

2024 Budget Presentation

October 3, 2023



Agenda

- **Top 5 Community Priorities**
- **Fund Balance Summary**
- **General Fund Summary**
- **Revenue Projections**
- **Operating Expenditures**
- **2024 New Positions**
- **Department Presentations:**
 - **Information Technology**
 - **Communications & Community Engagement**
 - **Human Resources**
- **Town Administration**
- **Environmental Services**
- **Finance**
- **Economic Development**
- **Public Safety**
- **Planning & Development**
- **Parks & Recreation**
- **Public Works**
- **General Fund Long Range Forecast**
- **Reserve Conversation**



Map

- **Department budget comparison 2023 v 2024**
- **2023 Department Accomplishments & Highlights**
- **2024 Department Recommended Changes & Additions**
- **2024 Department Goals & Objectives**

Top 5 Community Priorities



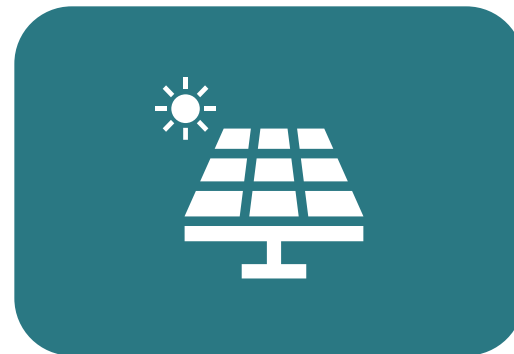
Managing
Growth



Fiscal
Responsibility



Protect Natural
Resources



Environmental
Safety



Prosperous
Economy



Fund Balance Summary

Changes in Fund Balances/Working Capital - 2024 Budget						
	Beginning Balance	Revenues	Expenditures	Net Increase/ Decrease	Restricted	Ending Balance
General Fund - 100	30,081,259	54,085,806	60,892,754	(6,806,948)	(5,738,019)	17,536,292
Grants Fund - 205	5,264,266	798,000	5,228,000	(4,430,000)		834,266
Trails & Natural Areas Fund - 210	1,943,240	3,079,000	4,916,340	(1,837,340)		105,900
Conservation Trust Fund - 220	665,567		168,750	(168,750)		496,817
Cemetery Fund - 280	330,838	-	-	-		330,838
Total Special Revenue Funds	8,203,911	3,877,000	10,313,090	(6,436,090)		1,767,821
Transportation Impact Fund - 300	7,089,157	6,787,485	1,084,274	5,703,211		12,792,368
Public Facilities Impact Fund - 310	(1,616,064)	4,729,257	250,000	4,479,257		2,863,193
Parks Improvement Impact Fund - 320	9,405,791	3,036,301	9,345,000	(6,308,699)		3,097,092
Police Facilities Impact Fund - 325	315,839	841,854	841,854	-		315,839
Tree Impact Fund - 330	900,859	201,000	134,000	67,000		967,859
Storm Drainage Impact Fund - 340	7,529,853	2,137,196	1,440,000	697,196		8,227,049
Fleet & Equipment Acquisition Fund - 400	1,275,319	1,045,449	1,045,449	-		1,275,319
Total Capital Funds	24,900,754	18,778,542	14,140,577	4,637,965		29,538,719
Water Fund - 500	8,930,284	46,934,127	26,010,865	20,923,262		29,853,546
Wastewater Fund - 510	20,299,553	16,961,940	21,618,270	(4,656,330)		15,643,223
Storm Drainage Operating Fund - 520	(2,045,447)	1,959,809	4,076,625	(2,116,816)		(4,162,263)
Airport Fund - 530	53,755	1,340,543	1,354,783	(14,240)		39,515
Total Enterprise Funds	27,238,145	67,196,419	53,060,543	14,135,876		41,374,021
Totals (for memorandum purposes only)	90,424,069	143,937,767	138,406,964	5,530,803	(5,738,019)	90,216,853

Revenue Projections

GF Major Revenue Sources	2024	% Change	2025	% Change	2026	% Change	2027
Sales Taxes - Non-Vehicles - Unrestricted	\$ 19,000,000	9%	\$ 20,710,000	8%	\$ 22,366,800	7%	\$ 23,932,476
Sales Taxes - Vehicles - Unrestricted	\$ 3,800,000	3%	\$ 3,914,000	3%	\$ 4,031,420	3%	\$ 4,152,363
Administrative Fee	\$ 5,794,370	6%	\$ 6,142,032	6%	\$ 6,510,554	6%	\$ 6,901,187
Recreation Fees	\$ 2,779,700	5%	\$ 2,908,553	5%	\$ 3,052,202	5%	\$ 3,202,973
Property Taxes - General Operating	\$ 5,500,000	5%	\$ 5,775,000	4%	\$ 6,006,000	3%	\$ 6,186,180
Property Taxes - Debt Service	\$ 1,490,000	1%	\$ 1,500,000	0%	\$ 1,500,000	-32%	\$ 1,025,000
Use Taxes - Residential - SF - New Construction	\$ 3,840,000	5%	\$ 4,032,000	4%	\$ 4,193,280	3%	\$ 4,319,078
Use Taxes - Residential - SF - Renovation	\$ 400,000	5%	\$ 420,000	4%	\$ 436,800	3%	\$ 449,904
Use Taxes - Commercial - New Construction	\$ 200,000	5%	\$ 210,000	4%	\$ 218,400	3%	\$ 224,952
Use Taxes - Residential - MF - New Construction	\$ 240,000	5%	\$ 252,000	4%	\$ 262,080	3%	\$ 269,942
Bldg Permits - Residential - SF - New Construction	\$ 1,560,000	5%	\$ 1,638,000	4%	\$ 1,703,520	3%	\$ 1,754,626
Bldg Permits - Residential - SF - Renovation	\$ 325,000	5%	\$ 341,250	4%	\$ 354,900	3%	\$ 365,547
Bldg Permits - Residential - DX - New Construction	\$ 150,000	5%	\$ 157,500	4%	\$ 163,800	3%	\$ 168,714
Bldg Permits - Commercial - New Construction	\$ 150,000	5%	\$ 157,500	4%	\$ 163,800	3%	\$ 168,714
Bldg Permits - Residential - MF - New Construction	\$ 112,500	5%	\$ 118,125	4%	\$ 122,850	3%	\$ 126,536
Landfill Fees	\$ 2,500,000	0%	\$ 2,500,000	0%	\$ 2,500,000	0%	\$ 2,500,000
Proceeds from Sales of Assets*			\$ 2,500,000	0%	\$ 2,500,000	0%	\$ 2,500,000
Franchise Fees	\$ 1,180,000	0%	\$ 1,180,000	0%	\$ 1,180,000	0%	\$ 1,180,000
Highway User Taxes	\$ 950,000	0%	\$ 950,000	0%	\$ 950,000	0%	\$ 950,000

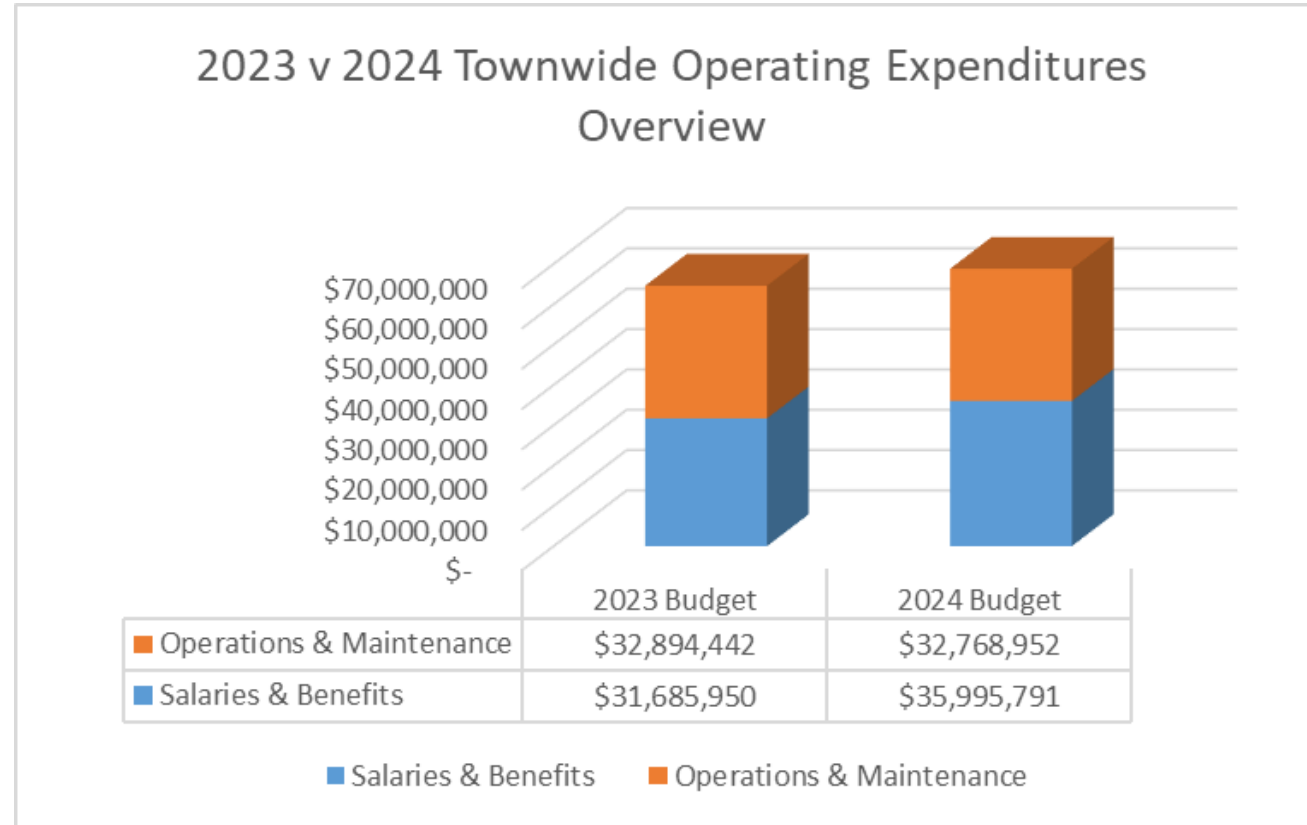


General Fund Summary

General Fund Beginning Balance	\$ 30,081,259
General Fund Revenues	\$ 54,085,806
General Fund Operating & Debt Expenditures	\$ 50,488,708
Capital Expenditures & Transfers Out	\$ 10,404,056
Ending Fund Balance	\$ 23,274,301
Non-spendable Fund Balance	\$ 5,738,019
Spendable Fund Balance	\$17,536,292
Forecast Spendable Fund Balance (includes 5% Turnback)	\$19,986,228



Operating Expenditures



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 31,685,950	\$ 35,995,791	\$ 4,309,841	14%
Operations & Maintenance	\$ 32,894,442	\$ 32,768,952	\$ (125,490)	0%
Expenditures Total	\$ 64,580,392	\$ 68,764,743	\$ 4,184,351	6%
Positions FT and FTE	303.4	331	27.6	9%
			Adding 17 new FT and 10.6 FTE	



2024 New Positions

New Positions	Fund	Department	Salary	Benefits	Total
Records Technician	100 - General Fund	Town Administration	\$ 45,874	\$ 12,088	\$ 57,962
Recreation Specialist - Guest Services	100 - General Fund	Parks & Recreation	\$ 49,234	\$ 12,973	\$ 62,207
Fleet Technician	100 - General Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Maintenance Tech II - Streets	100 - General Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Recruiter	100 - General Fund	Human Resources	\$ 82,825	\$ 21,825	\$ 104,650
Capital Improvements Analyst	100 - General Fund	Finance	\$ 89,075	\$ 23,471	\$ 112,546
Patrol Officer	100 - General Fund	Public Safety	\$ 90,979	\$ 23,609	\$ 114,588
Traffic Officer	100 - General Fund	Public Safety	\$ 90,979	\$ 23,609	\$ 114,588
Senior Planner	100 - General Fund	Planning & Development	\$ 95,756	\$ 25,232	\$ 120,988
Recreation Supervisor - Cultural Arts	100 - General Fund	Parks & Recreation	\$ 95,756	\$ 25,232	\$ 120,988
Maintenance Tech II - Meters	500 - Water Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Maintenance Tech II - Backflow	500 - Water Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Plant Operator II - Wastewater	510 - Wastewater Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Maintenance Tech II - Stormwater	520 - Storm Drainage Operating Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Maintenance Tech II - Stormwater	520 - Storm Drainage Operating Fund	Public Works	\$ 61,166	\$ 16,117	\$ 77,283
Utility Billing Supervisor	500 - Water Fund, 510 - Wastewater Fund, and 520 - Storm Drainage Operating Fund	Finance	\$ 89,075	\$ 23,471	\$ 112,546
Development & URA Analyst	800 - Urban Renewal Authority	Finance	\$ 89,075	\$ 23,471	\$ 112,546
		100 - General Fund	\$ 762,810	\$ 200,273	\$ 963,083
		500 - Water Fund	\$ 152,023	\$ 40,058	\$ 192,080
		510 - Wastewater Fund	\$ 90,857	\$ 23,941	\$ 114,798
		520 - Storm Operating Drainage Fund	\$ 152,023	\$ 40,058	\$ 192,080
		800 - Urban Renewal Authority Fund	\$ 89,075	\$ 23,471	\$ 112,546
		Total	\$ 1,246,787	\$ 327,800	\$ 1,574,587

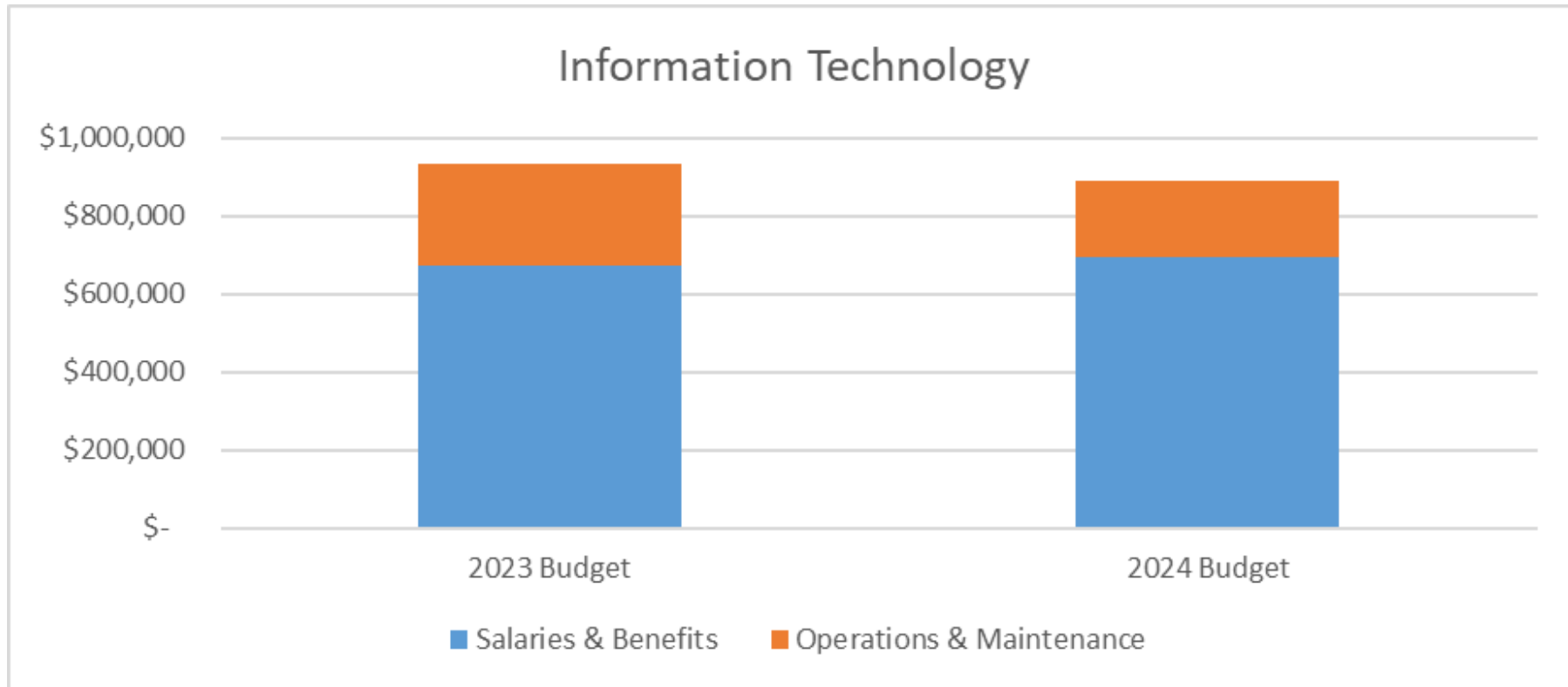


Information Technology 2024 Budget Overview

Denise Jakan, Director of
Information Technology



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 670,987	\$ 692,892	\$ 21,905	3%
Operations & Maintenance	\$ 260,840	\$ 197,352	\$ (63,488)	-24%
Expenditures Total	\$ 931,827	\$ 890,244	\$ (41,583)	-4%
Positions	5	5	-	-



2023 Accomplishments & Highlights

Information Technology

- Hired the Town's first Cyber Security Officer expanding the team to 5 FTE
- The Department is on track to resolve more than 8,000 helpdesk tickets
- Central Square "Go Live" completed for EAM
- Assisted in onboarding 70 new staff members with hardware and software requirements
- Completed a penetration test
- Participated on Town Hall Expansion/Renovation Core Planning Team
- Members of the I.T. team attended annual CGAIT, and Central Square Conferences and participated in professional development
- Moved to Enterprise solution for security cameras



2024 Additions & Changes

- No new FTE for 2024
- Install a paging system in Town Facilities



2024 Goals & Objectives

- Complete the Town Hall Expansion
- Moving to Enterprise solution for multiple software applications
- Moving towards more self-help solutions for employees
- Planned "Go Live" of Central Square ComDev in Q1
- MFA for Office 365
- Replace Backup Server

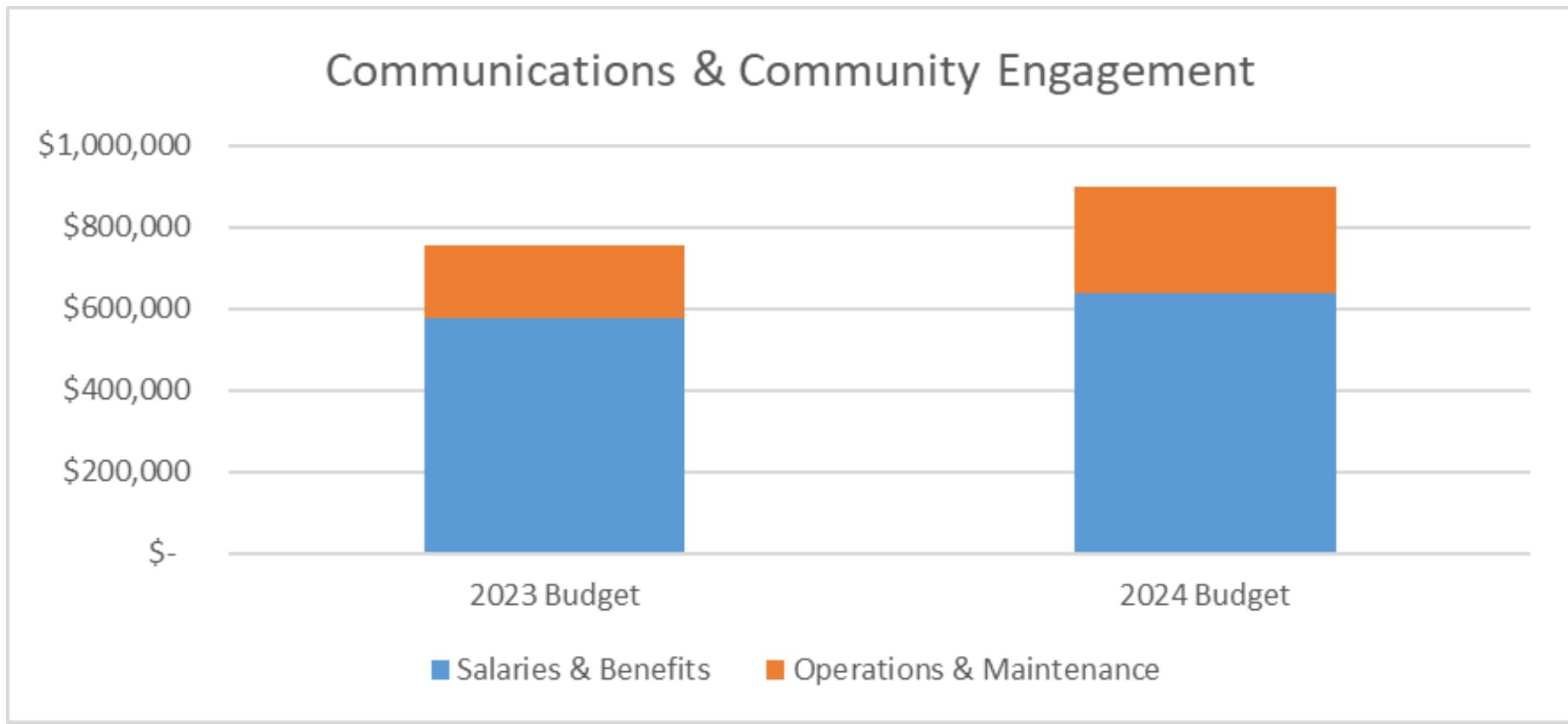


Communications & Community Engagement 2024 Budget Overview

Gabi Rae, Director of Communications & Community Engagement



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 575,236	\$ 637,652	\$ 62,416	11%
Operations & Maintenance	\$ 179,513	\$ 258,727	\$ 79,214	44%
Expenditures Total	\$ 754,749	\$ 896,379	\$ 141,630	19%
Positions	5	5	-	-



2023 Accomplishments & Highlights

- Promoted one employee to manager, hired new Social Media & Digital Content Coordinator.
- Completed the surveying, analyzing, and interpreting of the 2023 Community Survey.
- Supported the engagement for the Home Rule Commission in creating the draft Charter.
- Participating in engagement for Comp Plan/TMP, Public Art, Diverse Incubator, and more.
- Facilitating and planning for the 150th Anniversary for the Town of Erie.
- Deep dive into ADA requirements on the website and in all digital communication. Undertaking a major redesign and rebuild for compliance.
- Employees attended national conference and trainings for drove certification to augment skills and keep up with best practices.



2024 Additions & Changes

- Requested new funds for polling/surveying with regard to upcoming major capital needs including expanded PD, new performing arts space, or an additional recreation center.
- Requested new funds for clean-up, redesign, and ongoing monitoring of the website to reach and maintain ADA compliance by July 2024. This is in accordance with State law.



2024 Goals & Objectives

- Successfully host and facilitate multiple Sesquicentennial celebrations throughout 2024.
- Conduct polling of resident to determine level of support for funding PD expansion and other capital projects.
- Complete the clean-up and redesign of the website by July 1, 2024.
- Complete education about new Home Rule Charter (if the measure passes).
- Kickstart new Channel 8 programming on a regular schedule. Programming will be a mix of education, entertainment, and more about Erie.
- Transition all AV equipment and technology to new Town Hall to ensure seamless streaming/recording of Board meetings.

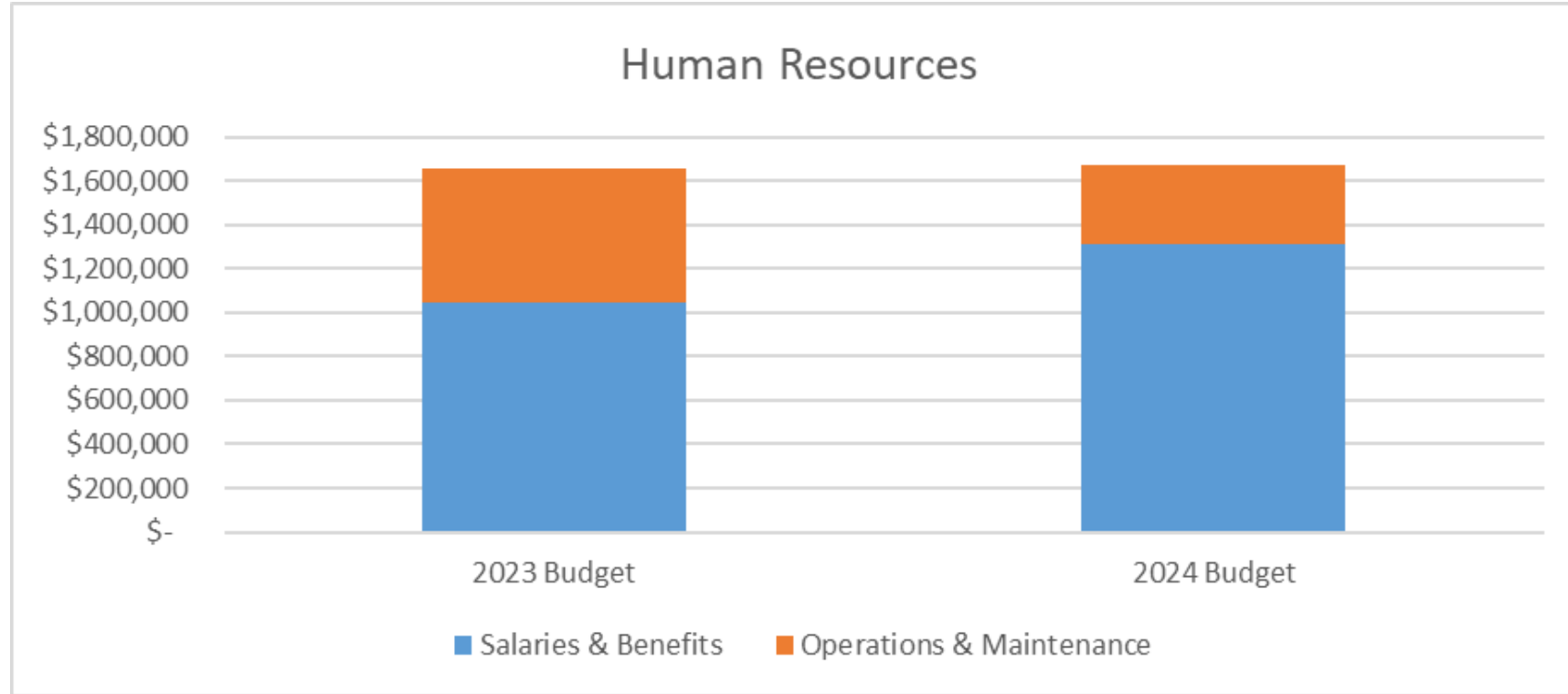


Human Resources 2024 Budget Overview

Alicia Melendez, Director of
Human Resources



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 1,045,426	\$ 1,313,044	\$ 267,618	26%
Operations & Maintenance	\$ 611,025	\$ 360,849	\$ (250,176)	-41%
Expenditures Total	\$ 1,656,451	\$ 1,673,893	\$ 17,442	1%
Positions	7	8	1	14%



2023 Accomplishments & Highlights

Human Resources

- Audit scores of 107 for worker's comp and 108 for property casualty
- CIRSA Loss Prevention Awards for both PC and WC
- Successful work with insurance & departments to assess damages, start repair processes, and get reimbursement for damages after the Town was hit by damaging hail in May.
- Worked directly with departments to develop individualized and creative methods to help reduce claims after seeing a significant increase in incident frequency early in 2023.
- Completed year one of ADA Self-Evaluation and Transition Plan including assessments of facilities, parks, trails, and Town website, two public input meetings, and a draft transition plan.
- Successfully tracked and managed 50 Family Medical Leave claims, 10 Short-Term Disability claims, and 2 Long-Term Disability claims.
- Organized and facilitated Family Medical Leave and Short-Term PD supervisor's training.
- Improved the PAF to Payroll process.



2023 Accomplishments & Highlights Cont.

Human Resources

- Recruited and onboarded 124 staff members spanning across all departments. 41 full-time and 83 part-time positions.
- Recruited and onboarded HR Administrative Assistant allowing the HR Team to improve customer service to all staff. Centralizing administrative function with this position also frees up the specialists and generalist to improve their areas of focus.
- Fully implemented posting jobs in Paycom and utilization of Paycom's Talent Acquisition Software.
- Conducted two Insights Discovery Workshops with 103 participants and two follow-up sessions for In-Tact teams.
- Conducted one 2-day Crucial Conversations training for 18 staff members, totaling 50 trained since program inception in 2021.
- Held three new employee retirement education meetings and one-on-one financial counseling sessions.
- Onboard and train a new Recruitment and Retention Specialist, new Recruiter and new Learning and Development Specialist.
- Organize a successful Open Enrollment and Benefits Fair, Employee Spring Fling Bake Off, and Employee Appreciation Luncheon.



2024 Additions & Changes

- Due to the continued increase of new employees, as well as backfilling existing positions HR will be adding an additional Recruiter to their team.



2024 Goals & Objectives

- Facilitate Insights Discovery Workshops for remaining staff, new hires, and In-Tact Teams to utilize the tool for team effectiveness.
- Organize three 2-day Crucial Conversations sessions to train 60 or more staff members.
- Hold four new employee retirement education meetings and one-on-one financial counseling sessions.
- Increase accountability for Departments for property casualty and work comp incidents.
- Year two of ADA Self-Evaluation and Transition Plan project which will include assessments of Public Right of Way, additional community engagement, and continued work on the transition plan.
- Create a comprehensive database of all Town assets.
- Continue on-boarding new staff hired in 2023 and streamlining and improving functions and processes across all HR functions and gain traction in retention and engagement through new learning and other programs identified by new staff members.
- Conduct the bi-annual Employee Engagement Survey and analyze, deliver and take action items on results.
- Implement Risk Management software to provide more comprehensive claim tracking and management information, allow for reporting, and increase efficiencies.
- Enhance knowledge in Paycom to best serve staff, improve processes, and create & facilitate Paycom training for supervisors and employees.
- Attend training for Family Medical Leave, Short-Term Disability, and Long-Term Disability to improve the process ensure that staff are properly trained and informed.

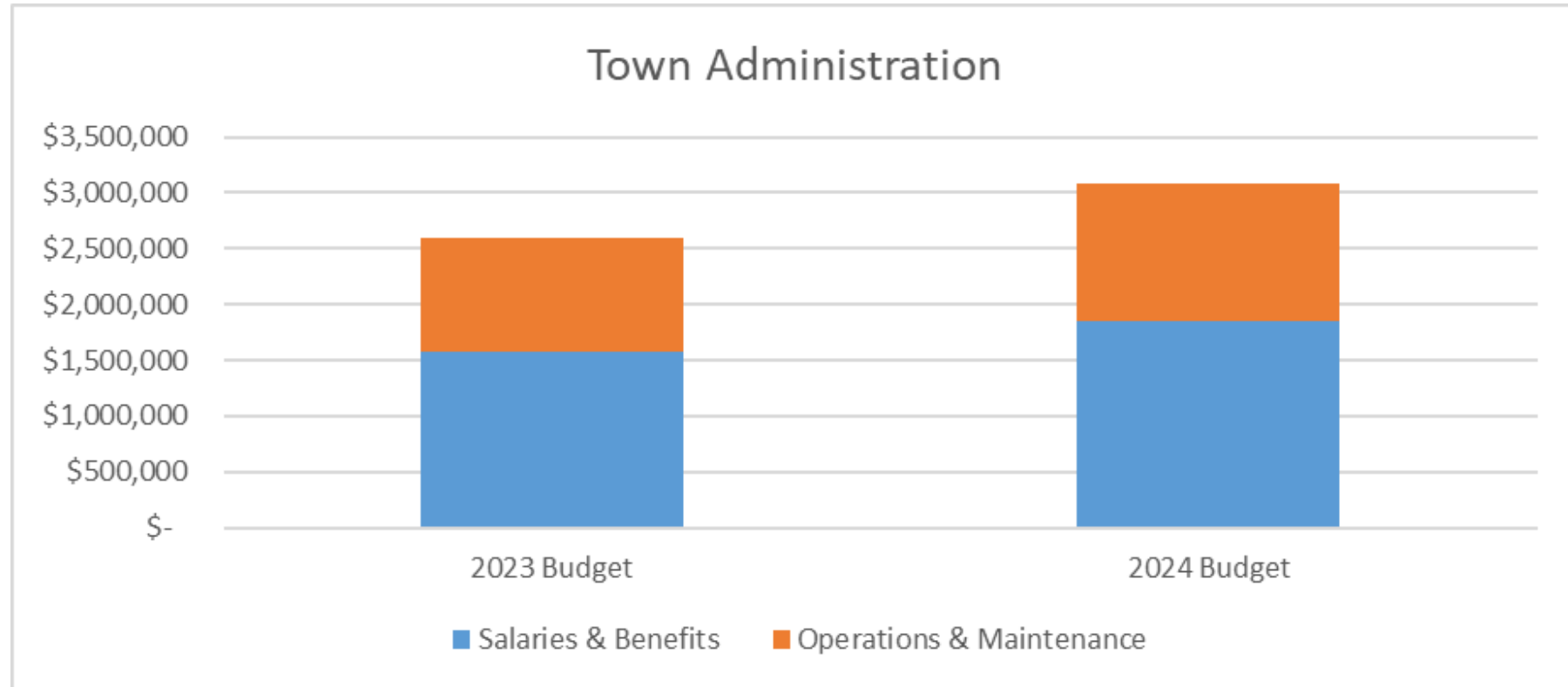


Town Administration 2024 Budget Overview

**Amy Teetzel, Director of
Administrative Services &
Operations**



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 1,582,179	\$ 1,852,463	\$ 270,284	17%
Operations & Maintenance	\$ 1,009,465	\$ 1,230,482	\$ 221,017	22%
Expenditures Total	\$ 2,591,644	\$ 3,082,945	\$ 491,301	19%
Positions	14	15	1	7%



2023 Accomplishments & Highlights

Administrative Services & Operations (Includes Town Clerk & Municipal Court)

- Policy reviews & updates
- Facilitated/Supported Home Rule Commission
- Updated Cemetery Rules, Regulations & software
- Participated on Town Hall Expansion/Renovation Core Planning Team
- Welcomed Municipal Courts to Administration
- Hired Executive Assistant
- Transitioned ONE Committee to Parks & Recreation
- Clerks and Court staff attended annual meetings and participated in professional development
- Completed Process Improvements for liquor licensing, legislative meeting paperwork and other Town Clerk's procedures
- Continued verification and digitization of historical records
- Created Mini Museum as part of the Town of Erie Sesquicentennial Celebration
- Updated forms and court website for more concise presentation of information and professional appearance
- Created and updated standard operating procedures for complex court duties



2023 Accomplishments & Highlights Cont.

Diversity Equity & Inclusion

- Trained over 70 staff members in the 2023 DEI Foundations Cycle
- Rolled out four EDI webinars with more than 150 participants over the year
- Developed Erie’s Equity Logic Model as a guiding document, outlining progress metrics in equity work for the Town over seven years across 34 areas.
- Provided over 60 hours of support for Planning & Development staff around the Comprehensive Plan, the Transportation and Mobility Plan, and Affordable Housing.
- Supported Equity Ambassadors for over 30 hours of learning, coaching, reflective workshops, and collaboration.



2024 Additions & Changes

Administrative Services & Operations (Includes Town Clerk & Municipal Court)

- Requesting 1 FTE: Records Technician (in 2022 & 2023 had a Records Intern)
- Creation of an Environmental Services Department which will bring together the Energy & Environmental Program and the Sustainability Division

Diversity Equity & Inclusion

- Additional funding requested for community event support to target diverse population groups (e.g., youth and BIPOC)
- Consultation services budget expanded for survey data analysis and historian work as part of the Town of Erie Sesquicentennial Celebration
- Adjusted budget to support staff in accessing EDI-focused materials and conferences

Create Environmental Services Department

- Greater collaboration between the Energy & Environmental Program and the Sustainability Division as they transition under one department - Environmental Services
- Continued influence in State and local oil and gas regulations and environmental policy
- Enhance the Town's role in Oil and Gas inspection and compliance.
- Increase focus on sustainability, renewable energy, and solid waste management



2024 Goals & Objectives

Administrative Services & Operations (Includes Town Clerk & Municipal Court)

- Oversee transition steps required if Home Rule Charter passes on November 7, 2023
- Complete CMC Certification for Deputy Clerks
- Begin work and research on paperless operations for municipal court
- Begin plans for a municipal court-based community service program.
- Continued professional development training and collaboration with other Town departments

Diversity Equity & Inclusion

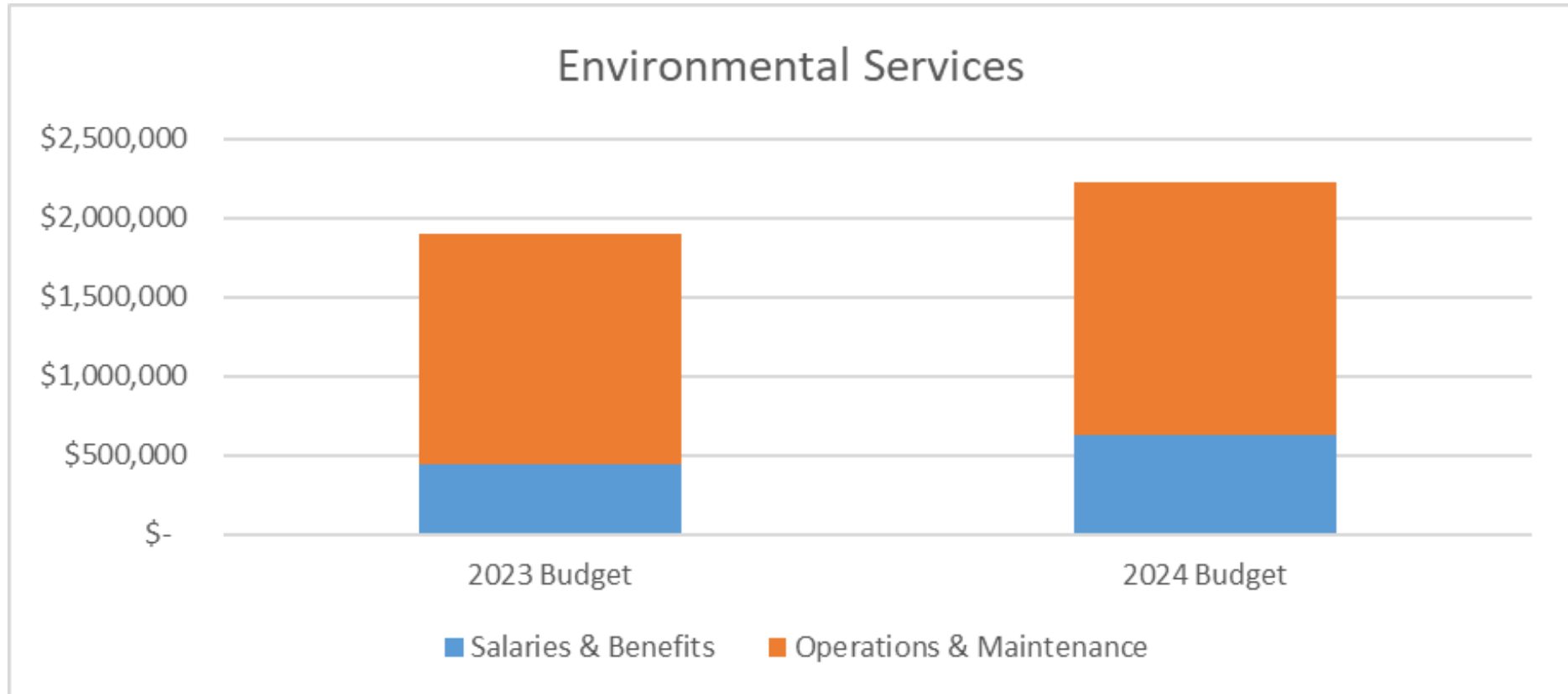
- Continued education for staff exploring a variety of topics through webinars, workshops, books, and guest speakers
- All Boards and Commission members attend the EDI B&C Workshop
- Guest historian will share findings on Erie's BIPOC history and co-develop interactive materials for special events as part of the Town of Erie Sesquicentennial Celebration
- More opportunities for youth through paid fellowships
- Continue partnership with EDI Task Force and receiving support in policy review, staff development, and systemic change
- Develop and implement a virtual equity data inventory for the Town
- Adopt the BIPOC Business Incubator model and select a physical location to provide community services
- Formalize equitable procurement policies that advance BIPOC / women-owned firms and businesses



Environmental Services 2024 Budget Overview



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 438,577	\$ 622,736	\$ 184,159	42%
Operations & Maintenance	\$ 1,457,766	\$ 1,603,968	\$ 146,202	10%
Expenditures Total	\$ 1,896,343	\$ 2,226,704	\$ 330,361	17%
Positions	5	5	-	-

2023 Accomplishments & Highlights

- E&E Program
 - Establish working relationships with oil and gas operators in Erie.
 - Moved the Town of Erie into a leadership role among local governments on oil and gas regulation matters.
 - Developed a thorough process by which the Planning and Development Department are supported in addressing O&G, geotechnical, and other environmental issues, thus avoiding or mitigating several potentially costly or dangerous environmental hazards in planned developments.
- Sustainability Division
 - Completion of the Greenhouse Gas Emissions Inventory
 - Installation of 22 Electric Vehicle Charging Ports with a stated goal of 25



2024 Goals & Objectives

Environmental Services

- E&E Program
 - Continued influence in State and local oil and gas regulations and environmental policy.
 - Enhance the Town's role in Oil and Gas inspection and compliance.
 - Identify and remediate, to the degree possible, sources of air quality degrading emissions and greenhouse gasses.
- Sustainability Division
 - Update the Sustainability Master Plan & integrate a Climate Action Plan based on the Town Wide Greenhouse Gas Emissions Inventory.
 - Finalize the Sustainable Purchasing Policy.
 - Continue fulfilling the tasks of the Sustainability Master Plan.
 - Complete acquisition of streetlights from Xcel and UP.

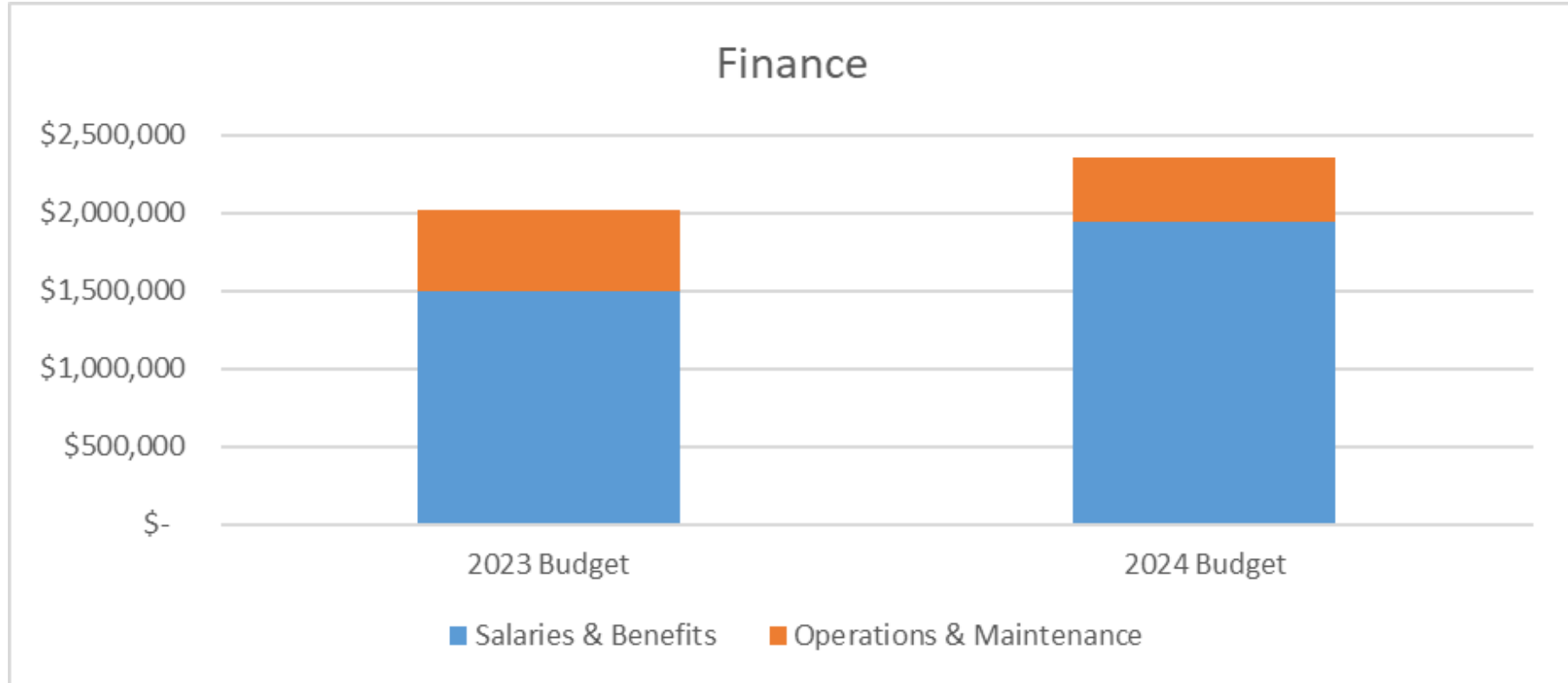


Finance 2024 Budget Overview

Victoria Runkle, Interim Director
of Finance



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 1,500,769	\$ 1,945,916	\$ 445,147	30%
Operations & Maintenance	\$ 513,370	\$ 413,370	\$ (100,000)	-19%
Expenditures Total	\$ 2,014,139	\$ 2,359,286	\$ 345,147	17%
Positions	14	17	3*	21%



2023 Accomplishments & Highlights

- Hired a Budget Analyst
- Completed the Annual Comprehensive Financial Report
- Awarded a \$1.04 million state grant, the largest grant award since the start of the Erie Grants Program.
- Federal funds awarded are up 1% from the previous year.
- Added a Grants Writer to the Grants Team.
- In 2020, due to COVID impacts, the Town discontinued water shut-offs to reduce the burden on residents. Beginning in June of 2023, the utility billing team reinstated water shut-offs for non-payment or minimal payments over the last three years. The Utility Billing team has done an impressive job in collecting on these past-due accounts and on working to educate, communicate, and bring the Town back on track for following proper procedures for water shut-offs.



2024 Additions & Changes

- 3 new positions:
 - Capital Improvements Analyst
 - Development and URA Analyst
 - Utility Billing Supervisor
- ClearGov
- Added funds for the auditors to complete the ACFR



2024 Goals & Objectives

- Provide additional budget trainings and resources for Town Staff
- Implement ClearGov smoothly and efficiently transition from Questica to improve the budgeting process for the Town
- To continue to grow our grants program
- To complete the audit with no findings.

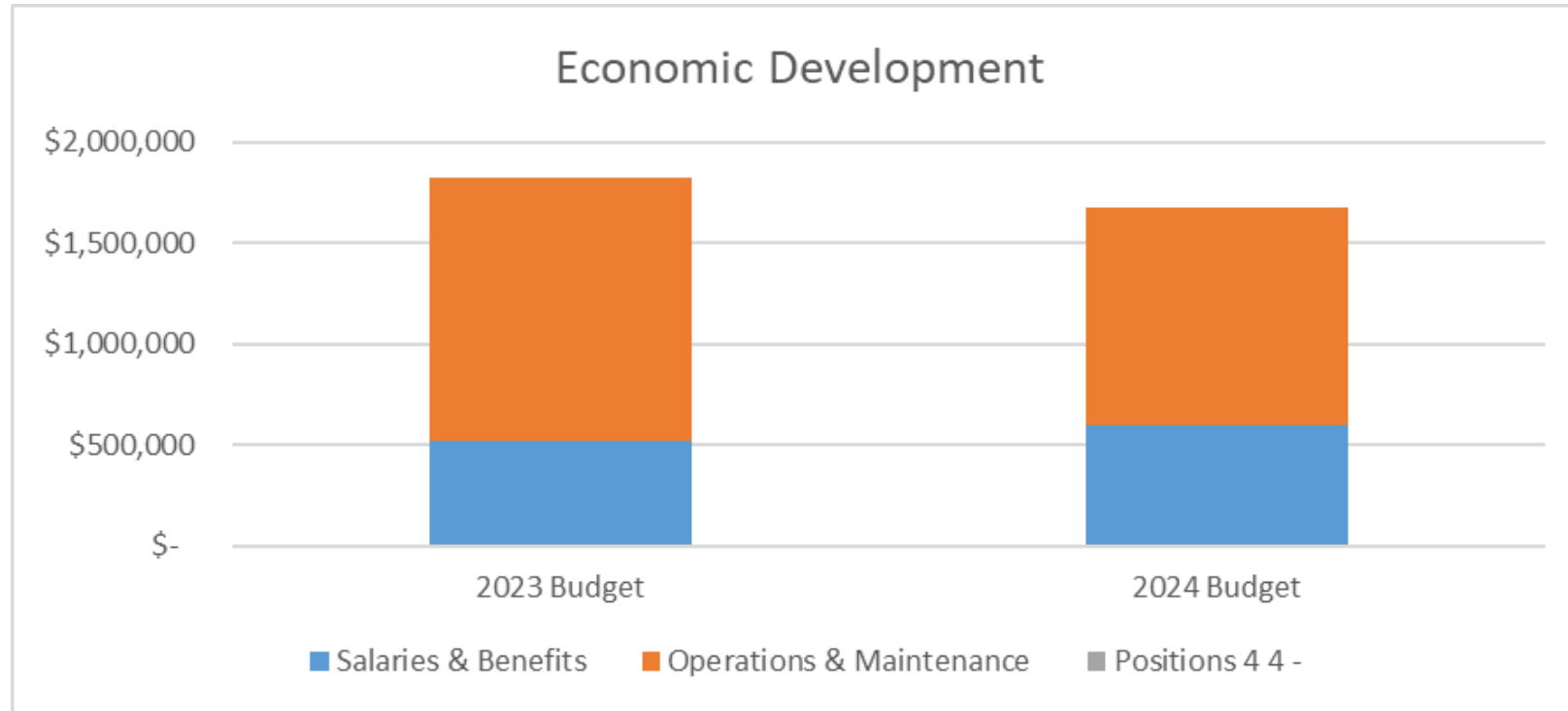


Economic Development 2024 Budget Overview

Julian Jacquin, Director of
Economic Development



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 520,447	\$ 599,599	\$ 79,152	15%
Operations & Maintenance	\$ 1,304,041	\$ 1,071,755	\$ (232,286)	-18%
Expenditures Total	\$ 1,824,488	\$ 1,671,354	\$ (153,134)	-8%
Positions	4	4	-	-



2023 Accomplishments & Highlights

Economic Development

- **Hired 3 new staff**, including Local Business Administrator and Business Development Specialist
- **Town Center:** Approved LOI with Evergreen for Town site, prepared site plan to recruit grocer anchor, began work on new DDA, and completed community survey for Performing Arts Center
- **I-25 Erie Gateway:** Planned Development (PD) with Torti Gallas, Letter of Intent (LOI) with Hines, updated cost/plan for financing sewer extension, and new Urban Renewal (URA) Plan Areas
- **Downtown Erie:** Installed new parklet seating and completed 2 rounds of Revitalization Grants. Completed final design on Downtown Infrastructure Improvement Project.
- **Erie Airport:** Hosted Erie Air Fair and began consultant work on 2009 ED Study Update and evaluation of Crosswind Runway
- **BIPOC Business Incubator** (GARE Grant): Completed Phase 1 & 2 report with UPLift Collaborative, hosted scenario gaming session, and BIPOC business panel discussion
- **Erie Makerspace:** Completed preliminary design and cost estimate, formed 501(c)(3) nonprofit, and submitted request for buildout/improvements in 2024 CIP budget as part of Schofield Farm
- Erie approved to join **Colorado Green Business Network** (1 of 3 first agencies in Colorado)
- **Boulder Valley Velodrome** renovated and reactivated with new community activities and events



2024 Additions & Changes

- No new FTE for 2024
- Rolled over funds for 2009 Erie Airport ED Study Update
- New data software tools: Hubspot, MySidewalk, Placer.AI
- Velodrome Sponsorship Agreement (2023-2027)
- Funding to support Phase 3 of new BIPOC Business Incubator

2024 Goals & Objectives

- **Town Center:** Secure grocer anchor, approve DDA with Evergreen, approve funding for Performing Arts Center, open new commercial space at Four Corners, begin construction of Pinnacle Blvd. and new roundabouts, and begin construction of new Ranchwood project
- **I-25 Erie Gateway:** Approve new PD, execute LOI/purchase and sale agreement with Hines, approve plan for sewer extension, and approve first URA Plan Area
- **Downtown:** Complete construction of Downtown Infrastructure Improvements. Begin design/engineering for storm water improvements in Briggs alleyways. Acquire additional real property in Old Town URA for new development
- **Erie Airport:** Complete 2009 ED Study Update and plan for Crosswind Runway
- **BIPOC Business Incubator:** Secure location, operator and funding for this use
- Complete transition to **CentralSquare** for streamlined business licensing process
- Pursue ending **retail marijuana moratorium** and place excise tax on Nov 2024 ballot

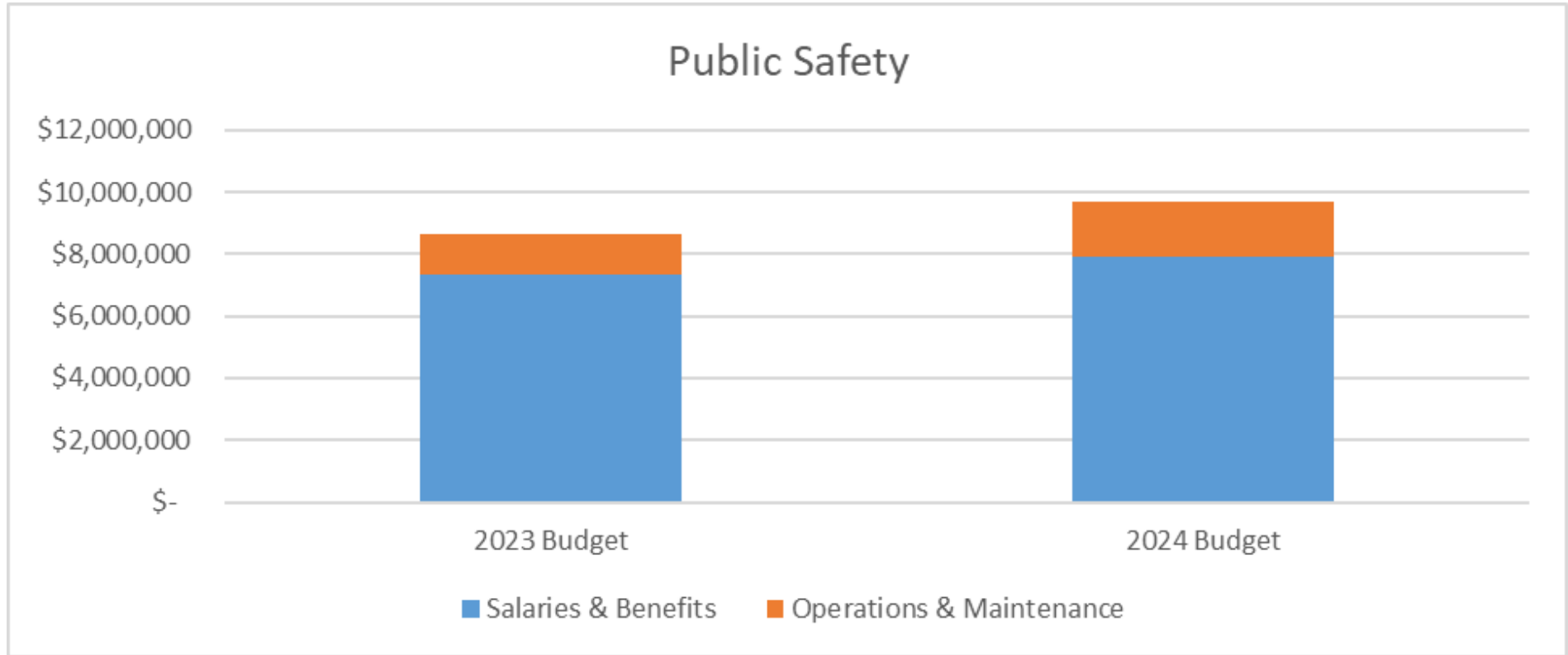


Public Safety 2024 Budget Overview

Lee Mathis, Police Chief



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 7,334,639	\$ 7,898,593	\$ 563,954	8%
Operations & Maintenance	\$ 1,294,216	\$ 1,795,747	\$ 501,531	39%
Expenditures Total	\$ 8,628,855	\$ 9,694,340	\$ 1,065,485	12%
Positions	56	58	2	4%



2023 Accomplishments & Highlights

Public Safety

- K9 Officer, Rudo, trained and deployed.
- Unmanned Ariel Systems Team trained and operational.
- Victim Services unit created and providing support to crime victims.
- Optimist Easter Egg Hunt sponsored. (Hundreds of kids in attendance)
- Honor Flight Escort. (Escorted WWII Veterans to the airport for D.C. Trip)
- Tip a Cop. (Over \$4,900 raised for special Olympics)
- 40% female Officers as of September 1, 2023.
- Succession plan for leadership implemented, new Chief, Deputy Chief and Commander identified and in place.



2024 Additions & Changes

- One patrol officer and one traffic officer
- 12 new Flock Cameras
- Crash Scene/Crime Scene mapping equipment (UAS and Rover)



2024 Goals & Objectives

- Hire and maintain a staffing level of 48 sworn and 10 non-sworn.
- Deploy technologies to assist officers with criminal and traffic investigations.
- Assist with planning for expansion of current facility.
- Maintain the high level of community programs and engagement we have already established.
- Continue to help make The Town of Erie one of the safest communities in the State of Colorado.

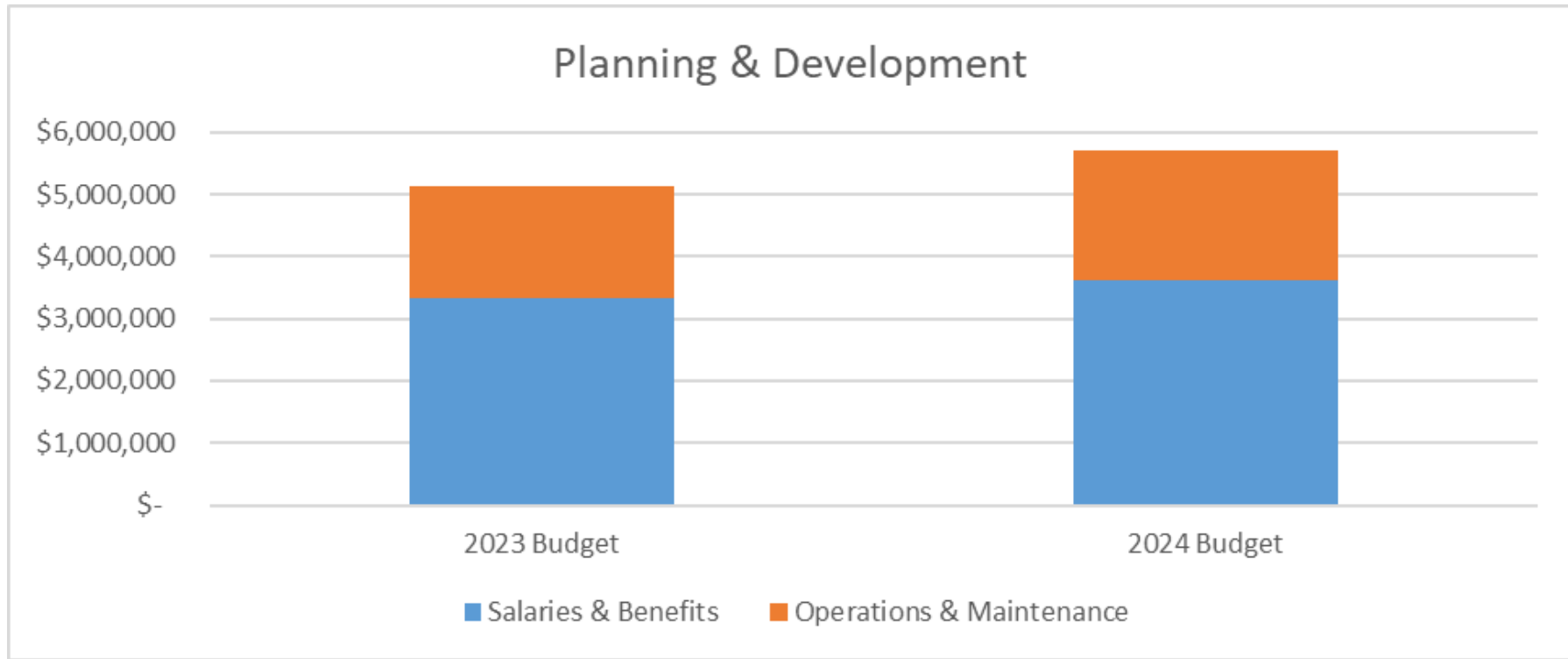


Planning & Development 2024 Budget Overview

Sarah Nurmela, Director of Planning
& Development



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 3,326,569	\$ 3,623,414	\$ 296,845	9%
Operations & Maintenance	\$ 1,802,387	\$ 2,073,100	\$ 270,713	15%
Expenditures Total	\$ 5,128,956	\$ 5,696,514	\$ 567,558	11%
Positions	26	27	1	4%



2023 Accomplishments & Highlights

Planning Division

- Elevate Erie Comprehensive Plan & Transportation Mobility Plan
- Erie Town Center & Erie Gateway
- As of August, 69 land use applications and 45 pre-applications
- UDC Amendment: Comprehensive Plan

Operations Division

- Central Square EAM and Track-it software implementation
- Code Amendment: Mobile Vendor
- Processed for department
4 promotions; 9 new hires; 4 interns

Building Division

- As of August, completed 5,303 building permits (2,824 in 2002): 3,740 reroof; 420 single family homes; 66 duplex units; 3 townhomes; 4 new commercial
- Building Code Adoption & Amendment: 2021 International Building, Residential, Energy Conservation, Mechanical, Plumbing, Fuel Gas, Existing Building, Swimming Pool & Spa, and Property Maintenance Codes; 2023 National Electrical Code; 2021 International Fire Code

2023 Accomplishments & Highlights

Affordable Housing Division

- Housing Needs Assessment & Affordable Housing Strategy
- Committed to Proposition 123
- Property purchases for Affordable Housing
- Working with developer for first affordable housing project
- UDC Amendment: Fast track development process for Affordable Housing

Transportation Division

- Elevate Erie – Comprehensive Plan & Transportation Mobility Plan
- Neighborhood Speed Management Program
- Initiated Flex Ride Service Plan
- Developed traffic count database
- Completed crash data analysis
- Road & Intersection Improvements
- Initiate annexation into RTD
- Regional Transportation Projects: BE RT; US 287; CO 7; Bike Share
- 6 DRCOG Grants - Erie;
4 DRCOG Grants - Regional Projects



2024 Additions & Changes

- Senior Strategic Planner
- Vehicle for Code Inspector



2024 Goals & Objectives

- Pursue Grant opportunities
- Regional coordination of projects and IGA's for Planning, Affordable Housing and Transportation
- Implementation of Central Square EAM and Track-it software
- Adoption of Elevate Erie – Comprehensive Plan & Transportation Mobility Plan
- Targeted UDC updates
- Erie Town Center zoning updates and development oversight
- Erie Gateway adoption of zoning
- UDC Amendment to add Inclusionary Housing
- Construction of Affordable Housing
- Strengthen regional Affordable Housing partnerships
- Pursue additional affordable housing sites
- Implementing affordable housing commitments in metro district approvals
- Regional coordination of projects and IGA's for Planning, Affordable Housing and Transportation
- Begin Erie Flex Ride service



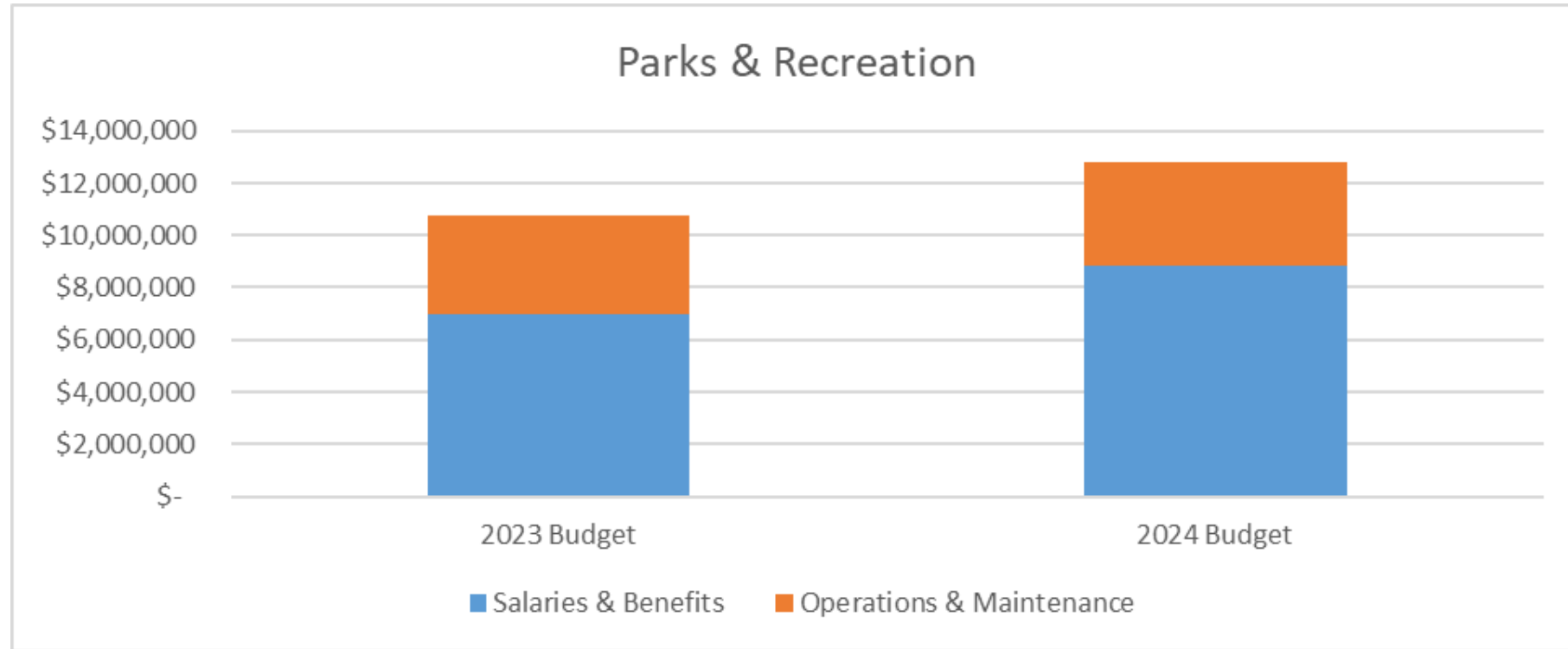
Parks & Recreation 2024 Budget Overview

Patrick Hammer, Director of
Parks & Recreation



Budget Comparison

Parks & Recreation



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 6,952,470	\$ 8,830,756	\$ 1,878,286	27%
Operations & Maintenance	\$ 3,805,370	\$ 3,971,707	\$ 166,337	4%
Expenditures Total	\$ 10,757,840	\$ 12,802,463	\$ 2,044,623	19%
Positions	97.4 (47 FT and 50.4 FTE)	110 (49 FT and 61 FTE)	12.6	13%



2023 Accomplishments & Highlights

- Coal Creek Park with new splash pad and ice rink operations
- Established Erie Neighborhood Improvement Program
- Ongoing open space acquisition
- First public art installation and Art and Placemaking Plan
- ECC upgrades including renovations to swimming pool
- Plan Documents
 - Sunset Open Space Site Plan
 - Coal Creek Trail Airport Underpass
 - Compass and Schofield



2024 Additions & Changes

- Recreation Specialist – Guest Service
- Recreation Supervisor – Cultural Arts
- Increase in part-time hours
 - Increase of 4,640 hours in Parks, or ~2.2 FTE
 - Maintenance Staff
 - Increase of 17,455 hours in Recreation, or ~8.4 FTE
 - Camp Opportunities
 - Active Adult Resource Services
 - Sports/Fitness/Youth & Teen



2024 Goals & Objectives

- Update Park Recreation Open Space and Trails plan (PROST)
- Substantial completion of Schofield Historic site
- Completion of Sunset Open Space Site Plan
- Continuation of public art program
- Completion of Community Wildfire Preparedness Plan (CWPP)
- Expanded Recreation Programming – youth, teen, active adult, fitness

2024 Projects

- Schofield/Striby/Lake Erie – Primarily Parks Improvement Impact Fund and Trails & Natural Areas Fund
- POST Infrastructure Maintenance— General Fund
- Trail Connector – Trails & Natural Areas Fund
- Open Space Acquisition –Trails & Natural Areas Fund
- Community Art Program – General Fund
- HOA Pocket Park Program/Erie Neighborhood Improvement Plan – General Fund

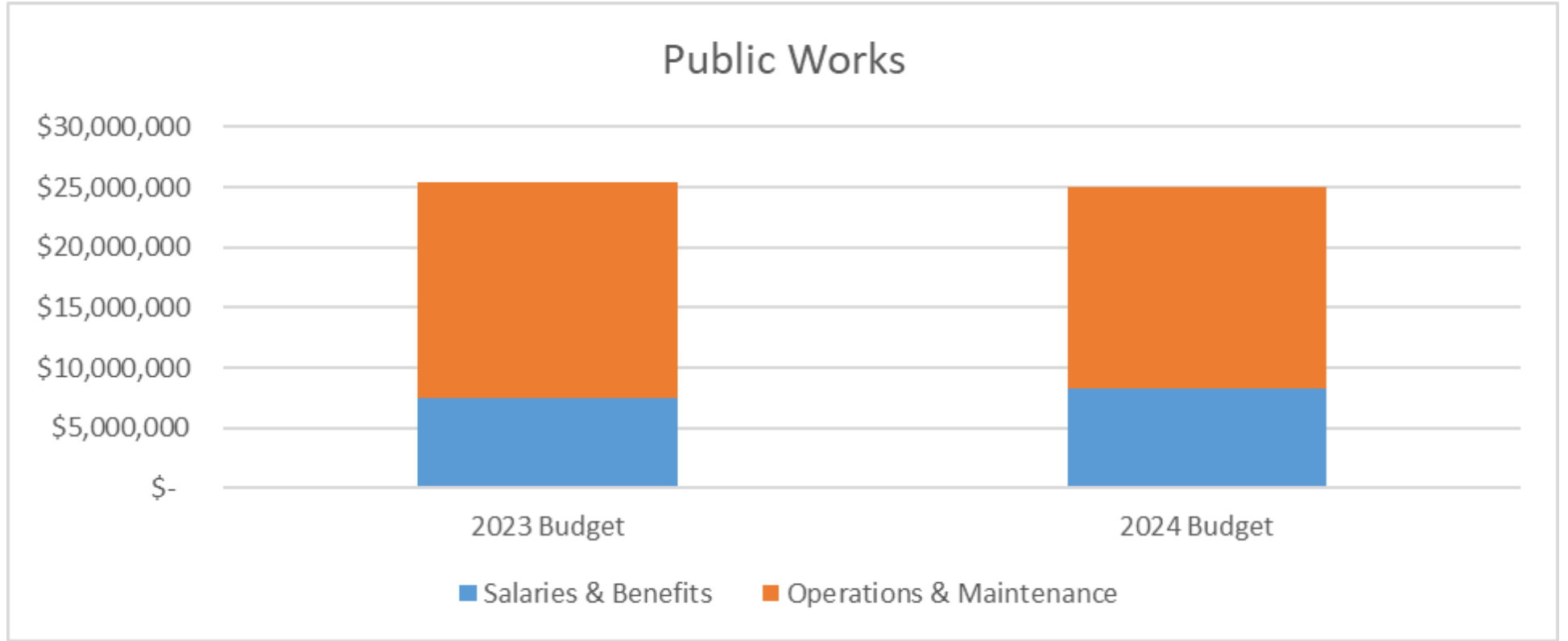


Public Works 2024 Budget Overview

Todd Fessenden, Director of
Public Works



Budget Comparison



Expenditure Type	2023 Budget	2024 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$ 7,502,752	\$ 8,273,726	\$ 770,974	10%
Operations & Maintenance	\$ 17,917,073	\$ 16,779,313	\$ (1,137,760)	-6%
Expenditures Total	\$ 25,419,825	\$ 25,053,039	\$ (366,786)	-1%
Positions	75	83	7	9%



2023 Accomplishments & Highlights

Public Works

- Completion of Wastewater Treatment Plant Expansion
- Hydroturbine at Water Treatment Facility generating power.
- Completion of Sheridan Parkway, 119th, County Line and Jasper Improvements, despite challenging weather conditions
- Zone 3 water line completion adding capacity and redundancy to water system, along with more robust paving on County Road 4
- Successful onboarding of new Operations and Maintenance, Facilities Operations Services and Sustainability Managers
- Rapid recover from May hailstorm, including the repair of 57 vehicles in one week
- Airport Manager and FBO Contract Development

2024 Additions & Changes

- Fleet Technician – General Fund
- 5 Maintenance Techs (1 Backflow, 1 Meters, 1 Streets, 2 Storm) Water, Storm and General Funds.
- Wastewater Plant Operator – Wastewater Fund
- North Water Treatment Facility, Property Acquisition & Solar Design – Wastewater Fund
- Airport Entrance Improvements – General Fund

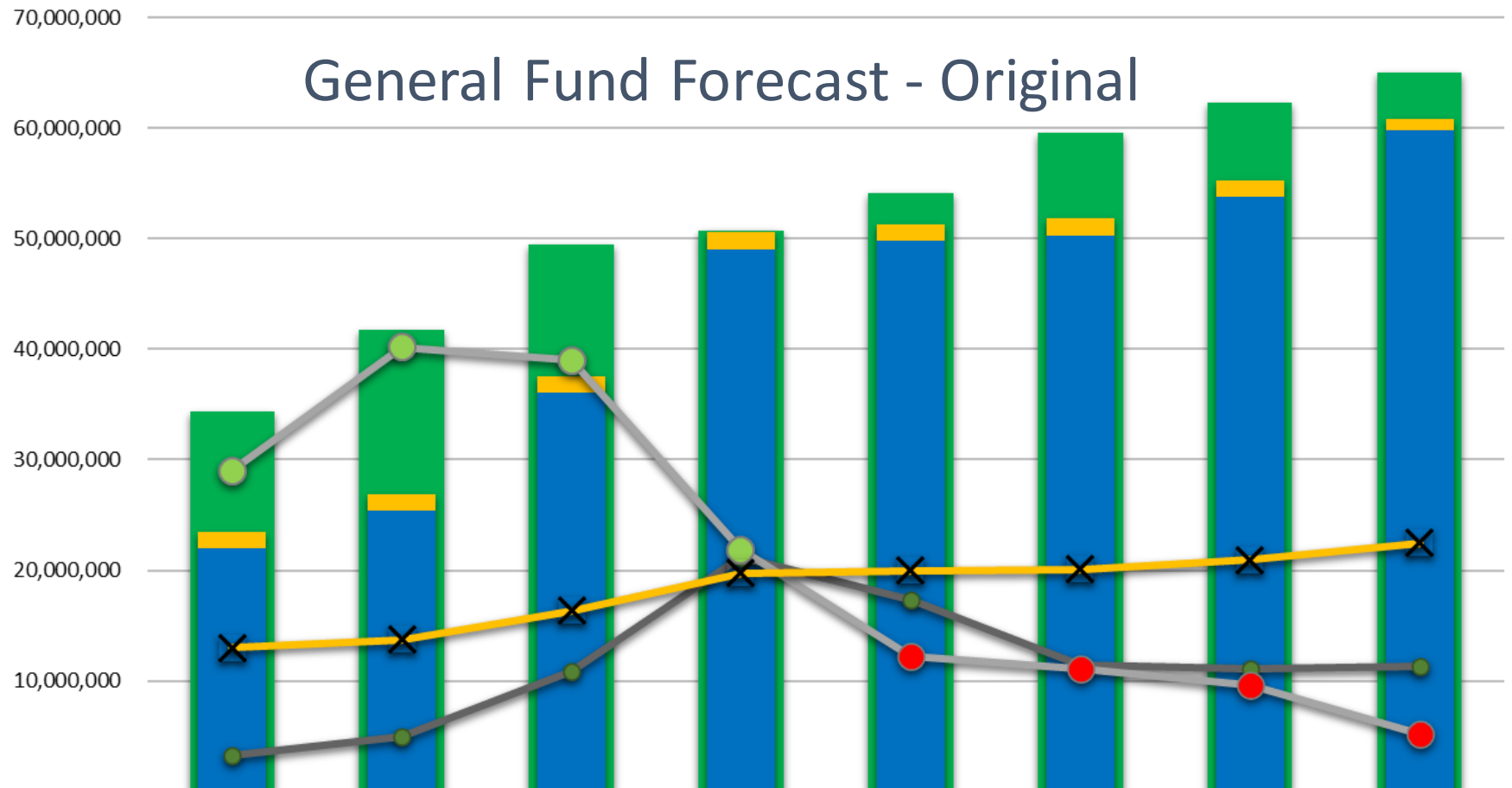


2024 Goals & Objectives

- Expand streets maintenance program to local roads – General Fund
- Begin Town Hall Construction – primarily by the Public Facilities Impact Fund
- Complete design of North Water Treatment Facility and Solar – Wastewater Fund
- Complete Safer Main Streets Project on County Line Road – Transportation Impact Fund and Grant Funds
- Development of NISP Pipeline alignment with Lafayette and Left Hand Water District – Water Fund
- Begin construction of South Roundabout at Town Center – Transportation Impact Fund
- Water, Wastewater, and Storm Drainage Rate and Fee Study – Water, Wastewater and Storm Funds



2024 Budget

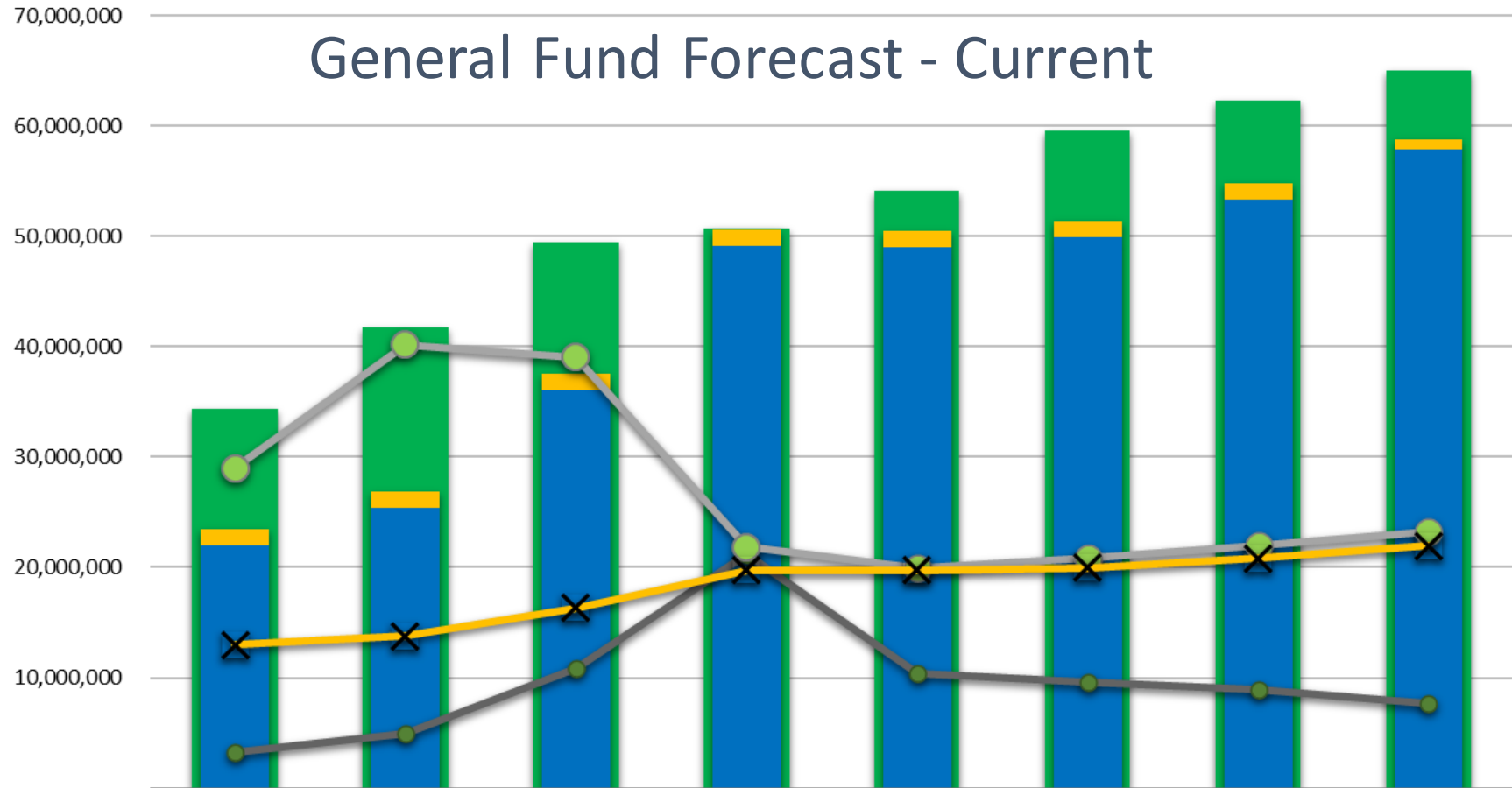


	2020 Actuals	2021 Actuals	2022 Actuals	2023 (2nd Supp)	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
■ Revenues	34,350,504	41,766,384	49,477,975	50,671,851	54,085,806	59,520,730	62,344,090	65,036,759
■ Debt	1,494,563	1,488,705	1,518,305	1,489,413	1,490,013	1,488,813	1,492,813	1,015,613
■ Operating Expenditures	22,002,899	25,353,650	36,033,381	49,064,818	49,827,326	50,310,400	53,807,689	59,824,624
● Capital	3,249,530	4,951,753	10,883,991	21,244,495	17,293,848	11,379,023	11,056,044	11,313,522
● Ending Spendable FB	29,013,058	40,190,862	39,019,318	21,840,076	12,269,866	11,104,934	9,616,741	5,205,168
x Minimum FB	13,000,725	13,755,072	16,333,345	19,766,204	19,956,831	20,077,600	20,951,922	22,456,156
5% Operating Turnback	0	0	0	(2,453,241)	(2,491,366)	(2,515,520)	(2,690,384)	(2,991,231)
FB as % of Op Expenditures	132%	159%	108%	45%	25%	22%	18%	9%



2024 Budget

General Fund Forecast - Current



	2020 Actuals	2021 Actuals	2022 Actuals	2023 (2nd Supp)	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues	34,350,504	41,766,384	49,477,975	50,671,851	54,085,806	59,520,730	62,344,090	65,036,759
Debt	1,494,563	1,488,705	1,518,305	1,489,413	1,490,013	1,488,813	1,492,813	1,015,613
Operating Expenditures	22,002,899	25,353,650	36,033,381	49,064,818	48,998,695	49,954,902	53,313,754	57,810,856
Capital	3,249,530	4,951,753	10,883,991	21,244,495	10,404,045	9,638,101	8,910,977	7,679,398
Ending Spendable FB	29,013,058	40,190,862	39,019,318	21,840,076	19,986,228	20,877,468	22,010,156	23,217,979
Minimum FB	13,000,725	13,755,072	16,333,345	19,766,204	19,749,674	19,988,725	20,828,438	21,952,714
5% Operating Turnback	0	0	0	(2,453,241)	(2,449,935)	(2,497,745)	(2,665,688)	(2,890,543)
FB as % of Op Expenditures	132%	159%	108%	45%	41%	42%	41%	40%



2024 General Fund – Unfunded Opportunities

- \$1.3M – Makerspace
- \$1M – Affordable Housing Property Acquisition
- \$650K – Facilities Master Plan Implementation
- \$500K – Bus Stop Construction
- \$300K – Traffic Mitigation
- \$114K – Erie Community Center Improvements
- \$820K – LAWSC Additional Space & Security Measures (currently postponed to 2025)
- \$700K – Street Maintenance (Current \$3.8M vs Requested \$4.5M)

Rethinking Reserves



➤ Should We Rethink Reserves?

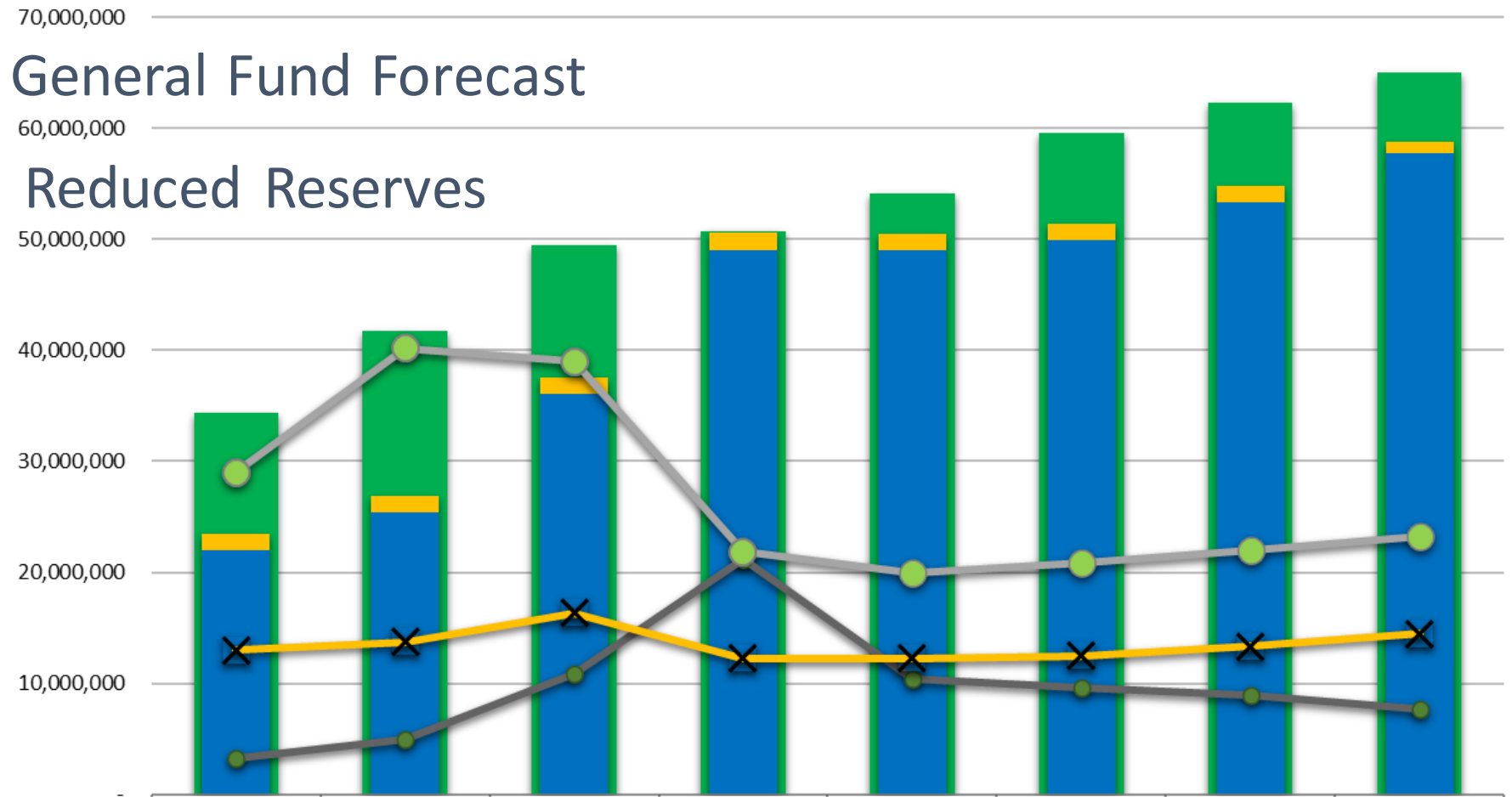
- 2023 GFOA Paper
- GFOA's Best Practice is to maintain an unrestricted general fund balance of no less than two months of regular general fund operating revenues or operating expenditures (16.6%).
- The Town of Erie's reserve policy is 25% of operating expenditures plus \$7.5M. Due to this, reserves on average are around 40% of operating expenditures.

➤ Reserve Calculation Worksheet

- GFOA recommends a "target range" based on level of risk.
- For low to moderate level of risk, consider adopting a reserve target somewhat higher than the GFOA minimum (e.g. 17-25% of revenues/expenditures).
- For moderate to high level of risk, consider adopting a target amount of reserves significantly higher than the GFOA recommended minimum (e.g., 26-35%).



2024 Budget



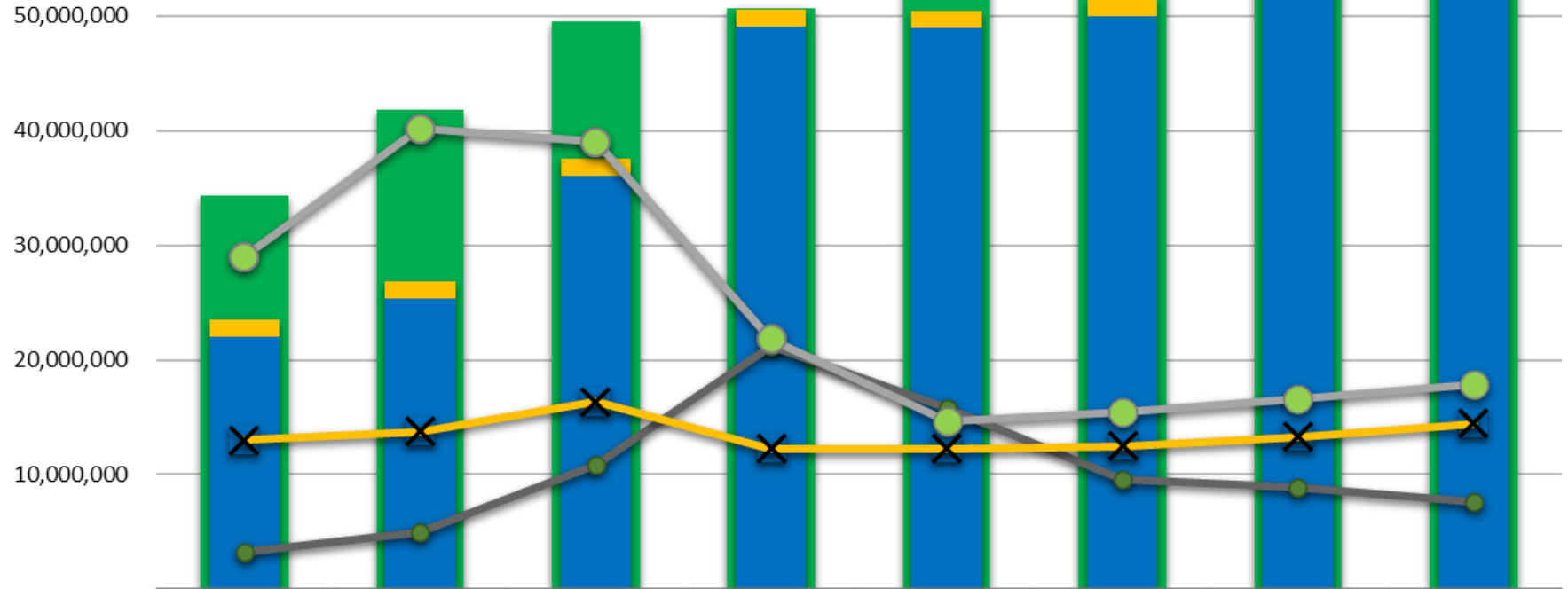
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■ Debt	1,494,563	1,488,705	1,518,305	1,489,413	1,490,013	1,488,813	1,492,813	1,015,613
■ Operating Expenditures	22,002,899	25,353,650	36,033,381	49,064,818	48,998,695	49,954,902	53,313,754	57,810,856
● Capital	3,249,530	4,951,753	10,883,991	21,244,495	10,404,045	9,638,101	8,910,977	7,679,398
○ Ending Spendable FB	29,013,058	40,190,862	39,019,318	21,840,076	19,986,228	20,877,468	22,010,156	23,217,979
✕ Minimum FB	13,000,725	13,755,072	16,333,345	12,266,204	12,249,674	12,488,725	13,328,438	14,452,714
5% Operating Turnback	0	0	0	(2,453,241)	(2,449,935)	(2,497,745)	(2,665,688)	(2,890,543)
FB as % of Op Expenditures	132%	159%	108%	45%	41%	42%	41%	40%



2024 Budget

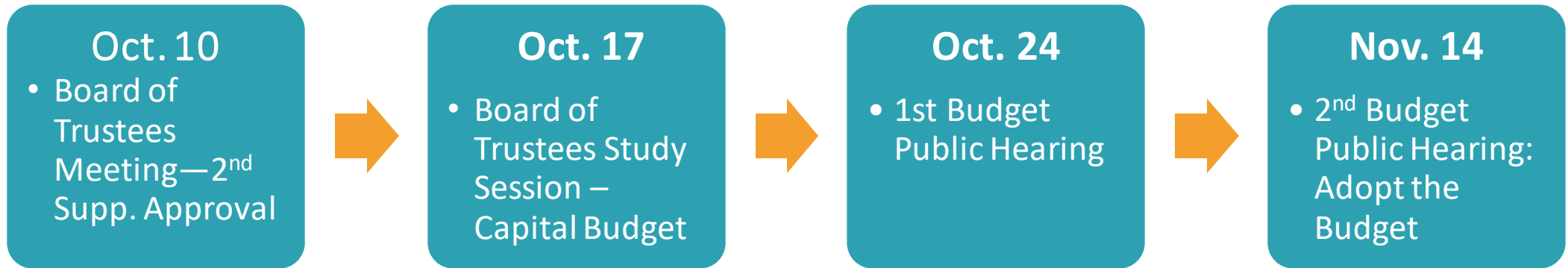
General Fund Forecast - Adjusted

Utilizing Reduced Reserves



	2020 Actuals	2021 Actuals	2022 Actuals	2023 (2nd Supp)	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues	34,350,504	41,766,384	49,477,975	50,671,851	54,085,806	59,520,730	62,344,090	65,036,759
Debt	1,494,563	1,488,705	1,518,305	1,489,413	1,490,013	1,488,813	1,492,813	1,015,613
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Capital	3,249,530	4,951,753	10,883,991	21,244,495	15,787,454	9,638,101	8,910,977	7,679,398
Ending Spendable FB	29,013,058	40,190,862	39,019,318	21,840,076	14,602,819	15,494,059	16,626,747	17,834,570
Minimum FB	13,000,725	13,755,072	16,333,345	12,266,204	12,249,674	12,488,725	13,328,438	14,452,714
5% Operating Turnback	0	0	0	(2,453,241)	(2,449,935)	(2,497,745)	(2,665,688)	(2,890,543)
FB as % of Op Expenditures	132%	159%	108%	45%	30%	31%	31%	31%

Upcoming Dates & Next Steps





Questions & Discussion