



City of
Golden

2024 BUDGET IN REVIEW



Table of Contents

Welcome	1
2024 Success Factors and Council Initiatives	2- 5
2024 Budgeted Revenues	6- 8
Distributions	9
Utilities	10
2024 Budgeted Expenses	10-12
New Positions and Staffing Chart	13
Major Capital Projects	14-15
General Fund Sources and Uses	16
Fire Department Fund	17
All About Services	18-20
Budget Timeline	21

In an effort to provide the City's 2024 adopted budget information in a format that is easier to read and understand than the traditional budget documents produced, the City presents its first Budget in Brief for the 2024 budget. This document expands upon and replaces the CBAC Budget Summary that has been historically included in the May Informer each year.

As you go through this document, please keep in mind that Golden is a full-service city that provides many of the services and amenities, fire and emergency medical, parks and recreation (including Fossil Trace Golf Club and Splash Aquatic Park), water and wastewater utilities, that are provided by special districts in some of our neighboring cities.

The City of Golden's annual budget is prepared and adopted in conformance with Generally Accepted Accounting Principles and guidance from the Governmental Accounting Standards Board. The City uses the Fund Accounting system where each Fund (or bucket of money) is established for specific purposes, many of which have restrictions in the types of revenue collected and how the money is spent. For example, revenues collected in the Water Fund or Wastewater Fund from utility customers cannot be used to purchase police cars or plow the streets. Some Funds, like the General Fund, are able to transfer money to other Funds to help support those operations or capital needs. For example, tax dollars from the General Fund are transferred to the Community Center Fund, the Splash Fund, and the Museums Fund to help support those operations and keep them affordable.

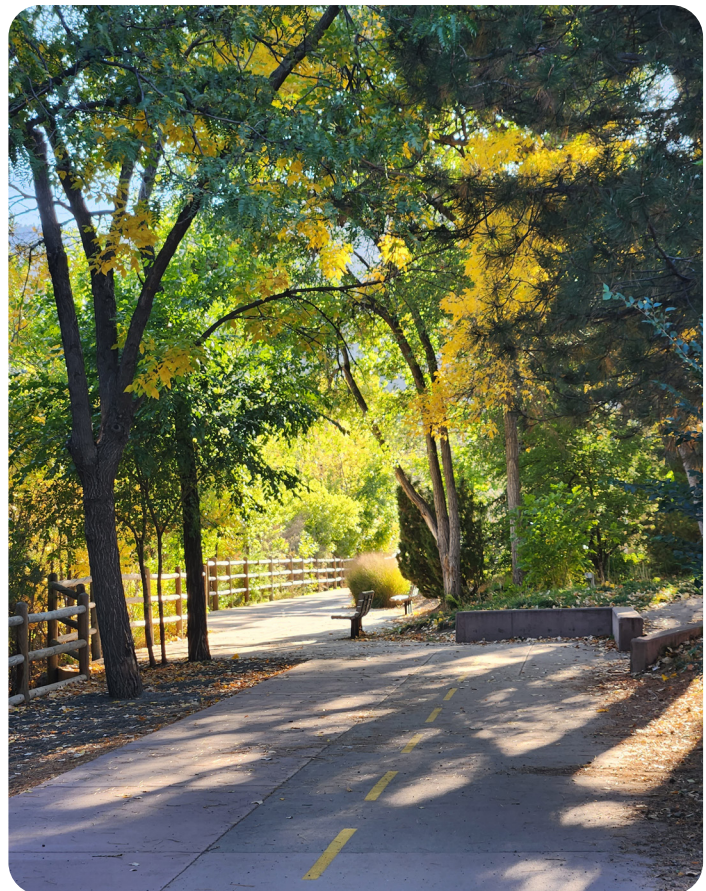
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GOLDEN - A GREAT PLACE TO LIVE, WORK AND PLAY

Nestled between the foothills of the Rockies and the unique North and South Table Mountains, Golden served as Colorado's territorial capital from 1862 to 1867 and was incorporated in 1871. Golden is a Home Rule City with a Council/City Manager form of Government.

Golden is a vital community of 20,784 people boasting two elementary schools, two secondary schools, a university of global reputation, a vibrant downtown shopping district, numerous museums, the American Mountaineering Center, and extensive recreational facilities and opportunities. Cultural highlights include the Golden History Museum & Park, Foothills Art Center and regular performances by the Jefferson County Symphony Orchestra and Miners Alley Playhouse.

This is just a sampling of the spirit of Golden, Colorado. It's yours to experience any time you choose. For more information, visit www.CityOfGolden.net or www.VisitGolden.com, or call 303-384-8000.



2024 SUCCESS FACTORS AND COUNCIL INITIATIVES

The 2024 Budget reflects the Council Priorities as we move into year three of the Council strategic plan. Significant budget adjustments for 2024 and

significant capital projects are highlighted under each of City Council's five strategic success factors:



Active, Connected and Sustainable

Golden thoughtfully plans to create comprehensive, connected infrastructure, services, amenities and preserve a beautiful community existing in harmony with the natural environment.

General Fund

Catamount Solar Photovoltaic System: 100 kW solar project for the detention pond/Brickyard House parcel. Planned for either community solar array or to supplement the municipal renewable energy portfolio.

Energy Efficient Rebates: This program provides financial incentives to building owners installing electrified equipment and energy efficiency products. This program anticipates an increase in demand to \$50,000 in 2024.

High Speed Electric Vehicle Charging Stations:

This will provide a public high-speed charger and the possibility of a City fleet high-speed charger. There is a gap in the availability of high-speed chargers in Golden and the addition of one public charger will help address that gap in service. Adding a high-speed fleet charger will contribute significantly to our municipal fleet charging program and help us be prepared for more electric vehicles coming online, including the electric street sweeper to be funded through a grant that the City has been awarded.



Historic Preservation Project: The Historic Preservation Board has been having discussions around the City's current historic preservation policies, regulations, and programs, and is interested in updat-

ing and modernizing Golden's practices to better suit the present needs of the community. This project is to conduct a study to determine the best path forward for the Historic Preservation Board, which involves an in-depth analysis of current and past practices, a community engagement effort, and the development of a set of recommended changes for consideration. Grant funding through the State Historical Fund will be applied for to help supplement this project.

Lodging Tax Fund

Clear Creek Corridor Management: 2024 will see a continuation and refinement of the Clear Creek Corridor Management Strategies and the continued use of Lodging Tax towards these visitor impact-oriented programs and projects.

Sales & Use Tax Capital Fund

Bike/Ped Mobility Improvement Projects: \$1.45 million is allocated for various bike/pedestrian mobility improvements throughout the community, including widening the Clear Creek Trail by the RV Park.

Upgraded/Energy Efficient

HVAC Replacements: Additional funding is allocated to upgrade needed HVAC replacements at City facilities to make them more energy efficient and meet the City's sustainability goals.



Affordable and Thriving

Golden strives to reduce barriers to affordable living and nurture local business.

General Fund

Zoning Code Update Next Phase: Phase 3 of the zoning code update focuses primarily on the allowed and prohibited uses of property within the City. This project involves a major overhaul of the structure of this chapter of the zoning code, as well as a modernization of the allowed and prohibited uses, with the goal of making it more organized, user friendly, and legally enforceable. The \$100,000 budgeted for this project includes a high priority update to address non-conforming use/structures in the land use section of the code, and also includes priority affordable housing code updates per City Council direction.

Lodging Tax Fund

Thriving Community Grants: \$500,000 is allocated to the Thriving Community Support Program for community partners that directly benefit the community and residents.

Ore Cart Shuttle Program: The City has partnered with the Colorado School of Mines to operate a community transit service, with three free shuttle lines. The service operates Monday through Saturday throughout the year, with Sunday service on the Gold/downtown line during the summer. The service is primarily operated by Mines staff, but operational decisions and communications are handled cooperatively. The City's share of the annual cost for 2024 is \$425,000, about 1/3 of the total cost.

Marijuana Excise Tax Fund

Community Food Insecurity Allocation: \$200,000 is allocated in the 2024 Budget to support the activities and mission of Hunger Free Golden.

Rental Assistance: \$110,000 is allocated to provide rental assistance to those in the community potentially facing eviction and to assist the unhoused find housing.



FACTORS AND INITIATIVES



Safe, Inclusive and Engaged

Golden is a quiet & safe community that works to engage and include all people and provide them with an equal opportunity to thrive.

General Fund

Racial Equity, Diversity, and Inclusion Plan Implementation: This initiative includes an investment in education and training for City staff and the community to increase understanding and share resources to advance equity, diversity, and belonging in Golden. Additional outreach approaches will be identified and implemented to improve accessibility and civic engagement with traditionally underrepresented groups and individuals.

Forestry Fuel Reduction – Wildfire Mitigation: This involves the removal of dead and dying trees which can be hazards for wildfires. The City will continue to work with CDOT and other jurisdictions to assist in the removal of hazard trees that may be in their right-of-way.

Center for Equity in Policing: Equity is one of the central values in the Police Department. The Department will work with the Center for Policing Equity (CPE), the nation's leader in policing equity, to learn more about the best practices in this area. CPE is focused on protecting, empowering, and supporting vulnerable communities – particularly black and brown communities – to redesign their public safety systems. CPE provides decision-makers with data, stories, and relationships to facilitate change that is bold, innovative, and lasting.

Photo Radar Implementation: Historically, 30% of all accidents can be attributed to speeding, which is widely considered one of the major contributing

causes of deaths and injuries. The photo radar system and vehicle are intended to reduce speeding and increase safety in neighborhoods, school zones, and other key areas of the City, which are critical to the City's overall safety mission

Digital Accessibility Projects: Effective July 1, 2024, a Colorado State law becomes effective, requiring all online content to be accessible to all people regardless of ability. The City is supportive of this effort to make information easier to access for everyone. Funds are allocated to assist the City is being compliant with this law.

ADA Projects: The City recently completed an audit with the company Meeting the Challenge, to better understand what needs to be done within the City to make it more accessible for everyone that visits, lives, or uses city services. Funds are allocated to assist in complying with this law.

Sales & Use Tax Capital Fund

Noise Mitigation Projects: Noise is one of the biggest concerns in the community. \$1 million is allocated to help with noise mitigation efforts throughout the City.

Speed Management Projects: \$1 million is allocated in the 2024 Budget for various speed reducing projects throughout the community.





Respected and Relational Governance

Golden builds trusted relationships through transparency, engagement, and collaboration locally and regionally.

Capital Programs Fund

Upgraded, Smart Traffic Signals: \$1 million is allocated to replace traffic signals under City control and responsibility (i.e. along Washington, 10th Street and Ford; those along Highways, 6, 58, and 93 are CDOT responsibility) with smart, fiber connected traffic signals.

General Fund

Foothills Animal Shelter: Golden continues to invest in our regional animal shelter which provides resources and adoption opportunities for the animals in our community.

Jefferson County Detox Facility: Golden contributes to the regional services offered through the Jefferson Center for Mental Health to support individuals who need detox assistance.

Affordable Housing and Unhoused Resources: Our housing navigator is part of the regional unhoused program. The City continues to allocate funds to assist and plan for regional shelters and affordable housing.



Quality Services

Golden balances fiscal responsibility with creativity and innovation to fund and deliver quality public services today and in the future.

General Fund

City Attorney's Office: In the fall of 2023, the City began the transition to an in-house City Attorney's office with the hiring of a City Attorney instead of contracting out that service. Funds are allocated in 2024 to hire the rest of the staff (approved for 2023) necessary to ensure sufficient time and focus on the legal needs of the City and provide some stability in costs, training, and efficiency.

Other Operational Initiatives

Fire and Emergency Medical Services: The 2024 Budget includes additional funding to expand the staffing and scope of services of the Golden Fire Department. For more detailed information, please see page 17 of this document.

Emergency Water Study: This project will study Golden's water supply in cases of emergencies and help the City prepare for unknown circumstances.

Water/Wastewater Rate Study Update: Rate studies are conducted every four years to ensure that the City is charging fair and sustainable amounts for water and wastewater to provide excellent service and water quality.

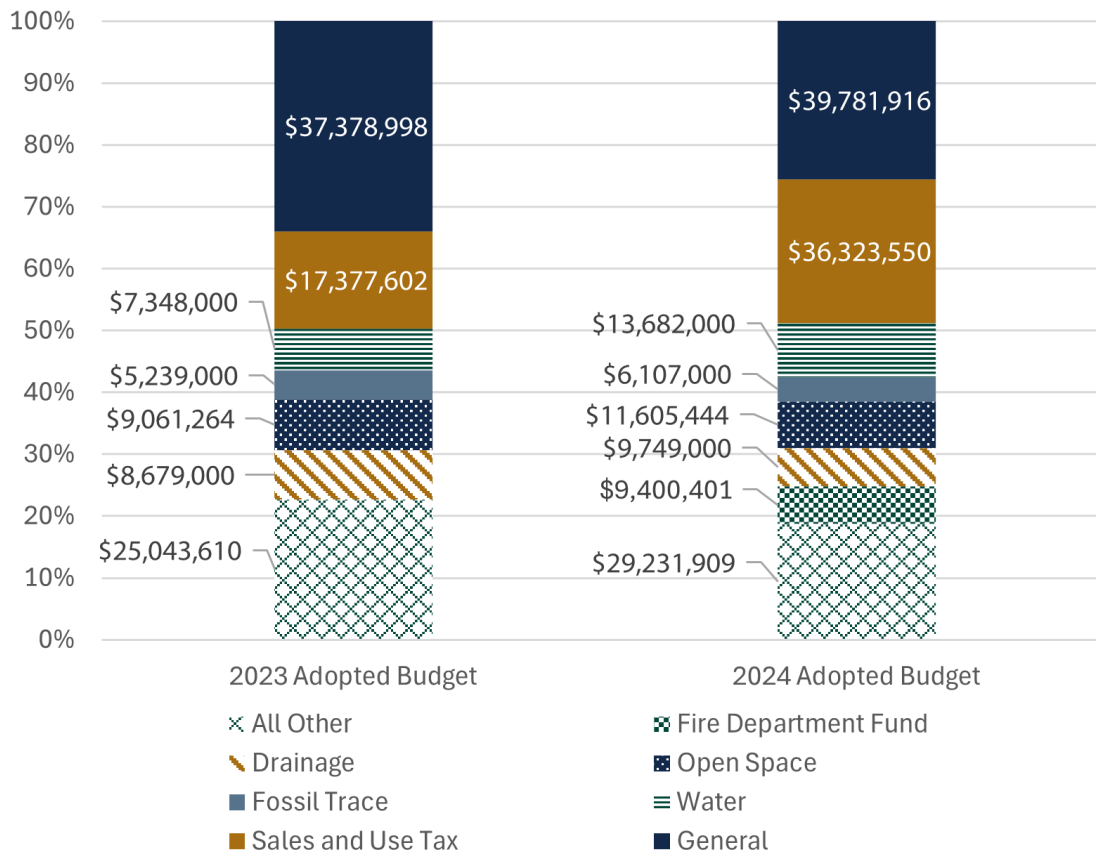
Comprehensive Plan Update: The comprehensive plan is one of the City's key guiding documents, and the last plan was done in 2011 after Golden Vision 2030. An update will help keep the information forward looking and help the community identify goals for the future.

City Employee Salaries: The 2024 Budget incorporates pay increases for employees based upon a comprehensive market analysis intended to set competitive salary ranges and pay rates in this challenging labor market.

2024 BUDGETED REVENUES BY FUND

The 2024 Budgeted Revenues are \$155.9 million, including transfers among Funds. Sales and use taxes are 19.8% of total budgeted revenues and are projected to remain flat with 2023 collections as a reflection of the slowing growth in the local economy. The City's primary ongoing revenue sources are Taxes (Sales, Use, and Excise Taxes and Property Taxes), Utility Fees, and Charges for Services (fees collected for services such as recreation center access and programs, permits, facility rentals, Splash admissions, golf course fees, etc.).

REVENUES BY FUND



The largest funds are the General Fund, Sales and Use Tax Capital Fund and Water Fund, and the smallest are the Cemetery Perpetual Care Fund, the Golden Downtown General Improvement District and the Rooney Road Sports Complex Fund. There are a total of 25 funds represented in the chart, totaling 155.9 million dollars.

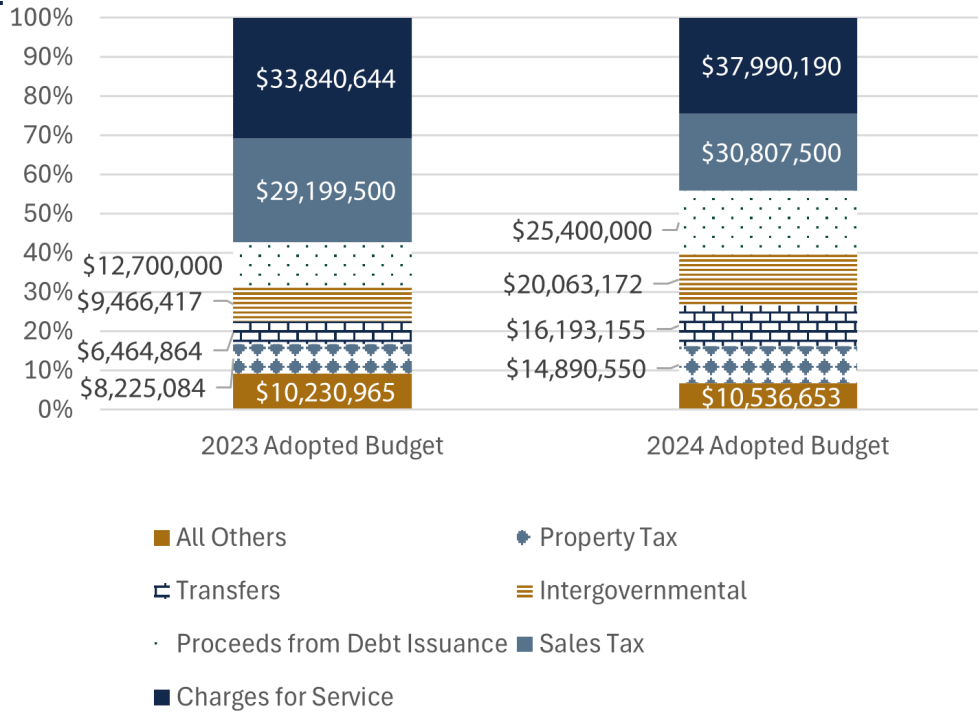
REVENUES BY FUND IN DETAIL

Significant changes in revenues from 2023 to 2024 include: Sales and Use Tax Fund – grants for housing projects, CDOT grants, bond proceeds for the Civic Center final design, and additional transfers in from the General Fund and the Lodging Tax Fund; Water Fund – bond proceeds for a new pump station; property taxes and transfer in from the General Fund for the newly created Fire Department Fund; and increased fleet lease charges to add the fire apparatus to the fleet replacement program in the Fleet Fund.

Fund	2023 Adopted Budget	2024 Adopted Budget
General	\$37,378,998	\$39,781,916
Sales and Use Tax	\$17,377,602	\$36,323,550
Water	\$7,348,000	\$13,682,000
Open Space	\$9,061,264	\$11,605,444
Drainage	\$8,679,000	\$9,749,000
Fire Department Fund	\$-	\$9,400,401
All Others:		
Fossil Trace	\$5,239,000	\$6,107,000
Medical	\$3,780,000	\$4,049,000
Information Technology	\$3,200,970	\$3,550,325
Community Center	\$3,153,500	\$3,127,450
Wastewater	\$2,563,500	\$2,645,000
Lodging Tax Fund	\$2,504,500	\$3,100,000
Fleet	\$2,417,224	\$4,320,291
Capital Programs	\$2,155,500	\$2,270,520
Downtown Development Authority	\$963,350	\$1,181,000
Cemetery	\$940,000	\$930,000
Museum	\$790,610	\$844,500
Splash	\$752,500	\$740,700
Insurance Fund	\$569,594	\$930,000
Workers Comp	\$329,021	\$352,923
Conservation Trust Fund	\$268,000	\$305,000
Marijuana Tax Fund	\$253,000	\$395,500
Cemetery Perpetual Care	\$230,000	\$255,000
Golden Downtown General Improvement District	\$145,906	\$175,450
Rooney Road SC Fund	\$26,435	\$59,250
Total	\$110,127,474	\$155,881,220

2024 BUDGETED REVENUES BY TYPE

REVENUES BY TYPE



The largest types of revenue are charges for service, sales and use tax, and proceeds from anticipated debt issuances, and the smallest are licenses and permits, fines and forfeitures, and the marijuana excise tax. There are a total of 13 revenue types represented in the chart totaling 155.9 million dollars.

REVENUES BY TYPE IN DETAIL

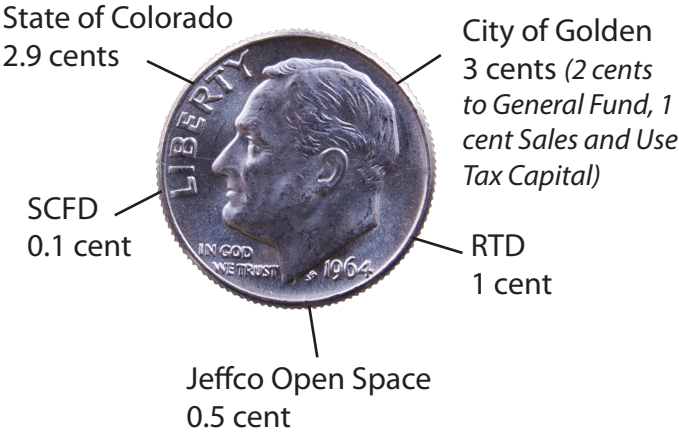
Type	2023 Adopted Budget	2024 Adopted Budget
Property Tax	\$8,225,084	\$14,890,550
Transfers to Other Funds	\$6,464,864	\$16,193,155
Intergovernmental	\$9,466,417	\$20,063,172
Proceeds from Debt Issuance	\$12,700,000	\$25,400,000
Sales Tax	\$29,199,500	\$30,807,500
Charges for Service	33,840,644	\$37,990,190
All Others		
Lodging Tax	\$2,500,000	\$3,060,000
Other Taxes	\$2,596,722	\$2,028,700
Interest Earned on Investments	\$873,400	\$1,841,500
Miscellaneous Revenus	\$2,500,433	\$1,820,953
Licenses and Permits	\$1,145,400	\$1,042,500
Fines and Forfeitures	\$365,000	\$443,000
Marijuana Tax	\$250,000	\$300,000
Total	\$110,127,474	\$155,881,220

Increases in Transfers, Intergovernmental (i.e. Grants) and Debt Proceeds will support increased Capital Outlay (page 12).

SALES TAX DISTRIBUTION

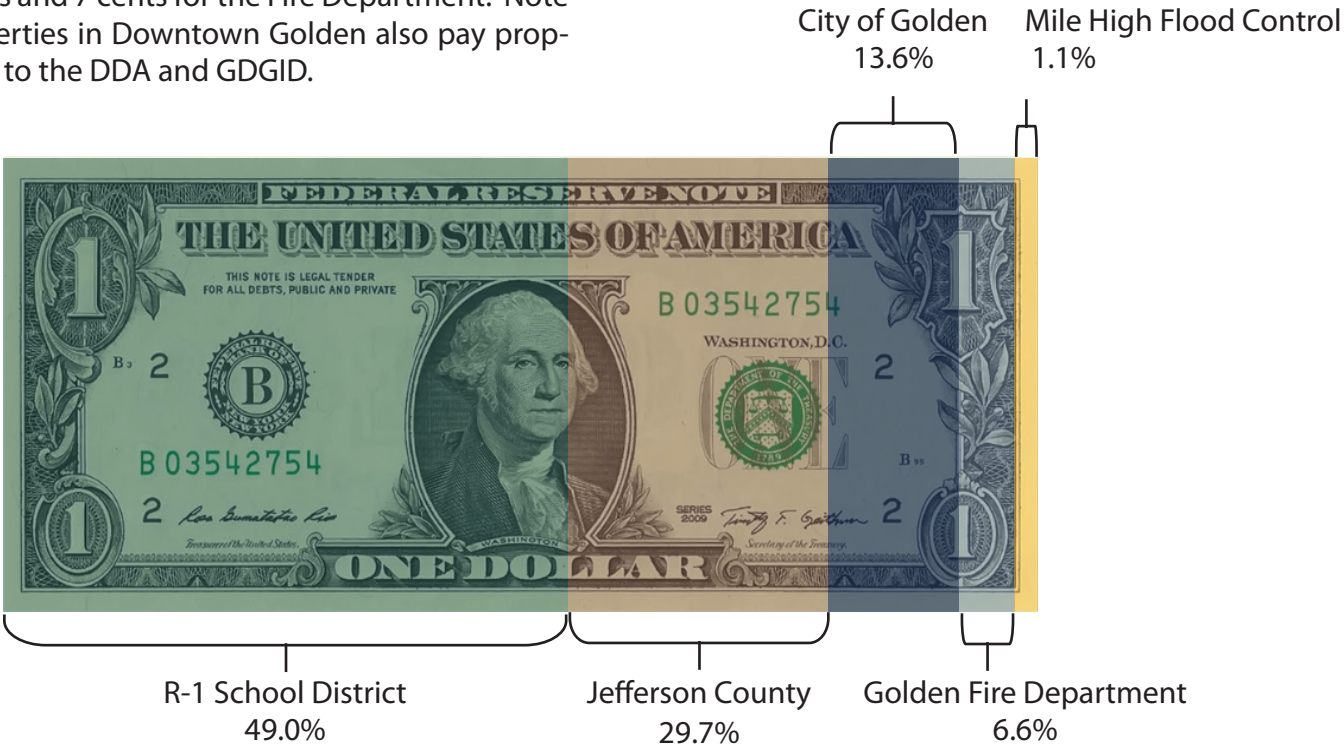
The sales tax rate in the City of Golden is 7.5%. For every dollar you spend in retail purchases, you pay 7.5 cents in sales tax. Only 3 cents of this comes back to the City. Of the 3 cents that comes back to the City, 2 cents goes to the General Fund to support general operations of the City like public safety, parks and forestry maintenance, street maintenance and snow plowing, and general administration. The other 1 cent goes to the Sales and Use Tax Capital Fund for the capital needs of the City, including infrastructure Improvement and replacements, community improvements, parks and recreation improvements, municipal facilities, capital equipment, and to make payments on debt issued to finance some of these projects.

Note that short-term rentals and retail marijuana purchases each have a 6% excise tax that comes back to the City in addition to the sales tax.



PROPERTY TAX DISTRIBUTION

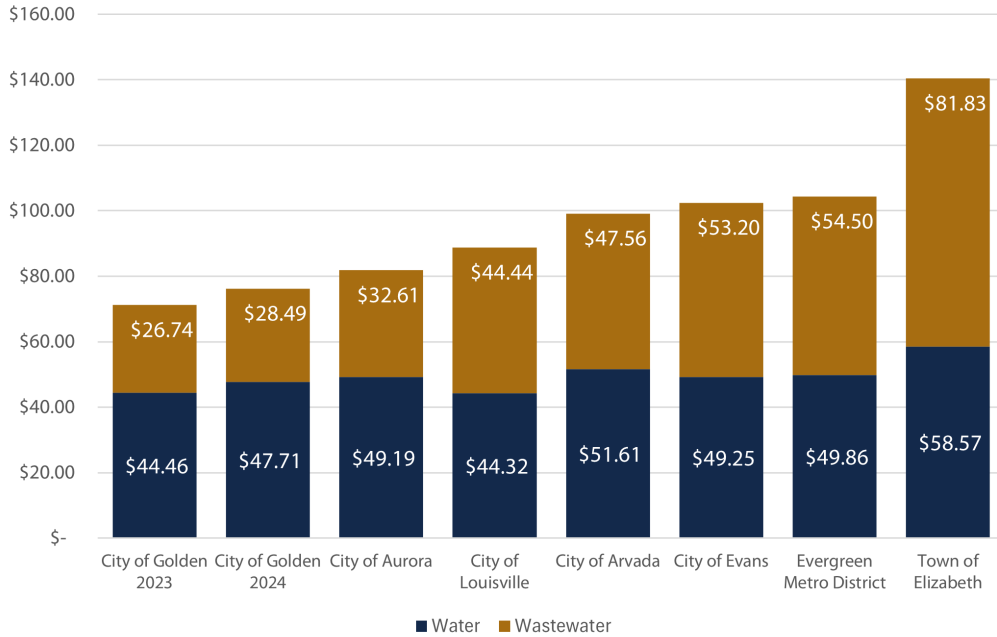
Most people would be surprised to know that for every dollar you pay in property taxes in 2024, only 20 cents comes back to the City - 13 cents for general operations and 7 cents for the Fire Department. Note that properties in Downtown Golden also pay property taxes to the DDA and GDGID.



UTILITY RATES

The bar chart below shows the City of Golden combined average monthly utility bill for water and wastewater compared to other municipalities and utility districts along the front range.

COMBINED WATER AND WASTEWATER MONTHLY BILLS

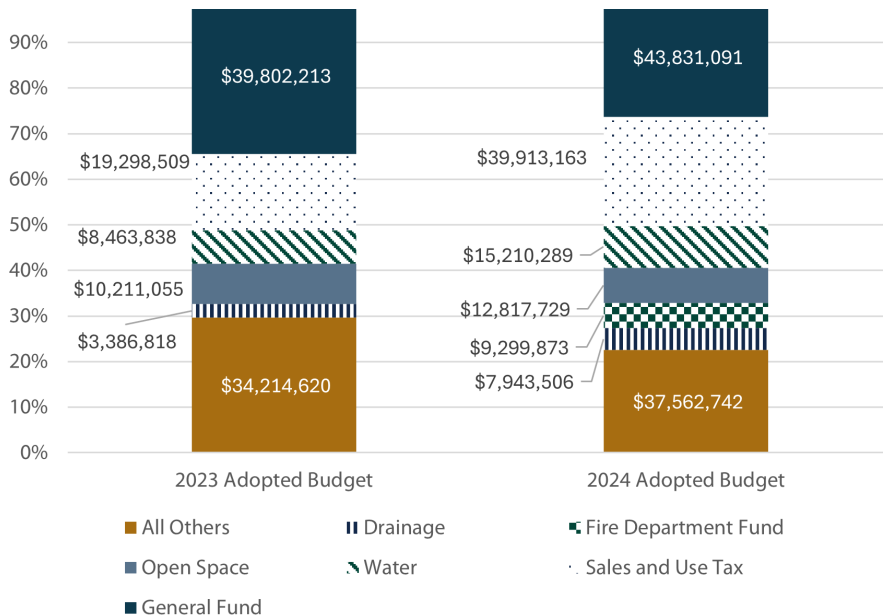


The City of Golden has the lowest combined water and wastewater monthly bills in comparison to similarly-sized cities in the region at \$26.74 for wastewater and \$44.46 for water, compared to the Town of Elizabeth at \$81.83 for wastewater and \$58.57 for water.

2024 BUDGETED EXPENSES

The 2024 Budgeted Expenses are \$166.3 million, including transfers among Funds.

EXPENSES BY FUND



The largest funds are the General Fund, Sales and Use Tax Capital Fund and Water Fund, and the smallest are the Workers Comp Fund, Marijuana Tax Fund, and the Golden Downtown General Improvement District. There are a total of 24 funds represented in the chart, totaling 166.6 million dollars.

2024 BUDGETED EXPENSES BY FUND

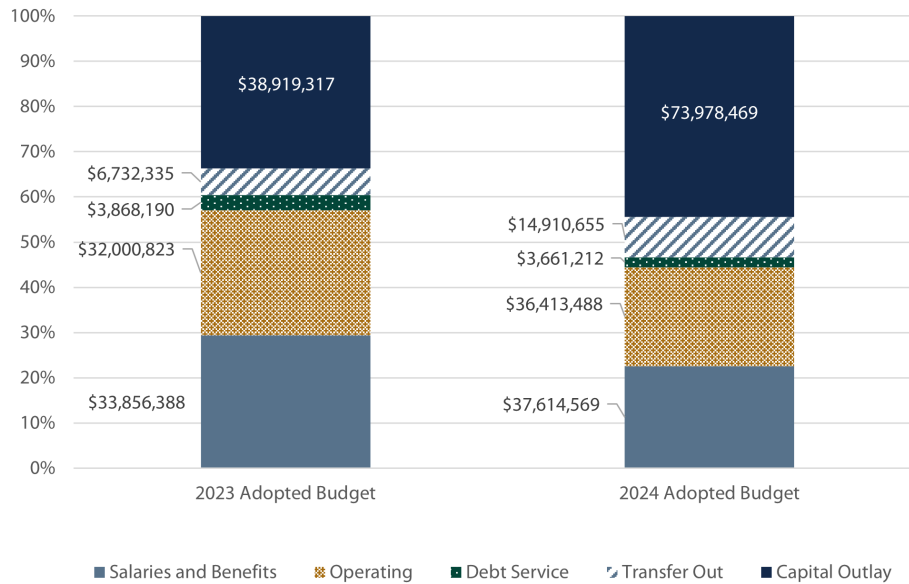
EXPENSES BY FUND IN DETAIL

Significant changes in expenses from 2023 to 2024 include: General Fund – increased transfers to other funds to support the Fire Department, GCC, museums, and various capital projects; Sales and Use Tax Fund – increases to noise mitigation, traffic calming, bike and walkability improvements, West Colfax complete street project, Civic Center final design, affordable housing projects, and improvements at Grampsas Park and Splash; a new pump station in the Water Fund; all operational and capital expenses related to the newly created Fire Department Fund; Lena Gulch improvements in the Drainage Fund; and additional transfers to other funds from the Lodging Tax Fund to support other operations and capital projects.

	2023 Adopted Budget	2024 Adopted Budget
General Fund	\$39,802,213	\$43,831,091
Sales and Use Tax	\$19,298,509	\$39,913,163
Water	\$8,463,838	\$15,210,289
Open Space	\$10,211,055	\$12,817,729
Fire Department Fund	\$-	\$9,299,873
Drainage	\$3,386,818	\$7,943,506
All Others		
Fossil Trace	\$5,404,679	\$5,657,711
Lodging Tax Fund	\$3,500,000	\$5,130,000
Medical	\$3,949,000	\$4,010,000
Fleet	\$3,005,589	\$3,826,150
Information Technology	\$3,332,337	\$3,565,938
Community Center	\$3,144,264	\$3,147,727
Wastewater	\$2,665,228	\$2,848,982
Capital Programs	\$2,610,000	\$2,670,000
Downtown Development Authority	\$752,750	\$1,008,757
Insurance Fund	\$693,000	\$900,000
Museum	\$842,089	\$860,186
Cemetery	\$732,997	\$837,555
Splash	\$771,668	\$743,908
Rooney Road SC Fund	\$1,310,790	\$709,250
Conservation Trust Fund	\$630,000	\$615,000
Workers Comp	\$372,500	\$410,200
Marijuana Tax Fund	\$250,000	\$390,000
Golden Downtown General Improvement District	\$247,729	\$231,378
Totals	\$115,377,053	\$166,578,393

2024 BUDGETED EXPENSES BY TYPE

EXPENSES BY TYPE



There are five types of expenses represented in the chart: Salaries and Benefits, Operating, Debt Service (the smallest), Transfers Out, and Capital Outlay (the largest), totaling 166.6 million dollars.

EXPENSES BY TYPE IN DETAIL

	2023 Adopted Budget	2024 Adopted Budget
Salaries and Benefits	\$33,856,388	\$37,614,569
Operating	\$32,000,823	\$36,413,488
Debt Service	\$3,868,190	\$3,661,212
Transfers to Other Funds	\$6,732,335	\$14,910,655
Capital Outlay	\$38,919,317	\$73,978,469
Total	\$115,377,053	\$166,578,393

Transfers to other funds are used to support operations like the Community Center and Museum, as well as various capital projects.

ACCUMULATED RESERVES

In addition to the revenues shown on page 6 of this Brief, \$10.7 million of accumulated reserves are budgeted to be used to balance the 2024 budget. The 2024 budget projects to have \$56.3 million of reserves at the end of 2024, spread across all the various funds/operations of the City.

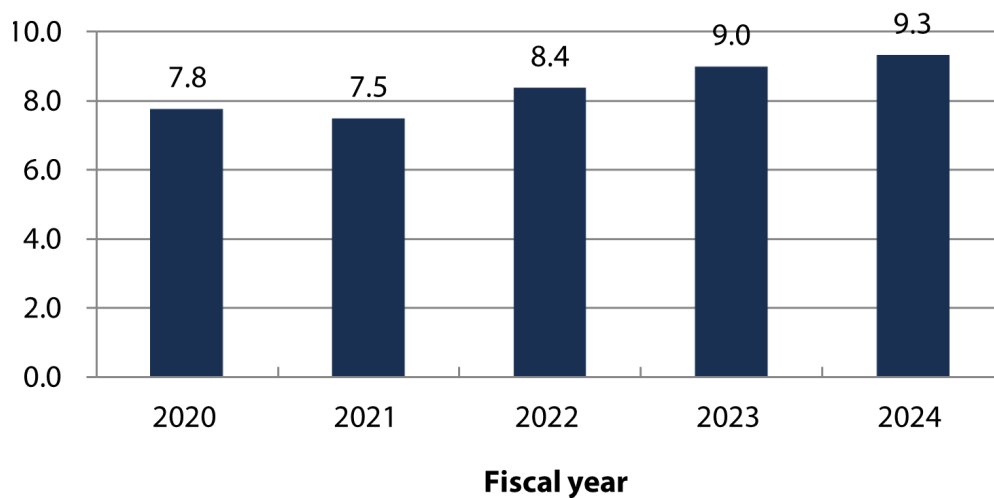
2024 NEW POSITIONS AND STAFFING CHART BY DEPARTMENT

The 2024 Budget includes the addition of 13.5 full-time equivalent (FTE) positions, including: a civil engineer and a co-responder in the General Fund; a treatment plant operator in the Water Fund; a utility locator position split 50% General Fund, 25% each Water and Wastewater Funds; 3 battalion chiefs, a training officer, and a community risk reduction specialist in the Fire Department Fund; 2 aquatics coordinator positions split 75% Community Center Fund

and 25% Splash Fund; an operations manager and an assistant golf mechanic in the Fossil Trace Golf Fund; and a half-time education assistant position in the Museum Fund. Many of these positions are added to reduce overtime costs from existing staff, reduce part-time costs and/or cover duties because part-time help is difficult to find, or reduce costs being paid to consultants.

Department/Division	2023			2024		
	Full Time	Reg. Part Time	Other	Full Time	Reg. Part Time	Other
Administration	52	10	8	53	8	7
Community & Economic Development	10	-	6	10	-	6
Public Works	27	1	-	29	1	-
Police	72	1	12	73	1	12
Fire	26	-	50	31	-	41
Parks & Recreation	46	22	254	50	22	254
Utilities	30	-	4	31	-	4
Total Staff	263	34	341	277	32	331

GENERAL FUND & FIRE DEPARTMENT FUND EMPLOYEES PER 1,000 CITIZENS



With changes in population and the addition of staff, employees per 1000 population has increased from 7.8 in 2020 to 9.3 in 2024.

MAJOR CAPITAL PROJECTS FOR 2024

The 2024 Capital Budget gives considerable deference to current and long-standing policy guidance, both from a budgetary and investment perspective. City Council's current Strategic Action Plan identifies certain capital investments necessary to accomplish the success factors articulated by City Council. Golden Vision 2030 identifies decision-making guidelines as they relate to capital investment in the community, prioritizing "Level 1" investments (those that provide for the "basic safety and operations of the community") over "Level 2" investments (those that "improve the quality of life" or "increase the economic vitality of the City"). Lastly, long-standing budget policies make it clear that the City places a high priority on investing in the maintenance and replacement of existing infrastructure. In addition to the projects already listed under the Success Factors and Council Initiatives, some other high-profile projects for 2024 are summarized below:

Multi-Purpose Field Design and Construction and Other Improvements at Ulysses Park – This much needed project will replace the obsolete sports fields at the Rooney Road Complex by converting two ball fields into multi-purpose fields. The project also includes upgrades to the restroom facilities, conces-



sion area and relocation of the dog park. Funding for the project is in the Open Space Fund with transfers from the Lodging Tax Fund and Rooney Road Sports Complex Fund, use of the Football Stadium District grant, and interfund loan proceeds to be repaid from Open Space Fund revenues over a 15-year period.

Initial Construction of the next phase(s) of the West Colfax Complete Street and Lena Gulch Flood Project – The interconnection between these two primarily grant funded projects has demonstrat-



ed the critical importance of both and the need to carefully coordinate the design and phasing of future construction. The next phase focuses on the stretch starting south of the main Heritage Square access point and extending just east of the reconstructed Heritage Road intersection. Funding for the complete streets project is in the SUT Fund. The City's share of the Lena Gulch project is in the Storm Drainage Fund, is dependent on grant funding, and will require the City to issue debt for it local match.

Heart of Golden Phase I – This phase of the Heart of Golden project is for potential municipal facilities east of Ford Street and/or expansion of the current City Hall. Due to cost estimates provided in 2023, the consultants are currently in redesign, value engineer-

ing and looking at alternative options (including delaying a parking garage). Depending on the results of those efforts, construction could potentially start in 2025. For planning purposes, this project is in the SUT Fund and estimated at \$65 million. The revenue to pay for this project would come from proceeds from City issued Certificates of Participation (a form of municipal debt issuance).

US 6 and Heritage Road Interchange – With the grant funded design of the interchange essentially complete, the next phase of the project is to address utility relocations for the future interchange project. The utility project is anticipated for 2024-2026. The City has been awarded a federal grant for the project with right-of-way and easement donations by the City and Jefferson County covering most of the local match requirement.



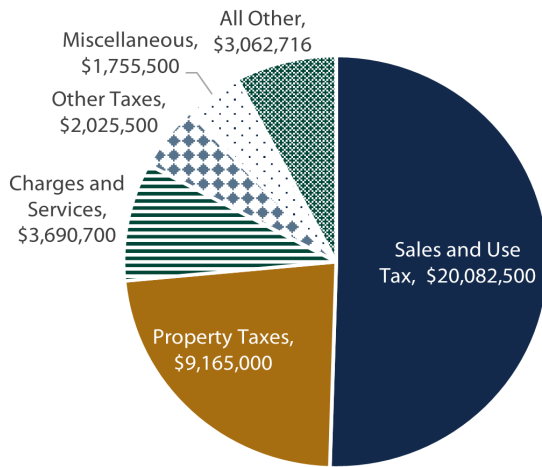
Capital Maintenance and Replacement – The 2024 Capital budget also includes provisions for the maintenance and replacement of various City infrastructure including: street repaving and traffic signal upgrades in the Capital Projects Fund; con-

crete replacement, public restroom improvements, design for safety improvements along Highway 93, and HVAC and other improvements to various City buildings including the Community Center in the SUT Fund; treatment plant and distribution system upgrades in the Water Fund, including a pump station replacement at Fossil Trace Golf Course that serves the course, cemetery, Ulysses Park and Lookout Mountain Boys School; and service line replacements in the Wastewater and Storm Drainage Funds. In addition, the Fire Department will take delivery of a replacement tower truck (with the large extension ladder on the top) that was ordered in 2022.

GENERAL FUND SOURCES AND USES OF FUNDS

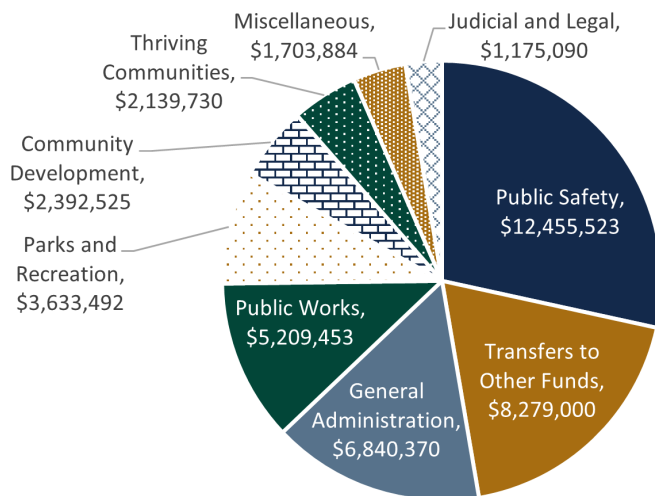
The General Fund is the primary operating fund for City functions that are mostly supported by tax dollars. These functions include: police, street maintenance and snow plowing, parks maintenance, judicial and legal, planning and development, and general administration. The General Fund also supports other amenities (the Golden Community Center, Splash, and Museums) and capital projects (in some years including 2024) by transferring dollars to those operations. The General Fund is projected to end 2024 with a fund balance (or reserve) of over \$15 million (34.7% of annual expenditures).

GENERAL FUND SOURCES OF FUNDS



The largest sources of revenue in the General Fund are sales and use taxes, and property taxes, and the smallest is miscellaneous revenue. Total General Fund revenues are 39.8 million dollars.

GENERAL FUND USES OF FUNDS

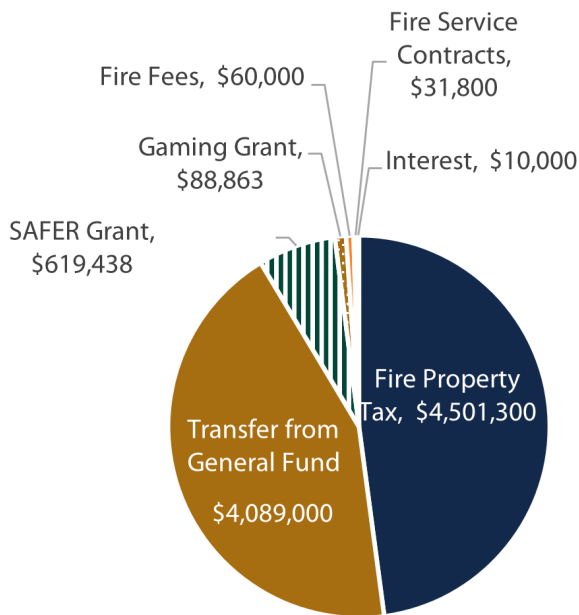


The largest use of funds in the General Fund are public safety, transfers to other funds, and general administration, and the smallest is miscellaneous uses. Total General Fund expenditures are 43.8 million dollars.

FIRE DEPARTMENT FUND REVENUES AND EXPENDITURES

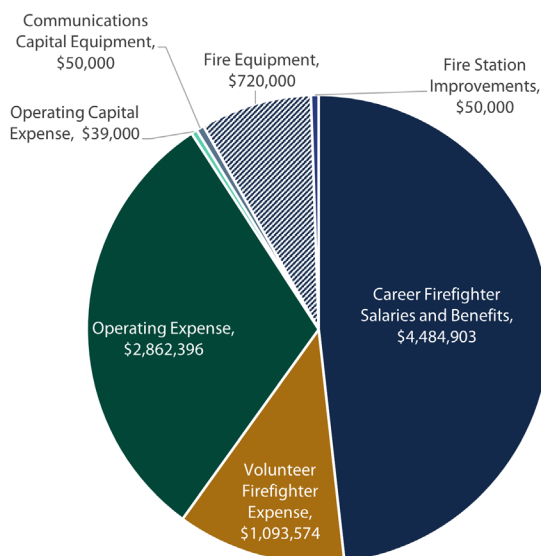
The passage of ballot question 2K in November 2023 provides stability and the funding necessary (an additional 6 mills of property tax) to operate and properly staff and equip two 24/7/365 fire stations and other needs of the combination department. A transfer from the General Fund is necessary to help provide the total funding necessary for operational and capital expenditures of the Golden Fire Department. The 2024 Budget for the Department includes additional personnel, personal protective equipment, and medical response equipment, and the creation of a fleet lease program to properly fund upcoming apparatus (fire trucks) replacement.

FIRE DEPARTMENT FUND SOURCES OF FUNDS



The largest sources of revenue in the Fire Department Fund are the Fire Department Property Tax and the transfer from the General Fund, and the smallest is interest earnings. Total Fire Department Fund revenues are 9.4 million dollars.

FIRE DEPARTMENT FUND USES OF FUNDS



The largest use of funds in the Fire Department Fund are career firefighter salaries and benefits, operating expenses, and volunteer firefighter expenses, and the smallest is operating capital. Total Fire Department Fund expenditures are 9.3 million dollars.

IT'S ALL ABOUT SERVICES



Golden has **2 fire stations that are staffed 24/7/365** and 2 annex locations that house reserve fire apparatus and equipment. Golden Fire is a combination department with all-hazards emergency services delivered by 21 full-time sworn and 2 civilian employees, and up to 38 volunteer firefighters. The department serves the community in the areas of fire suppression, emergency medical services, technical rescue, wildland firefighting, and community risk reduction through education and application of adopted fire codes. The City provides various length-of-service award plans to attract and retain volunteer firefighters. For 2024, the department will hire 3 full-time Battalion Chiefs, a Training Lieutenant, and a Community Risk Reduction Specialist, and accelerating its investment in capital equipment, including fire station improvements and fire apparatus replacement.

Golden has one police station with **53 full-time sworn officers and 18 full-time non-sworn staff**. The department has 2 officers assigned to regionalized task forces focusing on drugs and auto theft. In addition, the department has one full-time Co-Responder (with a second to be hired in 2024), a licensed clinical social worker who responds with officers providing support and case management on mental health crisis calls. In 2023, the Co-Responder

provided support on 144 calls. The department has 14 patrol units, 5 unmarked detective cars, 4 unmarked special operations unit cars, 3 code enforcement SUV's, 1 evidence van, 2 traffic motorcycles and one unmarked traffic vehicle, 4 executive staff cars, 1 administrative vehicle, 1 photo radar vehicle and 1 UTV. The department responds to an average of 36,000 calls for service annually.



Golden's Water Fund supports 115 miles of water mains, 999 hydrants, 3,609 valves, 5,516 water meters, 9 pump stations, 10 treated water storage tanks, 3 raw water reservoirs, 1 trans-mountain tunnel, and 1 diversion structure, treating and supplying 2 - 8 million gallons of water daily based on time of year. The Wastewater Fund maintains 2,280 manholes and 79 miles of sewage lines, which ship sewage to the Coors sewage processing plant. The Drainage Fund maintains 518 manholes, 992 inlets, and 28 miles of stormwater lines, with another 47 miles of stormwater lines privately maintained.

The City of Golden **Parks and Recreation Division** offers a diverse range of opportunities for recreation, including many that are unique, and of a higher quality, than those that comparably sized cities are able to provide. Golden boasts 254 acres of parkland, 25.5 miles of trails, 402 acres of open space, along

with an indoor aquatics facility, The Splash outdoor waterpark, 5 tennis courts with 6 overlaid outdoor pickleball courts, 2 skate parks, an RV Park, an award-winning golf course, and a world-class kayaking course. A dedicated pickleball amenity is scheduled to open in 2024, with 4, outdoor, lighted courts. The Recreation Division cumulatively serves more than 242,000 guests annually at the Golden Community Center (GCC), other facilities, and in program participation including a licensed preschool program, camps, dance, pickleball, swim lessons and all types of sports for youth and adults. The GCC has more than 1,000 members and sees more than 158,000 visitors each year. Seniors are hosted in The Front Porch, a dedicated space supporting the social and recreational interests of our older adult population. There are approximately 700 older adults who join the GCC via insurance-based memberships, such as SilverSneakers® and Renew Active.



The Parks and Recreation Division also houses the Facilities Department, with responsibility for the repair and maintenance of structural assets, ranging from City Hall to two fully staffed Fire Stations, office buildings, the City Shops, the Community Center, Splash Waterpark and Fossil Trace Golf Clubhouse. Responsibility for all structural and mechanical systems of our



built assets falls to this team, along with providing service to ensure continuity of operations for the employees who work there.

Fossil Trace Golf Club is situated on 200 acres of land, a piece of property created and changed by nature and culture over millions of years since dinosaurs roamed the property. Featuring a spectacular Jim Engh golf course layout, award-winning Golf Shop, and Clubhouse capable of hosting large functions such as weddings, holiday gatherings and golf tournaments. Fossil Trace entertains over 40,000 rounds of golf annually. In addition to the golf experience, 1,100 private golf lessons are taught each year, and the player development programming serves 250 juniors and 400 adults from the community, promoting the growth of the game. Eighty-eight acres of the golf course acres are strategically irrigated by the Turf Care/Agronomy team at Fossil Trace, including 3 acres of putting surfaces, 3 acres of teeing grounds and 26 acres of fairways across 18 holes and practice areas.

The Splash waterpark is situated on eight acres, serving more than 35,000 people annually. Two separate bodies of water house a large play feature with a 500-gallon dump bucket, two waterslides, zero-depth entry, lap pool, diving boards, sand play, and

IT'S ALL ABOUT SERVICES

splash pad. The Splash operates during the summer season.

Golden has 85 centerline miles of streets that the City repairs, replaces, sweeps and clears of snow. The City is one of very few municipalities that plow every street during and after snowstorms. The City also funds the replacement of curbs, gutters and sidewalks.



The City's Fleet Division is responsible for the purchase and replacement, repair and maintenance of the 220 City vehicles (police cars, parks and utility trucks, snow plow/dump trucks, etc.), heavy equipment (street sweepers, front end loaders, backhoes, etc.), and trailers. The Division also handles the repair and maintenance of approximately 100 pieces of small engine equipment (mowers, trimmers, etc.), 7 facility generators, and 5 automatic gates.

The Innovation and Technology Department maintains the City's technology systems and network, purchases and maintains all the computer equipment needed to support the City's operations, including: 12 physical and 65 virtual servers, 98 network devices (routers, switches, firewalls, etc.),

400 desktop and laptop computers, 120 video surveillance cameras, 129 cellphones and iPads, and more than 60 different software applications across all the City's departments. The Department also manages about 22.4 terrabytes of data and 6 miles (and growing) of conduit throughout the City that houses a fiber network that provides redundancy and stability to the City's network.

Begun in 1938, Golden History Museum & Park is an educational campus straddling Clear Creek in the heart of downtown Golden. The Museum features changing and permanent exhibits, presents public programs, and cares for 16,000+ historic artifacts. The three-acre Golden History Park is home to a half a dozen 1800s structures, community gardens, heirloom chickens, and an active honeybee hive. The Park is the setting for summer camp, school field trips, and public events like Autumn Fest and Candlelight Walk. The Museum also has an award-winning, in-class outreach program called Building Colorado that served nearly 11,000 Metro area 3rd and 4th graders in 2023.

The Thriving Communities Navigation Program serving people with housing insecurity and those experiencing homelessness annually assists over 90 unhoused individuals with food and medical benefits, healthcare, social security benefits, vital documents, housing, shelter, mental health referrals, employment, community re-entry and community service. Additionally, the City prevents approximately 2 evictions per month with over \$50,000 in eviction prevention funding and connects an average of 10 homeless veterans per year to services and resources with a collaborative team effort through the Built for Zero program.

The City issues 40 special event permits annually, including block parties, that generate attendance well over 100,000. In 2023, \$40,000 in grants were given to support events in Golden. The City collected \$37,750 in event permit fees from outside event organizers and an estimated over \$100,000 in staff time goes towards putting on special events.

Budget Timeline

MARCH - MAY 2024

- City Council discusses 2025-26 Budget Priorities
- Community Input for 2025-26 Budget takes place on Guiding Golden
- April 30 Open House

JUNE 2024

- City Departments review past information and develop 2025-26 budget requests

JULY 2024

- City Departments provide 2025-26 budget requests to the budget team

AUGUST 2024

- Budget team reviews and finalizes requests
- CBAC reviews 2025-26 Draft Biennial Budget with focus on capital improvements

SEPTEMBER 2024

- Budget team conducts review of operating and budget requests with City Departments

OCTOBER 2024

- City Manager and Budget Team present 2025-26 Draft Biennial Budget in City Council study session
- October 29 Open House

NOVEMBER 2024

- CBAC conducts final review of 2025-26 Budget
- City Council meeting to allow for public comment on 2025-26 Biennial Budget

DECEMBER 2024

- City Council adopts the final budget

Citizens Budget Advisory Committee (CBAC)

CBAC is a formal committee of the City of Golden comprised of resident volunteers with a purpose to advise the City Manager on the development, implementation, and evaluation of the annual budget presented to City Council for alignment and in conjunction with the strategic priorities. In addition, the Committee acts as a vehicle for the exchange of information between community members, City staff, and City Council. CBAC meetings are open to the general public and are held at 7:30am on the third Wednesday of every month, March through October, and the second Wednesday of November. If you'd like to learn more about CBAC, please visit www.cityofgolden.net/cbac.

The City of Golden values listening to the community and making improvement based on feedback. We look forward to improving this document in future years. Please send any questions or comments about this Brief or the City's overall budget process to:

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City of
Golden

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