



BUDGET STUDY SESSION

Fiscal Year 2023

Presenters: Malcolm Fleming

Cassie Bethune

Stephanie Furman

October 25, 2022



- Summary of Changes
- 2023 Budget Priorities
- General Fund Summary
- Revenue Projections
- Operating Expenditures
- Personnel & Position Requests
- Department Budget Presentations
- Capital Expenditures

A G E N D A

SUMMARY OF CHANGES MADE AFTER OCTOBER 18, 2022

- Corrected errors in permit revenues, benefit expenses, Public Safety salaries & benefits
- Corrected FTE for Planning & Development that were added/transferred in 2022
- Added slide for 5-Year Capital Improvement Plan for discussion (slide #86)

2023 STRATEGIC BUDGET PRIORITIES



BOARD STRATEGIC PRIORITIES

Fiscal
Responsibility

Attractive
Community
Amenities

Engaged &
Diverse
Communities

Effective
Governance

Environmental
Sustainability

Prosperous
Economy

Safe & Healthy
Community

Small
Town Feel

Strong
Transportation
Infrastructure

MAJOR DESTINATIONS

- Town Center
 - Community engagement to determine civic uses in Town Center.
 - Evaluate Performing/Cultural Arts Center, Museum, Multi-purpose center, other options for the space within the Town-owned parcel.
- I-25 Erie Gateway
 - Establish new Urban Renewal Area for this site and update PD.
 - Work closely with neighboring property owners.

MAJOR DESTINATIONS

- Erie Municipal Airport
 - Identify ways to transform the Airport area into a catalyst for economic development. Update Airport Economic Development Study with AEDAB.
- Downtown Erie
 - Complete downtown infrastructure improvements for Downtown and Old Town Erie.
 - Engagement with the neighbors directly affected by the infrastructure improvements.

AFFORDABLE HOUSING

- Affordable Housing Strategies
 - Explore using ARPA funding to increase affordable housing options in Erie.
 - Add Housing Analyst position to continue investigating and evaluating options in coordination with regional partners.
 - Make progress on objective to reach 12% affordable units in Erie.

ENVIRONMENTAL SUSTAINABILITY

- Pursue options for facility-, community-, and utility-scale solar operations
 - Coordinate with United Power to develop on-site behind-the-meter solar at the North Water Reclamation Facility.
 - Comprehensively evaluate other potential sites and options.
- Increase EV charging infrastructure in Erie
 - Stay on track for “25 by 25” goal of 25 EV chargers in the Town.

TOWN FACILITIES

- Town Hall Expansion
 - Complete design and begin construction for expansion and renovation.
- Funding Plan for Other Town Facilities
 - Develop funding plan for facility needs, including PD/Court expansion, LAWSC expansion, future additional Community Center, and Town Center civic use.
- Schofield Farm
 - Defer until there is more economic certainty (anticipate start in 2024).

ORGANIZATIONAL CAPACITY

- Ensure adequate staffing, support, and systems to effectively manage core services and strategic priorities
 - If voters approve a Charter Commission, allocate staff time to provide information for, and respond to, questions from the Home Rule Charter Commission.

GENERAL FUND SUMMARY

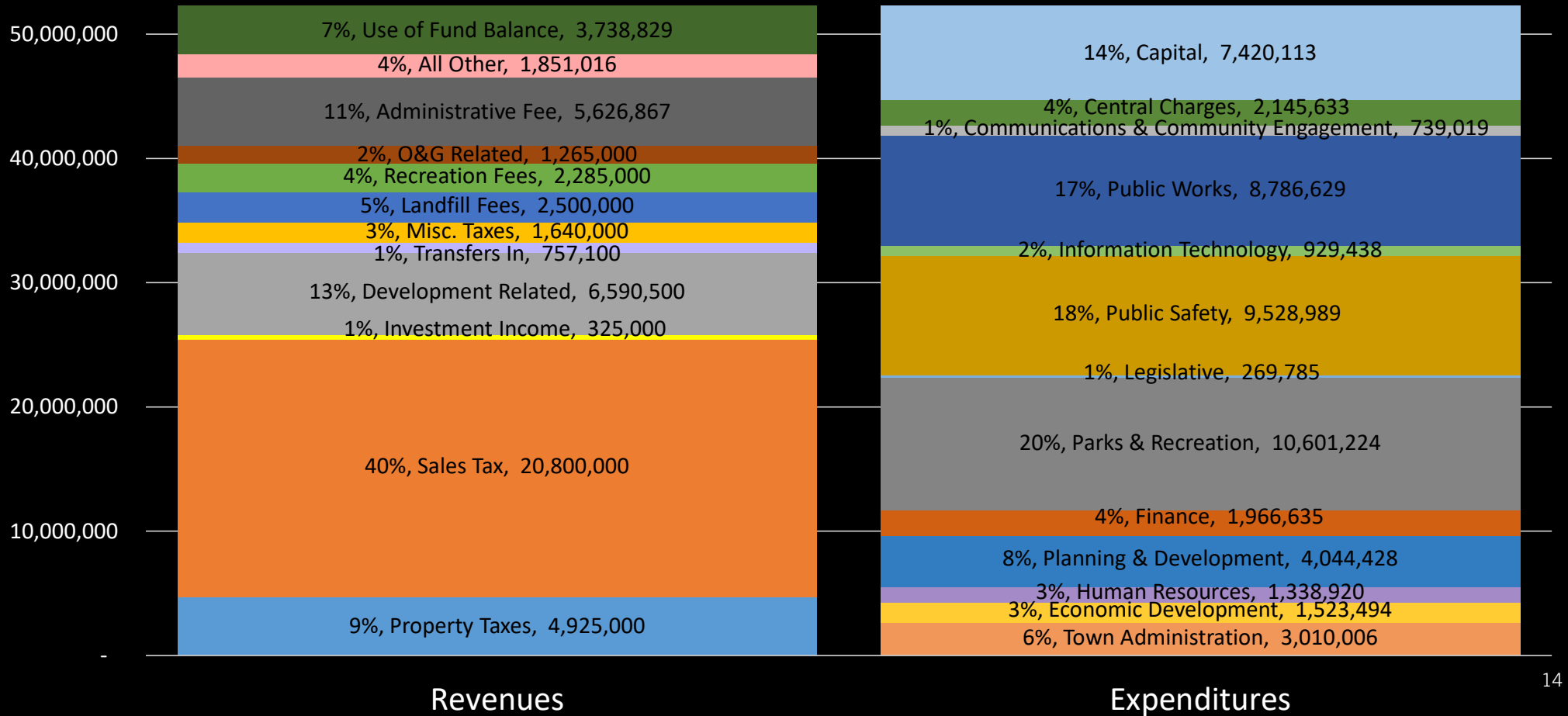


GENERAL FUND SUMMARY

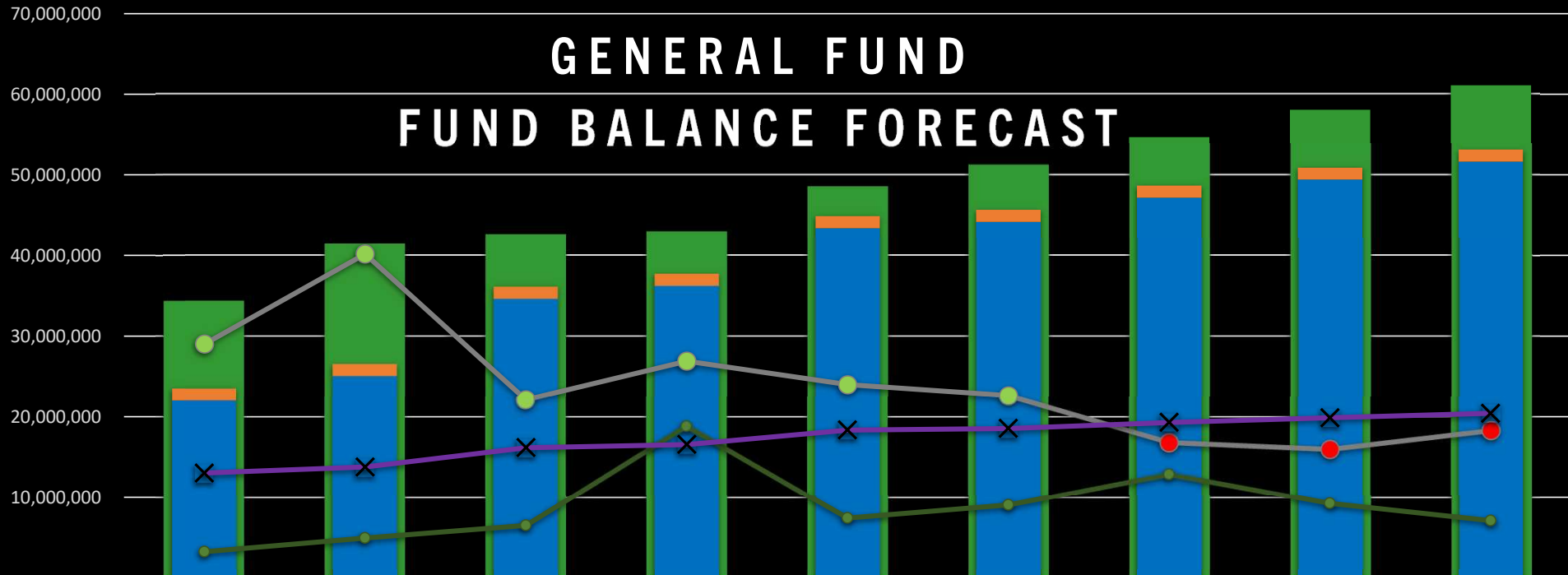
General Fund Revenues	\$	48,565,000
General Fund Operating & Debt Expenditures	\$	(44,884,000)
<u>Net Change before Capital</u>	<u>\$</u>	<u>3,681,000</u>
Capital Expenditures	\$	(7,420,000)
Change in General Fund Balance (A)	\$	(3,739,000)

Beginning Fund Balance (B)	\$	34,170,000
Ending Fund Balance (A) + (B) = (C)	\$	30,431,000
Non-spendable Fund Balance (D)	\$	7,725,000
Spendable Fund Balance (C) - (D) = (E)	\$	22,706,000
Minimum Required Fund Balance	\$	18,349,000

GENERAL FUND 2023 REVENUES & EXPENDITURES



GENERAL FUND FUND BALANCE FORECAST



	2020 Actual	2021 Actual	2022 Adopted	2022 (1st Supp)	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues	34,351,000	41,434,000	42,615,000	42,987,000	48,566,000	51,238,000	54,655,000	58,074,000	61,107,000
Debt	1,495,000	1,489,000	1,493,000	1,493,000	1,490,000	1,491,000	1,489,000	1,489,000	1,493,000
Operating Expenditures	22,003,000	25,021,000	34,594,000	36,190,000	43,377,000	44,153,000	47,164,000	49,407,000	51,637,000
Capital	3,250,000	4,952,000	6,519,000	18,833,000	7,421,000	9,065,000	12,911,000	9,265,000	7,097,000
Ending Spendable FB	29,014,000	40,191,000	22,081,000	26,893,000	23,964,000	22,598,000	16,812,000	15,984,000	18,292,000
Minimum FB	13,001,000	13,756,000	16,149,000	16,548,000	18,345,000	18,539,000	19,291,000	19,852,000	20,410,000
3% Operating Turnback (forecast only)	-	-	-	-	(1,302,000)	(1,325,000)	(1,415,000)	(1,483,000)	(1,550,000)
FB as % of Operating Expenditures	132%	161%	64%	74%	55%	51%	36%	32%	35%

SCENARIO B: GENERAL FUND FORECAST

70,000,000

60,000,000

50,000,000

40,000,000

30,000,000

20,000,000

10,000,000

	2020 Actual	2021 Actual	2022 Adopted	2022 (1st Supp)	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Revenues	34,351,000	41,434,000	42,615,000	42,987,000	48,566,000	51,238,000	54,655,000	58,074,000	61,107,000
Debt	1,495,000	1,489,000	1,493,000	1,493,000	1,490,000	1,491,000	1,489,000	1,489,000	1,493,000
Operating Expenditures	22,003,000	25,021,000	34,594,000	36,190,000	43,395,000	43,838,000	46,917,000	49,325,000	51,613,000
Capital	3,250,000	4,952,000	6,519,000	18,833,000	7,421,000	5,916,000	9,998,000	9,871,000	9,976,000
Ending Spendable FB	29,014,000	40,191,000	22,081,000	26,893,000	23,947,000	26,036,000	23,402,000	22,048,000	21,500,000
Minimum FB	13,001,000	13,756,000	16,149,000	16,548,000	18,349,000	18,460,000	19,230,000	19,832,000	20,404,000
3% Operating Turnback (forecast only)	-	-	-	-	(1,302,000)	(1,316,000)	(1,408,000)	(1,480,000)	(1,549,000)
FB as % of Operating Expenditures	132%	161%	64%	74%	55%	59%	50%	45%	42%

Assumptions: Defer Schofield to 2025, Change the Community Art Program to \$175k every other year, Defer Country Fields Park to 2026

SUMMARY OF SIGNIFICANT REVENUE ASSUMPTIONS

Revenue Category	2022	2023	2023	Percent Change from Prior Year			
	Budget	Proposed		2024	2025	2026	2027
<u>Taxes</u>							
Property Tax	5,144,000	5,460,000	6.1%	7.3%	7.4%	7.6%	7.8%
Sales Tax	17,125,000	20,800,000	21.5%	8.8%	10.3%	9.0%	8.0%
<u>Development Related</u>							
Use Tax	3,680,000	3,990,000	8.4%	5.1%	2.2%	2.3%	2.3%
Building Permits	2,025,000	2,154,000	6.4%	2.3%	2.1%	2.1%	2.1%
<u>Fees & Charges</u>							
Recreation Fees	2,000,000	2,285,000	14.3%	4.9%	4.9%	4.9%	4.9%
Landfill Fees	2,475,000	2,500,000	1.0%	0.0%	0.0%	0.0%	0.0%
Administrative Fee	3,991,665	5,626,867	41.0%	5.0%	5.0%	5.0%	3.0%
<u>Intergovernmental</u>							
Highway User Taxes	905,000	950,000	5.0%	3.0%	3.0%	3.0%	3.0%
Motor Vehicle Taxes	98,000	95,000	-3.1%	3.0%	3.0%	3.0%	3.0%
Road & Bridge Taxes	216,000	200,000	-7.4%	3.0%	3.0%	3.0%	3.0%
Cigarette Taxes	20,000	20,000	0.0%	3.0%	3.0%	3.0%	3.0%
Severance Taxes	200,000	200,000	0.0%	3.0%	3.0%	3.0%	3.0%

SUMMARY OF SIGNIFICANT EXPENDITURE ASSUMPTIONS

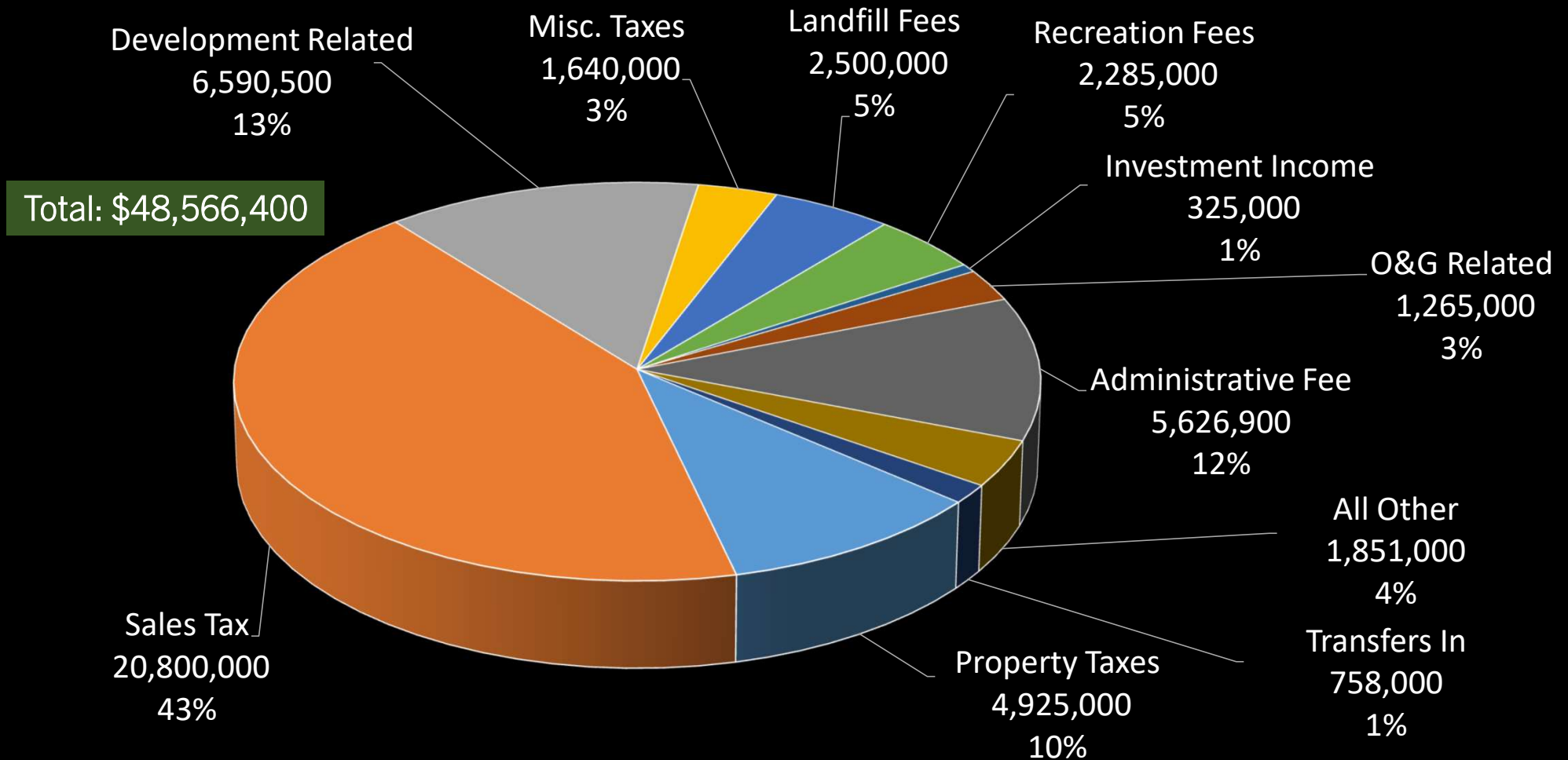
Expenditure Category	2022	2023	<u>Percent Change from Prior Year</u>				
	Budget	Proposed	2023	2024	2025	2026	2027
Salaries & Wages	17,696,800	22,613,000	27.8%	6.4%	7.2%	5.3%	4.9%
Benefits	5,217,200	5,955,300	14.1%	4.2%	7.3%	9.6%	7.2%
Utilities	1,623,300	1,697,300	4.6%	3.4%	3.7%	4.3%	3.2%
Maintenance	4,003,900	3,638,800	-9.1%	2.1%	3.1%	3.1%	2.9%
Supplies	1,394,700	1,704,000	22.2%	3.1%	3.0%	3.0%	3.0%
Professional Services	3,504,600	3,872,300	10.5%	-38.0%	1.3%	1.1%	3.0%
Services – Other	832,500	699,000	-16.0%	-30.8%	18.2%	7.0%	-0.8%
Program Operations	532,100	652,000	22.5%	-2.2%	3.0%	3.0%	3.0%
Insurance	378,100	344,600	-8.9%	3.9%	10.9%	-2.6%	4.0%
Other Expenses	1,947,900	2,218,300	13.9%	10.6%	19.3%	2.2%	3.1%

GENERAL FUND REVENUES

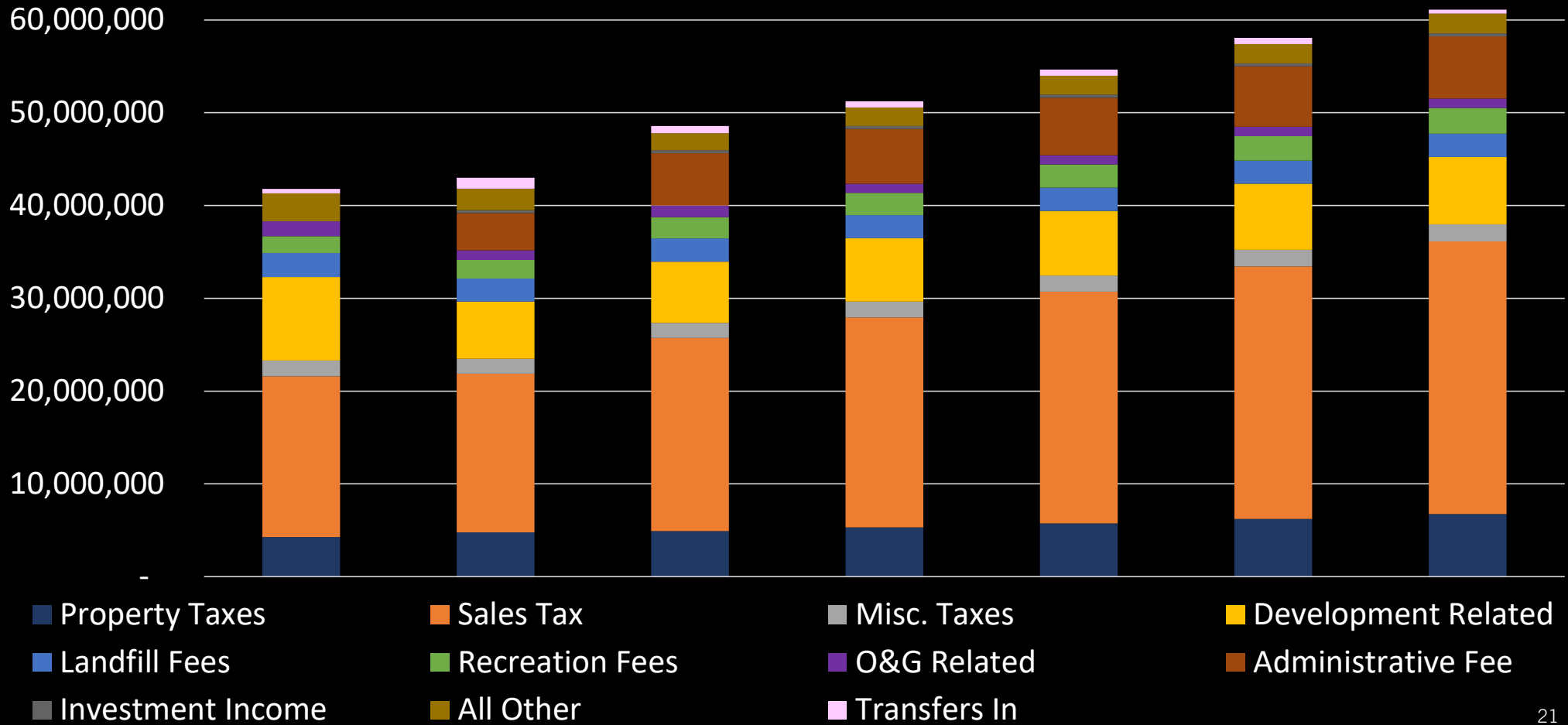
Revenues	FY 2021 Actuals	FY 2022 Amended Budget (1st Supp)	FY 2023 Recommended Budget	\$ Change	% Change
Property Taxes	4,266,982	4,773,583	4,925,000	151,417	3%
Sales Tax	17,335,292	17,125,000	20,800,000	3,675,000	21%
Development Related	9,005,753	6,156,000	6,590,500	434,500	7%
Misc. Taxes	1,693,142	1,594,000	1,640,000	46,000	3%
Landfill Fees	2,584,227	2,475,000	2,500,000	25,000	1%
Recreation Fees	1,819,620	2,000,000	2,285,000	285,000	14%
Investment Income	(18,392)	325,000	325,000	-	0%
O&G Related	1,586,288	1,050,417	1,265,000	214,583	20%
Administrative Fee	-	3,991,665	5,626,867	1,635,202	41%
All Other	3,027,982	2,326,071	1,851,016	(475,055)	-20%
Transfers In	465,490	1,170,000	757,100	(412,900)	-35%
Total:	41,766,384	42,986,736	48,565,483	5,578,747	13%

*The 41% increase in the Administrative Fee revenue is due to the addition of administrative consulting, software, training, and travel expenses that were not included in the allocation in the prior year.

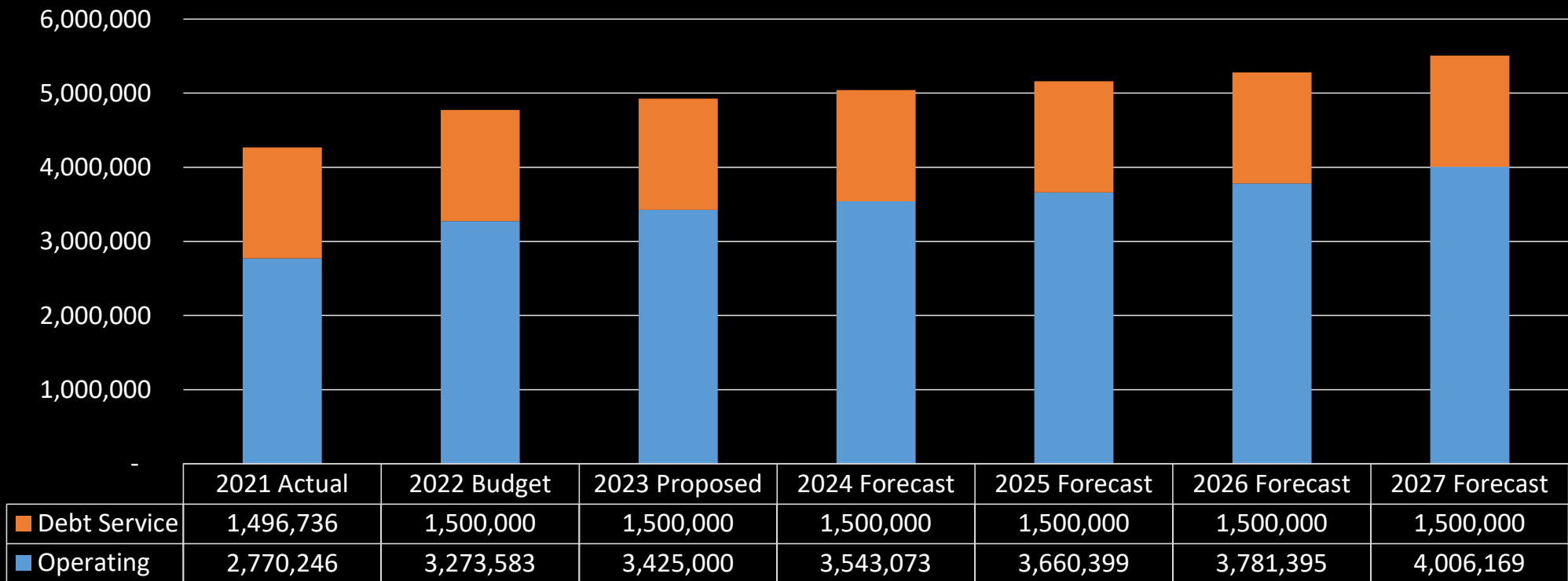
GENERAL FUND 2023 REVENUES



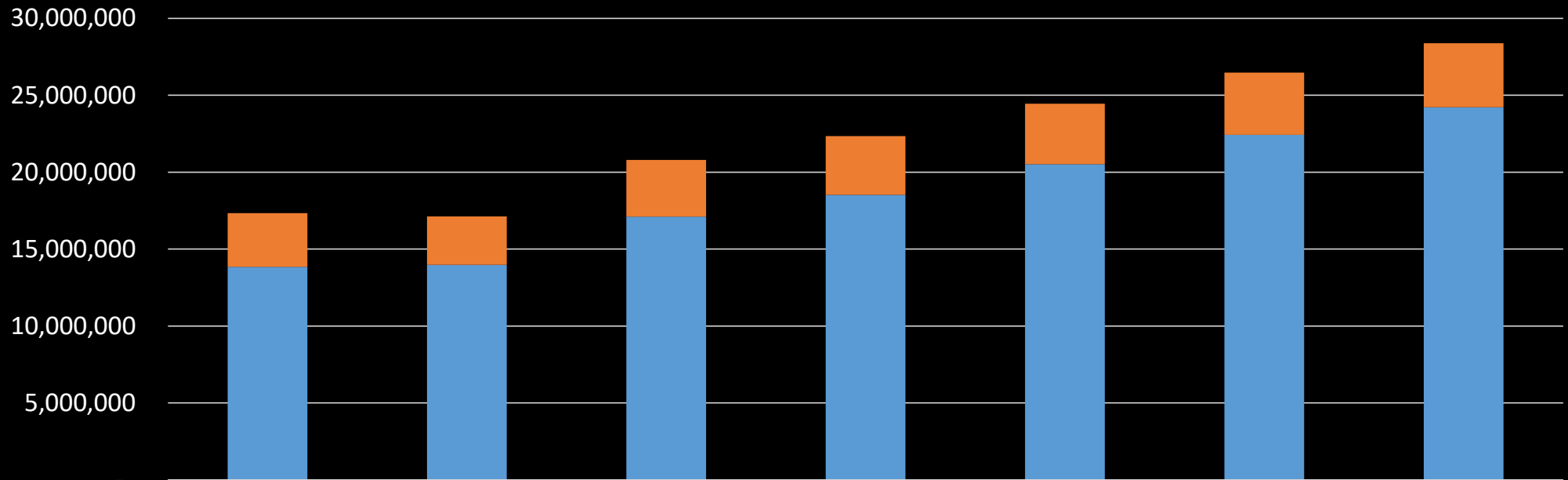
GENERAL FUND REVENUES



GENERAL FUND MAJOR REVENUES PROPERTY TAXES



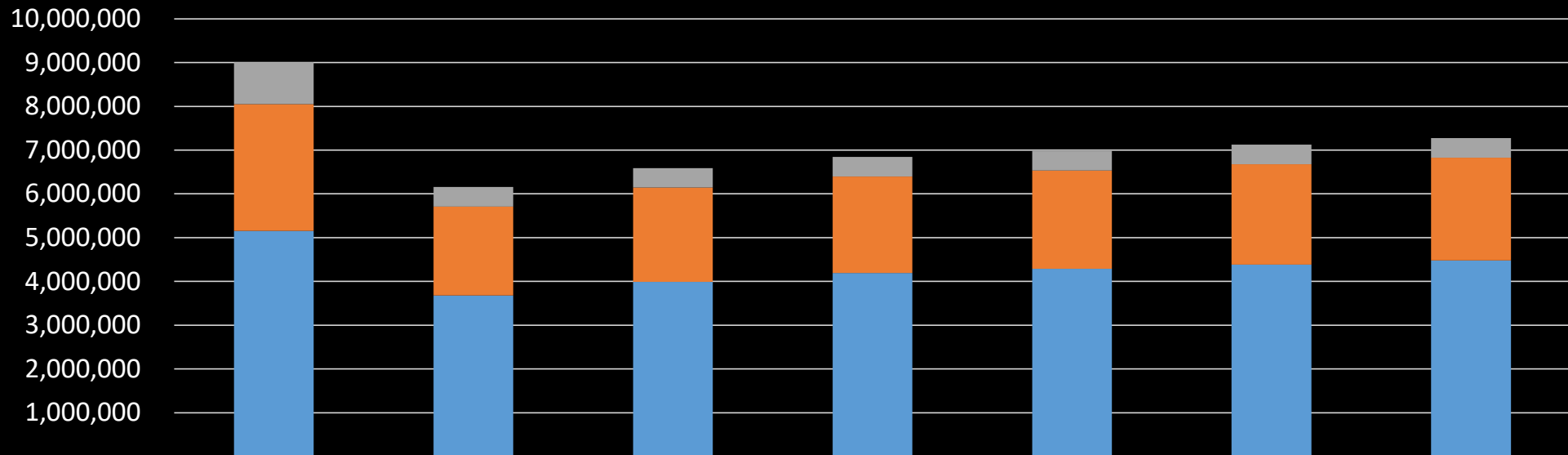
GENERAL FUND MAJOR REVENUES SALES TAX



	2021 Actual	2022 Budget	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
Vehicle	3,496,549	3,155,000	3,700,000	3,811,000	3,925,000	4,043,000	4,164,000
Non-Vehicle	13,838,743	13,970,000	17,100,000	18,525,000	20,520,000	22,420,000	24,210,000

GENERAL FUND MAJOR REVENUES

DEVELOPMENT REVENUES

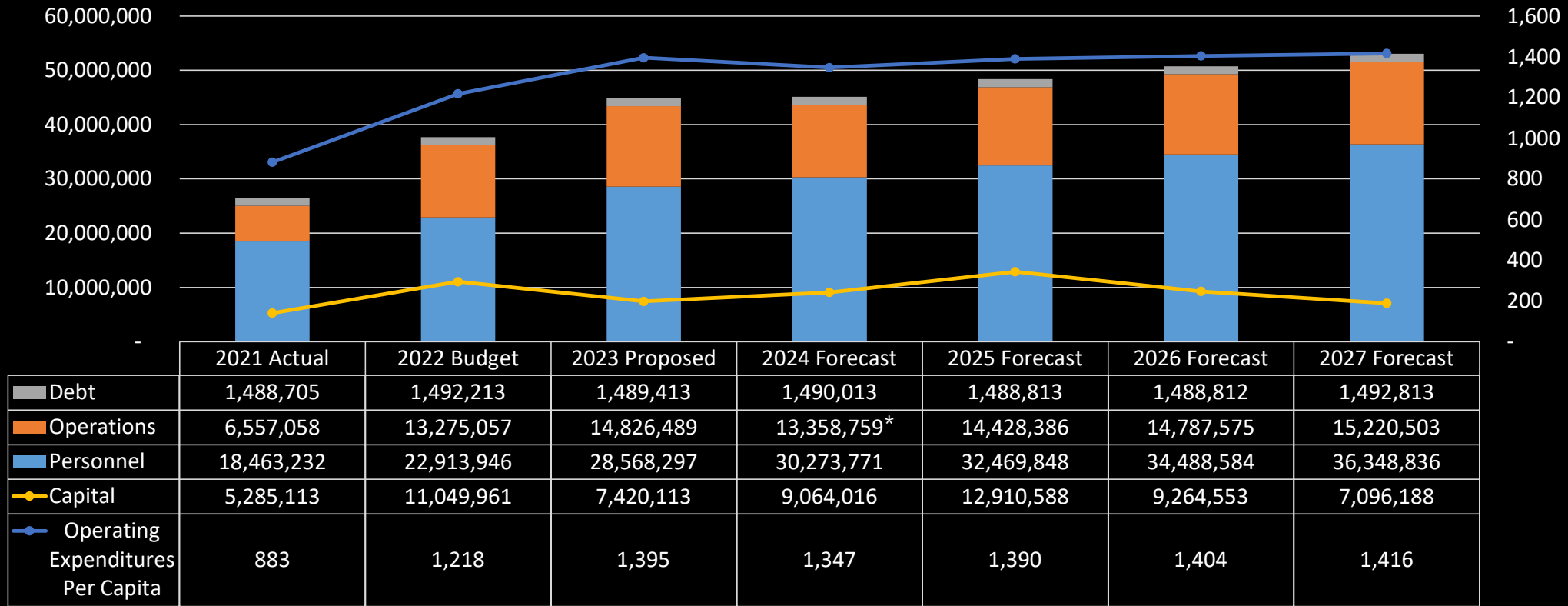


	2021 Actual	2022 Budget	2023 Proposed	2024 Forecast	2025 Forecast	2026 Forecast	2027 Forecast
■ Development Fees	954,778	447,000	446,500	446,500	446,500	446,500	446,500
■ Permit Fees	2,895,927	2,029,000	2,154,000	2,203,378	2,248,603	2,295,353	2,343,906
■ Use Taxes	5,155,049	3,680,000	3,990,000	4,192,839	4,286,129	4,382,747	4,481,537

GENERAL FUND EXPENDITURES

Expenditures	FY 2021 Actuals	FY 2022 Amended Budget (1st Supp)	FY 2023 Recommended Budget	\$ Change	% Change
Personnel	18,463,232	22,913,946	28,568,297	5,654,352	25%
Operations	6,557,058	13,275,057	14,826,489	1,551,432	12%
Debt	1,488,705	1,492,213	1,489,413	(2,801)	0%
Capital	5,285,113	11,049,961	7,420,113	(3,629,848)	-33%
Total:	31,794,107	48,731,177	52,304,312	3,573,136	7%

GENERAL FUND EXPENDITURES



* The decrease in operations expenditures from 2023 to 2024 is due to one-time costs such as the Comp Plan update, engagement for civic use for Town Center, and the end of the Air Quality Monitoring contracts.

PERSONNEL & POSITION REQUESTS



STAFFING SUMMARY

Department	FY 2022 FTEs	FY 2023 FTEs	Change FTEs
Public Works	63.5	72.0	8.5
Parks & Recreation	89.4	93.4	4.0
Planning & Development	20.0	23.0	3.0
Human Resources	5.0	6.5	1.5
Public Safety	54.0	55.0	1.0
Town Administration	10.0	11.0	1.0
Communications & Community Engagement	4.0	5.0	1.0
Information Technology	4.0	5.0	1.0
Economic Development	3.0	4.0	1.0
Finance	13.0	13.0	-
Total	265.9	287.9	22.0

2023 NEW POSITION REQUESTS

100 - General Fund	1,462,800
500 - Water Fund	243,200
510 - Wastewater Fund	162,300
520 - Storm Drainage Operating Fund	87,000

General Fund

Position	Salary	Benefits	Total	Position	Salary	Benefits	Total
Civil Engineer III - PT	53,700	14,400	68,100	Housing Analyst	80,400	21,500	101,900
GIS Technician	68,600	18,400	87,000	Parks Maintenance Technician I/II	59,400	15,900	75,300
Community Liaison	73,800	19,700	93,500	Neighborhood Services Coordinator	65,400	17,500	82,900
Planning Technician	68,600	18,400	87,000	Cybersecurity Analyst	99,900	26,700	126,600
Pavement Management Coordinator	68,600	18,400	87,000	Social Media & Digital Content Coordinator	63,800	17,100	80,900
Forestry Tech II - Climbing Arborist	59,400	15,900	75,300	Learning and Development Administrator	59,400	15,900	75,300
Parks Supervisor - Athletic/Weekend Operations	80,400	21,500	101,900	Administrative Assistant	29,700	8,000	37,700
Code Enforcement Officer - Zoning	68,600	18,400	87,000	Local Business Administrator	73,800	19,700	93,500
Police Records Supervisor	80,400	21,500	101,900				

Water Fund

Position	Salary	Benefits	Total
Mechanical/Electrical Maintenance Tech	63,800	17,100	80,900
Meters Maintenance Tech III	68,600	18,400	87,000
D&C Locates Maintenance Tech I/II	59,400	15,900	75,300

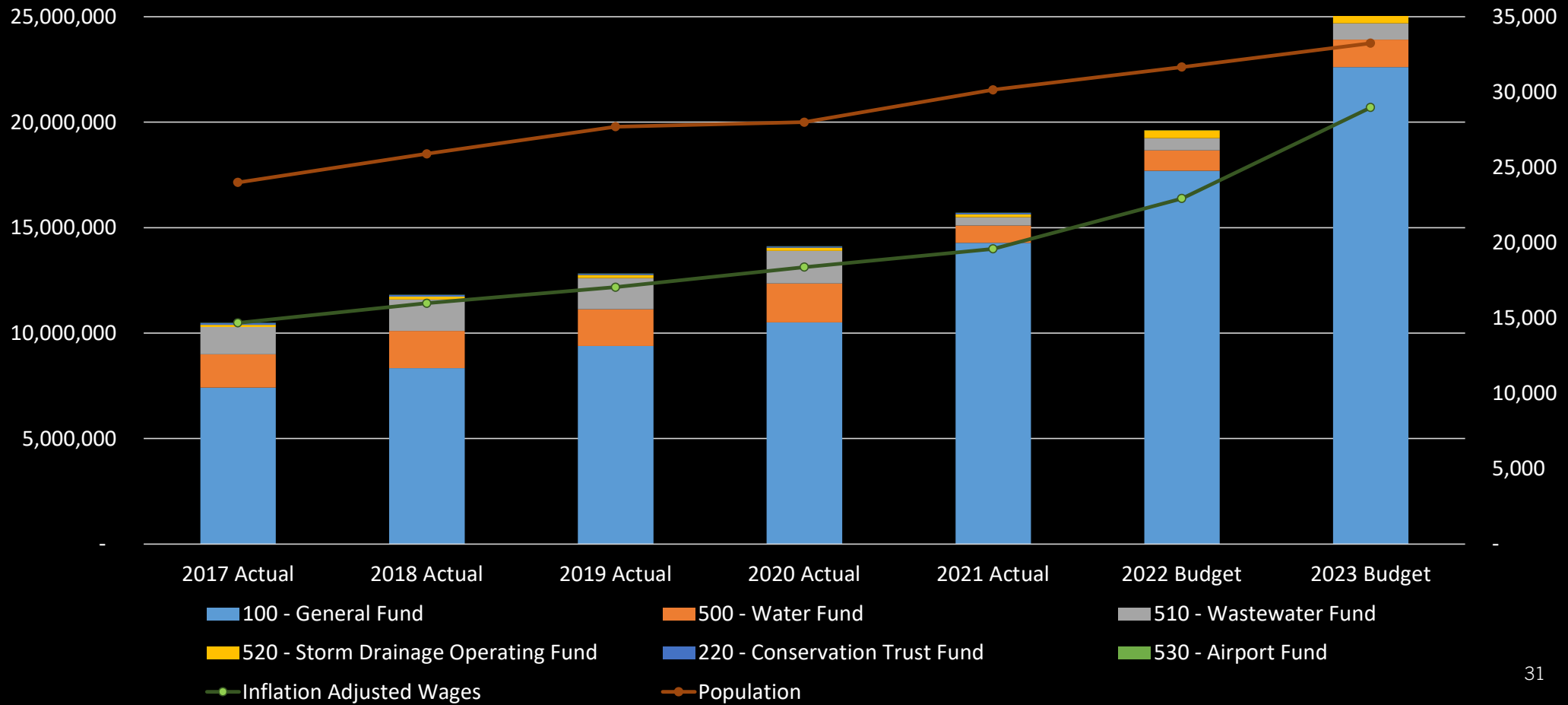
Storm Drainage & Wastewater Funds

Position	Salary	Benefits	Total
Stormwater Technician	68,600	18,400	87,000
D&C Maintenance Tech III	68,600	18,400	87,000
D&C Maintenance Tech I/II	59,400	15,900	75,300

COMPARISON TO STAFFING NEEDS PROJECTION

	2021	2022	2023
Additional Positions in 2020 Projection	4	19.5	27
Actual/Requested Additional Positions	11	18.5	22
Difference	7	-1	-5

WAGES – ALL FUNDS



2023 DEPARTMENT BUDGET HIGHLIGHTS

Oct. 18, 2022



AGENDA

Parks & Recreation

Public Safety

Public Works

Planning & Development

Town Administration

Finance

Economic Development

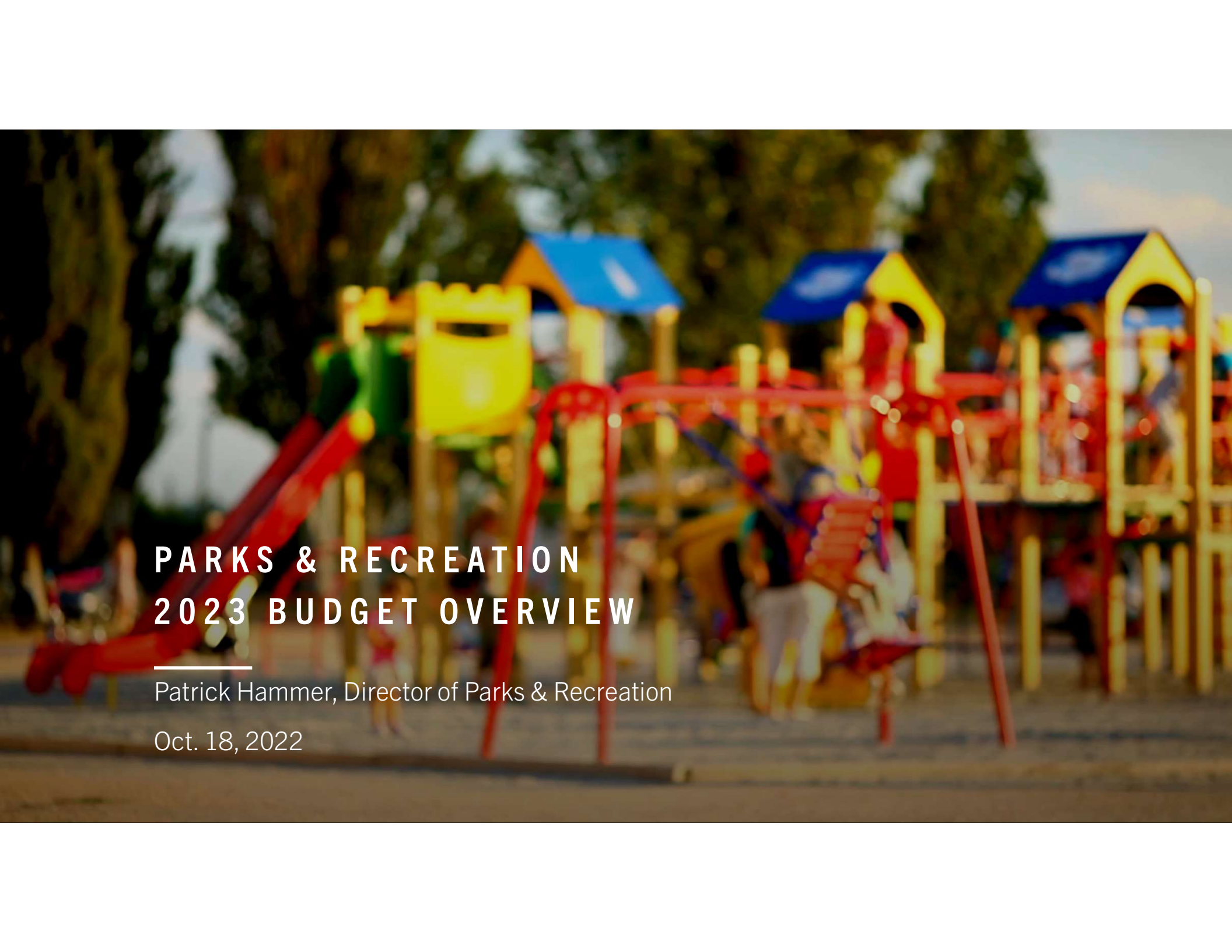
Human Resources

Communications & Community Engagement

Information Technology

M A P

- Department budget comparison 2022 vs 2023
- 2022 Department Accomplishments
- 2023 Department Recommended Changes & Additions
- 2023 Department Goals



PARKS & RECREATION 2023 BUDGET OVERVIEW

Patrick Hammer, Director of Parks & Recreation

Oct. 18, 2022

PARKS & RECREATION – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$5,566,000	\$7,087,000	\$1,521,000	27%
Operations & Maintenance	3,106,000	3,258,000	152,000	5%
Expenditures Total	\$8,672,000	\$10,345,000	\$1,673,000	19%
Positions	89.4	97.2	7.8	9%



PARKS & RECREATION

- **2022 Accomplishments & Highlights**
 - ✓ TNACC Ballot Initiative
 - ✓ Infrastructure & Funding Analysis Project
 - ✓ Fourth of July Celebration at the Erie Community Center
 - ✓ Kicked Off Community Art Program
 - ✓ Grand Opening of Erie Community Park – Final Phase
 - ✓ Coal Creek Park Redevelopment
 - ✓ Schofield Park Design Concepts & Feasibility

**PARKS &
RECREATION**

- **2023 Additions & Changes**
 - Parks Supervisor – Athletic/Weekend Operations
 - Forestry Technician – Climbing Arborist
 - Parks Maintenance Technician
 - Neighborhood Services Coordinator
 - Civic Space Community Engagement
 - PROST Master Plan Update
 - Community Art Program
 - Shade Structure for Splash Pad & Ice Rink at Coal Creek Park

**PARKS &
RECREATION**

- **2023 Goals & Objectives**
 - Establish Community Art Program
 - Continue Open Space Purchases
 - Completion of Coal Creek Park
 - Monitoring and Adapting to Changing Recreational Needs
 - Begin Construction on Compass Park
 - Begin Construction on Sunset Bike Track



PUBLIC SAFETY 2023 BUDGET OVERVIEW

Kim Stewart, Police Chief

Oct. 18, 2022

PUBLIC SAFETY – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$6,609,000	\$8,055,000	\$1,446,000	22%
Operations & Maintenance	1,267,000	1,679,000	412,000	33%
Expenditures Total	\$7,876,000	\$9,734,000	\$1,858,000	24%
Positions	56	57	1	2%



PUBLIC SAFETY

- **2022 Accomplishments & Highlights**

- ✓ Traffic Unit made 1,029 contacts and investigated 87 crashes through Sept. 30, 2022, resulting in 448 citations issued and 581 warnings provided.
- ✓ Patrol officers responded to 12,778 calls for service through Sept. 30, 2022, including 204 crash investigations, 2,064 traffic contacts, 707 citations issued, and 1,357 warnings provided.
- ✓ Hired a Victim Services/RJ Coordinator to implement Erie's first Victim's Service Unit.
- ✓ 39% female officers as of Sept. 1, 2022. Well ahead of the 30% by 2030 goal many police departments have pledged to achieve.



PUBLIC SAFETY

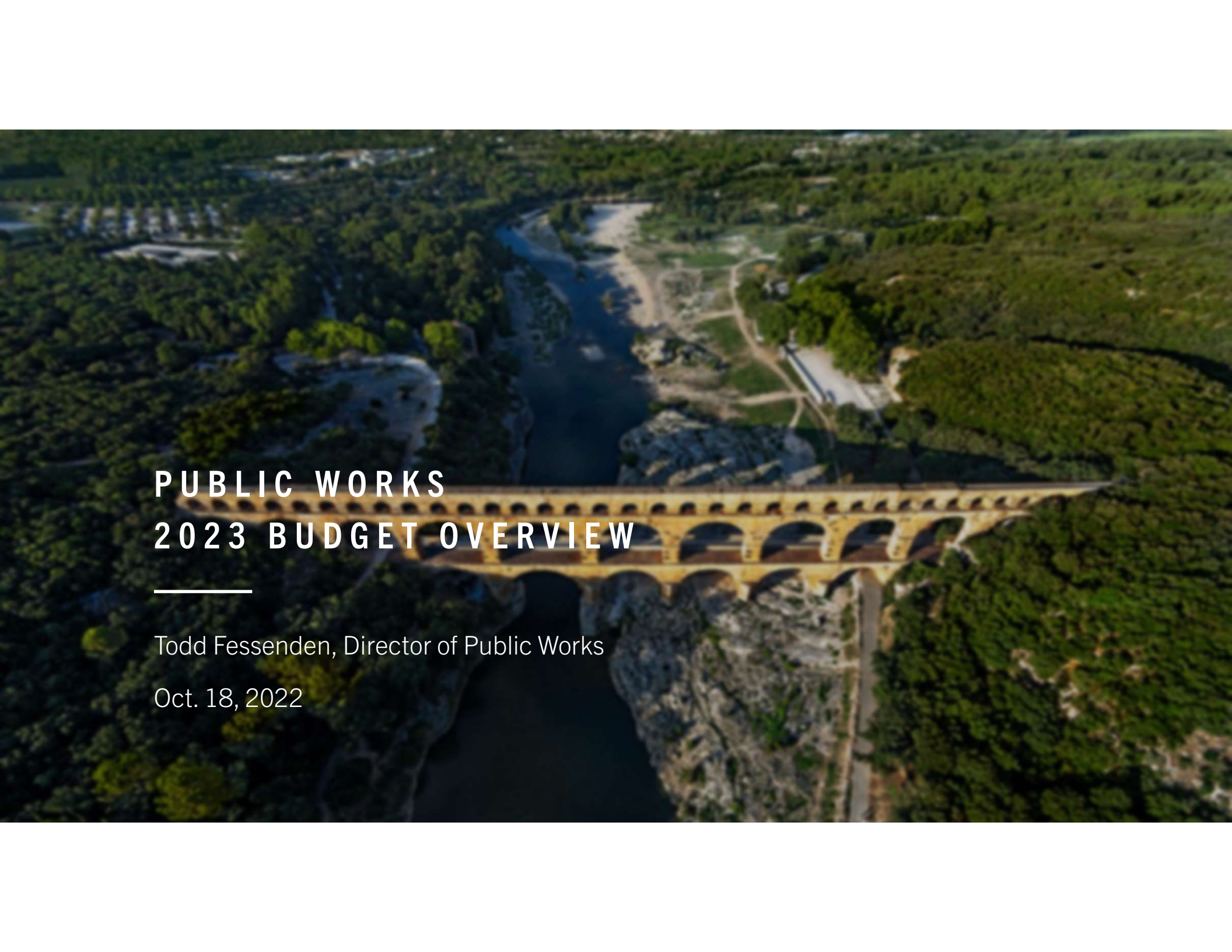
- 2023 Additions & Changes
 - Increased cost of dispatching services through Boulder County
 - Records Supervisor
 - Additional Co-Responder
 - Added modules for Spillman (Evidence, Crime Reporting & Mobile Reports)
 - Patrol Overtime change to 40-hour work-week
 - K9 Unit



PUBLIC SAFETY

- **2023 Goals & Objectives**

- Establish K9 Unit
- Add additional Co-Responder
- Add additional modules to Spillman software to increase officer efficiency.
- Continue providing high level of public safety particularly as residential and commercial development increases at an anticipated 5% annual rate.
- Achieve full staffing of 46 sworn and 10 non-sworn positions.
- Remain the best small police department in the State of Colorado!

An aerial photograph of a large, multi-arched stone bridge spanning a river. The bridge is made of light-colored stone and has many small arches along its length. The river is dark and flows through a dense forest of green trees. The bridge is surrounded by lush greenery and some rocky outcrops.

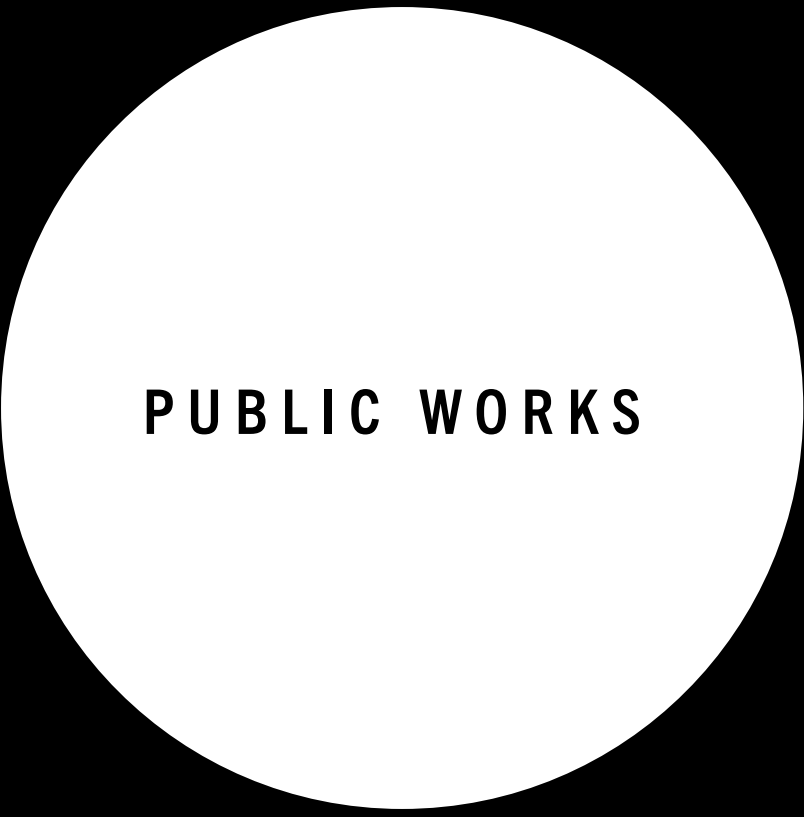
PUBLIC WORKS 2023 BUDGET OVERVIEW

Todd Fessenden, Director of Public Works

Oct. 18, 2022

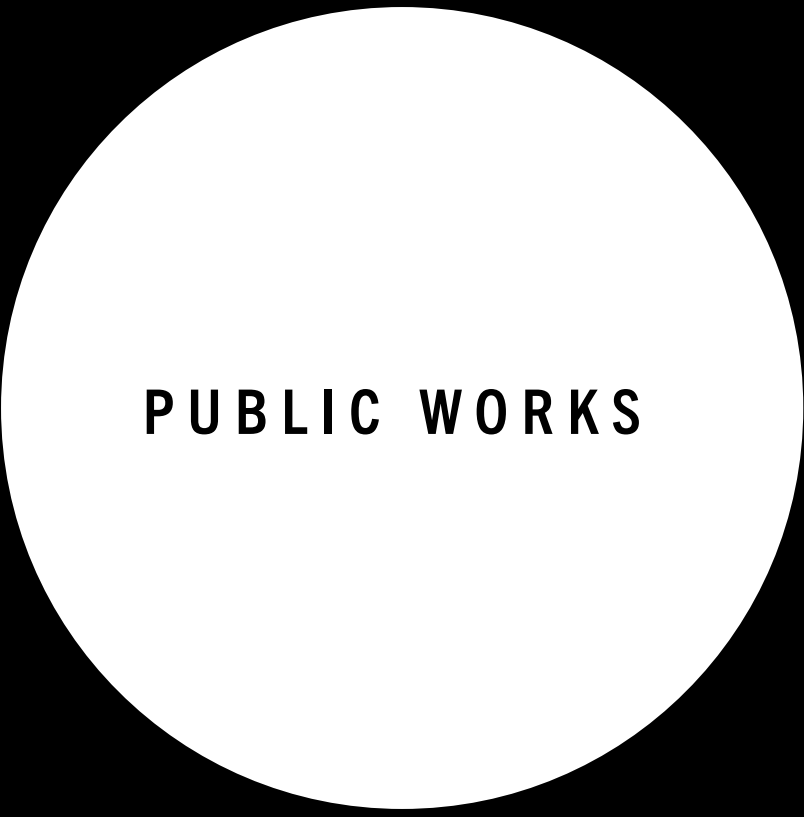
PUBLIC WORKS – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$3,692,000	\$4,212,000	\$520,000	14%
Operations & Maintenance	4,013,000	4,700,000	687,000	17%
Expenditures Total	\$7,705,000	\$8,912,000	\$1,207,000	16%
Positions	57.5	66	8.5	15%



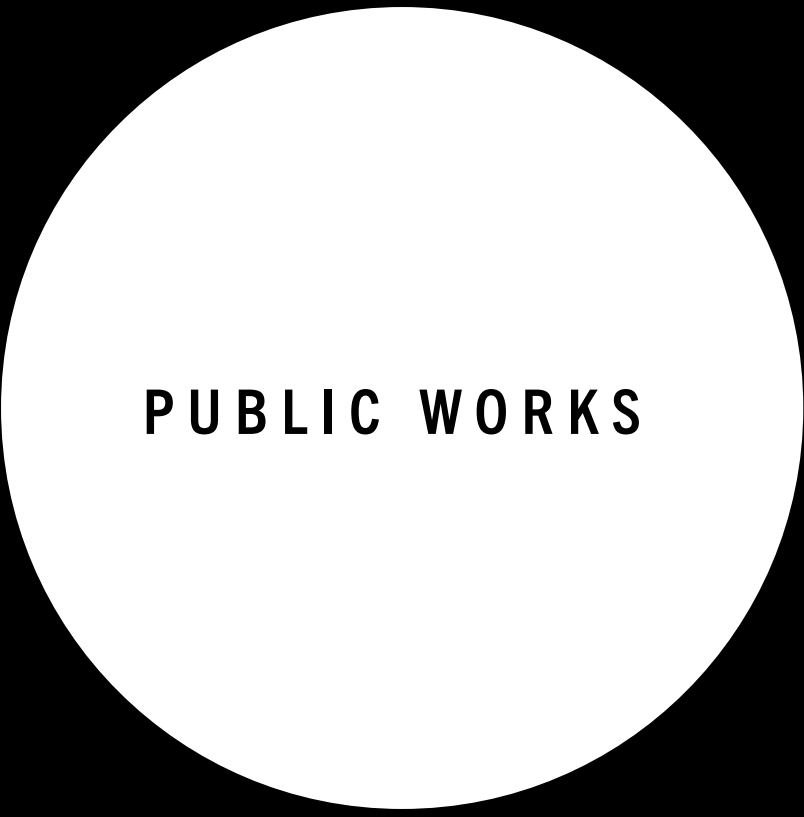
PUBLIC WORKS

- **2022 Accomplishments & Highlights**
 - ✓ Completion of Water Plant Expansion and Hydro-turbine Operation
 - ✓ Wastewater facility expansion nearing completion
 - ✓ Recycling Center upgrades
 - ✓ Completion of Erie Parkway/WCR5 improvements
 - ✓ Design Town Center north & south roundabouts
 - ✓ Boulder Creek stabilization
 - ✓ Reuse Waterline Extension & Tank Operation
 - ✓ Naming of Lambert Avenue



PUBLIC WORKS

- **2023 Additions & Changes**
 - PT Civil Engineer
 - GIS Technician
 - Stormwater Technician
 - Five New Maintenance Technicians for Water Treatment, Meters, Collection, & Locates
 - Pavement Management Coordinator
 - Pierce Street house upgrades
 - North Water Treatment Facility Design
 - Town Hall Expansion



PUBLIC WORKS

- **2023 Goals & Objectives**

Continue to build sustainability efforts to save the Town and residents on energy expenditures, including the exploration of solar opportunities throughout Town and expansion of EV charging.

Begin construction on Town Hall expansion.

Design of new Water Treatment Plant to add capacity in our utilities.

Safer Main Streets Project on County Line Road

Acquire land and begin design of water tank at 287 & Arapahoe



PLANNING & DEVELOPMENT 2023 BUDGET OVERVIEW

Sarah Nurmela, Director of Planning & Development

Oct. 18, 2022

PLANNING & DEVELOPMENT – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$2,113,000	\$3,327,000	\$1,214,000	57%
Operations & Maintenance	1,341,000	741,000	(600,000)	-45%
Expenditures Total	\$3,454,000	\$4,068,000	\$614,000	18%
Positions	18	26	8	44%

**PLANNING &
DEVELOPMENT**

- **2022 Accomplishments & Highlights**
 - ✓ Adopted UDC update in January.
 - ✓ Created three new divisions, including:
 1. Affordable Housing
 2. Transportation
 3. Long Range Planning
 - ✓ Three internal promotions, eight new hires, and a research intern
 - ✓ To date, completed 1,396 permits and reviewed 65 existing and 95 new land use applications and 21 pre-applications
 - ✓ Initiated work on Central Square, including external consulting assistance to make progress on EAM and Track-it software.
 - ✓ Completed an update to the Building Code, with strengthening amendments

**PLANNING &
DEVELOPMENT**

- 2023 Additions & Changes
 - Planning Technician
 - Housing Analyst
 - Code Enforcement - Zoning

PLANNING & DEVELOPMENT

- **2023 Goals & Objectives**

Engage in community-wide Comprehensive Plan Update and Transportation and Mobility Plan.

Complete implementation of Central Square permit and planning software.

Complete Planned Development Entitlement for Gateway property

Continue Affordable Housing initiatives

Continue Transportation & Mobility initiatives, including grant acquisition



TOWN ADMINISTRATION 2023 BUDGET OVERVIEW

Amy Teetzel, Director of Administration
Oct. 18, 2022

125,058	154,568	95,054	124,500
125,487	56,845	97,511	125,000
124,000	110,000	99,011	154,000
450	150,000	99,216	95,000
	35,000	101,090	154,200
		101,684	110,000
		101,962	89,000
			50,000
			2,700

TOWN ADMINISTRATION – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$1,290,000	\$1,509,000	\$219,000	17%
Operations & Maintenance	1,589,000	1,508,000	(81,000)	-5%
Expenditures Total	\$2,879,000	\$3,017,000	\$138,000	5%
Positions	10	11	1	10%



TOWN ADMINISTRATION

- **2022 Accomplishments & Highlights**

- ✓ Completed 2022 Municipal Election for Trustees & Mayor, plus recruitment, and a recognition event.
- ✓ Transitioned back to in-person Regular Board meetings.
- ✓ Implemented robust DEI training for Town staff and created the Equity Ambassador Program.
- ✓ Developed the strategic framework for DEI.
- ✓ Implemented the Town of Erie Women's Series (recognized as a national model).
- ✓ Began quarterly leadership development for senior staff and innovation/process improvement training for all staff.
- ✓ Leading strategic coordination for space planning across the organization.
- ✓ Restructured the Grants to Communities Program.
- ✓ Implemented online open records request system.
- ✓ Organized "Bring Your Child to Work Day" and elementary school tours of Town Hall.
- ✓ Restructured cemetery administrative operations.
- ✓ Verified and digitized historical legislative records.
- ✓ Deployed Air Quality Monitoring Program with options for public involvement in data collection.
- ✓ Improved communications regarding oil and gas operations within Erie.

**TOWN
ADMINISTRATION**

- 2023 Additions & Changes
 - DEI Community Liaison position



TOWN ADMINISTRATION

- **2023 Goals & Objectives**

- Keep the Board informed of all issues requiring their attention/awareness.
- Maintain a highly skilled team to achieve the Board's priorities.
- Strengthen partnerships with surrounding jurisdictions and agencies.
- Ensure scheduled progress on all Work Plan priorities.
- Continue and expand DEI training.
- Collect and analyze DEI data and implement policy and process changes with the Town-wide Equity Ambassador team.
- Expand DEI community engagement.
- Energize ONE program to provide effective two-way engagement with neighborhoods.
- Prepare historical records exhibition for the Town's sesquicentennial.
- Continue CMC Certification for Deputy Clerks.
- Review, update, and document Clerk's Office procedures.
- Update Boards and Commissions initial training and communication process.
- Establish and define the Town's role with respect to inspection of oil and gas operations.
- Establish working relationships with oil and gas operations that do, or may, operate in Erie.

TDM	729.89	915.51	185.62	▲25.43%	FLR	660.27	745.28	85.01	▲12.88%
HUM	749.73	924.29	174.56	▲23.28%	UVD	155.59	181.57	25.98	▲16.70%
DMW	833.72	1004.01	170.29	▲20.43%	QUV	440.55	540.21	99.66	▲22.62%
YZJ	903.49	1127.46	223.97	▲24.79%	HZT	285.51	344.98	59.47	▲20.83%
GLY	982.07	1219.39	237.32	▲24.17%	PCW	811.44	1029.66	218.22	▲26.89%
VDA	113.74	143.41	29.67	▲26.09%	AIK	361.77	451.39	89.62	▲24.77%
UVV	468.08	535.41	67.33	▲14.38%	ZJJ	858.36	994.57	136.21	▲15.87%
HJS	545.49	659.05	113.56	▲20.82%	RHJ	894.79	1046.68	151.89	▲16.97%
EOC	566.96	664.69	97.73	▲17.24%	VUV	433.08	509.95	84.87	▲17.97%

PPJ	912.63	1038.36	125.73	▲13.78%	ZGK	391.59	491.48	99.89	▲25.51%
UAD	1309.55	1655.62	346.07	▲26.43%	BNY	968.21	1130.65	161.44	▲16.66%
DAQ	1285.17	1641.66	346.49	▲26.75%	SDM	735.44	913.39	177.95	▲24.20%
PNR	654.33	775.84	121.51	▲18.57%	TQQ	1323.91	1646.42	322.51	▲24.36%
FTM	751.85	924.37	172.52	▲23.05%	OIS	543.42	667.24	123.82	▲22.79%
FTB	755.17	922.12	166.95	▲22.14%					

FINANCE

2023 BUDGET OVERVIEW

Stefanie Furman, Director of Finance

Oct. 18, 2022

FINANCE – BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$1,243,000	\$1,460,000	\$217,000	17%
Operations & Maintenance	427,000	514,000	87,000	20%
Expenditures Total	\$1,670,000	\$1,974,000	\$304,000	18%
Positions	12	12	0	0%



FINANCE

- **2022 Accomplishments & Highlights**
 - ✓ Hired three new positions. Redistributed tasks to aid in monthly accounting transactions.
 - ✓ Grant Accountant position improved the grant tracking and reporting process and has ensured the timely reimbursement and closeout of five grants
 - ✓ Implemented nVoicepay to automate and improve the efficiency and security of the accounts payable process.
 - ✓ Hired additional Utility Billing specialist to assist with increased workload.
 - ✓ Completed the implementation of Questica for budget preparation and long-range forecasting.
 - ✓ Completed 2021 audit with no findings or issues.



FINANCE

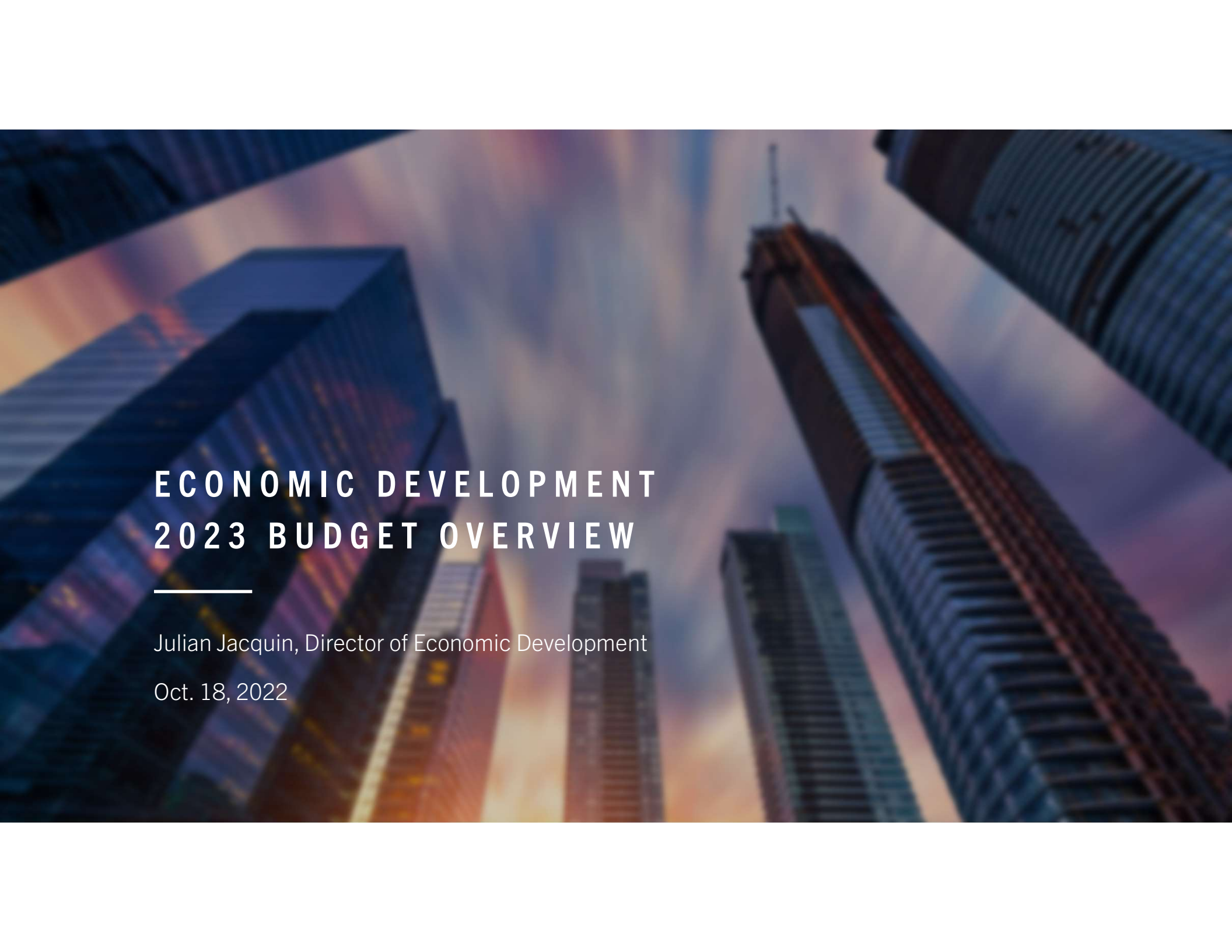
- **2023 Additions & Changes**
 - No new positions.
 - Added budget for utility billing postage and online payment fees.



FINANCE

- **2023 Goals & Objectives**

- Continue to fine tune the long-range forecast to allow for efficient scenario modeling and more frequent updates.
- Continue to work towards goal of closing each month by the 20th of the following month to facilitate timely financial reporting.
- Complete 2022 audit with no findings.
- Explore opportunities for increasing community engagement on the budget process.

A low-angle, upward-looking photograph of several tall skyscrapers against a dramatic sky at sunset or sunrise. The sky is filled with soft, wispy clouds in shades of orange, pink, and blue. The buildings are dark silhouettes with some windows reflecting the warm light of the sun. The perspective creates a sense of height and grandeur.

ECONOMIC DEVELOPMENT 2023 BUDGET OVERVIEW

Julian Jacquin, Director of Economic Development

Oct. 18, 2022

ECONOMIC DEVELOPMENT - BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$516,000	\$521,000	\$5,000	1%
Operations & Maintenance	825,000	1,005,000	180,000	22%
Expenditures Total	\$1,341,000	\$1,526,000	\$185,000	14%
Positions	3	4	1	33%



ECONOMIC DEVELOPMENT

- **2022 Accomplishments & Highlights**

- ✓ Hired new Small Business Development and Special Events Coordinator and converted role to a new Business Development Specialist.
- ✓ Secured new development partner for Town-owned property at I-25 Erie Gateway and began work for new URA Plan Area and Planned Development (PD) zoning document.
- ✓ Continued work on Erie Town Center, including purchase of Regency site, completed RFP for new developer for this site, and approval of new development agreements, public finance agreements and final plats for other properties in Town Center.
- ✓ Completed Nine Mile project to full occupancy and approved Revenue Sharing IGA with Lafayette.
- ✓ Began design and engineering for \$2.9M Downtown Infrastructure Improvements project.
- ✓ Expanded Erie Green Business Program and amended URA Revitalization Grant program to incentivize businesses who participate in the program and prioritize sustainability efforts.
- ✓ Received \$55,000 GARE Grant to build out new small business incubator for BIPOC-owned businesses as part of the Town's new entrepreneurial ecosystem.
- ✓ Worked to form leadership committee and new non-profit organization for "Idea Miners" Makerspace project at Schofield Farms site.

**ECONOMIC
DEVELOPMENT**

- 2023 Additions & Changes
 - Hire new Local Business Administrator position to create and retain small business and manage the Town's business license review process.
 - Increased exhibitor costs for the Town's participation in 2023 ICSC convention.
 - Update 2009 Erie Airport Economic Development Study with AEDAB.

**ECONOMIC
DEVELOPMENT**

- **2023 Goals & Objectives**

- Secure developer for Town-owned site at Town Center, begin construction of Peel Street and roundabouts, and break ground on other mixed-use projects.
- Create new I-25 Erie Gateway URA Plan Area and Planned Development (PD) zoning document and approve purchase and sale agreement with Hines.
- Complete design and engineering, and begin construction, for \$2.9M Downtown Infrastructure Improvements Project.
- Complete design and establish funding for Makerspace at Schofield Farms.
- Complete Tebo land swap for Town water tank on Lafayette parcel.
- Update 2009 Erie Airport Economic Development Study with AEDAB and identify new ED opportunities at the Airport for the Erie community.

The background of the slide features a series of white paper cutouts of human figures holding hands, arranged in a line across a green background. The figures are simple, stylized shapes with circular heads and rectangular bodies. The text is overlaid on the left side of the image.

HUMAN RESOURCES 2023 BUDGET OVERVIEW

Alicia Melendez, Director of Human Resources

Oct. 18, 2022

HUMAN RESOURCES - BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$763,000	\$996,000	\$233,000	31%
Operations & Maintenance	477,000	347,000	(130,000)	-27%
Expenditures Total	\$1,240,000	\$1,343,000	\$103,000	8%
Positions	5	6.5	1	20%



HUMAN RESOURCES

- **2022 Accomplishments & Highlights**

- ✓ Recruited and hired more than 168 staff across all departments.
- ✓ Performed in-depth analysis on the Cost of Living and recommended salary adjustments to retain current employees.
- ✓ Established successful internship program to build a future workforce.
- ✓ Established new supervisor trainings, including the roll out of Crucial Conversations and Insights Discovery training to all staff.
- ✓ Established new employee Squeal program (kudos) to reward and recognize staff for excellent work.
- ✓ Decreased e-mod rating for worker's compensation insurance by 10%.
- ✓ Used funding received from CIRSA loss control credits to increase security at LAWSC and Town Hall as was recommended by the Department of Homeland Security and the Erie PD.



HUMAN RESOURCES

- **2023 Additions & Changes**
 - Learning & Development Administrator position
 - .5 FTE Administrative Assistant position
 - ADA Transition Plan (required by law)



HUMAN RESOURCES

- **2023 Goals & Objectives**

- Continue to recruit and retain excellent staff and transition to using Paycom as the Applicant Tracking System resulting in cost savings
- Develop robust training and development program, including supervisory training and Town-wide succession planning.
- Ensure compliance with ADA rules and regulations.
- Develop and implement a Certificate of Insurance Program.
- Continue to identify opportunities for improving workplace safety.
- Continue to work on decreasing losses resulting from Workers Compensation injuries and Property/Casualty claims.

The background of the slide is a dense, overlapping field of blue, three-dimensional speech bubbles. These bubbles vary in size and orientation, creating a sense of depth and movement. The lighting is soft, with subtle gradients of blue, giving the bubbles a matte, slightly textured appearance. The overall composition is abstract and modern, suggesting themes of communication and community.

COMMUNICATIONS & COMMUNITY ENGAGEMENT 2023 BUDGET OVERVIEW

Gabi Rae, Director of Communications & Community Engagement

Oct. 18, 2022

COMMUNICATIONS & COMMUNITY ENGAGEMENT - BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$457,000	\$576,000	\$119,000	26%
Operations & Maintenance	253,000	166,000	(87,000)	-34%
Expenditures Total	\$710,000	\$742,000	\$32,000	5%
Positions	4	5	1	25%

**COMMUNICATIONS
& COMMUNITY
ENGAGEMENT**

- **2022 Accomplishments & Highlights**
 - Community engagement, outreach, and education about a possible move to Home Rule, what a Home Rule Charter is, and how a Charter Commission is elected and is organized.
 - Focused on updates, improvements, and efficiencies in staffing, tools, and processes for communications and engagement.
 - Collaboration internally with all departments to improve communications between employees and maintain better consistency of message. Also, a focus on employee morale and celebrations.

**COMMUNICATIONS
& COMMUNITY
ENGAGEMENT**

- **2023 Additions & Changes**
 - Create or increase staff-support funds (training, office supplies, conferences, etc.).
 - Add a Social Media & Digital Content Coordinator position.
 - Increase for additional text message subscriptions and small redesign for website.

**COMMUNICATIONS
& COMMUNITY
ENGAGEMENT**

- **2023 Goals & Objectives**
 - Coordinate community engagement for Town Center, Comprehensive Plan Update, I-25 Erie Gateway, and other projects as needed.
 - Organize logistics, partnerships, and marketing for the Town of Erie 150th celebration.
 - Facilitate the biennial Community Survey.



INFORMATION TECHNOLOGY 2023 BUDGET OVERVIEW

Denise Jakan, Director of Information Technology

Oct. 18, 2022

INFORMATION TECHNOLOGY - BUDGET COMPARISON

Expenditure Type	2022 Budget	2023 Budget	Change (\$)	Change (%)
Salaries & Benefits	\$459,000	\$671,000	\$212,000	46%
Operations & Maintenance	168,000	261,000	93,000	55%
Expenditures Total	\$627,000	\$932,000	\$305,000	49%
Positions	4	5	1	25%



INFORMATION TECHNOLOGY

- **2022 Accomplishments & Highlights**
 - ✓ Researched and implemented AI Cyber security application in the fight against ransomware.
 - ✓ Increased Cyber Security Insurance.
 - ✓ Completed negotiations with ALLO to expand broadband options in Erie.
 - ✓ Hired Application Support Specialist.
 - ✓ The Department answered more than 7000 Help Desk tickets, aiding Town employees, ensuring they maintained effectiveness and efficiency.
 - ✓ Upgraded the MFA for VPN Connections.



INFORMATION TECHNOLOGY

- 2023 Additions & Changes
 - Cybersecurity Analyst position.
 - Develop user training tools and classes for technology.



INFORMATION TECHNOLOGY

- **2023 Goals & Objectives**
 - Continue to support all departments with their 2023 project requirements.
 - Continue to install/replace department computers.
 - Support Central Square migration.
 - Perform Risk Assessments and Penetration tests.

CAPITAL EXPENDITURES



5-YEAR CIP

2023 Proposed Projects

Street Overlay	2,000,000
Street Reconstruction Projects	1,100,000
Fleet Vehicles	934,000
Concrete Maintenance Program	350,000
POST Infrastructure Replacements	281,000
Traffic Mitigation	250,000
ECC Pool/Sprayground Equipment	200,000
Traffic Calming	200,000
Community Art Program	169,000
HOA Pocket Park Program	115,000
ECC Improvements	102,000
Signal Communication Project	75,000
Replacement Air Handlers	45,000
Other Furniture & Equipment	133,000
Parking Lot Maintenance	35,000
ECC Maintenance Refresh	10,000
Sidewalk Connections	230,000
Facilities Master Plan	141,000
Coal Creek Park Redevelopment	563,000
Downtown Irrigation	216,000
Pierce Street House Upgrades	200,000
Trail Connector	75,000

2023 TOTAL: 7,424,000

Future Projects

	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>Project Total</u>
Street Overlay Cont.	2,250,000	2,500,000	2,750,000	2,750,000	12,250,000
Street Reconstruction Projects Cont.	1,200,000	1,300,000	1,400,000	1,400,000	6,400,000
Fleet Vehicles Cont.	450,000	450,000	450,000	450,000	2,734,000
Concrete Maintenance Program Cont.	400,000	450,000	500,000	500,000	2,200,000
POST Infrastructure Replacements Cont.	393,000	404,000	416,000	429,000	1,923,000
Traffic Mitigation Cont.	300,000	365,000	415,000	415,000	1,745,000
ECC Pool/Sprayground Equipment Cont.	206,000	212,000	218,000	225,000	1,061,000
Traffic Calming Cont.	200,000	200,000	200,000	200,000	1,000,000
Community Art Program Cont.	174,000	180,000	185,000	190,000	898,000
HOA Pocket Park Program Cont.	119,000	123,000	126,000	130,000	613,000
ECC Improvements Cont.	105,000	108,000	111,000	114,000	540,000
Signal Communication Project Cont.	75,000	75,000	75,000	75,000	375,000
Replacement Air Handlers Cont.	45,000	45,000	45,000	45,000	225,000
Other Furniture & Equipment Cont.	30,000	30,000	30,000	30,000	253,000
Parking Lot Maintenance Cont.	35,000	35,000	35,000	35,000	175,000
ECC Maintenance Refresh Cont.	10,000	10,000	10,000	10,000	50,000
Sidewalk Connections Cont.	-	310,000	-	-	540,000
Facilities Master Plan Cont.	-	248,000	-	-	389,000
Schofield Park	2,860,000	5,375,000	-	-	8,235,000
Country Fields Park	115,000	394,000	2,200,000	-	2,709,000
Office Remodeling	100,000	100,000	100,000	100,000	400,000

TOTAL: 9,067,000 12,914,000 9,266,000 7,098,000 45,769,000

GENERAL FUND CAPITAL

- \$1.7 million, or 23% of the total capital expenditures, is requested by Parks & Recreation.
- \$3.5 million is for street-related capital projects (street reconstruction, street overlay, concrete program), which accounts for 47% of total capital expenditures.
- \$1.1 million for other Public Works' projects including traffic mitigation and calming, sidewalk connections, and upgrades to the Pierce Street house.
- \$933,000 is for the Fleet & Acquisition Fund to cover the cost of new equipment and the Enterprise leasing program.

ENTERPRISE FUNDS SUMMARY

Enterprise Funds - 2023 Budget				
	Water	Wastewater	Storm Drainage	Airport
Revenues - tap fees & related	16,118,192	4,738,100	-	-
Revenues - user fees	12,792,000	6,239,000	1,852,000	5,000
Revenues - other <i>(inc.'s debt proceeds & transfers in)</i>	537,000	353,250	23,195	289,000
Revenues - total	29,447,192	11,330,350	1,875,195	294,000
Expenditures - personnel (A)	1,809,241	1,006,163	665,748	868
Expenditures - operations (B)	7,608,462	3,248,271	750,845	55,024
Expenditures - capital	31,032,165	1,914,485	372,560	256,400
Expenditures - debt service	3,703,592	1,315,625	18,224	-
Expenditures - total	44,153,460	7,484,544	1,807,377	312,292
Revenues over/(under) expenditures	(14,706,268)	3,845,806	67,818	(18,292)
Working capital - beginning (projected)	20,768,285	17,178,343	585,525	149,107
Working capital - ending (C)	6,062,016	21,024,149	653,343	130,815
Total Operating Exp.'s - (A) + (B) = (D)	9,417,703	4,254,434	1,416,593	55,892
Working Capital % of Total Operating Exp.'s (C/D)	64%	494%	46%	234%

ENTERPRISE FUNDS CAPITAL

- New Water Treatment Facility - \$5.0 million (Water) — existing project
- Zone 3 Water Tank - \$3.75 million (Water) — existing project
- NISP - \$3.9 million (Water) — existing project
- Windy Gap Firming Project - \$1.6 million (Water) — existing project
- Zone 3 WCR7 Waterline Improvements - \$9.5 million (Water) — new project
- PRV Vault Communication - \$1.4 million (Water) — new project
- Zone 3 & 4 Southwest Waterline - \$1.1 million (Water) — new project

IMPACT FUNDS SUMMARY

Capital Impact Funds - 2023 Budget						
	Transportation	Public Facilities	Parks	Police	Tree	Storm Drainage
Revenues	4,494,000	1,475,400	2,602,300	402,000	197,411	1,031,100
Expenditures <i>(including transfers out)</i>	1,025,000	4,044,490	789,375	-	149,350	-
Revenues over/(under) expenditures	3,469,000	(2,569,090)	1,812,925	402,000	48,061	1,031,100
Fund balance - beginning (projected)	3,516,936	5,916,603	6,377,147	-	845,821	5,660,727
Fund balance - ending	6,985,936	3,347,513	8,190,072	402,000	893,882	6,691,827

IMPACT FUNDS CAPITAL

- Compass Park - \$660,000 (Parks Improvement) – This is a new project in 2023 to design and build a new neighborhood park as required by the development agreement.
- Town Hall Expansion - \$4.1 million (Public Facilities) - Facilities Master Plan Implementation Projects

SPECIAL REVENUE FUNDS SUMMARY

Special Revenue Funds - 2023 Budget				
	Trails & Natural Area Fund	Conservation Trust Fund	Cemetery	Total
Revenues	2,288,234	239,500	21,000	2,548,734
Expenditures <i>(including transfers out)</i>	2,262,030	370,093	-	2,632,123
Revenues over/(under) expenditures	26,204	(130,593)	21,000	(83,389)
Fund balance - beginning (projected)	3,787,442	416,127	298,235	4,501,804
Fund balance - ending	3,813,646	285,534	319,235	4,418,415

UNFUNDED OPPORTUNITIES

➤ Positions

- ❖ Civil Engineer I/II - \$118,000
- ❖ Principal Planner - \$146,000
- ❖ Records Technician – \$70,000
- ❖ Assistant to the Town Administrator
– \$136,000

➤ Projects

- ❖ Schofield - \$2.86 million
- ❖ Country Fields - \$115,000
- ❖ Office Remodeling - \$100,000

