in providing CNG to fuel 69 City and Mesa County vehicles resulting in significant operational cost savings and reduction of carbon emissions
- Attract and recruit top talent for vacant positions
- Maintain some of the lowest and most affordable wastewater rates in the state of Colorado

Division Revenues and Expenditures

WASTEWATER TREATMENT FACILITY BUDGET SUMMARY				
FUND-DIVISION 902-610	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Charges for Service	\$13,628,589	\$13,490,518	\$13,490,518	\$13,802,412
Intergovernmental	42,426	16,023	16,023	595,000
Fines and Forfeitures	5,486	1,000	1,000	1,000
Interfund Revenue	140,310	165,000	165,000	131,862
Other	11,515	24,801	24,801	9,252
Interest	458,022	467,165	461,983	406,953
Capital Proceeds	3,324,221	2,865,726	2,865,726	3,074,685
Total Revenues	<u>\$17,610,569</u>	<u>\$17,030,233</u>	<u>\$17,025,051</u>	<u>\$18,021,164</u>
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 2,061,715	\$ 2,219,965	\$ 2,219,965	\$ 2,245,885
PT/Seasonal	4,451	24,606	24,606	24,960
Overtime	32,006	35,000	35,000	46,175
Benefits	549,178	617,431	617,431	617,142
Taxes	151,799	171,130	171,130	177,217
Insurance	84,151	89,475	89,475	50,397
Other Compensation	31,203	3,306	3,306	2,703
Total Labor and Benefits	<u>\$ 2,914,502</u>	<u>\$ 3,160,913</u>	<u>\$ 3,160,913</u>	<u>\$ 3,164,479</u>
Operating Expenditures				
Charges and Fees	\$ 290,678	\$ 310,883	\$ 310,883	\$ 347,946
Contract Services	71,359	34,900	44,881	21,356
Equipment	78,686	5,000	5,000	4,500
Equipment Maintenance	1,623	11,000	11,000	9,910
Grants and Contributions	574	3,000	3,000	2,700
Operating Supplies	104,367	64,958	46,958	58,245
Professional Development	16,830	28,750	28,750	49,940
Repairs	440,741	437,250	394,250	565,375
System Maintenance	208,633	226,500	287,500	336,799
Uniforms and Gear	6,950	4,000	4,000	3,600
Utilities	13,682	18,500	18,500	19,430
Total Operating Expenditures	<u>\$ 1,234,123</u>	<u>\$ 1,144,741</u>	<u>\$ 1,154,722</u>	<u>\$ 1,419,801</u>
Interfund Charges				
Administrative Overhead	\$ 700,780	\$ 667,000	\$ 667,000	\$ 692,346
Facility	548,581	548,581	548,581	576,274
Fleet	259,717	276,369	276,369	308,798
Fuel Charges	45,964	45,461	45,461	41,827
Information Technology	232,298	239,614	239,614	208,167
Liability Insurance	57,244	86,094	86,094	111,814
Medical Programs	-	44,249	44,249	43,995
Utility Services	520,619	599,761	599,761	450,137
Total Interfund Charges	<u>\$ 2,365,203</u>	<u>\$ 2,507,129</u>	<u>\$ 2,507,129</u>	<u>\$ 2,433,358</u>

**WASTEWATER TREATMENT FACILITY
BUDGET SUMMARY**

FUND-DIVISION 902-610	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Capital Outlay				
Utility Systems	\$4,308,764	\$ 1,300,100	\$ 4,021,493	\$ 11,797,000
Total Capital Outlay	\$4,308,764	\$ 1,300,100	\$ 4,021,493	\$ 11,797,000
Debt Service				
Interest Expense	\$ 230,797	\$ 194,398	\$ 194,398	\$ 131,884
Principal	940,000	1,490,000	1,490,000	465,000
Total Debt Service	\$1,170,797	\$ 1,684,398	\$ 1,684,398	\$ 596,884
Total Expenditures	\$11,993,390	\$ 9,797,281	\$12,528,655	\$ 19,411,522



Vactor Jet Truck

Wastewater Quality Lab

The Persigo Environmental Laboratory provides a variety of certified, professional analytical services to the Wastewater Services Divisions, Utilities Division management and the Grand Junction community. The Laboratory provides a critical assessment of treatment plant operations and treated effluent water quality to ensure compliance with federal and state environmental regulatory requirements. The Laboratory complies with regulatory monitoring and certification requirements implemented through the United States EPA and the CDPHE.

The Laboratory provides full-service analytical functions, usually equivalent only to larger municipal laboratories. Laboratory services include wastewater sample monitoring to ensure the quality of effluent discharged into the Colorado River minimizes pollution to the environment and meets standards as specified under the federal Clean Water Act legislation. Approximately 35,000 tests were performed in 2019. Analytical support is provided to wastewater treatment to aid process control and plant operation. Technical support is provided to Industrial Pretreatment and Utility Management. Additionally, the Laboratory monitors and updates the Division of existing, changing and/or future federal, state and local environmental regulatory requirements.

The Laboratory is committed to quality results and continual improvement of laboratory services. A rigorous quality assurance program is followed to ensure analytical results are accurate, reliable and legally defensible. The Laboratory assures these goals are achieved in a cost-effective and productive manner.

2019 Accomplishments

- Met or exceeded all certification and methodology requirements as required by the Code of Federal Regulation (CFR 40), EPA and CDPHE
- Partnered with CDPHE in performing special studies
- Partnered with numerous regional and Western Slope municipalities in analyzing and troubleshooting water, wastewater and ambient water quality issues
- Partnered with Grand Valley orchardists' in monitoring irrigation water quality
- Successful State CDPHE laboratory biennial recertification as required by the Safe Drinking Water Act (SDWA) and the requirements of the National Primary Drinking Water Regulation (NPDWR) with no deviations
- Successful completion of 2019 DMR-QA as specified under the Federal Clean Water Act (CWA) legislation and the National Pollutant Discharge Elimination System (NPDES) with no excursions
- Represented the City by planning and teaching at the Western Colorado Children's Water Festival, interacting with over 2,600 participants
- Partnered with Colorado Mesa University in implementing an internship program to provide experience within a working laboratory for qualified students seeking a degree in the sciences

2020 Objectives

- Continue to meet or exceed all CFR 40, EPA and CDPHE certification and analytical requirements
- Continue to provide a variety of certified professional analytical services ensuring accurate, reliable and legally defensible results to the community at large
- Continue to foster partnerships with the Grand Junction community, Western Slope municipalities, governmental entities, water purveyors and environmental stakeholders
- Continue to provide analytical support to Industrial Pretreatment Program (IPP) in safeguarding the wastewater collection system, the Wastewater Treatment Facility (WWTF), the environment and the public from harmful industrial/commercial wastewater discharges
- Update the Laboratory Information Management System (LIMS) with state-of-the-art technology to enhance data quality management and work efficiency
- Continue to ensure fiscal responsibility and control of resources while complying with regulatory limitations



Wastewater Testing

Division Revenues and Expenditures

WASTEWATER LAB BUDGET SUMMARY				
FUND-DIVISION 902-625	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 62,904	\$ 54,007	\$ 54,007	\$ 62,000
Total Revenues	\$ 62,904	\$ 54,007	\$ 54,007	\$ 62,000
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 345,040	\$ 346,758	\$ 346,758	\$ 344,442
Benefits	82,779	87,094	87,094	84,449
Taxes	24,586	26,531	26,531	26,356
Insurance	4,727	5,026	5,026	6,740
Total Labor and Benefits	\$ 457,132	\$ 465,409	\$ 465,409	\$ 461,987
Operating Expenditures				
Charges and Fees	\$ 350	\$ 1,500	\$ 1,500	\$ 1,350
Contract Services	37,380	31,675	31,675	29,788
Equipment	4,222	11,600	11,600	11,460
Grants and Contributions	97	500	500	450
Operating Supplies	13,022	17,410	17,410	17,465
Professional Development	632	4,250	4,250	4,740
Repairs	123	3,500	3,500	3,150
System Maintenance	12,531	20,500	20,500	15,000
Uniforms and Gear	122	460	460	414
Total Operating Expenditures	\$ 68,479	\$ 91,395	\$ 91,395	\$ 83,817
Interfund Charges				
Fleet	\$ 3,488	\$ 3,673	\$ 3,673	\$ 3,497
Fuel Charges	859	808	808	897
Information Technology	38,681	45,486	45,486	45,769
Medical Programs	-	7,345	7,345	7,994
Total Interfund Charges	\$ 43,028	\$ 57,312	\$ 57,312	\$ 58,157
Capital Outlay				
Utility Systems	\$ -	\$ 100,000	\$ 100,000	\$ -
Total Capital Outlay	\$ -	\$ 100,000	\$ 100,000	\$ -
Total Expenditures	\$ 568,639	\$ 714,116	\$ 714,116	\$ 603,961



Solar Plant at the Persigo Wastewater Treatment Facility



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CAPITAL IMPROVEMENT

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

In 2020, the recommended capital plans dedicate \$47 million and with \$54 million completed in 2019, the combined total between 2019 and 2020 is over \$100 million directly invested 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. As a result, staff has developed a 10-year capital improvement plan that identifies and prioritizes critical projects based on direction provided by the Strategic Plan. The first five years of the ten-year Capital Improvement Plan are balanced and years six through ten contain projects that may not yet have funding but need to be considered for planning purposes. Between the 0.75% Sales Tax Capital plan and the Transportation Capacity (roadway expansion) plan there is \$195 million in unfunded projects which includes \$184 million for roadway expansion projects with a small portion of those that can be funded through existing transportation capacity fees. It is important to note in the five-year plan is the need to accumulate resources/fund balance in order to renovate or replace Fire Station #3.

Although the City has the five-year funded and ten-year planning document, City Council approves only the first year of the capital plan in the annual adoption of the budget. Recommended capital spending for 2020 includes \$34.9 million (74% of the total) dedicated to Strategic Directive *Planning & Infrastructure* which includes street maintenance and street expansion including debt service on the Riverside Parkway. Capital spending for Strategic Directive *Community Building & Engagement* totals \$5.5 million and includes parks improvements as well as the Pedestrian Bridge connecting Dos Rios to downtown. Capital spending for Strategic Directive *Public Safety* includes safety and expansion improvements to the shooting range, completion of the fire training facility in Whitewater, remodel for the police department to accommodate new positions, and debt service (lease payment) on the police department and Fire Station #1. Capital spending for Strategic Directive *Diversification of Our Economic Base* includes the ongoing commitment (participation in debt service) to the Downtown Development Authority for Las Colonias Business Park and Grand Junction Convention Center projects, as well as continued investment in Dos Rios infrastructure.

The table on the following pages lists all of the City's 2020 Capital Improvement Projects for each fund.

2020 Adopted Capital – All Funds

Department	Project Title	2020 Adopted
.75% Sales Tax Capital Projects		
First Responder Tax	Police Department Remodel	\$ 350,000
	Total First Responder	\$ 350,000
Street Maintenance		
a)	Contract Street Maintenance	\$ 4,300,000
b)	Chip Seal/Creak Fill	1,500,000
	Total Street Maintenance	\$ 5,800,000
Community Development	Comprehensive Plan Update	\$ 62,500
Community Development	Development Code Re-write	50,000
	Total Community Development	\$ 112,500
General Services	Avalon Theater Improvements	\$ 100,000
	Total General Services	\$ 100,000
Public Safety	Fire Training Facility Completion	\$ 275,000
Public Safety	Shooting Range Safety Improvements & Expansion	600,000
	Total Public Safety	\$ 875,000
Parks & Recreation	Columbine & Kronkright Park Fence Replacement	\$ 30,000
Parks & Recreation	Crime Prevention through Environmental Design (CPTED) Safety Imp	50,000
Parks & Recreation	Horizon Park Master Plan	50,000
Parks & Recreation	Lincoln Park Marquee	55,000
Parks & Recreation	Lincoln Park Pool Deck Furniture Replacement	25,000
Parks & Recreation	Lincoln Park Pool Diving Boards	27,000
Parks & Recreation	Parks, Recreation, and Open Space Master Plan	115,000
Parks & Recreation	Playground Repairs	25,000
Parks & Recreation	Riverfront Trail Repairs (High Country Court Off Riverside Parkway)	250,000
Parks & Recreation	Stadium Master Plan – Track Replacement	350,000
Parks & Recreation	Stadium Master Plan – Suplizio Stands Temporary Repair	85,000
Parks & Recreation	Stadium Master Plan – Suplizio Temporary Outfield	25,000
	Total Parks & Recreation	\$ 1,087,000
Public Works	ADA Accessibility Improvements	\$ 24,000
Public Works	Alley Improvement Districts – Alley South of Main/East of 7 th St	100,000
Public Works	City Entry Way Signs	150,000
Public Works	Curb, Gutter, Sidewalk Safety Repairs	100,000
Public Works	Monument Road Trail – Land Acquisition with Colorado West Land Trust	189,920
Public Works	Monument Road Trail-D Rd to Lunch Loop Parking Lot	189,920
Public Works	Riverfront at Dos Rios Infrastructure	1,000,000
Public Works	Riverfront at Dos Rios Pedestrian Bridge	3,500,000
Public Works	Riverside Parkway Borrow Project	50,000
Public Works	B ½ Rd at 27 ½ Rd Crossing-Safe Routes to School	40,000
Public Works	B Rd 29 ¾ Rd to 29 7/8 Rd, Mesa View Elementary-Safe Routes to School	95,000
Public Works	Lorey Drive, Westlake Park to 1 st St, West Middle School Safe Routes to School	75,000
Public Works	Traffic Signal Controllers	87,000
Public Works	Traffic Signal Equipment Upgrades	200,000
	Total Public Works	\$ 5,960,920
Total .75% Sales Tax Capital Projects		\$ 14,285,420

2020 Adopted Capital – All Funds (Cont.)

Department	Project Title	2020 Adopted
Storm Drainage Fund		
Public Works	Drainage System Improvements	\$ 30,000
Public Works	Pioneer Meadows (partner with Mesa County)	250,000
Total Storm Drainage Capital Projects		\$ 280,000
Transportation Capacity Fund		
Public Works	25 Road Left Hand Turns North of Patterson	\$ 646,000
Public Works	G Road & 24 Road Intersection Improvements	200,000
Public Works	I-70 Interchange 1601 and Environmental Assessment	400,000
Public Works	Monument Road Left Turn Lane	150,000
Public Works	Riverfront at Dos Rios - Left in Turn Lane	120,000
Public Works	Tour of Moon/S. Broadway Improvements	100,000
Public Works	24 Road and Riverside Parkway Interchange	200,000
Public Works	24 Road Widening Patterson to I70	500,000
Public Works	F 1/2 Road Parkway, Market to Patterson	250,000
Public Works	F 1/2 Road, 30 Road to Persigo Boundary	100,000
Public Works	G Road, 23 1/2 to 24 1/2 Road	250,000
Public Works	Patterson Capacity Improvements (5 intersections)	100,000
Total Transportation Capacity Capital Projects		\$ 3,016,000
Communication Center Fund		
Communication Center	Next Generation 9-1-1	\$ 60,000
Communication Center	800MHz Capital Improvements	70,000
Communication Center	Microwave Replacement at Radio Sites	115,000
Communication Center	Uncompahgre Radio Site Battery Replacements	80,000
Communication Center	CAD System Upgrades	20,000
Communication Center	Priority Dispatch (EMD) Software Upgrade	60,000
Communication Center	Fiber Project as Part of Raw Water Line Project	30,000
Total Communication Center Capital Projects		\$ 435,000
Water Fund		
Water	Water Line Replacements	\$ 1,250,000
Water	Flow Line Replacements	2,550,000
Water	Water Treatment Plant Modifications	500,000
Water	Grand Mesa Reservoir Improvements	50,000
Water	Juniata Reservoir Aeration	300,000
Water	Carson Lake Dam Rehabilitation	200,000
Water	Water Meter Replacement	570,000
Water	Somerville/Anderson Ranch Improvements	25,750
Water	Historic Water Treatment Plant Structural Engineering	50,000
Water	Lead Water Line Replacements	85,000
Total Water Capital Projects		\$ 5,580,750
Ridges Irrigation Fund		
Ridges Irrigation	Distribution System Replacement	\$ 30,000
Total Ridges Irrigation Capital Projects		\$ 30,000

2020 Adopted Capital – All Funds (Cont.)

Department	Project Title	2020 Adopted
Joint Sewer Operations Fund		
Joint Sewer Operations	Sewer Line Replacements/Rehabilitation	\$ 3,870,000
Joint Sewer Operations	Sewer Improvement Districts	60,000
Joint Sewer Operations	Lift Station Elimination/Rehabilitation	3,000,000
Joint Sewer Operations	Collection System Equipment	160,000
Joint Sewer Operations	Wastewater Treatment Plant Improvement & Asset Replacements	577,000
Joint Sewer Operations	Sewer Plant Studies	50,000
Joint Sewer Operations	Odor Control Improvements	500,000
Joint Sewer Operations	CNG Gas Storage/Enhanced Fueling Station	1,080,000
Joint Sewer Operations	Parallel Tiara Rado Force Main Under Colorado River	2,500,000
Total Joint Sewer Capital Projects		\$ 11,797,000
Internal Service Fund		
Information Technology	Phone System Replacement	\$ 464,000
Information Technology	VMWare NSX Platform	212,217
Information Technology	Purchase Redlands Tower Communications Site	150,000
Total Information Technology		\$ 826,217
Fleet	Fleet and Equipment Replacements	\$ 3,700,000
Fleet	Mobile Column Lifts	35,000
Total Fleet		\$ 3,735,000
Total Internal Service Capital Projects		\$ 4,561,217

.75% Sales Tax Capital

The major source of revenue for general government capital projects is the 0.75% City sales tax which generates approximately \$13.6 million per year. The City has annual debt service and reoccurring expenses of those funds including the debt payment for the Riverside Parkway, the lease payment for the Public Safety Buildings (Police, Fire Station #1, Fire Administration), economic development funding, contributions to the Downtown Development Authority for Las Colonias Park and Grand Junction Convention Center improvements, and dedicated funding for the maintenance of existing street infrastructure which includes the use of voter authorized TABOR funds (2017 Question 2B funds). Depending upon each year’s TABOR excess, approximately \$1.5 to 2 million remains for other projects after the City’s debt service and reoccurring expenses.

Another source of revenue are funds that are restricted to specific uses including Parkland Expansion (from development fees) and Conservation Trust Funds which are lottery funds disbursed through the State. Some Conservation Trust Funds are dedicated annually for the Stocker Stadium lease payments and the Golf Course irrigation loan. After these expenses, the parks and lottery revenues can add another \$650,000 each year for dedication to parks projects. Finally, the City has historically been successful at leveraging limited resources to obtain significant grant funding for capital projects. In the last five years, the City has been awarded approximately \$14 million in grant funds for use on capital projects.

The first five years of the 0.75% Sales Tax Capital Improvement plan allocates approximately \$89.2 million to debt service and reoccurring expenses and \$15.8 million for new capital projects which includes leveraging \$5.7 million in partner and grant funding.

New projects include a significant commitment to the maintenance of existing streets of \$22.8 million which includes the use of 2017 Question 2B funds through 2022. From 2017 through 2022, over \$33 million is planned to be invested in improving the condition of street infrastructure. After which \$3 million is dedicated annually towards maintaining that condition.

With the authorization of the First Responder Tax and commitment of 0.75% sales tax funds, another major investment over the next five years is \$18.2 million towards public safety including adding building and equipping two new fire stations (Station #6 started in 2019), remodeling the police department for the new positions, completing safety and expansion improvements to the shooting range, completing the Fire Training Facility in Whitewater, and the replacement or renovation of Fire Station No. 3.

Highlights of the \$2.5 million in parks and recreation over the next five years include repairs and replacement of heavily used parks and recreation assets including pool facilities and playground equipment. With the participation of community partners, the track at Stocker Stadium will be replaced. The Riverfront Trail that was damaged from bank erosion will be repaired and stabilized. The Parks and Recreation Master Plan will also be completed which will provide guidance and policy direction for the Department’s role in the community. A significant amount of the parks projects is funded by foundations, grants, and dedicated revenues.

Within the public works \$8 million of new projects in the five-year plan, the major project is the continued build out of the Dos Rios infrastructure. Also included is a signature pedestrian bridge providing a safe pathway for bikes and pedestrians between Downtown and the new Riverfront at Dos Rios development. Significant funding sources are available through grants and partnership opportunities for these projects.

First Responder Tax

Police Department Remodel for New Positions

Project Description: At the end of 2019 the GJPD contracted with Blythe Group project architects to redesign the GJPD police station on 544 Ute Avenue in Grand Junction, CO. The purpose of the redesign and renovation will be to maximize space and use of the current building. With the passage of the first responder tax, the GJPD will grow in authorized positions and the building will need to accommodate 31 new employees.



SOURCES OF FUNDING:

BUDGETED PROJECT COSTS:

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
First Responder Tax	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ 350,000
Total	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ 350,000

Streets

Street Maintenance

Street Maintenance requires an ongoing annual commitment to maintain the City’s \$266 million worth of street assets. In 2017, this effort was increased with the passing of 2017 Measure 2B and those funds are part of the ongoing effort to upgrade our pavement condition index (PCI) beginning in 2018 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 2020, the City’s street maintenance efforts will focus on:



- a) **Contract Street Maintenance, \$4,300,000** – The annual program includes contracting for street maintenance using treatments such as hot mix asphalt overlays, asphalt patching, micro surfacing, high density mineral bond (HA5) and minor street reconstructions.
- b) **Chip Seal/Crackfill, \$1,500,000** – One of the most detrimental effects to the structure of a road is to let water migrate through the surface and get into the subgrade. Allowed to perpetuate, more moisture continues to weaken the subgrade causing more cracks which eventually leads to potholes and degradation of the road surface. The City’s crackfill program aims to fill cracks in all of the road surfaces that are planned for chip seal, microsurface or other light maintenance activity. Chipseal enhances safety by providing good skid resistance. They provide an effective moisture barrier for the underlying pavement against water intrusion and prevent deterioration of the asphalt surface from the effects of aging and oxidation due to water and sun. This increased level of expenditure factors in the additional capacity of the Project Team that will be dedicated to street maintenance.

SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Street Maint - Tabor Transfer	\$ 3,000,000	\$ 8,362,732	\$ 3,000,000	\$ 5,362,732	\$ 8,362,732
Street Maint. - .75% Sales Tax Fund	2,800,000	14,400,000	2,800,000	11,600,000	14,400,000
Total	\$ 5,800,000	\$ 22,762,732	\$ 5,800,000	\$ 19,662,732	\$ 22,762,732

Community Development

Comprehensive Plan Update

In 2018, the City commenced the Comprehensive Plan update process with a statistically valid community survey followed by hiring the national known consultancy Houseal Lavigne Associates to assist in developing the plan. The plan work began in 2019 and was scoped as an approximate 16 to 18-month process and is targeted to be completed in Spring 2020. This update to the Comprehensive Plan will develop a community vision with specific goals and strategies related to implementing the plan. A significant part of the project will entail planning for future growth of the community but will also focus on other values that may include elements such as public safety, parks, trails and open



space. A significant part of the project will entail planning for future growth of the community but will also focus on other values that may include elements such as public safety, parks, trails and open

space, sustainability, tourism, economic diversity and housing. Extensive public outreach has been ongoing in the process and will continue for the duration of the development and drafting of the plan.

SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000
DOLA Grant	37,500	37,500	37,500	-	37,500
Total	\$ 62,500	\$ 62,500	\$ 62,500	\$ -	\$ 62,500

Development Code Re-Write

It is considered a best practice upon completion of a Comprehensive Plan for a City to review its development code to ensure that its regulatory requirements align with the vision and goals of the Community. Funding has been budgeted to complete an assessment of the Code in 2020 and to conduct targeted updates to the Code as may be appropriate.

SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 25,000	\$ 50,000	\$ 25,000	\$ 25,000	\$ 50,000
DOLA Grant	25,000	50,000	25,000	25,000	50,000
Total	\$ 50,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 100,000

General Services

Avalon Theater Improvements

This will match donations raised by the Avalon Foundation Board’s pipeline project which is focused on further improvements to the Theater that include shading sails for the rooftop terrace, blinds for the mezzanine and a wraparound marquee sign among other behind the scenes improvements.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000
Foundation Donations	50,000	50,000	50,000	-	50,000
Total	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 100,000

Public Safety

Fire Training Facility Completion

This is the continuation of the Fire Training Facility project that began in 2018 and continues through 2020. This phase of the project will complete additional training props for hazardous material and technical rescue training that will involve concrete structures and collection pools to allow for the simulation of leaking tanks. Additional asphalt driving surfaces will be added to facilitate driver training and improve ingress and egress to the live-fire building. This project started in 2014 with the award of a Mesa County Federal Mineral Lease (MCFML) grant that assisted in funding water and septic system infrastructure and the placement of two modular classroom buildings. Once this project is complete, the Fire Department will be able to regularly provide live fire training for all new fire recruits and current firefighters. These controlled fires will allow a safer and regular training opportunity without having to transport our firefighters to other parts of the State for required training.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ 275,000
Total	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ 275,000

Shooting Range Safety Improvements & Expansion

The firing range facility is managed by the Grand Junction Police Department and used by multiple agencies including the State Patrol, Sheriff's Department, and Fruita Police Department. It is heavily used and in need of safety improvements related to lead remediation in the soil and sanitary sewer requirements. In preparation for new police positions from First Responder Funding, the range will be expanded to meet additional training requirements and add a 5-lane rifle section, a non-ballistic shoot house (one that will use simunitions, as opposed to live rounds, to reduce wear and tear and potential structural damage), a range building and proper retaining barriers between ranges. Because of the regional use of the shooting range, staff will apply for an FML grant to help fund the improvements.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	\$ 200,000
FML Grant	200,000	200,000	200,000	-	200,000
First Responder Tax	200,000	200,000	200,000	-	200,000
Total	\$ 600,000	\$ 600,000	\$ 600,000	\$ -	\$ 600,000

Parks and Recreation

Columbine and Kronkright Park Fence Replacement

The chain link fencing on first and third base lines around both the Columbine and Kronkright Softball Complexes is extremely old and showing wear from years of soft toss into the fence, the fence being hit or run into, and people climbing over the fence in a number of locations. Project would consist of removal of existing chain link fence and replace with black vinyl fence (preferred) or chain link (based on cost) as well as a new yellow safety topper.



SOURCES OF FUNDING

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000
Total	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000

BUDGETED PROJECT COSTS

Crime Prevention Through Environmental Design (CPTED)

Criminal and destructive behaviors in our parks is increasing every year. Parks have experienced bent or broken picnic tables and benches; portions of playgrounds set on fire, cut, or broken; bathroom fixtures completely destroyed; graffiti; broken sprinkler heads; stolen backflow devices; and many other costly activities. Working in collaboration with the Police Department, many of our parks have had a CPTED audit performed. The most immediate needs are increased lighting and security cameras. Parks is in the process of converting existing pedestrian and shelter lights to LED lights for increased uniformity; however, many parks need additional lighting around shelters and play areas. The highest priority park is Canyon View due to the lack of lights around the playground. Since installation in 2015, the play area has experienced extreme use and vandalism including shade sails being cut, picnic tables thrown into the pond, theft of playground parts, damage to rope components, and other devious activities. The extra light will prevent the hiding spots after hours and allow better observation from police. Staff is currently researching options to install LED Cobra head lights as well as solar lights.



SOURCES OF FUNDING

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 50,000	\$ 150,000	\$ 50,000	\$ 100,000	\$ 150,000
Total	\$ 50,000	\$ 150,000	\$ 50,000	\$ 100,000	\$ 150,000

BUDGETED PROJECT COSTS

Horizon Park Master Plan

The development of Fire Station #6 provides an opportunity to develop a small first phase of Horizon Park to include a small play area, landscaping, and parking. Joint design efforts will create a collaborative design for both projects. The area includes 1.7 acres, with total park space of 12.6 acres.

SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Parkland Expansion Funds	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000
Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000

Lincoln Park Marquee

The current marquee was installed in 2006 by Platinum Signs. The current marquee’s technology is outdated and some parts are no longer manufactured. A recent failure of the marquee resulted in a three-week outage while waiting on refurbished used parts from Daktronics. The new marquee will utilize cellular technology that will allow for easy updates from the web and will not need to be connected to a network. Estimate includes install.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ 55,000
Total	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ 55,000

Lincoln Park Pool Deck Furniture Replacement

The existing deck furniture was replaced in 2003 and in 2006. Furniture includes sand chairs, lounge chairs, regular chairs, and some tables. The furniture was a minimum of 10 years old in 2016 and half of the inventory was replaced. The remaining inventory requires replacement.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000
Total	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000

Lincoln Park Pool Diving Boards

The diving boards were last replaced in 2006 and typically last 10 - 15 years. When the boards become slick, they become a safety hazard. Cost to replace the three boards is \$27,000. Staff repainted the diving boards in 2018 to minimize slip hazards.



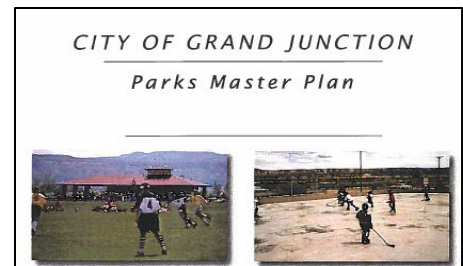
SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	\$ 27,000
Total	\$ 27,000	\$ 27,000	\$ 27,000	\$ -	\$ 27,000

Parks, Recreation, and Open Space Master Plan

The last park master plan was developed in 2001. This most recent plan also lacked a focus on recreation and open space. The plan will evaluate the full system including all levels of parks, outdoor and indoor recreation facilities, recreation programs and open space. It will provide guidance and policy direction for the Department's role in the community, and it will lay out the blueprint to help the department maximize the quality and quantity provided to the community. The plan will include an opportunity to survey the community, analyze the system's current condition and challenges, develop long-range goals, and high-level initiatives to build success over time. A \$56,250 grant was awarded from GOCO on September 27, 2019 to fund half of the cost of this master plan.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Parkland Expansion Funds	\$ 58,750	\$ 58,750	\$ 58,750	\$ -	\$ 58,750
GOCO Grant	56,250	56,250	56,250	-	56,250
Total	\$ 115,000	\$ 115,000	\$ 115,000	\$ -	\$ 115,000

Playground Repairs

Parks Operations is taking all precautions to ensure that every playground within the park system meets the highest of National Playground Safety Institute (NPSI) national standards for safety. The Department has three certified playground inspectors who have implemented a daily, weekly and monthly playground inspection program that will determine the long and short-term condition of every playground structure. The annual updating of our most needed play structures will meet the new safety and



accessibility standards being implemented and recommended for public playgrounds. Typical play structures have a safe and useful life expectancy of between 10 and 15 years depending on usage. Funds will be used for playground equipment repair and replacement parts due to wear, tear, abuse, and vandalism. They will also be used to replace the rubber and artificial surfacing as needed. Staff will continue the inspections to update the condition of the play structures and surfacing as well as be proactive in maintenance practices to extend the life, safety and playability standards recommended for public playgrounds.

SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 25,000	\$ 200,000	\$ 25,000	\$ 175,000	\$ 200,000
Total	\$ 25,000	\$ 200,000	\$ 25,000	\$ 175,000	\$ 200,000

Riverfront Trail Repair

Annually, \$25,000 is allocated from Conservation Trust Funds (CTF) funds to address areas of concerns in the riverfront trail system and is used to correct safety concerns and hazardous situations and replace areas of asphalt with concrete. The increased amount for 2020 includes major repair to the trail behind High Country Court off the Riverside Parkway. This area has incurred 75 feet of bank erosion since the tamarisk were removed in 2008. The project will include bank stabilization to allow the trail to exist in its current location while withstanding annual flooding.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 25,000	\$ 100,000	\$ 25,000	\$ 100,000	\$ 125,000
.75% Sales Tax Funds	225,000	-	225,000		225,000
Total	\$ 250,000	\$ 100,000	\$ 250,000	\$ 100,000	\$ 350,000

Stadium Master Plan Improvements, Track Replacement

The Stocker Stadium Track infrastructure, sub-base asphalt base layer, and drains were originally installed over 40 years ago. Though the track was last repainted in 2012 the infrastructure has far surpassed its useful life expectancy. The drains are not functioning properly thus allowing water to sit on the track and penetrate between the asphalt and the rubber surfacing causing separation. Project would consist of a complete renovation of the track surfacing to include repair/replacement of the asphalt base (if needed) and installation of new rubber surfacing and repainting.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 95,000	\$ 95,000	\$ 95,000	\$ -	\$ 95,000
CTF Funds	75,000	75,000	75,000	-	75,000
Partner Funding - PIAB	90,000	90,000	90,000	-	90,000
Partner Funding - SD51 Funding	90,000	90,000	90,000	-	90,000
Total	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ 350,000

Stadium Master Plan Improvements, Suplizio Stands Temporary Repair

This project was approved for \$100,000 in 2019. Of that amount \$15,000 was spent and remainder of \$85,000 is moved to 2020. The stands structure at Suplizio field is showing severe signs of failure. There are several sections of the stands that surface rust has completely eaten through steps and many sections that the surface rust has caused significant damage. Repairs will include stripping out all rust, repairing damaged sections, sealing cracks and repainting of the stands. This is only a temporary fix as the more permanent fix will be much more extensive and expensive.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	\$ 85,000
Total	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	\$ 85,000

Stadium Master Plan Improvements, Suplizio Field Temporary Outfield

This temporary solution to a much larger problem will improve the playability of the outfield. This will mitigate Poa, an invasive species of grass, that is spreading throughout the outfield. In 2021, the outfield will be considered for complete replacement including drainage improvements.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000
Total	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ 25,000

Public Works

ADA Accessibility Improvements

City Hall and other public spaces have accessible parking spots within the public right-of way that no longer meet current ADA regulations. This project upgrades several ramps to meet current codes.



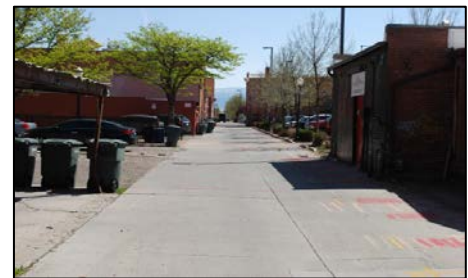
SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CDBG Funds	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	\$ 24,000
Total	\$ 24,000	\$ 24,000	\$ 24,000	\$ -	\$ 24,000

Alley Improvement Districts

This program has been on hold for 10 years. This will replace one alley at a yet to be determined location. This program is a partnership with adjacent property owners where residential properties pay 10% of the cost, multifamily 15%, and commercial 50%. Alleys will be reviewed and selected based on previous interest.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Assessment Revenue	\$ 20,000	\$ 100,000	\$ 20,000	\$ 80,000	\$ 100,000
.75% Sales Tax Fund	80,000	400,000	80,000	320,000	400,000
Total	\$ 100,000	\$ 500,000	\$ 100,000	\$ 400,000	\$ 500,000

City Entry Way Signs

This project was originally approved in 2019 but was put on hold to coordinate with the results of branding study being completed by Visit GJ. The existing signs are over 40 years old and need an update to project a positive image representative of the largest community between Denver and Salt Lake City.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 150,000
Total	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 150,000

Curb, Gutter, and Sidewalk Safety Repairs

This program includes the replacement or repair of deteriorated or hazardous curbs, gutters, and sidewalks on City streets. It also includes replacement of curbs and gutters that do not properly drain. Tripping hazards on sidewalks are given highest priority. Concrete replacement locations are determined from field surveys and citizen complaints. Each location is rated and prioritized according to the type of problem and degree of hazard. The benefits include keeping our curb, gutter, and sidewalks in a state of good repair providing a reliable surface for non-motorized users and conveyance of stormwater without standing water.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 100,000	\$ 500,000	\$ 100,000	\$ 400,000	\$ 500,000
Total	\$ 100,000	\$ 500,000	\$ 100,000	\$ 400,000	\$ 500,000

Monument Road Trail Land Acquisitions with Colorado West Land Trust

The City and Colorado West Land Trust (CWLTL) have applied for a grant to acquire a property/right-of-way necessary for Phase II of the Monument Road Trail that will connect the Lunch Loop Trailhead with South Camp Road. This portion is the City's participation for the grant match.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
CTF Funds	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000
GOCO Grant	159,920	159,920	159,920	-	159,920
Total	\$ 189,920	\$ 189,920	\$ 189,920	\$ -	\$ 189,920

Monument Road Trail – D Road to Lunch Loop Parking Lot

The Monument Road Trail from D Road to Lunch Loop Trailhead came in significantly under budget allowing for additional scope to be considered. Planned improvements include paving the parking lot and extension of the parking lot to the west to add Trailer/Vendor parking.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Open Space Funded	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ 75,000
GOCO Grant	200,000	200,000	200,000		200,000
Mesa Count Funded	75,000	75,000	75,000		75,000
Total	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ 350,000

Riverfront at Dos Rios Infrastructure

By leveraging public investment already made in Dos Rios the City will apply for a grant for additional infrastructure (including pedestrian bridge listed next), potentially lower debt issuance and related mill levy on property owners.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
GOCO Grant	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		\$ 1,000,000
Total	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ 1,000,000

Riverfront at Dos Rios Pedestrian Bridge

Connectivity is one of five key goals in the Downtown Development Authority’s Plan of Development. With the development of Dos Rios and the redevelopment of the 2nd Street and the Depot area, this signature bridge will provide a safe pathway for bikes and pedestrians between Downtown and the new Riverfront at Dos Rios development. Potential funding sources include CDOT’s Multi-Modal Options Fund, GOCO Connect grant, and the Department of Local Affairs Energy Impact grant.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 500,000	\$ 500,000	\$ 500,000		\$ 500,000
GOCO Grant	3,000,000	3,000,000	3,500,000		3,500,000
Total	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ -	\$ 3,500,000

Riverside Parkway Borrow Project

This project will help convert the Riverside Parkway Borrow area on the northwest side of the cemetery to outdoor storage to replace the City's storage area being developed for the Riverfront at Dos Rios. This is for materials only as most of the work will be conducted by City Staff.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 50,000	\$ 50,000	\$ 50,000		\$ 50,000
Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000

Safe Routes to Schools

Safety for the children of Grand Junction is very important to the City. Each year we receive funding from CDBG funds to improve walkways and crossings for them to get to and from school each day. In 2020, the City will undertake three projects dedicated to Safe Routes to Schools. They include:

- 1. B 1/2 Road at 27 1/2 Road Crossing (\$40,000)** – Orchard Mesa Middle School – this project will construct a crossing of B 1/2 Road at 27 1/2 Road to provide a safer crossing for kids to get to Orchard Mesa Middle School from south of Highway 50.
- 2. B Road from 29 3/4 Road to 29 7/8 Road (\$95,000)** – Mesa Elementary School – this project will construct 920 feet of sidewalk to connect Mesa View elementary to newer subdivisions east of the school.
- 3. Lorey Drive from Westlake Park to 1st Street (\$75,000)** – West Middle School – this project will construct 450 feet of sidewalk along Lorey Drive from existing sidewalk north to Lilac Lane providing a safer connection from the Fruitvale neighborhood to Westlake Park as well as West Middle School.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Orchard Mesa Middle School-CDBG	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ 40,000
Mesa Elementary School-CDBG	95,000	95,000	95,000	-	95,000
West Middle School-CDBG	75,000	75,000	75,000	-	75,000
Total	\$ 210,000	\$ 210,000	\$ 210,000	\$ -	\$ 210,000

Traffic Signal Controllers

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. This is an on-going replacement/upgrade program for traffic signal controllers. Maintaining a replacement cycle for signal controllers is necessary, primarily because of the limited service life of the controller which is exposed to in-the-field conditions. It is also necessary to keep pace with current technology supporting traffic signal coordination, vehicle

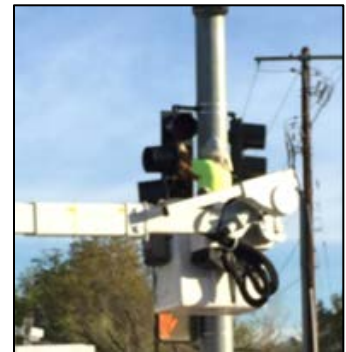


detection, and emergency pre-emption systems; all of which contribute to safer and less congested roadways. With the renewal of the CDOT Maintenance Agreement for 2019-2023, an additional \$25,000 was added for purchase of signal controllers for CDOT signals.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 62,000	\$ 305,000	\$ 62,000	\$ 243,000	\$ 305,000
Partner Funding - CDOT	25,000	125,000	25,000	100,000	125,000
Total	\$ 87,000	\$ 430,000	\$ 87,000	\$ 343,000	\$ 430,000

Traffic Signal Equipment Upgrades

Upgrades to signal equipment are required for safety and compliance with Federal requirements. It is also a cost-effective way to extend the life of the signal investment. Installation of this equipment provides safer and more efficient operation for aging signals and extends their service life. An ongoing maintenance program to replace these key signal components when they begin to fail is a more efficient way to preserve the signal infrastructure. This also adds a good deal of assistance to the aging, the physically challenged, and children. Pre-emption for fire department vehicle movement greatly enhances their efforts toward quicker and safer emergency runs. With the renewal of the CDOT Maintenance Agreement for 2019-2023, an additional \$25,000 was added for purchase of signal equipment for CDOT signals.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Funds	\$ 175,000	\$ 475,000	\$ 175,000	\$ 300,000	\$ 475,000
Partner Funding - CDOT	25,000	125,000	25,000	100,000	125,000
Total	\$ 200,000	\$ 600,000	\$ 200,000	\$ 400,000	\$ 600,000

Storm Drainage

The Drainage Fund receives approximately \$30,000 each year from development activity fees. Most drainage projects require a transfer of 0.75% Capital funds in order to complete a project. This is the case in 2020 with the Pioneer Meadows drainage project which is a joint project with Grand Valley Drainage District and Mesa County for \$250,000 related to the reconstruction of E Road between 31 Road & 32 Road.

Storm Drainage System Improvements

Many small drainage improvements are constructed by City crews. This funding buys materials for Public Works Stormwater Division to install.



SOURCES OF FUNDING**BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Development Fees	\$ 30,000	\$ 110,000	\$ 30,000	\$ 110,000	\$ 140,000
Total	\$ 30,000	\$ 110,000	\$ 30,000	\$ 110,000	\$ 140,000

Pioneer Meadows

Mesa County is proposing to reconstruct E Road between 31 and 32 Road in 2019 and requested the City to participate in the storm drainage infrastructure that will benefit not only the new road but also provide a stormwater outfall to the proposed Pioneer Meadows Subdivision which is within City limits.

**SOURCES OF FUNDING****BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
.75% Sales Tax Fund	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 250,000
Total	\$ 250,000	\$ 250,000	\$ 250,000	\$ -	\$ 250,000

Transportation Capacity Fund

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 significantly outpace the resources.

The current transportation capacity payment and growth management and streets policies were adopted in 2004, which eliminated the requirements for developers to construct street improvements associated with their development and instead pay an impact fee based on the type of development. 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. Staff worked with the development community to address the growth management and streets policy. In particular, staff addressed the need for developers to construct necessary safety improvements that directly benefit developments.

Transportation Capacity Payment revenues are currently \$1.6 million per year. These are estimated to increase slightly in 2020 but are still considerably less than the amount needed for expansion of the transportation system. City Council will consider an increase to transportation capacity payments in late 2019 that is not contemplated in this capital plan.

The first five years of the ten-year Capital Improvement Plan for transportation capacity improvements are balanced and plan for \$9.4 million in improvements. These improvements include turn lanes on 25 Road & Monument Road, as well as G Road & 24 Road intersection improvements, and the first part of the Environmental Assessment for the I-70 interchange at 29 Road.

25 Road Left Turn Lanes North of Patterson Road

25 Rd. is classified as a principal arterial to F 1/2 Rd. and minor arterial north of F 1/2 on the City-County urban functional classification map and is designated as a bike route on the Urban Trails Master Plan. This project will widen 25 Rd. at Waite Street, F 1/4 Rd. and F 1/8 Rd. where left turn lanes are warranted. No curb, gutter, sidewalk or streetlights are proposed as part of this project, however enough pavement width is proposed to stripe a bike lane. Widening of approximately 2,000 linear feet of 25 Rd. is included. Right of Way acquisition of approximately 10,000 sq. feet will be required from five properties.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 646,000	\$ 646,000	\$ 646,000	\$ -	\$ 646,000
Total	\$ 646,000	\$ 646,000	\$ 646,000	\$ -	\$ 646,000

G & 24 Road Intersection Improvements

With recent growth along both the 24 Road and G Road corridors, this intersection has started to experience long delays during peak hours of the day. These intersection improvements will add capacity to the intersection thereby minimizing motorist delays.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 200,000	\$ 2,650,000	\$ 200,000	\$ 2,650,000	\$ 2,850,000
Total	\$ 200,000	\$ 2,650,000	\$ 200,000	\$ 2,650,000	\$ 2,850,000

I-70 Interchange 1601 and Environmental Assessment

In 2019 the City partnered with Mesa County on a Planning and Environmental Linkages (PEL) that is the first phase of environmental documentation for the construction of a new interchange on I-70 at 29 Road. The completion of the documentation for CDOT's policy directive 1601 and the accompanying environmental assessment will require an estimated \$1.6 million that will again be split evenly with Mesa County over 2020 and 2021.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 400,000	\$ 800,000	\$ 400,000	\$ 400,000	\$ 800,000
Total	\$ 400,000	\$ 800,000	\$ 400,000	\$ 400,000	\$ 800,000

Monument Road Left Turn Lanes

The Monument Road Trail from D Road to Lunch Loop Trailhead came in significantly under budget allowing for additional scope to be considered. Planned improvements include paving the parking lot and extension of the parking lot to the west to add Trailer/Vendor parking. This project will add a center left turn lane into the new parking lot.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000
Total	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000

Riverfront at Dos Rios Left Tun Lane In

In 2017, the City constructed a right turn lane into the southern access into the Riverfront at Dos Rios property. This project will add a left turn lane by removing a portion of the island to allow lefts into the development.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ 120,000
Total	\$ 120,000	\$ -	\$ 120,000	\$ -	\$ 120,000

Tour of the Moon/South Broadway Improvements

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 S. Broadway to improve safety for motorists and bicyclists.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
TCP Development Fees	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000
Total	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000

24 Road and Riverside Parkway Interchange

2019 Ballot Measure 2A project. Intersection improvements are proposed to improve circulation and make interchange more intuitive. Project also constructs bike path connecting Riverfront Trail to the Mall and on to Canyon View Park.



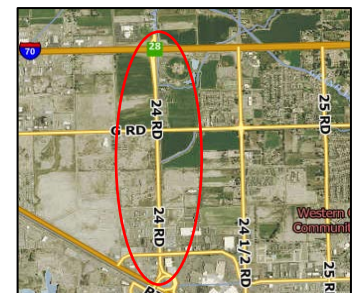
SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 200,000	\$ 6,500,000	\$ 200,000	\$ 6,300,000	\$ 6,500,000
Total	\$ 200,000	\$ 6,500,000	\$ 200,000	\$ 6,300,000	\$ 6,500,000

24 Road Widening, Patterson Road to I-70

2019 Ballot Measure 2A project. The existing was original constructed as a three-lane facility in 1999 with expansion planned to the west side. The road is nearing capacity with new development in the area such as the Medical Office Building/Community Hospital as well as Caprock Academy 1/2 mile to the east. Improvements would start just north of Patterson to the I-70 Interchange.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 500,000	\$ 8,000,000	\$ 500,000	\$ 7,500,000	\$ 8,000,000
Total	\$ 500,000	\$ 8,000,000	\$ 500,000	\$ 7,500,000	\$ 8,000,000

F 1/2 Parkway, Market Street to Patterson Road

2019 Ballot Measure 2A project. The creation of the F 1/2 Road Parkway from 24 Road to Patterson Road. This 5-lane, multimodal arterial will provide an alternative route around congested Patterson Road and serve rapidly developing area.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 250,000	\$ 17,000,000	\$ 250,000	\$ 16,750,000	\$ 17,000,000
Total	\$ 250,000	\$ 17,000,000	\$ 250,000	\$ 16,750,000	\$ 17,000,000

F 1/2 Road, 30 Road to Persigo Boundary

2019 Ballot Measure 2A project. F 1/2 Road will be widened to a three lane “collector” including center turn lane, curb, gutter, sidewalk, and streetlights from 30 Road to east of Thunder Mountain Elementary providing safer routes for kids to get to school.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 100,000	\$ 3,500,000	\$ 100,000	\$ 3,400,000	\$ 3,500,000
Total	\$ 100,000	\$ 3,500,000	\$ 100,000	\$ 3,400,000	\$ 3,500,000

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

2019 Ballot Measure 2A project. This stretch of G Road is experiencing growth with the Medical Office Building/Community Hospital on the west and Caprock Academy on the east. This project will tie into the proposed 24 Road improvements as well as the 24 1/2 Road improvements that are also part of Ballot Initiative 2A. A full collector section with curb, gutter, sidewalk, bike lanes, center turn lane, and streetlights is proposed.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 250,000	\$ 4,200,000	\$ 250,000	\$ 3,950,000	\$ 4,200,000
Total	\$ 250,000	\$ 4,200,000	\$ 250,000	\$ 3,950,000	\$ 4,200,000

Patterson Road Capacity Improvements (5 Intersections)

2019 Ballot Measure 2A project. With the volume of cars using Patterson Road higher now than ever before, there has been an observed degradation in the level of service and vehicle delays experienced at key intersections along the corridor due to traffic volume growth. The increases in vehicle delay and degradation in level of service cannot be solved with traffic signal timing optimization; it requires roadway expansion. One way to expand roadway capacity is by adding turn lanes at signalized intersections. An analysis of all the traffic signals on Patterson Road was performed in order to identify which intersections, and specifically which intersection approaches, would benefit the most from adding right turn lanes. The following represent the “Top 5”: 25 Road eastbound to southbound (AM & PM), 12th Street southbound to westbound (AM & PM); 28 1/4 Rd eastbound to south bound (PM rush), 29 Road eastbound to southbound (PM rush), 29 Road southbound to westbound (AM Rush).



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Bond Proceeds Measure 2A	\$ 100,000	\$ 1,000,000	\$ 100,000	\$ 900,000	\$ 1,000,000
Total	\$ 100,000	\$ 1,000,000	\$ 100,000	\$ 900,000	\$ 1,000,000

Enterprise Funds

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

Over the next five years, \$26 million will be invested in the water system including service and flow line replacements, Water Treatment Plant modifications, Grand Mesa Reservoir improvements, and the rehabilitation of the Carson Lake Dam. In 2020, the Water Services Division has \$7.6 million planned and the largest project is the Carson Lake Dam rehabilitation project. There are also major flow line replacements and water meter replacements.

The Ridges irrigation fund has one distribution system replacement project planned for 2020 at \$30,000 which will allow for the start of an incremental replacement plan of the distribution system at the Ridges Subdivision.

The joint sewer fund will be investing \$41.3 million over the next five years for interceptor and sewer line replacements as well as plant improvements. Major projects planned for 2020 include sewer line replacements, lift station elimination and rehabilitation, and design work for a parallel Tiara Rado force main under the Colorado River.

Water Fund

Water Line Replacements

Water Line Replacements in the Distribution System. The majority of the lines to be replaced are 4" to 12" cast iron lines that have been in service in excess of 50 years and have a recent history of breaks or are in areas targeted to increase flow capacity to meet fire protection requirements. All lines will be replaced with Poly Vinyl Chloride (PVC) pipe, thereby eliminating the possibility of external corrosion. The existing cast iron, ductile iron, and steel pipe materials are highly susceptible to external corrosion. Selection of project areas is based on pipe condition as well as street overlay and reconstruction schedule. Areas identified for replacement in 2020 include: 9th Street from D Road to Pitkin Ave., Elm to Orchard between 15th & 23rd St. and 9th to 12th St north of Orchard Ave. In addition, this project includes year 2 of a 5-year lead service line replacement program.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 1,250,000	\$ 6,969,000	\$ 1,250,000	\$ 5,719,000	\$ 6,969,000
Total	\$ 1,250,000	\$ 6,969,000	\$ 1,250,000	\$ 5,719,000	\$ 6,969,000

Flow Line Replacements

These funds will be used for water line and infrastructure replacements in the raw water supply system. The majority of the lines to be replaced are 20" to 24" cast iron, and ductile iron lines that have been in service in excess of 50 years and have a recent history of breaks. The project includes design of finishing the Purdy Mesa flowline replacement (6.5 miles), a pressure control tank above Sullivan Draw, and Kannah Creek Water Treatment Plant alternate water supply line.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 2,550,000	\$ 9,450,000	\$ 2,550,000	\$ 6,900,000	\$ 9,450,000
Total	\$ 2,550,000	\$ 9,450,000	\$ 2,550,000	\$ 6,900,000	\$ 9,450,000

Water Treatment Plant Modifications

These funds are used for replacement of equipment and upgrades at the water treatment plant. In 2020, the third phase of the Supervisory Control and Data Acquisition (SCADA) system upgrade project will be initiated. The upgraded SCADA system will allow for a computer interface between all processes at the plant and also incorporate watershed and distribution system monitoring. Also included in this project is replacing the electrical motor control center (MCC) at the Water Treatment Plant, which is over 50 years old. This allows for the replacement of an old 20” cast iron waterline used to convey raw water to the Water Treatment Plant from the Reservoir #3 Pump house.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 500,000	\$ 1,960,000	\$ 500,000	\$ 1,460,000	\$ 1,960,000
Total	\$ 500,000	\$ 1,960,000	\$ 500,000	\$ 1,460,000	\$ 1,960,000

Grand Mesa Reservoir Improvements

These funds will be utilized to address minor improvements at the City's reservoirs on the Grand Mesa recommended by the State Dam Safety Engineer as a result of annual inspections.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 50,000	\$ 250,000	\$ 50,000	\$ 200,000	\$ 250,000
Total	\$ 50,000	\$ 250,000	\$ 50,000	\$ 200,000	\$ 250,000

Juniata Reservoir Aeration

These funds would allow for the design and installation of an aeration system to maintain adequate dissolved oxygen levels in the lower reaches of Juniata Reservoir. Eliminating these seasonal anoxic episodes will improve water quality by decreasing available nutrients for algae, lowering dissolved iron and manganese levels, and reducing treatment costs.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 300,000
Total	\$ 300,000	\$ 300,000	\$ 300,000	\$ -	\$ 300,000

Carson Lake Dam Rehabilitation

These funds are set aside for the rehabilitation of Hogchute Reservoir (aka Carson Lake). This reservoir was reclassified as a high hazard dam in 2015 due to increased development downstream. Although the reservoir has been deemed safe and does not have a capacity restriction placed on it, there are requisite modifications needed as a result of the new classification.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 200,000	\$ 2,500,000	\$ 200,000	\$ 2,300,000	\$ 2,500,000
Total	\$ 200,000	\$ 2,500,000	\$ 200,000	\$ 2,300,000	\$ 2,500,000

Water Meter Replacements

There are 9,300 water meters in the City’s water system. The City began replacing the manual meters with radio read meters that allow the data on each meter to be transmitted to a data base through a radio frequency, which significantly reduces the labor required to obtain meter readings on a monthly basis. Requested funding of \$570,000 per year will enable accelerated replacement of remaining manual read meters in a span of 3 years.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 570,000	\$ 1,250,000	\$ 570,000	\$ 680,000	\$ 1,250,000
Total	\$ 570,000	\$ 1,250,000	\$ 570,000	\$ 680,000	\$ 1,250,000

Somerville/Anderson Ranch Improvements

Miscellaneous maintenance projects are budgeted at \$25,750 (plus 3% inflation) per year after completion of the National Resources Conservation Service project, 2018-2028.



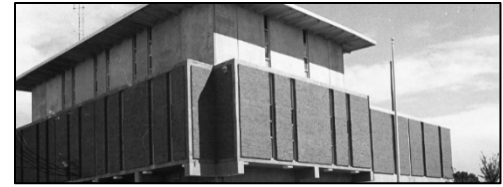
SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 25,750	\$ 136,711	\$ 25,750	\$ 110,961	\$ 136,711
Total	\$ 25,750	\$ 136,711	\$ 25,750	\$ 110,961	\$ 136,711

Historic Water Treatment Plant Structural Engineering

The City's original water treatment plant has been designated an historic structure by the City. An historical structural assessment (HSA) was completed in 2019 to assess structural improvements that would be required to preserve the structure for public use as a water history and education center. Structural engineering will be completed based on the recommendations of the HSA to complete initial structural improvements.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000
Total	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ 50,000

Lead Water Line Replacements

Funding will be utilized to continue year 2 of a 5-year 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 funding.

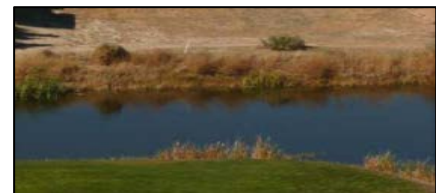


SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Water Fund	\$ 65,000	\$ 65,000	\$ 65,000	\$ -	\$ 65,000
CDBG Fund	20,000	20,000	20,000	-	20,000
Total	\$ 85,000	\$ 85,000	\$ 85,000	\$ -	\$ 85,000

Ridges Irrigation Fund

Distribution System Replacements

This will allow for the start of an incremental replacement plan of the distribution system at the Ridges Subdivision.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Ridges Irrigation Fund	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000
Total	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000

Joint Sewer Operations Fund

Sewer Line Replacements/Rehabilitation

Funds are budgeted through 2029 to replace/rehabilitate existing sewer mains within the Persigo 201 service area collection system. The collection system is comprised of approximately 577 miles of pipe of which approximately 200 miles is scheduled for replacement over the next 30 years. This replacement schedule was recommended in the 2015 independent rate study and approved by the Persigo Board. The above requested funds are consistent with Board approval.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 3,870,000	\$ 22,350,000	\$ 3,870,000	\$ 18,480,000	\$ 22,350,000
Total	\$ 3,870,000	\$ 22,350,000	\$ 3,870,000	\$ 18,480,000	\$ 22,350,000

Sewer Improvement Districts

In 2000, the City and the County passed a joint resolution establishing the septic system elimination program to provide incentives to property owners to eliminate septic systems. There are still approximately 1,500 properties that remain on septic systems within the Persigo 201 sewer boundary. The program has not yet achieved the goal of eliminating septic systems and making available connection to the sewer system to all properties within the service area. The last sewer improvement district was completed in 2010. Recommended funding for 2020 is to revitalize the incentive program by targeting completion of existing and new sewer improvement districts over the next 10 years.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 60,000	\$ 4,060,000	\$ 60,000	\$ 4,000,000	\$ 4,060,000
Total	\$ 60,000	\$ 4,060,000	\$ 60,000	\$ 4,000,000	\$ 4,060,000

Lift Station Elimination/Rehabilitation

The 2020 requested funds will be used to eliminate the River Bend Lift Station and replace the Ridges #1 Lift Station. Both lift stations have surpassed their design lives and it is recommended that these lift stations be replaced due to existing deficiencies regarding their condition, capacity, and long-term reliability. Funding planned for 2021 and beyond are focused on the continued implementation of predictive and preventative maintenance programs for the 27 lift stations in the collection system.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 3,000,000	\$ 3,206,000	\$ 3,000,000	\$ 206,000	\$ 3,206,000
Total	\$ 3,000,000	\$ 3,206,000	\$ 3,000,000	\$ 206,000	\$ 3,206,000

Collection System Equipment

These funds are recommended to purchase specialty equipment needed to efficiently operate and maintain the sewer collection system. Funds planned for 2020 will be used to purchase new camera equipment to remotely inspect manholes and sewer lines.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 160,000	\$ 366,000	\$ 160,000	\$ 206,000	\$ 366,000
Total	\$ 160,000	\$ 366,000	\$ 160,000	\$ 206,000	\$ 366,000

Wastewater Treatment Plant Improvements and Asset Replacements

These expenditures are associated with plant backbone improvements and ongoing asset replacement needs at the wastewater treatment plant. The funds planned for 2020 will be used for asset replacement in the headworks, power supply redundancy in disinfection, automation of the septic and grease receiving stations, and several other smaller projects.



SOURCES OF FUNDING**BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 577,000	\$ 3,188,000	\$ 577,000	\$ 2,611,000	\$ 3,188,000
Total	\$ 577,000	\$ 3,188,000	\$ 577,000	\$ 2,611,000	\$ 3,188,000

Sewer Plant Studies

This expenditure is proposed for the completion of an Arc Flash and Electrical Safety study to be completed in 2020.

SOURCES OF FUNDING**BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 50,000	\$ 350,000	\$ 50,000	\$ 300,000	\$ 350,000
Total	\$ 50,000	\$ 350,000	\$ 50,000	\$ 300,000	\$ 350,000

Odor Control Improvements

An odor control study for the wastewater treatment plant and the sewer collection system is currently underway and will be completed in 2019. The recommended funds for 2020 are to design and construct odor control improvements. A three-year phased construction approach was assumed at \$500,000 per year from 2020 through 2022.

SOURCES OF FUNDING**BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 500,000	\$ 1,500,000	\$ 500,000	\$ 1,000,000	\$ 1,500,000
Total	\$ 500,000	\$ 1,500,000	\$ 500,000	\$ 1,000,000	\$ 1,500,000

CNG Gas Storage/Enhanced Fueling Station

In 2015, the Persigo wastewater treatment plant commissioned a first-of-its-kind project that beneficially recaptures waste methane gas (biogas) produced as a byproduct of the treatment process and converts it into compressed natural gas (CNG) which is used as a vehicle fuel. Recommended funding would be used to design and construct improved biogas storage and upgraded instrumentation and automation on the fleet fueling system that will maximize the amount of methane biogas used as vehicle fuel, instead of flaring it to the atmosphere. Due to existing constraints with biogas storage and fueling automation approximately 21% or 25,500 gasoline gallon equivalents (GGE) of CNG are flared to the atmosphere per year. The improvements from this project will allow nearly 100% of the CNG produced to be used as vehicle fuel and will result in an additional reduction of over 500,000 lbs-CO₂/year.



SOURCES OF FUNDING**BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 560,000	\$ 560,000	\$ 560,000	\$ -	\$ 560,000
DOLA Grant	520,000	520,000	520,000	-	520,000
Total	\$ 1,080,000	\$ 1,080,000	\$ 1,080,000	\$ -	\$ 1,080,000

Parallel Tiara Rado Force Main Under the Colorado River

A design of a new force main for the Tiara Rado Lift Station is funded and was initiated in 2019. Recommended 2020 funds are to construct a parallel force main from the Tiara Rado lift station, across or under the Colorado River, to the River Road Interceptor east of the Persigo Wastewater Treatment Plant. The existing force main from the lift station is ductile iron and was installed during the 1980's. A section of this pipe has failed in the past and has been repaired. This parallel line will allow an alternative discharge option from the lift station. Once the new line is placed into service; the existing line can be inspected to determine if it can be rehabilitated to serve as a redundant pipeline or if the line should be taken out of service.

**SOURCES OF FUNDING****BUDGETED PROJECT COSTS**

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Joint Sewer Fund	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 2,500,000
Total	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ -	\$ 2,500,000

Internal Service Funds

Internal service operations provide goods and services to support the operations of the City. An internal service fund serves as a long-term financial plan for ensuring that the resources are available to replace assets and provide internal support services according to the need of City departments serving the community. The City has an internal service fund to manage the replacement and improvement of capital assets including vehicles, information technology, and facilities. The City also manages the capital projects under the Regional Communication Center that are funded by E-911 surcharge funds.

For 2020, Information Technology will make a capital investment of over \$1.0 million. This includes phone system replacement, the purchase of Redlands Communications Tower, and virtual networking security software. It should be noted that in addition to this, Information Technology also replaces over \$1.2 million of information technology infrastructure each year including desktop and laptop computers, printers, and servers.

Fleet is responsible for the maintenance and replacement of the City's fleet vehicles. In 2020, Fleet has planned for \$3.7 million in replacements of utility trucks, patrol vehicles, an ambulance, and a fire truck. Of the 21 vehicles up for replacement in 2020, 12 are targeted as alternative fuel vehicles. These include electric vehicles for the Facilities, Water Services and Golf divisions, hybrids for the Forestry and Traffic divisions and Compressed Natural Gas for the Solid Waste, Streets, Parks and Code Enforcement divisions.

Long-term planning and prioritization for replacement of major facility systems is managed through a facility needs software system. The needs assessment is based on a facility condition index which evaluates the condition and need

for improvements. Facilities will continue to accrue for these needs in 2020. The funds for the accrual are provided through the 0.75% sales tax revenues.

The Communications Center will complete \$435,000 in capital projects. These include microwave replacements at radio sites, Next Generation 911 development, and software upgrades. During the next five years, the Communication Center plans include \$2.8 million in capital investment including radio towers, additional software system upgrade, and battery replacement at radio sites. Key to capital planning for the Communication Center is the availability of funds to pay for the construction of three communication towers in the next ten years.

Information Technology Fund

Phone System Replacement

The City's Phone system was originally purchased in the 1990s with Public Branch eXchange (PBX) switches updated in 2006 through 2011. The typical life expectancy of a PBX switch is typically 10 years. The current system uses digital technology and provides call center functionality that provides for highly customized call handling. The current configuration uses 12 switches located at each of the major City facilities that communicate with a central switch located at City Hall over fiber, microwave, or CenturyLink provided phone lines. A central voice mail system provides voice mail for all switches. The system requires a dedicated network with proprietary handsets located at each workstation. The City currently has more than 800 handsets in use. While PBX technology is still used in some situations, more and more organizations are moving to Voice over Internet Protocol (VoIP) systems which take advantage of existing data networks and standard network switches. The replacement project will look at the newest voice technology options. The City anticipates a Request for Information process to begin in 2019 with a contract signed in 2020. Existing equipment will be offered for sale to recoup some costs.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Information Technology Fund	\$ 464,000	\$ 464,000	\$ 464,000	\$ -	\$ 464,000
Total	\$ 464,000	\$ 464,000	\$ 464,000	\$ -	\$ 464,000

VMWare NSX Platform

VMware NSX is a virtual networking and security software product intended to secure the City's network infrastructure from malicious attempts to corrupt, compromise or steal data. NSX software-defined networking (SDN) offers cloud computing on virtualization technologies. NSX exposes logical firewalls, switches, routers, ports, and other networking elements to enable virtual networking among cloud management systems and associated network hardware. It also supports external networking and security services.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Information Technology Fund	\$ 212,217	\$ 424,434	\$ 212,217	\$ 212,217	\$ 424,434
Total	\$ 212,217	\$ 424,434	\$ 212,217	\$ 212,217	\$ 424,434

Purchase Redlands Tower Communications Site

This is an existing, privately owned, tower that is currently being used by the Communications Center and City Information Technology for critical communications. The tower owner is no longer interested in continuing to provide services and has offered to sell the facility to the City. The site is a prime location and the tower has potential to generate revenue from private cellular companies. Loss of this site would cause the City and GJRCC to potentially relocate and replace the tower at a significant cost.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Information Technology Fund	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 150,000
Total	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ 150,000

Fleet Fund

Fleet Replacements

This project represents scheduled vehicle & equipment replacements. The replacements are made from the equipment fund balance which is maintained by accrual charges for the equipment being used by the operating divisions. The accrual charges are included as part of the equipment rent and are an operating expense in the various division budgets. Future replacement needs are based on projected equipment life, replacement years, present replacement value and an annual inflation factor. In addition to tractors, mowers and other pieces of specialty equipment, there are 21 vehicles up for replacement in the 2020 budget. Of these 21 replacement vehicles, 12 are targeted as alternative fuel vehicles. These include electric vehicles for the Facilities, Water Services and Golf divisions, hybrids for the Forestry and Traffic divisions and Compressed Natural Gas for the Solid Waste, Streets, Parks and Code Enforcement divisions. There are also five Police patrol units, a fire truck, and an ambulance due to be replaced in 2020.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Fleet Fund	\$ 3,700,000	\$ 15,180,000	\$ 3,700,000	\$ 11,480,000	\$ 15,180,000
Total	\$ 3,700,000	\$ 15,180,000	\$ 3,700,000	\$ 11,480,000	\$ 15,180,000

Mobile Column Lifts

These are vehicle lifts that can be moved from bay to bay in the fleet repair buildings as needed to raise equipment up in the air to work on the underside of the equipment. They are adjustable and will accommodate anything from a police car to a fire truck.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
Fleet Fund	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ 35,000
Total	\$ 35,000	\$ 35,000	\$ 35,000	\$ -	\$ 35,000

Communications Center Fund

Next Gen 9-1-1

As CenturyLink builds out the Emergency Services Network (ESINET), firewalls and routers will be needed in the Communications Center to provide IP connectivity and security to the emergency network.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 60,000	\$ 90,000	\$ 60,000	\$ 30,000	\$ 90,000
Total	\$ 60,000	\$ 90,000	\$ 60,000	\$ 30,000	\$ 90,000

800 MHz Capital Improvements

Capital improvements for the 800MHz radio infrastructure. This will cover those capital improvements or emergency repairs for the 800MHz radio infrastructure.



SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 70,000	\$ 350,000	\$ 70,000	\$ 280,000	\$ 350,000
Total	\$ 70,000	\$ 350,000	\$ 70,000	\$ 280,000	\$ 350,000

Microwave Replacements at Radio Sites

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.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 115,000	\$ 575,000	\$ 115,000	\$ 460,000	\$ 575,000
Total	\$ 115,000	\$ 575,000	\$ 115,000	\$ 460,000	\$ 575,000

Uncompahgre Radio Site Battery Replacements

The Uncompahgre Butte Site is a Solar powered site located along Divide Road on the Uncompahgre Butte, southeast of Gateway CO. The site consists of an array of 30 Solar panels, that feed into a battery bank of 40 batteries to provide power to the radio back hall equipment for the Digital Trunked Radio (DTR) Network. The Batteries have reached the end of their life cycle and this project will replace them.



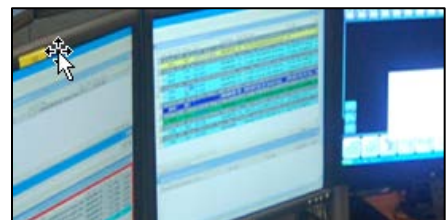
SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000
Total	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ 80,000

CAD System Upgrades

Rapid SOS integration with CAD. This product provides the dispatcher the capability to type in a 911 caller's phone number and retrieve the location within integration with CAD. This will also be used to provide CAD to CAD connectivity with Garfield County 911.



SOURCES OF FUNDING

BUDGETED PROJECT COSTS

Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 20,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 40,000
Total	\$ 20,000	\$ 40,000	\$ 20,000	\$ 20,000	\$ 40,000

Priority Dispatch (EMD) Software Upgrade

This software upgrade is for the Priority Dispatch Medical Transport Protocol Suite to handle calls from medical facilities (doctor’s offices, assisted living centers, skilled nursing facilities, hospitals) needing patients transported to a higher level of care, i.e. St. Mary’s Hospital. This software will work in conjunction with our existing ProQA CAD software.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ 60,000
Total	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ 60,000

Fiber Project as Part of Raw Water Line Project

The Communications Center maintains a (DTR) tower site at the Grand Junction Water Plant facility that is a critical link to the state DTR network. The Dispatch Center currently utilizes an aging microwave link from GJRCC to the Water Plant tower. The Public Works Fiber Project allows the Communications Center to cost share with other departments in the City in the installation of a long-term Fiber pathway to the Water Plant.

SOURCES OF FUNDING			BUDGETED PROJECT COSTS		
Funding Source	2020 Funding	Total Planned Funding	2020 Budget	Future Planned Expenditures	Total Planned Budget
E911 Funds	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000
Total	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ 30,000



Butterfly Lake and Ponds at Las Colonias Business Park



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SPECIAL REVENUE FUNDS

Visit Grand Junction

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

According to the World Travel & Tourism Council’s March 2019 Travel & Tourism Economic Impact Report, travel & tourism’s growth continues to outperform the global economy, second to manufacturing. The 2019 Statista Tourism Worldwide Report confirms, travel and tourism are one of the world’s largest economic sectors that generates prosperity across the world. Due to this growth, communities across the globe are finding ways to diversify their industry base to expand and invest in tourism, as the return on investment enhances all industry sectors.

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
- Thirty percent of the City’s sales tax is derived from travel and tourism spending. Travel and tourism promotion stimulate visitation which generates tax revenues that support schools, infrastructure, transportation, public safety, and municipal services. The sales tax generated by tourism, ultimately lowers the tax burden on households
- Tourism is Colorado’s second largest economic driver. In Grand Junction, tourism is a major source of sustained economic growth. The local economy experienced \$311 million in direct travel spending in 2018
- Grand Junction welcomed approximately 1.69 million guests staying in lodging properties in 2019. That equals \$2.36 million in lodging taxes and an estimated \$12.8 million in local sales tax revenues collected
- The travel and tourism industry in Mesa County provide more than 5,500 jobs and \$139.9 million in wages. 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

Department Personnel

VISIT GRAND JUNCTION PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Visit Grand Junction Director	1.00	1.00	1.00
VCB Manager	1.00	0.00	0.00
Marketing and PR Coordinator	1.00	1.00	1.00
Data Analytics Research Analyst	0.00	1.00	1.00
Administrative Financial Analyst	0.00	1.00	1.00
Business Development & Group Sales Specialist	0.00	1.00	1.00
VCB Sales Coordinator	1.00	0.00	0.00
Administrative Specialist	1.00	0.00	0.00
Social Media Specialist	0.00	1.00	1.00
Sr. Administrative Assistant	1.00	0.00	0.00

VISIT GRAND JUNCTION PERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
Content & Partner Development Coordinator	0.00	1.00	1.00
Visitor Center & Administrative Coordinator	0.00	1.00	1.00
Visitor Services Specialist	1.00	0.00	0.00
Administrative Assistant	2.00	0.00	0.00
Total Positions	9.00	8.00	8.00

2019 Accomplishments

Data and Advertising

- With the additional resources allocated to Visit GJ from the passing of an additional 3% lodging tax (of which Visit GJ receives 1.25%) in 2018, Visit GJ implemented new and innovative technologies to provide data-based analysis to guide the department’s destination marketing strategy
- Developed a Tableau-based platform to aggregate and visualize insights to strengthen strategic marketing decisions
- Through the utilization of a social listening technology monitoring all public comments, performance dashboards were created to monitor the reach and sentiment of Grand Junction
- Used an innovative tamper-proof BlockChain-based solution to monitor and prevent digital ad waste and fraud, thereby providing for a higher ROI on ad deployment
- Adapted location intelligence advertising technology for use within the destination marketing industry to measure arrivals in Grand Junction tied to ad campaigns utilizing anonymized data
- Leveraged a new departmental self-service advertising technology solution to lower the cost and improve the effectiveness of digital ads

Redesign of the Official Grand Junction Visitor Guide and Community-Wide Mailing of the Guide

- Redesigned the visitor guide into a high-end magazine-style publication featuring local products and businesses, quotes and photos from residents, and inspirational stories of the area. The guide was mailed to all Mesa County businesses and households (excluding DeBeque and towns on the Grand Mesa). A stamped postcard featuring area photos taken by local residents was included with each guide, encouraging residents to mail it to someone who has not visited Grand Junction before. Through the residents mailing their postcards, all 50 states received a GJ postcard.



Community Partnerships

- Assisted with Colorado Mesa University’s recruitment strategy, video consulting, teaching CMU tourism & hospitality class, and collaborated on the Maverick Hotel grand opening.
- Multiple projects with Downtown Grand Junction.
- Collaborated with the GJEP to encourage BLM leadership to move their headquarters to Grand Junction. This was accomplished by Visit GJ creating a journal book filled with photos, three-dimensional objects, and other inspirational items highlighting the Grand Junction area. The journal was mailed directly to BLM executives in D.C. The journal created inspiration and shared the Western Slope lifestyle, with the goal of motivating BLM to want to move here. Visit GJ also, for the second year in a row, provided support to GJEP with the 2019 Outdoor Retailer Summer show.

- For the second year in a row, Visit GJ was present every week at the Downtown Market on Main, with the mobile Visitor Center, to network with the community, and share information with guests. Staff hosted a “Fun Zone” which included lawn games of giant Jenga, Connect-4, corn hole, ladder toss, and local treats to encourage interaction with those who pass by



City Department Partnerships

- Provided assistance to City Departments with a variety of projects including, Police department recruitment strategy, Planning & Development Block Party Trailer design and wrap, Planning & Development short term rental enforcement and compliance, Grand Junction Convention Center new logo, Public Works pre-campaign voter survey analysis, City educational materials, 2020 City Calendar photos, Sage Wellness Center insights, “Tickets of Good Cheer” with the Police and General Services departments, and Parks & Recreation events

Colorado Tourism Office

- Participated in multiple partnerships with the Colorado Tourism Office (CTO), including two grants (National Park Loop and Southwest Colorado Region Mountains & Mesas); Co-op partnership, designed by Visit GJ on behalf of local businesses, for discounted ad placement in the Official State Vacation Guide; CTO Marketing Director Interview Committee; Governor’s Tourism Conference speaker; Regional Branding Committee; State Marketing Committee; Winter Task Force Committee; and Agency of Record & Creative Agency RFP Committee
- Secured exclusive rights to a four-page insert highlighting the Grand Junction area that was placed on top of the 2019 Colorado Official State Vacation Guide (OSVG), bubble wrapped, and mailed globally. The insert provides Grand Junction an opportunity to stand out from the other destinations in Colorado

Event Destination Marketing Partnership Program

- Eighteen events formally partnered with Visit GJ’s new Event Destination Marketing Partnership Program. Events received increased value through the use of Visit GJ’s data analysis, marketing tools and expertise. As a result, events received over 14,500 additional event interactions on Facebook, with over 185,000 people reached through event listing marketing
- Hosted two event meetings for event managers and tourism partners to learn more about special events, options to collaborate, and ideas on how to further promote events successfully in the Grand Junction area. Both events had record attendance, averaging 70 attendees each
- Created Wine Week 2019 to expand the impact of sold-out WineFest to other businesses and areas of Grand Junction. By partnering with local businesses and a social media influencer, the campaign reached over 123,000 people, with nearly 4,000 engagements on social media (likes, comments, shares, click)

Three New monthly eNewsletters and Press Coverage Memos

- Stakeholder eNews – Shares what the Visit GJ team is working on, partnerships with the community, marketing initiatives, and how travel & tourism stakeholders can get involved
- Marketing eNews – A consumer communication, designed to attract visitation, sharing what events, experiences, and visitor activities are upcoming in the area
- Public Relations Partner (PR) eNews – Highlights topics and stories that Visit GJ and the Colorado Tourism Office are pitching to the media, and how businesses can participate
- Press Coverage Memos – Press articles, earned through Visit GJ’s PR relationships, are shared.
- Includes link to article, local businesses mentioned in the article and overall press value

Social Media

- Grew Instagram by over 6,000 followers, maintained an engagement rate of over 5% (Industry standard in 2019 was 1.73%)

- Grew Facebook by over 2,000 followers, maintained an engagement rate of over 6.5% (Industry standard in 2019 is .13%)
- Created account and began posting on new, fastest growing social media platform, TikTok

Public Relations

- Hosted 13 media trips, which resulted in over 25 press articles that promoted Grand Junction and local partners, achieving a total PR advertising value of over \$140,000

Website

- Launched the blog page on the site in May and published over 85 blogs since. In that time, blogs have generated nearly 40,000 pageviews which have an average time on page of two minutes and 30 seconds.
- Website traffic remained consistent throughout all four seasons, when normally it would dip dramatically, due to improved content management and paid social promotion

Visitor Center

- Hired and trained 21 new Tourism Ambassadors for the Grand Junction Visitor Center
- The Visitor Center's 68 Tourism Ambassadors welcomed close to 10,000 guests visiting from all over the world
- Provided free, stamped postcards to anyone who stops by the Visitor Center, locals included, which has resulted in hundreds of postcards (consider them free ads) mailed around the world

Destination Place Branding

- DestinationThink! was selected to facilitate the destination brand positioning process and creative rollout for Grand Junction. DestinationThink! is one of the premier branding agencies in the world
- While the formal branding process will begin in early 2020, Visit GJ launched two projects over the holidays to introduce the branding process to the community. "Tickets of Good Cheer" were issued to randomly select cars with expired parking meters over the holiday season. Instead of paying the typical citation fee, the "fee" from the ticket was a request for residents and visitors to consider emailing Visit GJ about what makes Grand Junction unique or special. In addition, ornament stations were set up at City Hall and the Visitor Center where residents and guests were encouraged to decorate a wooden ornament with what makes GJ unique and special. The ornaments were hung on the forest of trees at both locations and will be used at the community branding sessions

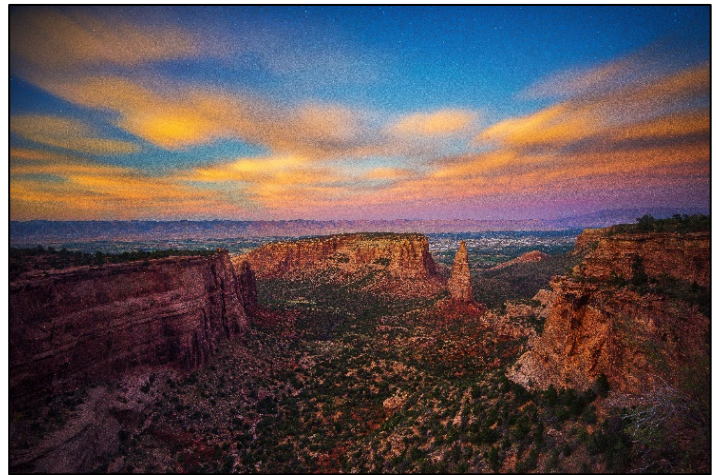
Other Notable Achievements

- Sponsored five community members and two board members, who joined Visit GJ's seven staff members, at the 2019 Colorado Governor's Tourism Conference in Denver where Governor Jared Polis spoke about the importance of tourism in Colorado. The Grand Junction delegation attended sessions on destination place making, tourism capacity strategies, and data-based travel and marketing trends
- Visit GJ launched Knowland, a technology platform which provides hotels and venues in Grand Junction access to the industry's largest database of actualized events. Hotels can use Knowland's actionable insights to help find and attract group business to Grand Junction, and in return, increase revenue and optimize profits

2020 Objectives

The travel industry continues to evolve drastically. How consumers are inspired to visit a particular destination, to what marketing is impactful in decision making, to how consumers book their trips – is all changing constantly. This aspect, coupled with marketing being the most disrupted industry that exists, has created a very challenging landscape for destination marketing organizations (DMO). Organizations who remain agile and stay informed of the latest trends and technologies will succeed, while others will fall behind. As new destinations around the world become more accessible, the travel industry will continue to grow more competitive. Visit Grand Junction will deploy the following objectives in 2020, which support the City's Strategic Plan, primarily as it relates to economic development and connectivity:

- **Destination Place Branding** – To remain competitive, destinations must have a recognizable brand and it must evoke the value experienced by residents and visitors. Visit GJ will partner with DestinationThink!, the world’s foremost authority on place-branding, to focus on the City’s destination brand. This will develop a foundation to work from to inspire Visit GJ’s marketing, communications and strategic direction. In support of the City’s Strategic Plan, this process will present opportunities for encouraging community organizations to collaborate and discuss a mutually beneficial brand. A defined destination brand contributes toward positive economic impact, attracts economic development opportunities, builds pride in the community, and brings residents and guests together for shared experiences
- **Economic Impact Study** – Visitors represent an integral part of the Grand Junction economy. Visitor spending generates substantial tax receipts and the tourism sector’s broad range of job creation provides a vital foundation to the local economy. Additional benefits are realized by residents in the form of improved quality of life, through availability of additional recreation, entertainment, arts & culture, restaurants, and transportation networks that would not exist to a larger degree without the travel and tourism industry. Visit GJ will work with Tourism Economics, an Oxford Economics company dedicated to quantitatively based analysis to the travel sector, to complete an economic impact study to better understand the value and return on investment of the tourism industry. Additionally, the study will report on the economic interdependencies of tourism on Grand Junction’s other industries not directly related to tourism
- **Visitor Profile Study** – Visit GJ has selected Longwoods International, a leading firm in tourism marketing research, to design and implement a Visitor Profile Study to update Visit GJ’s knowledge of the demographics, origin markets, behaviors, and psychographics of past and potential visitors interested in Grand Junction. The study will provide critical information concerning the ability to attract the right visitors and determine the best experiences to generate longer and more frequent visits during key periods of the year
- **Advertising Technology (Ad-Tech)** – Based on new data and ad technologies (ad tech) that are now accessible in the marketplace, Visit GJ will continue to design and develop the solutions needed for a new, programmatic marketing and advertising platform. Historically, this type of solution was only available via an agency of record (AOR). Visit GJ now has the ability to integrate much of this marketing and advertising solution in-house using a mix of software technology tools. The savings of automating some of this work allows Visit GJ to purchase additional marketing which assists in positioning the department to be more competitive with other destinations with far greater destination marketing budgets
- **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
- **Official Grand Junction Visitor Guide Refresh** – With a complete redesign of the visitor guide accomplished in 2019, minimal changes for the 2020 version will be necessary. A refresh of the guide will be implemented in 2020 which will include adding new tourism businesses, refreshing events listings, and swapping out a few photos
- **New Website** – Destination websites remain an important resource in travel planning, from inspiring a vacation to planning the essential details of an itinerary. Through a formal RFP process, Visit GJ will contract a highly skilled, cutting-edge and innovative website design agency focused on enhancing the user’s experience, while providing relevant and dynamic content to highlight and effectively communicate Grand Junction’s brand, lifestyle and experiences. The website will be designed to also communicate with locals,



inspire companies to relocate to GJ, and educate people about the area who are considering a move to the Western Slope

- **Public Relations (PR)** – PR continues to be the most trusted form of advertising content. Through a formal RFP process, Visit GJ will seek out a PR firm to partner in creating and executing a comprehensive PR strategy to increase awareness of Grand Junction’s brand. Based on the goals and initiatives identified by Visit GJ, the chosen firm will be responsible for developing and executing integrated communication strategies to drive interest and inspiration to visit GJ
- **Regional Partnerships** – Forming partnerships among neighboring destinations, counties and regions is beneficial for all involved in terms of enhancing product portfolios, developing unique itineraries and sparking renewed interest in areas that struggle with brand awareness. For instance, Visit GJ will continue the partnership with neighboring destinations within the Mountains and Mesas region, which is one of eight regional travel regions recently established by the Colorado Tourism Office to inspire travelers, tourism collaborations and creation of new visitor experiences. Other regional partnerships include: Mesa & Delta County, Western Slope & Eastern Utah, and Colorado National Park Loop
- **Industry Involvement** – Visit Grand Junction 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 Member (TIAC)
 - Nationally: Destinations International Member (DI), Destination Marketing Association of the West Member (DMA West), U.S. Travel Association
- **Colorado Mesa University** – Visit GJ will continue to participate in the City’s internship program with CMU. Visit GJ will also continue to encourage partnerships with the university admissions office, marketing department and student mentorships to further communication and collaboration with CMU
- **Public Lands** – With 75 percent of Mesa County being public land, Visit Grand Junction will continue to support and promote responsible stewardship. Visit GJ will incorporate messaging to encourage responsible use of the public lands such as Leave No Trace practices. Marketing strategies will be cognoscente of dispersing visitors throughout the valley to avoid over-visitation in popular areas
- **City Departments** – Visit Grand Junction will continue to develop opportunities across all city departments to partner on initiatives. Encouraging and supporting cross-departmental partnerships will provide for consistency in appropriate creative projects, develop efficiencies within the City, and support connectivity among departments
- **Community Outreach** – Similar to 2019, Visit GJ will continue to invest resources to partner with the community in various capacities. For the third year in a row, Visit GJ will be present at the weekly Downtown Market on Main, as well as several area events and conferences. Visit GJ will also continue working with area organizations to partner on relevant initiatives. Grand Junction Regional Airport (receives 1 percent of the new 3 percent lodging tax): Visit GJ will continue to deploy marketing to direct flight markets. Visit GJ will also continue to target potential markets like Chicago and San Francisco to encourage and develop new flight opportunities. Greater Grand Junction Sports Commission (receives ¾ percent of the new 3 percent lodging tax): Visit GJ will integrate destination marketing strategies and invest in strengthening the community’s brand which will enhance the community’s awareness. As the area’s positive perception increases and recognition develops, attracting sporting events will be grow more attainable
- **Area Events** – With the successful launch of the new Visit GJ Event Partnership Program last year, 2020 will bring an even more refined data strategy to area events. The partnership program requires events to



share data with Visit GJ. The data allows Visit GJ to design a more refined destination marketing plan for area events. As always, each event still deploys their own event promotion program

- **Education for GJ's Travel & Tourism Businesses** – In order for tourism to succeed as an economic driver for Grand Junction, hospitality businesses will need to develop and progress in a rapidly changing tourism environment. As the destination marketing organization for the community, Visit Grand Junction will inspire travel to the area and increase demand. In order for GJ to deliver the experience consumers expect, businesses must continue to invest in their development as well. Otherwise, there is a disconnect between what the visitor envisions during trip planning, and the experience they receive once they visit. Visit GJ will be providing a variety of educational opportunities to assist local businesses. This includes google search development, traveler review management, marketing education, public relations opportunities, sales training, and social media best practices. Although the primary focus of Visit GJ is to implement progressive marketing strategies out of the area, Visit GJ will continue to invest in the community to assist with the area's success

Department Revenues and Expenditures

VISIT GRAND JUNCTION BUDGET SUMMARY				
FUND-DIVISION 102-810	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Taxes	\$ 2,166,754	\$ 2,392,450	\$ 2,699,204	\$ 2,564,232
Charges for Service	20,420	9,500	7,000	7,200
Intergovernmental	40,768	41,767	50,000	-
Interest	4,719	7,388	273	1,700
Total Revenues	<u>\$ 2,232,661</u>	<u>\$ 2,451,105</u>	<u>\$ 2,756,477</u>	<u>\$ 2,573,132</u>
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 472,508	\$ 500,625	\$ 452,174	\$ 487,167
PT/Seasonal	17,337	12,440	12,440	6,720
Overtime	6,245	2,944	2,944	668
Benefits	139,763	184,511	133,143	124,142
Taxes	39,302	39,669	39,669	38,028
Insurance	1,780	1,893	1,893	306
Other Compensation	66,185	2,401	2,401	4,205
Total Labor and Benefits	<u>\$ 743,120</u>	<u>\$ 744,483</u>	<u>\$ 644,664</u>	<u>\$ 661,236</u>
Operating Expenditures				
Contract Services	\$ 936,708	\$1,686,172	\$ 1,772,811	\$ 2,214,614
Cost of Goods Sold	871	-	-	-
Equipment	77,853	-	5,215	-
Grants and Contributions	1,299	51,465	56,465	1,250
Operating Supplies	37,422	46,130	76,895	35,350
Professional Development	43,323	32,275	43,275	47,315
Repairs	17,548	6,000	6,000	8,000
Utilities	4,463	3,400	4,600	4,270
Total Operating Expenditures	\$ 1,119,487	\$1,825,442	\$1,825,442	\$1,825,442

**VISIT GRAND JUNCTION
BUDGET SUMMARY**

FUND-DIVISION 102-810	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Interfund Charges				
Administrative Overhead	\$ 78,422	\$ 81,994	\$ 81,994	\$ 84,594
Departmental Services	1,966	2,019	2,019	2,074
Facility	6,733	6,733	6,733	7,073
Fleet	2,203	2,903	2,903	8,207
Fuel Charges	763	1,041	1,041	774
Information Technology	70,301	317,387	277,387	273,950
Liability Insurance	962	1,447	1,447	1,879
Medical Programs	-	9,233	9,233	8,764
Total Interfund Charges	\$ 161,350	\$ 422,757	\$ 382,757	\$ 387,315
Total Expenditures	\$ 2,023,957	\$2,992,682	\$ 2,992,682	\$ 3,359,350



Rimrock Drive over the Colorado National Monument

Downtown Development Authority

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

Department Personnel

DDA/BID PPERSONNEL			
POSITION	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED
DDA/BID Director	1.00	1.00	1.00
Community Engagement Manager-BID	1.00	1.00	1.00
Downtown Event Coordinator	1.00	1.00	1.00
Administrative Specialist	1.00	1.00	1.00
Total Positions	4.00	4.00	4.00

2019 Accomplishments

- Completion of the new Downtown Plan of Development outlining new projects and priorities for Downtown
- Partnership with Kaart to develop 734 and 701 Main Street adding significant economic benefit to Downtown
- Launch of Tru Hotel in July that received DDA funding adding 96 rooms to Downtown.
- Incorporated three new properties into DDA with two more potentially for 2020
- Creative District rollout that includes 35th Anniversary of AOTC
- Partnership with City on Grand Junction Convention Center remodel and development at the Riverfront.
- Partnerships to develop the DASH, and Downtown Speaker Series

2020 Objectives

- Prioritize and implement actions and goals identified in the Plan of Development (POD) including:
 - Development of a flex space on Colorado Ave
 - Enhancement of alleyways and breezeways
 - 2nd Street Promenade
 - Active Artline
 - Development of Wayfinding Plan
 - Continued encouragement of road reconfiguration for 4th and 5th Street to turn them into two-way streets
 - Identify catalytic infill development projects that fit needs identified in the POD

Department Revenues and Expenditures

DOWNTOWN DEVELOPMENT AUTHORITY BUDGET SUMMARY				
FUND-DIVISION 102-810	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Taxes	\$ 1,715,021	\$ 1,617,645	\$ 1,617,645	\$ 1,868,568
Charges for Service	1,550	-	-	-
Intergovernmental	346,822	460,450	366,910	337,000
Other	996,891	1,014,221	1,014,221	1,014,221
Interest	31,511	242,105	295,106	67,700
Capital Proceeds	10,000,000	-	-	-
Total Revenues	<u>\$ 13,091,795</u>	<u>\$ 3,334,421</u>	<u>\$ 3,293,882</u>	<u>\$ 3,287,489</u>
<u>Expenditures</u>				
Labor and Benefits				
Salaries/Wages	\$ 472	\$ 485	\$ 485	\$ 515
Benefits	141,667	149,834	149,834	173,911
Taxes	14,789	15,634	15,634	16,533
Insurance	123,482	126,536	126,536	143,178
Total Labor and Benefits	<u>\$ 280,410</u>	<u>\$ 292,489</u>	<u>\$ 292,489</u>	<u>\$ 334,137</u>
Operating Expenditures				
Charges and Fees	\$ 5,061,092	\$ 6,485,449	\$ 11,604,992	\$ 590,300
Contract Services	51,413	11,400	11,400	11,400
Professional Development	6,680	7,000	107,000	327,250
Rent	8,767	8,000	8,000	10,000
Repairs	10,150	10,150	10,150	10,150
Total Operating Expenditures	<u>\$ 5,138,102</u>	<u>\$ 6,521,999</u>	<u>\$ 11,741,542</u>	<u>\$ 949,100</u>
Interfund Charges				
Administrative Overhead	\$ 30,687	\$ 40,043	\$ 40,043	\$ 48,173
Information Technology	25,609	26,321	26,321	30,790
Liability Insurance	415	502	502	130
Medical Programs	4,663	7,013	7,013	9,109
Total Interfund Charges	<u>\$ 61,374</u>	<u>\$ 73,879</u>	<u>\$ 73,879</u>	<u>\$ 88,202</u>
Capital Outlay				
Other Projects	\$ -	\$ 6,207	\$ 6,207	\$ 8,144
Total Capital Outlay	<u>\$ -</u>	<u>\$ 6,207</u>	<u>\$ 6,207</u>	<u>\$ 8,144</u>
Total Expenditures	<u>\$ 5,479,886</u>	<u>\$ 6,894,574</u>	<u>\$ 12,114,117</u>	<u>\$ 1,379,583</u>

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's primary purpose is to organize, promote and manage public events in the district and to market and promote activity in the Downtown commercial corridors.

2019 Accomplishments

- Successfully launched Rhythm and Brews concert series
- Rebranded Farmers Market to Market on Main with more vendors participated and increased sponsorships
- Developed an Art Festival weekend that included AOTC, First Friday and the GJ Film Festival and had the highest turnout the festival has ever had. Participation of 50 community members in Community Crosswalk painting
- 7th Annual GJ Off-road and Music Festival continued positive momentum with increased ridership from the previous year
- Worked with Tour of the Moon to provide additional amenities for attendees including music and promotional offers
- Further developed partnerships with Mesa County Library, COPMOBA, the Arts Commission and CMU

2020 Objectives

- Continue to engage members through committees and meetings in order to foster greater member involvement
- Continue to partner with CMU to draw students and their parents to the downtown core
- Continue growth and expansion opportunities for Downtown events including looking at creation of Fall Farmers Market and expansion of the Arts Festival and Rhythm and Brews Concert Series
- Pursue grant opportunities including GOCO Active Artline and Levitt Concert Series
- Continued digital marketing and partnerships including marketing co-op program
- Continued education and awareness opportunities for Downtown Businesses working with partners such as DCI, Mesa County Library and Wayfinding and Placemaking Efforts Identified in the POD

Department Revenue and Expenditures

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT BUDGET SUMMARY				
FUND-DIVISION 711-904	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 140,202	\$ 131,000	\$ 131,000	\$ 163,000
Intergovernmental	32,500	36,500	4,000	4,000
Other	175,052	174,469	201,969	210,469
Interest	1,352	1,600	1,269	500
Capital Proceeds	9,330	7,000	7,000	7,000
Total Revenues	\$ 358,436	\$ 350,569	\$ 345,238	\$ 384,969
Expenditures				
Labor and Benefits				
Salaries/Wages	\$ 79,604	\$ 90,684	\$ 90,684	\$ 96,499
PT/Seasonal	11,134	15,901	15,901	15,901
Benefits	15,286	31,257	31,257	17,369

**DOWNTOWN BUSINESS IMPROVEMENT DISTRICT
BUDGET SUMMARY**

FUND-DIVISION 711-904	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Taxes	6,624	8,156	8,156	8,601
Insurance	471	501	501	1,944
Total Labor and Benefits	\$ 113,119	\$ 146,499	\$ 146,499	\$ 140,314
Operating Expenditures				
Charges and Fees	\$ 3,225	\$ 2,150	\$ 2,150	\$ 3,170
Contract Services	187,007	163,906	163,906	182,840
Cost of Goods Sold	-	1,000	1,000	1,000
Equipment	225	-	-	-
Grants and Contributions	100	-	-	-
Operating Supplies	7,712	8,775	8,775	7,073
Professional Development	1,374	3,300	3,300	4,000
Repairs	11	500	500	450
Uniforms and Gear	-	300	300	300
Utilities	624	700	700	700
Total Operating Expenditures	\$ 200,278	\$ 180,631	\$ 180,631	\$ 199,533
Total Expenditures	\$ 313,397	\$ 327,130	\$ 327,130	\$ 339,847



Grand Junction Convention Center

OTHER FUNDS

Enhanced 911 Fund

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

The GJRCC is a 24 hour, 365-day a year operation, responsible for answering 911 and non-emergency calls. The GJRCC is located in the Grand Junction Police Department and has a staff of 47 telecommunicators and supervisors who dispatch for 9 law enforcement and 12 fire/EMS agencies in Mesa County.

Department Revenue and Expenditures

ENHANCED 9-1-1 FUND BUDGET SUMMARY				
FUND-DIVISION 101-430	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Charges for Service	\$ 2,372,848	\$ 2,393,288	\$ 2,393,288	\$ 2,368,625
Interest	59,610	36,796	69,128	8,000
Total Revenues	\$ 2,432,458	\$ 2,430,084	\$ 2,462,416	\$ 2,376,625
Expenditures				
Transfers Out				
Transfer to Comm Center Fund	\$ 2,055,938	\$ 2,374,468	\$ 2,742,764	\$ 1,984,470
Transfers to Debt Serv_PSI COP's 2010	500,000	500,000	500,000	500,000
Total Transfers Out	\$ 2,555,938	\$ 2,874,468	\$ 3,242,764	\$ 2,484,470
Total Expenditures	\$ 2,555,938	\$ 2,874,468	\$ 3,242,764	\$ 2,484,470



Snowy Reflections on Grand Mesa

Community Development Block Grant Fund

The Community Development Block Grant (CDBG) is a U.S. Department of Housing and Urban Development (HUD) program that provides Federal dollars to our community. Its purpose is to develop viable communities by providing decent housing and a suitable living environment, and by expanding economic opportunities, principally for persons of low and moderate incomes. In 1996, Grand Junction qualified as an entitlement community, eligible to receive CDBG funds directly from HUD each year. CDBG funds expended in 2019 were allocated with the 2018 Program Year which began September 1, 2018.

2019 Accomplishments

The following projects were completed in 2019 with CDBG funds:

- Safe Routes to School for Nisley Elementary - \$80,000
- Purchased accessible exam tables for HopeWest PACE Program - \$7,000
- Funded mental health services for youth provided by Karis, Inc. - \$8,547
- Funded purchase of food for Community Homeless Shelter - \$15,000
- Completed renovation of the Grand Valley Catholic Outreach Day Center - \$55,788
- Purchased new van for Partners youth programs - \$10,000
- Funded purchase of food for the Gray Gourmet Program - \$4,000
- Funded counseling services for low-moderate income persons and families - \$4,000
- Funded services provided by STRiVE for the Audyssey Autism Clinic - \$6,000
- Completed roof replacement on Community Homeless Shelter - \$39,371
- Completed renovation of program office of Western CO Conservation Corps - \$3,800
- Funded the acquisition of the Homeless Youth Day Center - \$14,370
- Replaced lead water service lines for residences in downtown - \$20,000

2020 Objectives

During 2020, CDBG funds from the 2019 Program Year will provide funding for the following:

- Administration support of the CDBG Program including staff salary, training and fair housing activities – \$25,000
- Counseling and Education Center services for low- and moderate-income individuals and families - \$10,000
- Improve services at the Community Homeless Shelter - \$22,300
- Upgrade medical exam rooms at Marillac Clinic - \$14,747
- Purchase van for Riverside Educational Center - \$12,725
- STRiVE services for the Audyssey Autism Clinic - \$7,500
- Improve exterior client areas at Community Homeless Shelter - \$26,000
- Replace windows at Garden Village Apartments - \$97,274
- Purchase appliances for 34 transitional housing units - \$22,100
- Replace roof on Partners main program office - \$35,000
- Rehabilitate Western Slope Center for Children program office - \$31,500
- Replace lead water service lines for residences in downtown - \$20,000
- Lighting improvements in neighborhood parks - \$9,220
- ADA accessibility improvements near public buildings - \$24,000
- Accessible and Safe Routes to School near Mesa View Elementary - \$95,000
- Safe neighborhood route at B-1/2 and 27-1/2 Roads - \$40,000
- Safe routes to school on Lorey Drive at 1st Street for West Middle School - \$75,000

Program Revenues and Expenditures

FUND 104 CDBG FUND BUDGET SUMMARY				
FUND 104	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Intergovernmental	\$ 251,177	\$ 465,028	\$ 659,086	\$ 561,255
Interest	-	1,628	1,628	-
Total Revenues	\$ 251,177	\$ 466,656	\$ 660,714	\$ 561,255
<u>Expenditures</u>				
Operating Expenditures				
Grants and Contributions	\$ 152,818	\$ 261,528	\$ 261,528	\$ 273,035
Total Operating Expenditures	\$ 152,818	\$ 261,528	\$ 261,528	\$ 273,035
Transfers Out				
Transfers to General Fund	\$ 24,944	\$ 25,000	\$ 25,000	\$ 34,220
Transfers to Sales Tax CIP Fund	73,415	232,186	354,186	234,000
Transfers to Water Fund	-	20,000	20,000	20,000
Total Transfers Out	\$ 98,359	\$ 277,186	\$ 399,186	\$ 288,220
Total Expenditures	\$ 251,177	\$ 538,714	\$ 660,714	\$ 561,255



JUCO Baseball

Lodger's Tax Fund

On November 6, 2018, the Citizens of Grand Junction passed Measure 2A which increased the City's Lodging Tax by an additional 3%. Pursuant to Resolution No. 45-18 which set the ballot question, the new lodging tax that is generated is to be split among Visit GJ (1.25%), Grand Junction Air Alliance (1%), and the Greater Grand Junction Sports Commission (.75%). Resolution No. 45-18 states that the revenue generated from the Lodging Tax Increase will be used for the following purposes:

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

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

2020 Revenues and Expenditures

FUND 106 LODGERS TAX FUND BUDGET SUMMARY				
FUND 106	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Taxes	\$ -	\$ 1,567,646	\$ 1,567,646	\$ 1,691,881
Total Revenues	\$ -	\$ 1,567,646	\$ 1,567,646	\$ 1,691,881
<u>Expenditures</u>				
Operating Expenditures				
Grants and Contributions	\$ -	\$ 914,460	\$ 914,460	\$ 986,930
Total Operating Expenditures	\$ -	\$ 914,460	\$ 914,460	\$ 986,930
Transfers Out				
Transfer to Visit Grand Junction	\$ -	\$ 653,186	\$ 653,186	\$ 704,950
Total Transfers Out	\$ -	\$ 653,186	\$ 653,186	\$ 704,950
Total Expenditures	\$ -	\$ 1,567,646	\$ 1,567,646	\$ 1,691,880

First Responder Tax Fund

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

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

All revenues generated by the First Responder Tax will be accounted for in this special revenue fund and then transferred the General Fund for expenditures pertaining to personnel and equipment; the .75% Sales Tax Fund for construction of new Fire Stations; and to the Fleet Fund for the procurement of new vehicles to support the new staffing levels and fire stations.

2020 Revenues and Expenditures

FUND 107 FIRST RESPONDER TAX FUND BUDGET SUMMARY				
FUND 107	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Taxes	\$ -	\$ -	\$ -	\$ 9,120,261
Total Revenues	\$ -	\$ -	\$ -	\$ 9,120,261
<u>Expenditures</u>				
Transfers Out				
Transfer to General Fund	\$ -	\$ -	\$ -	\$ 7,898,304
Transfer to Sales Tax CIP Fund	-	-	-	550,000
Transfer to Fleet Fund	-	-	-	70,581
Total Transfers Out	\$ -	\$ -	\$ -	\$ 8,518,885
Total Expenditures	\$ -	\$ -	\$ -	\$ 8,518,885

Parkland Expansion Fund

Parkland Expansion funds are paid by land developers within the City and is used to acquire, develop, and maintain parks and green space throughout the City. Total expenses for 2020 projects that are partially funded by the Parkland Expansion Funds is \$1,077,797 and includes:

- Horizon Park Master Plan – \$50,000
- Las Colonias Raw Water Project – \$200,000
- Monument Road Trail-Lunch Loop – \$75,000
- Parks, Recreation and Open Space Master Plan – \$58,750

Program Revenues and Expenditures

PARKLAND EXPANSION FUND BUDGET SUMMARY				
FUND 105	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Fines and Forfeitures	\$ 3,550	\$ 8,000	\$ 2,500	\$ 2,500
Other	655,796	350,000	350,000	518,000
Interest	14,912	6,212	6,212	3,700
Total Revenues	\$ 674,258	\$ 364,212	\$ 358,712	\$ 524,200
<u>Expenditures</u>				
Transfers Out				
Transfers to Sales Tax CIP Fund	\$ 59,792	\$ 1,137,589	\$ 1,137,589	\$ 443,542
Total Transfers Out	\$ 59,792	\$ 1,137,589	\$ 1,137,589	\$ 443,542
Total Expenditures	\$ 59,792	\$ 1,137,589	\$ 1,137,589	\$ 443,542



Stocker Stadium at Lincoln Park

Conservation Trust Fund

Open Space Funds account for lottery proceeds that are received from the State of Colorado and used for the development and improvement of City parks. These funds have ongoing commitments that help pay for the Stadium debt payments (\$231,906), funding for Tiara Rado Golf Course (\$160,000), and Las Colonias Park annual contribution (\$78,982).

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

- Columbine & Kronkright Fence Replacement – \$30,000
- Lincoln Park Deck Furniture Replacement – \$25,000
- Lincoln Park Pool Diving Boards – \$27,000
- Monument Road Trail-Land Acquisition w/Colorado Land Trust – \$30,000
- Playground Repairs – \$25,000

- Riverfront Trail Repairs – \$25,000
- Stadium Master Plan – \$185,000

Program Revenues and Expenditures

CONSERVATION TRUST FUND BUDGET SUMMARY				
FUND 110	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Intergovernmental	\$ 712,845	\$ 722,640	\$ 777,640	\$ 780,000
Interest	5,844	4,013	4,155	2,100
Total Revenues	\$ 718,689	\$ 726,653	\$ 781,795	\$ 782,100
<u>Expenditures</u>				
Transfers Out				
Transfer to Sales Tax DIP Fund	\$ 186,101	\$ 590,982	\$ 652,159	\$ 425,982
Transfer to Tiara Rado Golf Course	85,000	160,000	160,000	160,000
Transfer to GJPFC	232,675	230,175	230,175	231,906
Total Transfers Out	\$ 503,776	\$ 981,157	\$ 1,042,334	\$ 817,888
Total Expenditures	\$ 503,776	\$ 981,157	\$ 1,042,334	\$ 817,888



Cycling on the Colorado National Monument



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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 year, 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 BUDGET SUMMARY				
FUND 610	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Intergovernmental	\$ 722,025	\$ 723,568	\$ 378,784	\$ 16,826
Interest	3,496	270	270	-
Transfer's In	6,165,140	6,185,340	6,006,804	6,792,856
Total Revenues	\$ 6,890,661	\$ 6,909,178	\$ 6,385,858	\$ 6,809,682
Expenditures				
Operating Expenditures				
Charges and Fees	\$ 3,010	\$ -	\$ -	\$ 5,000
Total Operating Expenditures	\$ 3,010	\$ -	\$ -	\$ 5,000
Debt Service				
Interest Expense	\$ 3,249,160	\$ 3,087,610	\$ 2,585,088	\$ 2,389,371
Principal	3,635,000	3,800,000	3,800,000	4,420,000
Total Debt Service	\$ 6,884,160	\$ 6,887,610	\$ 6,385,088	\$ 6,809,371
Total Expenditures	\$ 6,887,170	\$ 6,887,610	\$ 6,385,088	\$ 6,814,371

Grand Junction Public Finance Corporation

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

GJ PUBLIC FINANCE CORP FUND BUDGET SUMMARY				
FUND 614	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
Revenues				
Interest	\$ 5,736	\$ 248	\$ 248	\$ -
Other	300,000	300,000	300,000	300,000
Transfers In	232,675	230,175	230,175	231,906
Total Revenues	\$ 538,411	\$ 530,423	\$ 530,423	\$ 531,906
Expenditures				
Operating Expenditures				
Charges and Fees	\$ 1,500	\$ -	\$ -	\$ 1,500
Total Operating Expenditures	\$ 1,500	\$ -	\$ -	\$ 1,500
Debt Service				
Interest Expense	\$ 291,175	\$ 283,675	\$ 283,675	\$ 275,407
Principal	240,000	245,000	245,000	255,000
Total Debt Service	\$ 531,175	\$ 528,675	\$ 528,675	\$ 530,407
Total Expenditures	\$ 532,675	\$ 528,675	\$ 528,675	\$ 531,907

Riverside Parkway Debt Fund

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

RIVERSIDE PARKWAY DEBT RETIREMENT FUND BUDGET SUMMARY				
FUND 615	2018 ACTUAL	2019 ADOPTED	2019 AMENDED	2020 ADOPTED
<u>Revenues</u>				
Interest	\$ 144,098	\$ 156,122	\$ 195,090	\$ 148,200
Transfers In	768,170	2,024,608	1,056,252	823,499
Total Revenues	\$ 912,268	\$ 2,180,730	\$ 1,251,342	\$ 971,699
<u>Expenditures</u>				
Transfers Out				
Transfers to Sales Tax CIP Fund	\$ 3,017,000	\$ 3,384,000	\$ 3,384,000	\$ 3,156,000
Total Transfers Out	\$ 3,017,000	\$ 3,384,000	\$ 3,384,000	\$ 3,156,000
Total Expenditures	\$ 3,017,000	\$ 3,384,000	\$ 3,384,000	\$ 3,156,000



Mount Garfield Shrouded in Clouds

APPENDIX

2020 Budget Appropriation Ordinance

CITY OF GRAND JUNCTION, COLORADO

ORDINANCE NO. 4893

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, 2020 AND ENDING DECEMBER 31, 2020, ALSO KNOWN AS THE ANNUAL APPROPRIATION ORDINANCE

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION:

SECTION 1. That the following sums of money, or so much therefore as may be necessary, be and the same are hereby appropriated for the purpose of defraying the necessary expenses and liabilities, and for the purpose of establishing emergency reserves of the City of Grand Junction, for the fiscal year beginning January 1, 2020, and ending December 31, 2020, said sums to be derived from the various funds as indicated for the expenditures of:

Fund Name	Fund #	Appropriation
General Fund	100	\$ 84,600,206
Enhanced 911 Fund	101	\$ 2,484,470
Visit Grand Junction Fund	102	\$ 3,565,950
D.D.A. Operations	103	\$ 1,068,415
CDBG Fund	104	\$ 561,255
Parkland Expansion Fund	105	\$ 443,542
Lodgers Tax Increase Fund	106	\$ 1,691,880
First Responder Tax Fund	107	\$ 8,518,885
Conservation Trust Fund	110	\$ 817,888
Sales Tax CIP Fund	201	\$ 25,600,427
Storm Drainage Fund	202	\$ 280,000
D.D.A. Capital Improvements	203	\$ 10,502
Transportation Capacity Fund	207	\$ 3,498,638
Water Fund	301	\$ 12,012,090
Solid Waste Removal Fund	302	\$ 4,657,470
Two Rivers Convention Center Fund	303	\$ 414,988
Golf Courses Fund	305	\$ 1,920,028
Parking Authority Fund	308	\$ 649,046
Ridges Irrigation Fund	309	\$ 341,037
Information Technology Fund	401	\$ 8,679,263
Fleet and Equipment Fund	402	\$ 7,370,180
Self-Insurance Fund	404	\$ 14,773,648
Communication Center Fund	405	\$ 7,429,729
Facilities Management Fund	406	\$ 2,913,297
General Debt Service Fund	610	\$ 6,814,371
T.I.F. Debt Service	611	\$ 1,653,500

2020 Budget Appropriation Ordinance (Cont.)

GJ Public Finance Corp Fund	614	\$ 531,906
Riverside Parkway Debt Retirement Fund	615	\$ 3,156,000
Cemetery Perpetual Care Fund	704	\$ 29,600
Joint Sewer Operations Fund	900	\$ 20,132,666

INTRODUCED AND ORDERED PUBLISHED IN PAMPHLET FORM this 20th day of November, 2019.

TO BE PASSED AND ADOPTED AND ORDERED PUBLISHED IN PAMPHLET FORM this 4th day of December, 2019



President of the Council

Attest:



City Clerk



2020 Budget Appropriation Ordinance (Cont.)

I HEREBY CERTIFY THAT the foregoing Ordinance, being Ordinance No. 4983 was introduced by the City Council of the City of Grand Junction, Colorado at a regular meeting of said body held on the 20th day of November, 2019 and that 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 4th day of December, 2019, at which Ordinance No. 4983 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 6th day of December, 2019.


Deputy City Clerk

Published: November 22, 2019
Published: December 6, 2019
Effective: January 5, 2020

Certificate of Participation (COP) Lease Purchase Supplemental Information



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

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

The Stadium COP is through the Grand Junction Public Finance Corporation with an original issuance of \$7.77 million in COP’s in 2010. The lease payment budgeted in Fund 614 for 2020 is \$530,406. Grand Junction Baseball Inc. partnered in the project and participates in the payment of the lease at \$300,000 per year. The lease term is through 2035, and the total remaining lease obligations including the 2020 payment referenced above is \$8,491,456.

The Public Safety COP is through Zions First National Bank with an original issuance of \$34.9 million in COP’s in 2010. In 2019, the outstanding COPs were re-financed at a lower interest rate with no change in the lease term resulting in significant savings in future total lease obligations. The lease payment budgeted in Fund 610 for 2020 is \$2,025,150. The E911 Regional Communication Center participates in the payment of the lease at \$500,000 per year through the Enhanced 911 Fund. The City will receive one final Build America Bonds interest subsidy in the estimated amount of \$17,000 in 2020. The lease term is through 2040 and the total remaining lease obligation including the 2020 payment referenced is \$44,509,813.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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PRESENTED TO

**City of Grand Junction
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director

Classification and Pay Plan

In 2018, The City implemented a new broader pay plan which is based on a 15-step pay range with each step increase set at 2.5%. Employees can move through the pay ranges at 2.5% step intervals based on annual acceptable performance appraisal. At times, when the market warrants, the pay plan may also include an across the board percent increase, usually at 1%. The 2020 Adopted budget includes a 3.5% increase for employees based on acceptable performance appraisals.

Classification and Pay Plan (by position classification) 2020 Adopted Budget

Position Title	Approved FTE	Pay Range (Per Month)
Customer Service	13	
Parking Services Technician	1	\$2,720 - \$3,808
Leisure Services Representative	2	\$2,720 - \$3,808
Customer Service Representative	6	\$3,005 - \$4,208
Customer Service Analyst	1	\$3,320 - \$4,647
Utilities Customer Service Specialist	1	\$3,489 - \$4,885
Court Administrator	1	\$4,700 - \$6,581
Customer Service Supervisor	1	\$4,940 - \$6,916
Financial Non-exempt	3	
Finance Technician	2	\$3,043 - \$4,260
Payroll Technician	0	\$3,361 - \$4,706
Taxpayer Support Specialist	1	\$3,713 - \$5,198
Financial Exempt	10	
Administrative/Financial Analyst	4	\$4,309 - \$6,032
Accountant/Analyst I	1	\$4,309 - \$6,032
Tax Compliance Officer	1	\$4,309 - \$6,032
Accountant/Analyst II	1	\$4,528 - \$6,339
Budget Coordinator	1	\$5,192 - \$7,269
Business Analyst	1	\$5,524 - \$7,734
Finance Supervisor	1	\$6,100 - \$8,539
Management and Legislative Liaison	0	\$7,081 - \$9,913
Deputy Finance Director	0	\$8,219 - \$11,507
Purchasing	3	
Warehouse Specialist	1	\$3,005 - \$4,208
Buyer	0	\$4,256 - \$5,958
Senior Buyer	2	\$4,700 - \$6,581
Purchasing Supervisor	0	\$6,024 - \$8,433
Human Resources	9	
Safety Programs Coordinator	1	\$4,472 - \$6,261
Recruiting Coordinator	1	\$4,472 - \$6,261
Benefits Coordinator	1	\$5,192 - \$7,269
Professional Development Coordinator	1	\$5,192 - \$7,269
City Recruiter	1	\$5,192 - \$7,269
Human Resources Analyst	2	\$5,192 - \$7,269
Safety Administrator (Risk Manager)	1	\$5,733 - \$8,027

**Classification and Pay Plan
(by position classification)
2020 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Human Resources Supervisor	1	\$6,654 - \$9,315
City Clerk	5	
Deputy City Clerk	2	\$4,204 - \$5,885
City Records Manager	1	\$5,128 - \$7,179
Management Analyst	1	\$5,128 - \$7,179
Senior Assistant to City Manager	1	\$7,169 - \$10,037
Information Technology (IT)	23	
IT Support Specialist	2	\$4,151 - \$5,812
GIS Technician	1	\$4,151 - \$5,812
Lead IT Support Specialist	1	\$4,585 - \$6,419
Information Technology Analyst	3	\$5,064 - \$7,090
GIS Analyst	2	\$5,064 - \$7,090
Systems/Network Analyst	8	\$5,877 - \$8,228
IT Business Operations Supervisor	1	\$6,491 - \$9,088
Information Technology Supervisor	4	\$6,491 - \$9,088
Information Technology Director	1	\$8,746 - \$12,245
Legal	2	
Staff Attorney	1	\$6,100 - \$8,539
Sr. Staff Attorney	1	\$7,081 - \$9,913
Administrative Support	18	
Administrative Assistant	4	\$3,005 - \$4,208
Sr. Administrative Assistant	9	\$3,320 - \$4,647
Administrative Specialist	5	\$3,667 - \$5,133
Marketing and Communications	8	
Visitor Center & Administrative Coordinator	1	\$3,320 - \$4,647
Content & Partner Development Coordinator	1	\$3,489 - \$4,885
Social Media Specialist	1	\$3,667 - \$5,133
Communications Specialist	1	\$4,309 - \$6,032
Department Information Coordinator	1	\$4,309 - \$6,032
Business Development Group Sales Specialist	1	\$4,472 - \$6,261
Data Analytics and Research Analyst	1	\$4,472 - \$6,261
Marketing and Data Strategy Manager	1	\$5,457 - \$7,639
City Public Information Manager	0	\$7,169 - \$10,037
Facilities	8	
Custodian	6	\$2,285 - \$3,199
Event Set-up and Maintenance Worker	0	\$2,789 - \$3,904
Facilities Maintenance Crew Leader	1	\$3,950 - \$5,531
Facilities Supervisor	1	\$5,593 - \$7,830
Parks Maintenance	42	
Parks Equipment Operator	20	\$3,279 - \$4,590
Irrigation Technician	1	\$3,806 - \$5,328

**Classification and Pay Plan
(by position classification)
2020 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Parks Crew Leader	13	\$3,806 - \$5,328
Cemetery Operations Supervisor	1	\$4,204 - \$5,885
Parks Maintenance Supervisor	5	\$5,390 - \$7,545
Golf Superintendent	0	\$5,663 - \$7,928
Parks Superintendent	2	\$6,254 - \$8,755
Public Works Maintenance and Operations	68	
Apprentice Equipment Operator	9	\$2,895 - \$4,053
Equipment Operator	15	\$3,279 - \$4,590
Pipeline Maintenance Worker	9	\$3,446 - \$4,824
Specialty Equipment Operator	19	\$3,621 - \$5,070
TV Equipment Operator	2	\$3,621 - \$5,070
Public Works/Utilities/Project Team Crew Leader	8	\$3,806 - \$5,328
Pipeline Maintenance Crew Leader	0	\$4,000 - \$5,600
Operations and Maintenance Supervisor	5	\$5,390 - \$7,545
Project Team Supervisor	1	\$5,390 - \$7,545
Traffic Signal Technician	8	
Traffic Technician	4	\$3,498 - \$4,897
Traffic Signal Technician	1	\$3,902 - \$5,462
Traffic Crew Leader	2	\$4,528 - \$6,339
Traffic Supervisor	1	\$6,100 - \$8,539
Fleet	16	
Equipment Technician	1	\$3,198 - \$4,477
Service Technician	0	\$3,198 - \$4,477
Fleet Services Coordinator	1	\$3,361 - \$4,706
Parks Equipment Technician	0	\$3,533 - \$4,946
Automotive and Equipment Technician	11	\$3,713 - \$5,198
Automotive and Equipment Crew Leader	2	\$4,309 - \$6,032
Automotive and Equipment Supervisor	1	\$5,257 - \$7,360
Community Development	10	
Planning Technician	2	\$3,713 - \$5,198
Associate Planner	3	\$5,001 - \$7,002
Senior Planner	3	\$5,524 - \$7,734
Principal Planner	2	\$5,805 - \$8,126
Development Services Manager	0	\$7,081 - \$9,913
Community Services Manager	0	\$7,081 - \$9,913
Public Works Inspection	9	
Utility Locator	3	\$3,950 - \$5,531
Stormwater Inspector	1	\$4,151 - \$5,812
Construction Inspector	3	\$4,363 - \$6,108
Quality Assurance Technician	0	\$4,363 - \$6,108
Cross Connection Coordinator	1	\$4,363 - \$6,108
Development Inspector	1	\$4,585 - \$6,419

**Classification and Pay Plan
(by position classification)
2020 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Engineering Support	6	
Engineering Technician	1	\$4,151 - \$5,812
Survey Technician	1	\$4,363 - \$6,108
Sr. Engineering Technician	1	\$4,585 - \$6,419
Transportation Systems Analyst	1	\$4,819 - \$6,746
Transportation Systems Analyst II	1	\$5,323 - \$7,453
City Surveyor	1	\$5,593 - \$7,830
Engineering	8	
Engineering Specialist	0	\$5,205 - \$7,287
Utilities Asset Management Specialist	1	\$5,524 - \$7,734
Project Engineer	6	\$6,411 - \$8,976
Engineering Program Supervisor	1	\$7,442 - \$10,418
Engineering Manager	0	\$8,638 - \$12,094
Police Records	9	
Police Records Specialist	7	\$3,159 - \$4,422
Lead Police Records Specialist	1	\$3,489 - \$4,885
Police Records Supervisor	1	\$4,700 - \$6,581
Comm Center Non-Exempt	52	
911 Call Taker	5	\$3,279 - \$4,590
911 Dispatcher	38	\$3,806 - \$5,328
Quality Assurance Analyst	1	\$4,204 - \$5,885
Admin/QA Supervisor	1	\$5,128 - \$7,179
Dispatch Supervisor	7	\$5,128 - \$7,179
Police Civilian – Non-exempt	22	
Parking Compliance Officer	2	\$3,043 - \$4,260
Code Compliance Officer	2	\$3,713 - \$5,198
Evidence Technician	4	\$3,713 - \$5,198
Lead Evidence Technician	1	\$4,100 - \$5,740
Police Services Technician	9	\$4,100 - \$5,740
Digital Forensic Analyst	2	\$5,663 - \$7,928
Criminalist	2	\$5,663 - \$7,928
Police Civilian – Exempt	5	
Volunteer Coordinator	1	\$4,204 - \$5,885
Victims Services Coordinator	1	\$4,204 - \$5,885
Crime Analyst	1	\$4,642 - \$6,499
Crime Lab Supervisor	1	\$5,950 - \$8,330
Communications Center Manager	1	\$6,907 - \$9,607

**Classification and Pay Plan
(by position classification)
2020 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Police Sworn	121	
Police Officer	94	\$5,001 - \$7,002
Corporal	9	\$5,524 - \$7,734
Police Sergeant	18	\$6,100 - \$8,539
Police Administration/Management	9	
Police Commander (Lt)	7	\$8,118 - \$11,365
Deputy Police Chief (Captain)	2	\$8,966 - \$12,553
EMS	19	
EMT – Non-Sworn	4	
EMT – Sworn	6	\$4,151 - \$5,812
Paramedic	6	\$4,819 - \$6,746
EMS Officer	3	\$5,593 - \$7,830
Fire Sworn	113	
Firefighter	41	\$4,585 - \$6,419
Fire Engineer	18	\$5,064 - \$7,090
Firefighter/Paramedic	36	\$5,064 - \$7,090
Fire Unit Supervisor (Captain)	18	\$5,877 - \$8,228
Fire Administration/Management	18	
Community Outreach Specialist	3	\$5,192 - \$7,269
Fire Inspector	2	\$5,192 - \$7,269
Fire Prevention Officer	3	\$5,733 - \$8,027
Training Officer	2	\$6,654 - \$9,315
Fire Marshal	1	\$6,993 - \$9,791
Admin Fire Officer (Battalion Chief-2912)	3	\$7,724 - \$10,814
Admin Fire Officer (Battalion Chief-2080)	2	\$7,724 - \$10,814
Deputy Fire Chief (Ops & Admin)	2	\$8,966 - \$12,553
Recreation/Golf	10	
2 nd Assistant Golf Professional	0	\$2,895 - \$4,053
1 st Assistant Golf Professional	2	\$3,533 - \$4,946
Head Golf Pro	0	\$5,000 - \$5,000
Recreation Coordinator	5	\$4,000 - \$5,600
Director of Golf	1	\$6,917 - \$6,917
Recreation Supervisor	2	\$5,390 - \$7,545
Parks & Recreation Deputy Director	0	\$8,219 - \$11,507
Plant Maintenance	10	
Plant Mechanic	4	\$4,151 - \$5,812
Plant Electrician	1	\$4,151 - \$5,812
Lead Plant Mechanic	2	\$4,585 - \$6,419
Electronics Specialist	2	\$5,064 - \$7,090
WW Operations & Maintenance Supervisor	1	\$6,176 - \$8,647

**Classification and Pay Plan
(by position classification)
2020 Adopted Budget**

Position Title	Approved FTE	Pay Range (Per Month)
Utilities Operations	16	
Stationary Equipment Operator	2	\$3,902 - \$5,462
Wastewater Plant Operator	4	\$4,309 - \$6,032
Water Plant Operator	4	\$4,309 - \$6,032
Water Quality Specialist	2	\$4,528 - \$6,339
Lead Wastewater Plant Operator	1	\$4,760 - \$6,663
Lead Water plant Operator	1	\$4,760 - \$6,663
Wastewater Operations Supervisor	1	\$5,805 - \$8,126
Water Operations Supervisor	0	\$5,805 - \$8,126
Water Supply Supervisor	1	\$5,805 - \$8,126
Laboratory	8	
Laboratory Technician	1	\$3,577 - \$5,008
Laboratory Analyst	0	\$4,363 - \$6,108
Industrial Pretreatment Specialist	2	\$4,585 - \$6,419
Laboratory Chemist	3	\$4,819 - \$6,748
Industrial Pretreatment Supervisor	1	\$5,877 - \$8,228
Laboratory Supervisor	1	\$5,877 - \$8,228
Public Works & Utilities Management	3	
Environmental Lab Manager	0	\$6,491 - \$9,088
Streets and Solid Waste Manager	1	\$7,169 - \$10,037
Wastewater Services Manager	1	\$7,169 - \$10,037
Water Services Manager	1	\$7,169 - \$10,037
Executive	14	
City Manager	1	\$18,027/Mo.
City Attorney	1	\$15,525/Mo.
Fire Chief	1	\$12,511/Mo.
Police Chief	1	\$12,511/Mo.
Parks and Recreation Director	1	\$11,688/Mo.
Finance Director	1	\$11,632/Mo.
Utilities Director	1	\$11,222/Mo.
Public Works Director	1	\$10,785/Mo.
General Services Director	1	\$10,468/Mo.
Human Resources Director	1	\$10,215/Mo.
Assistant City Attorney	1	\$9,927/Mo.
Community Development Director	1	\$9,681/Mo.
Visit Grand Junction Director	1	\$9,681/Mo.
City Clerk	1	\$8,798/Mo.
Total Authorized FTE's	698	
Downtown Development Agency (DDA)/BID	4	
Senior Administrative Assistant	1	\$3,320 - \$4,647
Downtown Event Coordinator	1	\$3,198 - \$4,477
Communications Marketing Coordinator-BID	1	\$3,854 - \$5,395
DDA Director	1	Open



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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.

ANS: American National Standards.

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

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

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

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

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

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

BLM: Bureau of Land Management.

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

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

CAFR: Comprehensive Annual Financial Report.

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

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

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

CAPITAL PROJECTS FUND: Fund used to account for financial resources used for acquisition of construction of major projects. The City's capital fund is the ¾ % Sales Tax Fund (201).

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

CDBG: Community Development Block Grant.

CDOT: Colorado Department of Transportation.

CDPHE: Colorado Department of Health and Environment.

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

CFR: Code of Federal Regulations.

CMU: Colorado Mesa University.

CNG: Compressed Natural Gas.

GLOSSARY OF TERMS

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

COP: Certificate of Participation.

CORA: Colorado Open Records Act.

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

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

CWA: Clean Water Act.

DDA: Downtown Development Authority.

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

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

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

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

EMT: Emergency Management Technician.

ENTERPRISE FUNDS: Accounts for operations that are financed and operated similar to a private business and which are intended to be self-sustaining. User fees primarily cover the cost of services.

EPA: Environmental Protection Agency.

EXPENDITURE: The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. Note that an encumbrance is not an expenditure, but reserves funds to be expended.

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

FML: Federal Mineral Lease Grants.

FPPA: Fire and Police Pension Association of Colorado.

FTO: Field Training Officer.

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

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

GAAP: Generally Accepted Accounting Principles.

GASB: Governmental Accounting Standards Board.

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

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

GID: General Improvement District.

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

GJEP: Grand Junction Economic Partnership.

GJFD: Grand Junction Fire Department.

GLOSSARY OF TERMS

GJPD: Grand Junction Police Department.

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

GRANT: A contribution by the state or federal government or other agency to support a particular function or program.

GVT: Grand Valley Transit.

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

HUD: Housing and Urban Development.

HUTF: Highway Users Tax Fund.

HVAC: Heating, Ventilation, and Air Conditioning.

IACP: International Association of Chiefs of Police.

ICMA: International City Managers Association.

IFC: International Fire Code.

IGA: Intergovernmental Agreement.

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

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

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

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

INTERNAL SERVICE FUND: Proprietary funds used to account for the finishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis.

IT: Information Technology Department of the City.

JUCO: Junior College World Series of Baseball. This is one of the premiere events held in Grand Junction bringing college baseball teams and fans from all over the United States and is held each year over Memorial Day weekend.

LE: Law Enforcement.

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

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

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

MCMFL: Mesa County Federal Mineral Lease Grant.

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

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

MOU: Memorandum of Understanding.

NFP: National Fire Protection Standards.

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

NPDES: National Pollutant Discharge Elimination System.

NPDWR: National Primary Drinking Water Regulation.

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

GLOSSARY OF TERMS

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

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

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

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

PLACE: People for Local Activities and Community Enrichment is a committee that was formed to promote a community center project within the City. This measure will be placed on the April 2019 election ballot for a tax increase to provide funding for this project.

PROPERTY TAX: A tax which is levied on both real and personal property according to the property's valuation assessment rate and millage.

PROPRIETARY FUNDS: Funds that either operate largely on fees and charges for services to external customers or operate on a cost recovery basis with internal customers. Enterprise funds and internal service funds are the two types of proprietary funds in the City.

PSU: Professional Standards Unit within the Grand Junction Police Department.

PTO: Personal Time Off program.

PV: Photovoltaic is a power system for solar energy.

PVS: Pinnacle Venue Services.

RFP: Request for Proposal used in all major purchases and contracts initiated by the City.

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

REVENUE: Funds the City receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

RISK MANAGEMENT: An organized attempt to protect an entity's asset against accidental loss in the most economical way.

RMGPA: Rocky Mountain Governmental Purchasing Association.

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

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

SELF-INSURANCE: The underwriting of one's own insurance rather than purchasing coverage from a private provider.

SDN: Software Design Networking.

SDWA: Safe Drinking Water Act.

SIPA: Statewide Internet Portal Authority is a State agency that provides software solutions to agencies throughout Colorado.

SMA: Street Maintenance Area used to determine which streets will be upgraded each year.

SPECIAL REVENUE FUNDS: Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

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

GLOSSARY OF TERMS

SRTS: Safe Routes to Schools improving the safety for children to get to and from school via walking or biking.

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

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

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

TIF: Tax Increment Financing.

USFS: United States Forest Service.

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

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

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

VGJ: Visit Grand Junction which is a City Department focusing on bringing tourism to our City.

WCCC: Western Colorado Community College.

WWTF: Wastewater Treatment Facility.



Ariel View of Downtown Grand Junction



COLORADO NATIONAL MONUMENT

