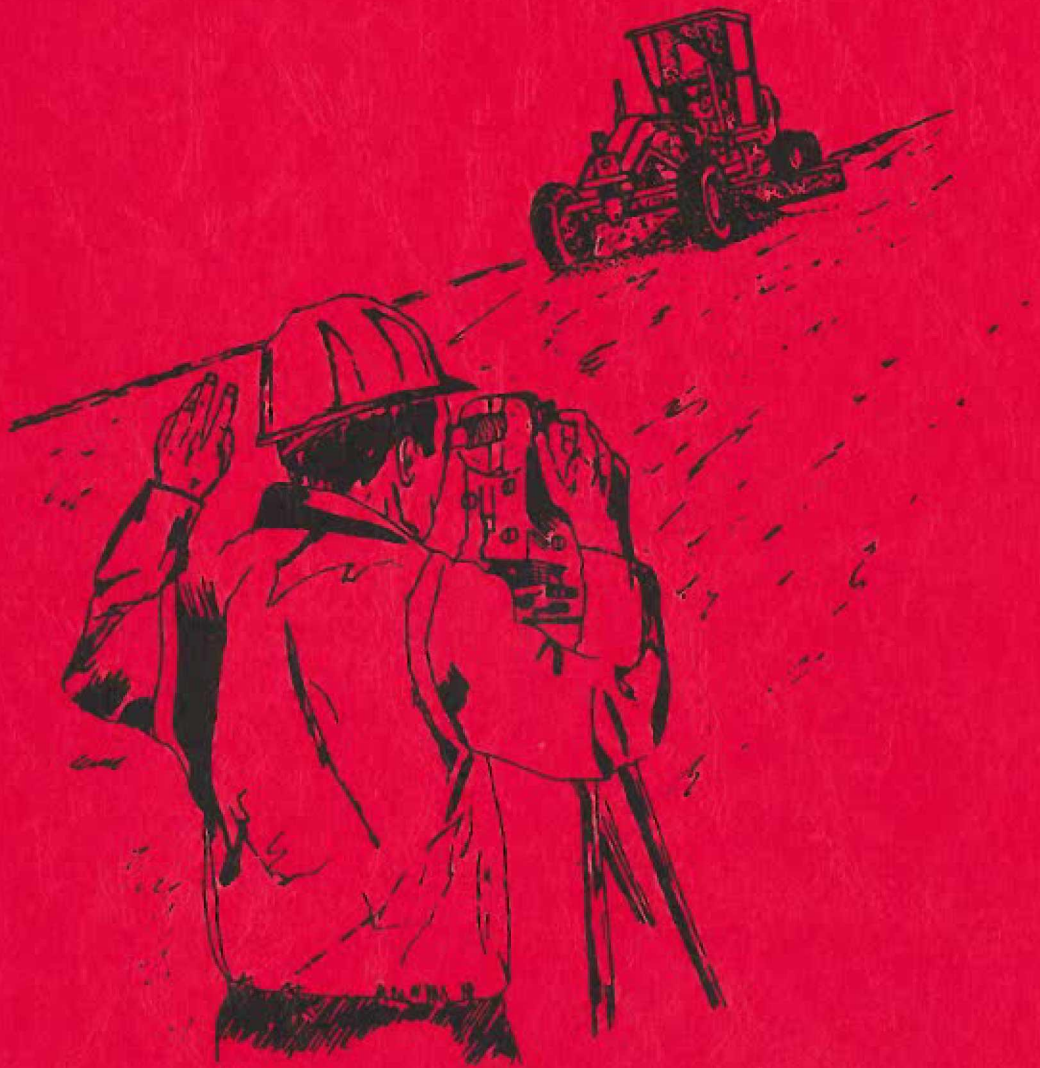


City of Grand Junction, Colorado Budget and



Capital Improvement Plan

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CITY OF GRAND JUNCTION

1988 BUDGET

Prepared By Finance Department

CITY OF GRAND JUNCTION
1988 BUDGET
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CITY OF GRAND JUNCTION
1988 BUDGET

PREFACE

The 1988 fiscal/annual budget for the City of Grand Junction is represented in this document. The City of Grand Junction, a charter or home rule City, is a full service city which provides these services.

Public Safety (police, fire, municipal court)

Public Works (highways, streets, sanitation, and water)

Public Recreation (parks, swimming pools, golf courses, recreation programs)

Public Facilities (convention center, cemeteries)

Public Planning (land use planning, zoning, building inspection)

The budget was prepared following guidelines established by City Council and implemented by the City Manager. The budget book is divided into four sections to enhance readability.

Section I, Introduction

Includes information regarding the City's financial management policies, budget process, and accounting controls.

Section II, Budget Highlights

Includes recommendations, overviews of the 1987 revised and 1988 budgets, comparison and contrasts between the 1987 and 1988 budgets, a summary of Capital Improvement Projects, and identification of any special issues associated to the budget.

Section III, Budget Summaries

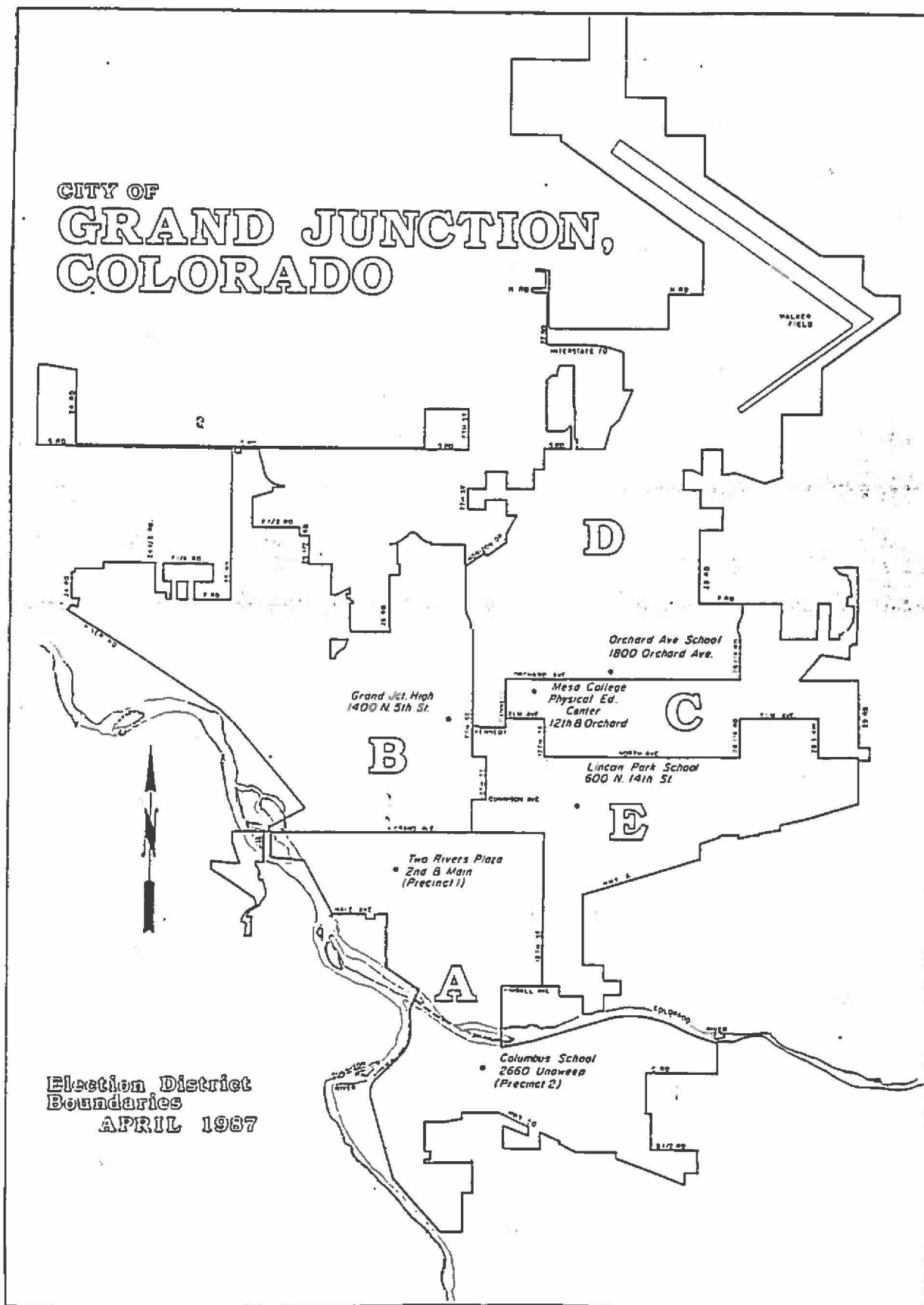
Includes a variety of statistical summaries reflecting the budget.

Section IV, Related Information

Includes a variety of policy and statistical information which is related to the development of the budget.

CITY OF GRAND JUNCTION
 1988 BUDGET

CITY MAP



CITY OF GRAND JUNCTION
1988 BUDGET

CITY OFFICIALS

CITY COUNCIL (elected)

Mr. D.F. Ragsdale, Mayor	District B
Mr. John Bennett, Mayor Pro Tem	At Large
Mr. Leroy Kirkhart	District E
Mr. R.T. Mantlo	At Large
Mr. William E. McCurry	District D
Mr. Paul W. Nelson	District A
Mr. Reford Theobald	District C

APPOINTED OFFICIALS

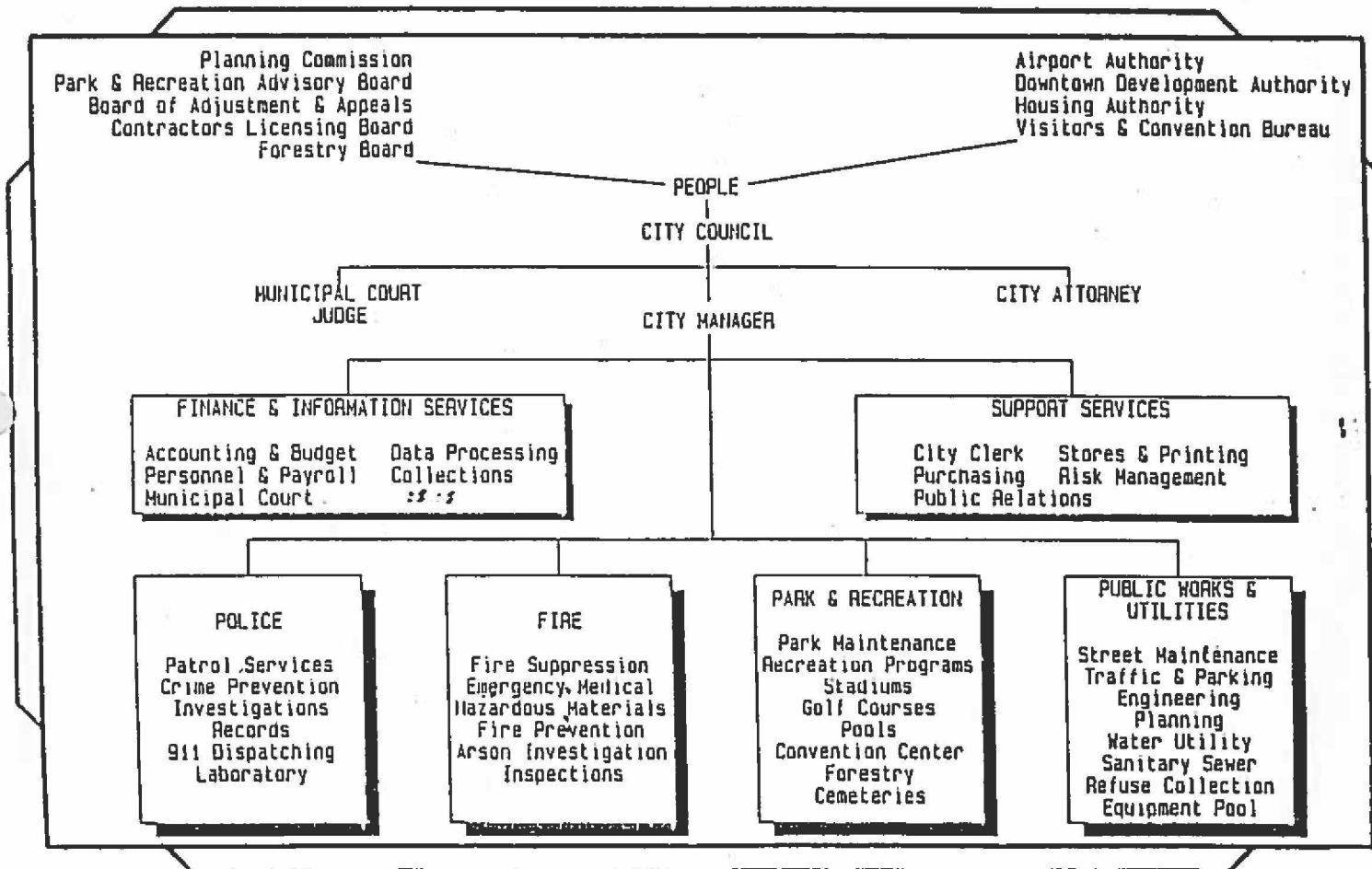
City Manager	Mark K. Achen
City Attorney	Gerald J. Ashby
Municipal Court Judge	David Palmer

DEPARTMENT HEADS

Finance Director	Allen Sartin
Fire Chief	Richard Greene
Parks & Recreation Director	Ted Novack
Police Chief	Gary Leonard
Public Works Director	James Shanks
Support Services Director	Steve Anderson

CITY OF GRAND JUNCTION
1988 BUDGET

ORGANIZATIONAL CHART



CITY OF GRAND JUNCTION
1988 BUDGET

INTRODUCTION

FINANCIAL MANAGEMENT POLICIES

Effective allocation of available resources is critical to sound financial management. The financial management strategy of the City is based on the following general concepts.

o BUDGET PREPARATION

PHILOSOPHY

Council's short and long term goals are the cornerstone of the budget. The budget will provide a diversified and flexible revenue plan, and an expenditure plan that minimizes costs to the lowest cost consistent with maintaining services and infrastructure. Formal documents are the Revenue Plan, Ten Year Capital Improvements Plan, Ten Year Financial Projections, and Budget Plan.

BALANCING GUIDELINES

Each fund is balanced separately. Subsidies between funds require Council approval. For each fund, combined proposed operating and capital costs cannot exceed projected revenues, unless specifically authorized. Ten year long range financial projections are prepared for major funds and used to assure that future impacts of the proposed budget are fiscally sound.

CONTINGENCY RESERVES

Appropriated funds will be reserved for the purpose of responding to unanticipated needs, revenue shortfalls or emergencies. Departments will not budget contingency funds. Each year's budget will contain contingency funds as deemed appropriate by the City Manager and Council. Such funds are allocated primarily for non-recurring unplanned costs when approved by the express written consent of the City Manager. The General, Internal Service, and Enterprise Funds will each maintain unappropriated balance for cash flow needs and a catastrophe reserve.

o BUDGET ADMINISTRATION

PHILOSOPHY

The City will maintain adequate systems for collecting, controlling, recording, and reporting revenues and expenses using the modified accrual basis within generally accepted accounting principles.

REVENUE MANAGEMENT

The City will follow an aggressive policy of prompt and efficient collection of taxes, fees, and other revenues.

EXPENDITURE MANAGEMENT

Purchasing, risk management, and personnel practices will be reviewed annually to assure control and management of expenditures. Financial records will be audited annually by a certified public accounting firm.

CITY OF GRAND JUNCTION
1988 BUDGET

INTRODUCTION

FINANCIAL MANAGEMENT POLICIES (CONTINUED)

o MONEY MANAGEMENT

PHILOSOPHY

The first priority for use of excess funds is to maintain adequate reserves in highly liquid form. When evaluating the use of excess funds generated by cash flow or fund balance, both investment opportunities and debt retirement will be considered. Decisions will be based on risk, duration of use, and rate of return.

BUDGET DEVELOPMENT PROCESS

The City's budget development process provides a comprehensive and coordinated methodology for creation of a budget plan that meets the needs of the community through effective management of City resources.

Mid-year the Council starts the process with a goal setting retreat. During the retreat, Council reviews goals and issues in order to define City service policy for the coming year.

Afterwards, the management team begins developing operational goals and objectives which implement the Council's service goals and objectives. During July each department evaluates current programs and budgets in order to prepare action plans.

As departments are completing their action plans, detail budget preparation materials are provided to each department. Materials include worksheets for budget preparation, capital improvements, staffing changes, and detail line item justifications. Departments use these materials to quantify estimated costs and revenues for the both the current and following year. Supervisors prepare each line item by listing individual items, estimated quantities, and forecasting cost based on unit prices provided by Purchasing or the actual vendor. Historical data is used in conjunction with planned objectives and goals to determine specific items needed. Department heads and supervisors review each revenue and expenditure line item until a consensus is reached regarding need, quantity, and probable cost or revenue. Since this process requires numerous meetings and extensive research, it takes several weeks to be completed.

By mid-August, departments finalize their current year revised estimates and following year proposed budgets. Concurrently, the management team finalizes the review schedule and selects a team for the budget evaluation sessions. The team consists of supervisory and management personnel from several departments. The team's cross section of participants allows each budget to be viewed from an unbiased, neutral perspective. It also enhances the distribution of new techniques and methods learned during the review process.

CITY OF GRAND JUNCTION
1988 BUDGET

INTRODUCTION

BUDGET DEVELOPMENT PROCESS (continued)

At the beginning of September, the budget review team begins to review department proposals. Each expenditure and revenue line item is reviewed by supervisors and the department head until full concurrence is reached on the validity of need and reliability of estimates. Detail review of proposals involves extensive direct participation by all levels of departmental personnel.

Toward the end of September the budget review team completes review of department proposals. At the conclusion of the reviews, the proposed base operating budget is summarized. The management team then meets daily to balance the budget using these basic criteria.

- o The total proposed routine operating expenses, including operating capital, can not exceed the total expected operating revenues.
- o Subsidies from the general fund to other funds must be reviewed and approved by City Council.
- o Capital improvement projects will be primarily funded by the 3/4 cent portion of the sales tax; use of fund balance requires review and approval by City Council.

The management team uses an intensive group process to finalize the budget proposal. Since revenues are the single most important factor in determining the level of the budget, they are reviewed for validity first. Fee based revenues such as service charges (water, sewer, trash), recreation fees, and all other types are reviewed to determine the reliability of the forecast. Tax based revenues, such as sales tax, use tax, and property tax are then reviewed in terms of known historical trends and current information regarding economic conditions. Finally, revenues from outside sources such as grants, local shares of State or Federal revenues, are reviewed in light of current or pending legislation affecting these revenue sources.

Operating costs are then reviewed for validity. Personnel, routine operating, and operating capital costs are analyzed separately. The management team establishes city wide priorities for staff level changes and operating capital items.

Concurrently, capital improvement project costs are submitted by each department; the management team then analyzes and prioritizes requests on a city wide basis. Results are presented to a Council subcommittee for review and direction.

In order to finalize proposed city wide priorities for the budget, the management team and City Council tour various facilities and work sites, observe demonstrations, examine reports, hear presentations, and discuss alternatives as provided by requesting departments.

CITY OF GRAND JUNCTION
1988 BUDGET

INTRODUCTION

BUDGET DEVELOPMENT PROCESS (continued)

Once the preliminary reviews have been completed, the budget is reviewed for conformance to the financial management policies. Typically, the initial budget does not conform. As a result, priority lists are developed by each department to pare costs or increase revenues. The management team then reviews the changes as recommended by each department head to determine which changes should be incorporated into the budget proposal. The proposed budget is then reevaluated. This process is repeated until the proposed budget is in conformance with guidelines. During these revision activities, department heads, supervisors and the City Manager generate, review and evaluate numerous alternatives; individual and team efforts are used to refine and select the best options. All balancing actions, reductions and additions, are evaluated by the management team in a group process.

By early November the proposed budget conforms to guidelines and is submitted to Council for review, comment, and direction. Any changes requested by Council go through the process above so that a revised balanced budget can be prepared and resubmitted.

After submitting the proposed budget to Council, the management team prepares a thorough executive presentation of the proposed budget. After presentation, the Council makes final decision regarding acceptability of the proposed budget. Once the Council accepts the proposed budget they finalize the property tax mill levy, get public input on the proposed levy, and provide the levy to the County Commissioners by November 15 for certification.

After Council has accepted the budget, they publish the budget and provide for citizen input at several public hearings. After finalizing any changes due to public input, Council must pass an ordinance titled "The Annual Appropriation Ordinance" by December 31st (see City Charter, Article IX, Section 80).

On January 1st each year, the adopted budget is included into the accounting system to enable administrative budget control during the year.

ADMINISTRATIVE BUDGET CONTROL

Once the Council adopts the budget, the automated accounting system is used as the major tool for monitoring activity. Throughout the year the management team regularly reviews results by comparing actual expenditures and revenues against budget. When expenditures or revenues differ from adopted budget, the management team takes corrective action to balance expenditures to revenues. Balancing all expenditures to revenues on a city wide basis ensures that expenditures are within the limits set by the budget ordinance.

CITY OF GRAND JUNCTION
1988 BUDGET

INTRODUCTION

ADMINISTRATIVE BUDGET CONTROL (continued)

The automated accounting system, policies & procedures, and organizational structure provide multiple controls on the expenditure of funds. The following list of controls is representative, but not all inclusive.

- o Bidding is required for all purchases greater than \$3,000.
- o All assets (items costing \$300 or more) are inventoried.
- o The accounting system uses the modified accrual basis under generally accepted accounting procedures.
- o Encumbrance accounting is used to ensure that expenditures do not exceed appropriations on a line item basis.
- o The purchasing function is performed by a single department to assure the lowest possible purchase price.
- o The automated payroll system provides control on changes to approved staffing level and individual pay level.
- o All contracts of \$10,000 or more must be approved by City Council.
- o The Finance department audits selected transactions to ensure conformance to City policy.
- o Various receivable systems produce delinquent account reports for management action.
- o An active loss control program is used.
- o All supplemental appropriation requests are submitted to the City Council for their acceptance or rejection at regularly scheduled public hearings.

In addition to internal controls, the City uses two methods for external review of our records, practices, and policies.

- o The City employs a Public Accounting firm to audit our accounting records on an annual basis.
- o The City submits its accounting reports to the Government Finance Officer's Association for review regarding conformance to accounting standards. The City has received the Certificate of Achievement for Excellence in Financial Reporting each year since 1984.

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

BUDGET IN PERSPECTIVE

The 1988 budget includes sufficient funding to maintain all existing City services. This budget does not include any new services, but does enhance our ability to maintain streets and other City infrastructure. For the last several years maintenance of streets and other City infrastructure has been funded from fund balances accrued during the "Oil Shale Boom". Since fund balance has been declining the amount available for infrastructure maintenance has also been declining. This year funding for enhancing these services was provided through the 3/4 cent sales tax increase authorized by City Council with an effective date of January 1st, 1988.

This budget does not anticipate the addition of any long term debt. It does include debt service for existing debt. No refundings are anticipated at this time.

LONG RANGE FINANCIAL PROJECTIONS

The management team has made extensive use of ten year long range financial projections to assure positive fiscal position not only for this budget year but for future years. These projections enable the management team to evaluate the effects of current decisions on future years financial condition. During preparation of the 1988 budget, projections were made for the following major funds: General Fund, Water Fund, Sanitation Fund, and Equipment Fund. Summary pages from these projections have been included in the "related information" section of this budget book.

The Finance department has done extensive analysis to determine the minimum fund balances required for each Fund to assure a sound financial position. While this analysis is a continuing process, the minimum fund balances used in the projections do represent a conservative approach.

OVERVIEW OF 1987 REVISED BUDGET

Revised revenues are estimated to be about \$560,000 higher than in the original budget. Expenditures are estimated to be about \$767,000 higher than the original budget in operations, but about \$1,682,000 lower in capital projects. The 1987 revised budget as presented here is balanced.

OVERVIEW OF 1988 BUDGET

The 1988 budget as presented here is a balanced budget, but uses significant fund balance in addition to current revenues. The majority of fund balance used is for the Patterson Road construction project and is provided from the Oil Shale Trust Fund; this will almost deplete the funds in the Oil Shale Trust Fund.

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

OVERVIEW OF 1988 BUDGET (continued)

Revenues are about \$3 million above the original 1987 budget; the majority of this increase is related to the 3/4 cent sales tax increase authorized by Council to be effective January 1st, 1988. Operating expenses are slightly higher than the original 1987 budget, but are lower than the 1987 revised budget. Capital improvement project expenses are significantly higher than 1987 original budget or 1987 revised budget; the increase represents the use of the majority of the 3/4 cent sales tax increase being applied to capital projects.

In the process of balancing the 1988 budget, Ten Year Long Range Financial Projections were prepared and analyzed to assure a positive future financial position for the major funds. It became apparent that revenues required analysis in a different manner than the accounting system provides. As a result revenues were reorganized into major categories based on their source and predictability. Below is a summary of General Fund revenues using this additional method of categorization.

1988 General Fund
Revenue Projections by Source

Source	1987 Estimate	1988 Estimate	% of Total	Percent Increase (Decrease)
City Sales Tax	\$5,595,000	\$7,863,222	49.44	40.54
City Use Tax	350,000	460,206	2.89	31.49
City Share of Cnty Sales Tax	1,342,000	1,395,680	8.78	4.00
Property Tax	1,422,451	1,472,887	9.26	3.55
Sub Total	8,709,451	11,191,995	70.37	28.50
Investment Earnings	400,000	430,600	2.71	7.65
Sale of Assets	5,186	500	0.01	(90.36)
Other Local Revenues	1,480,420	1,455,936	9.15	(1.65)
Other Gov't Revenues	3,090,018	2,509,860	15.78	(18.78)
Interfund Charges	310,127	315,613	1.98	1.77
Total	\$13,995,202	\$15,904,504	100.00	13.64

This analysis clearly showed the effects of "federalism"; between 1985 and 1988 revenues from other governments has declined from \$4,746,549 to \$2,509,860. This represents a loss of \$2,236,689 or about 47% and is approximately equal to the "new" revenue provided by the 3/4 cent sales tax increase.

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

COMPARISON/CONTRAST 1987 TO 1988

GENERAL FUND

The General Fund accounts for a major portion of the City's operating revenues and expenditures. 1988 operating revenues for general government are estimated to increase 15.80% above 1987 levels; this increase resulted from the 3/4 cent sales tax increase, despite decreases in revenues from the State and Federal governments. 1988 operating expenditures for general government are estimated to increase 6.25% above 1987 levels; significant increases between years include increased funding for economic development, increased infrastructure maintenance, and a wage increase for employees. The following tables summarize the year to year changes by category.

General Fund Revenue Comparison By Type

<u>Revenue Type</u>	<u>1987 Amount</u>	<u>1988 Amount</u>	<u>1988 % of Total Revenue</u>	<u>87 to 88 Increase (Decrease)</u>
Taxes	\$10,836,574	\$13,210,967	82.98	21.92
License & Permits	58,031	64,655	.41	11.41
Intergovernmental	339,473	104,207	.65	(69.30)
Service Charges	1,715,181	1,826,193	11.47	6.47
Fines/Forfeitures	160,606	160,606	1.01	0.00
Miscellaneous	559,192	458,427	2.88	(18.02)
Other	80,186	95,500	.60	19.10
Total	\$13,748,745	\$15,920,555	100.00	15.80

General Fund Expenditure Comparison By Department

<u>Department</u>	<u>1987 Amount</u>	<u>1988 Amount</u>	<u>1988 % of Total Expenditures</u>	<u>87 to 88 Increase (Decrease)</u>
Administration	\$ 348,649	\$ 371,580	2.35	6.58
Finance	991,774	1,102,172	6.97	11.13
Fire	2,989,934	3,017,309	19.09	.92
Parks & Recreation	1,434,271	1,336,099	8.45	(6.84)
Police	3,962,486	4,138,685	26.18	4.45
Public Works	3,665,189	4,157,876	26.30	13.44
Support Services	334,154	375,691	2.38	12.43
Transfers Out	1,151,889	1,308,240	8.28	13.57
Total	\$14,878,346	\$15,807,652	100.00	6.25

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

COMPARISON/CONTRAST 1987 TO 1988 (continued)

ENTERPRISE FUNDS

Enterprise Funds are financed and operated in a manner similar to a private enterprise, where costs of providing services are recovered in whole, or in part, through user charges. During the last several years the management team has made concerted efforts to reduce the subsidies to Enterprise Funds from the General Fund; both golf courses eliminated their previous need for a subsidy, sanitation continued to need no subsidy, and both the parking authority and cemetery reduced their subsidy. The major increase for swimming pools is from lottery funds, not from the General Fund. The tables below summarize the year to year changes.

Enterprise Funds, Revenue Comparison BY Fund
Excluding Subsidies

Fund	1987 Amount	1988 Amount	1988 % of Total Revenue	87 to 88 Increase (Decrease)
Water	\$2,914,578	\$2,945,009	32.91	1.04
Sanitation	1,050,204	1,060,475	11.85	0.98
Two Rivers Plaza	218,140	211,205	2.36	(3.18)
Swimming Pools	221,616	220,971	2.47	(0.29)
L. P. Golf Course	218,331	219,199	2.45	0.40
T. R. Golf Course	298,201	301,062	3.36	0.96
Cemetery	154,371	155,315	1.74	0.61
Parking Authority	5,000	5,000	0.06	0.00
Sewer	3,687,006	3,830,049	42.80	3.88
Total	\$8,767,447	\$8,948,285	100.00	2.06

Enterprise Funds, Subsidy Comparison By Fund

Fund	1987 Amount	1988 Amount	1988 % of Total Subsidy	87 to 88 Increase (Decrease)
Water	\$175,444	\$175,444	16.64	0.00
Sanitation	0	0	0.00	0.00
Two Rivers Plaza	188,064	221,947	21.05	18.02
Swimming Pools	247,988	495,754	47.02	99.91
L. P. Golf Course	90,267	0	0.00	(100.00)
T. R. Golf Course	22,262	0	0.00	(100.00)
Cemetery	59,487	53,964	5.12	(9.28)
Parking Authority	111,580	107,200	10.17	(3.93)
Sewer	0	0	0.00	0.00
Total	\$895,092	\$1,054,309	100.00	17.79

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

COMPARISON/CONTRAST 1987 TO 1988 (continued)

Enterprise Funds, Revenue Comparison BY Fund
Including Subsidies

Fund	1987 Amount	1988 Amount	1988 % of Total Revenue	87 to 88 Increase (Decrease)
Water	\$3,090,022	\$3,120,453	31.20	0.98
Sanitation	1,050,204	1,060,475	10.60	0.98
Two Rivers Plaza	406,204	433,152	4.33	6.63
Swimming Pools	469,604	716,725	7.17	52.62
L. P. Golf Course	308,598	219,199	2.19	(28.97)
T. R. Golf Course	320,463	301,062	3.01	(6.05)
Cemetery	213,858	209,279	2.09	(2.14)
Parking Authority	116,580	112,200	1.12	(3.76)
Sewer	3,687,006	3,830,049	38.29	3.88
Total	\$9,662,539	\$10,002,594	100.00	3.52

Enterprise Funds, Expenditure Comparison By Fund

Fund	1987 Amount	1988 Amount	1988 % of Total Expenditures	87 to 88 Increase (Decrease)
Water	\$3,566,528	\$3,103,396	31.24	(12.74)
Sanitation	1,012,406	1,022,785	10.30	1.03
Two Rivers Plaza	433,089	433,152	4.36	0.01
Swimming Pools	469,604	716,725	7.22	56.62
L. P. Golf Course	309,025	216,897	2.18	(29.81)
T. R. Golf Course	313,080	292,183	2.94	(6.67)
Cemetery	188,898	230,464	2.32	22.00
Parking Authority	116,580	112,200	1.13	(3.76)
Sewer	3,528,564	3,805,820	38.31	7.86
Total	\$6,399,210	\$6,127,802	100.00	(4.24)

SPECIAL REVENUE FUNDS

Special Revenue Funds are increasing by \$395,029 in 1988 from 1987. Use of Parkland Expansion Funds, primarily from lottery proceeds, to construct a waterslide at Lincoln Park Pool account for \$265,000 of the increase. The establishment of the Economic Development Fund in the amount of \$300,000 accounts for the balance of the increase.

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET HIGHLIGHTS

COMPARISON/CONTRAST 1987 TO 1988 (continued)

CAPITAL PROJECT FUNDS

Expenditures in the Capital Projects Fund are increasing \$1,416,993 in 1988 from 1987. The major reason for the increase is the Patterson Road construction project.

CAPITAL IMPROVEMENT PROJECTS

Capital improvement projects were categorized by type of need with an emphasis on funding infrastructure needs. The categories were defined as follows:

- o Infrastructure: street, sidewalk, and alley improvements, and water lines.
- o Facilities: buildings, parking lots, and other city owned facilities.
- o Equipment: significant city equipment.
- o Other: projects that do not fit the above categories.

The table below summarizes the capital improvement projects for all funds by category for 1988.

1988
Project Totals By Category, Including Sewer Fund

Category	Project Costs	Percentage
Infrastructure	\$4,492,825	79.73
Facilities	526,712	9.35
Equipment	385,474	6.84
Other	229,906	4.08
Total	\$5,634,917	100.00

The "Related Information" section of this document provides detail information regarding capital projects.

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ALL FUNDS, EXCEPT INTERNAL SERVICE FUNDS

Overview Revised Budget 1987

FUND #		Operating Revenue	Operating Expenditures	Operating Surplus (Deficit)	Capital Outlay	Transfers In	Transfers Out	Available Sources 12-31-86	Available Sources 12-31-87
100	General Fund	\$13,748,745	\$12,468,078	\$1,280,667	\$1,236,923	\$286,457	\$1,173,345	\$6,293,773	\$5,450,629
102	Revenue Sharing	\$6,341	\$0	\$6,341	\$0	\$0	\$6,341	\$0	\$0
103	D.D.A. Operations	\$86,083	\$99,348	(\$13,265)	\$0	\$0	\$0	\$35,878	\$22,613
105	Parkland Expansion	\$137,735	\$0	\$137,735	\$0	\$0	\$70,647	\$186,589	\$253,677
106	Parking Meter Fund	\$88,150	\$9,900	\$78,250	\$0	\$28,680	\$111,580	\$6,555	\$1,905
107	Golf Course Expansion	\$54,910	\$0	\$54,910	\$0	\$0	\$112,529	\$170,670	\$113,051
109	D.D.A. Increment	\$127,000	\$3,500	\$123,500	\$0	\$46,969	\$157,279	\$6,605	\$19,795
	Sub-Total	\$500,219	\$112,748	\$387,471	\$0	\$75,649	\$458,376	\$406,297	\$411,041
202	Federal Aid To Urban Systems	\$0	\$52,292	(\$52,292)	\$141,000	\$197,153	\$0	(\$3,861)	\$0
205	Horizon Drive / Patterson Rd.	\$195,000	\$196,265	(\$1,265)	\$162,830	\$0	\$0	\$2,320,606	\$2,156,511
207	Alley Improvement District	\$38,768	\$7,201	\$31,567	\$0	\$32,319	\$0	(\$63,886)	\$0
209	1984 Street Improvement Dist.	\$0	\$0	\$0	\$0	\$0	\$11,610	\$11,610	\$0
212	D.D.A. Improvement Fund	\$0	\$454	(\$454)	\$932	\$0	\$46,969	\$48,355	\$0
213	Economic Development Fund	\$78,520	\$402,514	(\$323,994)	\$0	\$200,890	\$0	\$123,104	\$0
	Sub-Total	\$312,288	\$658,726	(\$346,438)	\$304,762	\$430,362	\$58,579	\$2,435,928	\$2,156,511
301	Water Fund	\$2,914,578	\$2,898,937	\$15,641	\$657,591	\$175,444	\$40,648	\$1,287,658	\$780,504
302	Trash Fund	\$1,050,204	\$1,012,406	\$37,798	\$0	\$0	\$0	\$205,889	\$243,687
303	Two Rivers Plaza	\$218,140	\$428,589	(\$210,449)	\$4,500	\$188,064	\$0	\$26,885	\$0
304	Swimming Pools	\$221,616	\$469,059	(\$247,443)	\$545	\$247,988	\$0	\$275,428	\$275,428
305	Lincoln Park Golf Course	\$218,331	\$229,707	(\$11,376)	\$79,318	\$90,267	\$0	\$49,948	\$49,521
306	Tiara Rado Golf Course	\$298,201	\$303,885	(\$5,684)	\$9,195	\$22,262	\$0	\$56,868	\$64,251
307	Cemetery Fund	\$154,371	\$184,097	(\$29,726)	\$4,801	\$59,487	\$0	\$10,465	\$35,425
308	Parking Authority Fund	\$5,000	\$116,580	(\$111,580)	\$0	\$111,580	\$0	\$1,257	\$1,257
	Sub-Total	\$5,080,441	\$5,643,260	(\$562,819)	\$755,950	\$895,092	\$40,648	\$1,914,398	\$1,450,073
604	Perpetual Care / Orchard Mesa	\$29,372	\$0	\$29,372	\$0	\$0	\$24,166	\$261,476	\$266,682
605	Perpetual Care / Other	\$47,923	\$0	\$47,923	\$0	\$0	\$35,321	\$374,823	\$387,425
	Sub-Total	\$77,295	\$0	\$77,295	\$0	\$0	\$59,487	\$636,299	\$654,107
730	Debt Service Fund	\$0	\$63,746	(\$63,746)	\$0	\$63,746	\$0	\$0	\$0
731	D.D.A. Debt Service Fund	\$0	\$103,705	(\$103,705)	\$0	\$157,279	\$0	\$187,500	\$241,074
	Sub-Total	\$0	\$167,451	(\$167,451)	\$0	\$221,025	\$0	\$187,500	\$241,074
902	Sewer Fund	\$3,687,006	\$2,840,364	\$846,642	\$688,200	\$0	\$0	\$3,892,193	\$4,050,635
	TOTAL	\$23,405,994	\$21,890,627	\$1,515,367	\$2,985,835	\$1,908,585	\$1,790,435	\$15,766,388	\$14,414,070

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ALL FUNDS, EXCEPT INTERNAL SERVICE FUNDS (continued)

Overview Budget 1988

FUND #		Operating Revenue	Operating Expenditures	Operating Surplus (Deficit)	Capital Outlay	Transfers In	Transfers Out	Available Sources 12-31-86	Available Sources 12-31-87
100	General Fund	\$15,920,555	\$12,872,826	\$3,047,729	\$1,626,586	\$4,000	\$1,308,240	\$5,450,629	\$5,567,532
102	Revenue Sharing	\$89,399	\$97,258	(\$7,859)	\$0	\$0	\$0	\$22,613	\$14,754
103	D.D.A. Operations	\$111,000	\$10,000	\$101,000	\$0	\$0	\$295,000	\$253,677	\$59,677
105	Parkland Expansion	\$97,900	\$9,900	\$78,000	\$0	\$27,295	\$107,200	\$1,905	\$0
106	Parking Meter Fund	\$53,388	\$0	\$53,388	\$0	\$0	\$0	\$113,051	\$166,439
107	Golf Course Expansion	\$0	\$300,000	(\$300,000)	\$0	\$300,000	\$0	\$0	\$0
109	D.D.A. Increment	\$127,000	\$3,500	\$123,500	\$0	\$0	\$143,295	\$19,795	\$0
	Sub-Total	\$468,687	\$420,658	\$48,029	\$0	\$327,295	\$545,495	\$411,041	\$240,870
202	Federal Aid To Urban Systems	\$415,740	\$35,522	\$380,218	\$523,450	\$143,232	\$0	\$0	\$0
205	Horizon Drive / Patterson Rd.	\$50,000	\$88,633	(\$38,633)	\$1,775,200	\$0	\$0	\$2,156,511	\$342,678
207	Alley Improvement District	\$0	\$16,255	(\$16,255)	\$0	\$16,259	\$0	\$0	\$4
209	1984 Street Improvement Dist.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
212	D.D.A. Improvement Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
213	Economic Development Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Sub-Total	\$465,740	\$140,410	\$325,330	\$2,298,650	\$159,491	\$0	\$2,156,511	\$342,682
301	Water Fund	\$2,945,009	\$2,852,498	\$92,511	\$250,898	\$175,444	\$0	\$780,504	\$797,561
302	Trash Fund	\$1,060,475	\$1,022,785	\$37,690	\$0	\$0	\$0	\$243,687	\$281,377
303	Two Rivers Plaza	\$211,205	\$433,152	(\$221,947)	\$0	\$221,947	\$0	\$0	\$0
304	Swimming Pools	\$220,971	\$451,725	(\$230,754)	\$265,000	\$495,754	\$0	\$275,428	\$275,428
305	Lincoln Park Golf Course	\$219,199	\$216,897	\$2,302	\$0	\$0	\$0	\$49,521	\$51,823
306	Tiara Rado Golf Course	\$301,062	\$292,183	\$8,879	\$0	\$0	\$0	\$64,251	\$73,130
307	Cemetery Fund	\$155,315	\$191,838	(\$36,523)	\$38,626	\$53,964	\$0	\$35,425	\$14,240
308	Parking Authority Fund	\$5,000	\$112,200	(\$107,200)	\$0	\$107,200	\$0	\$1,257	\$1,257
	Sub-Total	\$5,118,236	\$5,573,278	(\$455,042)	\$554,524	\$1,054,309	\$0	\$1,450,073	\$1,494,816
604	Perpetual Care / Orchard Mesa	\$29,801	\$0	\$29,801	\$0	\$0	\$22,001	\$266,682	\$274,482
605	Perpetual Care / Other	\$48,963	\$0	\$48,963	\$0	\$0	\$31,963	\$387,425	\$404,425
	Sub-Total	\$78,764	\$0	\$78,764	\$0	\$0	\$53,964	\$654,107	\$678,907
730	Debt Service Fund	\$0	\$59,634	(\$59,634)	\$0	\$59,634	\$0	\$0	\$0
731	D.D.A. Debt Service Fund	\$0	\$97,100	(\$97,100)	\$0	\$143,295	\$0	\$241,074	\$287,269
	Sub-Total	\$0	\$156,734	(\$156,734)	\$0	\$202,929	\$0	\$241,074	\$287,269
902	Sewer Fund	\$3,830,049	\$2,997,040	\$833,009	\$745,780	\$0	\$63,000	\$4,050,635	\$4,074,864
	TOTAL	\$25,882,031	\$22,160,946	\$3,721,085	\$5,225,540	\$1,748,024	\$1,970,699	\$14,414,070	\$12,686,940

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ALL FUNDS, EXCEPT INTERNAL SERVICE FUNDS (continued)

Summaries of All Funds
(Except Internal Service Funds)
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Sources Available Beg. of Year	\$19,329,551	\$15,766,388	\$14,414,070
Revenue	\$23,368,249	\$23,405,994	\$25,882,031
Transfers In	\$4,230,074	\$1,908,585	\$1,748,024
Other Sources	\$0	\$0	\$0
Total Sources Available	\$46,927,874	\$41,080,967	\$42,044,125
Expenditures	\$21,748,379	\$21,890,627	\$22,160,946
Capital Outlay	\$5,129,325	\$2,985,835	\$5,225,540
Transfers Out	\$4,283,782	\$1,790,435	\$1,970,699
Total Expenditures	\$31,161,486	\$26,666,897	\$29,357,185
Net Sources Available End of Year	\$15,766,388	\$14,414,070	\$12,686,940

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ALL FUNDS, EXCEPT INTERNAL SERVICE FUNDS (continued)

Revenue Summary By Classification

	ACTUAL 1986 -----	REVISED BUDGET 1987 -----	BUDGET 1988 -----
Taxes	\$10,580,791	\$11,028,409	\$13,406,616
Licenses / Permits	\$113,156	\$58,281	\$64,905
Intergovernmental	\$1,702,462	\$1,222,771	\$1,326,809
Service Charges	\$8,530,138	\$9,539,034	\$9,786,004
Fines / Forfeits	\$184,880	\$176,948	\$176,606
Miscellaneous Revenue	\$2,277,206	\$1,291,423	\$1,023,591
Other Revenue	(\$20,384)	\$89,128	\$97,500
	-----	-----	-----
Total Operating Revenue	\$23,368,249	\$23,405,994	\$25,882,031
	-----	-----	-----
Transfer In	\$4,230,074	\$1,908,585	\$1,748,024
Sources Available Beginning of Year	\$19,329,551	\$15,766,388	\$14,414,070
	-----	-----	-----
Total Sources Available	\$46,927,874	\$41,080,967	\$42,044,125
	=====	=====	=====

Expenditure Summary By Classification

	ACTUAL 1986 -----	REVISED BUDGET 1987 -----	BUDGET 1988 -----
Personnel Services	\$11,340,820	\$11,871,599	\$12,545,560
Operating Expenditures	\$1,073,633	\$1,262,275	\$1,308,800
Other Charges	\$4,116,364	\$4,393,392	\$4,286,941
Professional Contract Fees	\$1,090,215	\$1,223,387	\$1,253,449
Special Projects	\$444,053	\$561,745	\$354,162
Debt Service	\$3,503,530	\$2,290,953	\$2,178,303
Contingencies	\$0	\$59,529	\$86,416
Operating Capital	\$179,764	\$227,747	\$147,315
	-----	-----	-----
Total Operating Expenditures	\$21,748,379	\$21,890,627	\$22,160,946
	-----	-----	-----
Capital Outlay	\$5,129,325	\$2,985,835	\$5,225,540
Transfers Out	\$4,283,782	\$1,790,435	\$1,970,699
	-----	-----	-----
Total	\$31,161,486	\$26,666,897	\$29,357,185
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

GENERAL FUND

Revenue Summary By Classification
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
	-----	-----	-----
Taxes	\$10,374,574	\$10,836,076	\$13,210,967
Licenses / Permits	\$112,981	\$58,031	\$64,655
Intergovernmental	\$660,905	\$339,473	\$104,207
Service Charges	\$1,582,148	\$1,715,181	\$1,826,193
Fines / Forfeits	\$169,458	\$160,606	\$160,606
Miscellaneous Revenue	\$680,774	\$559,192	\$458,427
Other Revenue	\$72,468	\$80,186	\$95,500
	-----	-----	-----
Total Operating Revenue	\$13,653,308	\$13,748,745	\$15,920,555
	-----	-----	-----
Transfer In	\$749,287	\$286,457	\$4,000
Sources Available Beginning of Year	\$6,150,059	\$6,293,773	\$5,450,629
	-----	-----	-----
Total Sources Available	\$20,552,654	\$20,328,975	\$21,375,184
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

GENERAL FUND (continued)

Expenditure Summary By Classification

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Personnel Services	\$8,424,810	\$8,790,177	\$9,179,604
Operating Expenditures	\$539,449	\$613,923	\$642,054
Other Charges	\$2,102,799	\$2,145,860	\$2,123,517
Professional Contract Fees	\$486,305	\$643,016	\$694,512
Special Projects	\$278,835	\$29,715	\$46,765
Debt Service	\$16,723	\$18,012	\$360
Contingencies	\$0	\$59,529	\$86,416
Operating Capital	\$149,841	\$167,846	\$99,598
Total Operating Expenditures	\$11,998,762	\$12,468,078	\$12,872,826
Capital Outlay	\$1,078,563	\$1,236,923	\$1,626,586
Transfers Out	\$1,181,556	\$1,173,345	\$1,308,240
Total	\$14,258,881	\$14,878,346	\$15,807,652

Expenditures By Department

	Operations		Capital		Total	
	Revised 1987	Budget 1988	Revised 1987	Budget 1988	Revised 1987	Budget 1988
Administration	\$348,649	\$371,580	\$0	\$0	\$348,649	\$371,580
Support Services	\$334,154	\$375,691	\$0	\$0	\$334,154	\$375,691
Finance	\$991,774	\$1,102,172	\$0	\$0	\$991,774	\$1,102,172
Police	\$3,886,574	\$4,039,011	\$75,912	\$99,674	\$3,962,486	\$4,138,685
Fire	\$2,983,934	\$2,917,309	\$6,000	\$100,000	\$2,989,934	\$3,017,309
Public Works	\$2,714,584	\$2,766,946	\$950,605	\$1,390,930	\$3,665,189	\$4,157,876
Parks & Recreation	\$1,229,865	\$1,300,117	\$204,406	\$35,982	\$1,434,271	\$1,336,099
Transfers to Other Funds	\$1,151,889	\$1,308,240	\$0	\$0	\$1,151,889	\$1,308,240
Total	\$13,641,423	\$14,181,066	\$1,236,923	\$1,626,586	\$14,878,346	\$15,807,652

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ENTERPRISE FUNDS

Revenue Summary By Classification
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
	-----	-----	-----
Taxes	\$0	\$0	\$0
Licenses / Permits	\$0	\$0	\$0
Intergovernmental	\$102,177	\$629,898	\$706,862
Service Charges	\$6,832,644	\$7,710,903	\$7,947,111
Fines / Forfeits	\$15,422	\$16,342	\$16,000
Miscellaneous Revenue	\$623,530	\$403,362	\$378,312
Other Revenue	(\$95,083)	\$6,942	\$0
	-----	-----	-----
Total Operating Revenue	\$7,478,690	\$8,767,447	\$8,948,285
	-----	-----	-----
Transfer In	\$1,012,722	\$895,092	\$1,054,309
Sources Available Beginning of Year	\$7,999,808	\$5,806,591	\$5,500,708
	-----	-----	-----
Total Sources Available	\$16,491,220	\$15,469,130	\$15,503,302
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

ENTERPRISE FUNDS (continued)

Expenditure Summary By Classification

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Personnel Services	\$2,781,184	\$2,842,163	\$3,157,021
Operating Expenditures	\$532,415	\$646,033	\$654,496
Other Charges	\$1,995,933	\$2,226,461	\$2,146,699
Professional Contract Fees	\$501,810	\$547,102	\$536,779
Special Projects	\$158,705	\$58,516	\$6,397
Debt Service	\$2,070,735	\$2,105,374	\$2,021,209
Contingencies	\$0	\$0	\$0
Operating Capital	\$26,196	\$57,975	\$47,717
Total Operating Expenditures	\$8,066,978	\$8,483,624	\$8,570,318
Capital Outlay	\$2,549,651	\$1,444,150	\$1,300,304
Transfers Out	\$68,000	\$40,648	\$63,000
Total	\$10,684,629	\$9,968,422	\$9,933,622

Expenditures By Department

	Operations		Capital		Total	
	Revised 1987	Budget 1988	Revised 1987	Budget 1988	Revised 1987	Budget 1988
Administration	\$0	\$0	\$0	\$0	\$0	\$0
Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Finance	\$116,580	\$112,200	\$0	\$0	\$116,580	\$112,200
Police	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$6,792,355	\$6,935,323	\$1,345,791	\$996,678	\$8,138,146	\$7,932,001
Parks & Recreation	\$1,615,337	\$1,585,795	\$98,359	\$303,626	\$1,713,696	\$1,889,421
Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$8,524,272	\$8,633,318	\$1,444,150	\$1,300,304	\$9,968,422	\$9,933,622

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

CAPITAL PROJECTS FUND

Revenue Summary By Classification
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
	-----	-----	-----
Taxes	\$0	\$0	\$0
Licenses / Permits	\$0	\$0	\$0
Intergovernmental	\$340,767	\$117,288	\$415,740
Service Charges	\$0	\$0	\$0
Fines / Forfeits	\$0	\$0	\$0
Miscellaneous Revenue	\$225,443	\$195,000	\$50,000
Other Revenue	\$0	\$0	\$0
	-----	-----	-----
Total Operating Revenue	\$566,210	\$312,288	\$465,740
	-----	-----	-----
Transfer In	\$318,762	\$430,362	\$159,491
Sources Available Beginning of Year	\$3,851,065	\$2,435,928	\$2,156,511
	-----	-----	-----
Total Sources Available	\$4,736,037	\$3,178,578	\$2,781,742
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

CAPITAL PROJECTS FUND (continued)

Expenditure Summary By Classification

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Personnel Services	\$77,978	\$172,574	\$139,952
Operating Expenditures	\$834	\$669	\$0
Other Charges	\$2,773	\$1,200	\$0
Professional Contract Fees	\$26,255	\$11,769	\$458
Special Projects	\$0	\$472,514	\$0
Debt Service	\$0	\$0	\$0
Contingencies	\$0	\$0	\$0
Operating Capital	\$3,727	\$0	\$0
Total Operating Expenditures	\$111,567	\$658,726	\$140,410
Capital Outlay	\$1,501,111	\$304,762	\$2,298,650
Transfers Out	\$687,431	\$58,579	\$0
Total	\$2,300,109	\$1,022,067	\$2,439,060

Expenditures By Department

	Operations		Capital		Total	
	Revised 1987	Budget 1988	Revised 1987	Budget 1988	Revised 1987	Budget 1988
Administration	\$0	\$0	\$0	\$0	\$0	\$0
Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Finance	\$0	\$0	\$0	\$0	\$0	\$0
Police	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$1,022,067	\$2,439,060	\$1,022,067	\$2,439,060
Parks & Recreation	\$0	\$0	\$0	\$0	\$0	\$0
Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$1,022,067	\$2,439,060	\$1,022,067	\$2,439,060

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

SPECIAL REVENUE FUNDS

Revenue Summary By Classification
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
	-----	-----	-----
Taxes	\$206,217	\$192,333	\$195,649
Licenses / Permits	\$175	\$250	\$250
Intergovernmental	\$598,613	\$136,112	\$100,000
Service Charges	\$88,081	\$88,150	\$87,900
Fines / Forfeits	\$0	\$0	\$0
Miscellaneous Revenue	\$698,460	\$81,374	\$82,888
Other Revenue	\$2,231	\$2,000	\$2,000
	-----	-----	-----
Total Operating Revenue	\$1,593,777	\$500,219	\$468,687
	-----	-----	-----
Transfer In	\$726,323	\$75,649	\$327,295
Sources Available Beginning of Year	\$547,073	\$406,297	\$411,041
	-----	-----	-----
Total Sources Available	\$2,867,173	\$982,165	\$1,207,023
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

SPECIAL REVENUE FUNDS (continued)

Expenditure Summary By Classification

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Personnel Services	\$56,848	\$66,685	\$68,983
Operating Expenditures	\$935	\$1,650	\$12,250
Other Charges	\$14,859	\$19,871	\$16,725
Professional Contract Fees	\$75,845	\$21,500	\$21,700
Special Projects	\$6,513	\$1,000	\$301,000
Debt Service	\$1,088	\$116	\$0
Contingencies	\$0	\$0	\$0
Operating Capital	\$0	\$1,926	\$0
Total Operating Expenditures	\$156,088	\$112,748	\$420,658
Capital Outlay	\$0	\$0	\$0
Transfers Out	\$2,304,788	\$458,376	\$545,495
Total	\$2,460,876	\$571,124	\$966,153

Expenditures By Department

	Operations		Capital		Total	
	Revised 1987	Budget 1988	Revised 1987	Budget 1988	Revised 1987	Budget 1988
Administration	\$260,127	\$544,053	\$0	\$0	\$260,127	\$544,053
Support Services	\$0	\$0	\$0	\$0	\$0	\$0
Finance	\$127,821	\$117,100	\$0	\$0	\$127,821	\$117,100
Police	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$0	\$0	\$0	\$0	\$0	\$0
Parks & Recreation	\$183,176	\$305,000	\$0	\$0	\$183,176	\$305,000
Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$571,124	\$966,153	\$0	\$0	\$571,124	\$966,153

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

INTERNAL SERVICE FUNDS

Revenue Summary By Classification
Budget 1988

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
	-----	-----	-----
Taxes	\$0	\$0	\$0
Licenses / Permits	\$0	\$0	\$0
Intergovernmental	\$0	\$0	\$0
Service Charges	\$2,109,339	\$2,298,630	\$2,148,214
Fines / Forfeits	\$0	\$0	\$0
Miscellaneous Revenue	\$133,067	\$131,000	\$133,192
Other Revenue	\$18	\$9,800	\$17,100
	-----	-----	-----
Total Operating Revenue	\$2,242,424	\$2,439,430	\$2,298,506
	-----	-----	-----
Transfer In	\$7,380	\$6,435	\$100,000
Sources Available Beginning of Year	\$1,980,605	\$1,782,043	\$1,562,775
	-----	-----	-----
Total Sources Available	\$4,230,409	\$4,227,908	\$3,961,281
	=====	=====	=====

CITY OF GRAND JUNCTION
1988 BUDGET

BUDGET SUMMARIES

INTERNAL SERVICE FUNDS (continued)

Expenditure Summary By Classification

	ACTUAL 1986	REVISED BUDGET 1987	BUDGET 1988
Personnel Services	\$595,852	\$555,371	\$566,409
Operating Expenditures	\$446,586	\$479,698	\$491,853
Other Charges	\$985,974	\$528,388	\$504,111
Professional Contract Fees	\$147,914	\$162,361	\$123,339
Special Projects	\$0	\$0	\$0
Debt Service	\$1,381	\$5,992	\$0
Contingencies	\$0	\$0	\$0
Operating Capital	\$14,892	\$37,526	\$14,763
Total Operating Expenditures	\$2,192,599	\$1,769,336	\$1,700,475
Capital Outlay	\$379,409	\$801,069	\$518,320
Transfers Out	\$32,390	\$0	\$0
Total	\$2,604,398	\$2,570,405	\$2,218,795

Expenditures By Department

	Operations		Capital		Total	
	Revised 1987	Budget 1988	Revised 1987	Budget 1988	Revised 1987	Budget 1988
Administration	\$0	\$0	\$0	\$0	\$0	\$0
Support Services	\$376,581	\$362,726	\$0	\$0	\$376,581	\$362,726
Finance	\$549,956	\$484,824	\$0	\$115,000	\$549,956	\$599,824
Police	\$0	\$0	\$0	\$0	\$0	\$0
Fire	\$0	\$0	\$0	\$0	\$0	\$0
Public Works	\$1,643,868	\$1,208,465	\$0	\$47,780	\$1,643,868	\$1,256,245
Parks & Recreation	\$0	\$0	\$0	\$0	\$0	\$0
Transfers to Other Funds	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,570,405	\$2,056,015	\$0	\$162,780	\$2,570,405	\$2,218,795

CITY OF GRAND JUNCTION
1988 BUDGET

RELATED INFORMATION

CITY OF GRAND JUNCTION 1988 BUDGET

IMPLEMENTING DOCUMENTS

R E S O L U T I O N *Am. 2-88*

LEVYING TAXES FOR THE YEAR 1987 IN THE CITY OF
GRAND JUNCTION, COLORADO

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION, COLORADO:

That there shall be and hereby is levied upon all taxable property within the limits of the City of Grand Junction, Colorado, for the year 1987 according to the assessed valuation of said property, a tax of five and fifty-five hundredths (5.55) mills on the dollar (\$1.00) upon the total assessment of taxable property within the City of Grand Junction, Colorado, for the purpose of paying the expenses of the municipal government of said City and certain indebtedness of the City, for the fiscal year ending December 31, 1988.

ADOPTED AND APPROVED THIS 6th day of January, 1988.

ATTEST:

David R. Lockhart, CMC
City Clerk

APPROVED:

John W. Bennett
President of the Council *Pro Tem*

CITY OF GRAND JUNCTION 1988 BUDGET

IMPLEMENTING DOCUMENTS

RESOLUTION 10,2-88

LEVYING TAXES FOR THE YEAR 1987 IN THE CITY OF
GRAND JUNCTION, COLORADO

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION, COLORADO:

That there shall be and hereby is levied upon all taxable property within the limits of the City of Grand Junction, Colorado, for the year 1987 according to the assessed valuation of said property, a tax of five and fifty-five hundredths (5.55) mills on the dollar (\$1.00) upon the total assessment of taxable property within the City of Grand Junction, Colorado, for the purpose of paying the expenses of the municipal government of said City and certain indebtedness of the City, for the fiscal year ending December 31, 1988.

ADOPTED AND APPROVED THIS 6th day of January, 1988.

ATTEST:

David S. Short, Jr.
City Clerk

APPROVED:

John W. Bennett
President of the Council *Pro Tem*

CITY OF GRAND JUNCTION 1988 BUDGET

IMPLEMENTING DOCUMENTS

TAX LEVY CERTIFICATION

TO COUNTY COMMISSIONERS AND ASSESSOR

STATE OF COLORADO)
COUNTY OF MESA) SS
CITY OF GRAND JUNCTION)

To the Commissioners of Mesa County, Colorado:

This is to certify that the tax levy to be assessed by you upon all property within the limits of the City of Grand Junction for the year 1987, as determined and fixed by the City Council by Resolution duly passed on the 6th day of January, 1988, is five and fifty-five hundredths (5.55) mills, the revenue yield of said levy to be used for the purpose of paying the expenses of the municipal government and interest upon the principal of outstanding bonds, and you are authorized and directed to extend said levy upon your tax list.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the City of Grand Junction, Colorado, this 6th day of January, 1988.

Deva B. Lockhart, CMC
City Clerk

ORDINANCE NO. 2368

AN ORDINANCE APPROPRIATING CERTAIN SUMS OF MONEY TO DEFRAY THE NECESSARY EXPENSES AND LIABILITIES OF THE CITY OF GRAND JUNCTION, COLORADO, FOR THE FISCAL YEAR BEGINNING JANUARY 1, 1988, AND ENDING DECEMBER 31, 1988.

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

SECTION 1. That the following sums of money, or so much thereof as may be necessary, be and the same are hereby appropriated for the purpose of defraying the necessary expenses and liabilities of the City of Grand Junction, Colorado, for the fiscal year beginning January 1, 1988, and ending December 31, 1988, said sums to be derived from the various funds as indicated for the expenditures of:

The General Fund.....	\$15,713,219.00
The Downtown Development Authority Oper. Fund	97,258.00
The Parkland Expansion Fund.....	305,000.00
The Parking Meter Fund.....	117,100.00
The Economic Development Fund.....	300,000.00
The Downtown Development Authority Tx Incr Fund	146,795.00
The Federal Aid Urban Systems Fund.....	558,972.00
The Horizon Drive/Patterson Road Projects Fund	1,863,833.00
The Alley Improvement District Fund.....	16,255.00
The Water Fund.....	3,103,396.00
The Trash Fund.....	1,022,785.00
The Sewer Fund.....	3,805,820.00
The Two Rivers Plaza Fund.....	433,152.00
The Swimming Pools Fund.....	716,725.00
The Lincoln Park Golf Course Fund.....	216,897.00
The Teara Rado Golf Course Fund.....	292,183.00
The Cemeteries Fund.....	230,464.00
The Parking Authority Fund.....	112,200.00
The Perpetual Care Orchard Mesa Fund.....	22,001.00
The Perpetual Care Other Cemeteries Fund.....	31,963.00
The Debt Service Fund.....	59,634.00
The Downtown Development Auth. Debt Service Fnd	97,100.00

	\$29,262,752.00
	=====

The following sum shall be appropriated to the Finance Department, said sum to be derived from charges to various departments receiving services rendered by the Data Processing Division:

For Data Processing Fund	\$599,638
Revenue from Data Processing Fund	\$599,638

The following sum shall be appropriated to the Support Services Department, said sum to be derived from charges to various departments using materials stocked in "Stores Inventory" and having printing done by the City Printing Operation.

For Stores and Printing in Support Services Department	\$362,726
Revenue from Stores and Printing Fund	\$362,726

The following sum shall be appropriated to the Equipment Division, said sum to be derived from equipment rentals to be charged the various departments of the City for use of said equipment from the appropriations of their respective departments.

For Equipment Division in the Public Works Department	\$1,256,245
Revenue from Equipment Fund	\$1,256,245

PASSED AND ADOPTED THIS 21st DAY of DECEMBER, 1987.

Attest:

President of the Council

Neva B Lockhart, CMC
City Clerk

CITY OF GRAND JUNCTION 1988 BUDGET

IMPLEMENTING DOCUMENTS

R E S O L U T I O N N O . 4 4 - 8 7

A RESOLUTION ADOPTING A BUDGET (INCLUDING SALARY SCHEDULE AND POSITION CLASSIFICATIONS) FOR DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEAR ENDING DECEMBER 31, 1988.

WHEREAS, in accordance with the provisions of Article VI Section 50 of the Charter of the City of Grand Junction, the City Manager of said City has submitted to the City Council, a budget estimate of the revenues of said City and the expenses of conducting the affairs thereof for the fiscal year ending December 31, 1988, and

WHEREAS, after full and final consideration of the budget estimate, the City Council is of the opinion that the budget should be approved and adopted:

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GRAND JUNCTION, COLORADO:

That the budget estimate of the revenues and expenses of conducting the affairs of said City for the Fiscal year ending December 31, 1988, as submitted by the City Manager, be and the same is hereby adopted and approved as the budget estimate for defraying the expenses and liabilities against said City for the fiscal year ending December 31, 1988.

ADOPTED AND APPROVED THIS 21st DAY OF DECEMBER, 1987.

ATTEST:

APPROVED:

City Clerk

President of the Council

1988
CLASSIFICATION AND COMPENSATION SCHEDULE

PAY CLASS 1 - CLERICAL/OFFICE MACHINE OPERATOR/TECHNICIAN

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY MO. SALARY	INT. 1	INT. 2	PROFICIENT MO. SALARY
85	86	87	87R	88						
2	3	8	9	9	11	Accounting Clerk I	1,288	0	0	1,481
1	0	0	0	0	N/A	Accounting Clerk II	0	0	0	0
7	7	8	8	8	12	Administrative Secretary I	1,321	0	0	1,519
7	7	7	7	7	14	Administrative Secretary II	1,336	0	0	1,536
1	1	1	1	1	17	Administrative Secretary III	1,486	0	0	1,709
1	1	1	1	1	17	City Clerk, Deputy	1,486	0	0	1,709
3	0	2	2	2	1	Clerk I	1,025	0	0	1,179
10	7	4	4	3	5	Clerk II	1,121	0	0	1,289
1	0	0	0	0	N/A	Community Representative	0	0	0	0
1	1	0	0	0	N/A	Computer Operations Tech. I	0	0	0	0
2	1	0	0	0	N/A	Computer Operations Tech. II	0	0	0	0
0	0	3	2	2	17	Computer Operator	1,383	1,452	0	1,597
0	0	0	1	1	25	Computer Operator, Lead	2,103	0	0	2,313
1	0	0	0	0	N/A	Data Entry Operator I	0	0	0	0
1	0	0	0	0	N/A	Data Entry Operator III	0	0	0	0
12	9	9	9	12	13	Dispatcher	1,273	0	0	1,527
3	3	3	3	3	20	Dispatcher, Senior	1,651	0	0	1,816
1	1	0	0	0	N/A	Fire Prevention Officer	0	0	0	0
1	1	1	1	1	14	Municipal Court Clerk	1,336	0	0	1,536
2	1	1	1	1	9	Parking Control Clerk	1,232	0	0	1,417
2	1	2	2	1	18	Police Crime Lab Clerk	1,468	0	0	1,688
8	8	7	7	7	11	Police Records Clerk	1,288	0	0	1,481
1	1	1	1	0	N/A	Storeskeeper	0	0	0	0
1	1	1	0	0	N/A	Utility Accounts Supervisor	0	0	0	0
* TOTAL: 69 54 59 59 59										

PAY CLASS 2 - LABOR TRADES AND CRAFTS

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY NO. SALARY	INT. 1	INT. 2	PROFICIENT NO. SALARY
85	86	87	87R	88						
10	9	8	8	9	29	City Services Foreperson	1,917	0	0	2,204
4	2	2	2	2	4	City Services Worker I	1,045	0	0	1,202
1	1	1	1	1	6	City Services Worker I, Lead	1,078	0	0	1,240
5	3	3	1	0	N/A	City Services Worker II	1,296	0	0	1,490
54	47	44	46	47	18	City Services Worker III	1,493	0	0	1,717
33	32	33	33	35	24	City Services Worker IV	1,702	0	0	1,957
1	1	0	0	0	N/A	Mechanic I	1,493	0	0	1,717
5	5	6	5	5	24	Mechanic II	1,702	0	0	1,957
0	0	0	1	1	26	Mechanic, Lead	1,837	0	0	2,113
2	2	2	2	2	9	Meter Reader	1,203	1,263	0	1,389
1	1	1	1	1	12	Meter Reader, Lead	1,290	1,355	0	1,490
1	1	1	1	1	17	Off-Set Press Operator	1,452	1,525	0	1,677
1	1	1	1	1	18	Parking Meter Serviceperson	1,493	0	0	1,717
1	1	1	1	1	12	Stores Clerk	1,317	0	0	1,515
* TOTAL: 119 106 103 103 106										

PAY CLASS 3 - PROTECTIVE OCCUPATIONS

12	12	12	12	12	27	Fire Engineer Vehicle Maint.	2,088	0	0	2,297
6	6	6	6	5	28	Fire Paralelle	2,141	0	0	2,355
27	21	19	19	20	24	Firefighter	1,711	0	0	2,139
* TOTAL: 45 39 37 37 37										

PAY CLASS 4 - LAW ENFORCEMENT

1	1	1	1	1	26	Police Crime Lab Technician	1,522			2,177
49	38	40	43	43	26	Police Officer	1,677	1,971	2,070	2,277
2	1	1	1	1	18	Police Service Technician	1,459			1,678
* TOTAL: 52 40 42 45 45										

PAY CLASS 5 - PROFESSIONAL/ADMINISTRATIVE/TECHNOLOGICAL

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY NO. SALARY	INT. 1	INT. 2	PROFICIENT NO. SALARY
85	86	87	87R	88						
1	1	0	0	0	N/A	Accounting Clerk III	0	0	0	0
1	1	0	0	0	N/A	Administrative Aide	0	0	0	0
1	1	1	1	1	23	Buyer	1,886	1,980	0	2,178
1	1	1	1	1	24	Chef	1,905	0	0	2,191
1	1	0	0	0	N/A	City Auditor	0	0	0	0
1	0	0	0	0	N/A	Computer Systems Analyst	0	0	0	0
1	1	1	0	0	N/A	Engineering Aide - Field	1,611	0	0	1,853
2	1	1	1	0	N/A	Engineering Aide - Office	1,570	0	0	1,805
2	2	2	3	3	23	Engineering Tech. I - Field	1,894	0	0	2,178
1	1	1	1	1	21	Engineering Tech. I - Office	1,752	0	0	2,015
2	2	2	2	2	29	Engineering Tech. II - Field	2,148	0	0	2,470
1	1	1	1	1	25	Engineering Tech. II - Office	1,953	0	0	2,246
2	2	2	2	2	38	Engineer, Project	2,666	0	0	3,066
0	0	0	0	1	29	Industrial Pretreatment Coord	2,245	0	0	2,470
0	0	0	0	1	27	Network Analyst	1,980	0	0	2,277
0	0	0	1	1	27	Personnel Analyst	1,980	0	0	2,277
1	0	0	0	0	N/A	Planner Analyst	0	0	0	0
0	0	1	1	2	27	Planner I	1,980	0	0	2,277
2	2	1	1	0	31	Planner II	0	0	0	0
1	1	1	1	0	N/A	Planning Technician I	0	0	0	0
2	2	1	1	1	22	Planning Technician II	1,823	0	0	2,097
0	0	0	0	1	21	Police Crime Lab Assistant	1,752	0	0	2,015
1	0	0	0	0	N/A	Pool Manager	0	0	0	0
0	0	3	2	2	29	Programmer Analyst	2,138	2,245	0	2,470
1	1	0	0	0	N/A	Programmer Analyst I	0	0	0	0

PAY CLASS 5 - PROFESSIONAL/ADMINISTRATIVE/TECHNOLOGICAL

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY MO. SALARY	INT. 1	INT. 2	PROFICIENT MO. SALARY
85	86	87	87R	88						
0	0	0	0	0	N/A	Programmer Analyst II	0	0	0	0
1	0	0	0	0	N/A	Programmer Analyst III	0	0	0	0
2	2	0	0	0	N/A	Programmer Analyst IV	0	0	0	0
0	0	0	1	1	31	Programmer/Analyst, Lead	2,471	0	0	2,718
1	1	1	1	1	27	Property Agent	1,980	0	0	2,277
2	2	2	2	2	27	Quality Control Chemist	1,980	0	0	2,277
1	1	1	1	1	27	Quality Control Technician	1,980	0	0	2,277
1	0	1	1	1	28	Risk Manager	2,177	0	0	2,395
0	0	1	2	2	30	Senior Accountant	2,355	0	0	2,590
0	0	1	1	1	31	Special Projects Coordinator	2,363	0	0	2,718
1	0	1	1	1	27	Traffic Analyst	1,980	0	0	2,277
0	0	1	1	1	34	Volunteer Coordinator	2,428	0	0	2,792
1	0	2	2	2	29	Wastewater Trt Plt Foreperson	2,148	0	0	2,470
6	1	1	1	1	16	Wastewater Trt Plt Operator I	1,549	0	0	1,781
1	4	4	4	1	19	Wastewater Trt Plt Operator II	1,611	0	0	1,853
0	0	0	0	2	23	Wastewater Trt Plt Op III	1,894	0	0	2,178
5	4	4	4	5	26	Wastewater Trt Plt Operator IV	1,999	0	0	2,299
0	0	0	0	0	N/A	Water Trt Plt Operator I	1,549	0	0	1,781
0	0	0	0	0	N/A	Water Trt Plt Operator II	1,611	0	0	1,853
0	0	0	0	0	N/A	Water Trt Plt Operator III	1,894	0	0	2,178
4	4	4	4	4	26	Water Trt Plt Operator IV	1,999	0	0	2,299
TOTAL:	51	40	43	45	46					

PAY CLASS 6 - SUPERVISORY/MANAGERIAL - PROTECTIVE OCCUPATIONS

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY MO. SALARY	INT. 1	INT. 2	PROFICIENT MO. SALARY
85	86	87	87R	88						
0	0	1	1	1	38	Admn Fire Ofcr/Fire Marshal	2,972	0	0	3,121
0	0	1	1	1	38	Admn Fire Ofcr/Operations	2,972	0	0	3,121
0	0	3	3	3	34	Admn Fire Ofcr/Shift Commander	2,700	0	0	2,835
0	0	1	1	1	34	Admn Fire Ofcr/Trng & Prsonnel	2,700	0	0	2,835
0	0	1	1	1	34	E.M.S./Hazmat Coordinator	2,700	0	0	2,835
1	1	0	0	0	N/A	Fire Battalion Chf/Fire Prevtn	2,972	0	0	3,121
1	1	0	0	0	N/A	Fire Battalion Chf/Operations	2,972	0	0	3,121
2	3	0	0	0	N/A	Fire Captain	2,700	0	0	2,835
13	10	13	13	12	30	Fire Lieutenant	2,451	0	0	2,574
0	0	0	0	1	34	Fire Lieutenant/Paramedic	2,700	0	0	2,835
* TOTAL:					17	15	20	20	20	

PAY CLASS 7 - SUPERVISORY/MANAGERIAL - LAW ENFORCEMENT

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY MO. SALARY	INT. 1	INT. 2	PROFICIENT MO. SALARY
85	86	87	87R	88						
2	2	2	2	2	40	Police Captain	3,231	0	0	3,393
4	5	6	6	6	36	Police Lieutenant	2,934	0	0	3,081
10	9	10	11	10	32	Police Sergeant	2,664	0	0	2,797
* TOTAL:					16	16	18	19	18	

PAY CLASS 8 - SUPERVISORY/MANAGERIAL - OTHER

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY MO. SALARY	INT. 1	INT. 2	PROFICIENT MO. SALARY
85	86	87	87R	88						
1	1	1	1	1	28	City Clerk	2,178	0	0	2,505
1	1	1	1	1	42	City Engineer	3,050	0	0	3,508
3	4	4	4	4	33	City Services Supervisor	2,456	0	0	2,824
1	1	1	1	1	33	Collections Supervisor	2,445	2,567	0	2,824
1	1	1	1	1	31	Communications Center Admin.	2,340	0	0	2,691
1	1	1	1	1	38	Comptroller	2,822	2,963	0	3,259
1	1	1	0	0	N/A	Computer Operations Supervisor	0	0	0	0
1	1	0	1	1	37	Information Services Manager	2,753	2,891	0	3,180
1	1	1	1	1	35	Parks Supervisor	2,577	0	0	2,963
1	1	1	1	1	38	Personnel Director	2,822	2,963	0	3,259
1	1	1	1	1	38	Planning Director	2,834	0	0	3,259
1	1	1	1	1	38	Public Wrks Operations Supt	2,834	0	0	3,259
1	1	1	1	1	33	Purchasing Agent	2,456	0	0	2,824
1	1	1	1	1	33	Quality Control Supervisor	2,456	0	0	2,824
0	0	1	1	1	26	Records Administrator	2,117	0	0	2,329
2	2	2	2	2	31	Recreation Supervisor	2,340	0	0	2,691
0	1	1	0	0	N/A	Systems & Programming Supervs	0	0	0	0
1	1	1	1	1	31	Two Rivers Plaza. Manager	2,324	0	0	2,673
0	1	1	1	1	38	Utility Manager	2,834	0	0	3,259
1	1	0	0	0	N/A	Utility Operations Superintdt	0	0	0	0
1	1	1	1	1	35	Wastewater Facilities Supervsr	2,577	0	0	2,963
1	1	1	1	0	N/A	Wastewater Trt Plt Supervisor	0	0	0	0
1	1	1	1	1	29	Water Supply Supervisor	2,230	0	0	2,565
1	1	1	1	1	31	Water Trt Plt Supervisor	2,340	0	0	2,691
* TOTAL: 24 27 26 25 24										

PAY CLASS 9 - EXECUTIVE

Budgeted Positions					RANGE	CLASSIFICATION	ENTRY			PROFICIENT
85	86	87	87R	88			MO. SALARY	INT. 1	INT. 2	MO. SALARY
0	1	1	1	0	N/A	Assistant to the Manager	0	0	0	0
1	1	1	1	1	C	City Attorney	0	0	0	3,974
		P/T			N/A	City Council Member	0	0	0	0
		P/T			N/A	City Council President	0	0	0	0
1	1	1	1	1	C	City Manager	0	0	0	4,662
1	1	1	1	1	C	Finance Director	0	0	0	3,685
1	1	1	1	1	C	Fire Chief	0	0	0	3,897
		P/T			N/A	Municipal Court Judge	0	0	0	0
1	1	1	1	1	C	Parks and Recreation Director	0	0	0	3,607
1	1	1	1	1	C	Police Chief	0	0	0	4,047
1	1	1	1	1	C	Public Works & Utilities Dir	0	0	0	4,089
0	0	1	1	1	C	Support Services Director	0	0	0	3,487
* TOTAL:					7	8	9	9	8	

General
Statistical
Information

TABLE 1

City of Grand Junction, Colorado

GENERAL GOVERNMENT EXPENDITURES BY FUNCTION (1)

Last Ten Fiscal Years

Fiscal Year	General Government	Public Safety	Public Works	Parks & Recreation	Urban Development and Housing	Debt Service	Total
1978	\$1,483,529	\$2,704,092	\$1,524,571	\$862,007	\$70,633	\$72,638	\$6,717,470
1979	1,568,284	3,562,199	1,616,520	1,041,920	89,964	75,012	7,953,899
1980	2,154,451	3,449,224	2,779,919	1,225,665	934,984	70,962	10,615,225
1981	3,502,009	4,099,400	2,336,345	1,444,395	135,534	328,988	11,846,671
1982	2,336,771	4,880,824	2,954,476	1,761,689	139,574	517,337	12,640,671
1983	2,656,820	6,022,683	3,354,977	1,653,450	479,078	549,425	14,716,433
1984	2,217,880	6,951,331	3,969,433	1,665,380	243,574	582,697	15,650,295
1985	2,669,862	6,429,352	3,182,007	1,848,676	212,913	1,123,566	15,466,356
1986	1,803,578	6,462,396	3,514,094	1,417,292	96,157	1,414,984	14,708,501
1987	3,214,414	6,952,420	3,665,189	1,617,447	0	156,734	15,606,204
1988	3,518,836	7,155,994	4,157,876	1,631,099	0	147,179	16,610,984

Notes:

(1) Includes General, Special Revenue and Debt Service Funds

(2) 1978 thru 1986 are actuals; 1987 & 1988 are budgeted

Source: City Finance Department

TABLE 2A

City of Grand Junction, Colorado

GENERAL REVENUES BY SOURCE (1)

Last Ten Fiscal Years

Fiscal Year	Taxes	Licenses and Permits	Inter-Governmental	Charges for Services	Fines and Forfeitures	Miscellaneous	Interest	Total
1978	\$5,208,831	\$130,181	\$1,330,025	\$359,975	\$235,530	303,232	\$229,965	\$7,798,739
1979	5,911,210	106,462	1,555,469	342,490	215,442	224,173	313,486	8,668,732
1980	5,895,575	687,797	2,315,212	798,239	237,720	199,176	467,905	10,601,624
1981	9,536,608	732,330	1,803,080	838,444	239,051	172,659	918,225	14,240,397
1982	10,751,010	838,875	7,134,071 (2)	748,667	249,889	206,039	1,509,758	21,438,509
1983	10,115,781	864,390	2,925,493	967,708	254,453	372,138	1,425,200	16,945,163
1984	11,500,345	128,391	1,264,596	1,616,775	241,869	341,065	1,064,993	16,158,034
1985	10,530,034	120,406	1,929,220	1,632,188	204,382	312,542	771,887	15,500,659
1986	10,590,792	112,981	1,268,483	1,582,200	169,459	276,078	704,487	14,694,480
1987	11,028,409	58,281	475,585	1,803,331	160,606	640,566	82,136	14,248,964
1988	13,406,616	64,905	204,207	1,914,093	160,606	541,315	97,500	16,389,242

Notes:

(1) Includes General, Special Revenue and Debt Service Funds

(2) 1982 Intergovernmental Revenues include \$5,366,500 of Oil Shale Trust Funds

(3) 1978 thru 1986 are actuals; 1987 & 1988 are budgeted.

Source: City Finance Department

TABLE 2B

City of Grand Junction, Colorado

SALES AND USE TAX HISTORY

	CITY SALES TAX		CITY USE TAX		CITY SHARE OF COUNTY SALES TAX		TOTAL
	-----		-----		-----		-----
1980 ACTUAL	4,157,919 (1)		281,569			(2)	4,439,488
1981 ACTUAL	6,740,498 (1)		494,005			(2)	7,234,493
1982 ACTUAL	6,347,517		530,036		1,364,845		8,242,398
1983 ACTUAL	5,627,187		324,835		1,540,671		7,492,693
1984 ACTUAL	5,354,755		408,872		1,436,669		7,200,296
1985 ACTUAL	5,206,935		345,949		1,321,486		6,874,370
1986 ACTUAL	5,172,983		428,777		1,292,823		6,894,583
1987 BUDGET	5,595,000		350,000		1,342,000		7,287,000
1988 BUDGET	7,863,222 (3)		460,206 (3)		1,395,680		9,719,108

(1) SALES TAX INCLUDED FOOD, WHICH WAS REMOVED IN 1982.

(2) COUNTRY SALES TAX WAS INSTITUTED IN 1982, THE CITY RECEIVES 16% OF THE SECOND CENT OF THE COUNTRY SALES TAX.

(3) INCLUDES AN INCREASE OF THE CITY SALES & USE TAX RATE FROM 2% TO 2.75%.

Source: City Finance Department

TABLE 2C

City of Grand Junction, Colorado

Revenues By Classification
All Funds

	Taxes	Licenses And Permits	Inter- Govern- mental	Charges For Services	Fines And Forfeitures	Miscel- laneous	Transfers	Other Sources	Total	Begin Year Funds Available	Total Funds Available
Actual											
1983	\$11,406,534	\$177,762	\$7,011,639	\$11,783,117	\$263,827	\$2,918,649	\$9,508,436	\$354,315	\$43,424,279	\$19,379,144	\$62,803,423
1984	\$11,512,043	\$128,818	\$1,218,335	\$11,920,851	\$249,836	\$2,736,930	\$5,818,357	\$664,852	\$34,250,022	\$14,323,404	\$48,573,426
1985	\$10,530,609	\$122,815	\$2,007,556	\$11,154,908	\$221,080	\$6,012,155	\$4,762,211	\$78,500	\$34,889,834	\$16,233,822	\$51,123,656
1986	\$10,580,822	\$113,157	\$1,720,927	\$10,880,661	\$184,880	\$2,469,881	\$4,237,454	\$48,108	\$30,235,890	\$19,497,059	\$49,732,949
Budget											
1987	\$11,058,050	\$97,057	\$719,232	\$12,237,703	\$199,611	\$1,528,453	\$1,994,611	(\$32,781)	\$27,801,936	\$17,345,139	\$45,147,075
1988	\$13,406,616	\$64,905	\$1,326,809	\$11,934,218	\$176,606	\$1,156,783	\$1,848,024	\$114,600	\$30,028,561	\$15,976,845	\$46,005,406

TABLE 3A

City of Grand Junction, Colorado

PROPERTY TAX LEVIES AND COLLECTIONS (1)

Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Collections To Tax Levy	Outstanding Delinquent Taxes	Percent of Delinquent Collections To Tax Levy
1978	\$875,503	\$864,879	98.79%	\$23,356	\$888,235	101.45%	\$10,624	1.21%
1979	793,892	793,892	100.00%	10,624	804,516	101.34%		0.00%
1980	882,950	875,514	99.16%		875,514	99.16%	7,436	0.84%
1981	1,463,140	1,460,201	99.80%	7,436	1,467,637	100.31%	2,939	0.20%
1982	1,543,790	1,537,893	99.62%	2,939	1,540,832	99.81%	5,897	0.38%
1983	1,655,789	1,644,109	99.29%	5,897	1,650,006	99.65%	11,680	0.71%
1984	1,844,577	1,803,854	97.79%	11,680	1,815,534	98.43%	3,853 (2)	0.21%
1985	1,559,773	1,532,159	98.23%	3,863	1,536,022	98.48%	3,738 (2)	0.24%
1986	1,616,693	1,590,897	98.40%	3,738	1,594,635	98.64%	12,962 (2)	0.80%
1987	1,422,451							
1988	1,472,687							

Notes:

- (1) Includes General, Special Revenue and Debt Service Funds
- (2) After property taxes were levied by the City Council, The Mesa County Assessor reduced the valuations of several properties within the City of Grand Junction. The tax levy, as reported, is the levy as approved by the City Council. Outstanding delinquent taxes have been reduced to reflect the change in property taxes for these properties.
- (3) 1978 thru 1986 are actuals; 1987 & 1988 are budgeted.

Source: City Finance Department

TABLE 3B

City of Grand Junction, Colorado

PROPERTY TAX MILL LEVIES
AFFECTING GRAND JUNCTION CITY TAX PAYERS 1978 TO 1987

	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987
	----	----	----	----	----	----	----	----	----	----
GRAND JUNCTION	8.000	8.000	12.000	12.000	12.000	10.000	8.000	8.000	8.000	5.550
MESA COUNTY	14.420	19.150	22.330	17.330	16.140	17.640	17.640	19.640	19.640	14.205
SCHOOL DISTRICT #51	41.380	43.700	47.440	47.440	48.580	49.560	52.110	57.850	57.390	36.960
DOWNTOWN DEVELOPMENT	5.000	5.000	5.000	5.000	5.000	4.787	4.787	5.000	5.000	3.635
GRAND JUNCTION DRAINAGE	2.780	2.920	2.920	2.920	2.860	2.860	2.670	3.550	3.500	2.390
COLD RIVER CONSERVATION DIST.	0.290	0.370	0.360	0.360	0.350	0.420	0.440	0.465	0.465	0.313
TOTAL	71.870	79.140	90.050	85.050	84.930	85.267	85.647	94.505	93.995	63.053

PERCENTAGE OF TOTAL MILL LEVY BY ENTITY

	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987
	----	----	----	----	----	----	----	----	----	----
GRAND JUNCTION	11.13%	10.11%	13.33%	14.11%	14.13%	11.73%	9.34%	8.47%	8.51%	8.80%
MESA COUNTY	20.06%	24.20%	24.80%	20.38%	19.00%	20.69%	20.60%	20.78%	20.59%	22.53%
SCHOOL DISTRICT #51	57.58%	55.22%	52.68%	55.78%	57.20%	58.12%	60.84%	61.21%	61.06%	58.62%
DOWNTOWN DEVELOPMENT	6.96%	6.32%	5.55%	5.88%	5.89%	5.61%	5.59%	5.29%	5.32%	5.76%
GRAND JUNCTION DRAINAGE	3.87%	3.69%	3.24%	3.43%	3.37%	3.35%	3.12%	3.76%	3.72%	3.79%
COLD RIVER CONSERVATION DIST.	0.40%	0.47%	0.40%	0.42%	0.41%	0.49%	0.51%	0.49%	0.49%	0.50%
TOTAL	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Source: Mesa County Assessor

TABLE 3C

City of Grand Junction, Colorado

ASSESSED AND ESTIMATED ACTUAL VALUES OF TAXABLE PROPERTIES

Last Ten Fiscal Years

Fiscal Year	Assessed Valuation	Estimated Actual Value	Ratio of Assessed to Estimated Actual Value	Actual Value Level
1978	\$89,081,390	\$296,937,966	30%	1973
1979	99,236,560	330,788,530	30%	1973
1980	110,368,820	367,896,070	30%	1973
1981	121,928,380	406,427,730	30%	1973
1982	128,649,130	428,830,430	30%	1973
1983	137,982,380	459,941,270	30%	1973
1984	168,218,810	649,839,194	21-29% (1)	1977
1985	175,022,740	673,164,385	21-29% (1)	1977
1986	177,764,730	700,985,729	21-29% (1)	1977
1987	177,806,340	706,773,886	21-29% (1)	1977
1988	265,892,000	1,063,568,000	18-29% (2)	1983

Notes:

(1) Residential property is assessed at 21% while other property is assessed at 29%.

Source: Mesa County Assessor

TABLE 3D

City of Grand Junction, Colorado

PROPERTY TAX RATES PER \$1,000 ASSESSED VALUATION (MILL LEVY)
INCLUDING OVERLAPPING GOVERNMENTS

Last Ten Fiscal Years

Levy Year	Collection Year	City of Grand Jct	School District 51	Mesa County	All Other Taxing Entities	Total tax Rate
1977	1978	10.00	44.83	14.42	3.73	72.98
1978	1979	8.00	41.38	14.42	3.07	66.87
1979	1980	8.00	43.70	19.15	3.29	74.14
1980	1981	12.00	47.44	22.33	3.29	85.06
1981	1982	12.00	47.44	17.33	3.28	80.05
1982	1983	12.00	48.58	16.14	3.21	79.93
1983	1984	10.00	49.56	17.64	3.28	80.48
1984	1985	8.00	52.11	17.64	3.11	80.86
1985	1986	8.00	57.85	19.64	4.02	89.51
1986	1987	8.00	57.39	19.64	3.97	89.00

PROPERTY TAX REVENUES

1977	1978	890,814	8,932,011	2,991,027	535,353
1978	1979	793,892	9,432,829	3,420,233	473,190
1979	1980	882,951	11,424,317	5,198,403	534,123
1980	1981	1,463,141	14,151,643	6,905,730	674,571
1981	1982	1,543,790	15,573,220	5,707,446	738,886
1982	1983	1,655,769	17,341,312	6,044,091	791,563
1983	1984	1,682,188	20,596,112	7,242,507	941,713
1984	1985	1,400,182	22,377,412	6,091,008	745,714
1985	1986	1,422,118	24,787,014	6,872,690	1,194,614
1986	1987	1,422,451	24,059,607	6,678,470	1,140,657

TABLE 3E

City of Grand Junction, Colorado

TEN PRINCIPAL TAXPAYERS, PROPERTY TAX

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Assessed Valuation of Property (A)</u>
Mountain States Telephone and Telegraph	Utility	\$9,882,400
Equitable Life Assurance Society of U.S.	Shopping Center	7,138,700
Public Service Company of Colorado	Utility	4,228,380
Hilton	Hotel	2,586,250
The First National Bancorporation	Bank	2,351,030
Billon real Estate co., Inc.	Grocery Chain	1,816,550
Grand Junction Newspapers, Inc.	Newspaper	1,755,490
Sundstrand	Manufacturing	1,653,540
Valley Federal Savings and Loan Association	Savings and Loan	1,649,720
Western States Hotel Operations	Hotel	1,595,720

Notes:

(A) 1987 valuation for taxes paid in 1988. Valuation is based on 1985 actual value.

Source: County Assessor

TABLE 4

City of Grand Junction, Colorado

SPECIAL ASSESSMENT COLLECTIONS

Last Ten Fiscal Years

Fiscal Year	Current Assessments Due	Current Assessments Collected	Ratio of Collections to Amount Due	Total Outstanding Assessments
1978	\$181,485	\$181,485	100.00%	\$1,257,966
1979 (1)	199,519	199,519	100.00%	1,039,723
1980 (2)	151,678	151,678	100.00%	1,283,677
1981	148,510	143,121	96.37%	1,671,009
1982	196,306	194,031	98.84%	2,150,381
1983	209,964	208,067	99.10%	1,886,783
1984	199,377	195,189	97.90%	2,311,877
1985	331,391	309,989	93.54%	2,205,358
1986	329,882	321,612	97.49%	2,160,506
1987	321,111			
1988	284,556			

Notes:

- (1) For 1979 and prior, the amount shown as Current Assessments Receivable includes an element of accrued interest.
- (2) For 1980 and prior, Special Assessment Collections were recorded as including interest and the information is not available to determine current assessments that were not collected in the year due.

Source: City Finance Department

TABLE 5A

City of Grand Junction, Colorado

RATIO OF NET GENERAL BONDED DEBT
TO ASSESSED VALUE AND NET BONDED DEBT PER CAPITA

Last Ten Fiscal Years

Fiscal Year	Population (A)	Assessed Value in Thousands	Gross Bonded Debt	Debt Service Money (1) Available	Debt Payable From Enterprise Revenues	Net Bonded Debt	Ratio of Net Bonded Debt to Assessed Value	Net Bonded Debt Per Capita
1978	26,313	\$89,081	\$6,960,000		\$6,430,000	\$530,000	0.59%	\$20
1979	27,228	99,237	7,356,788		6,866,788	490,000	0.49%	18
1980	28,144	110,369	6,227,110		5,777,110	450,000	0.41%	16
1981	29,291	121,928	5,755,000		5,350,000	405,000	0.33%	14
1982	30,438	128,649	7,110,000		6,750,000	360,000	0.28%	12
1983	30,777	137,982	7,010,000		6,700,000	310,000	0.22%	10
1984	29,000	168,219	5,455,000		5,200,000	255,000	0.15%	9
1985	28,000	175,023	5,100,000		4,900,000	200,000	0.11%	7
1986	28,500	177,765	4,725,000		4,585,000	140,000	0.08%	5
1987	28,500	177,806	4,325,000		4,250,000	75,000	0.04%	3
1988	29,000	265,892	3,945,000		3,945,000	0	0.00%	0

Notes:

(1) Includes all long-term General Obligation Debt

Source: (A) City Planning Department

All other City Finance Department

TABLE 5B

CITY OF GRAND JUNCTION, COLORADO

CONSOLIDATED DEBT STATEMENT

TYPE OF DEBT	FUND	PLEGGED REVENUE	ORIGINAL AMOUNT	INTEREST RATE	ISSUE DATE	PRINCIPAL OUTSTANDING 12-31-87	PROJECTED	PROJECTED	FINAL PAYMENT DATE	TOTAL PRINCIPAL AND INTEREST OUTSTANDING
							PRINCIPAL PAYMENTS FOR 1988	PRINCIPAL OUTSTANDING 12-31-88		
BONDS - G.O. WATER		WATER FEES	5,200,000	6.25% TO 9.5%	04-15-84	4,250,000	305,000	3,945,000	11-15-96	6,419,324
BONDS - G.O. TWO RIVERS		PROPERTY TAXES	600,000	7.00%	03-01-75	75,000	75,000	0	03-01-88	77,156
BONDS - REV TIARA RADD GOLF		GOLF FEES	450,000	8.50%	03-01-75	100,000	60,000	40,000	03-01-89	107,650
BONDS - REV PARKING AUTH.		PARKING FEES	950,000	7.0% TO 7.5%	07-01-74	340,000	75,000	265,000	07-01-91	406,750
BONDS - REV SEWER		SEWER FEES	8,225,000	6.8% TO 10.0%	11-01-80	7,825,000	100,000	7,725,000	11-01-05	17,328,968
BONDS - REV SWIMMING POOLS		SALES TAXES	1,210,000	5.6% TO 8.0%	12-15-85	1,020,000	100,000	920,000	11-15-95	1,400,930
BONDS - T.I. D.D.A. TAX INC.		PROPERTY TAXES	555,000	6.0% TO 8.0%	09-01-86	500,000	60,000	440,000	11-15-94	663,400
SUB TOTAL BONDS			17,190,000			14,110,000	775,000	13,335,000		26,404,178
LEASE PURCHASE	GENERAL	NONE	257,040	8.0%	10-01-84	102,816	51,408	51,408	10-01-89	115,154
SUB TOTAL OTHER			257,040			102,816	51,408	51,408		115,154
TOTAL ALL			17,447,040			14,212,816	826,408	13,386,408		26,519,332

Source: City Finance Department

TABLE 5C

City of Grand Junction, Colorado

COMPUTATION OF LEGAL DEBT MARGIN

	87 Budget	88 Budget
	-----	-----
Actual value as determined by Assessor (A)	\$706,773,886 =====	\$706,773,886 =====
Debt limit - 3% of actual value	\$21,203,217	\$21,203,217
Total General Obligations Debt (B)	\$4,725,000	\$4,325,000
Less: Debt exempted by law from legal debt margin (Water Bonds) (B)	4,585,000 -----	4,250,000 -----
Total amount of debt applicable to debt limit	140,000 -----	75,000 -----
Legal debt margin	\$21,063,217 =====	\$21,128,217 =====

Source:

- (A) County Assessor
- (B) City Finance Department

TABLE 5D

City of Grand Junction, Colorado

REVENUE BOND COVERAGE
WATER AND SEWER BONDS

Last Ten Fiscal Years

Fiscal Year	Gross Revenue	Direct Operating Expenses	Net Revenue Available for Debt Service	Debt Service Requirements			
				Principal	Interest	Total	Coverage
1978	\$2,584,849	\$1,514,490	\$1,070,359	\$25,000	\$318,356	\$343,356	\$3.12
1979	2,883,834	1,697,777	1,186,107	-	407,046	407,046	2.91
1980 (1)	1,801,922	1,490,992	310,930	-	337,970	337,970	0.92
1981	2,421,567	1,633,544	788,023	-	337,970	337,970	2.31
1982	2,513,473	1,773,355	741,118	-	418,630	418,630	1.77
1983	2,257,408	1,963,391	129,417	50,000	483,507	533,507	2.43
1984	2,255,641	2,125,695	1,129,946	-	466,541	466,541	2.42
1985	3,180,686	2,062,769	1,117,918	300,000	453,173	753,173	1.48
1986	2,952,111	2,113,421	832,690	315,000	452,122	767,122	1.09
1987	3,201,435	2,155,311	1,046,124	335,000	434,983	769,983	1.36

Notes:

- (1) The City of Grand Junction and Mesa County have agreed to participate in a joint venture arrangement called the City of Grand Junction/Mesa County Joint Sewer system in order to provide sewer collection and treatment facilities for the metropolitan area in the Grand Valley. The City has contracted to operate and maintain the joint system. Assets and liabilities of the City Sewer Fund were transferred to the Joint Sewer System in 1980. Audited financial statements for the Joint Sewer System are issued under a separate cover.

Source: City Finance Department

TABLE 6

City of Grand Junction, Colorado

SALARIES AND SURETY BONDS OF PRINCIPAL OFFICIALS

Name of Official (A)	Title (A)	1987 Annual Salary (B)	1988 Annual Salary (B)
O. F. "Eags" Ragsdale	Mayor	\$1,500	\$3,000
John W. Bennett	Mayor Pro Tempore	1,200	2,400
Other Councilmen in Aggregate		6,000	12,000
Mark K. Achen	City Manager	\$4,852	\$5,944
David A. Palmer	Municipal Court Administrator (approx.)	15,900	14,353
Allen R. Sartin	Finance Director	43,356	44,220
Stephen Anderson	Support Services Director	41,856	42,684
Gerald J. Ashby	City Attorney	46,752	47,687
Gary J. Leonard	Chief of Police	47,616	48,554
Richard E. Greene	Fire Chief	45,852	46,764
James L. Shanks	Director of Public Works	48,108	49,068
Ted Novack	Parks and Recreation Director	42,432	43,284

The Finance Director and Comptroller are both covered by Surety Bonds in the amount of \$100,000. All other employees including the Finance Director and Comptroller are covered by a blanket bond in the amount of \$5,000,000. (B)

Source:

- (A) City Clerk
- (B) City Finance Department

TABLE 7

City of Grand Junction, Colorado

DEMOGRAPHIC STATISTICS

Date of incorporation: July 19, 1882 (A)

Date charter adopted: September 14, 1909 (A)

Form of government: Council Manager (A)

Area: 14.6 square miles (B)

Miles of streets - 1987 (A)

Paved 158

Unpaved 9

Miles of sewers - 1987 (B)

Storm 19

Sanitary 185

Building permits (C)

Year	# Issued	Value
1978	1,035	\$21,321,355
1979	895	20,770,411
1980	966	24,049,332
1981	997	58,610,103
1982	1,077	44,052,364
1983	1,033	39,072,517
1984	799	17,979,421
1985	578	16,750,292
1986	584	7,574,635
1987	692	10,583,823

Police protection (D)

Number of employees 93

Vehicular patrol units 16

Fire protection (D)

Number of employees 50

Number of stations 4

Recreation (E)

Parks	217 acres
Swimming pools	1 indoor and 1 outdoor
Tennis courts	2
Shelters	1
Baseball stadium	1 lighted
Football/track stadium	1 lighted
Softball field	1 lighted
Golf courses	2 - 159 acres
Outdoor basketball court	1 lighted

TABLE 7

City of Grand Junction, Colorado

DEMOGRAPHIC STATISTICS - CONTINUED

Education: School District No. 51 (G)

Type	Number	Enrollment	Teacher/ Pupil Ratio
Elementary	20	7,797	25
Middle	6	3,469	27
Secondary	6	4,317	28

Employees in City of Grand Junction: (F) 362

Elections: (A)

Number of registered voters 12,979

Percentage of registered voters voting in:

Last general election 14.5%

Last municipal election 23.4%

Source:

- (A) City Clerk
- (B) Public Works Department
- (C) City Planning Department
- (D) City Police Department
- (E) City Parks and Recreation Department
- (F) City Personnel Department
- (G) Mesa County Valley School District No. 51

TEN YEAR COMPARISON OF BUDGETED STAFFING - FULL TIME EMPLOYEES

	Fund	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	88 ORG
Administration													
Council	100	0	0	0	0	0	0	0	0	0	0	0	0
Manager	100	2	2	2	2	2	2	2	2	2	2	2	1
Attorney	100	2	2	3	3	4	4	3	3	2	2	2	2
Public Information Office	100	1	1	1	2	2	2	1	1	1	0	0	0
TOTAL ADMINISTRATION		5	5	6	7	8	8	6	6	5	4	4	3
Central Services													
Finance													
Admin	100	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	2
Personnel	100	3	3	3	3	3	3	3	4	4	3	2	4
Budget & Acctg	100	7	7	7	7	7	8	8	8	8	7	7	7
Collection Services													
General Receivables	100	2	3	3	3	3	3	3	3	3	1	1	3
Utility Billing	301	7	7	7	7	7	8	8	9	8	8	8	6
Sub Total		9	10	10	10	10	11	11	12	11	9	9	9
Information Services	401	11	11	11	11	11	12	11	11	11	9	10	8
Sub Finance		31.50	32.50	32.50	32.50	32.50	35.50	34.50	36.50	35.50	29.50	29.50	30
Sub Finance, 100		13.50	14.50	14.50	14.50	14.50	15.50	15.50	16.50	16.50	12.50	11.50	16
Support Services													
Admin	100	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	1
City Clerk	100	4	4	4	4	4	3	3	3	3	3	3	2
Purchasing	100	4	4	4	4	4	5	5	5	5	4	5	5
Sub Supt Serv, 100		8.50	8.50	8.50	8.50	8.50	8.50	8.50	8.50	8.50	7.50	8.50	8
Stores	403	2	2	2	2	2	2	2	2	2	2	2	1
Print Shop	403	1	1	1	1	1	1	1	1	1	1	1	1
Sub Support Services		11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	11.50	10.50	11.50	10
Total Central Services		43	44	44	44	44	47	46	48	47	40	41	40
TOT CENTRAL SERV., 100		22	23	23	23	23	24	24	25	25	20	20	24
Fire													
Sworn	100	53	54	64	64	65	65	65	65	64	56	58	58
Non-Sworn	100	1	1	1	1	1	1	1	1	1	1	2	2
TOTAL FIRE		54	55	65	65	66	66	66	66	65	57	60	60
Parks & Recreation													
Admin	100	3	3	3	3	3	3	3	3	3	3	4	4
Parks	100	21	21	21	23	23	23	23	24	22	17	17	17
Recreation	100	2	2	2	2	2	2	2	2	2	2	2	2
LP Auditorium	100	0	0	0	0	1	1	1	1	0	0	0	0
Sub Total, 100		26	26	26	28	29	29	29	30	27	22	23	23
Cemeteries	307	5	5	5	5	5	6	5	4	4	4	4	4
Golf Courses	305	6	7	7	7	7	7	7	7	7	7	7	7
Swimming Pools	304	0	0	0	0	0	0	0	0	1	0	0	0
Two Rivers	303	3	5	5	5	7	7	6	6	6	4	4	4
TOTAL PARKS & RECREATION		40	43	43	45	48	49	47	47	45	37	38	38
Police													
Office of Chief													
Sworn	100	1	2	2	2	2	2	2	1	1	2	2	2
Non-sworn	100	1	1	1	1	1	1	1	1	1	1	1	1
Operations													
Sworn	100	49	50	53	55	59	60	63	63	63	48	50	49
Non-sworn	100	6	6	6	6	6	6	6	4	2	3	3	11
Services													
Sworn	100	5	5	4	4	8	8	8	8	5	5	8	13
Non-sworn	100	5	5	5	7	7	10	12	11	11	11	12	3
911 Center													
Sworn	100	0	0	0	0	0	0	0	0	0	0	0	0
Non-sworn	100	8	8	8	8	10	14	15	16	16	13	13	16
TOTAL SWORN		55	57	59	61	69	70	73	72	69	55	60	64
TOTAL NON-SWORN		20	20	20	22	24	31	34	32	30	28	29	31
TOTAL POLICE		75	77	79	83	93	101	107	104	99	83	89	95

10 YEAR COMPARISON OF BUDGETED STAFFING - FULL TIME EMPLOYEES

	Fund	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	88 DRB
Public Works													
General	100	43	46	48	53	55	59	59	59	52	46	47	45.50
Planning	100	1	1	1	1	1	1	1	10	9	7	6	5
Sub Total, 100		44	47	49	54	56	60	60	69	61	53	53	50.50
Equipment	402	8	9	9	9	10	12	11	10	7	7	8	8
Utilities													
Admin	301	1	1	1	1	1	1	1	1	1	1	2	2.50
Sewer	902	11	12	13	15	16	19	24	31	31	28	27	29
Trash	302	23	14	14	17	17	18	18	17	17	15	15	16
Water	301	23	23	23	23	23	23	25	23	22	20	20	21
Sub Utilities		58	50	51	56	57	61	68	72	71	64	64	68.50
TOTAL PUBLIC WORKS		110	106	109	119	123	133	139	151	139	124	125	127
TOTAL CITY		327	330	346	363	382	404	411	422	400	345	357	363
Fund Summary													
100 General Fund		226	233	248	260	275	288	292	300	282	239	249	255.50
301 Water Fund		31	31	31	31	31	32	34	33	31	29	30	28.50
302 Trash Fund		23	14	14	17	17	18	18	17	17	15	15	16
303 Two Rivers		3	5	5	5	7	7	6	6	6	4	4	4
304 Swimming Pools		0	0	0	0	0	0	0	0	1	0	0	0
305 Golf Courses		6	7	7	7	7	7	7	7	7	7	7	7
307 Cemeteries		5	5	5	5	5	6	5	4	4	4	4	4
401 Information Services		11	11	11	11	11	12	11	11	11	9	10	8
402 Equipment Fund		8	9	9	9	10	12	11	10	7	7	8	8
403 Stores/Print Shop		3	3	3	3	3	3	3	3	3	3	3	2
902 Sewer Fund		11	12	13	15	16	19	24	31	31	28	27	30
ALL FUNDS		327	330	346	363	382	404	411	422	400	345	357	363

Capital
Improvement
Projects

CITY OF GRAND JUNCTION, COLORADO

1988 CAPITAL IMPROVEMENT PROJECTS, BY TYPE

DEP CATEGORY	FUND	TYPE	PROJECT TITLE	1988
PWK STREETS, SIGNALS	100	1	TRAFFIC SIGNAL OPTIMIZATION, PATTERSON RD.	61,079
PWK STREETS, PAVING	100	1	CONTRACT STREET OVERLAY	805,000
PWK STREETS, PAVING	100	1	RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	142,622
PWK STREETS, C.G.S.	100	1	CURB, GUTTER & SIDEWALK REPAIRS	88,500
PWK STREETS, PAVING	100	1	RECONSTRUCTION, 25TH ST., GRAND-GUNNISON	93,500
PWK STREETS, SIGNALS	100	1	UPGRADE TRAFFIC SIGNALS	23,600
PWK STREETS, LIGHTS	100	1	STREET LIGHT INSTALLATION	10,000
PWK STORM SEWERS	100	1	DRAINAGE MODIFICATIONS, 12TH & ORCHARD AVE.	20,000
PWK ALLEYS	100	1	PETITIONED SPECIAL IMPROVE. DIST., CITY PORTION	50,000
PWK STREETS, PAVING	202	1	RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	415,740
PWK STREETS, PAVING	205	1	RECONSTRUCTION, PATTERSON RD. 24 1/2-25 RD.	869,506
PWK STREETS, PAVING	205	1	WIDENING, PATTERSON RD., 1ST-7TH ST.	990,000
PWK WATER DISTRIBUTE	301	1	WATERLINE REPLACEMENT, 9TH ST., 3RD AVE.-UTE AVE.	190,300
PWK WATER DISTRIBUTE	301	1	FIRE HYDRANT REPLACEMENT	9,987
PWK WATER DISTRIBUTE	301	1	REHABILITATION, PUMP STATION, MANTEY HEIGHTS	28,078
PWK WATER SUPPLY	301	1	REHABILITATION, KANNAH CREEK/PURDY MESA FLOWLINE	22,533
PWK SEWER, COLLECTION	902	1	COLLECTIONS SYSTEM EXTENSIONS	221,500
PWK SEWER, COLLECTION	902	1	CONSTRUCTION, INTERCEPTOR, 15TH STREET	392,880
PWK SEWER, COLLECTION	902	1	SEWERLINE REPLACEMENT, 25TH ST., GRAND-GUNNISON	58,000
TOTAL INFRASTRUCTURE				4,492,825
FIR FIRE SUPPRESSION	100	2	RELOCATE STATION #2	15,000
PAR PARKS	100	2	POMONA PARKING LOT REPAIR	31,982
POL COMMUNICATIONS	100	2	EMERGENCY GENERATOR - COM CENTER	28,700
PWK SPECIAL PROJECTS,	100	2	HANDICAP ACCESS PROJECT	56,000
PWK FACILITIES MAINT.	100	2	REROOFING PARKS ADMIN BLDG	29,500
PWK FACILITIES MAINT.	100	2	REROOFING, FIRE STATION #1	48,500
PWK FACILITIES MAINT.	100	2	IMPROVEMENTS, SERVICE CENTER EQUIPMENT AREA	15,250
PAR POOLS	105	2	CONSTRUCT WATERSLIDE, LINCOLN PARK	250,000
PWK FACILITIES MAINT.	402	2	FUEL TANK & PUMP REPLACEMENT	47,780
PAR STADIUM	611	2	REPLACE 1/3 OF BASEBALL OUTFIELD FENCE	4,000
TOTAL FACILITIES				526,712
FIN INFO. SERV.	100	3	NEW CENTRAL COMPUTER	100,000
FIR EMERGENCY SERV.	100	3	STANDARDIZE SELF CONTAINED BREATHING APPARATUS	85,000
POL COMMUNICATIONS	100	3	TACTICAL RADIO CHANNEL	15,300
POL CRIME LABORATORY	100	3	SPECTROPHOTOMETER	55,674
PWK STREETS, EQUIP.	100	3	PATCHING MACHINE	42,000
FIN INFO. SERV.	401	3	REPLACE AIR CONDITIONER	15,000
PWK SEWER, COLLECTION	402	3	JET RODDING TRUCK	63,000
PWK SEWER, PLANT	902	3	MODIFICATIONS, AIR SCRUBBER	9,500
TOTAL EQUIPMENT				385,474
PWK SPECIAL PROJECTS	100	4	RIVER FRONT PROJECT	90,000
PWK STREETS, SIGNS	100	4	CITY ENTRANCE SIGNS	18,000
PAR SPECIAL PROJECTS	105	4	RIVERSIDE TRAIL	10,000
PAR CEMETERY	307	4	CEMETERY DEVELOPMENT DESIGN	38,626
PWK SEWER, PLANT	902	4	SLUDGE TO LAND APPLICATION PROGRAM	83,280
TOTAL OTHER				229,906
TOTAL C.I.P.				5,634,917

CITY OF GRAND JUNCTION, COLORADO

1988 CAPITAL IMPROVEMENT PROJECTS, BY FUND

DEF CATEGORY	FUND	TYPE PROJECT TITLE	1988
FIN INFO. SERV.	100	3 NEW CENTRAL COMPUTER	100,000
FIR EMERGENCY SERV.	100	3 STANDARDIZE SELF CONTAINED BREATHING APPARATUS	85,000
FIR FIRE SUPPRESSION	100	2 RELOCATE STATION #2	15,000
PAR PARKS	100	2 POMOHA PARKING LOT REPAIR	31,982
POL COMMUNICATIONS	100	2 EMERGENCY GENERATOR - COM CENTER	28,700
POL COMMUNICATIONS	100	3 TACTICAL RADIO CHANNEL	15,300
POL CRIME LABORATORY	100	3 SPECTOPHOTOMETER	55,674
PWK FACILITIES MAINT.	100	2 REROOFING PARKS ADMIN BLDG	29,500
PWK FACILITIES MAINT.	100	2 IMPROVEMENTS, SERVICE CENTER EQUIPMENT AREA	15,250
PWK ALLEYS	100	1 PETITIONED SPECIAL IMPROVE. DIST.. CITY PORTION	50,000
PWK STREETS, PAVING	100	1 RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	142,622
PWK STREETS, SIGNALS	100	1 UPGRADE TRAFFIC SIGNALS	23,600
PWK FACILITIES MAINT.	100	2 REROOFING, FIRE STATION #1	48,500
PWK SPECIAL PROJECTS	100	4 RIVER FRONT PROJECT	80,000
PWK STREETS, PAVING	100	1 RECONSTRUCTION, 25TH ST., GRAND-GUNNISON	93,500
PWK STREETS, LIGHTS	100	1 STREET LIGHT INSTALLATION	10,000
PWK STREETS, C.G.S.	100	1 CURB, GUTTER & SIDEWALK REPAIRS	88,500
PWK STREETS, PAVING	100	1 CONTRACT STREET OVERLAY	805,000
PWK STREETS, SIGNALS	100	1 TRAFFIC SIGNAL OPTIMIZATION, PATTERSON RD.	61,079
PWK STREETS, EQUIP.	100	3 PATCHING MACHINE	42,000
PWK STREETS, SIGNS	100	4 CITY ENTRANCE SIGNS	18,000
PWK STORM SEWERS	100	1 DRAINAGE MODIFICATIONS, 12TH & ORCHARD AVE.	20,000
PWK SPECIAL PROJECTS,	100	2 HANDICAP ACCESS PROJECT	56,000
TOTAL GENERAL FUND			1,915,207
PAR POOLS	105	2 CONSTRUCT WATERSLIDE, LINCOLN PARK	250,000
PAR SPECIAL PROJECTS	105	4 RIVERSIDE TRAIL	10,000
TOTAL PARKLAND EXPANSION FUND			260,000
PWK STREETS, PAVING	202	1 RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	415,740
TOTAL F.A.U.S.			415,740
PWK STREETS, PAVING	205	1 RECONSTRUCTION, PATTERSON RD. 24 1/2-25 RD.	869,506
PWK STREETS, PAVING	205	1 WIDENING, PATTERSON RD., 1ST-7TH ST.	990,000
TOTAL PATTERSON ROAD FUND			1,859,506
PWK WATER DISTRIBUTE	301	1 FIRE HYDRANT REPLACEMENT	9,987
PWK WATER DISTRIBUTE	301	1 REHABILITATION, PUMP STATION, MANTEY HEIGHTS	28,078
PWK WATER DISTRIBUTE	301	1 WATERLINE REPLACEMENT, 9TH ST., 3RD AVE.-UTE AVE.	190,300
PWK WATER SUPPLY	301	1 REHABILITATION, KANNAH CREEK/PURDY MESA FLOWLINE	22,533
TOTAL WATER FUND			250,898
PAR CEMETERY	307	4 CEMETERY DEVELOPMENT DESIGN	38,626
TOTAL CEMETERY FUND			38,626

CONTINUED ON NEXT PAGE

CITY OF GRAND JUNCTION, COLORADO

1988 CAPITAL IMPROVEMENT PROJECTS, BY FUND, CONTINUED:

DEP CATEGORY	FUND	TYPE PROJECT TITLE	1988
FIN INFO. SERV.	401	3 REPLACE AIR CONDITIONER	15,000
		TOTAL DATA PROCESSING FUND	15,000
FWK SEWER, COLLECTION 402		3 JET RODDING TRUCK	63,000
PWK FACILITIES MAINT. 402		2 FUEL TANK & PUMP REPLACEMENT	47,780
		TOTAL EQUIPMENT FUND	110,780
PAR STADIUM	511	2 REPLACE 1/3 OF BASEBALL OUTFIELD FENCE	4,000
		TOTAL PIAB FUND	4,000
PWK SEWER, PLANT 902		3 MODIFICATIONS, AIR SCRUBBER	9,500
PWK SEWER, COLLECTION 902		1 CONSTRUCTION, INTERCEPTOR, 15TH STREET	392,880
PWK SEWER, COLLECTION 902		1 SEWERLINE REPLACEMENT, 25TH ST., GRAND-GUNNINGSON	58,000
PWK SEWER, COLLECTION 902		1 COLLECTIONS SYSTEM EXTENSIONS	221,500
PWK SEWER, PLANT 902		4 SLUDGE TO LAND APPLICATION PROGRAM	83,280
		TOTAL SEWER FUND	765,160
		TOTAL C.I.P.	5,634,917

SOURCE: CITY FINANCE DEPARTMENT

CITY OF GRAND JUNCTION, COLORADO

1988 CAPITAL IMPROVEMENT PROJECTS, BY DEPARTMENT

DEP CATEGORY	FUND	TYPE PROJECT TITLE	1988
FIN INFO. SERV.	100	3 NEW CENTRAL COMPUTER	100,000
FIN INFO. SERV.	401	3 REPLACE AIR CONDITIONER	15,000
TOTAL FINANCE DEPARTMENT			115,000
FIR FIRE SUPPRESSION	100	2 RELOCATE STATION #2	15,000
FIR EMERGENCY SERV.	100	3 STANDARDIZE SELF CONTAINED BREATHING APPARATUS	85,000
TOTAL FIRE DEPARTMENT			100,000
PAR PARKS	100	2 POMONA PARKING LOT REPAIR	31,932
PAR SPECIAL PROJECTS	105	4 RIVERSIDE TRAIL	10,000
PAR POOLS	105	2 CONSTRUCT WATERSLIDE, LINCOLN PARK	250,000
PAR CEMETERY	307	4 CEMETERY DEVELOPMENT DESIGN	38,626
PAR STADIUM	611	2 REPLACE 1/3 OF BASEBALL OUTFIELD FENCE	4,000
TOTAL PARKS AND RECREATION DEPARTMENT			334,608
POL COMMUNICATIONS	100	2 EMERGENCY GENERATOR - COM CENTER	28,700
POL COMMUNICATIONS	100	3 TACTICAL RADIO CHANNEL	15,300
POL CRIME LABORATORY	100	3 SPECTROPHOTOMETER	55,674
TOTAL POLICE DEPARTMENT			99,674
PWK STORM SEWERS	100	1 DRAINAGE MODIFICATIONS, 12TH & ORCHARD AVE.	20,000
PWK FACILITIES MAINT.	100	2 REROOFING, FIRE STATION #1	48,500
PWK FACILITIES MAINT.	100	2 IMPROVEMENTS, SERVICE CENTER EQUIPMENT AREA	15,250
PWK FACILITIES MAINT.	100	2 REROOFING PARKS ADMIN BLDG	29,500
PWK SPECIAL PROJECTS	100	4 RIVER FRONT PROJECT	80,000
PWK STREETS, PAVING	100	1 CONTRACT STREET OVERLAY	805,000
PWK STREETS, C.G.S.	100	1 CURB, GUTTER & SIDEWALK REPAIRS	88,500
PWK STREETS, SIGNS	100	4 CITY ENTRANCE SIGNS	18,000
PWK STREETS, PAVING	100	1 RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	142,622
PWK STREETS, SIGNALS	100	1 UPGRADE TRAFFIC SIGNALS	23,600
PWK STREETS, SIGNALS	100	1 TRAFFIC SIGNAL OPTIMIZATION, PATTERSON RD.	61,079
PWK ALLEYS	100	1 PETITIONED SPECIAL IMPROVE. DIST., CITY PORTION	50,000
PWK STREETS, PAVING	100	1 RECONSTRUCTION, 25TH ST., GRAND-GUNNISON	93,500
PWK SPECIAL PROJECTS,	100	2 HANDICAP ACCESS PROJECT	56,000
PWK STREETS, LIGHTS	100	1 STREET LIGHT INSTALLATION	10,000
PWK STREETS, EQUIP.	100	3 PATCHING MACHINE	42,000
PWK STREETS, PAVING	202	1 RECONSTRUCTION, 9TH ST., UTE-4TH AVE.	415,740
PWK STREETS, PAVING	205	1 RECONSTRUCTION, PATTERSON RD. 24 1/2-25 RD.	869,506
PWK STREETS, PAVING	205	1 WIDENING, PATTERSON RD., 1ST-7TH ST.	990,000
PWK WATER DISTRIBUTE	301	1 REHABILITATION, PUMP STATION, MANTHEY HEIGHTS	28,078
PWK WATER DISTRIBUTE	301	1 WATERLINE REPLACEMENT, 9TH ST., 3RD AVE.-UTE AVE.	190,300
PWK WATER DISTRIBUTE	301	1 FIRE HYDRANT REPLACEMENT	9,987
PWK WATER SUPPLY	301	1 REHABILITATION, KANNAH CREEK/PURDY MESA FLOWLINE	22,533
PWK FACILITIES MAINT.	402	2 FUEL TANK & PUMP REPLACEMENT	47,780
PWK SEWER, COLLECTION	402	3 JET RODDING TRUCK	63,000
PWK SEWER, COLLECTION	902	1 CONSTRUCTION, INTERCEPTOR, 15TH STREET	392,880
PWK SEWER, COLLECTION	902	1 SEWERLINE REPLACEMENT, 25TH ST., GRAND-GUNNISON	58,000
PWK SEWER, PLANT	902	3 MODIFICATIONS, AIR SCRUBBER	9,500
PWK SEWER, COLLECTION	902	1 COLLECTIONS SYSTEM EXTENSIONS	221,500
PWK SEWER, PLANT	902	4 SLUDGE TO LAND APPLICATION PROGRAM	83,280
TOTAL PUBLIC WORKS DEPARTMENT			4,985,635
TOTAL C.I.P.			5,634,917

SOURCE: CITY FINANCE DEPARTMENT

CAPITAL IMPROVEMENT PROJECT

Date: 08/28/87

Requesting Department: PUBLIC WORKS

Account Number:

Project Title: UPGRADE TRAFFIC SIGNALS

Description, Justification, Funding:

Improvement of existing traffic signals to allow safer and quicker lefthand turns and to provide coordination between signals for smooth traffic flow.

- 7th & Orchard Left Turn Phasing - Warrent met
- 7th & Grand Left Turn Phasing - Warrent met
- 12th & Gunnison - Time base controller - System coordination
- 7th & Gunnison - Time base controller - System coordination

Impact on Operating Budget:

	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	TOTAL
CAPITAL COST:											
ENGINEERING/DESIGN											
LAND ACQUISITION											
CONSTRUCTION	23,600	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	239,600
OTHER											
TOTAL	23,600	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000	239,600

CAPITAL FUNDING SOURCES:											
1. GENERAL FUND (100)											
2.											
3.											
TOTAL											

OPERATING COST											
OPERATING REVENUE											

**Long Range
Financial
Projections**

MAJOR FUNDS
GENERAL FUND, WATER FUND, TRASH FUND, SEWER FUND, EQUIPMENT FUND

	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996
GENERAL FUND												
TOTAL REVENUES	15523700	14406685	13995202	15904502	16677404	17254543	17848945	18559534	19216406	20132025	20970503	22007094
TOTAL EXPENSE	15069156	14089076	14838346	15893169	16968378	17094439	17857593	18524154	19191724	20243633	20566874	22024034
GAIN/LOSS	454544	317609	-843144	11333	-290975	160105	-8648	34380	24681	-111608	403630	-16940
FUND BALANCES												
Begin Year	5521620	5976164	6293773	5450629	5461962	5170988	5331092	5322445	5356825	5381506	5269898	5673527
End Year	5976164	6293773	5450629	5461962	5170988	5331092	5322445	5356825	5381506	5269898	5673527	5656588
Min Work Capital			4107241	4266551	4362673	4472278	4659929	4844334	5025777	5235486	5436384	5648125
WATER FUND												
TOTAL REVENUES		3127234	3048858	3117220	3117278	3410269	3412384	3401561	3644064	3648222	3647127	3812369
TOTAL EXPENSE		3474698	3596492	3109045	3149199	3382576	3416867	3483405	3552315	3625809	3696806	3741333
GAIN/LOSS		-347464	-547634	8175	-31921	27693	-4483	-81844	91749	22413	-49679	71036
FUND BALANCES												
Begin Year		1608252	1260788	713154	721329	689408	717101	712618	630774	722523	744936	695257
End Year		1260788	713154	721329	689408	717101	712618	630774	722523	744936	695257	766293
Min Work Capital		893609	906680	891608	913343	933383	956208	977002	1014161	1037128	1059314	1073229
TRASH FUND												
TOTAL REVENUES		997327	1077332	1052086	1058388	1158684	1167582	1178173	1288504	1302227	1313259	1441821
TOTAL EXPENSE		973561	1012550	1022220	1100601	1088985	1187545	1177846	1224960	1273958	1324917	1377914
GAIN/LOSS		23766	64782	29666	-42213	69699	-19963	327	63544	28269	-11658	63907
FUND BALANCES												
Begin Year		147797	171563	236345	266211	223998	293697	273734	274061	337605	365874	354216
End Year		171563	236345	266211	223998	293697	273734	274061	337605	365874	354216	418123
Min Work Capital		304238	316422	319444	327219	340308	353920	368077	382800	398112	414037	430598
SEWER FUND												
TOTAL REVENUES		2591689	3723331	3841913	3191470	3491018	3493304	3490163	3831498	3848594	3863392	4260067
TOTAL EXPENSE		3267405	3528380	3765116	3613888	3623761	3806465	3880203	3928333	4003067	4052375	4203570
GAIN/LOSS		-675716	194951	76797	-422418	-132743	-313161	-390040	-96835	-154473	-188983	56497
FUND BALANCES												
Begin Year		3980621	3304905	3499856	3576653	3154235	3021492	2708331	2318291	2221456	2066983	1878000
End Year		3304905	3499856	3576653	3154235	3021492	2708331	2318291	2221456	2066983	1878000	1934497
Min Work Capital		834562	887556	923855	941840	944925	1002020	1025063	1040104	1063458	1078867	1126116
EQUIPMENT FUND												
TOTAL REVENUES			1432942	1253303	1493517	1479565	1509354	1517921	1565291	1594670	1624930	1656098
TOTAL EXPENSE			1646458	1250524	1734688	1725790	1756376	1532768	1561291	1590670	1620930	1652098
GAIN/LOSS			-213516	2779	-241171	-246225	-247022	-14847	4000	4000	4000	4000
FUND BALANCES												
Begin Year			1578206	1364690	1367469	1126298	880073	633051	618204	622204	626204	630204
End Year			1364690	1367469	1126298	880073	633051	618204	622204	626204	630204	634204
Min Work Capital			263375	279683	275027	283184	291586	300240	309153	318334	327791	337531

MASTER LONG RANGE FINANCIAL PROJECTIONS, GENERAL FUND

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	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997
REVENUES													
City Sales Tax	5,206,935	5,172,982	5,595,000	7,863,221	8,562,642	9,033,587	9,530,434	10,054,608	10,607,612	11,191,031	11,806,537	12,455,897	13,140,971
City Use Tax	345,749	428,777	350,000	460,206	481,251	531,251	481,251	531,251	481,251	531,251	481,251	531,251	481,251
County Sales Tax	1,321,486	1,292,823	1,342,000	1,395,680	1,451,507	1,509,567	1,569,950	1,632,748	1,678,058	1,765,980	1,836,620	1,910,084	1,986,488
Sub Total A	6,874,370	6,894,582	7,287,000	9,719,106	10,495,400	11,074,405	11,581,635	12,218,607	12,786,921	13,488,262	14,124,407	14,897,232	15,608,709
Property Tax	1,386,704	1,396,727	1,422,451	1,472,887	1,546,531	1,623,858	1,705,050	1,790,303	1,879,818	1,973,809	2,072,499	2,176,124	2,284,931
Invest Earnings	575,772	477,023	400,000	430,600	431,495	408,508	421,157	420,474	423,190	425,140	416,323	448,210	446,872
Capital Gains	32,716	152,639	0	0	0	0	0	0	0	0	0	0	0
Sale of Assets	20,876	5,197	5,186	500	0	0	0	0	0	0	0	0	0
Other Local Rev.	1,610,020	1,379,961	1,480,420	1,455,936	1,447,089	1,470,194	1,513,676	1,549,421	1,591,894	1,640,354	1,680,177	1,732,929	1,787,343
Interfund Chg	276,692	276,562	310,127	315,613	328,238	341,367	355,021	369,223	383,992	399,351	415,326	431,938	449,216
Sub Total B	3,902,780	3,688,109	3,618,184	3,675,335	3,753,333	3,843,927	3,994,904	4,129,421	4,278,894	4,438,654	4,584,325	4,789,201	4,968,362
Other Gov'ts	4,746,549	3,823,995	3,090,018	2,509,360	2,428,651	2,336,211	2,272,405	2,210,507	2,150,592	2,205,110	2,261,772	2,320,662	2,380,999
TOTAL REVENUES	15,523,699	14,406,686	13,995,202	15,904,502	16,677,404	17,254,543	17,848,944	18,558,535	19,216,406	20,132,025	20,970,505	22,007,095	22,958,070
EXPENDITURES													
Operating Costs													
Personnel Cost	8,291,024	8,425,321	8,752,225	9,218,644	9,587,389	9,970,885	10,369,720	10,784,509	11,215,889	11,664,525	12,131,106	12,616,350	13,121,004
Nonpersonnel Cost	4,324,600	3,466,775	3,506,867	3,522,878	3,563,793	3,810,344	3,962,758	4,121,269	4,286,119	4,457,564	4,635,867	4,821,301	5,014,453
Oper. Capital	330,406	149,841	168,986	97,503	101,195	105,243	109,453	113,831	118,384	123,120	128,045	133,166	138,493
Sub Total C	12,946,030	12,041,937	12,428,078	12,838,325	13,352,378	13,886,473	14,441,932	15,019,609	15,620,393	16,245,209	16,895,017	17,570,818	18,273,651
Reg. Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Spec. Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
GF Loans	0	0	0	119,626	0	-33,000	0	0	-33,000	0	-20,626	-33,000	0
Sub Total D	0	0	0	119,626	0	-33,000	0	0	-33,000	0	-20,626	-33,000	0
Total Operating	12,946,030	12,041,937	12,428,078	12,958,451	13,352,378	13,853,473	14,441,932	15,019,609	15,587,393	16,245,209	16,874,391	17,537,818	18,273,651
Transfer Costs													
Water	0	175,444	175,444	175,444	175,444	175,444	175,444	175,444	175,444	175,444	175,444	175,444	175,444
Two Rivers	0	278,057	188,064	218,068	145,723	150,532	155,500	160,631	165,932	171,408	177,064	182,907	188,943
Swimming Pools	0	284,444	247,988	200,394	207,007	213,838	220,895	228,184	235,715	243,493	251,528	259,829	268,403
Parking	0	38,892	28,680	27,295	18,000	-90,000	-90,000	-90,000	-90,000	-90,000	-90,000	-90,000	-90,000
Debt	0	67,859	63,746	59,634	54,000	0	0	0	0	0	0	0	0
PIAB	0	10,718	11,170	13,675	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Other	908,764	0	0	0	0	0	0	0	0	0	0	0	0
Total Transfers	908,764	855,414	715,092	694,510	608,174	457,814	469,839	482,260	495,091	508,345	522,037	536,180	550,790
OPERATING EXPENSE	13,854,794	12,897,351	13,143,170	13,652,961	13,960,552	14,311,287	14,911,770	15,501,868	16,082,484	16,753,554	17,396,428	18,073,998	18,824,441
OPERATING REVENUE	15,523,699	14,406,686	13,995,202	13,829,272	14,210,890	14,645,954	15,118,488	15,671,485	16,192,174	16,935,043	17,619,293	18,465,149	19,242,922
OVER/UNDER	1,668,905	1,509,335	852,032	176,311	250,338	334,667	206,717	169,617	109,691	181,489	222,866	391,151	418,481
Capital Cost													
Projects	637,708	1,551,111	1,288,777	1,940,207	2,626,500	2,415,000	2,572,500	2,648,000	2,733,600	3,099,200	2,797,800	3,543,400	3,322,957
Economic Dev.	0	0	0	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Contingency	0	0	0	0	81,325	68,150	73,321	74,284	75,639	90,878	72,644	106,634	92,191
Project Changes	576,654	-359,386	406,399	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
CAPITAL EXPENSE	1,214,362	1,191,725	1,695,176	2,240,207	3,007,825	2,783,150	2,945,821	3,022,284	3,109,239	3,490,078	3,170,444	3,950,034	3,715,148
CAPITAL REVENUE	0	0	0	2,075,230	2,466,514	2,608,590	2,730,457	2,887,050	3,024,232	3,196,983	3,351,212	3,541,946	3,715,148
OVER/UNDER	-1,214,362	-1,191,725	-1,695,176	-164,977	-541,311	-174,560	-215,364	-135,234	-85,007	-293,095	180,768	-408,088	0
TOTAL EXPENSE	15,069,156	14,089,076	14,838,346	15,893,168	16,968,377	17,094,437	17,857,591	18,524,152	19,191,723	20,243,632	20,566,872	22,024,032	22,539,589
FUND BALANCES													
Begin Year	5,521,620	5,976,163	6,293,774	5,450,630	5,461,964	5,170,991	5,331,097	5,322,451	5,356,833	5,381,517	5,269,910	5,673,543	5,656,607
End Year	5,976,163	6,293,774	5,450,630	5,461,964	5,170,991	5,331,097	5,322,451	5,356,833	5,381,517	5,269,910	5,673,543	5,656,607	6,075,088
Min Work Capital	4,329,623	4,030,422	4,107,241	4,266,550	4,362,672	4,472,277	4,659,928	4,844,334	5,025,776	5,235,486	5,436,384	5,648,124	5,882,638

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

DRAFT

JUNE 7, 1988

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

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CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

I. ORGANIZATION & RESPONSIBILITIES

A. CHARTER

The municipal government provided by the Charter is the Council-Manager form. It combines the political leadership of the elected City Council, with the managerial experience of the City Manager. The City Charter, as limited by the State Constitution or as otherwise defined in City Ordinances, designates the powers and authority of both the City Council and City Manager.

B. CITY COUNCIL

The seven members of the City Council are chosen biannually for staggered four year terms in non-partisan elections. The Council selects one of its members as Council President, referred to as Mayor, for a one year term.

C. CITY MANAGER

The City Manager serves at the pleasure of the Council. The City Manager is responsible for providing administrative support, direction and interpretation of Council policies to the City Departments.

The City Manager prepares a budget proposal for Council action, serves as the Council's chief adviser, recruits and hires the City's staff, and ensures that Council programs are carried out.

D. FINANCE DIRECTOR

The Finance Director, appointed by the City Manager, serves as one of the executive managers which support the City Manager. The Finance Director is responsible for providing administrative and operational support, control and direction for the management of the City's finances.

The Finance Director develops financial management policies, prepares long range financial plans, prepares budget proposal documents, administers the budget, and manages the investment of City monies.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

II. BUDGET PREPARATION

A. POLICY

The budget will be based on a diversified, flexible revenue plan and an expenditure plan that minimizes costs to the lowest cost consistent with maintaining basic services and infrastructure. Every attempt is made to relate the budget to the short and long term goals of the Council. Formal documents will include a Ten Year Capital Improvements Plan, Revenue Plan and Budget Plan.

B. PUBLIC NOTICE

Around November 1st of each year, the City Manager submits a proposed budget for the next budget year to the City Council with an explanatory message. The proposed budget provides a complete financial plan for each fund that includes appropriate financial statements showing comparative figures for the last complete fiscal year, comparative figures for the current year, and the City Manager's recommendation for the ensuing year.

The budget estimates are open to the public for inspection and a limited number of copies are made available. Around the 15th of November, the City Council conducts a public hearing on the proposed budget and the adoption of the property tax mill levy. After the public hearing, and before December 31st each year, the Council adopts the budget.

C. PREPARATION GUIDELINES

The budget preparation guide will be issued annually to each department. It will contain instructions for submission of budget requests, and the budget schedule. Both the zero based line item method and the program method of budgeting are used.

D. REVENUES

Detail revenue estimates will be consolidated to produce the annual Revenue Book. As part of the budget process, departments prepare fee schedules and estimate revenue. The City imposes a number of taxes, service fees, and miscellaneous licenses fees. Additionally, the City receives various types of revenues from the County, State, and Federal governments.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

E. EXPENDITURES

1. OPERATING EXPENDITURES

Departments develop an initial operating budget using zero base line item techniques. Program budgets are prepared to evaluate the cost/benefit, effectiveness, and performance in provision of services.

2. CAPITAL EXPENDITURES

a. DEFINITION OF CAPITAL IMPROVEMENT

Capital Improvements are those projects whose cost is expected to exceed \$10,000 and where the life expectancy of the asset exceeds one year. Routine maintenance and preservation of the value of City structures and infrastructures are not capital improvements and will be funded in the operating budget.

b. CAPITAL IMPROVEMENT PLAN

Requests will be consolidated to prepare a ten year capital improvement projects plan. Projects will be prioritized using these guidelines.

- o essential: based on current safety, useability, or condition of existing or required assets.
- o needed: based on future safety, useability, or condition of existing or required assets.
- o desirable: based on service improvements or additions.

c. FINANCING

Funds for projects will be budgeted and appropriated on an annual basis. Enterprise and Internal Service Funds must finance their projects without direct subsidy from the General Fund, unless specifically authorized. Sources of funds for all capital projects, including construction and acquisition of structures and infrastructures, will be reviewed in the following order.

CURRENT REVENUE

For other than major construction projects, this is the preferred source.

FUND BALANCE

The General Fund, Internal Service Funds, and Enterprise Funds will determine the fund balance amount available for Capital Improvements by taking Unappropriated Fund Balance less the Working Capital Reserve. This remaining amount, while available for capital improvements, will be divided by three (3) to determine the amount that can be spent in any one year.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

c. FINANCING (CONTINUED)

GENERAL OBLIGATION BONDS

Use will be limited to major capital projects and requires Council approval.

REVENUE BONDS

Use will be limited to major capital projects and requires Council approval.

LEASE/PURCHASE AGREEMENTS

Use will be limited to capital projects and requires City Manager approval.

F. BALANCING GUIDELINES

1. GENERAL PROCEDURES

- a. Initially, each fund will be balanced separately. Subsidies between funds will require Council approval.
- b. For each fund, combined proposed operating and capital costs cannot exceed projected revenues, unless otherwise authorized.
- c. Ten year long range financial projections will be prepared for major funds and will be used to minimize potential, adverse, future impacts of the proposed budget.

2. CONTINGENCY RESERVES

Only minimal funds will be appropriated to respond to unanticipated needs, revenue shortfalls or emergencies.

- a. Departmental Contingencies
Departments will not budget contingency funds.
- b. City Contingency Funds
Each year's budget will contain contingency funds in an amount deemed appropriate by the City Manager and Council. These funds will be allocated primarily for one-time, non-recurring unplanned costs when approved by the express written consent of the City Manager .
- c. Working Capital Reserves
The General, Intergovernmental Service, and Enterprise Funds will each maintain a minimum unappropriated balance. Annually, the Finance Director and City Manager shall determine minimum balance needed for each fund based on cash flow needs and a minimum amount for a catastrophe reserve.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

3. GENERAL FUND

The General Fund is a single fund and is used to support all general government operations. It supports administration, police, fire, and public works for streets.

- a. Revenue will be generated by taxes, fees, and receipt of revenues from other governments.
- b. Any transfers from the general fund to other funds shall be avoided unless authorized by City Council.
- c. An annual review of taxes, fees, and revenues from other governments will be conducted to determine what changes should be made to cover operating costs and create retained earnings sufficient to finance capital improvements.
- d. Administrative fees will be charged to other Funds for services provided by the General Fund. The City Manager and Finance Director will determine rates annually. Imposition of such charges on any fund requiring a subsidy from the General Fund will be determined by the City Manager.

4. ENTERPRISE FUNDS

These operations are financed and operated similar to private business enterprises. There are currently eight such funds: Water, Sanitation, Two Rivers Plaza, Swimming Pools, Lincoln Park Golf Course, Tiara Rado Golf Course, Cemetery and Parking Authority. The City also operates the City of Grand Junction/Mesa County, Colorado, Joint Sewer System.

- a. Revenue will be created by sale of goods and services or receipt of dedicated revenues to provide for operations.
- b. Any subsidies to, or transfers from, enterprise funds shall be avoided unless authorized by City Council.
- c. An annual review of license, permit, and user fees will be conducted by fund managers to determine what fees should be charged to recover operating costs and create adequate retained earnings to finance capital improvements. Surveys will be conducted annually to determine if charges are reasonable and competitive with other municipalities and like activities in the private sector.
- d. Administrative fees will be charged to Enterprise Funds for services provided by the General Fund. Rates will be reviewed annually by the City Manager. Imposition of such charges on any fund requiring a subsidy from the General Fund will be determined by the City Manager.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

- e. Capital asset acquisition or replacement will be funded with retained earnings or directly from operating revenues, unless otherwise authorized by Council.
- f. Operating costs shall be funded from operating revenues.

5. INTERNAL SERVICE FUNDS

There are currently three Internal Service Funds: Stores & Printing, Information Services, and Equipment. The Internal Service Fund classification is used to account for resources provided by centralized service functions to departments.

- a. Revenues will cover the cost of operations.
- b. Charges for Internal Service goods or services will be based on appropriate units of measure at pre-established standard rates.
- c. Standard rates will be reviewed annually, during the preparation of the annual budget, to determine if charges are reasonable and competitive with other municipalities and like activities in the private sector.
- d. Administrative Charges will be made to Internal Service Funds for services provided by the General Fund. Rates will be reviewed annually by the City Manager.
- e. Capital asset acquisition or replacement will be funded from retained earnings or current operating revenues.
- f. Operating costs shall be funded from operating revenues.

6. SPECIAL REVENUE FUNDS

There are currently five such funds: Parkland Expansion, DDA Tax Increment, Downtown Development Authority, Parking Meter, and Golf Course Expansion. This class of funds has been used to account for specific revenue sources that are restricted to expenditures for specific purposes.

- a. Each of these funds has specifically designated revenue sources. These revenues cannot be diverted to any other funds for any reason.
- b. Subsidies to Special Revenue Funds shall be avoided unless specifically approved by City Council.
- c. Administrative charges to Special Revenue Funds shall be within the guidelines defined by the revenue source. Each fund is required to be budgeted annually.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

7. TRUST AND AGENCY FUNDS

Currently, there are seven Trust and Agency Funds: Special Assessment Districts Sinking, Pool Board, Orchard Mesa Cemetery Perpetual Care, Municipal Cemetery Perpetual Care, Parks Improvement Advisory Board, Sewer and Water Districts Clearing Account and the Special Assessment Districts Clearing Fund. Trust and Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include Expendable Trust, Nonexpendable Trust and Agency Funds.

- a. Each of these funds have specifically designated revenue sources. These revenues cannot be diverted to any other fund for any reason.
- b. Any subsidies to Trust and Agency Funds shall be avoided unless specifically approved by Council.
- c. Administrative charges to Trust and Agency Funds shall be within the guidelines defined by the entity or individual for which the City is acting as agent. There is no requirement for these funds to be budgeted annually.

8. SPECIAL ASSESSMENT FUNDS

The City has the power to construct or install special or local improvements of every character within designated districts in the City on petition of the majority of the property owners in the designated district.

- a. Each of these funds has specifically designated revenue sources. These revenues cannot be diverted to any other fund for any reason.
- b. Any subsidies to these funds shall be avoided unless specifically approved by Council.

9. DEBT SERVICE FUNDS

10. CAPITAL PROJECTS FUNDS

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

III. BUDGET ADMINISTRATION

A. REVENUE MANAGEMENT

1. POLICY

Adequate systems for collecting, recording, and reporting revenues will be developed and maintained; an aggressive policy of prompt, efficient collection of taxes, fees, and other types of revenue will be followed.

2. COLLECTION FUNCTIONS

a. COLLECTION AGENCIES

Annually, the performance of each collection agency will be reviewed and evaluated for effectiveness.

b. ADMINISTRATIVE FEES

The Finance Director shall have the authority to impose administrative fees, including but not limited to short check fees, late payment charges, interest charges, etc.

3. SOURCES & DISTRIBUTION OF REVENUE

a. SALES AND USE TAX REVENUE

City Sales and Use Tax rate is 2.75%. The City receives 32% of the second cent of the Mesa County Sales Tax.

Sales and use tax revenues shall be directed to the General Fund; annual requirements for interest and principal for general obligation debt and debt guaranteed by these revenue sources will take first priority.

b. PROPERTY TAX

The City property tax rate is 5.55 mills. All property tax revenues shall be directed to the General Fund; debt guaranteed by this revenue source will take first priority.

c. SERVICE RELATED REVENUE

Whenever possible, revenue derived from direct services will be allocated to wholly or partially fund their cost.

d. REVENUE FROM OTHER GOVERNMENTS

LOTTERY FUNDS

Colorado Lottery proceeds will be put into this fund. It will be budgeted annually as a special revenue fund; the fund balance shall include funds received from the state, interest earned, accumulated but unexpended funds, and other funds the City designates. Funds will be allocated in conformance with state legislation as distinct capital improvement projects.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

GRANTS

Grants are received from various sources. If restricted uses are specified, the Finance department will take all necessary steps to assure proper use of funds.

HIGHWAY USERS TRUST FUND

The State of Colorado provides funds from the Highway Users Trust fund annually. These funds are restricted to street maintenance or construction uses.

OTHER

In addition to the above revenues, the City receives other types of revenues from the State and County.

e. CONTRIBUTIONS

The City will accept contributions that enhance the City's ability to provide services. Prior to acceptance, the City will carefully and diligently consider any conditions or covenants associated to a specific contribution, especially items such as building, land, and equipment which create recurring operating expenses.

B. EXPENDITURE MANAGEMENT

1. POLICY

Adequate systems for recording, controlling, and reporting expenses will be developed and maintained using generally accepted accounting procedures. Purchasing, Risk Management, and Personnel practices will be reviewed annually to assure control of expenditures. Financial records will be audited each fiscal year by a certified public accounting firm.

2. ACCOUNTING PRACTICES

The Charter and Code of the City of Grand Junction, State of Colorado statutes and federal laws and regulations will be followed where they apply to the City's financial activities. The official source of financial information is the central accounting system as operated and maintained by the Finance Department. Accounting records will be maintained on a basis consistent with standards for local government accounting; all expenses that can be capitalized under these standards will be charged to the related project.

3. PURCHASING PRACTICES

a. PURCHASING GUIDE

The Purchasing Policies and Procedures Manual sets forth the policies and procedures to be followed when expending City funds. The manual contains provisions governing purchase orders, bids, use of petty cash, and other purchasing activities.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

b. LEASE/PURCHASE

Lease purchase will be considered only when the useful life of the item to be purchased is equal to or greater than the length of the lease. If the item may become technically obsolete or is likely to require major repair during the lease purchase period, then the item should be either purchased or placed on a straight lease.

c. YEAR-END EXPENDITURE CUT-OFF

The year-end cut-off date for processing routine Purchase Requisitions will be December 15th for expense items or services to be physically received by December 31st and expended within the current fiscal year.

4. INSURANCE & RISK MANAGEMENT PRACTICES

The Risk Manager is responsible for administration of the insurance programs; insurance services will be bid every two years. The City is a member of the Colorado Intergovernmental Risk Sharing Association through which general liability insurance is purchased with a deductible of \$25,000. Workmans Compensation Insurance is provided by a self insurance program. The Risk Manager supervises the loss control and safety programs to minimize losses and maximize employee safety awareness.

7. AUDITING PRACTICES

The audit services contract will be evaluated at least every three (3) years. An extension of up to two (2) years beyond original term may be negotiated at the discretion of the Finance Director, with approval of the City Manager.

External audit will be performed annually by an independent Certified Public Accounting (CPA) Firm. Financial statements, accompanied by the independent auditor's opinion on the statements, will be issued annually.

6. INTERFUND CHARGES

a. ADMINISTRATIVE CHARGES, GENERAL FUND

Charges for services provided by the general fund to other funds shall be imposed as approved in the budget.

b. ADMINISTRATIVE CHARGES, WATER FUND

Charges for utility billing services provided by the water fund to the sewer and trash funds shall be imposed as approved in the budget.

c. IG SERVICE FUND CHARGES

Service charges from service funds to other fund shall be imposed as billed by the service funds.

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

7. PERSONNEL ADMINISTRATION

a. EMPLOYEE COMPENSATION

The Personnel Policies and Procedures Manual includes the policies and procedures for administration of the wage and benefit systems. The manual also contains provisions governing appointment, promotion, transfer, disciplinary actions, layoff, dismissal, and other conditions of employment.

b. INSURANCE

Currently, two medical plans, one dental and one general medical, are provided. One life insurance program is provided. All insurance plans are currently managed by third party administrators.

c. PENSIONS

The authorized pension plans are listed below. Plans relate to employee groups as indicated. Each is an independent retirement plan and uses a fund administrator appointed by the appropriate board of directors or the City. The City will provide adequate funding for City Contributions.

Plan Name	Vendor/Type	Employee Contribution	City Contribution
Old Hire Fire	FPPA/2	10%	Varies Annually
Old Hire Police	FPPA/2	10%	Varies Annually
New Hire Fire	ICMA/1	8%	8%
New Hire Police	ICMA/1	8%	8%
Old Hire Fire	ICMA/1	0%	6%
Old Hire Police	ICMA/1	0%	6%
Executive	ICMA/1		
Supplemental	PM/1	3%	3%

Types: 1) Defined Contribution 2) Defined Benefit

CITY OF GRAND JUNCTION
FINANCIAL MANAGEMENT POLICIES

IV. MONEY MANAGEMENT

A. POLICY

The first priority for use of excess funds shall be to maintain adequate reserves in highly liquid form. When evaluating the best use of excess funds generated by cash flow or fund balance both investment opportunities and debt retirement will be considered. Decisions will be based on rate of return, duration of use, and risk.

B. BANKING PRACTICES

Banking services contracts will be evaluated at least every three (3) years. An extension of up to two (2) years beyond original term may be negotiated at the discretion of the Finance Director, with the approval of the City Manager.

C. RESERVE PRACTICES

1. WORKING CAPITAL RESERVES

The General Fund, Intergovernmental Service Funds, and Enterprise Funds will each strive to maintain a minimum unappropriated balance. Cash flow will be actively analyzed and managed to determine the minimum balance needed for each fund. To the extent possible, cash will be retained in bank accounts that bear interest.

2. PLANT INVESTMENT RESERVES

Plant investment reserves will be developed and maintained for both Water and Sewer Funds.

3. DEBT RESERVES

Debt reserves are established to protect bond holders from payment defaults. Adequate debt reserves are essential for maintaining good bond ratings and marketability. The amount of debt reserve is established by bond ordinance for each bond issuance.

D. DEBT ADMINISTRATION

1. EVALUATION OF FINANCIAL RELATIONSHIPS

Relationships with financial consultants and underwriters will be reviewed every three years. Communications with bond rating agencies concerning financial condition will be maintained regularly .

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2. USE OF LONG-TERM DEBT

Long-term debt will be used only for capital projects; it will not be used to fund current operations.

3. DEBT PAYMENT

Debt payments shall not extend beyond the estimated useful life of the project being funded.

4. INTERFUND ADVANCES

Interfund advances may be allowed if approved by the City Council. Interest can be charged at the option of the Council. If approved, the terms and conditions of such advances between funds shall be recorded in the Finance Department as a matter of public record.

E. INVESTMENT PRACTICES

1. SCOPE

Assets will be invested in accordance with the Charter (Article IX #72), State Statutes (Revised 24-75-601 to 605) and these policies and administrative procedures.

Excess monies from each fund are pooled for investment purposes. Investment policies are governed by the "prudent man" rule. The criteria for selecting investments are 1) safety, 2) liquidity, and 3) yield.

2. OBJECTIVES

The investment portfolio shall be managed in a manner to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio.

Funds held for future capital projects shall be invested to produce income to the extent possible to offset increases in construction costs due to inflation. Where possible, pre-payment funds for long-term debt service shall be invested to ensure a rate of return at least equal to the interest being paid on the bonds.

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3. DELEGATION OF AUTHORITY

The Finance Director may designate a City investment officer to be responsible for investment decisions/activities on a day to day basis. The investment officer shall maintain written administrative operating procedures for investment programs, consistent with these policies. To optimize the return on investment, the investment officer must actively develop and maintain the cash management program.

4. PRUDENCE

The investment officer will use the "prudent man" rule, which states, "Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation but for investment, considering the probable safety of their capital as well as the probable income to be derived." This rule shall be applied in the context of managing the portfolio.

The investment officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally liable for adverse financial impacts related to a specific security's credit risk or market price changes, provided deviations are reported immediately and appropriate action is taken to control adverse developments.

5. ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the City's portfolio. Employees and officers will subordinate their personal investment actions to those of the city, particularly with regard to timing of purchases and sales.

6. INTERNAL CONTROLS

The Finance Director will create written internal controls, which shall be reviewed annually by the independent auditor. The controls shall be designed to prevent loss of public funds due to fraud, employee error, misrepresentation by third parties, unanticipated market changes or imprudent action by City employees and officers.

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7. REPORTING: INTERIM AND ANNUAL

The investment officer shall submit a quarterly investment report which summarizes recent market conditions, economic developments and anticipated investment conditions. It will include the investment strategies employed in that quarter, and describe the portfolio in terms of securities, risk, maturities, characteristics and other features. Also, it will explain the quarter's and year to date total investment return and compare return with budgetary expectations. An appendix that discloses all transactions during the past quarter shall be included. Each report shall indicate any areas of policy concern and suggested or planned revision of investment strategies. Copies shall be transmitted to the independent auditor. Within 40 days after the fiscal year end, the investment officer shall prepare a comprehensive annual investment program/activity report. It shall include quarterly comparisons of return, policy suggestions, and make recommendations for improving the investment program.

8. INSTRUMENTS

Assets may be invested in:

- a) U.S. Treasury securities;
- b) short-term obligations of U.S. government agencies and instrumentalities;
- c) fully insured or collateralized certificates of deposit at commercial banks and savings and loans associations;
- d) repurchase agreements collateralized by U.S. Treasury securities;

9. BANKS AND DEALERS SELECTION

Depositories shall be selected through the city's banking services procurement process, which includes a formal request for proposal issued every three years. In selecting depositories, institutional creditworthiness shall be considered, and the investment officer shall conduct a comprehensive review of prospective depositories' credit characteristics and financial history. Banks and savings & loan associations seeking eligibility for the City's competitive certificate of deposit purchase programs shall submit a completed questionnaire, which shall be reviewed by the investment officer and Finance Director. The list of eligible banks and savings & loan associations will be reported to the City Manager regularly. For brokers and dealers of gov-

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9. BANKS AND DEALERS SELECTION (continued)

ernment securities, the investment officer shall select only primary government securities dealers that report daily to the New York Federal Reserve Bank, unless a comprehensive credit and capitalization analysis reveals that other firms are adequately financed to conduct public business. The investment officer shall not conduct business with any securities dealer with whom or through whom public entities have paid excessive prices or commissions.

10. DIVERSIFICATION

The City shall diversify its portfolio. Assets held in the common cash fund and other investment funds shall be diversified by maturity, issuer, and class of securities. The investment officer and Finance Director shall determine and periodically revise the diversification strategies.

11. RISK

The city recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Portfolio diversification is employed to control risk. No individual investment transaction shall be undertaken which jeopardizes the portfolio's total overall capital position. If default by a specific issuer occurs, the investment officer shall review and, if appropriate, proceed to liquidate securities having a comparable credit risk.

12. MATURITIES OF THE INVESTMENT PORTFOLIO

Assets shall be invested in instruments whose weighted maturity average ensures reasonable liquidity.

13. SAFEKEEPING AND CUSTODY

To protect against potential fraud and embezzlement, City assets shall be secured through third-party custody and safekeeping procedures. Bearer instruments shall be held only through third-party institutions. Investment officials shall be bonded to protect the public against possible embezzlement and malfeasance. Collateralized securities such as repurchase agreements shall be purchased using the delivery vs. payment procedure.

