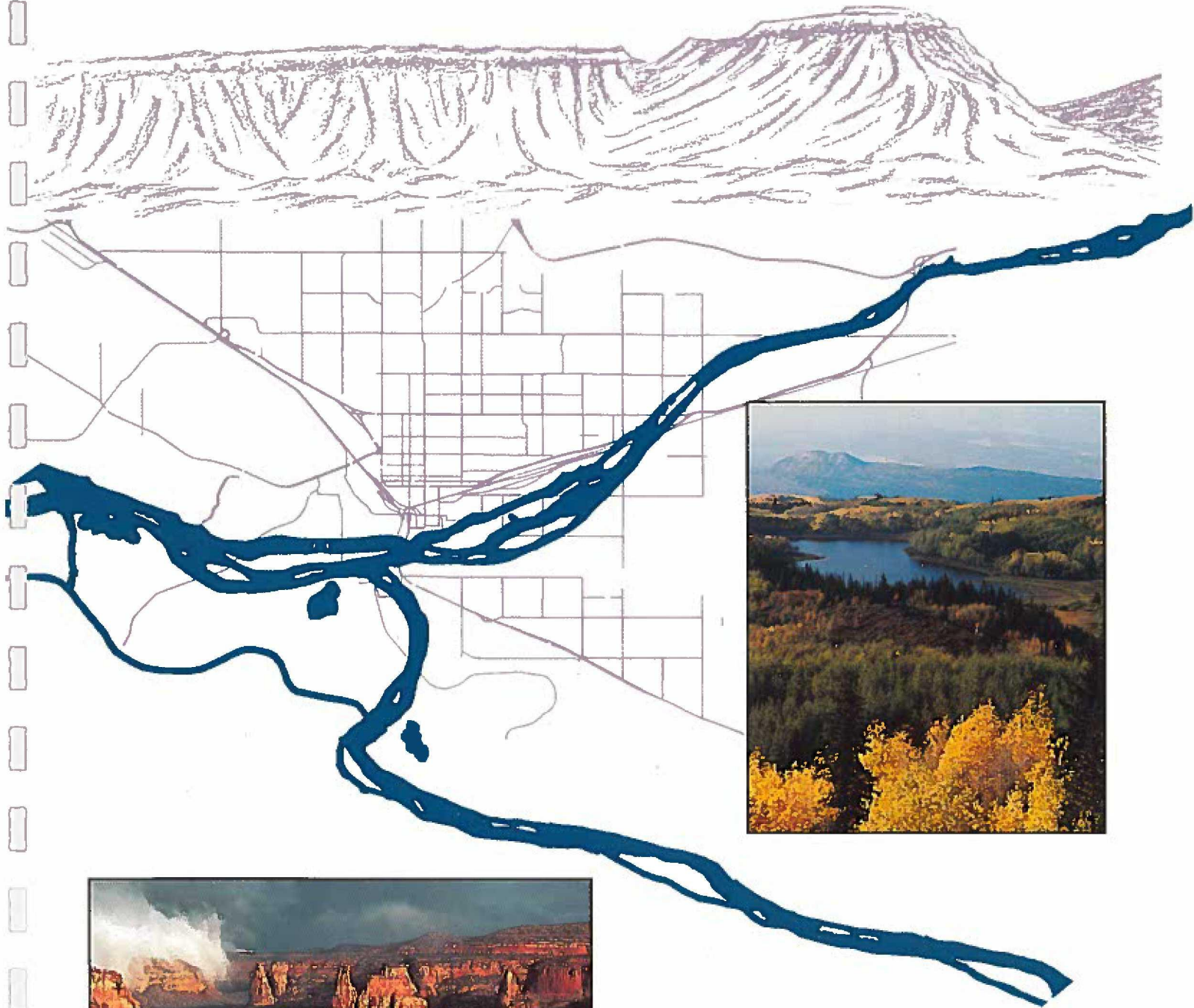


CITY OF GRAND JUNCTION *COLORADO*



1994 and 1995
BIENNIAL
BUDGET

CITY OF GRAND JUNCTION COLORADO

1994 AND 1995 BIENNIAL BUDGET



Cover photos are courtesy of: Grand Mesa by Cabra d'Oro Pack Goats of Collbran, Colorado, and Colorado National Monument by Hank Schock of Fruita, Colorado.

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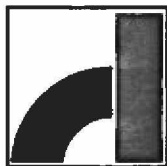
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The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to City of Grand Junction for its annual budget for the fiscal year beginning January 1, 1993.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Department of Administrative Services and Finance
City of Grand Junction, Colorado



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

**PRESENTED TO
City of Grand Junction,
Colorado**

**For the Fiscal Year Beginning
January 1, 1993**

[Signature] *Jeffrey L. Essler*

President

Executive Director

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INTRODUCTION

This book, The City of Grand Junction's Biennial Budget Document serves as the primary source of budget information for the City of Grand Junction, Colorado. This book provides appropriation documents and detailed information about the City's government, its budget, and the services it provides. This document is designed to inform the public about the Government of the City of Grand Junction and its current financial plan.



March 28, 1994

City of Grand Junction, Colorado
250 North Fifth Street
81501-2668
FAX: (303) 244-1599

Dear Mayor and Council Members

The enclosed 1994 and 1995 Two-Year Budget Document provides the nucleus for our financial and operating plan for the next two years. The only changes from the proposed budgets are those authorized and approved by the City Council during their review, the public hearing and final adoption process. This budget has been prepared in accordance with all applicable City ordinances, State and Federal Laws and City policies. Since 1990 each of the City's official budget documents have received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada. Using the reviewer's and our own critique, we have improved upon the previous report from start to finish.

One of the most significant budgeting achievements is the completion of the City's second two year budget, although still unusual for most municipalities, this process saves a great deal of budget development time in the second year of the process and has resulted in increased efficiencies city-wide. In addition to the benefits received from a two-year plan, the backbone of this budget are ten year financial projections for each of the City's operating funds. These important projections are used to help assure the City's ability to maintain the current level of selected services in the years ahead. Long range financial planning has always been a hallmark of the City of Grand Junction's budget process. While many municipal organizations work hard developing a one year budget plan, you have approved a two year plan with subsequent ten year projections.

I believe the annual budget document provides important communication to our citizens and taxpayers, as well as serving as a policy and operations guide for City Council and staff, and will serve as the City's financial plan for 1994 and 1995.

This document contains a wealth of information on City processes, policies and controls, together with historic fiscal highlights and projections of future fiscal affairs.

KEY STATISTICAL MEASURES

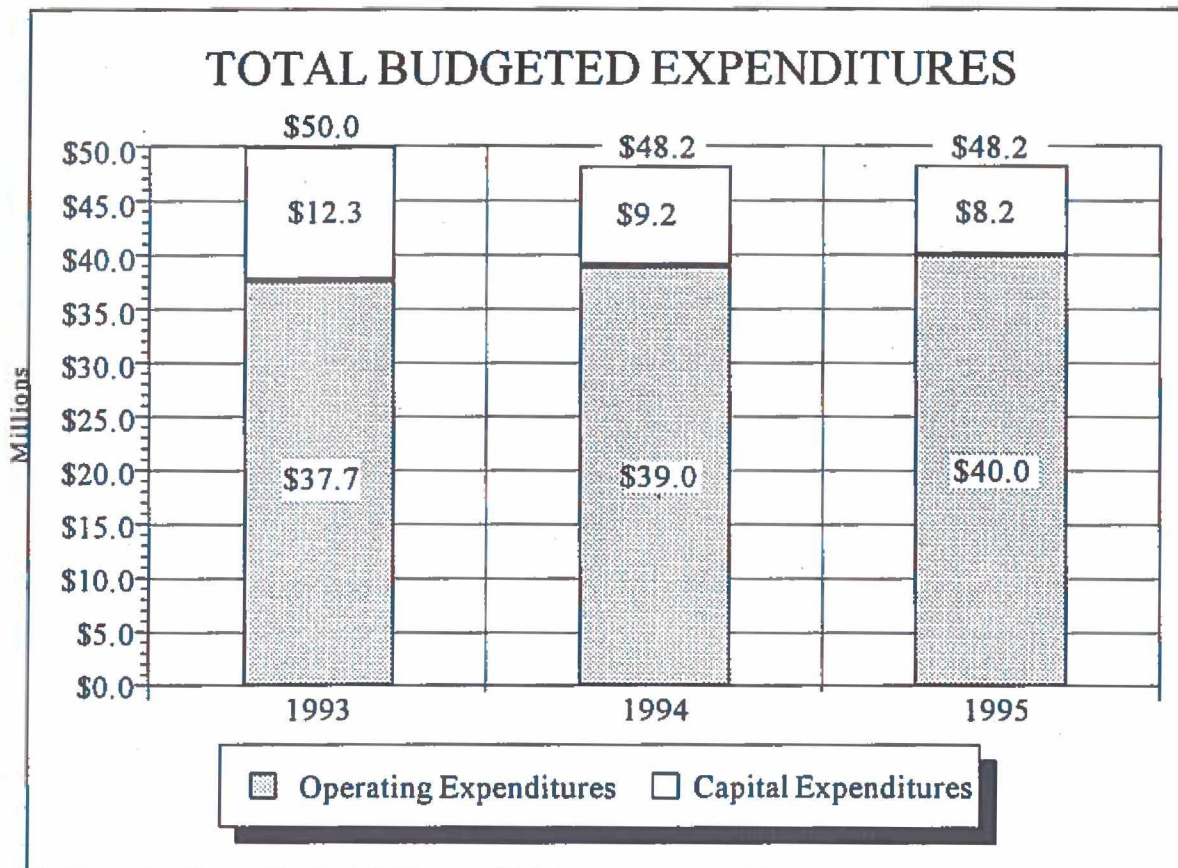
The following are just a few of the important indicators of the growth of service demand and the level of general economic activity that have taken place in our community over the last three years, and which to some extent drive the expenditure and revenue projections found in this budget.



KEY STATISTICAL MEASURES

	From 1990	To 1993	% Growth
Sales Tax Licenses	1,993	2,449	27%
Lane Miles of Streets	380	455	20%
Acres	9,240	12,243	32%
Population (estimate)	29,000	33,600	16%
Building Permits	607	805	33%
Police Calls for Service	29,163	35,106	20%
Trash Customers	9,375	11,093	18%
Taxable Retail Sales (\$millions)	361	505	40%
Average Growth of these Indicators			26%

FINANCIAL HIGHLIGHTS



FINANCIAL HIGHLIGHTS

- Total expenditures are expected to decrease 3.4% from 1993 to 1994 (from \$50 million to \$48.2 million) and will remain relatively flat in 1995, due to a decrease in capital spending. Overall, revenues are expected to increase 2% and 5% for the two years respectively.
- Overall, fund balances are projected to decline approximately \$2.9 million in 1994 and \$300,000 in 1995.
- After two exceptional years of Sales Tax growth (12.7% in 1992 and 15.2% in 1993) we are expecting some moderation and are projecting a 10% and 8% growth in 1994 and 1995 respectively.
- We are projecting slight growth in property tax revenue partially due to new construction (\$20,000) and annexation (\$97,000). The mill levy is being held constant for the third straight year at 8.071 mills.
- General Fund Revenue growth is projected to be 7.4% in 1994 and 5.8% in 1995; while operating expenditures are budgeted to increase 3.5% and 3.3% over the same two Year period.
- Approximately \$6 million will be expended from the Sales Tax Capital Improvement Projects (CIP) Fund in both 1994 and 1995 on approved projects.
- The budget includes a proposal for on-going General Fund support of major capital through a minimum of \$300,000 a year in transfers to the Sales Tax CIP Fund.
- All new capital equipment requests (i.e. vehicles) for general governmental type services have been included in the General Fund for 1994 and 1995 rather than the Sales Tax CIP Fund
- Funding for 17 new full-time positions have been approved; 13 in 1994 and 4 in 1995. Of these 14 are General Fund positions, the balance is in the utility funds.
- Based on the annual market survey and projected market changes of 2.5% and 3.5% for 1994 and 1995, the average wage increase for 1994 will be 3.1%, an increase of 3.5% is the budget estimate for 1995.
- The cost of medical and dental insurance is expected to rise 9% and 22% respectively in 1994 with the City continuing to fund 60% of the increase. The impact of a new Federal Health Care program has not been factored in at this time.
- The general employee retirement contribution rate will increase 1/2% in 1994 and again in 1995, in accordance with our plan to increase this benefit from 3% to 6% over the five year Period from 1992 through 1996.

FINANCIAL HIGHLIGHTS

- General Fund operating equipment requests (equipment, furniture, computers) have been balanced in the two year budget at approximately \$225,000 each year in keeping with our informal policy.
- The City will continue to adequately fund its preventive street maintenance program. The most notable street reconstruction projects included in the two year plan are; Grand Avenue from 1st Street to 7th, 28.25 Road from North Avenue to Orchard Avenue. The decline in capital expenditures from 1993 to 1994 is largely the result of the one-time \$1.6 million expense for park land acquisition in 1993.
- Also included in the budget are operating and capital costs necessary to provide the same level and quality of services to all recently annexed areas of the City.

CONCLUSION

The talented and dedicated staff of the City of Grand Junction will continue to strive for improvements in the services provided to the community. This can be achieved through employee involvement and training, the use of modern tools and equipment, and automated management information and communication systems. This two year budget supports recommendations from every department for improving the efficiency and effectiveness of our operations.

The resurgence of the local economy over the last 5-6 years in conjunction with long range financial planning, and strong financial leadership by the Council, has put the City of Grand Junction in position to maintain the current level of quality services being provided the citizens of this community.

Preparation of this two year budget plan represents a significant effort on the part of Department Directors and their staff. Thanks to all who participated in this effort. Thanks also to those employees who make spending decisions every day; their commitment to making the most of each taxpayer dollar is the key to successful budgeting and financial management.

Respectfully submitted,



Mark K. Achen
City Manager

"STATE OF THE CITY"

To the Citizens of Grand Junction:

Grand Junction is a wonderful community, which is why we choose to live and raise our families here. We have invested ourselves in this community and want it to continue to be a place we are pleased to call home. There is a strong "sense of community" in Grand Junction. We would like you to know a few of the ways in which the City has been working toward enhancing the quality of life in Grand Junction and our efforts toward building on that sense of community we all feel.

The ECONOMIC VITALITY of the community is the foundation on which all of our plans for the future rest. The recovery from the "bust" in the early 1980's has brought an influx of jobs and resources back into the area. We have all contributed to that recovery, and as a result have felt a resurgence of energy and optimism.

The City has made significant contributions to the local economy in recent years. It has been a policy of the City Council to annually appropriate \$300,000 to help bring businesses and new base jobs to the Grand Valley. Most of these funds have been used as incentives for businesses relocating to this area through the combined efforts of the City and the Mesa County Economic Development Council. The efforts of the MCEDC in recent years have led to more than 20 new businesses locating to this area with capital investments totaling over \$62 million, and the creation of approximately 1,200 new jobs. This program has also been expanded to assist existing businesses.

The Lodging Tax, approved by the voters, has fueled the Visitor and Convention Bureau's efforts to promote the area to business and vacation travelers. The new Visitor Information Center at the Horizon Drive / I-70 Interchange opened this year. The new Center anticipates serving approximately 68,000 people in 1994, a 100% increase over 1993. Many of these traveler's will decide to extend their stay in Grand Junction and/or return in the future and experience the wonders of Western Colorado. The City looks forward to hosting over 6,000 convention attendees, and booking over \$2 million in meeting and convention business in 1994.

Continued economic growth and expansion in the Grand Valley will depend largely on the quality of services provided and the protection of *the high quality of life* experienced throughout the community. Continual investment in the City's important infrastructure such as our preventive street maintenance program; the acquisition and future development of significant amounts of park land and open space; plans for a Community and/or Senior Citizen Recreation Center; and community development activities including annexation, historic preservation, land use and neighborhood development plans, are all examples of our efforts to protect and enhance the economic vitality of the area.

ENHANCING THE BEAUTY OF THE COMMUNITY

It is certainly in all of our best interests to make Grand Junction an attractive area for us to enjoy and to endeavor to draw more visitors and new and expanding businesses. Blessed with incredible natural resources, we need to do our best to protect and enhance them. The City's participation in the redevelopment of the Riverfront area has been well-publicized. This area has been an under-used, under-appreciated and a generally unattractive place; even though its proximity to Downtown and the Colorado River makes it a prime location for a variety of uses and activities.

The City has also invested resources to enhance the vitality of the core downtown and in support of various cultural amenities. Financial commitments to the Museum Of Western Colorado for their relocation and expansion project; contributions for the acquisition and renovation of the Avalon Theater; and funding for the Arts Commission, are all prime examples.

ACCOUNTABLE TO THE COMMUNITY

As your elected representatives, we strive to be accountable to you for the resources you entrust to the City. We have held property taxes level for over ten years. Instead, we rely on improved productivity and growth in sales tax revenues, of which 30% is received from travelers and visitors, to fund any necessary changes in service levels. We strive not only to do things right, but to do the right things. We believe this means looking to the future as we make decisions, seeking the best long-term outcome, not just the short-term easy answer.

The three-quarter cent sales tax increase, which the citizens approved in 1989, is being used for significant improvements to the community's resources. The citizens will continue to see improvements in City parks, streets, sidewalks, parking and other transportation needs, all funded through the three-quarter cent sales tax.

When we speak of "community", we realize the City is part of a larger valley community and that we need to be good neighbors. Cooperative ventures with other entities will help us provide better services to the citizens of the entire community.

County government is not well suited to provide municipal type services in urban areas. If the citizens of these areas desire the most efficient service delivery, annexation needs to take place.

You will continue to hear about City annexation plans in the coming months. The process will be open, and we will work hard to respect the needs and concerns of everyone affected by potential annexation. This means current citizens as well as prospective citizens.

With all this in mind, the City Council has drafted the following major policy/goal statements to guide the City's steps toward making this community even better.

PARKS & RECREATION

The City of Grand Junction believes that public parks, trails, open space and recreation opportunities enhance the quality of life for its citizens.

As the community grows and expands, the city will address the park and recreation needs of its current and future residents. A planning process is underway to outline options for the development and improvement of new and existing parks, trails and recreation facilities.

In order to improve the quality of life in Grand Junction, the City encourages the development of appropriate parks, trails and open space. Cooperation with other governmental agencies and the private sector is encouraged.

LAND USE AND GROWTH

The City of Grand Junction recognizes that land use decisions have a big impact on the quality of life for the community. As the area grows, the City is committed to upholding the high quality standards for development.

These standards include appropriate uses and densities of land and the provision of proper services such as water, sewer, sidewalks, streets, traffic flows and fire and police protection. The city strives to accommodate growth while preserving the high quality of life in the community.

As conditions change from year to year, the City desires that all areas of the City enjoy economic prosperity. The City will continue to support efforts which improve the economic health of the community.

BUILDING ALLIANCES

The City realizes that cooperative efforts with other groups can often produce better results for the whole community. The city desires to have good relations with other governmental units, outside agencies and community groups.

The City is committed to taking a proactive role in increasing communication with these other groups. During the process the City will look for common concerns and projects that can become joint efforts. Our goal is to make Grand Junction an even better place to live by working together to improve our quality of life.

ENVIRONMENT

The City believes that Grand Junction is located in a very beautiful and natural environment. The City desires to protect, enhance, and promote this asset.

The long term preservation of air quality, scenic views, open areas, and other natural resources is very important for the City. We will strive to pursue policies which will accomplish this for our residents.

CITY BOUNDARIES

The City is committed to protecting its quality of life and financial integrity. An important step toward reaching this goal is orderly, and well planned annexations.

As growth continues in the area it is even more important that the City act to ensure compliance to appropriate development standards. The city will review its annexation plans on a regular basis to see that these plans are in harmony with the City's other goals.

RESPONSIVE TO THE COMMUNITY

One of our primary goals every year is to improve our communication with the citizens. This biennial budget report is only one step. The annual "Budget-In-Brief", the quarterly City Newsletter and summer "Ice Cream Socials" are others. We plan to make a conscious effort to share information with you and to be receptive to your comments and suggestions. We ask for your help in this endeavor. Since good communication must be two-way communication, we need to hear from you. Tell us the things that concern you, as well as the things with which you're pleased.

While we all enjoy positive feedback, we also need to know when our services fall short of your expectations. The City may not be able to resolve every problem, but we will do our best to respond promptly and fairly. Likewise, if you have an idea to share, please feel free to call or write a letter. We'd like to hear from you.

SERVICE TO THE COMMUNITY

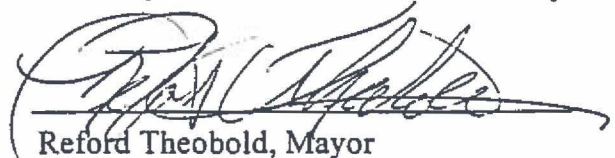
The City Council does its best to serve all of the citizens of Grand Junction — both in the day-to-day issues and in the long-term policy decisions we make on your behalf.

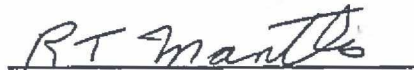
As members of the City Council, we take pride in nice golf courses and parks, pure drinking water; effective sanitation, quality streets; reliable and professional fire protection and police services, and a host of other services provided to citizens by conscientious and dedicated City employees. The City Council and the City Manager provide the overall direction and set the tone for services, but our employees are the ones who carry the services to you on a daily basis.

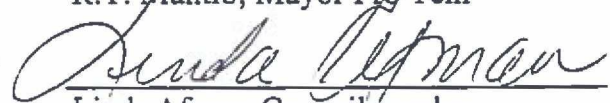
THANK YOU for allowing us to serve you. We are pleased with the progress we have made in a number of areas. Several challenges await the City Council in the coming years. We hope that we will have your continued support and involvement, as together we shape the future of our community.

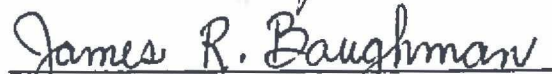
Sincerely,

Your City Council

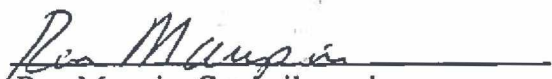

Reford Theobold, Mayor


R.T. Mantlo, Mayor Pro Tem


Linda Afman, Councilmember

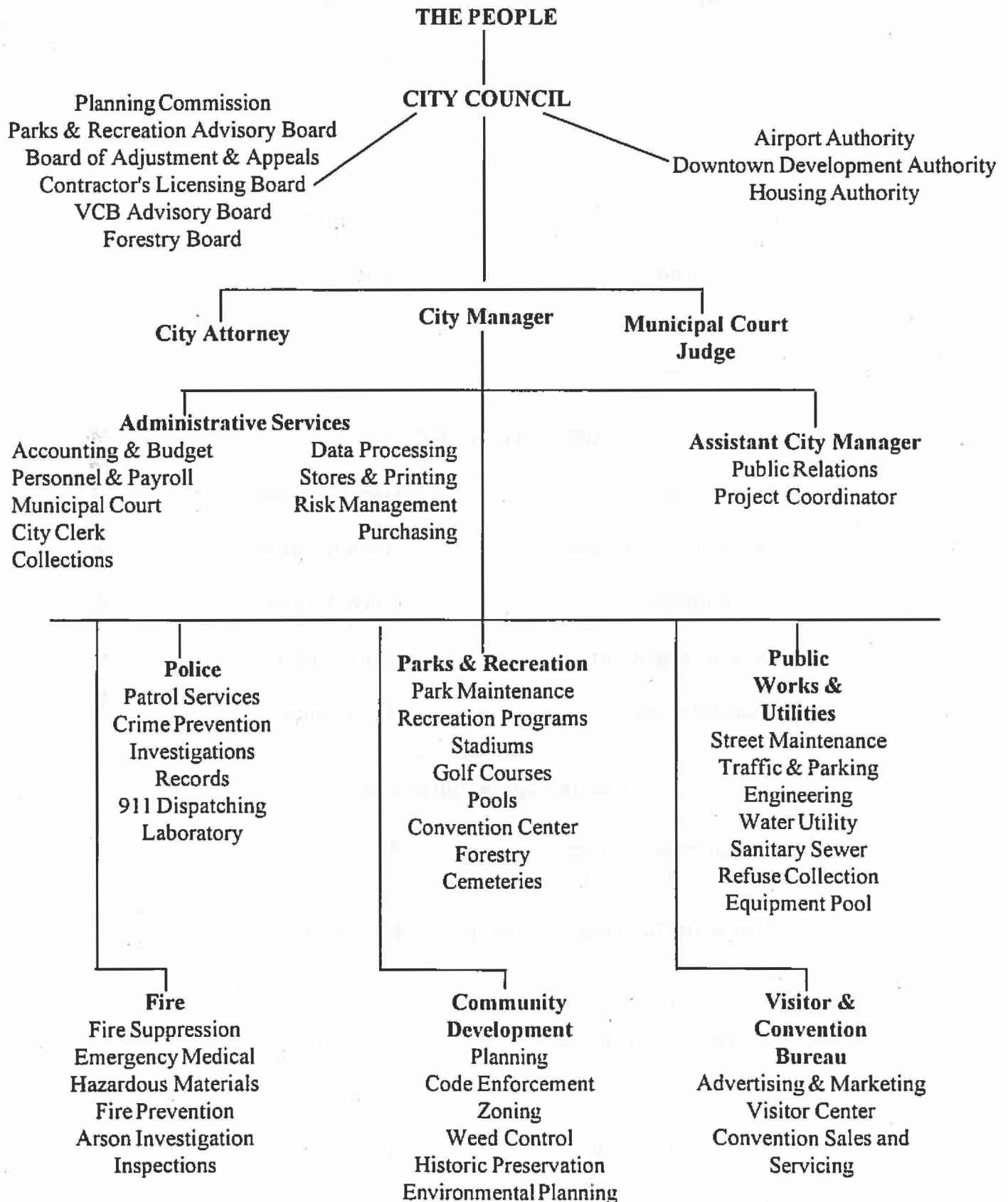

James Baughman, Councilmember


Bill Bessinger, Councilmember


Ron Maupin, Councilmember


Dan Rosenthal, Councilmember

CITY OF GRAND JUNCTION, COLORADO
ORGANIZATION CHART



ELECTED OFFICIALS

District	City Council	Expires
A	Linda Afman	May, 1997
B	James Baughman	May, 1995
C	Reford Theobald	May, 1995
D	Dan Rosenthal	May, 1997
E	Ron Maupin	May, 1997
At Large	Bill Bessinger	May, 1995
At Large	R.T. Mantlo	May, 1997

APPOINTED OFFICIALS

City Manager	Mark K. Achen
Assistant City Manager	David A. Varley
City Attorney	Dan E. Wilson
Assistant City Attorney	John P. Shaver
Municipal Judge	David Palmer

DEPARTMENT DIRECTORS

Administrative Services and Finance Director	Ron Lappi
Community Development Director	Larry Timm
Fire Chief	Michael Thompson
Parks & Recreation Director	Ted Novack
Police Chief	Darold Sloan
Public Works Director	Jim Shanks

1

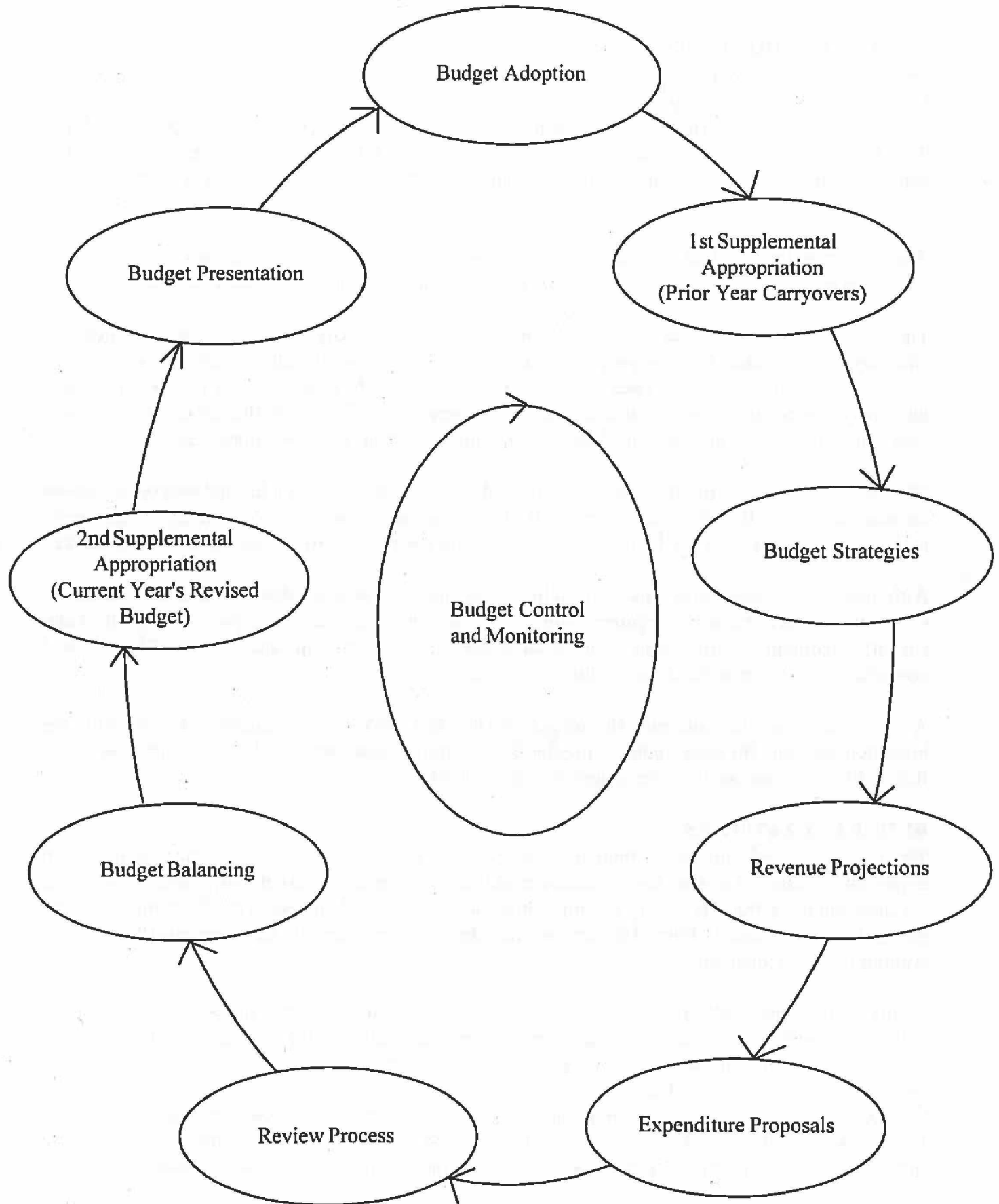


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BUDGET POLICIES & DEVELOPMENT

This section has been prepared to assist the reader in understanding the organization's legal requirements, short-term financial policies and long-term strategies. This section also consists of a discussion about the City's budget process including budget development, review, approval, changes and control.

BUDGET POLICIES AND DEVELOPMENT



BUDGET POLICIES AND DEVELOPMENT

LEGAL REQUIREMENTS

The form of government provided by the City Charter for the City of Grand Junction is the Council-Manager Form. This type of government combines the political leadership of an elected City Council with the managerial experience of an appointed City Manager. The City of Grand Junction is a Home Rule City, governed by City Charter, the State Constitution and City Ordinances as adopted by the general public, which designate the powers and authority of both the City Council and the City Manager.

Annual expenditure budgets are adopted for all governmental funds except the Special Assessment Debt Service Funds. The City Charter does not require appropriations for these funds.

The City Manager is required to submit a proposed budget to the City Council for each budget year (January 1 - December 31). The proposal, accompanied with an explanatory message, is submitted in early November. The proposed budget provides a complete financial plan for each fund and includes appropriate financial statements showing comparative figures for the last completed fiscal year, the current year, and the City Managers recommendation for the ensuing year.

The proposed budget estimates are open to the public for inspection and a limited number of copies are made available. By the end of November the City Council conducts public hearings, and then prior to December 31st, adopts the budget by resolution and the passage of an appropriation ordinance.

Although adopted appropriations set legal limits which cannot be exceeded on a total fund basis, the City Council may amend the appropriation ordinance at any time during the year, as a result of any casualty, accident or unforeseen event. Budget reallocations between funds require City Council approval of a supplemental appropriation ordinance.

A copy of the resolution adopting the budget for 1994 and 1995 and the ordinance appropriating the budgeted amounts for each Fund for the fiscal year ending December 31, 1994 are included in the Related Information section, see pages 303 through 306.

BUDGET STRATEGIES

The City of Grand Junction's budget is based on a diversified, flexible revenue plan and an expenditure plan that minimizes expenditures at the lowest level consistent with maintaining basic services and infrastructure. Every attempt is made to relate the budget to both the short and long term goals of the City Council. Formal documents include a Ten Year Capital Improvements Plan, and the Annual Budget Document.

Realizing that there will always be imbalances between service demands and available resources, solutions to potential budget problems must involve a combination of four actions on the behalf of the City; 1) enhance the stability of local revenue sources by maintaining the current tax rates and increasing user charges as deemed appropriate, 2) reducing operating costs through productivity improvements which include technological enhancements and progressive personnel practices, 3) maintaining a high level of commitment to improve and protect the City's important investment in infrastructure, and 4) adjusting the level, rather than the quality, of city services provided.

BUDGET POLICIES AND DEVELOPMENT

Each of the City's funds are balanced separately with all transfers and operating subsidies between funds requiring Council approval.

The City of Grand Junction has developed and utilizes long range planning through **Ten Year Financial Projections** for each of the City's major operating funds. These projections are used to determine if future impacts of the current proposed budget are fiscally sound. Using these fiscal impact models, we continuously test the effects that current financial decisions have on future year's financial conditions when approving funding requests throughout the organization. Example of these projections can be found on pages 330 through 348 in the Related Information section.

There are many variables and factors which comprise these models, the six (6) major components include; Beginning Working Capital, Revenue Projections, Operating Expenditures, Capital Expenditures, Ending Working Capital, and the level of Required Minimum Working Capital.

The process begins with the estimated beginning working capital balance for the proposed budget year. Projected revenues and proposed operating and capital expenditures are applied to the beginning balance to calculate the ending balance for that year. This process is continued for the next ten years. The resulting calculation of the ending balance in year ten is compared to the calculation of the minimum required balance.

Revenue and expenditure projections for the various funds are based on historical trends, various economic and inflation forecasts, and known changes in operations, legislation, rate changes, etcetera. The bottom line is that each fund should maintain a fund balance which is equal to, or above the required minimum balance of working capital in the tenth year.

A historically volatile economic environment coupled with prudent financial leadership has led to a conservative approach in determining the level of working capital which the City believes is necessary to maintain in the various funds. The most important variable used in determining the required minimum balance is the stability of the major revenue sources applicable to the various accounting funds. For example; the long range plan for the General Fund provides for a required minimum balance that equals 15 percent of operating expenditures for the current year, compared to a level equal to 5 percent of operating expenditures for the City's Enterprise funds. The rationale for the difference in the required minimum balance is that the General Fund's major revenue source (sales and use taxes) is highly volatile in contrast to the more predictable charges for service in the Enterprise funds.

The comparison of ending balances to the required minimum in year ten, reveals whether or not adjustments in the current level of proposed expenditures are necessary in order to maintain long-term financial stability. If the ending balance is equal to or greater than the required minimum, then no adjustment in the current proposed budget is probably necessary. However, if there is a considerable discrepancy between the ending fund balance and the required minimum, a decision to eliminate either one-time capital expenditures, reduce on-going operating expenditures, or some combination of the two must be made.

BUDGET POLICIES AND DEVELOPMENT

The difference between on-going (operating) and one-time (capital) expenditures leads to the realization that a change in the level of operating expense in the current year's budget has a greater impact on the fund's ending balance in year ten than does a like change in capital expenditures. This relationship becomes very important in the final budgeting process. For example, assume that after inputting the projected revenues and proposed expenditures into the Ten Year Projection Model, the variance from the required minimum balance is a negative \$1 million. Under this scenario, in order for the ending balance to equal the required minimum either a \$500,000 decrease in capital spending or a \$50,000 reduction in operating expenditures in the current year's budget would be necessary.

The realization that this or any other such model is only as accurate as the projections used is apparent. However, financial leadership of the City of Grand Junction believes that fiscal responsibility includes taking a long-term viewpoint of the City's current operations. In summary, the application of these long-range financial projections identifies the allowed spending levels in the current year, provides insight on the future impacts of current financial decisions and lends itself to modifications which are necessary in this ever changing environment.

Maintaining an adequate fund balance provides a certain level of insurance against fluctuating revenue sources and changes in future demands for service. Likewise, appropriated Contingency amounts are reserved in the current year's budget for the purpose of responding to unanticipated needs and/or emergencies. Each year the General Fund budget contains Contingency funds in amounts deemed appropriate by the City Manager and Council.

Another important financial strategy incorporated by the City of Grand Junction is the provision for protecting the current level of investment in the City's infrastructure. The level of general government capital expenditures for the current year is based on revenue projections associated with the 3/4 cent portion of the 2 3/4 percent Sales and Use Tax, plus additional funding sources such as bond proceeds and project grants. A 3/4 of one percent increase in the City Sales and Use Tax rate was instituted January 1, 1988, for the specific purpose of funding economic development and general capital projects.

Specific policies for the development of the annual budgets are provided to each department in the annual *Budget Preparation Guide*. This guide contains a budget message from the Finance Director, detailed instructions for the submission of budget requests and the budget time table. The issuance of the Budget Preparation Guide provides for consistency in the development of department budgets.

TWO-YEAR BUDGETING

The City's fiscal year starts on January 1st and ends on December 31st of each year. Although the City legally appropriates its budget on an annual basis, a **two-year budget** process has been developed that results in the City Council approving a two-year budget plan by Resolution.

The 1994-1995 two-year budget will be the second time this process has been used by the City. The genesis of the two-year budget process stems from the enormous amount of staff time and resources required to produce the annual budget at the level of quality and detail necessary to determine the most effective allocation of our resources. In general, detail line item budget requests are prepared

BUDGET POLICIES AND DEVELOPMENT

in alternate years by each department for the current year revised, next year proposed budget, and a second year proposed budget for the year after. During other years, only revisions due to unforeseen events, pay plan modifications, and program or operational changes which effect the current and subsequent budget are reviewed.

In addition to developing an effective budget in a more efficient manner, the two-year budget process directs additional focus on the future impacts of current decisions. When managers present their budget, they are in effect presenting their operational plan for the next two years.

The concept of a two-year officially adopted budget is a product of the 10-year long range models the City uses for all of its Operating and Capital Funds. It was decided that if we could plan and project 10 years out we should at least be adopting a 2-year spending plan.

Biennial budgeting is a practice that works well in stable economic times, works very well when economic conditions are improving, and needs to be closely managed in a declining economic period. The City of Grand Junction has been fortunate in that we adopted both our first and second two-year budgets during a period of significant revenue growth.

Problems we encountered originally:

1. Not adequately defining the review process the second year
2. Department projections the second year were not carefully developed or scrutinized by the budget review teams
3. Departments wanted to reopen the budget the second year
4. Employees took wage place holder projections seriously because they were budgeted, contrary to the City's adopted pay plan of annual market adjustments.
5. Department needs assessment and performance measures for the second year.

All of these apparent problems were dealt with effectively the second time by providing better instructions and insisting on specificity for the second year's budget.

Advantages:

1. Provides reactive time to respond to major fiscal changes
2. Minimizes the affect of budget fluctuations on service delivery
3. Eliminates perpetual budgeting
4. Shifts the emphasis to longer-range planning
5. De-emphasizes the budget in election years
6. Focuses on policy decisions rather than bean counting
7. Time and staff savings

Disadvantages:

1. More uncertainty in revenue and expenditure forecasts
2. Tendency to "Straight-line" the second year resulting in more supplemental appropriations
3. Temptation to redo the budget for the second year without a system to support it.

BUDGET POLICIES AND DEVELOPMENT

Future Measures of Success:

1. Will a new Council reopen the budget?
2. Will the community needs be met?
3. Will "off year" resources be used wisely?

BUDGET DEVELOPMENT

The City's budget development process provides a comprehensive and coordinated methodology for the creation of a budget plan that meets the needs of the community through the effective management of City resources. In order to manage resources effectively, the management team reviews all changes to service levels to assure reasonable continuity of community services. All proposals are evaluated on both a short and long term financial basis. As previously discussed, ten year financial projections have been developed for all major funds and are used extensively to analyze the long term impact of budget decisions.

By mid-Year, the City Council begins the budget process with a goal setting retreat. During the retreat, Council reviews important issues and establishes goals 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.

The process described below and on subsequent pages is not only an intense time-consuming process, but is used extensively as a team building exercise. We not only conclude the process with a balanced two year budget, but all levels of the organization achieve an enhanced level of understanding about the other department's priorities, processes, and procedures.

As departments are completing their action plans, detail budget preparation materials are provided to each department in the form of the "Budget Preparation Guide". 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 revising the current year's budget and for the development of proposed expenditure budgets.

Since revenues are the single most important factor in determining the level of the budget, revenue projections are reviewed for validity first. Fee based revenues such as service charges for water, sewer, trash and recreation fees are reviewed to determine the reliability of the forecast. Tax based revenues, such as sales tax, use tax, and property tax are reviewed in terms of known historical trends and current information regarding economic conditions. Revenues from outside sources such as grants and local shares of State and Federal revenues are reviewed in light of current or pending legislation affecting these revenue sources.

Department supervisors are responsible for preparing the detail for each line-item by listing individual items, estimated quantities, and by forecasting each cost based on unit prices provided by either the Purchasing Division or from the actual vendor. Historical data is used in conjunction with planned objectives and goals to determine specific items and quantities needed. The Department Directors and their management staff review each revenue and expenditure line item until a consensus

BUDGET POLICIES AND DEVELOPMENT

is reached regarding need, quantity, and probable cost or revenue. Since this process requires numerous meetings and extensive research. This process takes several weeks to complete.

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

At the beginning of September, the budget review teams begin their review of department proposals. Each expenditure and revenue line item is reviewed until concurrence is reached on the need for each line item and the reliability of the estimates used. Detail review of these proposals involves extensive direct participation by all members of the budget review team.

All operating expenses are reviewed for validity. Personnel, routine operating, and operating equipment costs are each analyzed separately. The management team establishes city wide priorities for staff level changes and operating equipment items.

Capital improvement project costs are submitted by each department; the management team analyzes and priorities these requests on a city wide basis. Results are presented to a City 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.

Toward the end of September the budget review teams complete their review of department proposals and submit written reports thereon. At the conclusion of the reviews, the proposed base operating budget is summarized. The management team then meets to balance the budget using the following basic criteria.

- The total proposed routine operating expenses, including operating capital, cannot exceed the total expected operating revenues.
- Subsidies from the general fund to other funds must be reviewed and approved.
- Capital improvement projects will be primarily funded by the 3/4 cent portion of the 2-3/4% sales tax; the use of fund balance requires review and approval by City Council.

Once the preliminary reviews have been completed, the budget is reviewed for conformance to long range projections. Typically, the initial budget does not conform. As a result, priority lists are developed by each department to pare costs. The management team then reviews the changes as recommended by each department to determine which changes should be incorporated into the budget proposal.

BUDGET POLICIES AND DEVELOPMENT

This process is repeated until the proposed budget is in conformance with the established guidelines. During these revision activities, department directors, 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. The compensation and benefit plan for the subsequent year is also finalized during this time after an informative meeting conducted by the City Manager for all employees.

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

After submitting the proposed budget to Council, the management team prepares an executive presentation of the proposed budget to City Council and the public. Following this presentation, the Council makes a 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 December 15 for certification.

After acceptance of the budget by City Council, the budget is published and citizen input is provided for at several public hearings. After finalizing any changes due to public input, Council passes a city ordinance titled "*The Annual Appropriation Ordinance*" by December 31st.

On January 1st each year, the adopted budget is incorporated into the accounting system which enables administrative budget controls to take effect.

BUDGET METHOD

The City uses a **Departmental Line Item** method for budgeting whereby programs are budgeted in separate cost centers and individual projects make use of project accounting. This comprehensive detailed method involves the participation of almost everyone in the organization, insures that each item is properly itemized and justified, and allows each department to compare their actual expenditures against approved uses at a detailed level.

BUDGET BASIS

Annual budgets for the governmental funds (General, Special Revenue and Debt Service Funds) are prepared separately using the **Modified Accrual** basis of accounting. Modified accrual accounting is a basis whereby revenues are recognized in the accounting period in which they became available and measurable, and expenditures are recognized in the accounting period in which a liability is incurred, if measurable, except for unmatured interest on long-term debt, which is recognized when due.

Annual budgets are also adopted for all Enterprise, Internal Service and Non-expendable Trust funds. The basis used to budget these funds is also a **Modified Accrual** basis of accounting which includes capital expenditures and current debt service principal payments and excludes depreciation, amortization, and adjustments for accrued compensated absences.

BUDGET POLICIES AND DEVELOPMENT

BUDGET & ACCOUNTING CONTROL

Once the Council adopts the budget, the automated accounting system is used as the major tool for monitoring activity. Quarterly financial and statistical reports are prepared which allow the city's management team to review financial results by comparing actual expenditures and revenues against the budgeted amounts. Balancing all expenditures to budgeted amounts by fund on a city wide basis ensures that expenditures are within the legal limits set by the budget ordinance.

Adequate systems for collecting, recording, and reporting of revenues have been developed and will continue to be maintained. In addition, an aggressive policy of prompt, efficient collection of taxes, fees, and other types of revenues will be followed.

Proper systems for recording, controlling, and reporting expenses have been developed and will be maintained using generally accepted accounting principles and financial records are audited annually by a certified public accounting firm.

In addition, the Purchasing, Risk Management and Personnel/Payroll policies and practices are reviewed annually to assure proper control of expenditures.

The official source of financial information is the central accounting system as operated and maintained by the Administrative Services Department. Accounting records are maintained in accordance with all legal requirements and on a basis consistent with standards for local governmental accounting. The automated accounting system, policies and procedures, and the organizational structure provide multiple controls on the expenditure of funds. City staff has continuous access to the automated accounting systems for reviewing the current status of all revenue and expenditure transactions and balances. The following list of controls is representative, but not all inclusive.

- Bidding is required for all purchases greater than \$5,000.
- All individual items costing \$500 or more and having a useful life of one year or more are capitalized and inventoried.
- The accounting system uses the modified accrual under generally accepted accounting principles.
- Encumbrance accounting is used to ensure expenditures do not exceed appropriations on a line item basis.
- The purchasing function is performed by a central purchasing division to assure quality products at the lowest price.
- The automated payroll system provides control on changes to approved staffing and individual pay levels.
- All contracts of \$15,000 or more, and some over \$10,000, must be approved by the City Council.
- The Finance department reviews selected transactions to ensure conformance to City policy.
- Various receivable systems produce delinquent account reports for management action.
- All supplemental appropriation requests are submitted to the City Council for their acceptance or rejection at regularly scheduled public meetings.
- All transfers from the Contingency Account over \$10,000 must be authorized by City Council, with the exception of change orders on authorized budgeted projects in which case \$15,000 is the specified limit.

BUDGET POLICIES AND DEVELOPMENT

In addition to the many internal controls, the City employs two methods for external review of financial records, practices, and policies.

- The City employs a Certified Public Accounting firm to audit all accounting records on an annual basis.
- 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.

BUDGET CHANGES

Once the budget is adopted appropriation transfers between line-items for regular operating expenses, within funds and departments, can be accomplished with the approval of the department's director. Transfers to or from Personnel, Operating Equipment, or Capital Project accounts; require the approval of the requesting department's director, the Finance Director, and the City Manager.

In addition to the original appropriation, the City of Grand Junction generally adopts two supplemental appropriations during the year. The first supplemental which is usually adopted in April, is used to re-appropriate portions of the previous year's ending balance. This is only allowed for projects which were not completed during the prior year and for which appropriations were remaining. The second supplemental appropriation is generally approved in November. This revised appropriation is used to fine-tune the budget and allows for previously unforeseen events. These supplemental appropriations are, of course, subject to the same legal requirements as the original appropriation.

FINANCIAL OVERVIEW

This section contains summary information of all revenues and expenditures included in the two year budget. The Financial Overview contains both narrative and graphic descriptions of all major revenue sources and expenditures by major category.

Two sub-sections are also included that provide additional information on the General fund (the jamor general governmental operating fund) and another section that focuses on the City's general Capital Improvement Program.

FINANCIAL OVERVIEW

As we begin 1994 the City of Grand Junction's financial condition is generally sound. Reasons for our favorable position include a relatively healthy economy, a strong and effective operating and capital budgeting process, consistently conservative financial leadership by policy-making officials and strong administrative financial management.

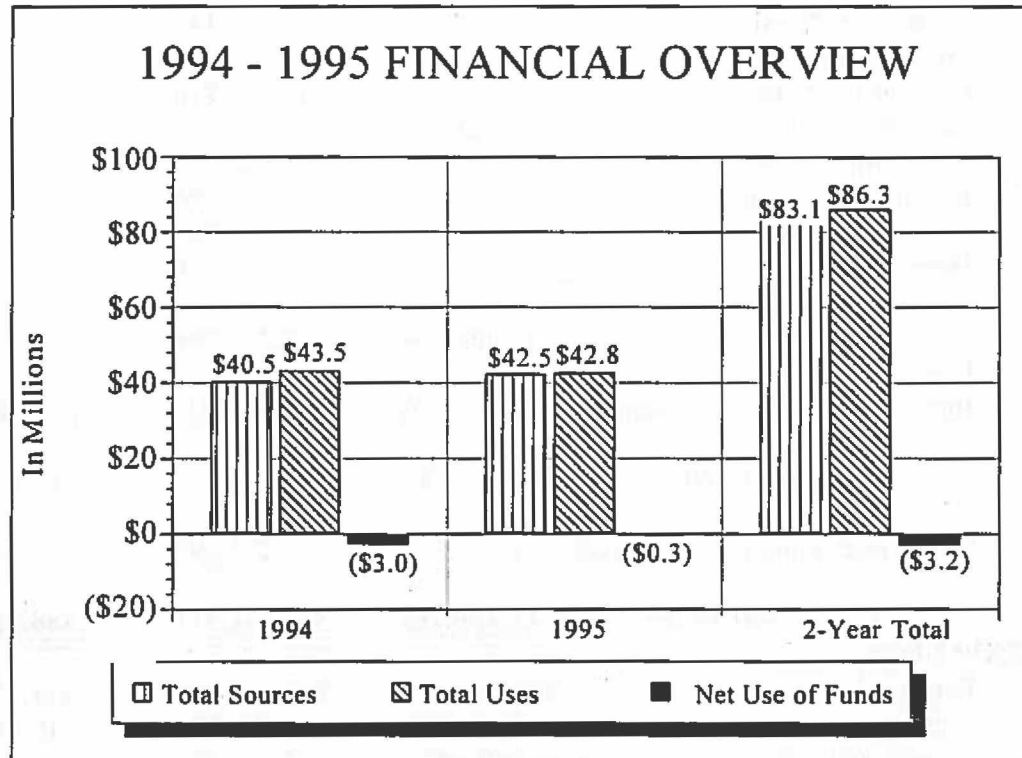
Maintaining the City's healthy financial position will continue to be a primary challenge of our City's Administration. Like many other cities across the country, Grand Junction is undergoing a challenging period as several complicated realities impact the City's financial condition. Such issues as the demand to lessen the burden on

local taxpayers, as evidenced by the recent passage of Amendment #1, (Colorado's version of California's Proposition #13) is coupled with a greater demand for locally provided services.

The City's financial strength and long-range financial planning strategies will be tested in the coming years as population growth requires expanding services and investment in the infrastructure necessary to properly serve all citizens.

The net use of \$3.2 million budgeted over the next two years results largely from the expenditure of funds which have been accumulated in prior years to help fund major capital improvement projects. In 1994, approximately \$1.6 million will be transferred from the General Operating Fund to the Capital Improvement Projects Fund to help finance the cost of street improvements. Several of the larger street improvement projects approved for 1994 and 1995 include; the reconstruction of Grand Avenue and the widening of 28 1/4 Road. The balance stems from the use of resources in the Utility Funds for water and sewer line replacement and extensions totaling approximately \$1.1 million, and \$0.5 million for the Scenic School Interceptor project budgeted in the Joint Sewer Fund.

The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 1994 and 1995. Additional detail information can be found in the Department and Fund Summary sections of this document.

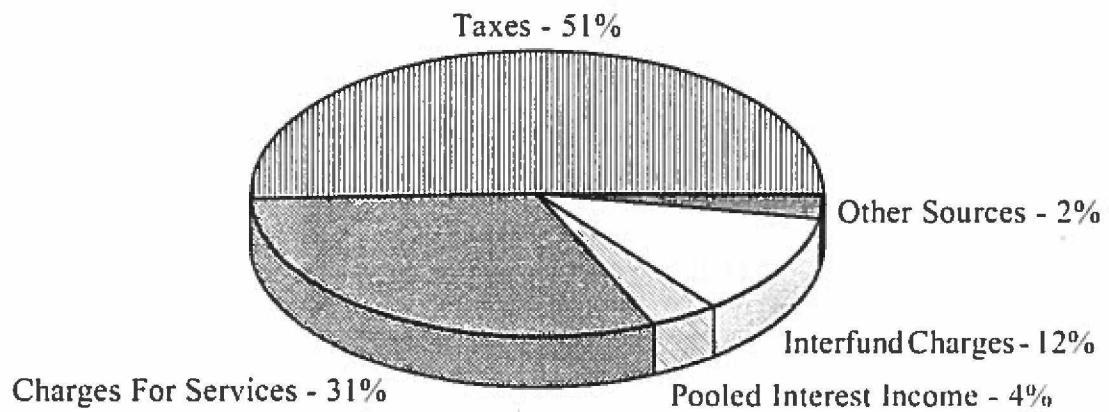


FINANCIAL OVERVIEW

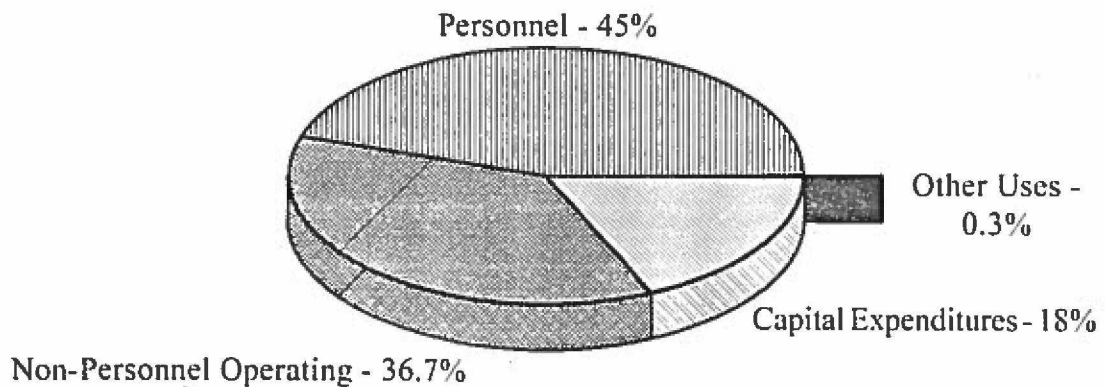
	1994	1995	2-YEAR TOTAL	PERCENT OF TOTAL
REVENUE				
Taxes	\$23,120,485	\$24,605,994	\$47,726,479	50.6%
Licenses & Permits	158,261	167,146	325,407	0.3
Intergovernmental	719,950	451,391	1,171,341	1.2
Charges For Services	14,274,277	14,940,810	29,215,087	31.0
Fines & Forfeitures	235,011	240,411	475,422	0.5
Pooled Interest Income	1,725,640	1,860,192	3,585,832	3.8
Interfund Charges	5,443,427	5,668,786	11,112,213	11.8
Other Revenue	324,053	322,536	646,589	0.7
Debt Proceeds	0	0	0	0.0
SUBTOTAL	46,001,104	48,257,266	94,258,370	100.0%
Less:				
Internal Service Fund Revenue	(5,470,722)	(5,711,045)	(11,181,767)	
TOTAL REVENUE	40,530,382	42,546,221	83,076,603	
Use of Beginning Funds Available	2,951,253	295,290	3,246,543	
TOTAL SOURCES	\$43,481,635	\$42,841,511	\$86,323,146	
EXPENDITURES				
Personnel	\$21,325,261	\$22,206,888	\$43,532,149	45.0%
Supplies & Services	9,360,195	9,698,296	19,058,491	19.7
Contractual Fees	3,051,629	3,014,425	6,066,054	6.3
Interfund Charges	1,058,061	1,097,713	2,155,774	2.2
Debt Service	2,919,103	2,882,734	5,801,837	6.0
Special Activities	731,521	661,711	1,393,232	1.4
Operating Equipment	514,033	459,052	973,085	1.0
Non-Personnel Operating	17,634,542	17,813,931	35,448,473	36.7
Subtotal Operating Expense	38,959,803	40,020,819	78,980,622	81.7
Capital Equipment	1,431,475	1,975,773	3,407,248	3.5
Capital Improvement Projects	7,781,079	6,239,356	14,020,435	14.5
Subtotal: Capital Expense	9,212,554	8,215,129	17,427,683	18.0
Contingency	418,671	429,635	848,306	0.9
Budgeted Savings	(300,000)	(312,000)	(612,000)	(0.6)
TOTAL EXPENDITURES	48,291,028	48,353,583	96,644,611	100.0%
Less:				
Internal Service Fund Expense	(4,809,393)	(5,512,072)	(10,321,465)	
TOTAL USES	\$43,481,635	\$42,841,511	\$86,323,146	

FINANCIAL OVERVIEW

REVENUE By Major Category



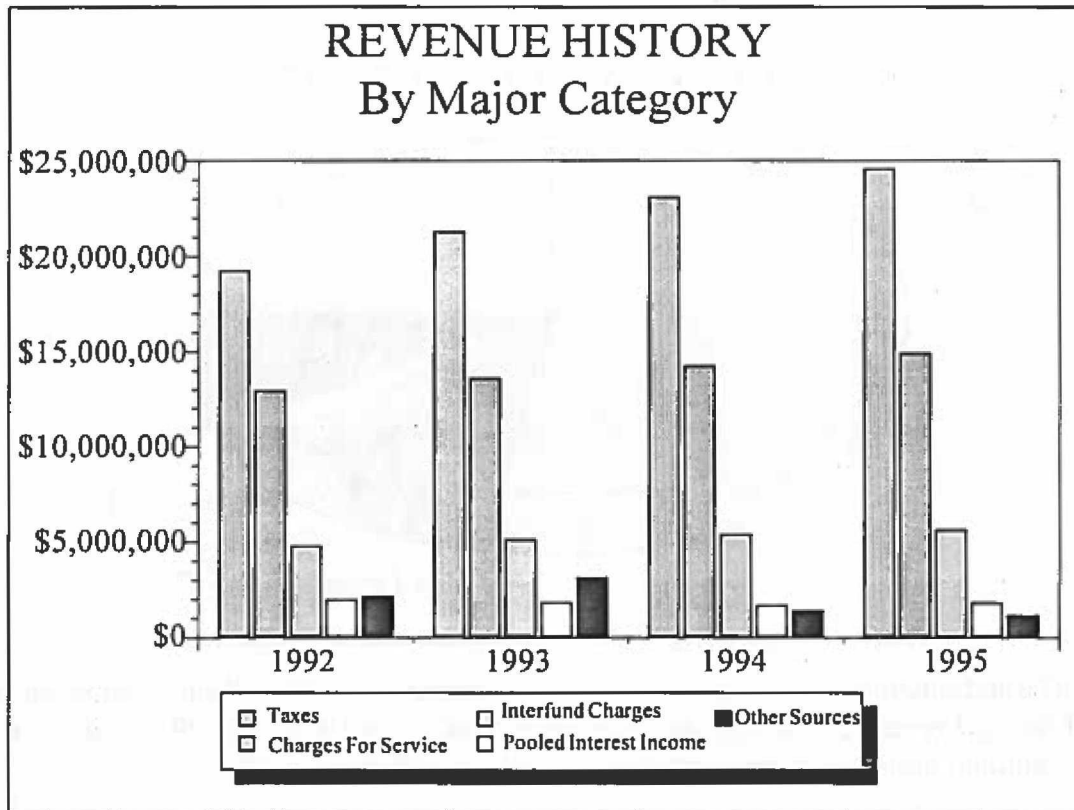
EXPENDITURES By Major Category



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FINANCIAL OVERVIEW

Revenue



The City of Grand Junction anticipates collecting total new revenues of approximately \$40.5 in 1994 (a 1.8% increase over the \$39.8 million collected in 1993) and \$42.5 million in 1995 (a 4.9% increase over 1994). These amounts exclude Internal Service Fund revenues since they represent charges from one city department to another.

The revenue source experiencing the most growth is sales and use tax collections. Charges for Services are also projected to grow steadily over the next two years, corresponding with a growing utility customer base. The projected increase in both of these major revenue sources is a direct result of what is happening in the local economy.

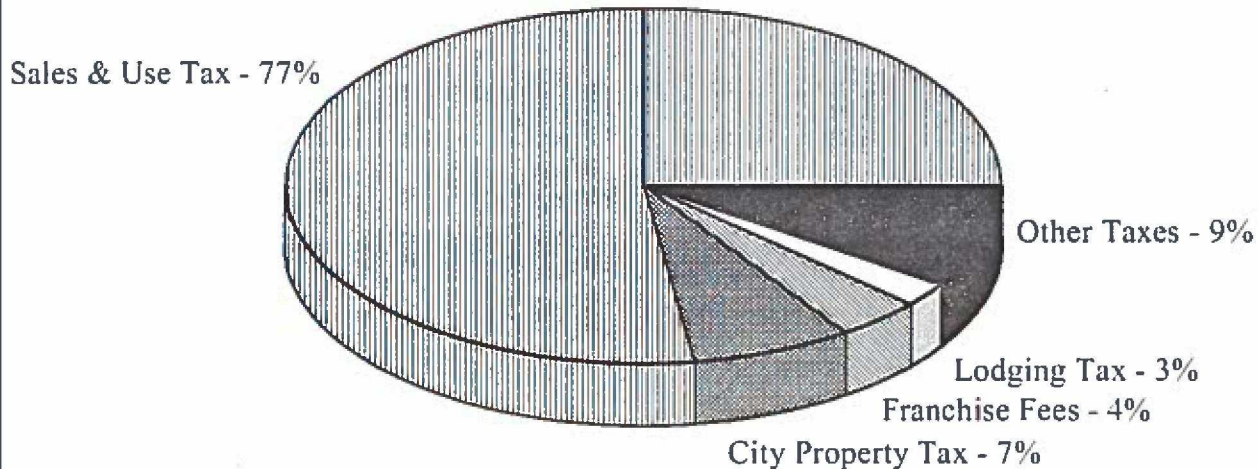
All other revenue sources (including property tax revenue) are projected to remain relatively flat in 1994 and 1995. The decrease from 1993 to 1994 in the category titled "Other Sources" is due to debt proceeds in the Visitor & Convention Bureau and Tiara Rado Golf Course funds and the receipt of special project grants in 1993. In 1993, the Visitor & Convention Bureau received a \$200,000 loan from the General Fund to help finance the new Tourist Information Center at the Horizon Drive, I-70 interchange. The Tiara Rado Golf Course Fund borrowed \$400,000 in 1993 from the General Fund to help finance the acquisition of land for the future development of an additional nine hole golf course.

The following section provides additional information regarding projected revenue sources and is subtitled by major category. Further breakdown and analysis of revenues can be found throughout the Fund Summary section of this document.

FINANCIAL OVERVIEW

Revenue

TAXES BY MAJOR TYPE



The City of Grand Junction anticipates collecting approximately \$47.7 million, or approximately 51 percent of its total revenues, through an assortment of taxes in 1994 and 1995. The chart below depicts the amount and type of taxes projected for the two budget years.

TAXES	1994	1995	Total	Percent Of Total
Sales & Use Tax	\$17,738,000	\$19,070,000	\$36,808,000	77.1%
City Property Tax	1,696,434	1,736,789	3,433,223	7.2
Franchise Fees	936,000	982,000	1,918,000	4.0
Lodging Tax	\$544,646	569,155	1,113,801	2.5
Other Taxes	2,205,405	2,248,050	4,453,455	9.2
	<u>\$23,120,485</u>	<u>\$24,605,994</u>	<u>\$47,726,479</u>	<u>100.0%</u>

Sales & Use Tax

The City Sales & Use Tax rate is 2.75 percent, the City also receives about one-sixth (or 16%) of Mesa County's collections from their 2.0 percent Sales Tax.

SALES & USE TAX	1994	1995	Total	Percent Of Total
City 2.0% Sales & Use Tax	\$11,203,636	\$12,070,545	\$23,274,182	63.2%
City .75% Sales & Use Tax	4,201,364	4,526,455	8,727,818	23.7
County Sales Tax	2,333,000	2,473,000	4,806,000	13.1
	<u>\$17,738,000</u>	<u>\$19,070,000</u>	<u>\$36,808,000</u>	<u>100.0%</u>

The 2.0% portion of the City's sales and use tax rate, as well as the City's share of the County's Sales Tax, is collected in the General Fund to partially finance the operating costs associated with providing general governmental type services to the community.

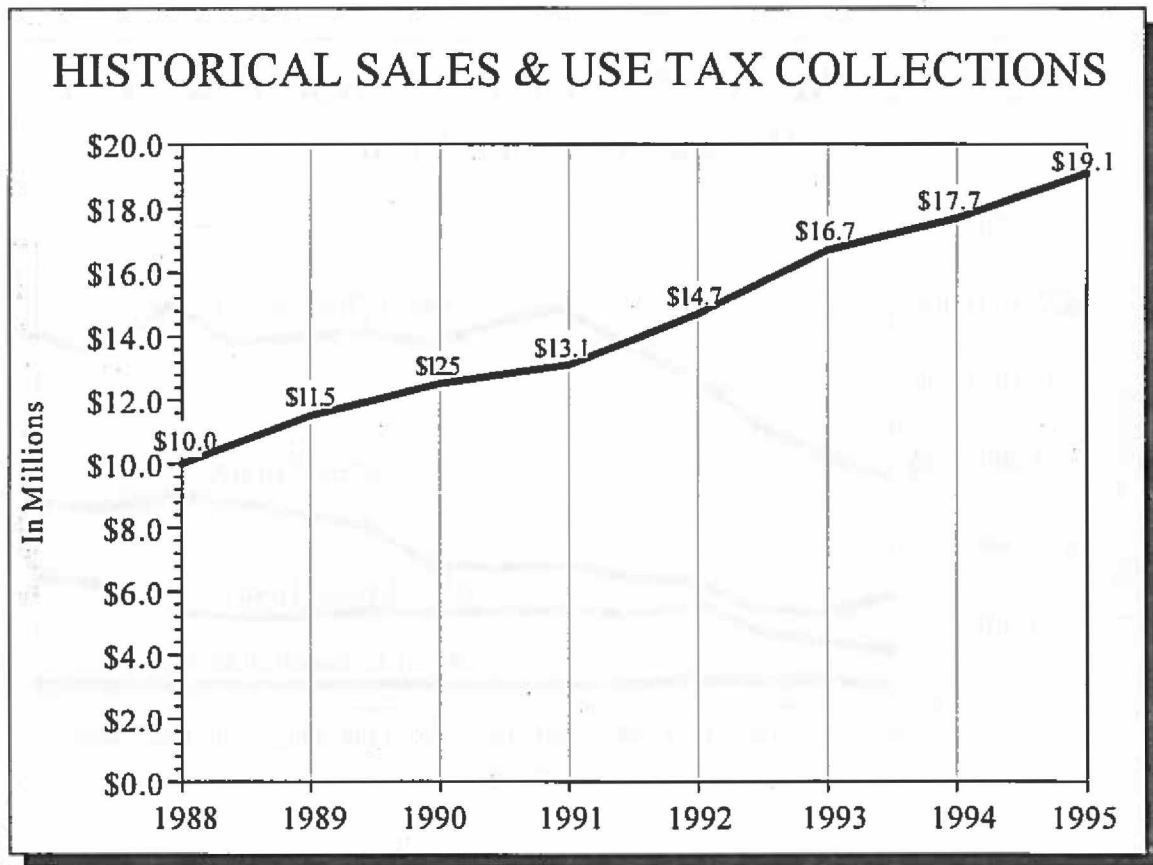
The .75% portion (the 3/4 Cent Sales & Use Tax) is collected in the Sales Tax Capital Improvement

FINANCIAL OVERVIEW

Revenue

Projects Fund. In 1987, the Grand Junction City Council adopted an ordinance which increased the City Sales and Use Tax rate by 3/4 of one percent, from 2.0 to 2.75 percent. This tax increase, as supported by the voters, was instituted for the specific purpose of funding economic development and general capital improvement projects. This annual stream of revenue has sufficiently replaced the revenue that was lost when Congress eliminated the Federal Revenue Sharing Program in 1987.

The graph below illustrates the growth the City of Grand Junction is experiencing in Sales & Use Tax revenue.



PROJECTION METHOD: Since Sales & Use Taxes represent such a large portion of our general governmental revenue, considerable time and effort is spent projecting and monitoring these revenues. The City Finance Department uses several different economic and statistical models when developing sales and use tax projections (i.e. Time Series and Multiple Regression and Correlation analysis). The results from these models are then scrutinized by the budget review team members and modified based on expected or known changes in the economy. In addition, since this source is relatively volatile a downward adjustment is generally made for reasons of conservatism.

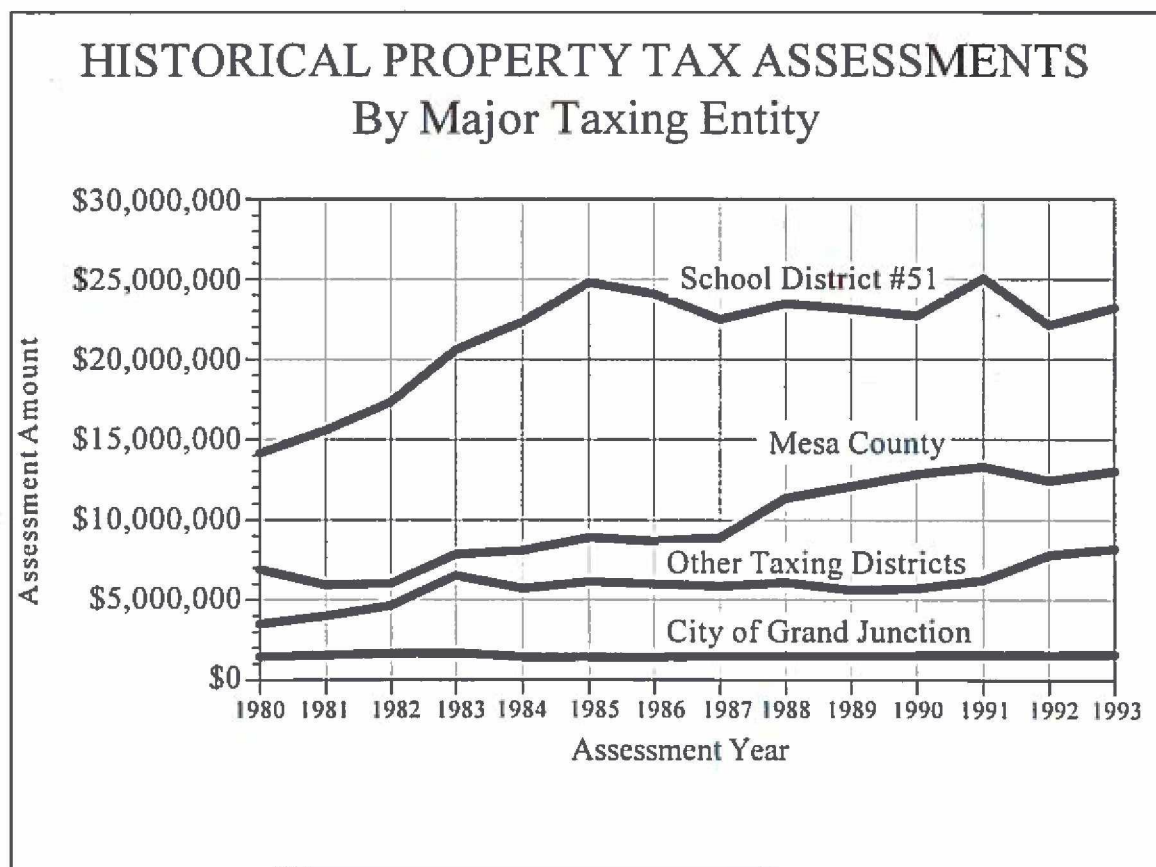
FINANCIAL OVERVIEW

Revenue

City Property Tax

The City's Property Tax rate for the levy years 1994 and 1995 will remain at 8.071 mills. All property tax revenue from this levy is included in the General Fund.

As depicted in the graph below, the City of Grand Junction has held its property tax collections relatively constant for the past ten years. In 1991, the City Council passed a resolution stating that the increase in Property Taxes levied by the City cannot exceed the increase due to new construction and annexation. This resolution is more restrictive than the conditions set forth under the more recently adopted "Amendment #1."



City Property Tax revenue will amount to approximately \$1.7 million in both 1994 and 1995. The City's property tax levy constitutes approximately 9% of the average citizens property tax bill and less than 9% for those who own property in any of the special taxing districts.

PROJECTION METHOD: Property Tax revenue is projected based on the assessed value data as determined by the Mesa County Assessor.

FINANCIAL OVERVIEW

Revenue

Franchise Fees

Franchise Fees are taxes collected and paid by the local gas and electric utility, telephone, and cable television companies. The City of Grand Junction has granted these franchises, a non-exclusive right to furnish, sell and distribute these goods and services to the City and its residents.

According to the franchise agreements, in consideration for the grant to operate, these companies pay a percent of their monthly revenue to the City. As depicted in the following table, the City of Grand Junction anticipates collecting approximately \$1.9 million over the next two years from Franchise Fees.

FRANCHISE FEES	1994	1995	Total	Percent Of Total
Public Service	\$800,000	\$840,000	\$1,640,000	85.5%
Telephone Company	48,000	48,000	96,000	5.0
Cable Television	65,000	70,000	135,000	7.0
Grand Valley Power	23,000	24,000	47,000	2.5
	<u>\$936,000</u>	<u>\$982,000</u>	<u>\$1,918,000</u>	<u>100.0%</u>

PROJECTION METHOD: Franchise Fee projections are based on revenue estimates provided by the franchise companies.

Lodging Tax

The voters approved a Hotel/Motel Lodging Tax which became effective January 1, 1990. These funds are collected in the Visitor & Convention Bureau Fund and is dedicated for direct promotional activities and projects. The City expects to collect approximately \$550,000 in each of the next two years from this source.

PROJECTION METHOD: Projections for Lodging Tax revenue are based on local economic indicators (i.e. vacancy and room rates) in combination with state-wide expected growth rates for the tourism industry.

Other Taxes

Other types of taxes the City of Grand Junction is expected to receive, or pass-through to other agencies, are identified in the table below.

OTHER TAXES	1994	1995	Total	Percent Of Total
Highway Users Tax	\$750,655	\$775,000	\$1,525,655	34.3%
Downtown Development Authority	262,850	270,650	533,500	12.0
Other Special District Taxes	314,000	321,000	635,000	14.3
Cigarette Tax	340,000	340,000	680,000	15.3
Miscellaneous	537,900	541,400	1,079,300	24.1
	<u>\$2,205,405</u>	<u>\$2,248,050</u>	<u>\$4,453,455</u>	<u>100.0%</u>

The majority of these revenues are taxes collected by the state then partially shared with local governments based on population or street miles; for example the Highway Users and Cigarette Tax.

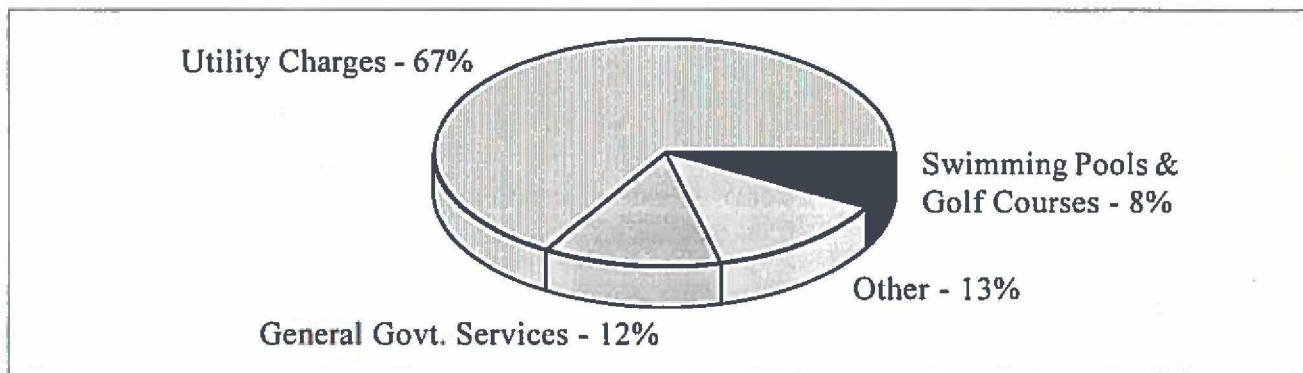
FINANCIAL OVERVIEW

Revenue

The City also receives and passes through property taxes levied by the Downtown Development Authority, Ridges Metropolitan District, and the Grand Junction West, Water and Sanitation District. Other miscellaneous taxes include the City's share of motor vehicle registration and specific ownership taxes, mineral leasing severance taxes and the Mesa County Road and Bridge Tax.

PROJECTION METHOD: Projections for state shared taxes are based on estimates from the State Department of Revenue, population and area changes, and historical data. Special District property taxes are based on the assessed values as determined by the Mesa County Assessor and the appropriate district's mill levy. Projections for other taxes are based on historical data and known changes in the base and/or allocation formulas.

CHARGES FOR SERVICES



Whenever possible, user fees are collected for City services to wholly or partially cover the cost from those who directly benefit from the service. The City of Grand Junction expects to collect approximately \$14.2 and \$14.9 million, in user charges for 1994 and 1995, respectively. This equates to 31 percent of total City revenue.

Approximately 88% of all user charges will be collected in the enterprise and internal service funds of the City, where the intent is that the costs for providing goods and services be financed or recovered by those who use the service. In contrast, charges for services in the tax supported general governmental type funds account for only 12% of these revenues. Further analysis and discussion of these revenues is provided below.

CHARGES FOR SERVICES	1994	1995	Total	Percent Of Total
Utility Charges				
-Water Services	\$3,633,924	\$3,792,614	\$7,426,538	25.4%
-Refuse Removal	1,735,120	1,861,490	3,596,610	12.3
-Sewer Charges	4,112,918	4,292,018	8,404,936	28.8
Subtotal Utilities	9,481,962	9,946,122	19,428,084	66.5
General Govt. Services	1,782,659	1,819,529	3,602,188	12.3
Swimming Pools & Golf Courses	1,149,074	1,237,629	2,386,703	8.2
Other User Fees	1,860,582	1,937,530	3,798,112	13.0
Total	<u>\$14,274,277</u>	<u>\$14,940,810</u>	<u>\$29,215,087</u>	<u>100.0%</u>

FINANCIAL OVERVIEW

Revenue

Utility Charges

The largest share (67%) of revenue from service charges is generated by the City's water, sewer and sanitation utilities. The Water Fund anticipates collecting \$7.4 million in user fees for 1994 and 1995 from water sales and other user charges. The City/County Joint Sewer Fund is projecting \$8.4 million from monthly service charges and tap fees over the two year period. \$3.6 million has been projected in the Solid Waste Removal Fund for residential and commercial refuse removal charges.

PROJECTION METHOD: Utility revenues are projected based on estimated consumption and utility rates. Consumption estimates are based on historical trends and changes in the customer base due to growth (i.e. annexation and new development). Utility rate increases are included in these projections as identified below.

	1994	1995
Water Rate Increases	4.9%	4.5%
Sewer Rate Increases	6.2%	4.5%
Refuse Removal Charges	9.4%	5.7%

General Government Charges For Services

Charges for service in this category range from recreation programs to special police and fire services. The City anticipates collecting approximately \$1.8 million per year in revenues for providing these services. The largest single source, \$1 million per year, stems from a service contract with the Grand Valley Rural Fire Protection District.

PROJECTION METHOD: General Government Service Charges are projected based on a cost-reimbursement basis, much of this revenue is derived from contracts for services.

Swimming Pools & Golf Courses

The City of Grand Junction owns and operates two municipal golf courses and the Lincoln Park-Moyer Swimming Pool. In addition, in conjunction with School District #51 the City operates the Orchard Mesa Community Swimming Pool. User Fees from these enterprise operations for the next two budget years total \$600,000 in swimming pool and water slide admissions, \$640,000 and \$1.15 million in green fees, season passes, and cart rentals from the Lincoln Park and Tiara Rado Golf Courses, respectively.

PROJECTION METHOD: These revenues are projected on a cost-reimbursement basis. The cost for providing these services is arrived at on detailed budget basis, the number of users or occurrences is estimated, and the rate necessary to recoup these costs is derived.

Other User Fees:

Other user fees totaling approximately \$1.9 million per year include fees derived from the following sources; Emergency 911 Telephone Charges, Two Rivers Convention Center space rental and food charges, cemetery lot sales and development fees, and parking meter revenue.

PROJECTION METHOD: These revenues are projected on a cost-reimbursement basis. A variety of methods are used to project these revenues based on the estimated number of users and the various fees or rate structures.

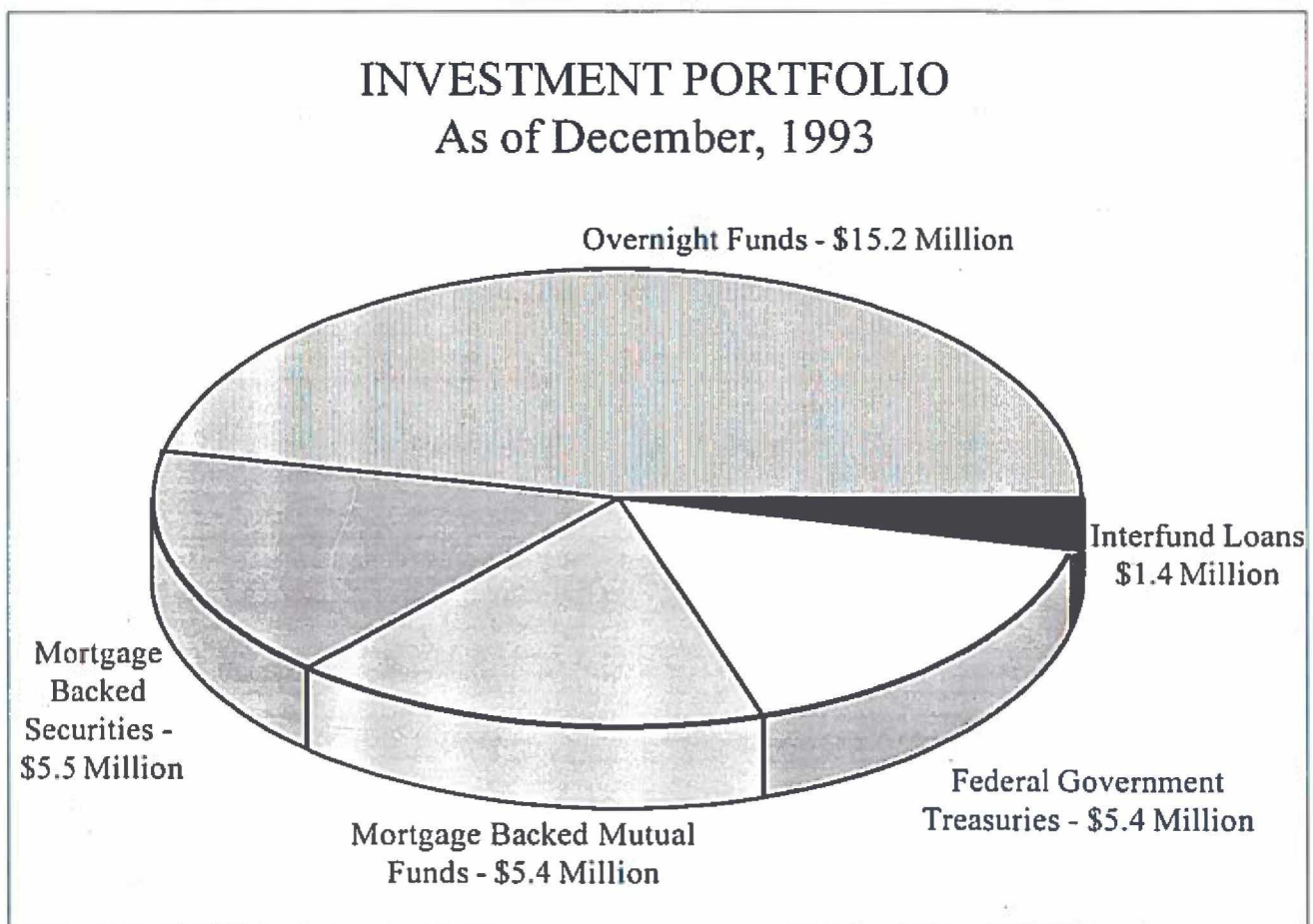
FINANCIAL OVERVIEW

Revenue

POOLED INTEREST INCOME

Pooled interest income totaling approximately \$1.8 million annually (4% of total revenue) represents interest earnings on all of the City's short and long-term cash investments

Cash balances in each of the City's accounting funds are pooled and invested in various financial instruments in a manner consistent with the City of Grand Junction's official investment policies. The City also employs the assistance of an Investment Advisory Committee. This committee is comprised of three local citizens appointed by the City Manager to 3-year overlapping terms. The graph below depicts the make-up of the City of Grand Junction's investment portfolio.



PROJECTION METHOD: Interest income for each of the individual funds are projected from the estimated average fund balance, using the combined yields on long-term investments and the anticipated change in short-term interest rates.

FINANCIAL OVERVIEW

Revenue

INTERFUND CHARGES

Interfund Charges totaling \$5.5 million per year, 12% of total revenue, represents funds received by one fund for services rendered to another. Since these transactions are essentially taking money from one pocket and transferring into another, it does not represent additional sources of income to the City as a whole. However, these shifts are necessary to accurately reflect the true costs incurred by the individual operating/accounting funds as required by generally accepted accounting principles.

INTERFUND SERVICE CHARGES	1994	1995	Total	Percent Of Total
Internal Service Funds	\$4,351,869	\$4,536,047	\$8,887,916	80.0%
General Fund Administrative Fees	671,222	695,363	1,366,585	12.3
Utility Funds	420,336	437,376	857,712	7.7
TOTAL	<u>\$5,443,427</u>	<u>\$5,668,786</u>	<u>\$11,112,213</u>	<u>100.0%</u>

As depicted in the table above, the majority of these funds are collected by Internal Service Funds. These types of funds are used to account for the financing of goods and services provided by one department to other City departments, on a cost-reimbursement basis. For example, the Data Processing department bills each of the operating departments for their respective share of the total cost of providing centralized computer and communication services.

The General Fund receives annual revenue from each of the major operating funds in order to partially recoup the cost of providing city-wide general administrative, legal, accounting and financial services. This amount is calculated based on a percentage of the respective fund's projected operating revenue.

The Water Fund also bills the Solid Waste Removal and Joint Sewer funds for providing monthly utility billing services. This amount is also projected based on a percentage of the fund's operating revenue.

FINANCIAL OVERVIEW

Revenue

OTHER REVENUE SOURCES

All other revenue sources combined account for approximately 2% of total City revenue, or \$1.3 million per year. The types of revenue included in this category are identified in the table below.

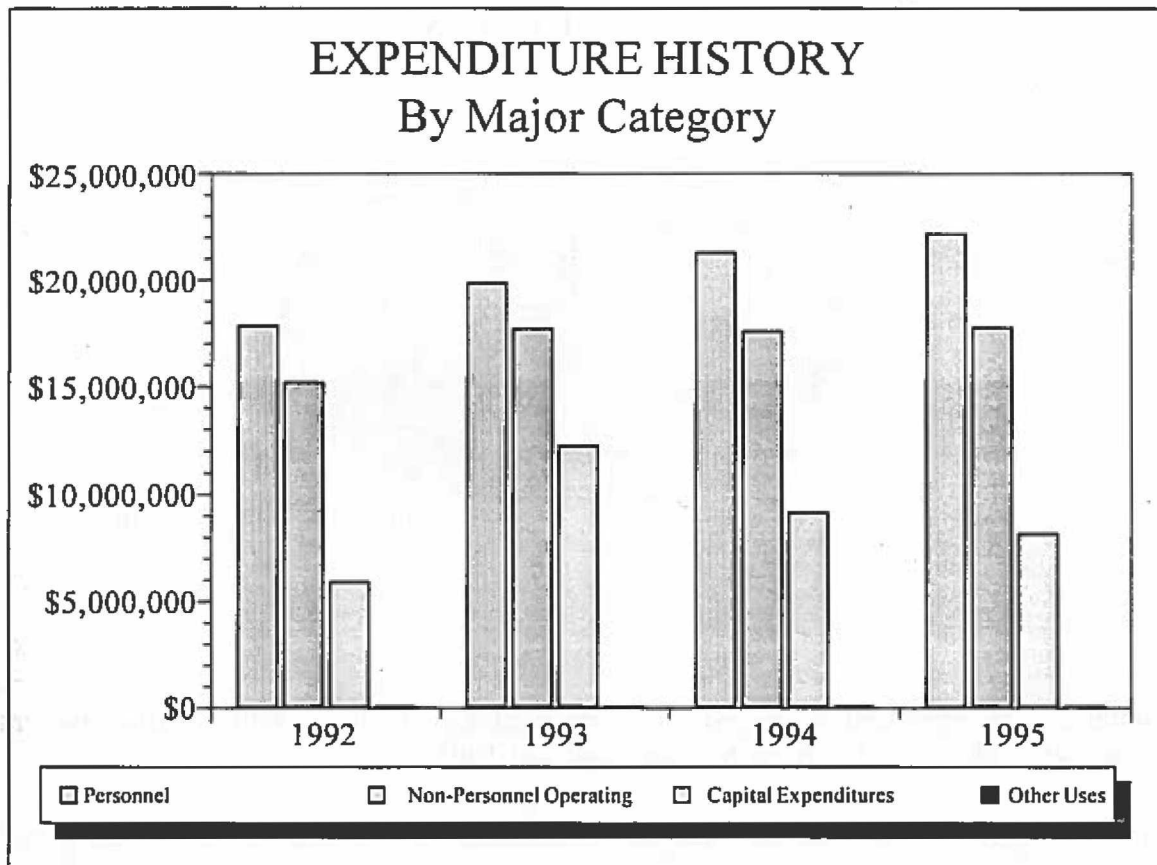
OTHER REVENUE	1994	1995	Total	Percent Of Total
Licenses & Permits	\$158,261	\$167,146	325,407	12.4%
Intergovernmental	719,950	451,391	1,171,341	44.7
Fines & Forfeitures	235,011	240,411	475,422	18.2
Other Miscellaneous	324,053	322,536	646,589	24.7
Debt Proceeds	0	0	0	0.0
TOTAL	<u>\$1,437,275</u>	<u>\$1,181,484</u>	<u>\$2,618,759</u>	<u>100.0%</u>

Note: The City of Grand Junction does not anticipate the issuance of any debt in 1994 or 1995.

PROJECTION METHOD: For the most part, historical trends and known changes in operations are the determining factors used when making revenue projections for these various other sources. The exceptions being intergovernmental revenue and debt proceeds. Revenues received from other governments are budgeted based on grants for which application has been made, or otherwise known to be available for a specific project.

FINANCIAL OVERVIEW

Expenses



The City of Grand Junction has budgeted a combined total for all funds of approximately \$48.3 million for both fiscal years ending December 31, 1994, and 1995 (excluding budgeted transfers from one fund to another). However, these figures include amounts budgeted in the Internal Service Funds and therefore significantly overstates the City's planned use of resources.

Since charges from Internal Service Funds (i.e. the Data Processing Fund) are included in the appropriation amount for the operating funds receiving such service, their inclusion results in the double-counting of expenditures. Excluding amounts budgeted in the Internal Service Funds (\$4.8 million and \$5.5 million in 1994 and 1995 respectively) the total use of resources for 1994 is approximately **\$43.5 million** and the planned use of resources in 1995 is about **\$42.8 million**, \$.7 million less than in 1994.

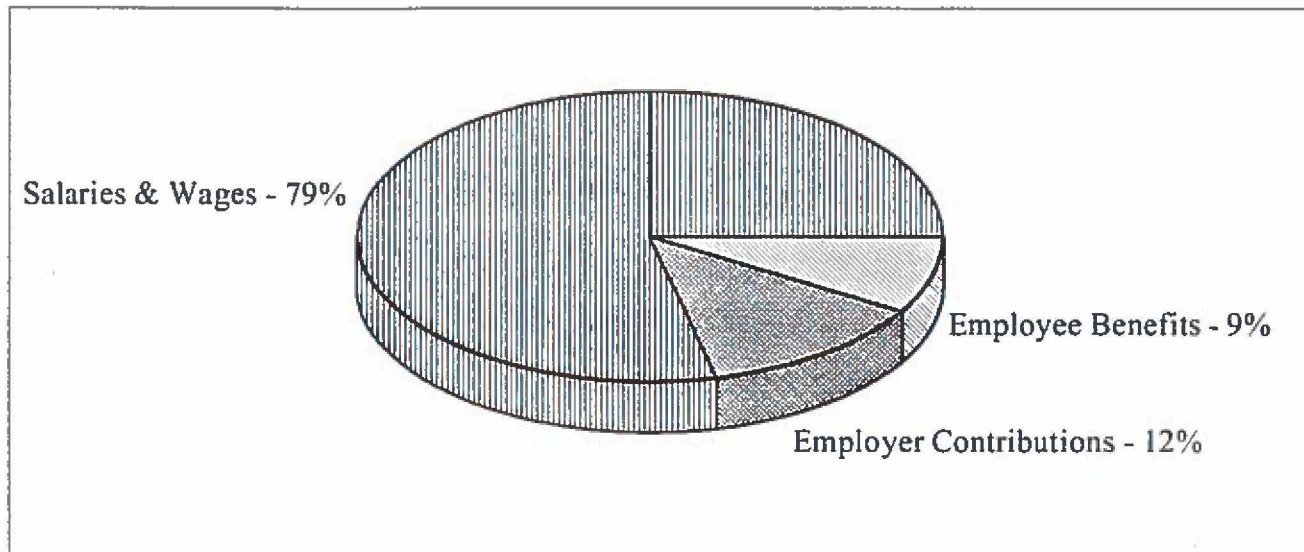
The operating budget for all funds of the City of Grand Junction, totaling \$39 million in 1994, and \$40 million in 1995, constitutes 82% of the total budgeted expenditures. Capital improvement projects and major capital equipment purchases, totaling \$9.2 million in 1994, and \$8.2 million in 1995, represents the remaining 18%. The dollar difference amounts to approximately \$100,000 in each year and represents the difference between budgeted contingency and expected budget savings.

The following section provides additional information regarding budgeted expenditures by major category. Further breakdown of these expenditures can be found throughout the Department and Fund Summary sections of this document.

FINANCIAL OVERVIEW

Expenses

PERSONNEL EXPENSE



Personnel services represent the largest expenditure category requiring \$43.5 million over the next two years, 45% of the total City budget for 1994 and 1995.

Salaries and wages for both full-time and part-time employees account for more than 79% of the total personnel expense. Employee benefits (retirement, health, and dental insurance plans) cost approximately \$2.7 million a year, or 12%, and employer contributions (social security, worker's compensation, etc.) account for 9% of the total expense for personnel services. These relationships are depicted in the above graph and the table below.

PERSONNEL EXPENSE	1994	1995	Total	Percent Of Total
Salaries & Wages	\$16,731,157	\$17,512,983	\$34,244,140	78.7%
Employer Contributions	\$2,735,046	\$2,751,684	\$5,486,730	12.6%
Employee Benefits	\$1,859,058	\$1,942,221	\$3,801,279	8.7%
	<u>\$21,325,261</u>	<u>\$22,206,888</u>	<u>\$43,532,149</u>	<u>100.0%</u>

The 1994 budget for personnel expenditures represents a 7% increase over 1993. The 1995 personnel budget reflects a 4% increase over 1994. These changes are primarily due to the items identified below:

- Based on the annual market survey and projected market changes, the average wage increase for 1994 will be 3.1%. An increase of 3.5% is estimated for 1995.
- The cost of medical and dental insurance is expected to rise 9% and 22% respectively in 1994 with the City continuing to pay 60% of this increase. Similar changes are projected for 1995 although the impact of a new Federal Health Care Reform program has not been factored in at this time.

FINANCIAL OVERVIEW

Expenses

- The general employee retirement contribution rate will increase 1/2% in 1994 and again in 1995, in accordance with the City's plan to increase this benefit from 3% to 6% over the five year period from 1992 thru 1996.
- Funding for 17 new full-time positions is included; 13 in 1994 and 4 in 1995. Of these 14 are new General Fund positions, the balance are in the Utility Funds.

The Department Summary section of this document provides additional information about staffing level changes and graphs depicting the historical staffing levels for each department. Also, a Classification & Compensation schedule is provided on pages 311 through 315 in the Related Information section.

NON-PERSONNEL OPERATING

This category is comprised of all non-personnel operating expenditures and ranges from items such as paper and pencils to personal computers, and from business trips to debt service payments. Combined these expense items represent approximately 37% of all budgeted expenditures, or \$17.7 million per year.

The following table shows the amounts budgeted in each of the major non-personnel operating expense categories. The makeup of these various categories is further identified below.

NON-PERSONNEL	1994	1995	Total	Percent Of Total
Supplies & Services	\$9,360,195	\$9,698,296	\$19,058,491	53.8%
Contractual Fees	3,051,629	3,014,425	6,066,054	17.1
Interfund Charges	1,058,061	1,097,713	2,155,774	6.1
Debt Service	2,919,103	2,882,734	5,801,837	16.4
Special Activities	731,521	661,711	1,393,232	3.9
Operating Equipment	514,033	459,052	973,085	2.7
	<u>\$17,634,542</u>	<u>\$17,813,931</u>	<u>\$35,448,473</u>	<u>100.0%</u>

Supplies & Services

This category is comprised of over 100 accounts and thousands of line items in each of the City's 33 funds. The types of accounts and line items include such things as; chemicals, small tools, uniforms and clothing, office supplies, telephone and utility charges, business trips and training, equipment rental, postage, and many more such items.

Contractual Fees

The Contractual Fees category includes; contracts for repairs and maintenance, environmental assessments, property rentals and leases, microfiche services, landfill charges, consulting services, property surveys, outside engineering fees and numerous other outside services.

FINANCIAL OVERVIEW

Expenses

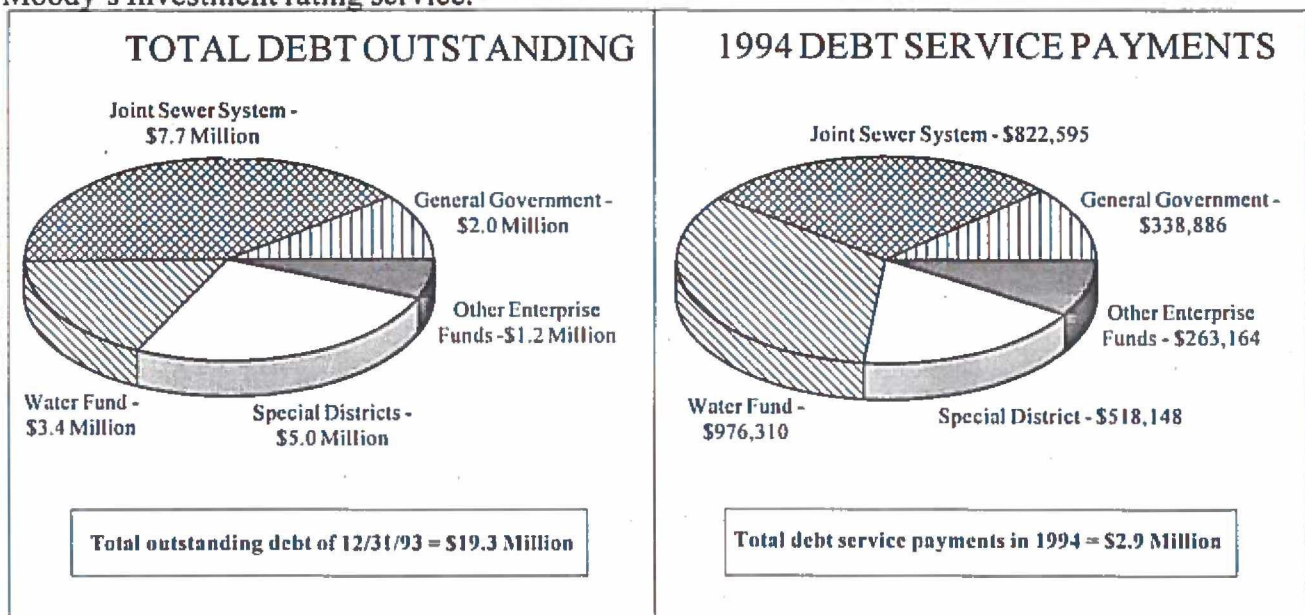
Interfund Charges

Interfund Charges consist mainly of the administrative fees paid by the various operating funds of the City to the General Fund to help offset the costs of providing general administrative, legal, accounting and financial services. Since the expense in one fund is revenue to another, these charges do not result in the actual use of funds to the City as a whole.

Debt Service

This category includes all debt service principal and interest payments for the entire City, the City/County Joint Sewer System, and related special districts (the Downtown Development Authority, the Ridges Metropolitan District, and the Grand Junction West Water and Sanitation District).

The City has traditionally adhered to a conservative debt management policy that carefully controls the amount of outstanding debt. Because of our strong capital improvement budgeting process and a pay-as-you-go approach, the City has been able to maintain and improve its infrastructure while avoiding unreasonable debt burdens. Bonds issued by the City continue to receive a rating of **A** from Moody's Investment rating service.

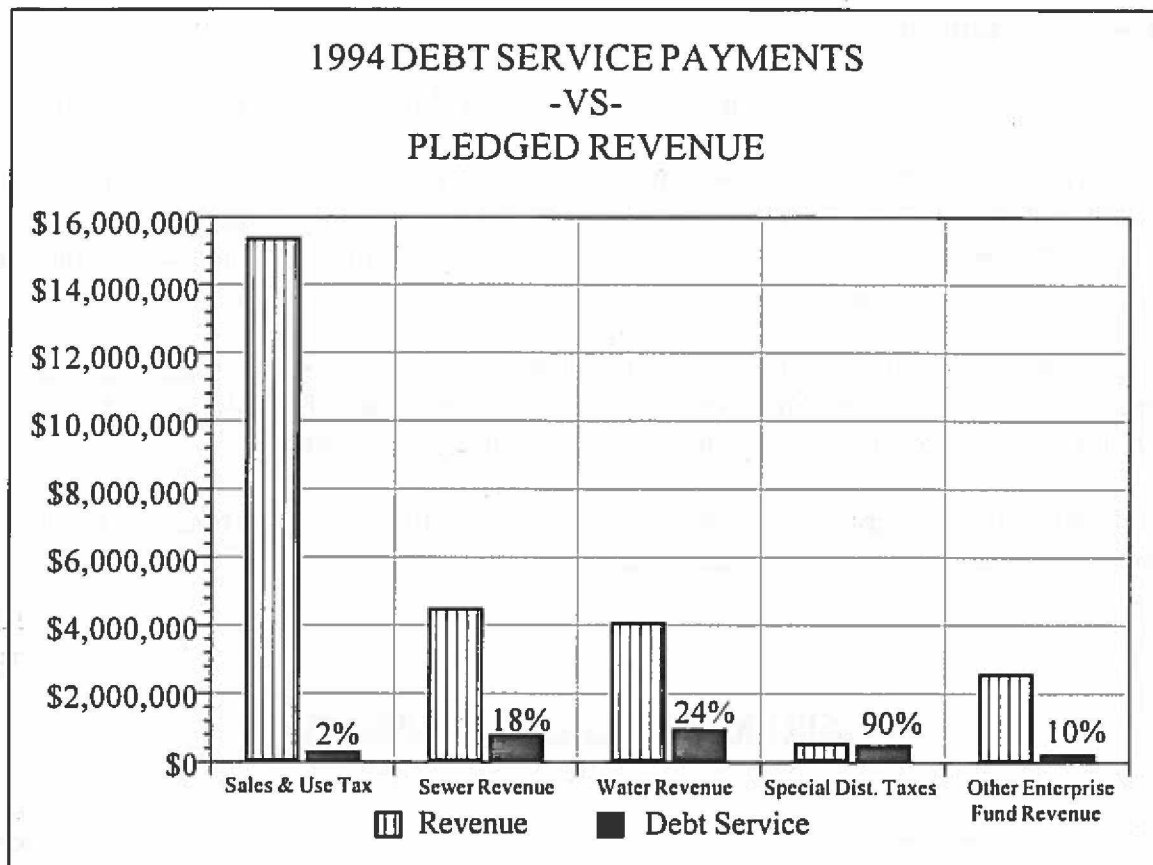


As of December 31, 1993, the City of Grand Junction and its related entities has \$19.3 million in outstanding debt. Of this amount only \$2.0 million represents General Government debt. The largest portion, \$7.7 million is the liability of the City of Grand Junction / Mesa County Joint Sewer Utility Fund. The special taxing districts mentioned above have a combined total of approximately \$5.0 million in debt. The remaining \$4.6 million in outstanding debt is in the enterprise funds, including \$3.4 million in the City's Water Utility Fund.

Total Debt Service payments of approximately \$2.9 million in 1994 and in 1995, represents 7.2% of total operating expenditures. General Government annual debt service payments of \$339,000 is 1.5% of the total operating expenditures budgeted for general governmental type services.

FINANCIAL OVERVIEW

Expenses



Note: Other Enterprise Funds include; Solid Waste Disposal, Lincoln Park and Tiara Rado Golf Course Funds

Colorado State Statute limits the total amount of General Obligation debt to three percent (3%) of the jurisdictions actual property value. The City of Grand Junction continues to maintain a zero level of debt that is applicable to this margin. The table below has been provided to show the computation of the City's "Legal Debt Margin."

Estimated Actual Value (determined by County Assessor):	<u>\$1,162,544,324</u>
Debt Limit: 3% of Actual Value	\$34,786,330
Total General Obligation Debt:	\$7,130,113
Less:	
Debt Exempt by Law from Legal Debt Margin: (Water Bonds)	(3,215,000)
Bonds supported by a special tax levy paid only in the District: (Ridges Metropolitan District Bonds)	(2,580,000)
(G.J.W.W.S.D. Bonds)	(1,334,113)
Total Amount of Debt Applicable to Legal Limit	<u>-0-</u>
 LEGAL DEBT MARGIN	 <u>\$34,786,330</u>

For additional information see the consolidated debt schedule, page 329 of the Related Information section.

FINANCIAL OVERVIEW

Expenses

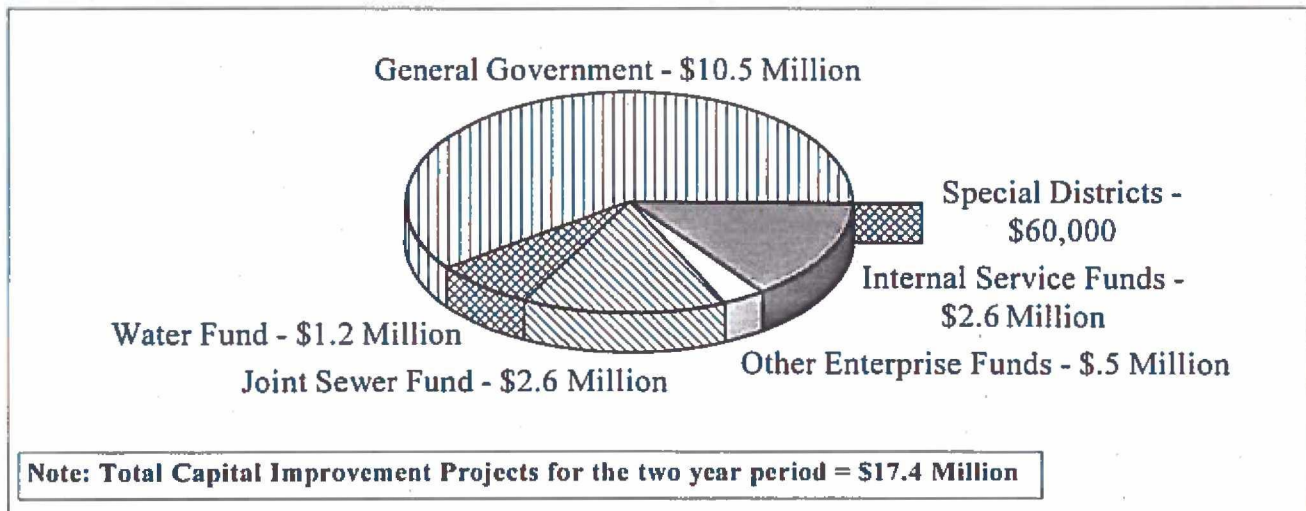
Operating Equipment:

Amounts budgeted for operating equipment in each department represent investments in tools, automation and technology which promote efficiency and higher quality services. These types of expenditures include the purchase of computer equipment, furniture and fixtures, specialty tools, etc., with a per unit cost between \$500 and \$10,000 and which have a useful life of more than one year. All such items under the \$500 limit are budgeted as regular operating expenditures, all such expenditures over the \$10,000 threshold and that have a useful life of more than one year, are subjected to the capital improvement budgeting process.

Operating equipment items in the 1994 budget total \$514,000 and includes such items as personal computers, construction and maintenance equipment, and specialty police and fire equipment. \$459,000 is included in the 1995 budget for these types of expenditures.

A complete listing of approved equipment purchases, by fund and department, is included in the Related Information section beginning on page 316.

CAPITAL IMPROVEMENT PROJECTS



The second largest expenditure category for the City continues to be Capital Outlay. Capital improvement projects totaling \$17.4 million over the next two years represents eighteen percent (18%) of the total two-year budget. The citizenry of Grand Junction is fortunate because of our ability to maintain a high level of commitment towards improving and maintaining the City's important infrastructure without impairing the quality or level of services provided. The community demonstrated its foresight when the voters supported the continuation of the 3/4 cent Sales & Use Tax increase through an advisory vote in 1989.

FINANCIAL OVERVIEW

Expenses

The level of general government capital projects is based on the revenue projections for the 3/4 percent portion of the City's 2 & 3/4 percent Sales & Use Tax, plus any additional funding sources such as project grants, cost sharing with other funds or agencies, and the annual transfer of additional resources from the City's General Fund. The total of these capital funding sources is then decreased by the \$300,000 annual contribution to the Economic Development Fund and the amount required for general capital debt service. The net amount represents resources available for general capital improvement projects in the ensuing budget year.

The level of capital expenditures in the utility, other enterprise, and internal service funds is determined based on resources available in excess of operating requirements. Approved projects are those which are necessary to reduce future maintenance costs and/or improve service delivery.

CAPITAL IMPROVEMENT PROJECTS	1994	1995	Total	Percent Of Total
General Government	\$5,251,448	\$5,217,154	\$10,468,602	60.1%
Water Fund	699,824	547,400	1,247,224	7.2
Joint Sewer Fund	1,897,330	690,000	2,587,330	14.8
Other Enterprise Funds	338,822	171,575	510,397	2.9
Internal Service Funds	1,015,130	1,539,000	2,554,130	14.7
Special Districts	10,000	50,000	60,000	0.3
	<u>\$9,212,554</u>	<u>\$8,215,129</u>	<u>\$17,427,683</u>	<u>100.0%</u>

Determining which of the proposed capital projects get approved is the result of committee meetings, which include members of the City Council, to prioritize the City's current and future capital needs. Projects such as Contract Street Maintenance and Road and Bridge Replacements receive the highest priority. Since deferring such maintenance would result in deterioration of existing infrastructure and higher costs in the future, these projects are generally approved first. After ensuring the protection of the City's existing infrastructure, capital improvements and additions are then prioritized based on public safety needs, productivity improvements, and enhancements to the City's capital assets.

Changes in the level of operating expenditures that are directly related to a particular capital project and are one-time costs, are included in the cost estimates for capital improvement projects. Personnel costs that are directly related to capital projects, such as engineering, are also included in the budgeted amount for the specific project(s). The inclusion of on-going operating type expenditures resulting from capital projects (i.e. additional personnel or annual maintenance costs) in the Ten-Year Projections help in determining the long-term financial impact of capital project requests.

Each year the City of Grand Junction develops a Ten Year Capital Improvements Program (CIP) which contains a detailed listing of proposed capital expenditures and projected capital revenues for the next ten years. This program is a major financial planning tool and helps in identifying and prioritizing the capital improvements necessary to maintain and enhance the City's infrastructure.

The Public Works & Utilities Department employs a sophisticated pavement management program which provides vital information about the life expectancy and structural soundness of the over 160 miles of paved streets. The results and recommendations received from this system are subsequently

FINANCIAL OVERVIEW

Expenses

incorporated into the Ten Year CIP as part of the street reconstruction and overlay program. Street improvements comprise over sixty percent of the total general capital improvements for 1994 and 1995.

The sub-section titled "General Capital Improvement Projects" contains graphs and tables which depict the types and amounts of capital projects and revenue sources since the inception of the dedicated 3/4 cent Sales & Use Tax in 1988. Also included in that section is a capital improvement project listing, by fund and department, for all projects approved in the 1994 and 1995 budget.

OTHER USES

Contingency

The General Fund Contingency Account contains funds that are appropriated but which are not committed to any particular expenditure type or department within the City. Each year the budget contains contingency funds in the amount deemed necessary by the City Manager and Council. Approximately \$400,000 has been budgeted in both 1994 and 1995. The purpose for reserving these amounts is to respond to unanticipated needs and/or emergencies.

The use of these funds can be requested by the various department directors with a written request to the City Manager. The City Manager can approve amounts up to \$10,000 for any purpose, and up to \$15,000 for change orders to budgeted projects. No direct expenditures are made from the Contingency Account. Approved contingency requests are transferred to the requesting department's cost center and object code in order to maintain accurate budget accounting.

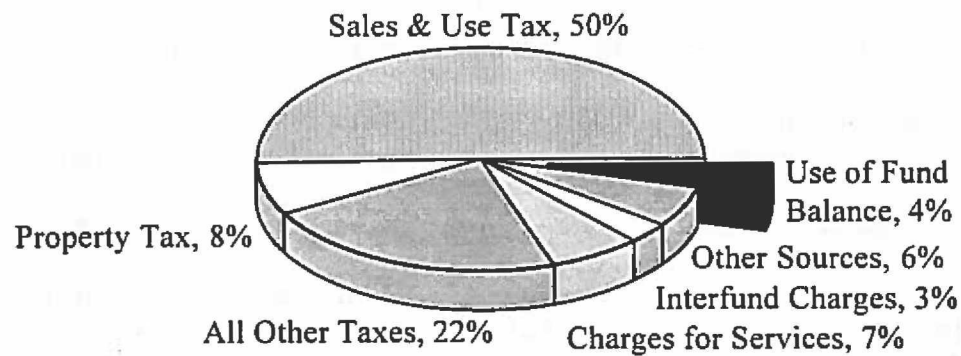
Budgeted Savings

Budgeted Savings represent a reduction in the net use of funds the City anticipates actually occurring in a particular year. The majority of these savings generally arise on the expenditure side from unanticipated vacancies in the authorized staffing level. Recently, savings have also been generated on the revenue side resulting from higher than projected revenue growth.

Although this amount does not affect appropriation levels, including these anticipated savings (\$300,000 in 1994 and \$312,000 in 1995) in our calculations is a tool that helps the City more accurately project changes in the funds available at the end of the year.

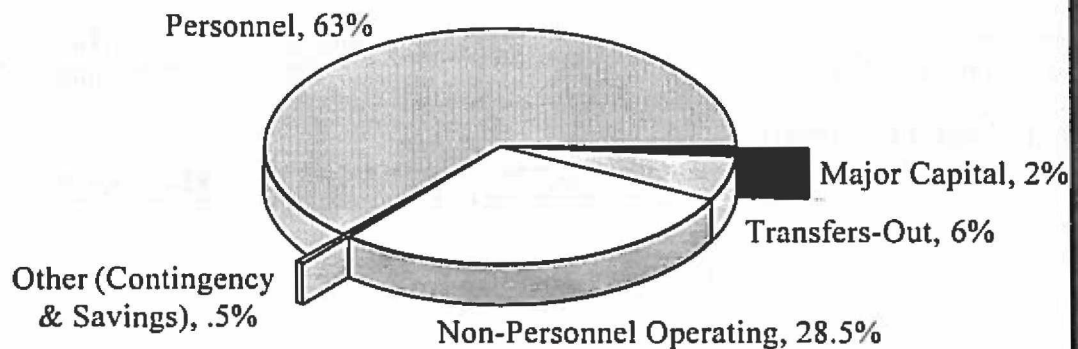
FINANCIAL OVERVIEW: GENERAL FUND

1994 & 1995 GENERAL FUND SOURCES BY TYPE



The combined Total Sources for 1994 and 1995 = \$45.4 Million

1994 & 1995 GENERAL FUND USES BY TYPE



The combined Total Uses for 1994 & 1995 = \$45.4 Million

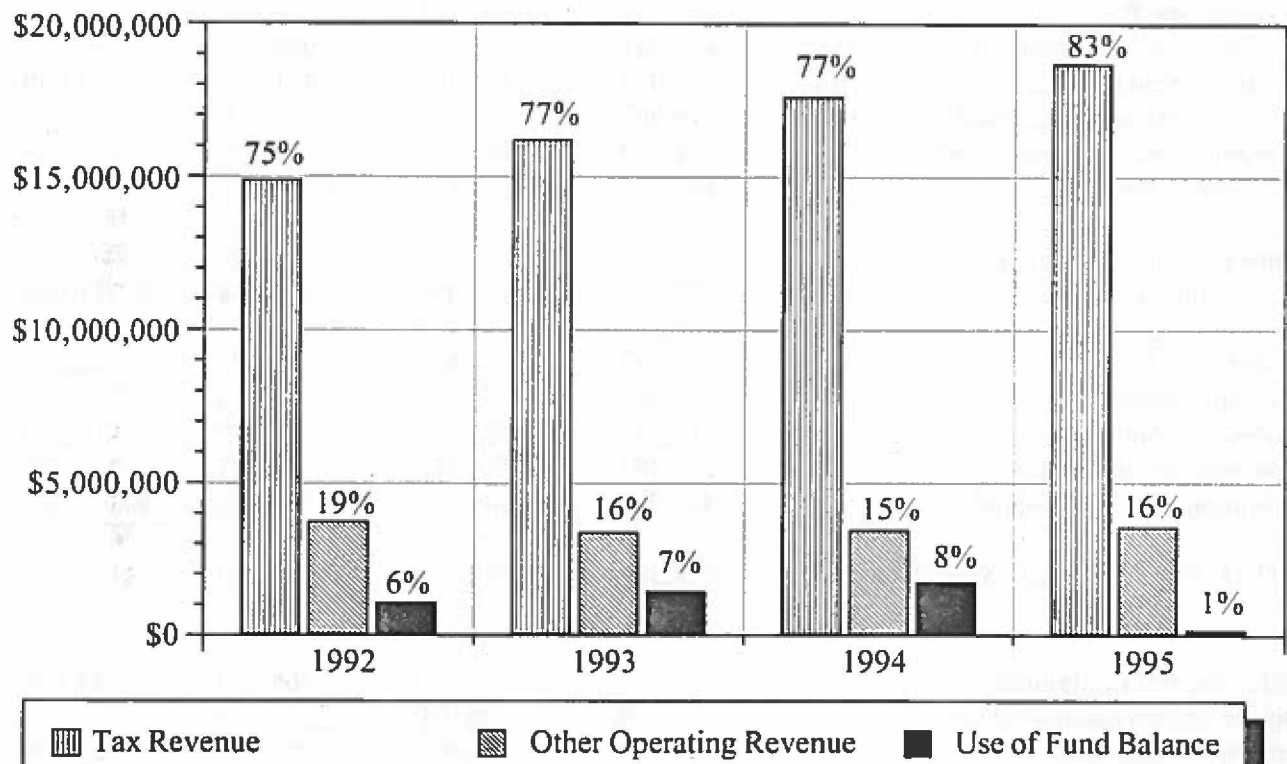
FINANCIAL OVERVIEW: GENERAL FUND

REVENUE BY CATEGORY

GENERAL FUND REVENUE BY CATEGORY	1992 ACTUAL REVENUE	1993 REVISED PROJECTIONS	1994 PROJECTIONS	1995 PROJECTIONS
City 2.0% Sales Tax	\$8,788,396	\$9,854,545	\$10,840,000	\$11,706,909
City 2.0% Use Tax	461,900	385,455	363,636	363,636
Less: 2% Portion of Refunds	(23,865)	(8,727)	(7,273)	(7,273)
Less: 2% Portion of Vendors Fee	(138,679)	(160,000)	(173,091)	(185,455)
Sub: 2% City Sales & Use Tax	9,087,752	10,071,273	11,023,272	11,877,817
City Share / County Sales Tax	1,962,990	2,160,000	2,333,000	2,473,000
Property Tax	1,459,456	1,530,000	1,696,434	1,736,789
Franchise Fees	815,566	882,000	960,000	982,000
Other Taxes	1,586,931	1,581,569	1,614,656	1,666,501
Subtotal: Tax Revenue	14,912,695	16,224,842	17,627,362	18,736,107
Licenses & Permits	92,646	159,241	157,861	166,746
Intergovernmental	93,363	77,929	56,943	72,193
Charges For Services	1,622,519	1,526,101	1,562,733	1,570,214
Fines & Forfeitures	199,137	202,025	186,200	190,300
Pooled Interest Income	798,192	680,000	721,000	770,000
Interfund Charges	614,203	654,051	671,222	695,363
Other Revenue	334,768	79,817	78,717	78,935
TOTAL OPERATING REVENUE	18,667,523	19,604,006	21,062,038	22,279,858
Percentage Change		5.0%	7.4%	5.8%
Transfers-In	4,513	28,226	37,762	33,248
Use Of Fund Balance	1,096,743	1,469,885	1,758,608	190,555
TOTAL GENERAL FUND SOURCES	<u>\$19,768,779</u>	<u>\$21,102,117</u>	<u>\$22,858,408</u>	<u>\$22,503,661</u>

FINANCIAL OVERVIEW: GENERAL FUND

REVENUE, BY MAJOR CATEGORY 1992 through 1995



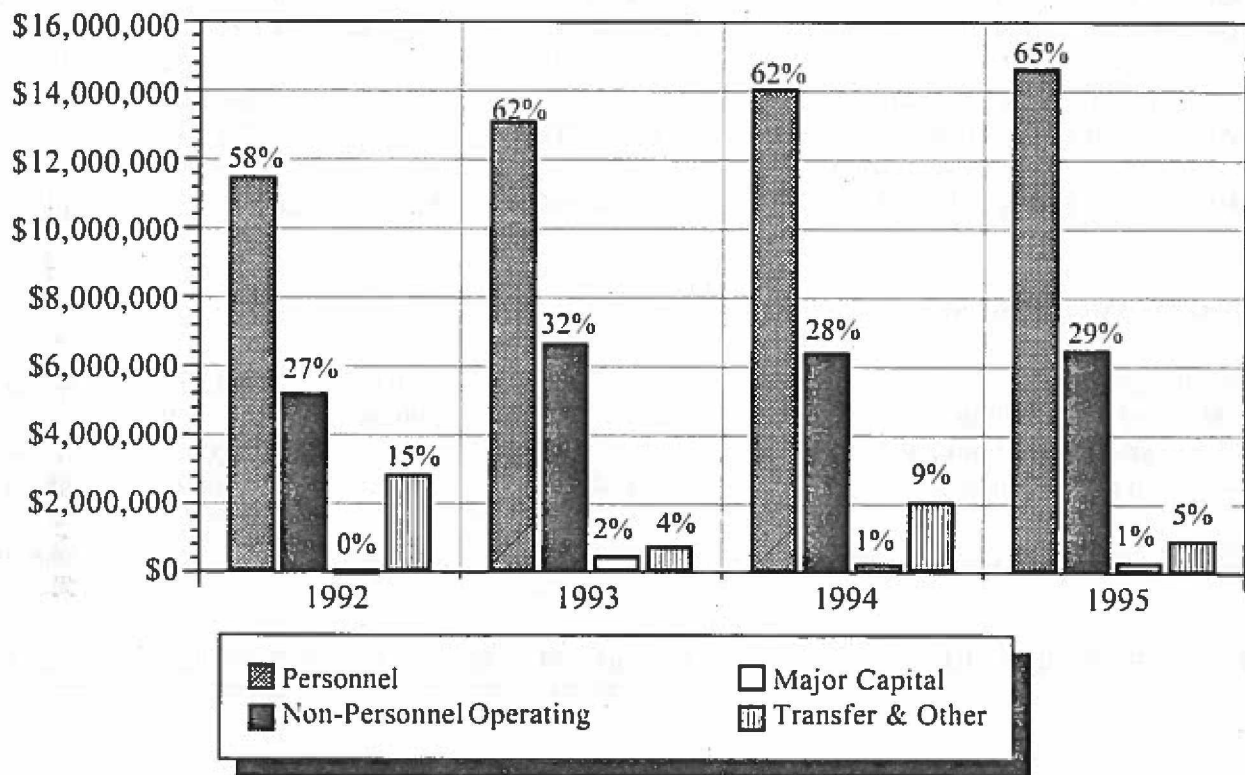
FINANCIAL OVERVIEW: GENERAL FUND

EXPENDITURES BY CATEGORY

TOTAL ALL DEPARTMENTS GENERAL FUND EXPENDITURES BY CATEGORY	1992 ACTUAL EXPENSE	1993 REVISED BUDGET	1994 BUDGET	1995 BUDGET
Personnel				
-Salaries & Wages	\$8,300,749	\$9,309,944	9,791,769	\$10,316,322
-Part-Time Pay	476,951	545,021	550,191	602,900
-Overtime Pay	407,695	542,208	500,084	516,118
-Employer Contributions	1,445,561	1,775,854	2,084,067	2,079,585
-Retirement Benefits	292,053	311,197	431,175	350,649
-Accrued Employee Benefits	99,060	0	0	0
-Employee Insurance Benefits	538,254	646,597	735,599	824,263
Subtotal: Personnel	11,560,323	13,130,821	14,092,885	14,689,837
Non-Personnel Operating				
-Supplies & Services	3,522,510	3,857,053	4,259,554	4,383,048
-Contractual Fees	1,458,155	1,615,447	1,675,404	1,696,365
-Interfund Charges	2,852	5,642	77,622	80,622
-Debt Service	7,025	0	0	0
-Special Activities	112,547	925,605	181,372	112,554
-Operating Equipment	230,884	285,584	225,887	228,576
Subtotal: Non-Personnel	5,333,973	6,689,331	6,419,839	6,501,165
TOTAL OPERATING EXPENDITURES	16,894,296	19,820,152	20,512,724	21,191,002
Major Capital Equipment	0	0	266,939	324,198
Capital Improvement Projects	0	500,000	0	0
Subtotal: Major Capital	0	500,000	266,939	324,198
Other Uses				
-Contingency	0	33,192	408,671	419,635
-Estimated Budget Savings	0	0	(300,000)	(312,000)
-Transfers-Out	2,874,483	748,773	1,970,074	880,826
TOTAL EXPENDITURES	<u>\$19,768,779</u>	<u>\$21,102,117</u>	<u>\$22,858,408</u>	<u>\$22,503,661</u>

FINANCIAL OVERVIEW: GENERAL FUND

EXPENDITURES, BY MAJOR CATEGORY 1992 through 1995



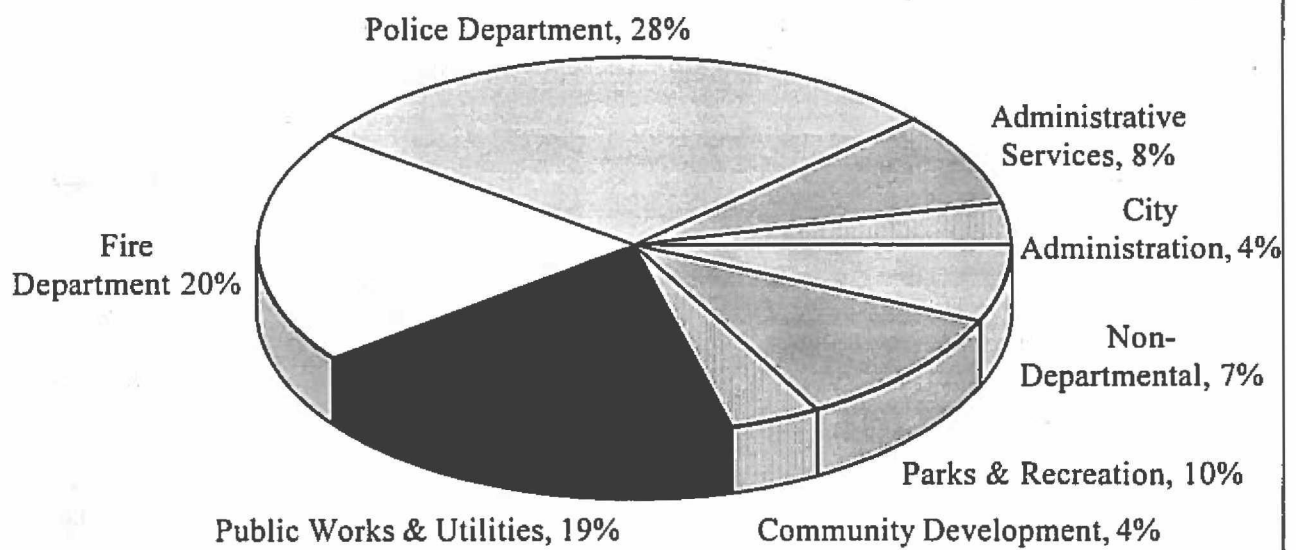
FINANCIAL OVERVIEW: GENERAL FUND

EXPENDITURES BY DEPARTMENT

GENERAL FUND EXPENDITURES BY DEPARTMENT	1992 ACTUAL EXPENSE	1993 REVISED BUDGET	1994 BUDGET	1995 BUDGET
CITY ADMINISTRATION	\$798,841	\$840,305	\$786,496	\$801,511
ADMINISTRATIVE SERVICES	1,650,149	1,838,014	1,825,836	1,902,947
POLICE DEPARTMENT	4,955,901	6,440,808	6,146,714	6,625,351
FIRE DEPARTMENT	3,830,852	4,212,184	4,627,837	4,660,977
PUBLIC WORKS & UTILITIES	3,340,403	3,761,716	4,228,864	4,304,185
COMMUNITY DEVELOPMENT	505,613	686,396	869,161	947,713
PARKS & RECREATION	1,812,537	2,040,729	2,294,755	2,272,516
SUBTOTAL: DEPARTMENTAL	16,894,296	19,820,152	20,779,663	21,515,200
NON-DEPARTMENTAL				
-Contingency	0	33,192	408,671	419,635
-Museum Contribution	0	500,000	0	0
-Estimated Budget Savings	0	0	(300,000)	(312,000)
-General Fund Transfers	2,874,483	748,773	1,970,074	880,826
SUBTOTAL: NON-DEPARTMENTAL	2,874,483	1,281,965	2,078,745	988,461
TOTAL EXPENDITURES	<u>\$19,768,779</u>	<u>\$21,102,117</u>	<u>\$22,858,408</u>	<u>\$22,503,661</u>

FINANCIAL OVERVIEW: GENERAL FUND

1994 & 1995 EXPENDITURES BY DEPARTMENT

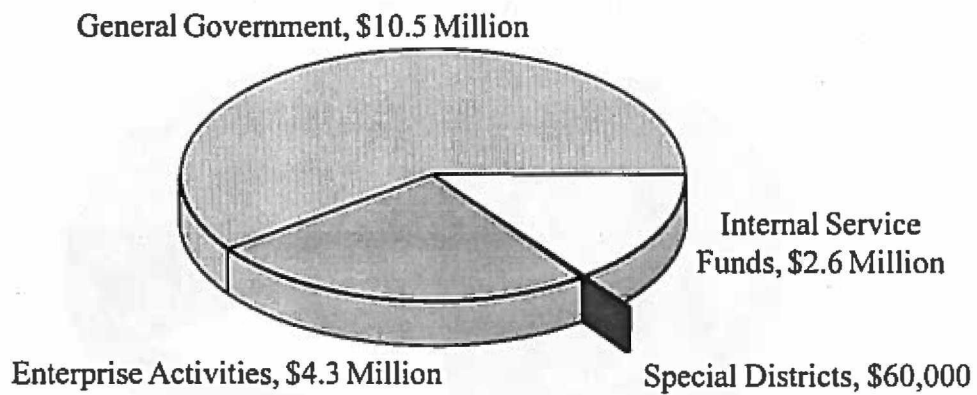




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FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

1994 & 1995 CAPITAL IMPROVEMENT PROJECTS By Fund Category



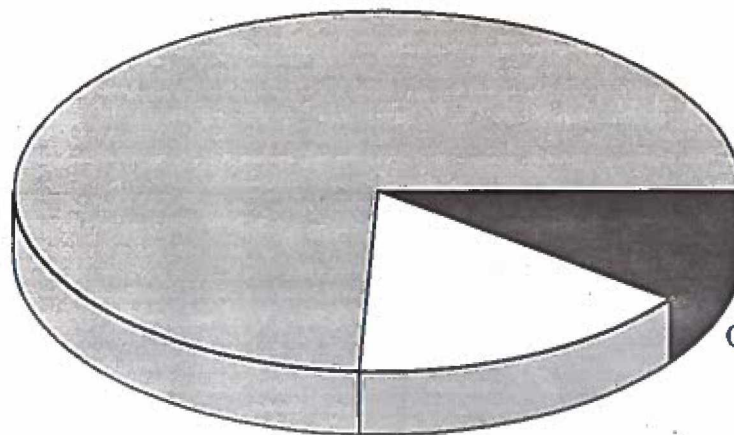
Note: Capital Expenditures for the two-year period = \$17.4 Million

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

GENERAL CAPITAL IMPROVEMENT PROGRAM

Sources of Revenue
1988 through 1995

3/4 Cent Sales & Use Tax, 75%



Outside Sources, 10%

General Fund Revenue, 15%

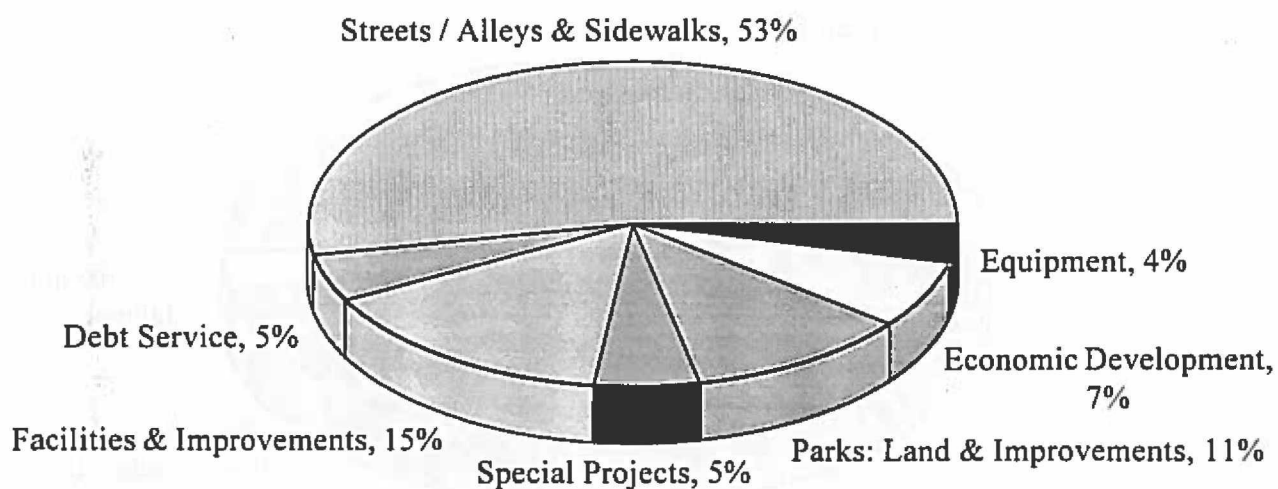
(In Millions)

3/4 Cent Sales & Use Tax	\$26.6
General Fund Revenue	5.5
Outside Sources	3.7
	<hr/>
	\$35.8

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

GENERAL CAPITAL IMPROVEMENT PROGRAM

Expenditures By Type
1988 through 1995

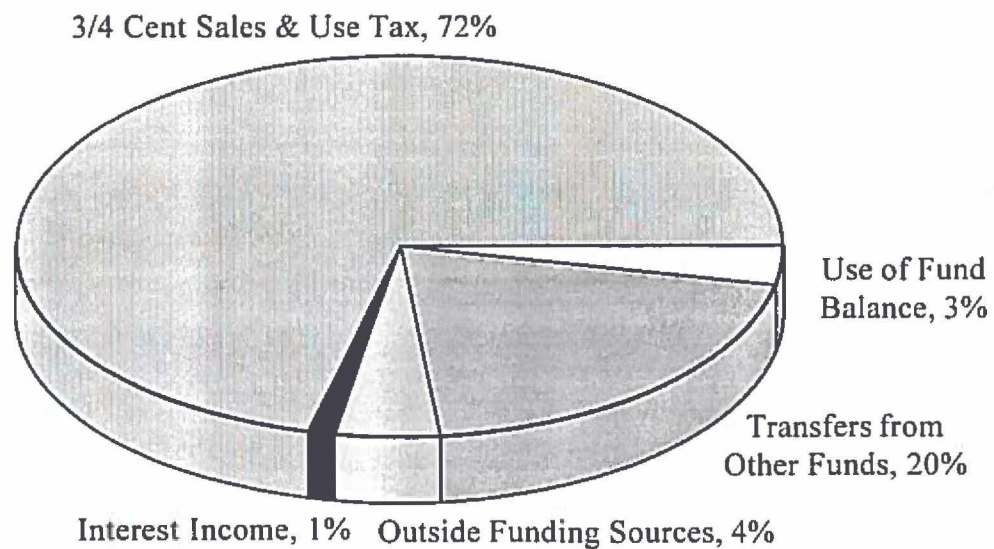


(In Millions)

Streets / Alleys Sidewalks	\$19.0
Debt Service	1.7
Facilities & Improvements	5.5
Special Projects	1.8
Parks: Land & Improvements	4.0
Economic Development	2.4
Equipment	1.4
Total	\$35.8

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

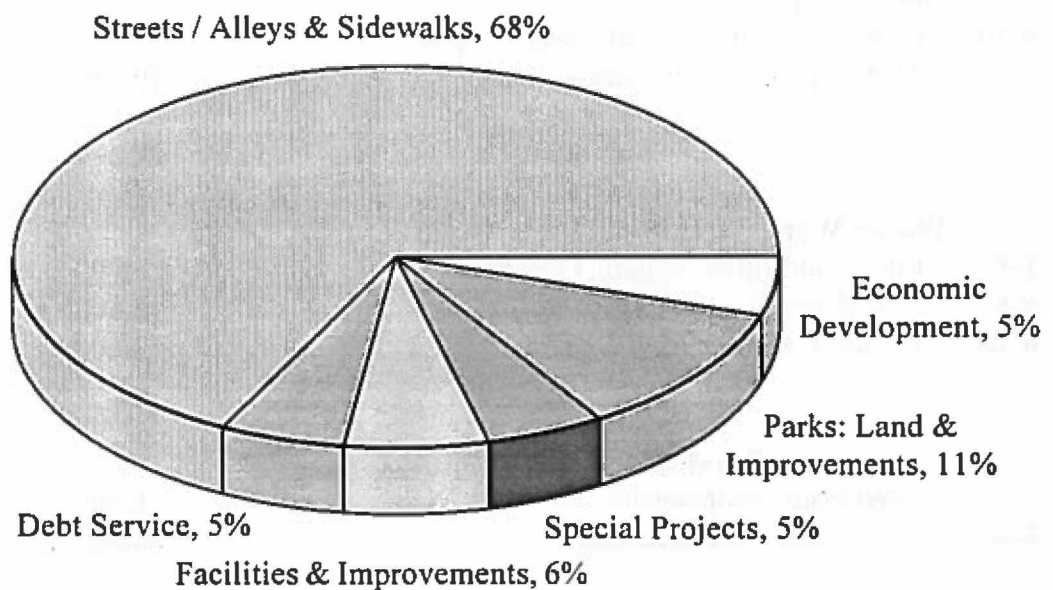
1994 & 1995 GENERAL CAPITAL IMPROVEMENT PROGRAM Revenue By Source



3/4 Cent Sales & Use Tax	\$8,587,909
Interest Income	114,000
Outside Funding Sources	533,734
Transfers from Other Funds	2,425,795
Use of Fund Balance	401,557
Total	<u>\$12,062,995</u>

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

1994 & 1995 GENERAL CAPITAL IMPROVEMENT PROGRAM Expenditures By Type



Street / Alleys & Sidewalks	\$8,156,430
Debt Service	618,530
Facilities & Improvements	726,785
Special Projects	606,560
Parks: Land & Improvements	1,354,690
Economic Development	600,000
Equipment	0
Total	\$12,062,995

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

PROJECT I.D. #	PROJECT DESCRIPTION	1994	1995
GENERAL FUND #100:			
Police Department:			
4-3	Public Safety Records Management System	\$0	\$300,000
4-10	Police Sedan, Patrol Vehicle	23,267	0
4-11	Police Sedan, Patrol Vehicle	0	24,19
4-12	4 Wheel Drive, K-9 Patrol Vehicle	23,777	0
4-13	Investigations Vehicle	13,310	0
4-14	Investigations Vehicle	13,310	0
4-16	Crime Prevention Van	20,075	0
	Subtotal:	93,739	324,198
Fire Department:			
5-10	Cardiac Monitor Replacement Program	11,000	0
5-16	Sedan, Fire Investigations	10,600	0
	Subtotal:	21,600	0
Public Works & Utilities Department:			
2-4	Financial Mgmt. System, Cost Share	15,000	0
6-80	Skid Steer Loader	48,300	0
6-162	HP 650C Plotter	10,000	0
	Subtotal:	73,300	0
Community Development Department:			
3-7	Used Four Door Sedan	1,200	0
3-8	Sedan, Code Enforcement	10,600	0
	Subtotal:	11,800	0
Parks & Recreation Department:			
7-154	1/2 Ton Pickup w/ radio	12,500	0
7-155	Forestry Boom Truck Upgrade	40,000	0
7-160	3/4 Ton Pickup, Paradise Hills	14,000	0
	Subtotal:	66,500	0
	TOTAL FUND #100	\$266,939	\$324,198
VISITOR & CONVENTION BUREAU FUND #102:			
VCB Department:			
8-1	Furniture & Landscaping, New VCB Center	\$25,000	\$0
	TOTAL FUND #102	\$25,000	\$0

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

PARKLAND EXPANSION FUND #105:

Parks & Recreation Department

7-25	Footbridge, Duck Pond Park	\$15,000	\$0
7-82	Playground Equipment Replacement	26,000	26,000
7-106	Shelter, Riverside Park	12,500	0

TOTAL FUND #105

\$53,500

\$26,000

SALES TAX CIP FUND #201:

Fire Department:

5-5	Station #1 Remodel	\$341,340	\$0
5-7	Emergency Training Facility	30,000	60,000

Subtotal: Fire Dept.

371,340

60,000

Public Works & Utilities Department:

6-4	Contract Street Maintenance	1,377,502	1,340,989
6-7	Alley Improvement District Program	253,094	263,217
6-8	Flood Control Levee	2,700	0
6-9	Curb, Gutter & Sidewalk Replacement Program	236,542	242,884
6-13	Sidewalk Improvements	123,254	127,863
6-19	Grand Avenue Reconstruction: 1st -to- 7th	903,50	0
6-20	Accessibility Improvements	175,000	131,560
6-21	Unaweeep Ave.: Hwy 50 -to- City Limits (Design)	0	130,000
6-24	28.25 Road; North -to- Orchard	353,000	675,000
6-39	North 1st Street: Orchard -to- Patterson	31,500	275,000
6-34	Foresight Park; Storm Sewer Improvements	77,075	0
6-69	Street Light Installations	76,900	82,600
6-70	Traffic Signal Controllers	14,500	15,230
6-85	Traffic Signals; 12th Street & Bookcliff	50,47	0
6-87	Traffic Signals; Orchard Avenue School	0	24,185
6-88	Opticom Installations	55,888	55,880
6-95	Traffic Signals; Horizon Drive & I-70	17,944	0
6-96	Highway 50 Street Lighting	203,500	0
6-107	1st Street & North Avenue, Turn Lane	39,590	0
6-111	Traffic Signals; 7th & Bookcliff	0	74,841
6-112	Traffic Signals; 7th & Gunnison	0	52,841
6-113	Traffic Signals; 3rd & Main	0	52,841
6-139	Code Enforcement Building Remodel	37,000	0
6-152	Independent Avenue: 25.5 Rd -to- 1st	0	114,100
6-154	Highway 50 Lighting/Streetscape	0	131,000
6-158	Ute Fire Line Upgrades	159,000	150,000
6-163	Storm Drains, Paradise Hills	40,000	0
6-164	Paradise Hills, Filing #8 Road Extension	250,000	0

Subtotal: Public Works Dept.

4,477,959

3,940,031

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

Parks & Recreation Department:			
7-12	CIP Self Help Program	50,000	50,000
7-26	Lincoln Park Path Replacement	52,800	0
7-40	Tennis Court Resurfacing; Lincoln Park	0	63,000
7-59	Columbine Park; Automatic Sprinklers	55,000	0
7-105	Main Street, Tree & Planter Replacement	30,500	27,500
7-110	Baseball Stadium; Rubber Replacement	37,640	0
7-112	Stadium; North Avenue Parking Lot	35,960	0
7-147	Park Expansion Design	28,000	0
7-148	Park Development	0	1,000,000
7-150	Recreation Center; Concept & Design	23,250	0
7-159	One Acre Park Development, Paradise Hills	20,000	0
Subtotal: Parks & Rec Dept.		333,150	1,140,500
TOTAL FUND #201		\$5,182,449	\$5,140,531

NOTE: Project costs include Personnel and other Operating type expenses totaling \$413,866 in 1994 and \$410,551 in 1995.

STORM DRAINAGE IMPROVEMENTS FUND #202:

Public Works & Utilities Department:			
6-129	Storm Drainage Improvements	\$150,000	\$150,000
TOTAL FUND #202		\$150,000	\$150,000

NOTE: Project costs include Personnel and other Operating type expenses totaling \$12,574 in 1994 and \$13,024 in 1995.

DDA/TIF/CIP FUND #203:

Non-Departmental:			
9-3	Whitman Park Access Improvements	\$10,000	\$50,000
TOTAL FUND #203		\$10,000	\$50,000

WATER FUND #301:

Public Works & Utilities Department:			
6-48	Water Line Replacements	\$384,510	\$303,660
6-49	Fire Protection, Water Flow Upgrades	175,743	183,493
6-50	Purdy Mesa Reservoir, Spillway Rehab.	64,000	0
6-53	Raw Water Flow Line Upgrades	40,000	0
6-54	Loop, Dead-End Lines	23,219	23,348
6-56	Fire Hydrant Replacement	20,000	20,800
6-57	Water Rights Purchase	2,000	2,000
6-60	Contact Basin Baffle	26,000	0

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

6-78	Cathodic Corrosion Protection	10,000	10,000
6-79	Remote Read Water Meters	26,750	27,800
6-97	Fill Hydrants	9,600	0
6-117	Particle Analyzer	0	15,000
6-118	Kannah Creek Intake Improvements	65,000	0
6-120	Laboratory Mgmt. Info. System	2,500	10,000
6-148	Clean-O-Vac	12,000	0
6-149	Uni-Loader & Trailer	23,099	0

TOTAL FUND #301

\$884,421

\$596,101

NOTE: Project costs include Personnel and other Operating type expenses totaling \$184,597 in 1994 and \$48,701 in 1995.

TWO RIVERS CONVENTION CENTER FUND #303

Parks & Recreation Department:

7-114	Carpet Replacement	\$33,807	\$0
7-117	Reception Area Remodel	0	10,575
7-118	Dishwasher Replacement	20,000	0
7-119	Cooling Tower Replacement	25,190	0
7-121	Architectural/Conceptual Re-Design	0	10,000
7-151	LaCourt Office Demolition	10,000	0

TOTAL FUND #303

\$88,997

\$20,575

SWIMMING POOLS FUND #304:

Parks & Recreation Department:

7-16	HVAC Study, O.M. Pool	\$30,000	\$0
7-30	Spa Replacement, O.M. Pool	18,925	0
7-31	Diving Board Replacement, O.M. Pool	17,900	0
7-43	Pool Filter, O.M. Pool	0	30,000
7-44	Plaster Replacement, O.M. Pool	0	37,000

TOTAL FUND #304

\$66,825

\$67,000

LINCOLN PARK GOLF COURSE FUND #305:

Parks & Recreation Department:

7-20	Cart Paths	\$8,000	\$5,000
7-33	Hydraject	0	12,000
7-35	Beautification Program	2,500	5,000
7-45	Fairway Overseeding Program	0	11,000
7-46	Spin Grinder	0	6,500
7-56	Maxi-Irrigation System	1,500	0

TOTAL FUND #305

\$12,000

\$39,500

FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

TIARA RADO GOLF COURSE FUND #306:

Parks & Recreation Department:

7-22	Cart Paths	\$9,000	\$0
7-33	Hydraject	0	12,000
7-37	Maxi-Irrigation System	2,500	0
7-45	Fairway Overseeding Program	0	11,000
7-46	Spin Grinder	0	6,500
7-48	Reconstruction, #13 Green & Tee Box	\$69,500	\$0

TOTAL FUND #306	<u>\$81,000</u>	<u>\$29,500</u>
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CEMETERY FUND #307:

Parks & Recreation Department:

7-141	Truckster	\$12,000	\$0
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TOTAL FUND #307	<u>\$12,000</u>	<u>\$0</u>
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PARKING FUND #308:

Public Works & Utilities Department:

6-159	3rd & Main Parking Lot Improvements	\$27,000	\$0
6-160	Parking Lot Maintenance	15,000	15,000

TOTAL FUND #308	<u>\$42,000</u>	<u>\$15,00</u>
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IRRIGATION SYSTEMS FUND #309:

Public Works & Utilities Department:

6-147	Ridges Irrigation System Upgrade	\$36,000	\$0
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TOTAL FUND #309	<u>\$36,000</u>	<u>\$0</u>
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DATA PROCESSING FUND #401:

Administrative Services Department:

2-4	Financial System Software	\$130,000	\$0
2-6	Pickup Truck	11,000	0
2-8	Computer Software/Hardware Enhancements	0	40,000

TOTAL FUND #401	<u>\$141,000</u>	<u>\$40,000</u>
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EQUIPMENT FUND #402:

Public Works & Utilities Department:

6-141	Equipment Shop Drains	\$31,500	\$0
6-150	Equipment Replacement Program	610,630	1,399,000

TOTAL FUND #402	<u>\$642,130</u>	<u>\$1,399,000</u>
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FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

COMMUNICATIONS CENTER FUND #405:

Police Department:			
4-19	Comm. Center Computer Equip. Repl.	\$32,000	\$0
4-20	CAD System Interface	0	100,000
4-21	E-911 PSAP/Network Replacement	150,000	0
4-27	Comm. Center, New Computer Equipment	50,000	0
TOTAL FUND #405		\$232,000	\$100,000

JOINT SEWER SYSTEM FUND #902:

Public Works & Utilities Department:			
6-63	Addition to Shop/Garage Area	\$300,000	\$0
6-64	Plant Backbone Improvements	134,830	100,000
6-98	Sewer Trunk Line Extensions	485,731	293,800
6-100	Scenic School Interceptor	466,610	0
6-101	Interceptor Repair & Replacement	107,500	307,500
6-102	Sewer Line Repair, Collector System	214,243	175,213
6-103	Sewer Line Replacements	111,459	111,917
6-120	Laboratory Information Mgmt. System	7,500	30,000
6-122	Sludge Applicator / Land Application	80,000	0
TOTAL FUND #902		\$1,907,873	\$1,018,430

NOTE: Project costs include Personnel and other Operating type expenses totaling

\$10,543 in 1994 and \$328,430 in 1995.

GRAND TOTAL ALL FUNDS

	\$9,834,134	\$9,015,835
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FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

TOTAL BY FUND:

#100 General Fund	\$266,939	\$324,198
#102 Visitor & Convention Bureau	25,000	0
#105 Parkland Expansion	53,500	26,000
#201 Sales Tax CIP	5,182,449	5,140,531
#202 Storm Drainage Improvements	150,000	150,000
#203 DDA/TIF/CIP	10,000	50,000
#301 Water Fund	884,421	596,101
#303 Two Rivers Convention Center	88,997	20,575
#304 Swimming Pools	66,825	67,000
#305 Lincoln Park Golf Course	12,000	39,500
#306 Tiara Rado Golf Course	81,000	29,500
#307 Cemetery Fund	12,000	0
#308 Parking Fund	42,000	15,000
#309 Irrigation Systems Fund	36,000	0
#401 Data Processing	141,000	40,000
#402 Equipment Fund	642,130	1,399,000
#405 Communications Center	232,00	100,000
#902 Joint Sewer System	1,907,873	1,018,430

TOTAL CAPITAL IMPROVEMENT PROJECTS	<u>\$9,834,134</u>	<u>\$9,015,835</u>
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TOTAL BY DEPARTMENT

Administrative Services	\$141,000	\$40,000
Police	325,739	424,198
Fire	392,940	60,000
Public Works & Utilities	8,213,683	7,118,562
Community Development	11,800	0
Parks & Recreation	713,972	1,323,075
Visitor & Convention Bureau	25,000	0
Non-Departmental, D.D.A.	10,000	50,000

TOTAL CAPITAL IMPROVEMENT PROJECTS	<u>9,834,134</u>	<u>9,015,835</u>
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Less: Personnel and Other Operating Expenses budgeted included as part of the CIP projects	<u>(621,580)</u>	<u>(800,706)</u>
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TOTAL CAPITAL EXPENSE	<u>\$9,212,554</u>	<u>\$8,215,129</u>
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TWO-YEAR TOTAL		<u>\$17,427,683</u>
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FINANCIAL OVERVIEW: CAPITAL IMPROVEMENT PROJECTS

CAPITAL PROJECT - OPERATING IMPACTS

This table is presented to reflect the impact the approved capital expenditures for 1994 and 1995 have on the City's operating budget, on an on-going basis. The budgets for the individual operating funds have been properly adjusted to account for the additional operating expense, or savings, resulting from a specific capital project. Examples of the types of operating expenditures impacted include; vehicle fuel, accruals for equipment replacement, utility costs resulting from additional street lights, and debt service payments. One-time operating type expenditures are included in the budget for the capital improvement project.

PROJECT		1994	1995
I.D. #	PROJECT DESCRIPTION		
4-10	Police Sedan, Patrol Vehicle	\$6,800	\$12,064
4-11	Police Sedan, Patrol Vehicle	0	5,250
4-12	4 Wheel Drive, K-9 Patrol Vehicle	5,928	12,294
4-13	Investigations Vehicle	1,686	3,496
4-14	Investigations Vehicle	1,686	3,496
4-16	Crime Prevention Van	1,806	3,234
5-16	Sedan, Fire Investigations	1,725	3,570
6-80	Skid Steer Loader	(7,406)	(4,766)
3-7	Used Four Door Sedan	305	1,138
3-8	Sedan, Code Enforcement	1,210	2,467
7-154	1/2 Ton Pickup w/ radio	2,213	2,970
7-160	3/4 Ton Pickup, Paradise Hills	2,006	3,490
8-1	New VCB Center	29,806	29,806
6-69	Street Light Installations	9,040	13,560
6-85	Traffic Signals; 12th Street & Bookcliff	993	1,034
6-95	Traffic Signals; Horizon Drive & I-70	996	1,036
6-96	Highway 50 Street Lighting	25,200	26,208
6-154	Highway 50 Lighting/Streetscape	0	256
7-141	Truckster	2,489	2,588
2-6	Pickup Truck	1,232	2,540
6-63	Addition to Shop/Garage Area	1,100	2,240
6-64	Plant Backbone Improvements	(30,000)	(30,000)
6-122	Sludge Applicator / Land Application	6,400	12,800
TOTAL OPERATING IMPACT		<u>\$65,215</u>	<u>\$110,771</u>

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FUND SUMMARIES

This section presents summary information on revenues and expenditures for each fund as budgeted for by the City of Grand Junction. There are 32 funds in the 1994-1995 annual budget and program of services. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise assets, liabilities, fund equity, revenues and expenditures. Financial resources are allocated to, and accounted for, in these funds based upon the purposes for which they are to be expended.

This section contains an overview of all funds, summaries and descriptions for each, and revenue and expenditure summaries for the individual funds.

FUND SUMMARIES

The fund Summaries section of this document is divided into the four subsections identified below.

GENERAL GOVERNMENT SERVICES: This segment contains the funds used to account for the revenues and expenditures associated with providing all general governmental type services to the public. These types of services include; general administrative and support services, police & fire protection, street & traffic services, planning, parks, and recreation activities. These services are provided to, and for the benefit of, the entire community and are funded primarily through the assessment and collection of taxes.

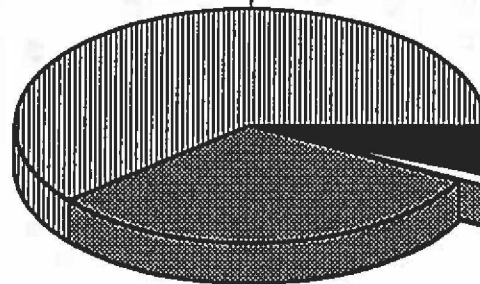
ENTERPRISE OPERATIONS: These funds are used to account for the operations that are financed and operated similar to private business enterprises - where the intent is that the costs for providing these goods or services to the public on a continuing basis be financed or recovered by those who use the service through user charges.

SPECIAL DISTRICTS: This section contains the individual funds used to account for the revenue and expense necessary to provide services to a specific segment of the community. In general; taxes are assessed and/or user fees charged, directly to those who receive the benefit or service.

INTERNAL SERVICE OPERATIONS: Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments of the City, on a cost-reimbursement basis. Since charges from Internal Service Funds are included in the budget of the operating fund receiving the service, their inclusion constitutes the double-counting of expenditures.

1994 & 1995 BUDGETED EXPENDITURES BY TYPE OF ACTIVITY

General Government Services 58%



Internal Service
Operations 11%

Special Districts 1%

Enterprise Activities 30%

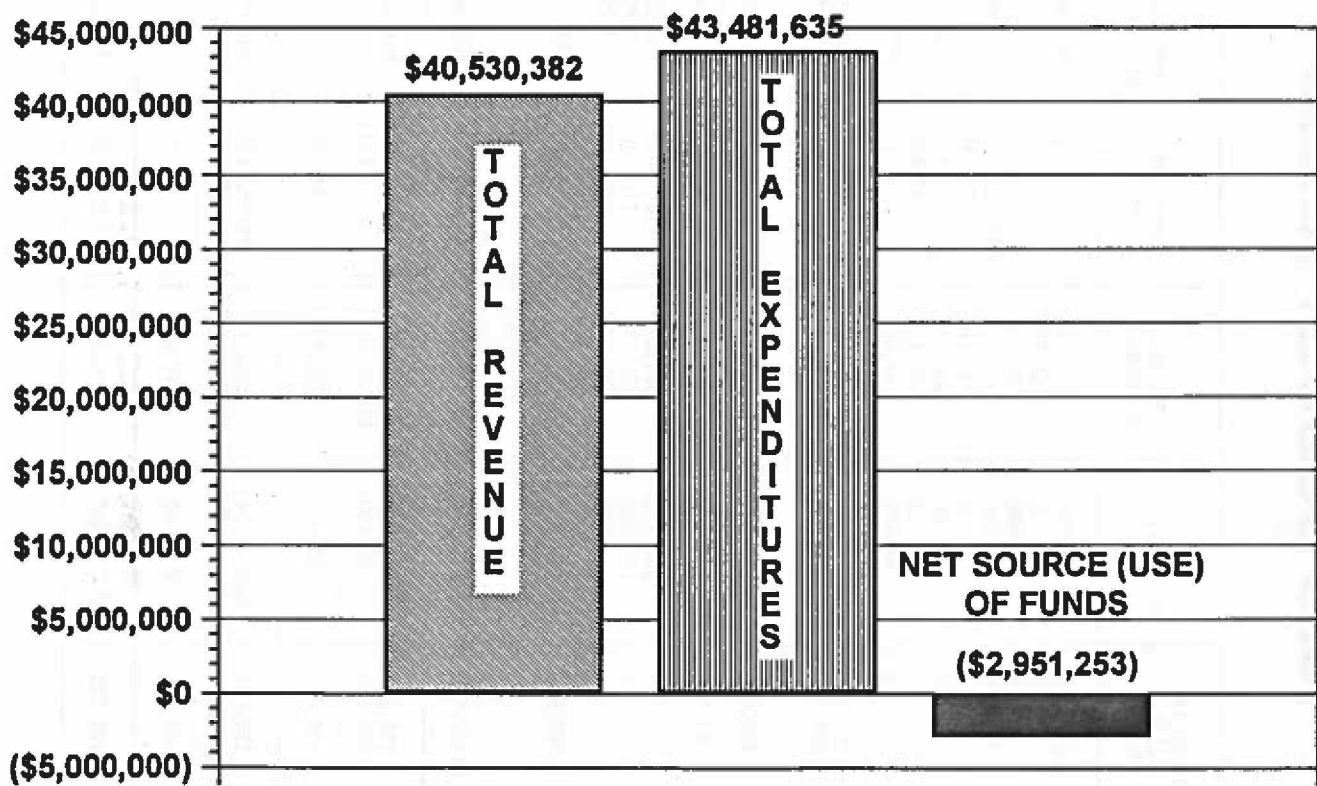
BUDGETED EXPENDITURES	1994	1995	Total	% of Total
General Government Services	\$27,715,469	\$28,374,402	\$56,089,871	58.0%
Enterprise Activities	\$14,973,899	\$13,638,240	\$28,612,139	29.6%
Special Districts	\$792,267	\$828,869	\$1,621,136	1.7%
Internal Service Operations	\$4,809,393	\$5,512,072	\$10,321,465	10.7%
	\$48,291,028	\$48,353,583	\$96,644,611	100%

1994 BUDGET RECAP

	GENERAL FUND	SALES TAX C.I.P. FUND	OTHER GEN. GOVT. FUNDS	TOTAL GENERAL GOVERNMENT	ENTERPRISE OPERATIONS	SPECIAL DISTRICTS	TOTAL EXCLUDING INTERNAL SERVICE	INTERNAL SERVICE OPERATIONS	** GRAND ** ** TOTAL **
1994 REVENUE:									
Taxes	17,627,362	4,133,727	782,546	22,543,635	0	576,850	23,120,485	0	23,120,485
Licenses & Permits	157,861	0	0	157,861	0	400	158,261	0	158,261
Intergovernmental	56,943	329,482	185,000	571,425	106,275	40,000	717,700	2,250	719,950
Charges For Services	1,562,733	59,726	160,200	1,782,659	11,642,255	87,000	13,511,914	762,363	14,274,277
Fines & Forfeitures	186,200	0	0	186,200	48,811	0	235,011	0	235,011
Pooled Interest Income	721,000	59,000	55,000	835,000	525,400	41,000	1,401,400	324,240	1,725,640
Interfund Charges	671,222	0	0	671,222	420,336	0	1,091,558	4,351,869	5,443,427
Other Revenue	78,717	15,000	58,000	151,717	52,036	90,300	294,053	30,000	324,053
Debt Proceeds	0	0	0	0	0	0	0	0	0
TOTAL REVENUE:	21,062,038	4,596,935	1,240,746	26,899,719	12,795,113	835,550	40,530,382	5,470,722	46,001,104
1994 EXPENDITURES:									
Personnel	14,092,885	358,866	215,309	14,667,060	4,955,139	96,000	19,718,199	1,607,062	21,325,261
Supplies & Services	4,259,554	0	236,845	4,496,399	2,965,995	43,147	7,505,541	1,854,654	9,360,195
Contractual Fees	1,675,404	55,000	288,470	2,018,874	838,161	8,852	2,865,887	185,742	3,051,629
Interfund Charges	77,622	0	0	77,622	936,817	0	1,014,439	43,622	1,058,061
Debt Service	0	0	338,886	338,886	2,062,069	518,148	2,919,103	0	2,919,103
Special Activities	181,372	0	335,000	516,372	100,029	115,120	731,521	0	731,521
Operating Equipment	225,887	0	4,250	230,137	179,713	1,000	410,850	103,183	514,033
Capital Equipment	266,939	0	0	266,939	180,906	0	447,845	983,630	1,431,475
Capital Improvement Projects	0	4,768,583	215,926	4,984,509	2,755,070	10,000	7,749,579	31,500	7,781,079
Contingency	408,671	0	10,000	418,671	0	0	418,671	0	418,671
Budgeted Savings	(300,000)	0	0	(300,000)	0	0	(300,000)	0	(300,000)
TOTAL EXPENDITURES:	20,888,334	5,182,449	1,644,686	27,715,469	14,973,899	792,267	43,481,635	4,809,393	48,291,028
Transfers-In From Other Funds	37,762	1,706,522	800,080	2,544,364	684,603	188,745	3,417,712	273,806	3,691,518
Transfers-Out To Other Funds	(1,970,074)	(932,490)	(112,025)	(3,014,589)	(234,378)	(168,745)	(3,417,712)	(273,806)	(3,691,518)
Net Transfers:	(1,932,312)	774,032	688,055	(470,225)	450,225	20,000	0	0	0
TOTAL SOURCES	21,099,800	6,303,457	2,040,826	29,444,083	13,479,716	1,024,295	43,948,094	5,744,528	49,692,622
TOTAL (USES)	(22,858,408)	(6,114,939)	(1,756,711)	(30,730,058)	(15,208,277)	(961,012)	(46,899,347)	(5,083,199)	(51,982,546)
NET SOURCE (USE) OF FUNDS	(1,758,608)	188,518	284,115	(1,285,975)	(1,728,561)	63,283	(2,951,253)	661,329	(2,289,924)
PROJECTED ENDING SOURCES	5,846,582	1,523,658	2,173,139	9,543,379	7,832,694	636,094	18,012,167	5,438,507	23,450,674

1994 BUDGET RECAP

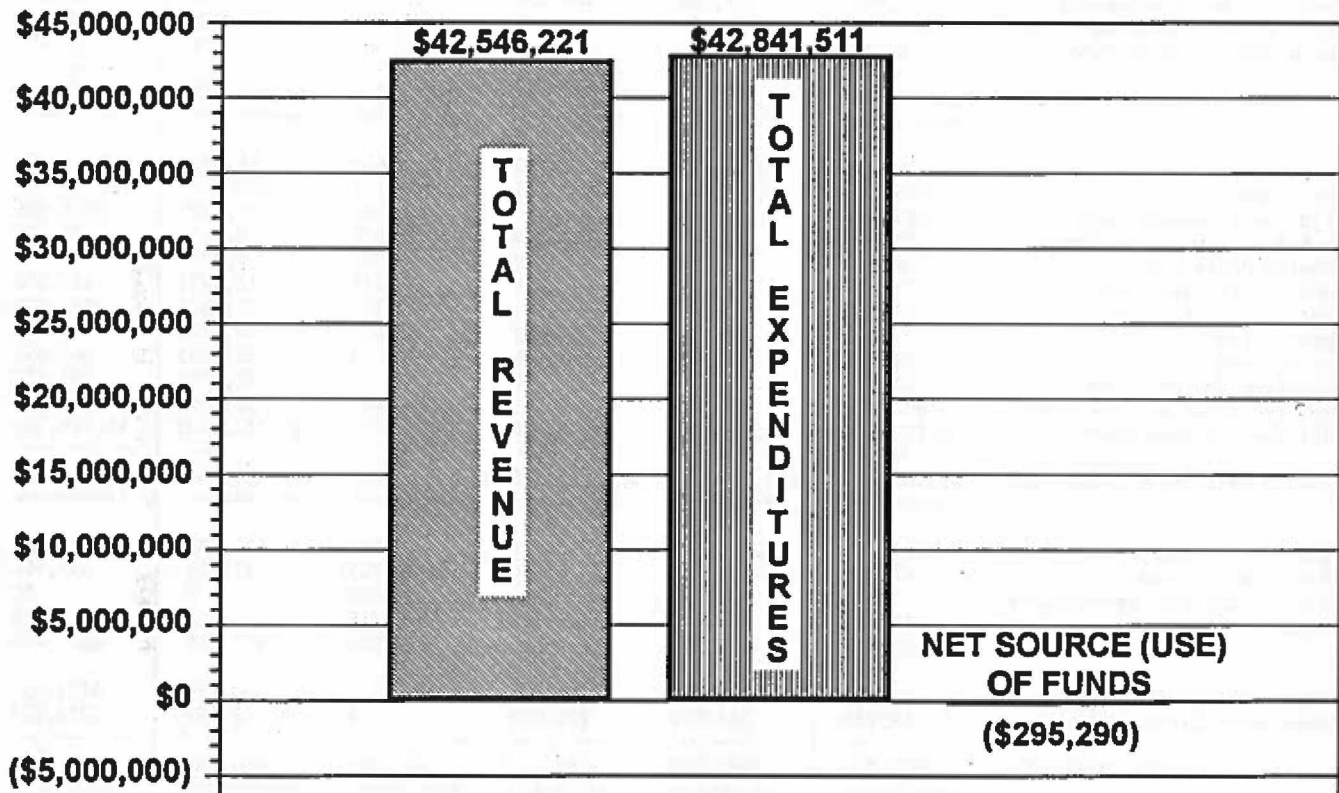
(Excludes Internal Service Funds)



1995 BUDGET RECAP

	GENERAL FUND	SALES TAX C.I.P. FUND	GEN. GOVT. FUNDS	GENERAL GOVERNMENT	ENTERPRISE OPERATIONS	SPECIAL DISTRICTS	TOTAL EXCLUDING INTERNAL SERVICE	INTERNAL SERVICE OPERATIONS	** GRAND ** TOTAL **
1995 REVENUE:									
Taxes	18,736,107	4,454,182	824,055	24,014,344	0	591,650	24,605,994	0	24,605,994
Licenses & Permits	166,746	0	0	166,746	0	400	167,146	0	167,146
Intergovernmental	72,193	47,110	185,000	304,303	104,838	40,000	449,141	2,250	451,391
Charges For Services	1,570,214	82,416	166,899	1,819,529	12,243,125	87,000	14,149,654	791,156	14,940,810
Fines & Forfeitures	190,300	0	0	190,300	50,111	0	240,411	0	240,411
Pooled Interest Income	770,000	55,000	81,000	906,000	560,600	43,200	1,509,800	350,392	1,860,192
Interfund Charges	695,363	0	0	695,363	437,376	0	1,132,739	4,536,047	5,668,786
Other Revenue	78,935	0	53,300	132,235	51,911	107,190	291,336	31,200	322,536
Debt Proceeds	0	0	0	0	0	0	0	0	0
TOTAL REVENUE:	22,279,858	4,638,708	1,310,254	28,228,820	13,447,961	869,440	42,546,221	5,711,045	48,257,266
1995 EXPENDITURES:									
Personnel	14,689,837	359,051	224,172	15,273,060	5,158,851	101,500	20,533,411	1,673,477	22,206,888
Supplies & Services	4,383,048	0	256,999	4,640,047	3,032,587	43,605	7,716,239	1,982,057	9,698,296
Contractual Fees	1,696,365	51,500	289,933	2,037,798	787,105	9,066	2,833,969	180,456	3,014,425
Interfund Charges	80,622	0	0	80,622	971,325	0	1,051,947	45,766	1,097,713
Debt Service	0	0	339,256	339,256	2,027,655	515,823	2,882,734	0	2,882,734
Special Activities	112,554	0	325,000	437,554	116,282	107,875	661,711	0	661,711
Operating Equipment	228,576	0	2,700	231,276	135,460	1,000	367,736	91,316	459,052
Capital Equipment	324,198	0	0	324,198	112,575	0	436,773	1,539,000	1,975,773
Capital Improvement Projects	0	4,729,980	162,976	4,892,956	1,296,400	50,000	6,239,356	0	6,239,356
Contingency	419,635	0	10,000	429,635	0	0	429,635	0	429,635
Budgeted Savings	(312,000)	0	0	(312,000)	0	0	(312,000)	0	(312,000)
TOTAL EXPENDITURES:	21,622,835	5,140,531	1,611,036	28,374,402	13,638,240	828,869	42,841,511	5,512,072	48,353,583
Transfers-In From Other Funds	33,248	719,273	703,450	1,455,971	617,244	216,420	2,289,635	129,059	2,418,694
Transfers-Out To Other Funds	(880,826)	(807,525)	(200,000)	(1,888,351)	(234,864)	(166,420)	(2,289,635)	(129,059)	(2,418,694)
Net Transfers:	(847,578)	(88,252)	503,450	(432,380)	382,380	50,000	0	0	0
TOTAL SOURCES	22,313,106	5,357,981	2,013,704	29,684,791	14,065,205	1,085,860	44,835,856	5,840,104	50,675,960
TOTAL (USES)	(22,503,661)	(5,948,056)	(1,811,036)	(30,262,753)	(13,873,104)	(995,289)	(45,131,146)	(5,641,131)	(50,772,277)
NET SOURCE (USE) OF FUNDS	(190,555)	(590,075)	202,668	(577,962)	192,101	90,571	(295,290)	198,973	(96,317)
PROJECTED ENDING SOURCES	5,656,027	933,583	2,375,807	8,965,417	8,024,795	726,665	17,716,877	5,637,480	23,354,357

1995 BUDGET RECAP **(Excludes Internal Service Funds)**



1994 FUND OVERVIEW

FUND #	DESCRIPTION	1994 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1994 PROJ. ENDING SOURCES AVAILABLE
100	General Fund	\$7,605,190	\$21,062,038	\$20,888,334	(\$1,932,312)	(\$1,758,608)	\$5,846,582
102	Visitor & Convention Bureau	133,818	803,746	822,106	0	(18,360)	\$115,458
105	Parkland Expansion Fund	306,350	260,000	63,500	(110,000)	86,500	\$392,850
108	Economic Development Fund	1,163,050	0	300,000	300,000	0	\$1,163,050
201	Sales Tax CIP Fund	1,335,140	4,596,935	5,182,449	774,032	188,518	\$1,523,658
202	Storm Drainage Development	51,000	157,000	150,000	100,000	107,000	\$158,000
207	Future Street Improvement Fund	229,773	20,000	0	88,975	108,975	\$338,748
710	General Debt Service Fund	5,033	0	309,080	309,080	0	\$5,033
TOTAL: GENERAL GOVERNMENT		\$10,829,354	\$26,899,719	\$27,715,469	(\$470,225)	(\$1,285,975)	\$9,543,379
107	Golf Course Expansion Fund	\$146,838	\$152,249	\$0	(\$146,616)	\$5,633	\$152,471
301	Water Fund	1,775,380	4,099,085	4,571,949	(14,113)	(486,977)	\$1,288,403
302	Solid Waste Removal Fund	286,573	1,750,120	1,806,484	38,186	(18,178)	\$268,395
303	Two Rivers Convention Center	32,684	467,655	797,539	332,627	2,743	\$35,427
304	Swimming Pools Fund	19,828	414,060	525,820	114,883	3,123	\$22,951
305	Lincoln Park Golf Course	17,901	307,708	354,009	44,230	(2,071)	\$15,830
306	Tiara Rado Golf Course	77,660	547,891	696,511	102,386	(46,234)	\$31,426
307	Cemetery Fund	59,166	183,930	281,893	52,291	(45,672)	\$13,494
308	Parking Fund	83,960	127,139	149,480	0	(22,341)	\$61,619
309	Irrigation Systems Fund	44,096	117,621	149,506	0	(31,885)	\$12,211
604	Cemetery Perpetual Care Fund	802,785	75,500	0	(50,000)	25,500	\$828,285
902	Joint Sewer System Funds	6,214,384	4,552,155	5,640,708	(23,649)	(1,112,202)	\$5,102,182
TOTAL: ENTERPRISE OPERATIONS		\$9,561,255	\$12,795,113	\$14,973,899	\$450,225	(\$1,728,561)	\$7,832,694
103	D.D.A. Operations	\$19,715	\$212,950	\$251,839	\$22,000	(\$16,889)	\$2,826
109	D.D.A. Tax Increment	67,799	205,600	4,750	(168,745)	32,105	\$99,904
203	DDA (TIF) Capital Improvements	0	0	10,000	10,000	0	\$0
711	D.D.A. Debt Service Fund	150,973	0	156,745	156,745	0	\$150,973
Subtotal: DDA		\$238,487	\$418,550	\$423,334	\$20,000	\$15,216	\$253,703
608	G.J.W.W.S. District	74,694	173,000	142,030	0	30,970	\$105,664
609	Ridges Metro District Fund	259,630	244,000	226,903	0	17,097	\$276,727
TOTAL: SPECIAL DISTRICTS		\$572,811	\$835,550	\$792,267	\$20,000	\$63,283	\$636,094
TOTAL: EXCLUDING INTERNAL SERVICE		\$20,963,420	\$40,530,382	\$43,481,635	\$0	(\$2,951,253)	\$18,012,167
101	Enhanced 911, Special Revenue	\$50,371	\$303,440	\$0	(\$273,806)	\$29,634	\$80,005
401	Data Processing Fund	168,714	631,980	740,498	0	(108,518)	\$60,196
402	Equipment Fund	2,144,081	2,183,895	1,726,162	0	457,733	\$2,601,814
403	Central Purchasing	(30,212)	531,956	519,993	0	11,963	(\$18,249)
404	Self Insurance Funds	2,401,088	903,395	632,878	0	270,517	\$2,671,605
405	Communications Center Fund	43,136	916,056	1,189,862	273,806	0	\$43,136
TOTAL: INTERNAL SERVICE OPERATIONS		\$4,777,178	\$5,470,722	\$4,809,393	\$0	\$661,329	\$5,438,507
TOTAL: ALL BUDGETED FUNDS		\$25,740,598	\$46,001,104	\$48,291,028	\$0	(\$2,289,924)	\$23,450,674

1995 FUND OVERVIEW

FUND #	DESCRIPTION	1995 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1995 PROJ. ENDING SOURCES AVAILABLE
100	General Fund	\$5,846,582	\$22,279,858	\$21,622,835	(\$847,578)	(\$190,555)	\$5,656,027
102	Visitor & Convention Bureau	115,458	842,255	825,586	0	16,669	\$132,127
105	Parkland Expansion Fund	392,850	265,000	26,000	(200,000)	39,000	\$431,850
108	Economic Development Fund	1,163,050	0	300,000	300,000	0	\$1,163,050
201	Sales Tax CIP Fund	1,523,658	4,638,708	5,140,531	(88,252)	(590,075)	\$933,583
202	Storm Drainage Development	158,000	172,999	150,000	0	22,999	\$180,999
207	Future Street Improvement Fund	338,748	30,000	0	94,000	124,000	\$462,748
710	General Debt Service Fund	5,033	0	309,450	309,450	0	\$5,033
TOTAL: GENERAL GOVERNMENT		\$9,543,379	\$28,228,820	\$28,374,402	(\$432,380)	(\$577,962)	\$8,965,417
107	Golf Course Expansion Fund	\$152,471	\$172,328	\$0	(\$146,616)	\$25,712	\$178,183
301	Water Fund	1,288,403	4,271,512	4,456,133	(9,599)	(194,220)	\$1,094,183
302	Solid Waste Removal Fund	268,395	1,877,490	1,906,441	21,936	(7,015)	\$261,380
303	Two Rivers Convention Center	35,427	486,230	746,913	261,573	890	\$36,317
304	Swimming Pools Fund	22,951	412,723	515,632	102,392	(517)	\$22,434
305	Lincoln Park Golf Course	15,830	338,228	391,362	44,230	(8,904)	\$6,926
306	Tiara Rado Golf Course	31,426	604,626	654,249	102,386	52,763	\$84,189
307	Cemetery Fund	13,494	192,680	277,049	84,727	358	\$13,852
308	Parking Fund	61,619	131,972	126,449	0	5,523	\$67,142
309	Irrigation Systems Fund	12,211	122,114	116,205	0	5,909	\$18,120
604	Cemetery Perpetual Care Fund	828,285	81,000	0	(55,000)	26,000	\$854,285
902	Joint Sewer System Funds	5,102,182	4,757,058	4,447,807	(23,649)	285,602	\$5,387,784
TOTAL: ENTERPRISE OPERATIONS		\$7,832,694	\$13,447,961	\$13,638,240	\$382,380	\$192,101	\$8,024,795
103	D.D.A. Operations	\$2,826	\$232,840	\$250,666	\$15,000	(\$2,826)	\$0
109	D.D.A. Tax Increment	99,904	213,600	4,750	(166,420)	42,430	\$142,334
203	DDA (TIF) Capital Improvements	0	0	50,000	50,000	0	\$0
711	D.D.A. Debt Service Fund	150,973	0	151,420	151,420	0	\$150,973
Subtotal: DDA		\$253,703	\$446,440	\$456,836	\$50,000	\$39,604	\$293,307
608	G.J.W.W.S. District	105,664	168,000	143,030	0	24,970	\$130,634
609	Ridges Metro District Fund	276,727	255,000	229,003	0	25,997	\$302,724
TOTAL: SPECIAL DISTRICTS		\$636,094	\$869,440	\$828,869	\$50,000	\$90,571	\$726,665
TOTAL: EXCLUDING INTERNAL SERVICE		\$18,012,167	\$42,546,221	\$42,841,511	\$0	(\$295,290)	\$17,716,877
101	Enhanced 911, Special Revenue	\$80,005	\$319,360	\$0	(\$129,059)	\$190,301	\$270,306
401	Data Processing Fund	60,196	656,677	662,928	0	(6,251)	\$53,945
402	Equipment Fund	2,601,814	2,271,070	2,519,869	0	(248,799)	\$2,353,015
403	Central Purchasing	(18,249)	550,199	536,732	0	13,467	(\$4,782)
404	Self Insurance Funds	2,671,605	952,651	702,396	0	250,255	\$2,921,860
405	Communications Center Fund	43,136	961,088	1,090,147	129,059	0	\$43,136
TOTAL: INTERNAL SERVICE OPERATIONS		\$5,438,507	\$5,711,045	\$5,512,072	\$0	\$198,973	\$5,637,480
TOTAL: ALL BUDGETED FUNDS		\$23,450,674	\$48,257,266	\$48,353,583	\$0	(\$96,317)	\$23,354,357

FUND OVERVIEW

1994 AND 1995 COMBINED

FUND #	DESCRIPTION	1994 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1995 PROJ. ENDING SOURCES AVAILABLE
100	General Fund	\$7,605,190	\$43,341,896	\$42,511,169	(\$2,779,890)	(\$1,949,163)	\$5,656,027
102	Visitor & Convention Bureau	133,818	1,646,001	1,647,692	0	(1,691)	\$132,127
105	Parkland Expansion Fund	306,350	525,000	89,500	(310,000)	125,500	\$431,850
108	Economic Development Fund	1,163,050	0	600,000	600,000	0	\$1,163,050
201	Sales Tax CIP Fund	1,335,140	9,235,643	10,322,980	685,780	(401,557)	\$933,583
202	Storm Drainage Development	51,000	329,999	300,000	100,000	129,999	\$180,999
207	Future Street Improvement Fund	229,773	50,000	0	182,975	232,975	\$462,748
710	General Debt Service Fund	5,033	0	618,530	618,530	0	\$5,033
TOTAL: GENERAL GOVERNMENT		\$10,829,354	\$55,128,539	\$56,089,871	(\$902,605)	(\$1,863,937)	\$8,965,417
107	Golf Course Expansion Fund	\$146,838	\$324,577	\$0	(\$293,232)	\$31,345	\$178,183
301	Water Fund	1,775,380	8,370,597	9,028,082	(23,712)	(681,197)	\$1,094,183
302	Solid Waste Removal Fund	286,573	3,627,610	3,712,925	60,122	(25,193)	\$261,380
303	Two Rivers Convention Center	32,684	953,885	1,544,452	594,200	3,633	\$36,317
304	Swimming Pools Fund	19,828	826,783	1,041,452	217,275	2,606	\$22,434
305	Lincoln Park Golf Course	17,901	645,936	745,371	88,460	(10,975)	\$6,926
306	Tiara Rado Golf Course	77,660	1,152,517	1,350,760	204,772	6,529	\$84,189
307	Cemetery Fund	59,166	376,610	558,942	137,018	(45,314)	\$13,852
308	Parking Fund	83,960	259,111	275,929	0	(16,818)	\$67,142
309	Irrigation Systems Fund	44,096	239,735	265,711	0	(25,976)	\$18,120
604	Cemetery Perpetual Care Fund	802,785	156,500	0	(105,000)	51,500	\$854,285
902	Joint Sewer System Funds	6,214,384	9,309,213	10,088,515	(47,298)	(826,600)	\$5,387,784
TOTAL: ENTERPRISE OPERATIONS		\$9,561,255	\$26,243,074	\$28,612,139	\$832,605	(\$1,536,460)	\$8,024,795
103	D.D.A. Operations	\$19,715	\$445,790	\$502,505	\$37,000	(\$19,715)	\$0
109	D.D.A. Tax Increment	67,799	419,200	9,500	(335,165)	74,535	\$142,334
203	DDA (TIF) Capital Improvements	0	0	60,000	60,000	0	\$0
711	D.D.A. Debt Service Fund	150,973	0	308,165	308,165	0	\$150,973
Subtotal: DDA		\$238,487	\$864,990	\$880,170	\$70,000	\$54,820	\$293,307
608	G.J.W.W.S. District	74,694	341,000	285,060	0	55,940	\$130,634
609	Ridges Metro District Fund	259,630	499,000	455,906	0	43,094	\$302,724
TOTAL: SPECIAL DISTRICTS		\$572,811	\$1,704,990	\$1,621,136	\$70,000	\$153,854	\$726,665
TOTAL: EXCLUDING INTERNAL SERVICE		\$20,963,420	\$83,076,603	\$86,323,146	\$0	(\$3,246,543)	\$17,716,877
101	Enhanced 911, Special Revenue	\$50,371	\$622,800	\$0	(\$402,865)	\$219,935	\$270,306
401	Data Processing Fund	168,714	1,288,657	1,403,426	0	(114,769)	\$53,945
402	Equipment Fund	2,144,081	4,454,965	4,246,031	0	208,934	\$2,353,015
403	Central Purchasing	(30,212)	1,082,155	1,056,725	0	25,430	(\$4,782)
404	Self Insurance Funds	2,401,088	1,856,046	1,335,274	0	520,772	\$2,921,860
405	Communications Center Fund	43,136	1,877,144	2,280,009	402,865	0	\$43,136
TOTAL: INTERNAL SERVICE OPERATIONS		\$4,777,178	\$11,181,767	\$10,321,465	\$0	\$860,302	\$5,637,480
TOTAL: ALL BUDGETED FUNDS		\$25,740,598	\$94,258,370	\$96,644,611	\$0	(\$2,386,241)	\$23,354,357

TOTAL BY CATEGORY

ALL FUNDS COMBINED

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$19,297,375	\$20,628,216	\$21,302,086	\$23,120,485	\$24,605,994
Licenses & Permits	92,979	120,585	159,741	158,261	167,146
Intergovernmental	958,797	1,011,622	1,138,147	719,950	451,391
Charges For Services	12,987,628	13,038,631	13,636,057	14,274,277	14,940,810
Fines & Forfeitures	248,830	237,001	274,636	235,011	240,411
Pooled Interest Income	2,025,663	1,807,800	1,878,839	1,725,640	1,860,192
Interfund Charges	4,835,299	5,053,141	5,165,258	5,443,427	5,668,786
Other Revenue	818,654	438,957	1,003,817	324,053	322,536
* Total Operating Revenue	\$41,265,225	\$42,335,953	\$44,558,582	\$46,001,104	\$48,257,266
Debt Proceeds	81,390	0	600,000	0	0
TOTAL REVENUE	\$41,346,615	\$42,335,953	\$45,158,582	\$46,001,104	\$48,257,266
% Change		2.4%	6.7%	1.9%	4.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$14,201,388	\$15,723,823	\$15,924,920	\$16,731,157	\$17,512,983
-Employer Contributions	2,004,835	2,473,159	2,407,657	2,735,046	2,751,684
-Employee Benefits	1,692,992	1,480,595	1,577,179	1,859,058	1,942,221
Subtotal: Personnel	\$17,899,215	\$19,677,577	\$19,909,756	\$21,325,261	\$22,206,888
Non-Personnel Operating					
-Supplies & Services	\$8,308,659	\$8,845,911	\$8,728,310	\$9,360,195	\$9,698,296
-Contractual Fees	2,543,771	2,600,153	2,784,328	3,051,629	3,014,425
-Interfund Charges	964,790	991,594	1,039,701	1,058,061	1,097,713
-Debt Service	2,400,578	2,805,879	2,862,176	2,919,103	2,882,734
-Special Activities	491,416	544,095	1,848,341	731,521	661,711
-Operating Equipment	510,835	492,747	489,776	514,033	459,052
Subtotal: Non-Personnel	\$15,220,049	\$16,280,379	\$17,752,632	\$17,634,542	\$17,813,931
* Total Operating Expenditures	\$33,119,264	\$35,957,956	\$37,662,388	\$38,959,803	\$40,020,819
* OPERATING VARIANCE	\$8,145,961	\$6,377,997	\$6,896,194	\$7,041,301	\$8,236,447
Capital Expenditures					
-Capital Equipment Purchases	\$1,214,616	\$1,901,777	\$2,351,011	\$1,431,475	\$1,975,773
-Capital Improvement Projects	4,746,679	5,419,588	9,948,836	7,781,079	6,239,356
Total Capital Expenditures	\$5,961,295	\$7,321,365	\$12,299,847	\$9,212,554	\$8,215,129
Other Uses					
-Contingency	0	326,577	33,192	418,671	429,635
-Budgeted Savings	0	0	0	(300,000)	(312,000)
TOTAL EXPENDITURES	\$39,080,559	\$43,605,898	\$49,995,427	\$48,291,028	\$48,353,583
% Change		11.6%	14.7%	(3.4%)	0.1%
TRANSFERS-IN FROM OTHER FUNDS	4,658,701	2,915,687	3,932,469	3,691,518	2,418,694
TRANSFERS-OUT TO OTHER FUNDS	(4,658,701)	(2,915,687)	(3,932,469)	(3,691,518)	(2,418,694)
NET TRANSFERS	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$46,005,316	\$45,251,640	\$49,091,051	\$49,692,622	\$50,675,960
TOTAL USES	(43,739,260)	(46,521,585)	(53,927,896)	(51,982,546)	(50,772,277)
NET SOURCE (USE) OF FUNDS	\$2,266,056	(\$1,269,945)	(\$4,836,845)	(\$2,289,924)	(\$96,317)
ENDING SOURCES AVAILABLE	30,539,174	25,308,949	25,740,598	23,450,674	23,354,357

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GENERAL GOVERNMENTAL SERVICE FUNDS

TWO YEAR BUDGET SUMMARY

FUND #	DESCRIPTION	1994 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1995 PROJ. ENDING SOURCES AVAILABLE
100	General Fund	\$7,605,190	\$43,341,896	\$42,511,169	(\$2,779,890)	(\$1,949,163)	\$5,656,027
102	Visitor & Convention Bureau	133,818	1,646,001	1,647,692	0	(1,691)	\$132,127
105	Parkland Expansion Fund	306,350	525,000	89,500	(310,000)	125,500	\$431,850
108	Economic Development Fund	1,163,050	0	600,000	600,000	0	\$1,163,050
201	Sales Tax CIP Fund	1,335,140	9,235,643	10,322,980	685,780	(401,557)	\$933,583
202	Storm Drainage Development	51,000	329,999	300,000	100,000	129,999	\$180,999
207	Future Street Improvement Fund	229,773	50,000	0	182,975	232,975	\$462,748
710	General Debt Service Fund	5,033	0	618,530	618,530	0	\$5,033
TOTAL: GENERAL GOVERNMENT		\$10,829,354	\$55,128,539	\$56,089,871	(\$902,605)	(\$1,863,937)	\$8,965,417

TOTAL: GENERAL GOVERNMENTAL SERVICES

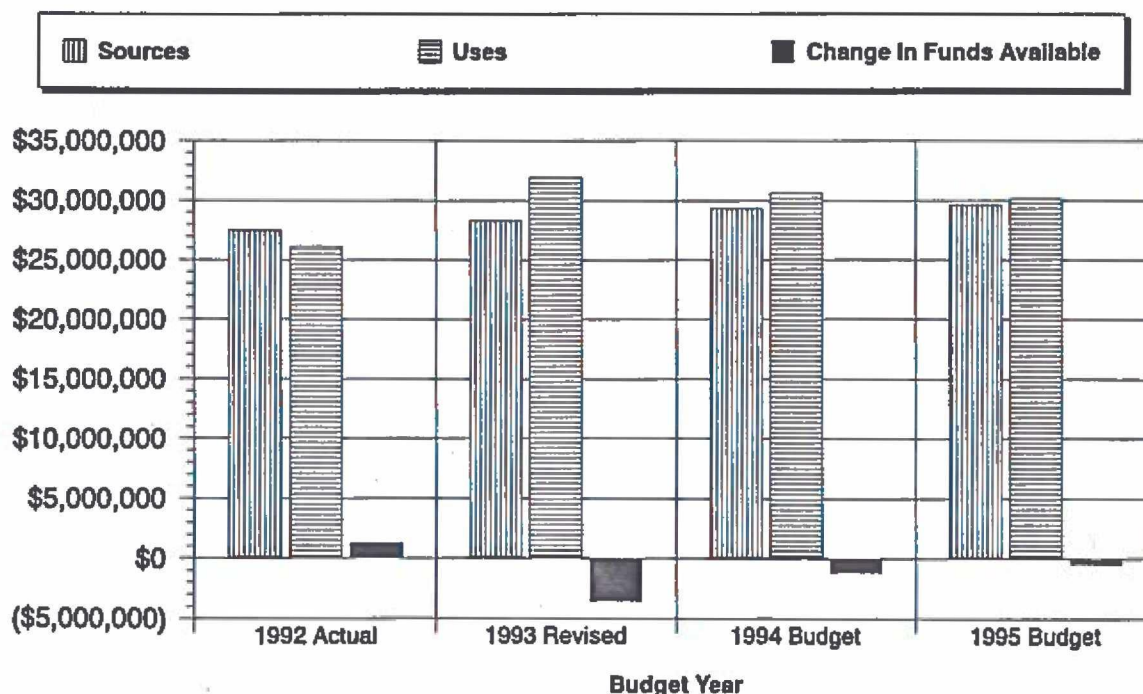
GENERAL DESCRIPTION:

This section contains the funds used to account for the revenues and expenditures associated with providing all general governmental type services to the public. These types of services include; general administrative and support services, police and fire protection, street and traffic services, planning, parks, and recreational activities. These services are provided to, and for the benefit of, the entire community and are primarily funded through the assessment and collection of taxes.

The accounting funds included in this section are identified below.

General Fund
Visitor & Convention Bureau Fund
Parkland Expansion Fund
Economic Development Fund
Sales Tax Capital Improvement Projects Fund
Storm Drainage Development Fund
Future Street Improvement Fund
General Debt Service Fund

TOTAL: GENERAL GOVERNMENTAL SERVICE FUNDS **Source & Use Of Funds**



TOTAL: GENERAL GOVERNMENTAL SERVICES

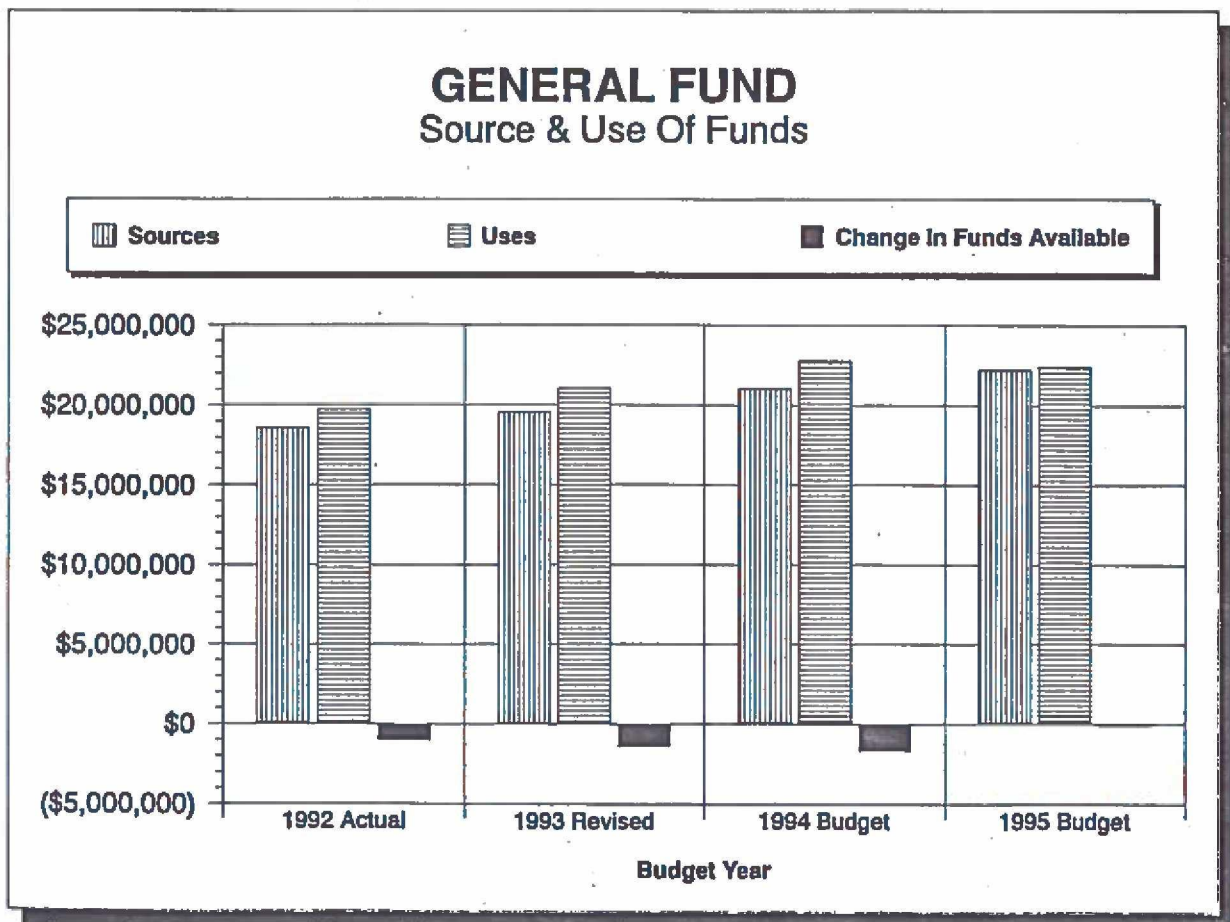
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$18,978,290	\$20,149,282	\$20,735,236	\$22,543,635	\$24,014,344
Licenses & Permits	92,646	120,385	159,241	157,861	166,746
Intergovernmental	793,992	869,950	1,037,828	571,425	304,303
Charges For Services	1,680,477	1,525,486	1,657,424	1,782,659	1,819,529
Fines & Forfeitures	199,137	185,500	225,625	186,200	190,300
Pooled Interest Income	1,039,263	892,600	922,000	835,000	906,000
Interfund Charges	614,203	623,509	654,051	671,222	695,363
Other Revenue	498,459	252,343	543,765	151,717	132,235
* Total Operating Revenue	\$23,896,467	\$24,619,055	\$25,935,171	\$26,899,719	\$28,228,820
Debt Proceeds	0	0	200,000	0	0
TOTAL REVENUE	\$23,896,467	\$24,619,055	\$26,135,171	\$26,899,719	\$28,228,820
% Change		3.0%	6.2%	2.9%	4.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$9,597,456	\$10,563,620	\$10,751,646	\$11,320,553	\$11,917,499
-Employer Contributions	1,479,964	1,858,308	1,810,596	2,126,487	2,122,608
-Employee Benefits	975,614	937,126	1,002,939	1,220,020	1,232,953
Subtotal: Personnel	\$12,053,034	\$13,359,054	\$13,565,181	\$14,667,060	\$15,273,060
Non-Personnel Operating					
-Supplies & Services	\$3,771,935	\$4,061,514	\$4,085,834	\$4,496,399	\$4,640,047
-Contractual Fees	1,750,752	1,739,824	1,941,990	2,018,874	2,037,798
-Interfund Charges	2,852	9,030	12,851	77,622	80,622
-Debt Service	318,455	313,180	313,180	338,886	339,256
-Special Activities	339,259	439,541	1,624,437	516,372	437,554
-Operating Equipment	254,801	301,645	290,534	230,137	231,276
Subtotal: Non-Personnel	\$6,438,054	\$6,864,734	\$8,268,826	\$7,678,290	\$7,766,553
* Total Operating Expenditures	\$18,491,088	\$20,223,788	\$21,834,007	\$22,345,350	\$23,039,613
* OPERATING VARIANCE	\$5,405,379	\$4,395,267	\$4,101,164	\$4,554,369	\$5,189,207
Capital Expenditures					
-Capital Equipment Purchases	\$307,530	\$447,052	\$334,129	\$266,939	\$324,198
-Capital Improvement Projects	3,517,443	3,360,039	7,102,554	4,984,509	4,892,956
Total Capital Expenditures	\$3,824,973	\$3,807,091	\$7,436,683	\$5,251,448	\$5,217,154
Other Uses					
-Contingency	0	326,577	33,192	418,671	429,635
-Budgeted Savings	0	0	0	(300,000)	(312,000)
TOTAL EXPENDITURES	\$22,316,061	\$24,357,456	\$29,303,882	\$27,715,469	\$28,374,402
% Change		9.1%	20.3%	(5.4%)	2.4%
TRANSFERS-IN FROM OTHER FUNDS	3,696,975	1,520,420	2,263,147	2,544,364	1,455,971
TRANSFERS-OUT TO OTHER FUNDS	(3,906,775)	(2,022,012)	(2,752,166)	(3,014,589)	(1,888,351)
NET TRANSFERS	(\$209,800)	(\$501,592)	(\$489,019)	(\$470,225)	(\$432,380)
TOTAL SOURCES	\$27,593,442	\$26,139,475	\$28,398,318	\$29,444,083	\$29,684,791
TOTAL USES	(26,222,836)	(26,379,468)	(32,056,048)	(30,730,058)	(30,262,753)
NET SOURCE (USE) OF FUNDS	\$1,370,606	(\$239,993)	(\$3,657,730)	(\$1,285,975)	(\$577,962)
ENDING SOURCES AVAILABLE	\$14,487,084	\$12,168,123	\$10,829,354	\$9,543,379	\$8,965,417

GENERAL FUND #100

GENERAL DESCRIPTION:

The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund revenue includes collections from the 2.0% portion of the City's 2.75% sales & use tax rate, property taxes, charges for services, and various other types of revenue. General Fund expenditures include those necessary for providing basic municipal services including police and fire protection, street and traffic services, parks and recreation activities, and general administration.

On an annual basis, General Fund revenues are sufficient to cover General Fund expenditures. The net use of funds results from transfers-out to other funds including an annual operating subsidy of approximately \$250,000 for the Two Rivers Convention Center. The most significant transfer (i.e. \$1.4 million in 1994) is that of additional one-time funds to the Sales Tax Capital Improvement Fund. This amount is determined annually and is a product of the long range financial projection model.



GENERAL FUND #100

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$14,912,695	\$15,815,382	\$16,224,842	\$17,627,362	\$18,736,107
Licenses & Permits	92,646	120,385	159,241	157,861	166,746
Intergovernmental	93,363	61,950	77,929	56,943	72,193
Charges For Services	1,622,519	1,490,569	1,526,101	1,562,733	1,570,214
Fines & Forfeitures	199,137	185,500	202,025	186,200	190,300
Pooled Interest Income	798,192	720,000	680,000	721,000	770,000
Interfund Charges	614,203	623,509	654,051	671,222	695,363
Other Revenue	334,768	78,902	79,817	78,717	78,935
* Total Operating Revenue	\$18,667,523	\$19,096,197	\$19,604,006	\$21,062,038	\$22,279,858
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$18,667,523	\$19,096,197	\$19,604,006	\$21,062,038	\$22,279,858
% Change		2.3%	2.7%	7.4%	5.8%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$9,185,395	\$10,055,173	\$10,397,173	\$10,842,044	\$11,435,340
-Employer Contributions	1,445,561	1,811,924	1,775,854	2,084,067	2,079,585
-Employee Benefits	929,367	884,843	957,794	1,166,774	1,174,912
Subtotal: Personnel	\$11,560,323	\$12,751,940	\$13,130,821	\$14,092,885	\$14,689,837
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$3,522,510	\$3,817,587	\$3,857,053	\$4,259,554	\$4,383,048
-Contractual Fees	1,458,155	1,490,624	1,615,447	1,675,404	1,696,365
-Interfund Charges	2,852	9,030	5,642	77,622	80,622
-Debt Service	7,025	0	0	0	0
-Special Activities	112,547	139,541	925,605	181,372	112,554
-Operating Equipment	230,884	294,885	285,584	225,887	228,576
Subtotal: Non-Personnel	\$5,333,973	\$5,751,667	\$6,689,331	\$6,419,839	\$6,501,165
* Total Operating Expenditures	\$16,894,296	\$18,503,607	\$19,820,152	\$20,512,724	\$21,191,002
* OPERATING VARIANCE	\$1,773,227	\$592,590	(\$216,146)	\$549,314	\$1,088,856
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$266,939	\$324,198
-Capital Improvement Projects	0	0	500,000	0	0
Total Capital Expenditures	\$0	\$0	\$500,000	\$266,939	\$324,198
<u>Other Uses</u>					
-Contingency	0	326,577	33,192	408,671	419,635
-Budgeted Savings	0	0	0	(300,000)	(312,000)
TOTAL EXPENDITURES	\$16,894,296	\$18,830,184	\$20,353,344	\$20,888,334	\$21,622,835
% Change		11.5%	8.1%	2.6%	3.5%
TRANSFERS-IN FROM OTHER FUNDS	4,513	0	28,226	37,762	33,248
TRANSFERS-OUT TO OTHER FUNDS	(2,874,483)	(783,549)	(748,773)	(1,970,074)	(880,826)
NET TRANSFERS	(\$2,869,970)	(\$783,549)	(\$720,547)	(\$1,932,312)	(\$847,578)
TOTAL SOURCES	\$18,672,036	\$19,096,197	\$19,632,232	\$21,099,800	\$22,313,106
TOTAL USES	(19,768,779)	(19,613,733)	(21,102,117)	(22,858,408)	(22,503,661)
NET SOURCE (USE) OF FUNDS	(\$1,096,743)	(\$517,536)	(\$1,469,885)	(\$1,758,608)	(\$190,555)
ENDING SOURCES AVAILABLE	\$9,075,075	\$7,501,958	\$7,605,190	\$5,846,582	\$5,656,027

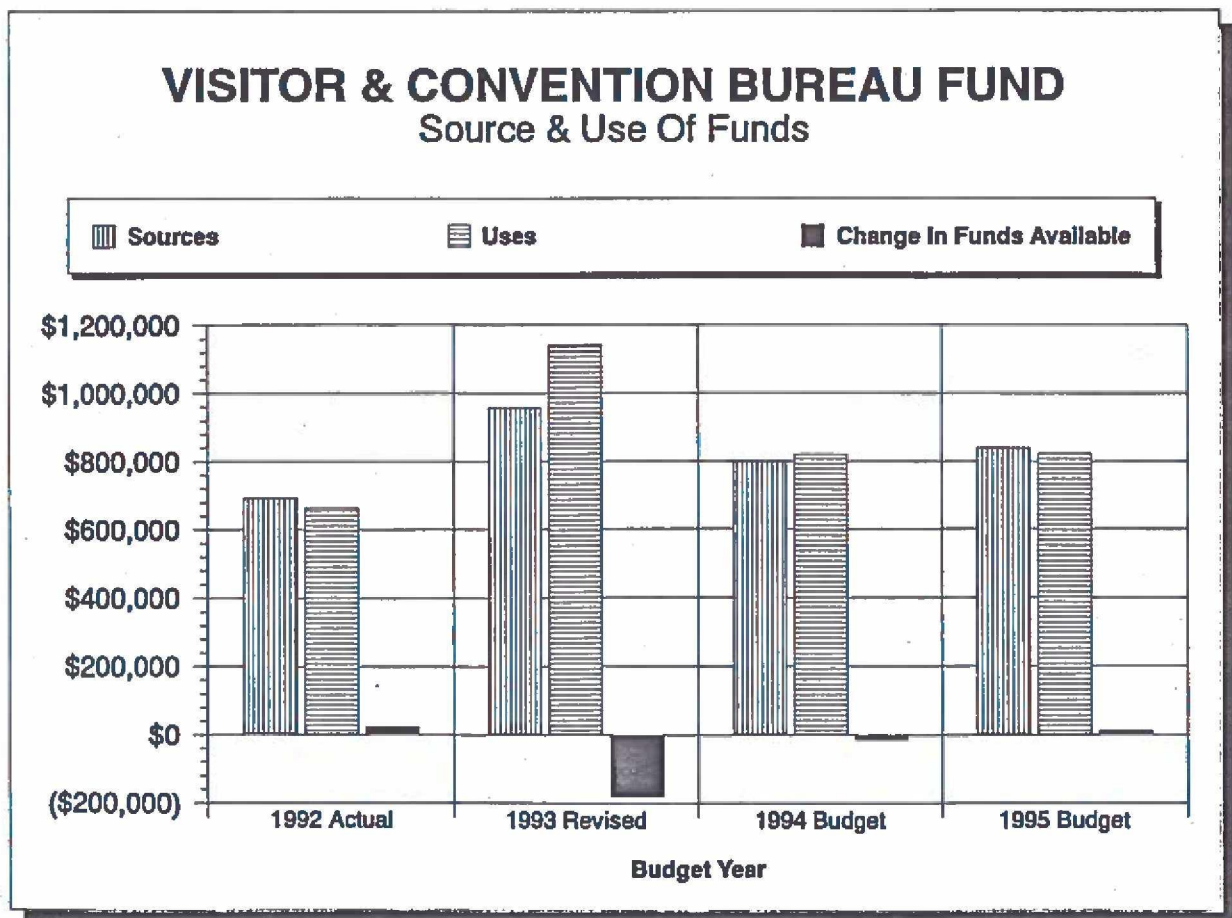
VISITOR & CONVENTION BUREAU FUND #102

GENERAL DESCRIPTION:

The purpose of the Visitor & Convention Bureau Fund is to account for revenue accumulated from the Lodging Tax (a voter approved tax which became effective January 1, 1990) and other resources to fund the operation of the Grand Junction Visitors and Convention Bureau. The Bureau's primary function is to promote conventions and tourism in the local area.

Lodging Tax receipts account for approximately 68% of this funds revenue while the vendor's fee portion of the City Sales Tax constitutes 30%.

As evidenced by the large capital expenditure in 1993, a new Visitor Center was constructed on Horizon Drive. Completion of this project will realize one of the VCB's long-term goals of housing the sales/marketing offices in the same facility as the Visitor Center. The new facility was partially funded by a \$200,000 loan from the General Fund.



VISITOR & CONVENTION BUREAU FUND #102

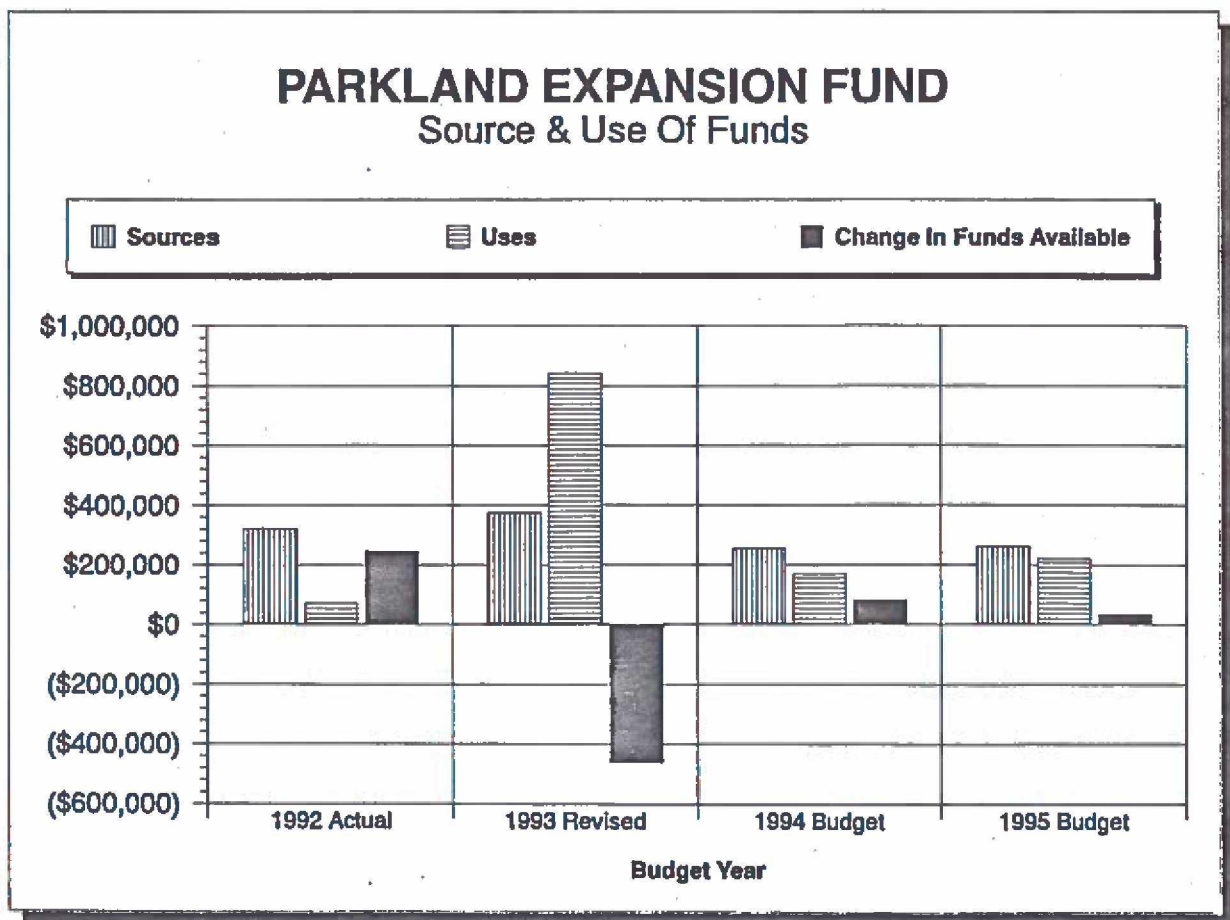
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$657,688	\$676,900	\$733,667	\$782,546	\$824,055
Licenses & Permits	0	0	0	0	0
Intergovernmental	10,000	0	0	0	0
Charges For Services	7,655	8,550	9,611	10,200	10,900
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	17,261	16,000	14,000	3,000	4,000
Interfund Charges	0	0	0	0	0
Other Revenue	2,805	2,200	2,200	8,000	3,300
* Total Operating Revenue	\$695,409	\$703,650	\$759,478	\$803,746	\$842,255
Debt Proceeds	0	0	200,000	0	0
TOTAL REVENUE	\$695,409	\$703,650	\$959,478	\$803,746	\$842,255
=====					
% Change					
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$124,261	\$163,166	\$163,166	\$167,614	\$173,120
-Employer Contributions	10,436	14,536	13,825	14,303	14,848
-Employee Benefits	14,628	19,602	19,602	20,818	23,180
Subtotal: Personnel	\$149,325	\$197,304	\$196,593	\$202,735	\$211,148
Non-Personnel Operating					
-Supplies & Services	\$235,766	\$243,927	\$228,781	\$236,845	\$256,999
-Contractual Fees	264,106	249,200	265,582	288,470	289,933
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	29,806	29,806
-Special Activities	0	0	0	25,000	25,000
-Operating Equipment	10,438	6,760	4,950	4,250	2,700
Subtotal: Non-Personnel	\$510,310	\$499,887	\$499,313	\$584,371	\$604,438
* Total Operating Expenditures	\$659,635	\$697,191	\$695,906	\$787,106	\$815,586
* OPERATING VARIANCE	\$35,774	\$6,459	\$63,572	\$16,640	\$26,669
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$25,000	\$0	\$0
-Capital Improvement Projects	8,922	0	424,572	25,000	0
Total Capital Expenditures	\$8,922	\$0	\$449,572	\$25,000	\$0
Other Uses					
-Contingency	0	0	0	10,000	10,000
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$668,557	\$697,191	\$1,145,478	\$822,106	\$825,586
=====					
% Change					
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$695,409	\$703,650	\$959,478	\$803,746	\$842,255
TOTAL USES	(668,557)	(697,191)	(1,145,478)	(822,106)	(825,586)
NET SOURCE (USE) OF FUNDS	\$26,852	\$6,459	(\$186,000)	(\$18,360)	\$16,669
ENDING SOURCES AVAILABLE	\$319,818	\$287,601	\$133,818	\$115,458	\$132,127

PARKLAND EXPANSION FUND #105

GENERAL DESCRIPTION:

The Parkland Expansion Fund is used to account for resources accumulated by the City resulting from the State's distribution of Colorado Lottery proceeds and from Open Space Fees required to be paid by land developers.

These funds are used to acquire and improve parks and green space within the City of Grand Junction. Prior accumulations and future receipts of lottery proceeds are currently designated to help fund the implementation of the "Parks Master Plan." These funds are transferred to the Sales Tax Capital Improvement Fund from which the funds are expended for park acquisition and development. As reflected on the following page, \$750,000 was transferred in 1993 to help fund the purchase of land for a new regional park.



PARKLAND EXPANSION FUND #105

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	200,625	130,000	185,000	185,000	185,000
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	42,399	30,000	45,000	25,000	30,000
Interfund Charges	0	0	0	0	0
Other Revenue	82,824	30,000	150,000	50,000	50,000
* Total Operating Revenue	\$325,848	\$190,000	\$380,000	\$260,000	\$265,000
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$325,848	\$190,000	\$380,000	\$260,000	\$265,000
% Change		(41.7%)	100.0%	(31.6%)	1.9%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	1,145	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	48,832	10,000	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$49,977	\$10,000	\$0
* Total Operating Expenditures	\$0	\$0	\$49,977	\$10,000	\$0
* OPERATING VARIANCE	\$325,848	\$190,000	\$330,023	\$250,000	\$265,000
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	61,606	0	44,875	53,500	26,000
Total Capital Expenditures	\$61,606	\$0	\$44,875	\$53,500	\$26,000
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$61,606	\$0	\$94,852	\$63,500	\$26,000
% Change		(100.0%)	0.0%	(33.1%)	(59.1%)
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(13,500)	0	(750,000)	(110,000)	(200,000)
NET TRANSFERS	(\$13,500)	\$0	(\$750,000)	(\$110,000)	(\$200,000)
TOTAL SOURCES	\$325,848	\$190,000	\$380,000	\$260,000	\$265,000
TOTAL USES	(75,106)	0	(844,852)	(173,500)	(226,000)
NET SOURCE (USE) OF FUNDS	\$250,742	\$190,000	(\$464,852)	\$86,500	\$39,000
ENDING SOURCES AVAILABLE	\$771,202	\$889,083	\$306,350	\$392,850	\$431,850

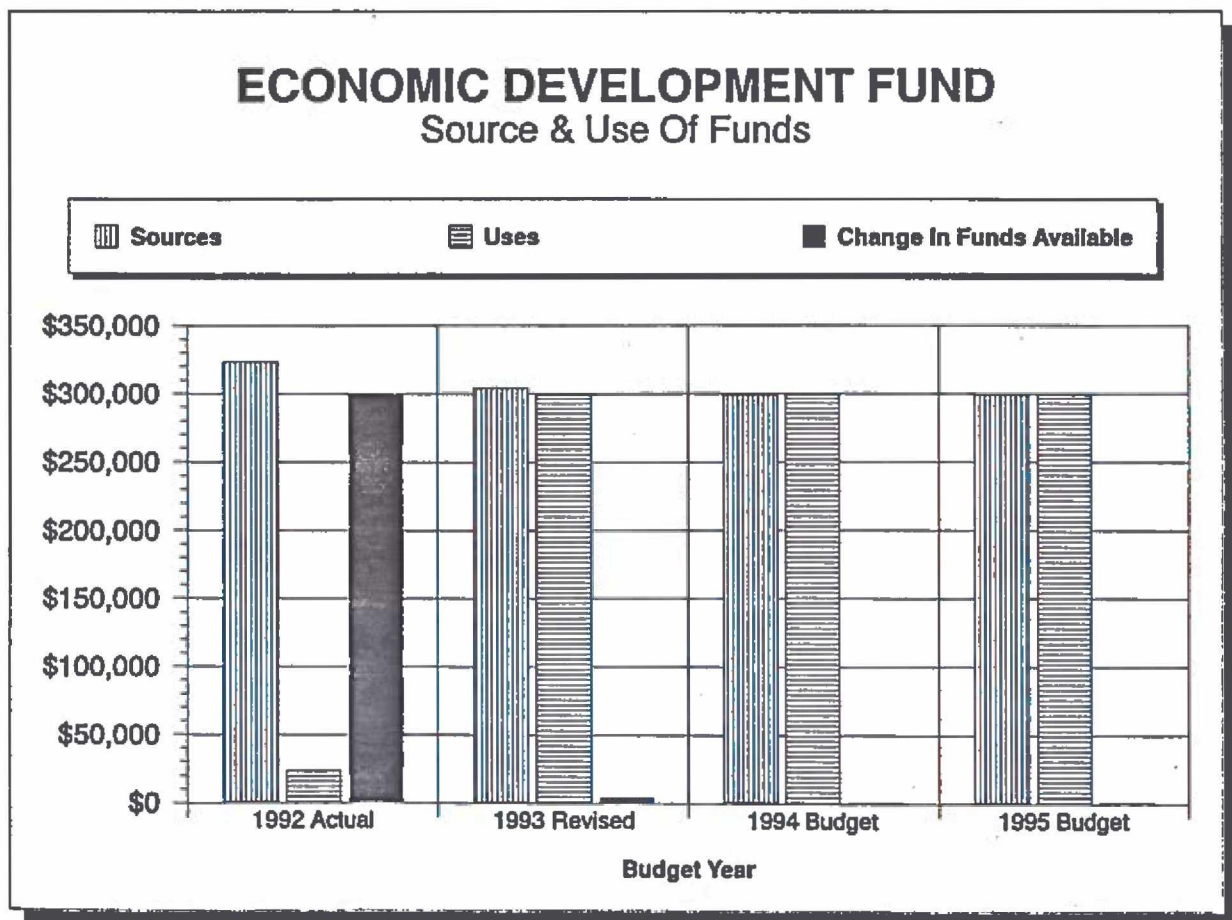
ECONOMIC DEVELOPMENT FUND #108

GENERAL DESCRIPTION:

The purpose of the Economic Development Fund is to accumulate resources to further economic development efforts in the City of Grand Junction and the Grand Valley area. In conjunction with the voter supported 3/4 of one percent increase in the City Sales & Use Tax rate (effective January 1, 1988) an annual appropriation of \$300,000 has been made to further these efforts.

As reflected on the adjacent page, the source of the \$300,000 is an annual transfer from the Sales Tax CIP Fund, where the 3/4 Cent Sales & Use Tax is collected.

The majority of these funds that have been expended, has been through the Mesa County Economic Development Council as incentives for businesses locating to this area.



ECONOMIC DEVELOPMENT FUND #108

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	14,286	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Other Revenue	10,000	0	5,000	0	0
* Total Operating Revenue	\$24,286	\$0	\$5,000	\$0	\$0
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$24,286	\$0	\$5,000	\$0	\$0
% Change		(100.0%)	0.0%	(100.0%)	0.0%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	24,286	300,000	300,000	300,000	300,000
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$24,286	\$300,000	\$300,000	\$300,000	\$300,000
* Total Operating Expenditures	\$24,286	\$300,000	\$300,000	\$300,000	\$300,000
* OPERATING VARIANCE	\$0	(\$300,000)	(\$295,000)	(\$300,000)	(\$300,000)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$24,286	\$300,000	\$300,000	\$300,000	\$300,000
% Change		1,135.3%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	300,000	300,000	300,000	300,000	300,000
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
TOTAL SOURCES	\$324,286	\$300,000	\$305,000	\$300,000	\$300,000
TOTAL USES	(24,286)	(300,000)	(300,000)	(300,000)	(300,000)
NET SOURCE (USE) OF FUNDS	\$300,000	\$0	\$5,000	\$0	\$0
ENDING SOURCES AVAILABLE	\$1,158,050	\$1,158,050	\$1,163,050	\$1,163,050	\$1,163,050

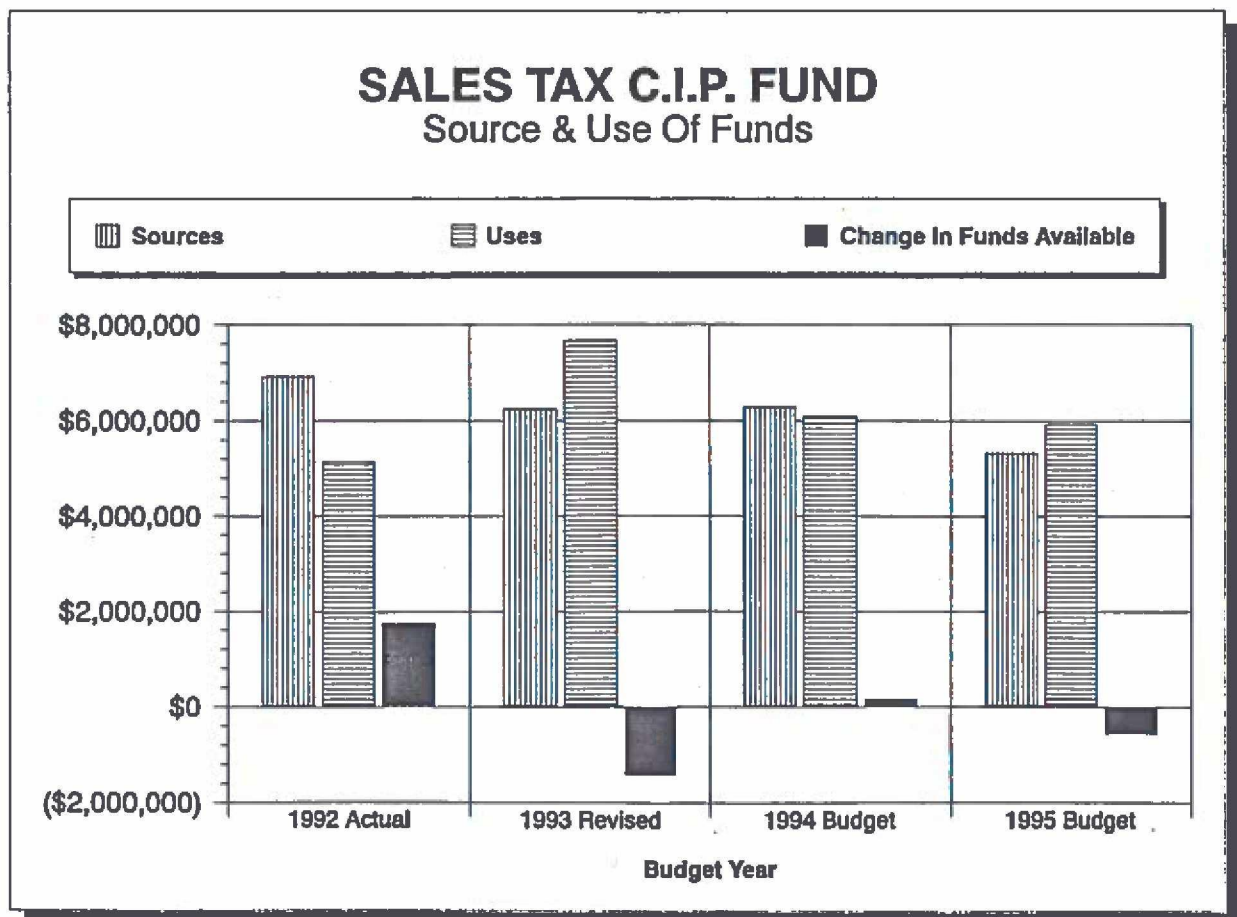
SALES TAX CAPITAL IMPROVEMENT FUND #201

GENERAL DESCRIPTION:

The Sales Tax Capital Improvement Fund provides for several important accounting functions. This fund is used to account for most all of the general governmental resources used for the acquisition or construction major capital facilities. In particular, this fund is used to account for the 3/4 cent portion of the City's 2 3/4 percent Sales & Use Tax which is dedicated for general capital improvements, economic development, and general debt service. Other major revenue sources include grants from other governments, interest income and transfers-in from other funds.

The large net source and use of funds, in 1992 and 1993 respectively, represent the accumulation and subsequent expenditure of funds for the acquisition of park land, pursuant to the recently adopted "Parks Master Plan."

The majority of the resources generated by the 3/4 cent Sales & Use Tax are used to improve and maintain the important investment in City streets, buildings, and infrastructure.



SALES TAX CAPITAL IMPROVEMENT FUND #201

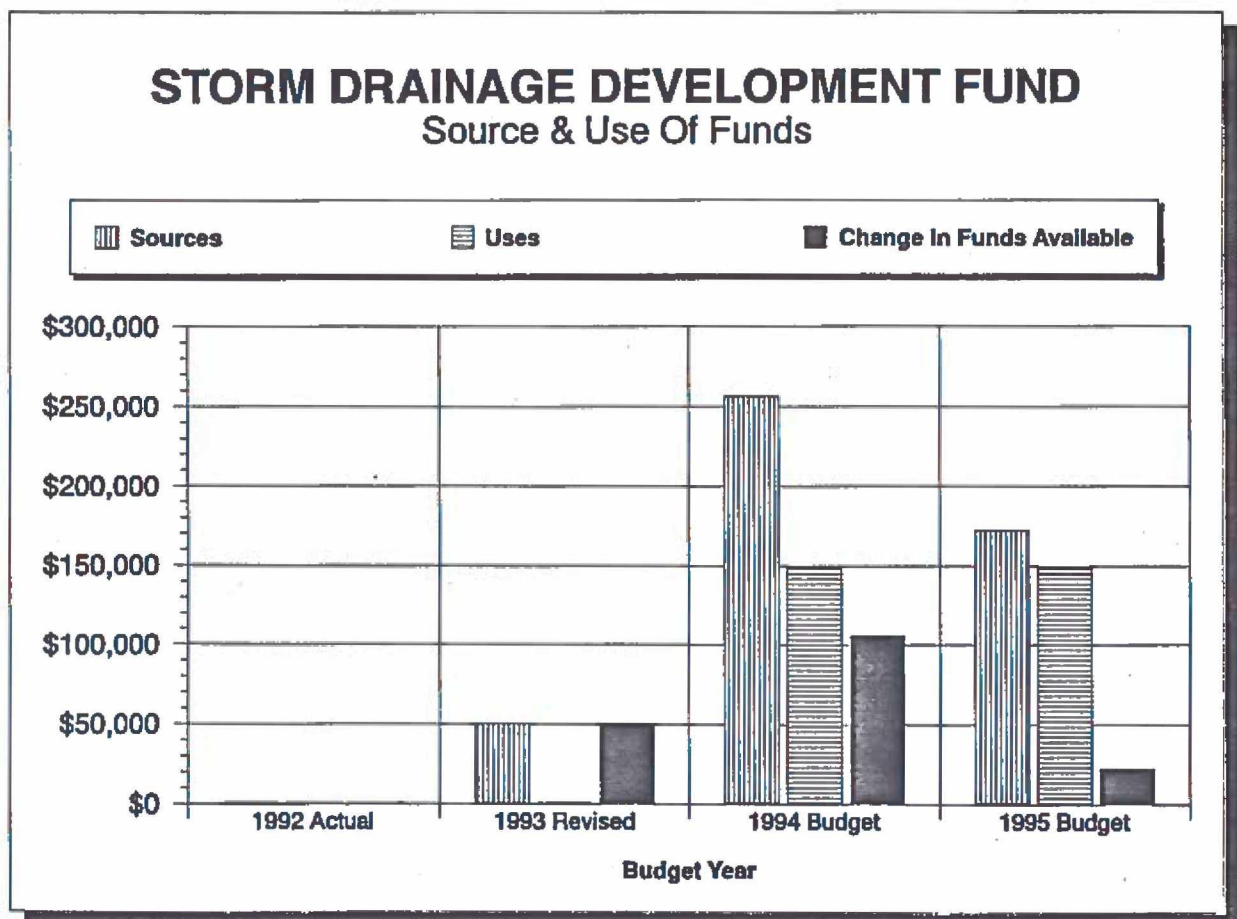
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$3,407,907	\$3,657,000	\$3,776,727	\$4,133,727	\$4,454,182
Licenses & Permits	0	0	0	0	0
Intergovernmental	298,218	678,000	424,899	329,482	47,110
Charges For Services	33,117	26,367	21,712	59,726	82,416
Fines & forfeitures	0	0	23,600	0	0
Pooled Interest Income	156,330	105,000	169,000	59,000	55,000
Interfund Charges	0	0	0	0	0
Other Revenue	47,956	134,241	306,748	15,000	0
* Total Operating Revenue	\$3,943,528	\$4,600,608	\$4,722,687	\$4,596,935	\$4,638,708
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$3,943,528	\$4,600,608	\$4,722,687	\$4,596,935	\$4,638,708
% Change		16.7%	2.7%	(2.7%)	0.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$287,800	\$345,281	\$191,307	\$300,338	\$298,179
-Employer Contributions	23,967	31,848	20,917	27,218	27,252
-Employee Benefits	31,619	32,681	25,543	31,310	33,620
Subtotal: Personnel	\$343,386	\$409,810	\$237,767	\$358,866	\$359,051
Non-Personnel Operating					
-Supplies & Services	\$13,659	\$0	\$0	\$0	\$0
-Contractual Fees	28,491	0	59,816	55,000	51,500
-Interfund Charges	0	0	7,209	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	13,479	0	0	0	0
Subtotal: Non-Personnel	\$55,629	\$0	\$67,025	\$55,000	\$51,500
* Total Operating Expenditures	\$399,015	\$409,810	\$304,792	\$413,866	\$410,551
* OPERATING VARIANCE	\$3,544,513	\$4,190,798	\$4,417,895	\$4,183,069	\$4,228,157
Capital Expenditures					
-Capital Equipment Purchases	\$307,530	\$447,052	\$309,129	\$0	\$0
-Capital Improvement Projects	3,446,915	3,360,039	6,133,107	4,768,583	4,729,980
Total Capital Expenditures	\$3,754,445	\$3,807,091	\$6,442,236	\$4,768,583	\$4,729,980
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$4,153,460	\$4,216,901	\$6,747,028	\$5,182,449	\$5,140,531
% Change		1.5%	60.0%	(23.2%)	(0.8%)
TRANSFERS-IN FROM OTHER FUNDS	2,997,032	820,240	1,534,741	1,706,522	719,273
TRANSFERS-OUT TO OTHER FUNDS	(1,014,292)	(937,413)	(952,343)	(932,490)	(807,525)
NET TRANSFERS	\$1,982,740	(\$117,173)	\$582,398	\$774,032	(\$88,252)
TOTAL SOURCES	\$6,940,560	\$5,420,848	\$6,257,428	\$6,303,457	\$5,357,981
TOTAL USES	(5,167,752)	(5,154,314)	(7,699,371)	(6,114,939)	(5,948,056)
NET SOURCE (USE) OF FUNDS	\$1,772,808	\$266,534	(\$1,441,943)	\$188,518	(\$590,075)
ENDING SOURCES AVAILABLE	\$2,777,083	\$2,254,572	\$1,335,140	\$1,523,658	\$933,583

STORM DRAINAGE DEVELOPMENT FUND #202

GENERAL DESCRIPTION:

The Storm Drainage Development Fund was established in 1993 by the City Council for the purpose of accumulating resources to defray the costs of improving the storm drainage systems throughout the City.

In 1994; \$100,000 is being transferred from the Sales Tax Capital Improvement Fund for current necessary improvements to the storm drainage system. The City anticipates collecting annual revenue from development fees to wholly or partially fund future improvements on an on-going basis.



STORM DRAINAGE DEVELOPMENT FUND #202

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	50,000	150,000	155,999
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	1,000	7,000	17,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$0	\$0	\$51,000	\$157,000	\$172,999
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$51,000	\$157,000	\$172,999
% Change		0.0%	0.0%	207.8%	10.2%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$10,557	\$10,860
-Employer Contributions	0	0	0	899	923
-Employee Benefits	0	0	0	1,118	1,241
Subtotal: Personnel	\$0	\$0	\$0	\$12,574	\$13,024
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$12,574	\$13,024
* OPERATING VARIANCE	\$0	\$0	\$51,000	\$144,426	\$159,975
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	137,426	136,976
Total Capital Expenditures	\$0	\$0	\$0	\$137,426	\$136,976
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$150,000	\$150,000
% Change		0.0%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	100,000	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$0	\$0	\$0	\$100,000	\$0
TOTAL SOURCES	\$0	\$0	\$51,000	\$257,000	\$172,999
TOTAL USES	0	0	0	(150,000)	(150,000)
NET SOURCE (USE) OF FUNDS	\$0	\$0	\$51,000	\$107,000	\$22,999
ENDING SOURCES AVAILABLE	\$0	\$0	\$51,000	\$158,000	\$180,999

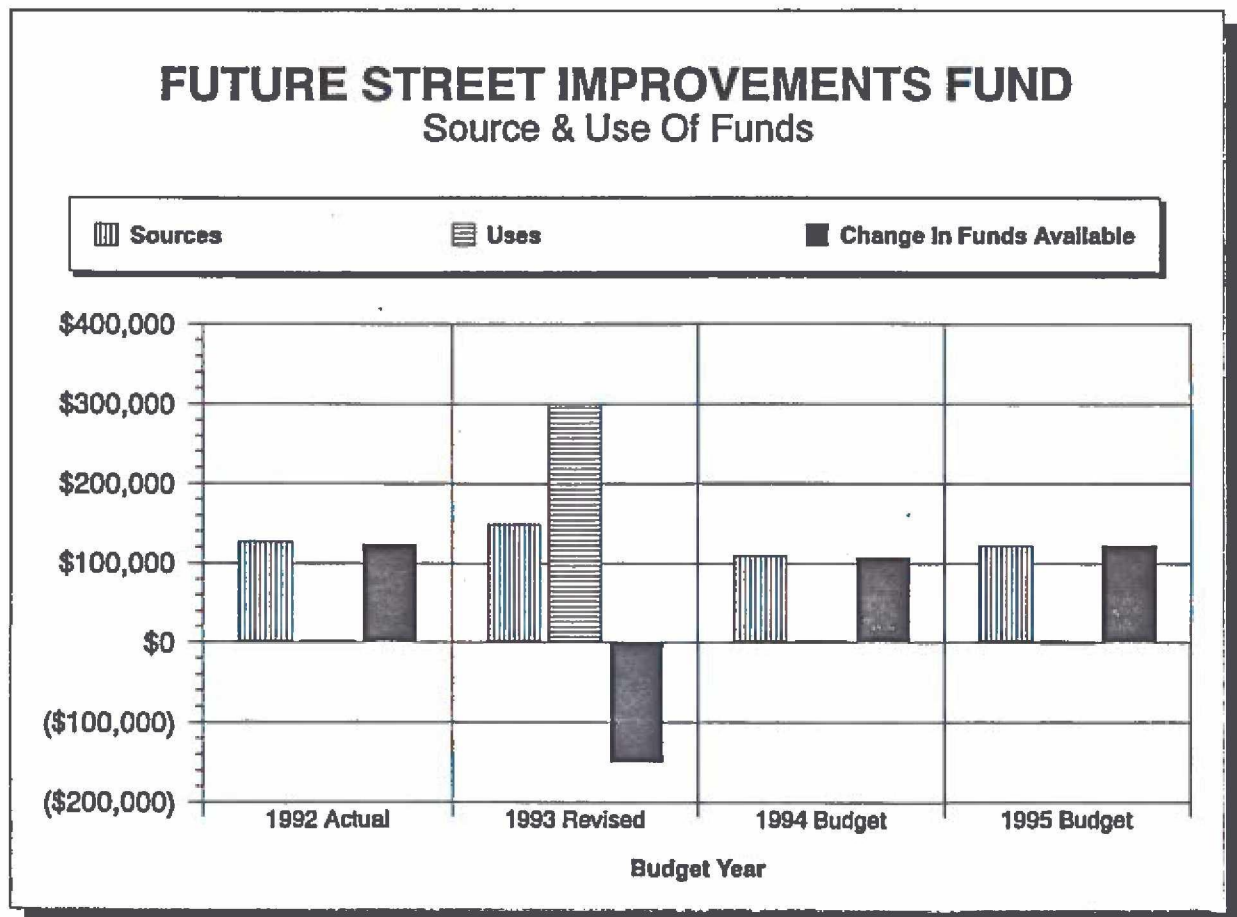
FUTURE STREET IMPROVEMENTS FUND #207

GENERAL DESCRIPTION:

The Future Street Improvements Fund is used to accumulate resources to finance the City's share of future petitioned street and alley improvement districts.

The City currently shares the cost of these types of projects with property owners who petition the City for improvements to adjacent right-of-ways.

The source of funds is an annual transfer from the Sales Tax CIP Fund. These resources are subsequently transferred back to the CIP Fund where the expenditures for such improvements are made.



FUTURE STREET IMPROVEMENTS FUND #207

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	17,186	0	50,000	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	23,647	20,000	13,000	20,000	30,000
Interfund Charges	0	0	0	0	0
Other Revenue	4,202	0	0	0	0
* Total Operating Revenue	\$45,035	\$20,000	\$63,000	\$20,000	\$30,000
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$45,035	\$20,000	\$63,000	\$20,000	\$30,000
% Change		(55.6%)	215.0%	(68.3%)	50.0%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$0	\$0
* OPERATING VARIANCE	\$45,035	\$20,000	\$63,000	\$20,000	\$30,000
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	84,000	87,000	87,000	91,000	94,000
TRANSFERS-OUT TO OTHER FUNDS	(4,500)	(301,050)	(301,050)	(2,025)	0
NET TRANSFERS	\$79,500	(\$214,050)	(\$214,050)	\$88,975	\$94,000
TOTAL SOURCES	\$129,035	\$107,000	\$150,000	\$111,000	\$124,000
TOTAL USES	(4,500)	(301,050)	(301,050)	(2,025)	0
NET SOURCE (USE) OF FUNDS	\$124,535	(\$194,050)	(\$151,050)	\$108,975	\$124,000
ENDING SOURCES AVAILABLE	\$380,823	\$62,238	\$229,773	\$338,748	\$462,748

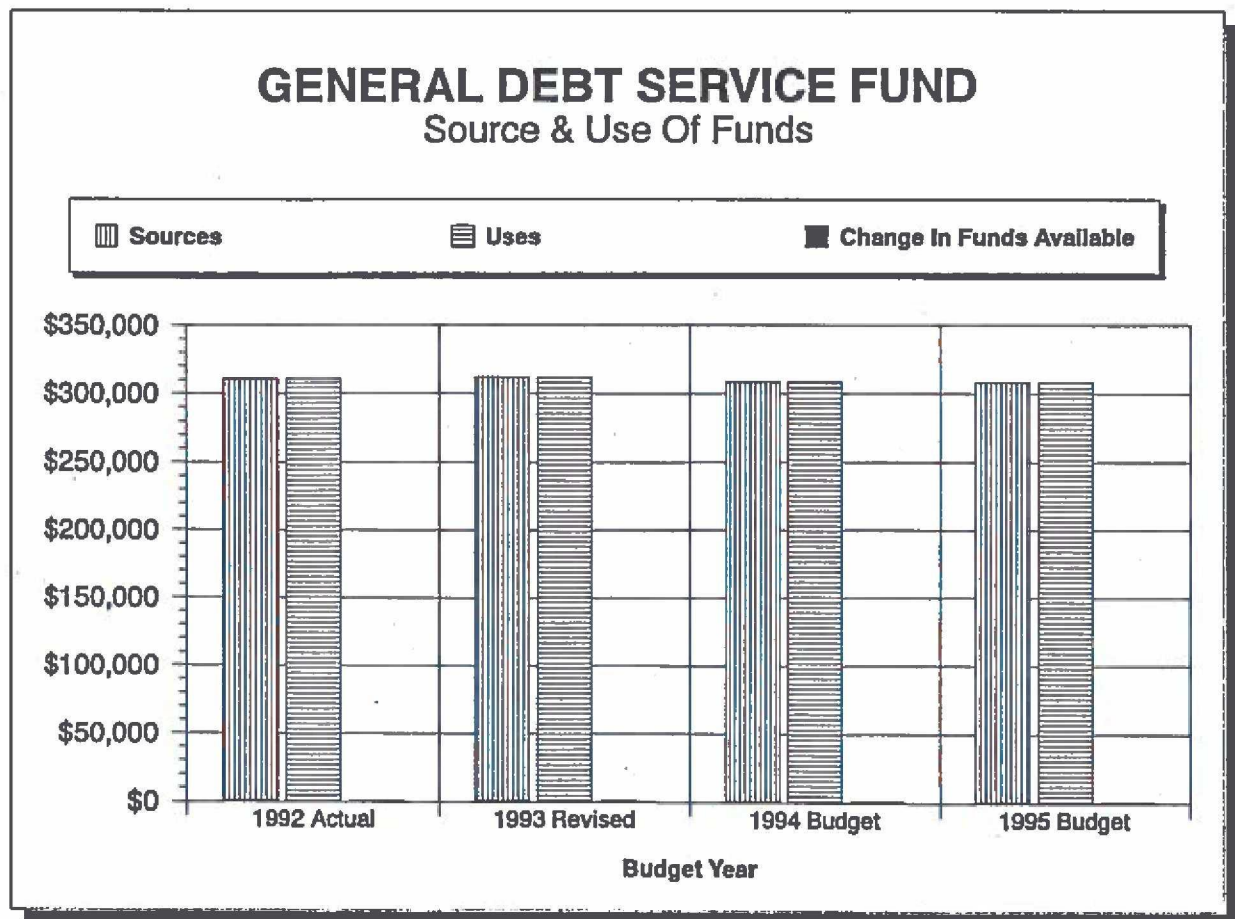
GENERAL DEBT SERVICE FUND #710

GENERAL DESCRIPTION:

The General Debt Service Fund is used to account for all resources which are used to pay for general long-term debt principal and interest payments maturing in future years, other than long-term debt accounted for in enterprise, special district, or internal service funds, or where a separate debt service fund is legally mandated.

Resources used to make the annual debt service payments are received from the Sales Tax Capital Improvement Fund and are reflected as transfers-in.

The total debt service payment for 1994 is comprised of a \$267,080 principal and interest payment on the Sales Tax Capital Improvement Bond Issue (Series 1991), and a \$42,000 debt service payment on the Dunn Property Note originated in 1989.



GENERAL DEBT SERVICE FUND #710

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	311,430	313,180	313,180	309,080	309,450
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$311,430	\$313,180	\$313,180	\$309,080	\$309,450
* Total Operating Expenditures	\$311,430	\$313,180	\$313,180	\$309,080	\$309,450
* OPERATING VARIANCE	(\$311,430)	(\$313,180)	(\$313,180)	(\$309,080)	(\$309,450)
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$311,430	\$313,180	\$313,180	\$309,080	\$309,450
% Change		0.6%	0.0%	(1.3%)	0.1%
TRANSFERS-IN FROM OTHER FUNDS	311,430	313,180	313,180	309,080	309,450
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$311,430	\$313,180	\$313,180	\$309,080	\$309,450
TOTAL SOURCES	\$311,430	\$313,180	\$313,180	\$309,080	\$309,450
TOTAL USES	(311,430)	(313,180)	(313,180)	(309,080)	(309,450)
NET SOURCE (USE) OF FUNDS	\$0	\$0	\$0	\$0	\$0
ENDING SOURCES AVAILABLE	\$5,033	\$5,033	\$5,033	\$5,033	\$5,033

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ENTERPRISE ACTIVITY FUNDS

TWO YEAR BUDGET SUMMARY

FUND #	DESCRIPTION	1994 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1995 PROJ. ENDING SOURCES AVAILABLE
107	Golf Course Expansion Fund	\$146,838	\$324,577	\$0	(\$293,232)	\$31,345	\$178,183
301	Water Fund	1,775,380	8,370,597	9,028,082	(23,712)	(681,197)	\$1,094,183
302	Solid Waste Removal Fund	286,573	3,627,610	3,712,925	60,122	(25,193)	\$261,380
303	Two Rivers Convention Center	32,684	953,885	1,544,452	594,200	3,633	\$36,317
304	Swimming Pools Fund	19,828	826,783	1,041,452	217,275	2,606	\$22,434
305	Lincoln Park Golf Course	17,901	645,936	745,371	88,460	(10,975)	\$6,926
306	Tiara Rado Golf Course	77,660	1,152,517	1,350,760	204,772	6,529	\$84,189
307	Cemetery Fund	59,166	376,610	558,942	137,018	(45,314)	\$13,852
308	Parking Fund	83,960	259,111	275,929	0	(16,818)	\$67,142
309	Irrigation Systems Fund	44,096	239,735	265,711	0	(25,976)	\$18,120
604	Cemetery Perpetual Care Fund	802,785	156,500	0	(105,000)	51,500	\$854,285
902	Joint Sewer System Funds	6,214,384	9,309,213	10,088,515	(47,298)	(826,600)	\$5,387,784
TOTAL: ENTERPRISE OPERATIONS		\$9,561,255	\$26,243,074	\$28,612,139	\$832,605	(\$1,536,460)	\$8,024,795
		=====	=====	=====	=====	=====	=====

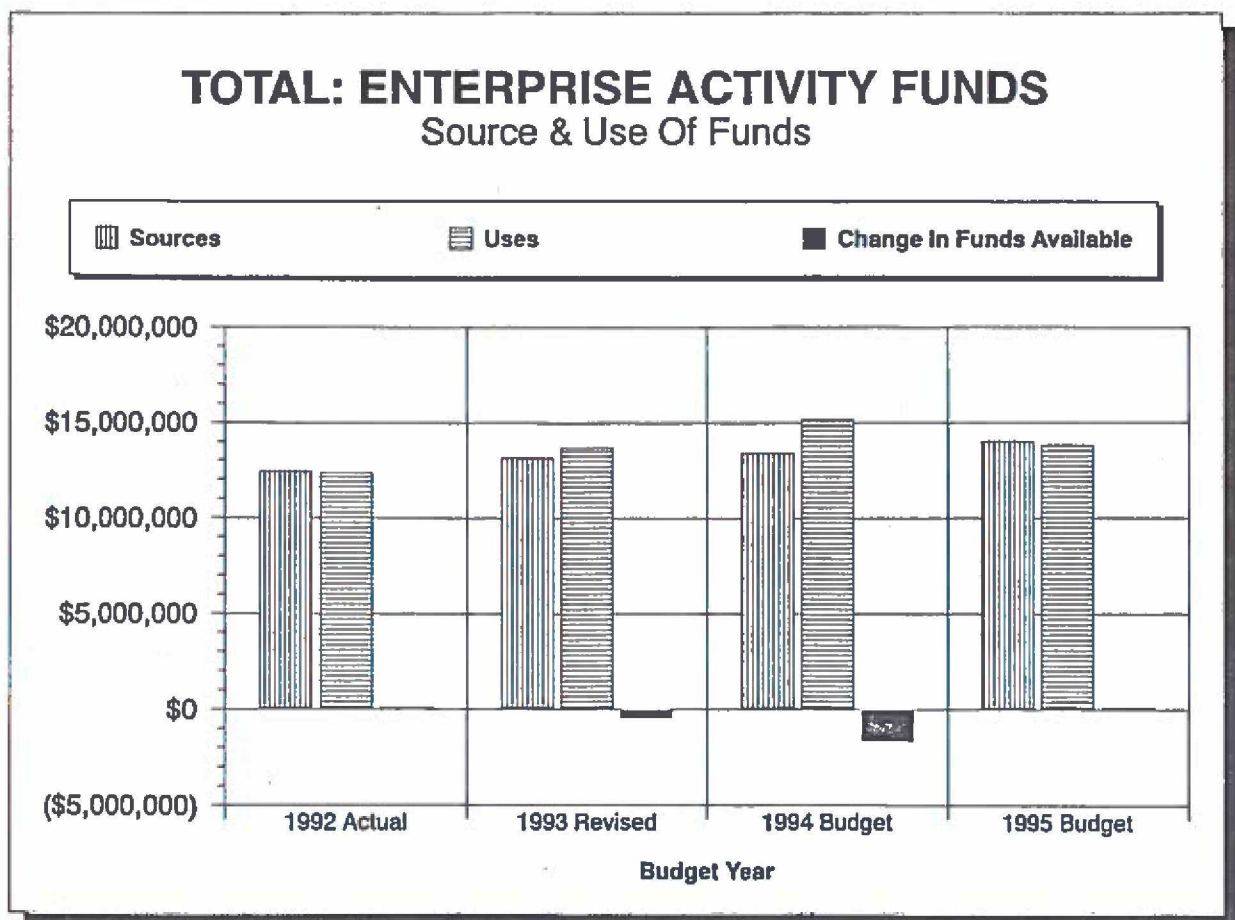
TOTAL: ENTERPRISE ACTIVITY FUNDS

GENERAL DESCRIPTION:

This group of funds is used to account for the operations that are financed and operated similar to private business enterprises - where the intent is that the costs for providing goods and services to public on a continuing basis be financed or recovered by those who use the service through user charges.

The following list identifies the funds included in this section.

Golf Course Expansion Fund
Water Fund
Solid Waste Removal Fund
Two Rivers Convention Center Fund
Swimming Pools Fund
Lincoln Park Golf Course Fund
Tiara Rado Golf Course Fund
Cemetery Fund
Parking Fund
Irrigation Systems Fund
Cemetery Perpetual Care Fund
Joint Sewer System Fund



TOTAL: ENTERPRISE ACTIVITY FUNDS

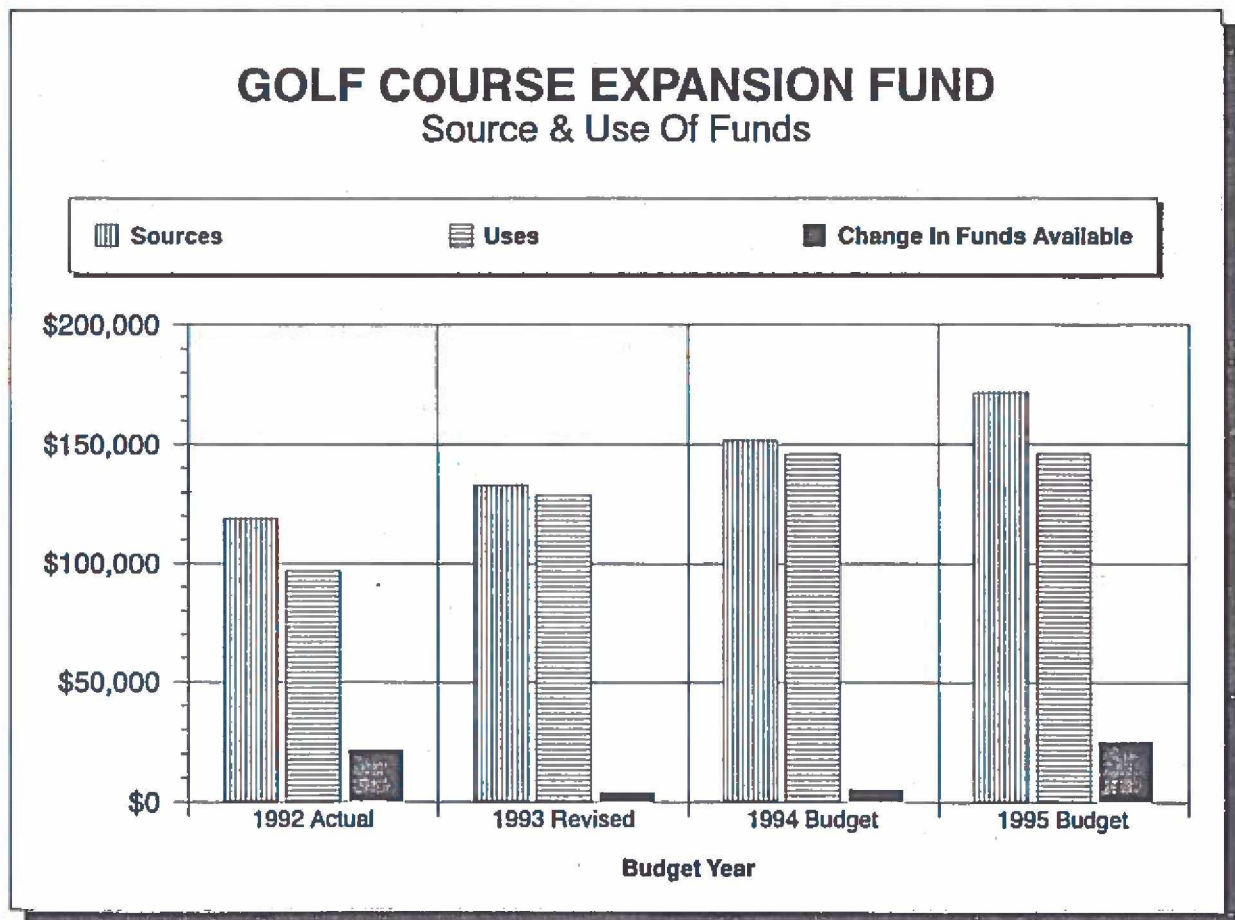
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	58,710	94,422	69,169	106,275	104,838
Charges For Services	10,599,113	10,727,523	10,972,744	11,642,255	12,243,125
Fines & Forfeitures	49,693	51,501	49,011	48,811	50,111
Pooled Interest Income	638,601	599,700	588,500	525,400	560,600
Interfund Charges	386,154	382,899	412,767	420,336	437,376
Other Revenue	225,475	67,764	197,090	52,036	51,911
* Total Operating Revenue	\$11,957,746	\$11,923,809	\$12,289,281	\$12,795,113	\$13,447,961
Debt Proceeds	81,390	0	400,000	0	0
TOTAL REVENUE	\$12,039,136	\$11,923,809	\$12,689,281	\$12,795,113	\$13,447,961
% Change		(1.0%)	6.4%	0.8%	5.1%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$3,455,025	\$3,831,653	\$3,818,661	\$4,020,375	\$4,155,373
-Employer Contributions	390,320	452,754	441,174	456,282	472,993
-Employee Benefits	531,079	400,986	428,325	478,482	530,485
Subtotal: Personnel	\$4,376,424	\$4,685,393	\$4,688,160	\$4,955,139	\$5,158,851
Non-Personnel Operating					
-Supplies & Services	\$2,931,065	\$2,883,506	\$2,962,829	\$2,965,995	\$3,032,587
-Contractual Fees	687,039	738,234	711,745	838,161	787,105
-Interfund Charges	932,223	940,808	977,239	936,817	971,325
-Debt Service	1,915,065	2,086,013	2,005,210	2,062,069	2,027,655
-Special Activities	50,322	72,026	68,526	100,029	116,282
-Operating Equipment	151,704	107,284	108,810	179,713	135,460
Subtotal: Non-Personnel	\$6,667,418	\$6,827,871	\$6,834,359	\$7,082,784	\$7,070,414
* Total Operating Expenditures	\$11,043,842	\$11,513,264	\$11,522,519	\$12,037,923	\$12,229,265
* OPERATING VARIANCE	\$913,904	\$410,545	\$766,762	\$757,190	\$1,218,696
Capital Expenditures					
-Capital Equipment Purchases	\$94,200	\$44,500	\$60,585	\$180,906	\$112,575
-Capital Improvement Projects	1,082,196	1,463,593	1,968,203	2,755,070	1,296,400
Total Capital Expenditures	\$1,176,396	\$1,508,093	\$2,028,788	\$2,935,976	\$1,408,975
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$12,220,238	\$13,021,357	\$13,551,307	\$14,973,899	\$13,638,240
% Change		6.6%	4.1%	10.5%	(8.9%)
TRANSFERS-IN FROM OTHER FUNDS	470,028	478,934	516,361	684,603	617,244
TRANSFERS-OUT TO OTHER FUNDS	(207,954)	(152,635)	(202,635)	(234,378)	(234,864)
NET TRANSFERS	\$262,074	\$326,299	\$313,726	\$450,225	\$382,380
TOTAL SOURCES	\$12,509,164	\$12,402,743	\$13,205,642	\$13,479,716	\$14,065,205
TOTAL USES	(12,428,192)	(13,173,992)	(13,753,942)	(15,208,277)	(13,873,104)
NET SOURCE (USE) OF FUNDS	\$80,972	(\$771,249)	(\$548,300)	(\$1,728,561)	\$192,101
ENDING SOURCES AVAILABLE	\$10,109,555	\$8,250,561	\$9,561,255	\$7,832,694	\$8,024,795

GOLF COURSE EXPANSION FUND #107

GENERAL DESCRIPTION:

The Golf Course Expansion Fund is a special revenue type fund that is used to account for revenue received from specific golf course fees. These revenues are collected from a portion of the season ticket and per round fees at both golf courses, and are accumulated to pay for golf course improvements and future expansion.

The use of these funds is reflected as transfers-out to the Lincoln Park and Tiara Rado golf course funds.



GOLF COURSE EXPANSION FUND #107

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	114,557	102,000	126,721	140,249	154,328
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	4,881	2,300	7,000	12,000	18,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$119,438	\$104,300	\$133,721	\$152,249	\$172,328
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$119,438	\$104,300	\$133,721	\$152,249	\$172,328
% Change		(12.7%)	28.2%	13.9%	13.2%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$0	\$0
* OPERATING VARIANCE	\$119,438	\$104,300	\$133,721	\$152,249	\$172,328
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(97,271)	(74,409)	(129,409)	(146,616)	(146,616)
NET TRANSFERS	(97,271)	(74,409)	(129,409)	(146,616)	(146,616)
TOTAL SOURCES	\$119,438	\$104,300	\$133,721	\$152,249	\$172,328
TOTAL USES	(97,271)	(74,409)	(129,409)	(146,616)	(146,616)
NET SOURCE (USE) OF FUNDS	\$22,167	\$29,891	\$4,312	\$5,633	\$25,712
ENDING SOURCES AVAILABLE	\$142,526	\$155,279	\$146,838	\$152,471	\$178,183

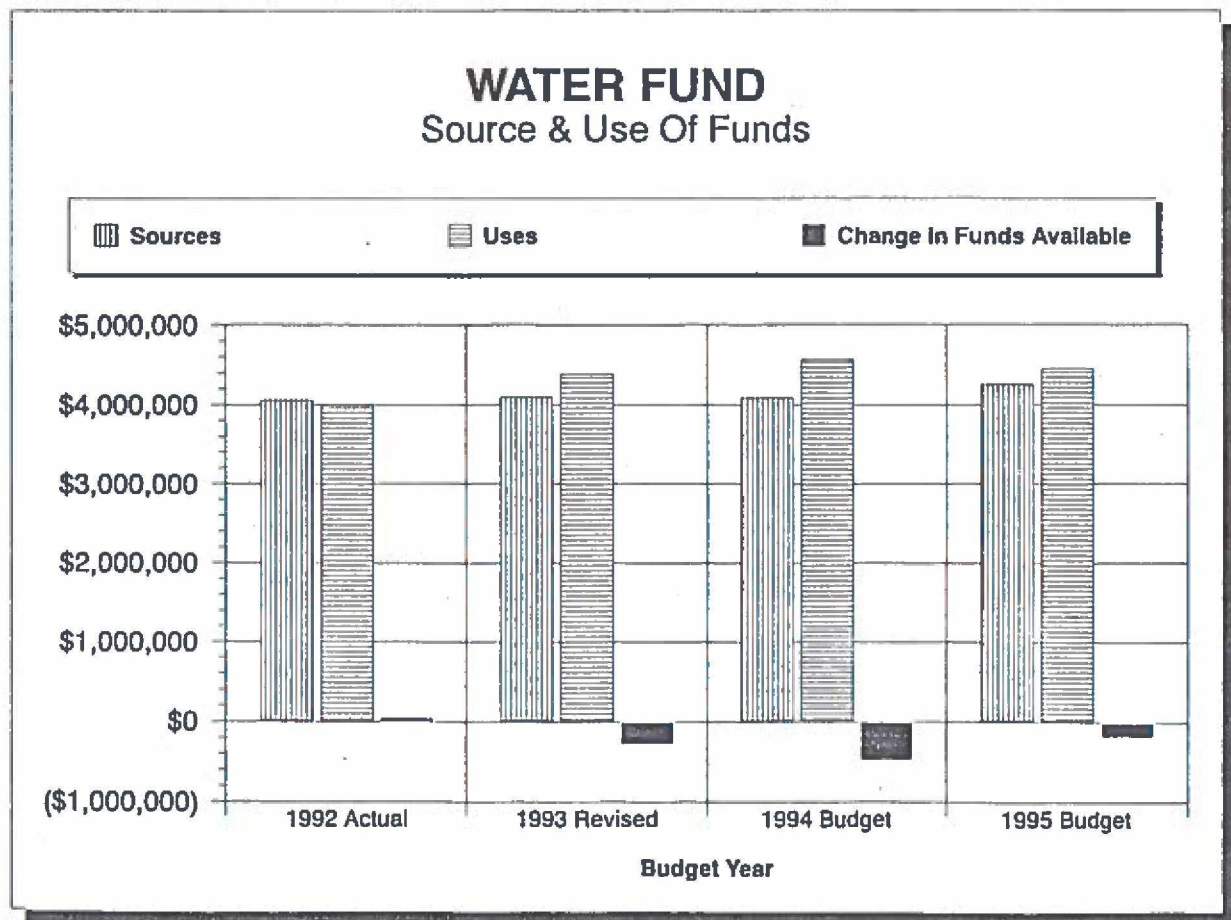
WATER FUND #301

GENERAL DESCRIPTION:

The Water Fund is a fully self-supporting enterprise fund used to account for the revenues and expenditures associated with providing water services to the residents of Grand Junction and some county residents.

The scope of services accounted for in this fund include all costs associated with the acquisition, treatment, distribution, and billing for providing domestic and bulk water.

The majority of the revenues are derived from the customer base and categorized as Charges For Services. Another major revenue source is Interfund Service Charges, charges to the other utility funds (Solid Waste Removal and the Joint Sewer Fund) for monthly billing services.



WATER FUND #301

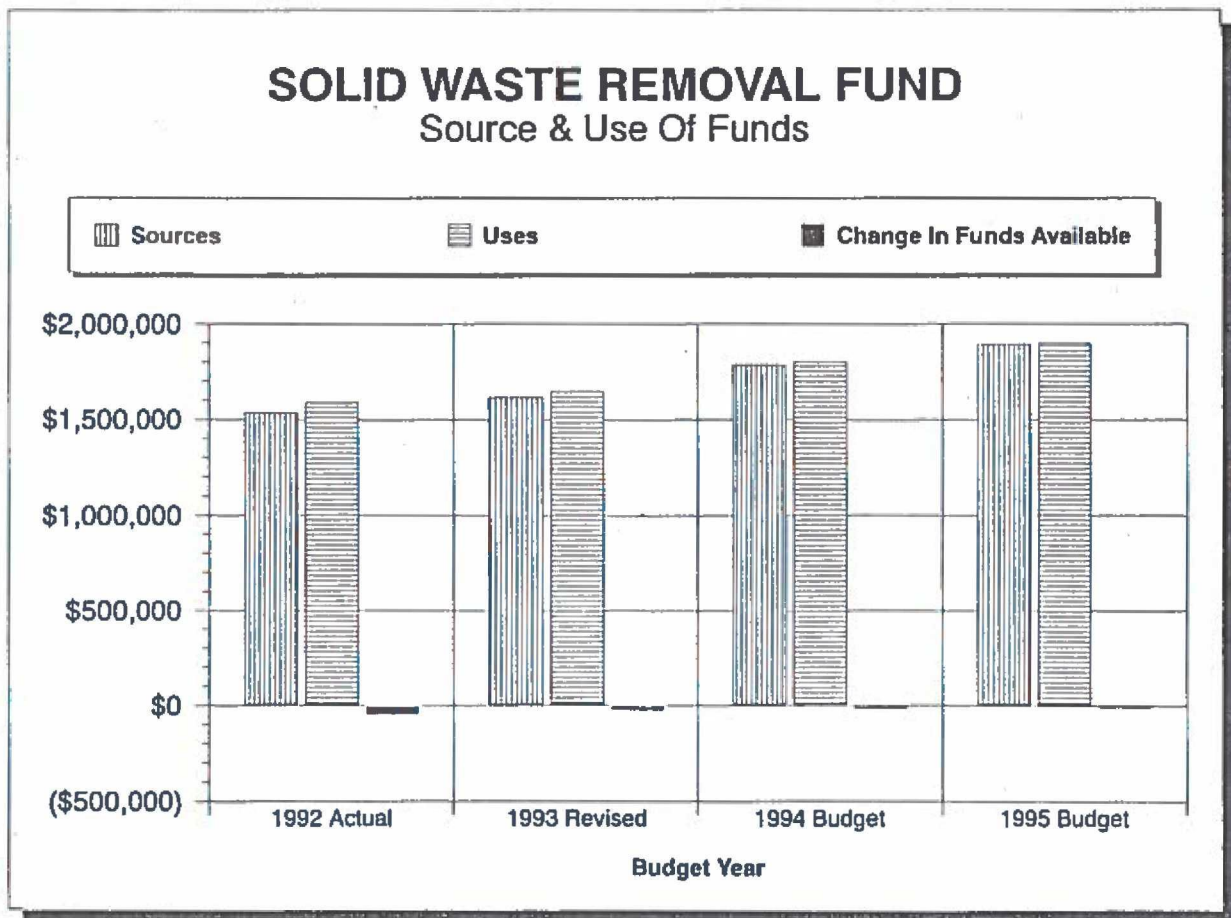
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	3,461,479	3,511,794	3,527,639	3,633,924	3,792,614
Fines & Forfeitures	18,463	18,501	19,011	17,311	17,311
Pooled Interest Income	125,636	100,000	106,000	79,000	79,000
Interfund Charges	383,227	381,699	404,471	335,099	348,836
Other Revenue	78,854	23,673	52,641	33,751	33,751
* Total Operating Revenue	\$4,067,659	\$4,035,667	\$4,109,762	\$4,099,085	\$4,271,512
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$4,067,659	\$4,035,667	\$4,109,762	\$4,099,085	\$4,271,512
% Change		(0.8%)	1.8%	(0.3%)	4.2%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$1,024,049	\$1,133,404	\$1,115,200	\$1,140,116	\$1,181,466
-Employer Contributions	111,880	129,415	122,750	123,391	127,586
-Employee Benefits	167,075	125,392	141,233	138,787	154,863
Subtotal: Personnel	\$1,303,004	\$1,388,211	\$1,379,183	\$1,402,294	\$1,463,915
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$978,321	\$974,868	\$996,438	\$1,047,335	\$1,060,010
-Contractual Fees	289,557	274,582	275,758	217,675	199,633
-Interfund Charges	183,779	182,698	185,265	188,199	196,134
-Debt Service	823,496	980,501	980,501	976,310	966,346
-Special Activities	0	0	0	0	0
-Operating Equipment	22,701	33,583	38,179	40,312	22,695
Subtotal: Non-Personnel	\$2,297,854	\$2,446,232	\$2,476,141	\$2,469,831	\$2,444,818
* Total Operating Expenditures	\$3,600,858	\$3,834,443	\$3,855,324	\$3,872,125	\$3,908,733
* OPERATING VARIANCE	\$466,801	\$201,224	\$254,438	\$226,960	\$362,779
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$18,000	\$17,124	\$37,599	\$25,000
-Capital Improvement Projects	398,637	530,525	512,405	662,225	522,400
Total Capital Expenditures	\$398,637	\$548,525	\$529,529	\$699,824	\$547,400
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$3,999,495	\$4,382,968	\$4,384,853	\$4,571,949	\$4,456,133
% Change		9.6%	0.0%	4.3%	(2.5%)
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(9,034)	(14,113)	(14,113)	(14,113)	(9,599)
NET TRANSFERS	(\$9,034)	(\$14,113)	(\$14,113)	(\$14,113)	(\$9,599)
TOTAL SOURCES	\$4,067,659	\$4,035,667	\$4,109,762	\$4,099,085	\$4,271,512
TOTAL USES	(4,008,529)	(4,397,081)	(4,398,966)	(4,586,062)	(4,465,732)
NET SOURCE (USE) OF FUNDS	\$59,130	(\$361,414)	(\$289,204)	(\$486,977)	(\$194,220)
ENDING SOURCES AVAILABLE	\$2,064,584	\$1,389,175	\$1,775,380	\$1,288,403	\$1,094,183

SOLID WASTE REMOVAL FUND #302

GENERAL DESCRIPTION:

The Solid Waste Removal Fund is used to account for revenues and expenses associated with refuse collection within the City. Services provided include weekly refuse collection for all residences within the city limits, and commercial refuse removal on a competitive basis with local private trash haulers.

Although these services are self supporting, the General Fund has been subsidizing the Recycling Program which was instituted in 1992, as shown by the transfers-in from other funds. The General Fund will continue to provide a subsidy, at a declining level, until the recycling program is fully implemented in 1997.



SOLID WASTE REMOVAL FUND #302

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	1,396,668	1,562,569	1,556,302	1,735,120	1,861,490
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	21,891	20,000	20,000	15,000	16,000
Interfund Charges	0	0	0	0	0
Other Revenue	13	0	0	0	0
* Total Operating Revenue	\$1,418,572	\$1,582,569	\$1,576,302	\$1,750,120	\$1,877,490
Debt Proceeds	81,390	0	0	0	0
TOTAL REVENUE	\$1,499,962	\$1,582,569	\$1,576,302	\$1,750,120	\$1,877,490
% Change		5.5%	(0.4%)	11.0%	7.3%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$496,682	\$538,037	\$540,357	\$586,055	\$607,681
-Employer Contributions	75,657	86,712	84,778	81,371	84,829
-Employee Benefits	80,903	62,455	61,173	79,478	88,631
Subtotal: Personnel	\$653,242	\$687,204	\$686,308	\$746,904	\$781,141
Non-Personnel Operating					
-Supplies & Services	\$385,835	\$422,762	\$418,350	\$369,505	\$385,276
-Contractual Fees	246,437	301,138	302,266	404,058	428,230
-Interfund Charges	141,261	158,257	157,630	170,625	180,749
-Debt Service	0	14,163	14,163	14,163	14,163
-Special Activities	48,132	65,026	65,026	90,029	106,282
-Operating Equipment	13,230	11,931	9,130	11,200	10,600
Subtotal: Non-Personnel	\$834,895	\$973,277	\$966,565	\$1,059,580	\$1,125,300
* Total Operating Expenditures	\$1,488,137	\$1,660,481	\$1,652,873	\$1,806,484	\$1,906,441
* OPERATING VARIANCE	(\$69,565)	(\$77,912)	(\$76,571)	(\$56,364)	(\$28,951)
Capital Expenditures					
-Capital Equipment Purchases	\$81,490	\$0	\$0	\$0	\$0
-Capital Improvement Projects	25,494	0	0	0	0
Total Capital Expenditures	\$106,984	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$1,595,121	\$1,660,481	\$1,652,873	\$1,806,484	\$1,906,441
% Change		4.1%	(0.5%)	9.3%	5.5%
TRANSFERS-IN FROM OTHER FUNDS	43,099	47,155	47,155	38,186	21,936
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$43,099	\$47,155	\$47,155	\$38,186	\$21,936
TOTAL SOURCES	\$1,543,061	\$1,629,724	\$1,623,457	\$1,788,306	\$1,899,426
TOTAL USES	(1,595,121)	(1,660,481)	(1,652,873)	(1,806,484)	(1,906,441)
NET SOURCE (USE) OF FUNDS	(\$52,060)	(\$30,757)	(\$29,416)	(\$18,178)	(\$7,015)
ENDING SOURCES AVAILABLE	\$315,989	\$274,456	\$286,573	\$268,395	\$261,380

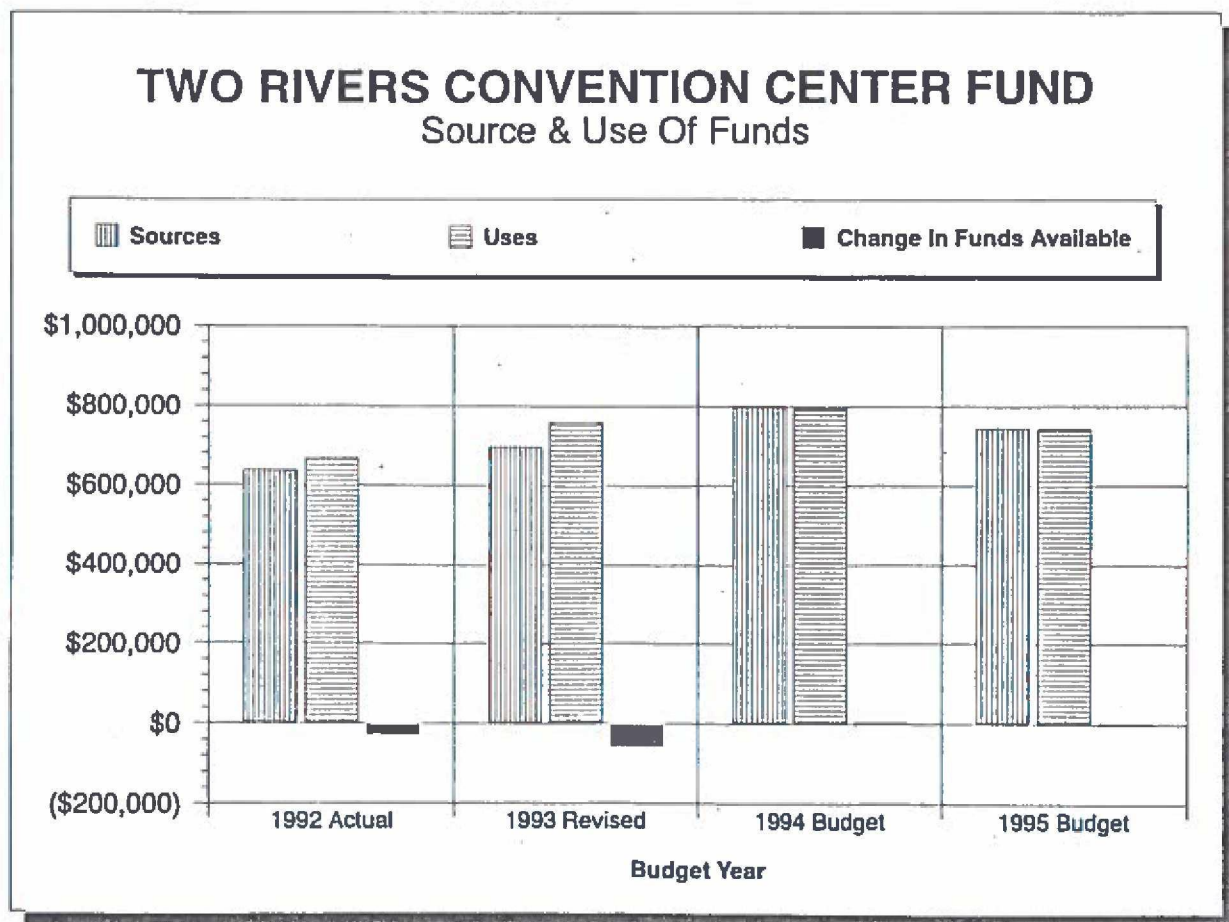
TWO RIVERS CONVENTION CENTER FUND #303

GENERAL DESCRIPTION:

The purpose of this fund is to account for the revenue and expense associated with operating and maintaining Two Rivers Convention Center, located at the west-end of Main Street in the Downtown Shopping Park. This facility is used extensively by business and civic groups for meetings, luncheons, trade shows and numerous special events.

The scope of services include; rental of space and amenities, food and drink service, and the coordination, set-up and clean-up for the wide variety of facility uses.

The Two Rivers Convention Center receives an annual general government subsidy of approximately \$250,000.



TWO RIVERS CONVENTION CENTER FUND #303

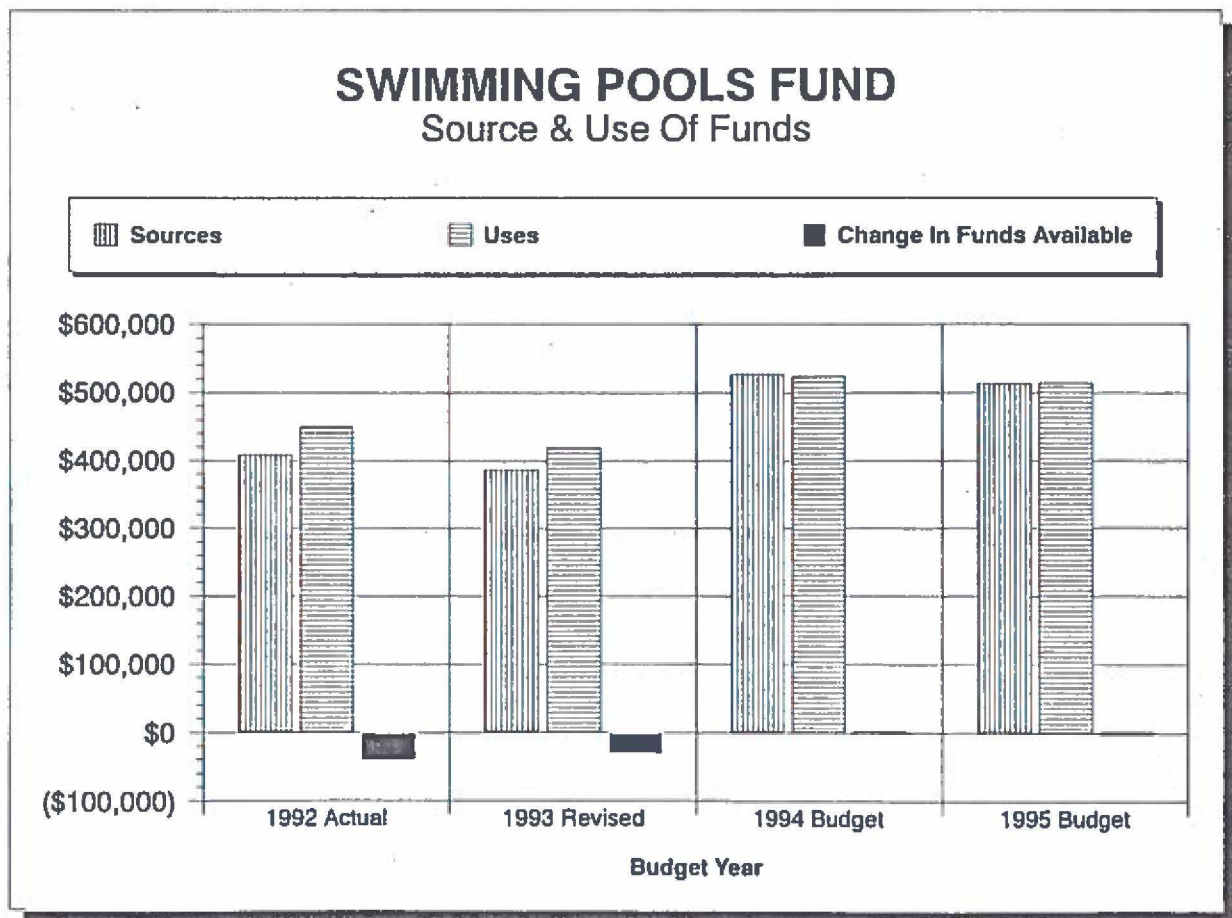
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	442,325	374,348	435,090	459,280	477,480
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Other Revenue	8,981	6,656	8,000	8,375	8,750
* Total Operating Revenue	\$451,306	\$381,004	\$443,090	\$467,655	\$486,230
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$451,306	\$381,004	\$443,090	\$467,655	\$486,230
% Change		(15.6%)	16.3%	5.5%	4.0%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$239,327	\$245,652	\$256,334	\$267,493	\$274,225
-Employer Contributions	28,332	31,824	31,824	31,194	31,425
-Employee Benefits	35,346	19,253	21,779	26,531	28,597
Subtotal: Personnel	\$303,005	\$296,729	\$309,937	\$325,218	\$334,247
Non-Personnel Operating					
-Supplies & Services	\$317,990	\$254,778	\$292,160	\$313,715	\$321,173
-Contractual Fees	16,491	23,058	19,531	25,137	25,321
-Interfund Charges	20,865	19,050	22,155	23,383	24,312
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	11,835	9,904	9,904	21,089	21,285
Subtotal: Non-Personnel	\$367,181	\$306,790	\$343,750	\$383,324	\$392,091
* Total Operating Expenditures	\$670,186	\$603,519	\$653,687	\$708,542	\$726,338
* OPERATING VARIANCE	(\$218,880)	(\$222,515)	(\$210,597)	(\$240,887)	(\$240,108)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$43,807	\$20,575
-Capital Improvement Projects	0	31,115	108,093	45,190	0
Total Capital Expenditures	\$0	\$31,115	\$108,093	\$88,997	\$20,575
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$670,186	\$634,634	\$761,780	\$797,539	\$746,913
% Change		(5.3%)	20.0%	4.7%	(6.3%)
TRANSFERS-IN FROM OTHER FUNDS	188,951	254,552	257,265	332,627	261,573
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$188,951	\$254,552	\$257,265	\$332,627	\$261,573
TOTAL SOURCES	\$640,257	\$635,556	\$700,355	\$800,282	\$747,803
TOTAL USES	(670,186)	(634,634)	(761,780)	(797,539)	(746,913)
NET SOURCE (USE) OF FUNDS	(\$29,929)	\$922	(\$61,425)	\$2,743	\$890
ENDING SOURCES AVAILABLE	\$94,109	\$29,892	\$32,684	\$35,427	\$36,317

SWIMMING POOLS FUND #304

GENERAL DESCRIPTION:

The purpose of this fund is to account for the revenue and expense associated with providing swimming and similar water recreational activities to the general public, through the use and maintenance of the Lincoln Park-Moyer and the Orchard Mesa swimming pools.

The Lincoln Park-Moyer Pool is solely owned and operated by the City of Grand Junction and is one of the few municipal pools in the state which does not require a general operating subsidy. The Orchard Mesa Community Center Pool is operated by the City and receives financial support from both the local School District and Mesa County, as well as a general operating and capital subsidy from the City.



SWIMMING POOLS FUND #304

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	58,710	94,422	69,169	106,275	104,838
Charges For Services	272,585	292,042	271,875	299,675	299,675
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	6,432	6,000	3,000	1,200	1,300
Interfund Charges	0	0	0	0	0
Other Revenue	7,151	7,060	7,239	6,910	6,910
* Total Operating Revenue	\$344,878	\$399,524	\$351,283	\$414,060	\$412,723
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$344,878	\$399,524	\$351,283	\$414,060	\$412,723
% Change		15.8%	(12.1%)	17.9%	(0.3%)
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$203,690	\$224,741	\$220,050	\$225,663	\$227,561
-Employer Contributions	22,250	23,771	24,781	23,710	24,190
-Employee Benefits	9,933	7,436	8,003	9,709	10,742
Subtotal: Personnel	\$235,873	\$255,948	\$252,834	\$259,082	\$262,493
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$117,269	\$125,205	\$121,247	\$149,230	\$146,568
-Contractual Fees	4,798	4,976	4,059	5,297	5,442
-Interfund Charges	14,308	15,255	14,106	15,389	15,394
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	12,250	4,336	29,997	18,735
Subtotal: Non-Personnel	\$136,375	\$157,686	\$143,748	\$199,913	\$186,139
* Total Operating Expenditures	\$372,248	\$413,634	\$396,582	\$458,995	\$448,632
* OPERATING VARIANCE	(\$27,370)	(\$14,110)	(\$45,299)	(\$44,935)	(\$35,909)
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	79,440	61,650	24,615	66,825	67,000
Total Capital Expenditures	\$79,440	\$61,650	\$24,615	\$66,825	\$67,000
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$451,688	\$475,284	\$421,197	\$525,820	\$515,632
% Change		5.2%	(11.4%)	24.8%	(1.9%)
TRANSFERS-IN FROM OTHER FUNDS	65,000	52,818	37,532	114,883	102,392
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$65,000	\$52,818	\$37,532	\$114,883	\$102,392
TOTAL SOURCES	\$409,878	\$452,342	\$388,815	\$528,943	\$515,115
TOTAL USES	(451,688)	(475,284)	(421,197)	(525,820)	(515,632)
NET SOURCE (USE) OF FUNDS	(\$41,810)	(\$22,942)	(\$32,382)	\$3,123	(\$517)
ENDING SOURCES AVAILABLE	\$52,210	\$21,241	\$19,828	\$22,951	\$22,434

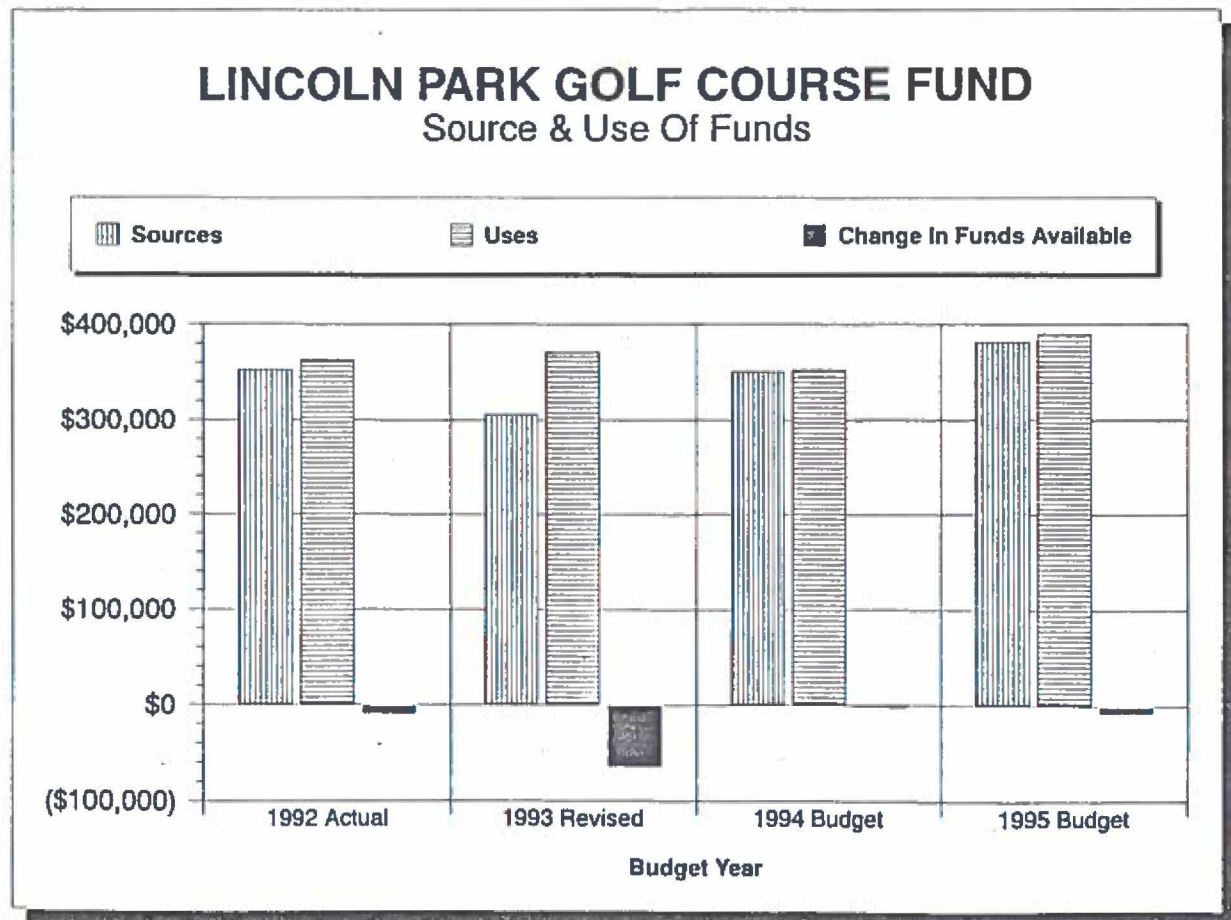
LINCOLN PARK GOLF COURSE FUND #305

GENERAL DESCRIPTION:

The purpose of this fund is to account for the revenues and expense associated with the operation and maintenance of the municipally owned Lincoln Park Golf Course.

The scope of services provided include public golfing, course rental for tournaments, various golf leagues, equipment sales and rental, private and group lessons, a practice range, food and beverage concessions, and clubhouse rental for special events.

Lincoln Park is a nine hole golf course which is fully self sufficient and obtains no general operating subsidy.



LINCOLN PARK GOLF COURSE FUND #305

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	295,829	308,522	262,631	306,508	336,328
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	12,601	10,000	7,000	1,200	1,900
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$308,430	\$318,522	\$269,631	\$307,708	\$338,228
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$308,430	\$318,522	\$269,631	\$307,708	\$338,228
% Change		3.3%	(15.3%)	14.1%	9.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$131,858	\$132,359	\$137,520	\$139,779	\$143,443
-Employer Contributions	15,577	15,017	17,573	19,384	20,412
-Employee Benefits	22,149	12,935	12,935	16,870	18,741
Subtotal: Personnel	\$169,584	\$160,311	\$168,028	\$176,033	\$182,596
Non-Personnel Operating					
-Supplies & Services	\$68,977	\$73,019	\$75,910	\$79,451	\$80,821
-Contractual Fees	15,049	16,837	12,110	12,417	12,437
-Interfund Charges	15,421	15,926	13,482	15,778	17,578
-Debt Service	44,296	44,230	44,230	44,230	44,230
-Special Activities	0	0	0	0	0
-Operating Equipment	26,490	5,075	4,150	14,100	14,200
Subtotal: Non-Personnel	\$170,233	\$155,087	\$149,882	\$165,976	\$169,266
* Total Operating Expenditures	\$339,817	\$315,398	\$317,910	\$342,009	\$351,862
* OPERATING VARIANCE	(\$31,387)	\$3,124	(\$48,279)	(\$34,301)	(\$13,634)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$26,500	\$13,241	\$0	\$18,500
-Capital Improvement Projects	24,095	39,500	40,739	12,000	21,000
Total Capital Expenditures	\$24,095	\$66,000	\$53,980	\$12,000	\$39,500
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$363,912	\$381,398	\$371,890	\$354,009	\$391,362
% Change		4.8%	(2.5%)	(4.8%)	10.6%
TRANSFERS-IN FROM OTHER FUNDS	44,977	22,115	37,115	44,230	44,230
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$44,977	\$22,115	\$37,115	\$44,230	\$44,230
TOTAL SOURCES	\$353,407	\$340,637	\$306,746	\$351,938	\$382,458
TOTAL USES	(363,912)	(381,398)	(371,890)	(354,009)	(391,362)
NET SOURCE (USE) OF FUNDS	(\$10,505)	(\$40,761)	(\$65,144)	(\$2,071)	(\$8,904)
ENDING SOURCES AVAILABLE	\$83,045	\$57,920	\$17,901	\$15,830	\$6,926

TIARA RADO GOLF COURSE FUND #306

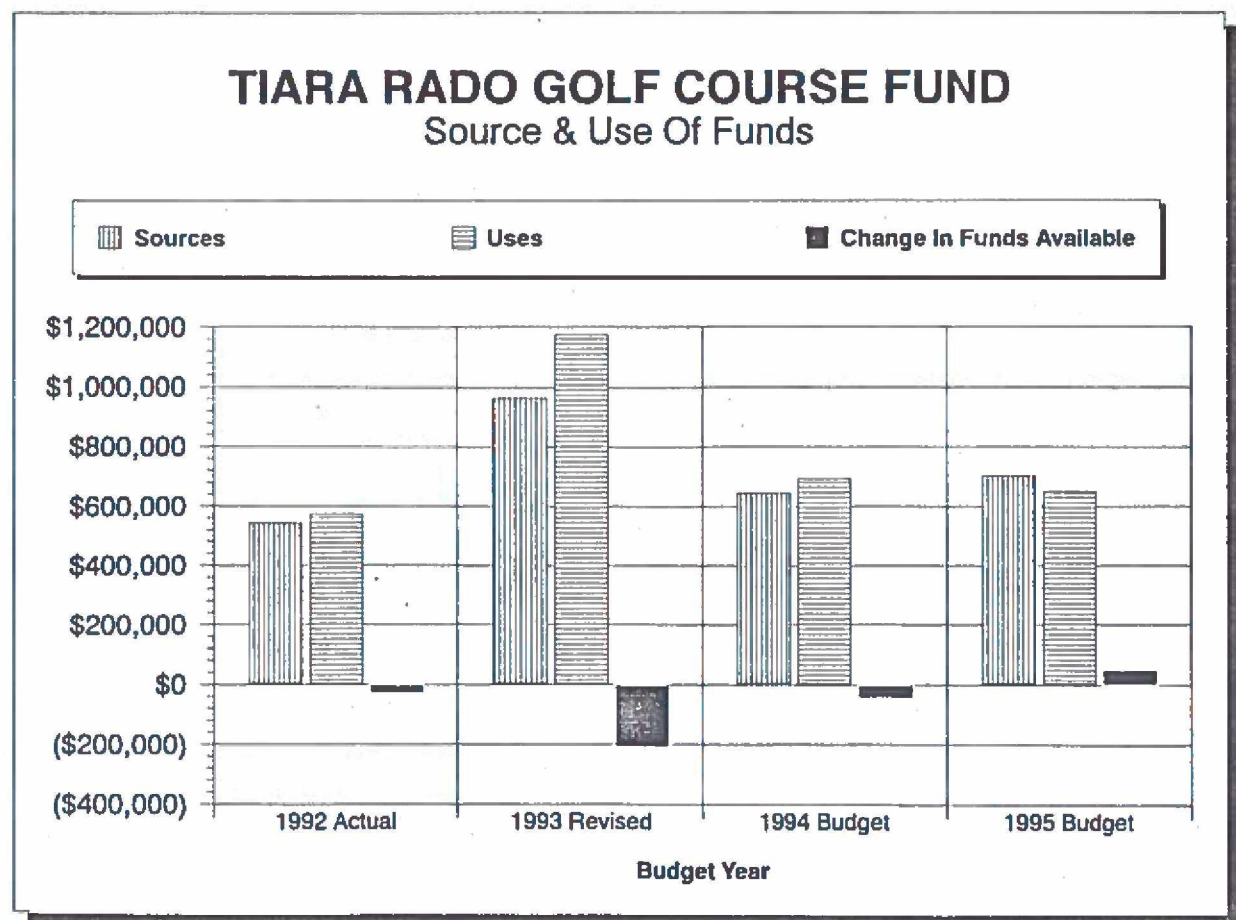
GENERAL DESCRIPTION:

The purpose of this fund is to account for the revenues and expense associated with the operation and maintenance of the municipally owned Tiara Rado Golf Course.

The scope of services provided include public golfing, course rental for tournaments, various golf leagues, equipment sales and rental, private and group lessons, a practice range, food and beverage concessions, and clubhouse rental for special events.

Tiara Rado is currently an eighteen hole championship golf course which is fully self sufficient and obtains no general operating subsidy.

Property adjacent to the existing course was acquired in 1993 and funds will be accumulated through increased rates to finance the development of an additional nine holes. The development is currently planned for 1998.



TIARA RADO GOLF COURSE FUND #306

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	468,248	451,206	455,011	542,891	601,626
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	25,928	24,000	20,000	5,000	3,000
Interfund Charges	0	0	0	0	0
Other Revenue	1,266	0	0	0	0
* Total Operating Revenue	\$495,442	\$475,206	\$475,011	\$547,891	\$604,626
Debt Proceeds	0	0	400,000	0	0
TOTAL REVENUE	\$495,442	\$475,206	\$875,011	\$547,891	\$604,626
% Change		(4.1%)	84.1%	(37.4%)	10.4%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$155,692	\$165,832	\$175,858	\$185,319	\$189,982
-Employer Contributions	16,731	18,480	18,220	24,026	25,275
-Employee Benefits	28,346	12,181	12,181	18,793	20,905
Subtotal: Personnel	\$200,769	\$196,493	\$206,259	\$228,138	\$236,162
Non-Personnel Operating					
-Supplies & Services	\$115,663	\$122,494	\$125,102	\$125,267	\$128,887
-Contractual Fees	18,021	19,116	13,688	13,590	13,638
-Interfund Charges	24,772	23,760	23,751	27,395	30,231
-Debt Service	104,742	104,588	104,588	204,771	204,771
-Special Activities	0	0	0	0	0
-Operating Equipment	30,282	4,750	9,907	16,350	11,060
Subtotal: Non-Personnel	\$293,480	\$274,708	\$277,036	\$387,373	\$388,587
* Total Operating Expenditures	\$494,249	\$471,201	\$483,295	\$615,511	\$624,749
* OPERATING VARIANCE	\$1,193	\$4,005	(\$8,284)	(\$67,620)	(\$20,123)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$19,321	\$0	\$18,500
-Capital Improvement Projects	83,637	7,843	675,619	81,000	11,000
Total Capital Expenditures	\$83,637	\$7,843	\$694,940	\$81,000	\$29,500
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$577,886	\$479,044	\$1,178,235	\$696,511	\$654,249
% Change		(17.1%)	146.0%	(40.9%)	(6.1%)
TRANSFERS-IN FROM OTHER FUNDS	52,294	52,294	92,294	102,386	102,386
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$52,294	\$52,294	\$92,294	\$102,386	\$102,386
TOTAL SOURCES	\$547,736	\$527,500	\$967,305	\$650,277	\$707,012
TOTAL USES	(577,886)	(479,044)	(1,178,235)	(696,511)	(654,249)
NET SOURCE (USE) OF FUNDS	(\$30,150)	\$48,456	(\$210,930)	(\$46,234)	\$52,763
ENDING SOURCES AVAILABLE	\$288,590	\$345,856	\$77,660	\$31,426	\$84,189

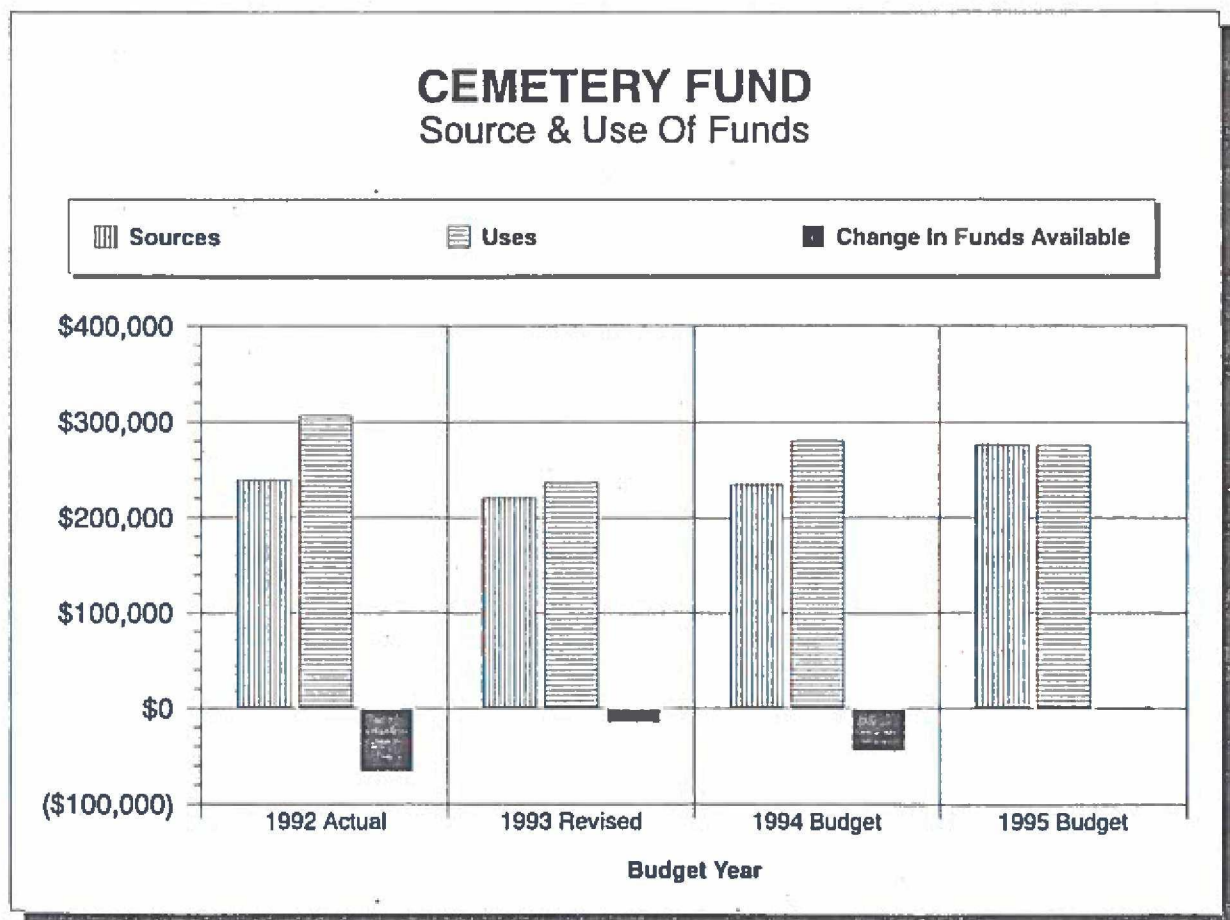
CEMETERY FUND #307

GENERAL DESCRIPTION:

The Cemetery Fund is used to account for all the revenue s and expanse associated with the operation and maintenance of all municipally owned cemeteries.

The significant increase in operating expenditures from 1993 to 1994 reflects a policy change to account for the expense incurred by the City Clerk's office for cemetery plot sales and record keeping. These expenses have historically been absorbed by the General Fund, resulting in an understatement of the true costs of operating and maintaining the cemeteries. Although now the costs are more accurately reflected, the impact on the General Fund is unchanged as a like operating subsidy is now required.

The Cemetery Fund also receives an annual transfer from the Cemetery Perpetual Care Trust Fund, equal to the interest income earned by the trust fund.



CEMETERY FUND #307

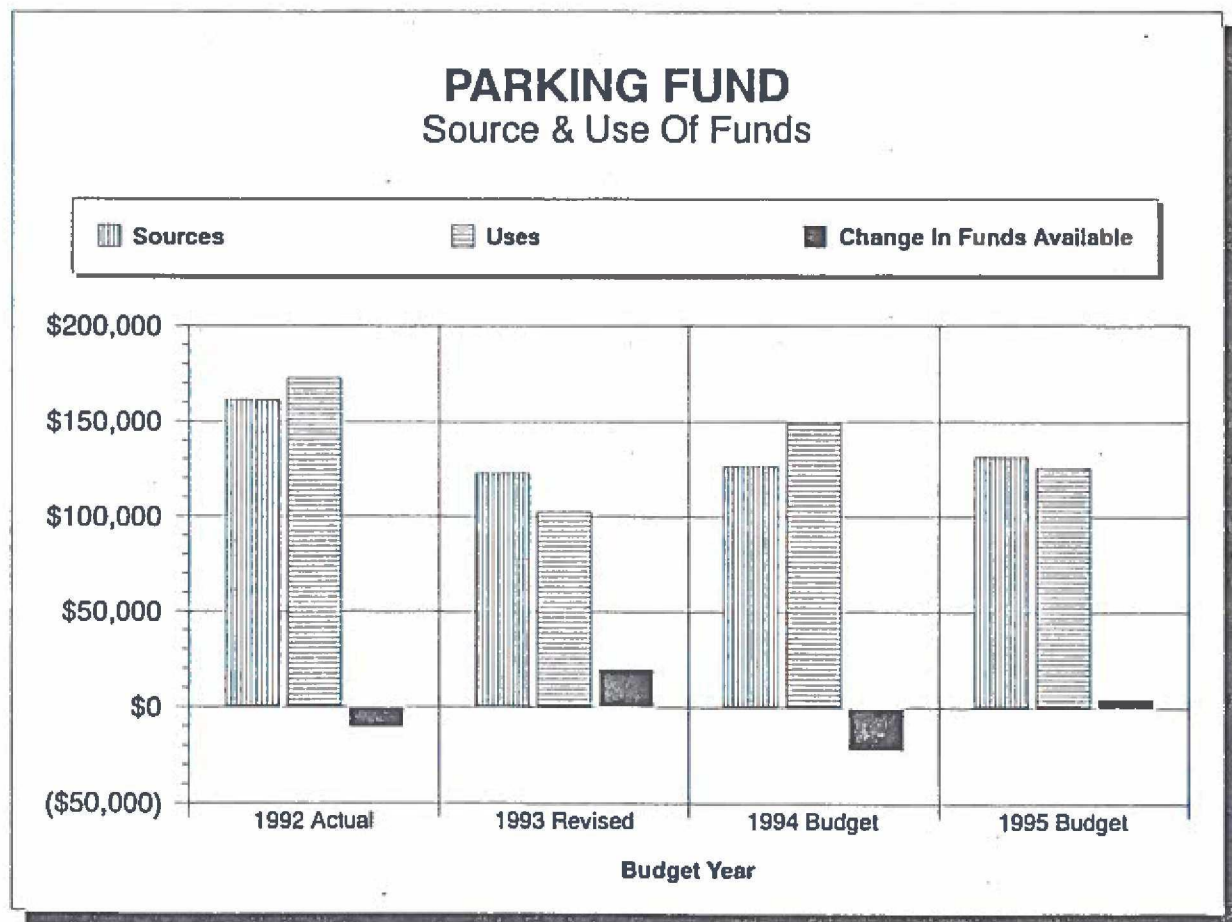
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	162,519	171,225	172,785	179,930	188,280
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	8,765	9,000	4,500	4,000	4,400
Interfund Charges	0	0	0	0	0
Other Revenue	13,000	0	0	0	0
* Total Operating Revenue	\$184,284	\$180,225	\$177,285	\$183,930	\$192,680
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$184,284	\$180,225	\$177,285	\$183,930	\$192,680
% Change		(2.2%)	(1.6%)	3.7%	4.8%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$121,044	\$126,711	\$126,711	\$153,217	\$159,536
-Employer Contributions	14,702	15,492	16,632	17,240	17,844
-Employee Benefits	18,990	13,818	13,818	21,470	21,857
Subtotal: Personnel	\$154,736	\$156,021	\$157,161	\$191,927	\$199,237
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$57,265	\$60,607	\$48,313	\$60,748	\$63,902
-Contractual Fees	355	148	4,005	471	476
-Interfund Charges	9,269	9,011	8,864	9,197	9,634
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	11,189	11,016	11,089	7,550	3,800
Subtotal: Non-Personnel	\$78,078	\$80,782	\$72,271	\$77,966	\$77,812
* Total Operating Expenditures	\$232,814	\$236,803	\$229,432	\$269,893	\$277,049
* OPERATING VARIANCE	(\$48,530)	(\$56,578)	(\$52,147)	(\$85,963)	(\$84,369)
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$12,710	\$0	\$0	\$12,000	\$0
-Capital Improvement Projects	62,082	7,500	8,500	0	0
Total Capital Expenditures	\$74,792	\$7,500	\$8,500	\$12,000	\$0
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$307,606	\$244,303	\$237,932	\$281,893	\$277,049
% Change		(20.6%)	(2.6%)	18.5%	(1.7%)
TRANSFERS-IN FROM OTHER FUNDS	55,707	50,000	45,000	52,291	84,727
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$55,707	\$50,000	\$45,000	\$52,291	\$84,727
TOTAL SOURCES	\$239,991	\$230,225	\$222,285	\$236,221	\$277,407
TOTAL USES	(307,606)	(244,303)	(237,932)	(281,893)	(277,049)
NET SOURCE (USE) OF FUNDS	(\$67,615)	(\$14,078)	(\$15,647)	(\$45,672)	\$358
ENDING SOURCES AVAILABLE	\$74,813	\$48,213	\$59,166	\$13,494	\$13,852

PARKING FUND #308

GENERAL DESCRIPTION:

The Parking Fund is used to account for the revenue and expense associated with the operation of all municipally owned and leased parking facilities.

The Administrative Services Department is responsible for parking control and parking meter maintenance. This includes the enforcement of City parking violations and parking meter revenue collection. The Public Works Department is responsible for the maintenance and improvements to all City parking facilities.



PARKING FUND #308

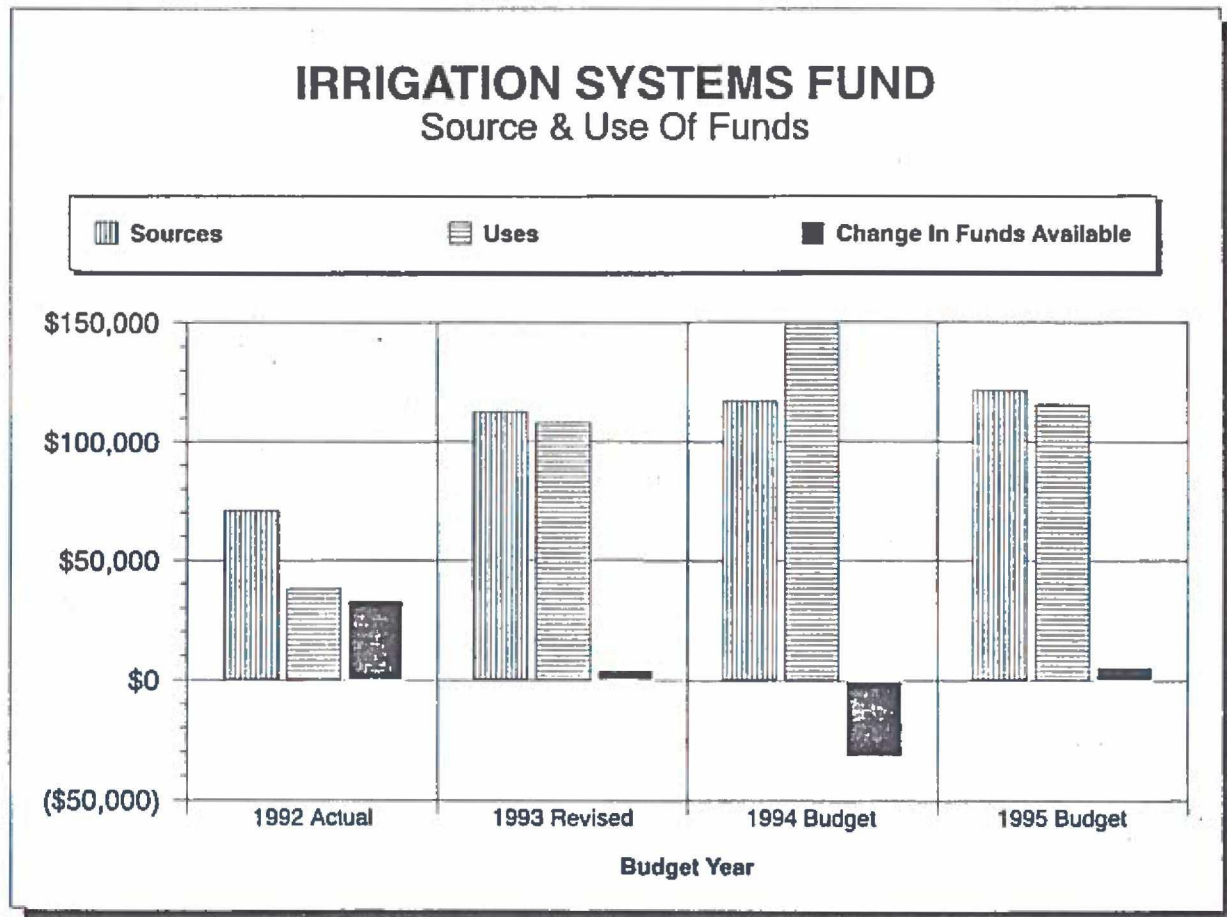
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	94,874	91,092	88,332	90,639	93,172
Fines & Forfeitures	31,230	33,000	30,000	31,500	32,800
Pooled Interest Income	7,312	8,000	5,000	5,000	6,000
Interfund Charges	0	0	0	0	0
Other Revenue	28,333	0	0	0	0
* Total Operating Revenue	\$161,749	\$132,092	\$123,332	\$127,139	\$131,972
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$161,749	\$132,092	\$123,332	\$127,139	\$131,972
% Change		(18.3%)	(6.6%)	3.1%	3.8%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$54,964	\$54,963	\$54,963	\$60,910	\$63,048
-Employer Contributions	9,888	10,204	9,820	12,518	12,784
-Employee Benefits	10,941	6,627	6,627	8,205	9,133
Subtotal: Personnel	\$75,793	\$71,794	\$71,410	\$81,633	\$84,965
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$13,562	\$12,941	\$13,410	\$8,831	\$8,955
-Contractual Fees	11,090	11,935	11,452	10,009	10,930
-Interfund Charges	6,671	6,605	6,167	6,357	6,599
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	592	650	0
Subtotal: Non-Personnel	\$31,323	\$31,481	\$31,621	\$25,847	\$26,484
* Total Operating Expenditures	\$107,116	\$103,275	\$103,031	\$107,480	\$111,449
* OPERATING VARIANCE	\$54,633	\$28,817	\$20,301	\$19,659	\$20,523
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	29,225	25,000	0	42,000	15,000
Total Capital Expenditures	\$29,225	\$25,000	\$0	\$42,000	\$15,000
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$136,341	\$128,275	\$103,031	\$149,480	\$126,449
% Change		(5.9%)	(19.7%)	45.1%	(15.4%)
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(36,908)	0	0	0	0
NET TRANSFERS	(\$36,908)	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$161,749	\$132,092	\$123,332	\$127,139	\$131,972
TOTAL USES	(173,249)	(128,275)	(103,031)	(149,480)	(126,449)
NET SOURCE (USE) OF FUNDS	(\$11,500)	\$3,817	\$20,301	(\$22,341)	\$5,523
ENDING SOURCES AVAILABLE	\$63,659	\$36,493	\$83,960	\$61,619	\$67,142

IRRIGATION SYSTEMS FUND #309

GENERAL DESCRIPTION:

The Irrigation Systems Fund is used to account the revenue and expense associated with operating and maintaining the irrigation system within the Ridges Metropolitan District.

The residents of the "Ridges" are assessed annual charges to cover the costs of providing them with irrigation water and for the maintenance and improvement costs to this independent system. The City of Grand Junction agreed to take-over and is responsible for maintaining this system, on a cost reimbursement basis, pursuant to the 1992 annexation agreement.



IRRIGATION SYSTEMS FUND #309

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	50,835	106,000	111,128	115,621	120,114
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	817	1,400	2,000	2,000	2,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$51,652	\$107,400	\$113,128	\$117,621	\$122,114
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$51,652	\$107,400	\$113,128	\$117,621	\$122,114
% Change		107.9%	5.3%	4.0%	3.8%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$12,141	\$39,492	\$38,748	\$51,623	\$53,722
-Employer Contributions	1,244	4,163	4,163	8,611	8,795
-Employee Benefits	3,188	4,925	5,154	6,843	7,622
Subtotal: Personnel	\$16,573	\$48,580	\$48,065	\$67,077	\$70,139
Non-Personnel Operating					
-Supplies & Services	\$17,208	\$30,582	\$32,742	\$30,218	\$31,153
-Contractual Fees	25	1,850	1,350	2,810	1,850
-Interfund Charges	4,545	11,940	13,966	12,651	13,063
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	750	0
Subtotal: Non-Personnel	\$21,778	\$44,372	\$48,058	\$46,429	\$46,066
* Total Operating Expenditures	\$38,351	\$92,952	\$96,123	\$113,506	\$116,205
* OPERATING VARIANCE	\$13,301	\$14,448	\$17,005	\$4,115	\$5,909
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	16,000	12,500	36,000	0
Total Capital Expenditures	\$0	\$16,000	\$12,500	\$36,000	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$38,351	\$108,952	\$108,623	\$149,506	\$116,205
% Change		184.1%	(0.3%)	37.6%	(22.3%)
TRANSFERS-IN FROM OTHER FUNDS	20,000	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$20,000	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$71,652	\$107,400	\$113,128	\$117,621	\$122,114
TOTAL USES	(38,351)	(108,952)	(108,623)	(149,506)	(116,205)
NET SOURCE (USE) OF FUNDS	\$33,301	(\$1,552)	\$4,505	(\$31,885)	\$5,909
ENDING SOURCES AVAILABLE	\$39,591	(\$1,552)	\$44,096	\$12,211	\$18,120

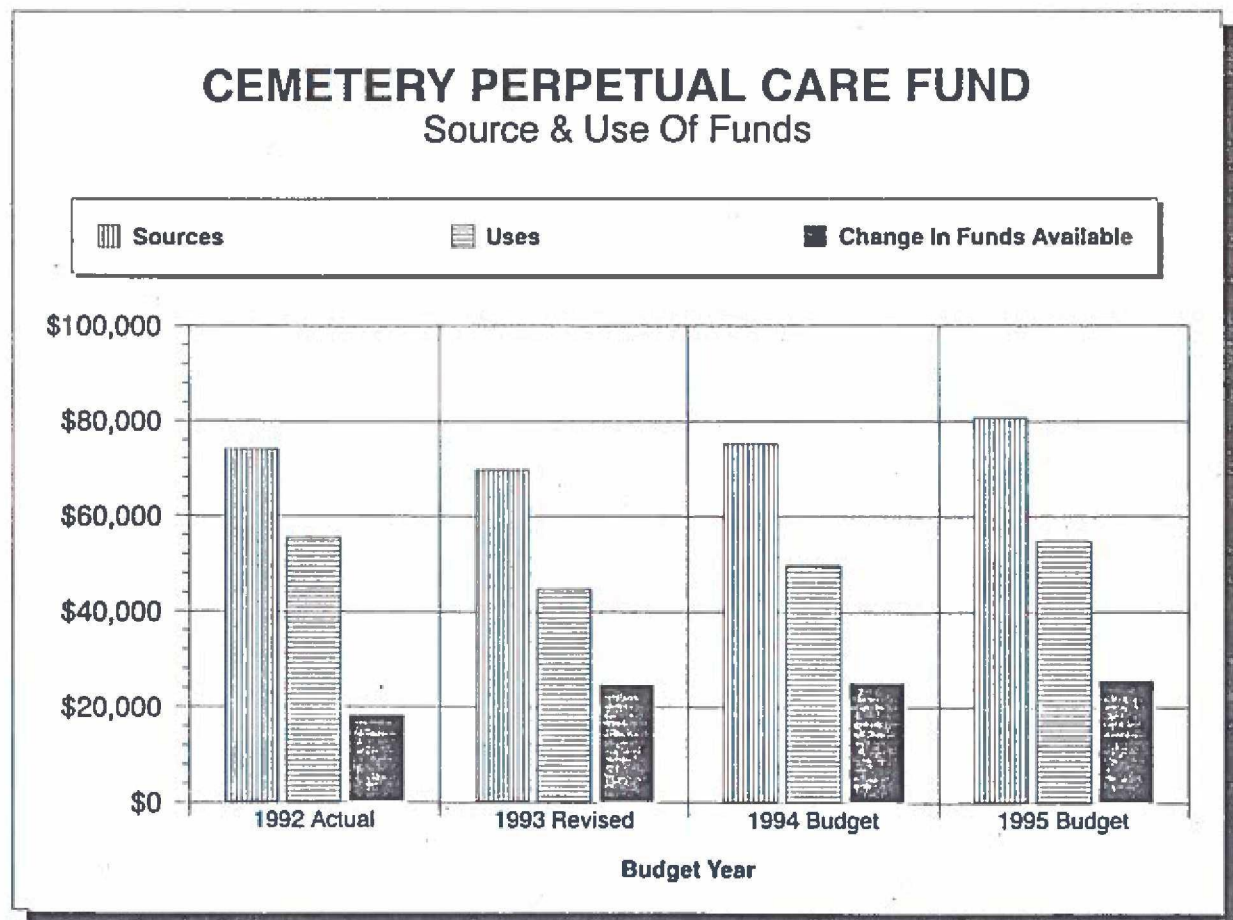
CEMETERY PERPETUAL CARE FUND #604

GENERAL DESCRIPTION:

The Cemetery Perpetual Care Fund has been established to accumulate resources to fund the perpetual care and maintenance of the Orchard Mesa and Municipal Cemeteries.

Perpetual care fees associated with the sale of cemetery lots are accumulated in this fund, the interest income thereon is used to help fund the annual maintenance costs of the cemeteries and is reflected as a transfer-out to the Cemetery Fund (#307).

This non-expendable trust fund provides a financing vehicle for the maintenance of the cemeteries for perpetuity.



CEMETERY PERPETUAL CARE FUND #604

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	23,678	25,000	25,000	25,500	26,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	50,593	50,000	45,000	50,000	55,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$74,271	\$75,000	\$70,000	\$75,500	\$81,000
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$74,271	\$75,000	\$70,000	\$75,500	\$81,000
% Change		1.0%	(6.7%)	7.9%	7.3%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$0	\$0
* OPERATING VARIANCE	\$74,271	\$75,000	\$70,000	\$75,500	\$81,000
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(55,707)	(50,000)	(45,000)	(50,000)	(55,000)
NET TRANSFERS	(\$55,707)	(\$50,000)	(\$45,000)	(\$50,000)	(\$55,000)
TOTAL SOURCES	\$74,271	\$75,000	\$70,000	\$75,500	\$81,000
TOTAL USES	(55,707)	(50,000)	(45,000)	(50,000)	(55,000)
NET SOURCE (USE) OF FUNDS	\$18,564	\$25,000	\$25,000	\$25,500	\$26,000
ENDING SOURCES AVAILABLE	\$777,785	\$821,194	\$802,785	\$828,285	\$854,285

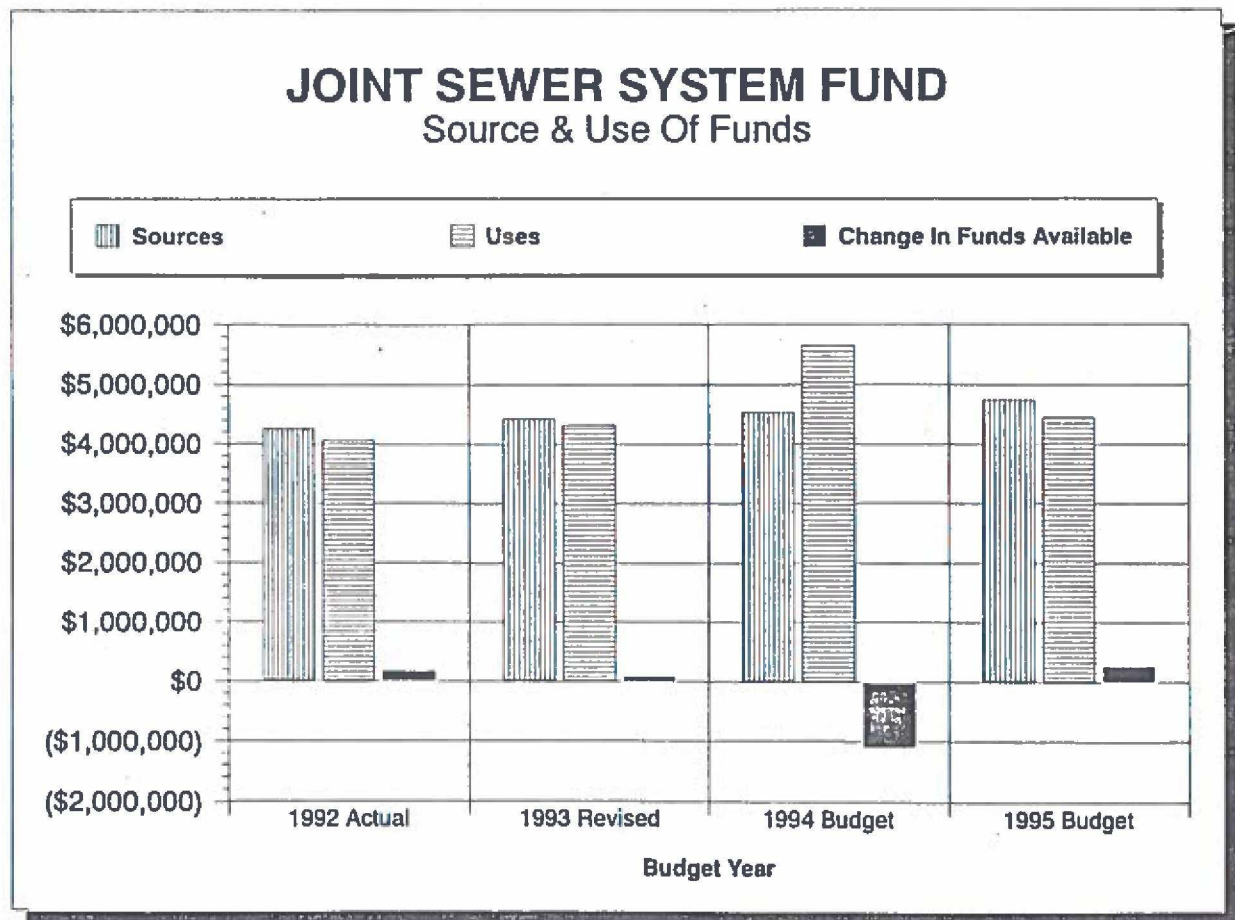
JOINT SEWER SYSTEM FUND #902

GENERAL DESCRIPTION:

The purpose of this fund is to account for the revenues and expenses associated with the operation of the City/County Joint Sewer System.

In 1980, the City of Grand Junction and Mesa County agreed to participate in a joint venture arrangement called the City of Grand Junction / Mesa County Joint Sewer System, in order to provide wastewater collection and treatment facilities for the metropolitan area of the Grand Valley. Although the City has contracted to operate and maintain the Joint Sewer System, the annual operating and capital budget is subject to approval by both the Grand Junction City Council and the Mesa County Board of Commissioners.

The scope of services include operation of the Persigo Wastewater Treatment Plant which services the entire 201-Sewer Area, the Quality Control Laboratory, and the maintenance, replacement, and construction of sewer-line and collector systems.



JOINT SEWER SYSTEM FUND #902

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	3,815,516	3,731,725	3,940,230	4,112,918	4,292,018
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	373,745	369,000	369,000	351,000	374,000
Interfund Charges	2,927	1,200	8,296	85,237	88,540
Other Revenue	87,877	30,375	129,210	3,000	2,500
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* Total Operating Revenue	\$4,280,065	\$4,132,300	\$4,446,736	\$4,552,155	\$4,757,058
Debt Proceeds	0	0	0	0	0
	-----	-----	-----	-----	-----
TOTAL REVENUE	\$4,280,065	\$4,132,300	\$4,446,736	\$4,552,155	\$4,757,058
	=====	=====	=====	=====	=====
% Change		(3.5%)	7.6%	2.4%	4.5%
EXPENDITURES BY CATEGORY:					
<u>Personnel Expense</u>					
-Salaries & Wages	\$1,015,578	\$1,170,462	\$1,152,920	\$1,210,200	\$1,254,709
-Employer Contributions	94,059	117,676	110,633	114,837	119,853
-Employee Benefits	154,208	135,964	145,422	151,796	169,394
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Subtotal: Personnel	\$1,263,845	\$1,424,102	\$1,408,975	\$1,476,833	\$1,543,956
<u>Non-Personnel Operating</u>					
-Supplies & Services	\$858,975	\$806,250	\$839,157	\$781,695	\$805,842
-Contractual Fees	85,216	84,594	67,526	146,697	89,148
-Interfund Charges	511,332	498,306	531,853	467,843	477,631
-Debt Service	942,531	942,531	861,728	822,595	798,145
-Special Activities	2,190	7,000	3,500	10,000	10,000
-Operating Equipment	35,977	18,775	21,523	37,715	33,085
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Subtotal: Non-Personnel	\$2,436,221	\$2,357,456	\$2,325,287	\$2,266,545	\$2,213,851
	-----	-----	-----	-----	-----
* Total Operating Expenditures	\$3,700,066	\$3,781,558	\$3,734,262	\$3,743,378	\$3,757,807
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* OPERATING VARIANCE	\$579,999	\$350,742	\$712,474	\$808,777	\$999,251
	-----	-----	-----	-----	-----
<u>Capital Expenditures</u>					
-Capital Equipment Purchases	\$0	\$0	\$10,899	\$87,500	\$30,000
-Capital Improvement Projects	379,586	744,460	585,732	1,809,830	660,000
	-----	-----	-----	-----	-----
Total Capital Expenditures	\$379,586	\$744,460	\$596,631	\$1,897,330	\$690,000
<u>Other Uses</u>					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
	-----	-----	-----	-----	-----
TOTAL EXPENDITURES	\$4,079,652	\$4,526,018	\$4,330,893	\$5,640,708	\$4,447,807
	=====	=====	=====	=====	=====
% Change		10.9%	(4.3%)	30.2%	(21.1%)
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(9,034)	(14,113)	(14,113)	(23,649)	(23,649)
	-----	-----	-----	-----	-----
NET TRANSFERS	(\$9,034)	(\$14,113)	(\$14,113)	(\$23,649)	(\$23,649)
	-----	-----	-----	-----	-----
TOTAL SOURCES	\$4,280,065	\$4,132,300	\$4,446,736	\$4,552,155	\$4,757,058
TOTAL USES	(4,088,686)	(4,540,131)	(4,345,006)	(5,664,357)	(4,471,456)
	-----	-----	-----	-----	-----
NET SOURCE (USE) OF FUNDS	\$191,379	(\$407,831)	\$101,730	(\$1,112,202)	\$285,602
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ENDING SOURCES AVAILABLE	\$6,112,654	\$5,072,394	\$6,214,384	\$5,102,182	\$5,387,784

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SPECIAL DISTRICT FUNDS

TWO YEAR BUDGET SUMMARY

FUND # DESCRIPTION	1994 PROJ. BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	TOTAL EXPENSE	NET TRANSFERS IN (OUT)	NET SOURCE (USE)	1995 PROJ. ENDING SOURCES AVAILABLE
103 D.D.A. Operations	\$19,715	\$445,790	\$502,505	\$37,000	(\$19,715)	\$0
109 D.D.A. Tax Increment	67,799	419,200	9,500	(335,165)	74,535	\$142,334
203 DDA (TIF) Capital Improvements	0	0	60,000	60,000	0	\$0
711 D.D.A. Debt Service Fund	<u>150,973</u>	<u>0</u>	<u>308,165</u>	<u>308,165</u>	<u>0</u>	<u>\$150,973</u>
Subtotal: DDA	\$238,487	\$864,990	\$880,170	\$70,000	\$54,820	\$293,307
608 G.J.W.W.S. District	74,694	341,000	285,060	0	55,940	\$130,634
609 Ridges Metro District Fund	259,630	499,000	455,906	0	43,094	\$302,724
TOTAL: SPECIAL DISTRICTS	<u>\$572,811</u>	<u>\$1,704,990</u>	<u>\$1,621,136</u>	<u>\$70,000</u>	<u>\$153,854</u>	<u>\$726,665</u>

TOTAL: SPECIAL DISTRICT FUNDS

GENERAL DESCRIPTION:

This section contains the individual funds used to account for the revenue and expense necessary to provide services to a specific segment of the community.

In general; taxes are assessed and/or user fees charged directly to those who receive the benefit or service.

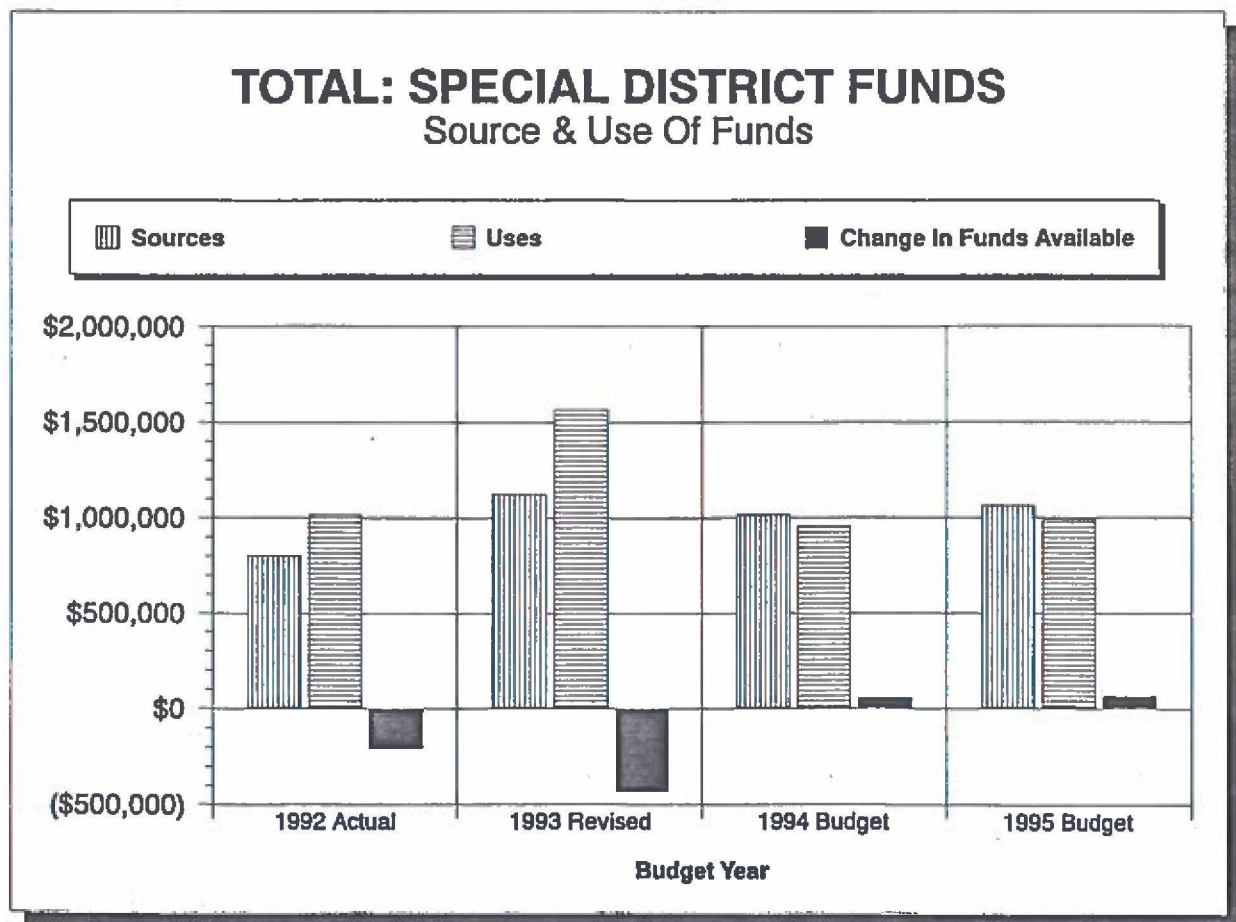
The accounting funds included in this section are identified below.

DOWNTOWN DEVELOPMENT AUTHORITY FUNDS:

- D.D.A. Operating Fund
- D.D.A. Tax Increment Fund
- D.D.A. (TIF) Capital Projects Fund
- D.D.A. (TIF) Debt Service Fund

G.J.W.W.S. DISTRICT FUND

RIDGES METROPOLITAN DISTRICT FUND



TOTAL: SPECIAL DISTRICT FUNDS

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$319,085	\$478,934	\$566,850	\$576,850	\$591,650
Licenses & Permits	333	200	500	400	400
Intergovernmental	106,095	45,000	28,900	40,000	40,000
Charges For Services	69,729	10,000	91,686	87,000	87,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	57,044	56,000	67,000	41,000	43,200
Interfund Charges	0	0	0	0	0
Other Revenue	30,702	88,850	202,322	90,300	107,190
* Total Operating Revenue	\$582,988	\$678,984	\$957,258	\$835,550	\$869,440
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$582,988	\$678,984	\$957,258	\$835,550	\$869,440
% Change		16.5%	41.0%	(12.7%)	4.1%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$69,478	\$74,444	\$75,685	\$79,966	\$84,217
-Employer Contributions	6,102	6,798	6,431	6,815	7,224
-Employee Benefits	8,992	10,452	10,452	9,219	10,059
Subtotal: Personnel	\$84,572	\$91,694	\$92,568	\$96,000	\$101,500
Non-Personnel Operating					
-Supplies & Services	\$39,111	\$36,388	\$42,353	\$43,147	\$43,605
-Contractual Fees	15,767	6,404	7,672	8,852	9,066
-Interfund Charges	0	0	0	0	0
-Debt Service	167,058	406,686	543,786	518,148	515,823
-Special Activities	101,835	32,528	155,378	115,120	107,875
-Operating Equipment	0	1,040	1,020	1,000	1,000
Subtotal: Non-Personnel	\$323,771	\$483,046	\$750,209	\$686,267	\$677,369
* Total Operating Expenditures	\$408,343	\$574,740	\$842,777	\$782,267	\$778,869
* OPERATING VARIANCE	\$174,645	\$104,244	\$114,481	\$53,283	\$90,571
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	129,932	483,606	556,634	10,000	50,000
Total Capital Expenditures	\$129,932	\$483,606	\$556,634	\$10,000	\$50,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$538,275	\$1,058,346	\$1,399,411	\$792,267	\$828,869
% Change		96.6%	32.2%	(43.4%)	4.6%
TRANSFERS-IN FROM OTHER FUNDS	226,809	174,995	173,995	188,745	216,420
TRANSFERS-OUT TO OTHER FUNDS	(484,932)	(174,995)	(173,995)	(168,745)	(166,420)
NET TRANSFERS	(\$258,123)	\$0	\$0	\$20,000	\$50,000
TOTAL SOURCES	\$809,797	\$853,979	\$1,131,253	\$1,024,295	\$1,085,860
TOTAL USES	(1,023,207)	(1,233,341)	(1,573,406)	(961,012)	(995,289)
NET SOURCE (USE) OF FUNDS	(\$213,410)	(\$379,362)	(\$442,153)	\$63,283	\$90,571
ENDING SOURCES AVAILABLE	976,695	477,433	572,811	636,094	726,665

TOTAL: DOWNTOWN DEVELOPMENT AUTHORITY

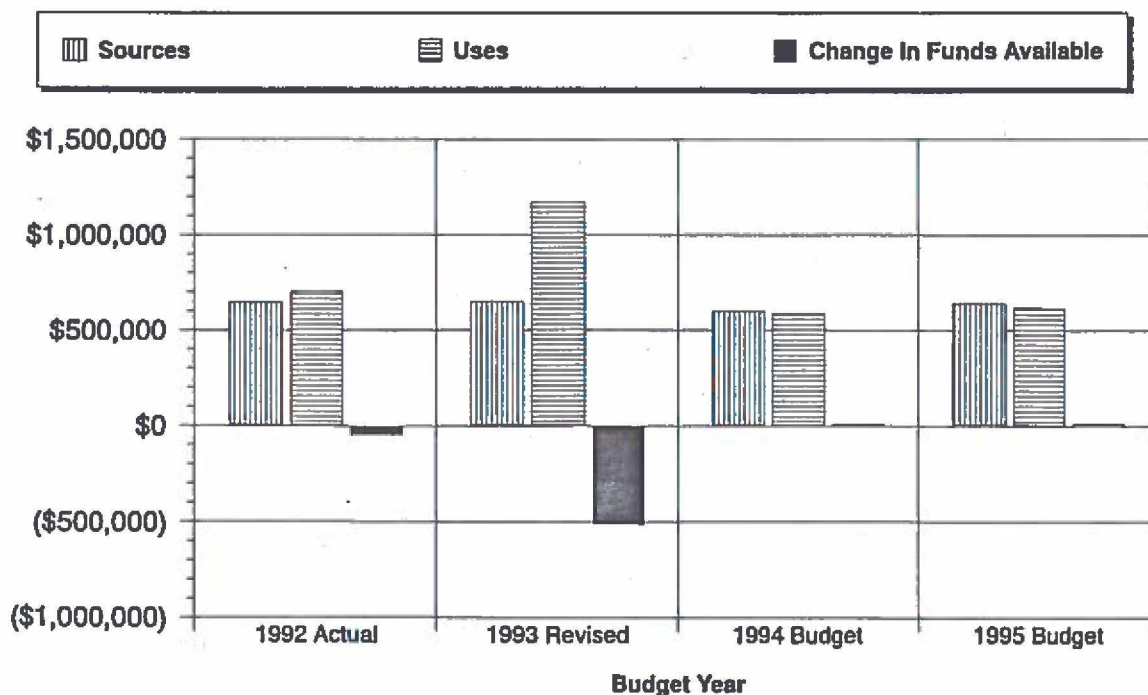
GENERAL DESCRIPTION:

The Downtown Development Authority (DDA) was established in 1977 by the City of Grand Junction after receiving approval through a special election of the Downtown property owners and businesses. The primary responsibility of the DDA is to support and facilitate economic development and to enhance the vitality of the downtown area. The DDA was the first such organization established in Colorado.

The DDA is governed by a nine member Board Of Directors. With the exception of one seat held by the designated City Council representative, the directors must be (or represent) property owners within the district.

Approval of the DDA initiated an additional mill levy (which under state law cannot exceed 5.0 mills) which downtown property owners are levied to pay for the operations of the DDA. The use of tax increment financing (TIF) provides the funding for capital projects and are pledged as revenues to support the TIF capital improvement bond issue(s). The TIF District is subject to a twenty five (25) year limitation.

TOTAL: DOWNTOWN DEVELOPMENT AUTHORITY Source & Use Of Funds



TOTAL: DOWNTOWN DEVELOPMENT AUTHORITY

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$230,803	\$293,434	\$252,850	\$262,850	\$270,650
Licenses & Permits	333	200	500	400	400
Intergovernmental	106,095	45,000	28,900	40,000	40,000
Charges For Services	13,000	10,000	11,686	11,000	11,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	54,881	46,000	37,000	14,000	17,200
Interfund Charges	0	0	0	0	0
Other Revenue	22,609	8,850	151,322	90,300	107,190
* Total Operating Revenue	\$427,721	\$403,484	\$482,258	\$418,550	\$446,440
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$427,721	\$403,484	\$482,258	\$418,550	\$446,440
% Change		(5.7%)	19.5%	(13.2%)	6.7%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$69,478	\$74,444	\$75,685	\$79,966	\$84,217
-Employer Contributions	6,102	6,798	6,431	6,815	7,224
-Employee Benefits	8,992	10,452	10,452	9,219	10,059
Subtotal: Personnel	\$84,572	\$91,694	\$92,568	\$96,000	\$101,500
Non-Personnel Operating					
-Supplies & Services	\$30,050	\$30,688	\$33,623	\$35,617	\$35,975
-Contractual Fees	9,702	6,404	2,227	8,852	9,066
-Interfund Charges	0	0	0	0	0
-Debt Service	167,058	161,995	161,995	156,745	151,420
-Special Activities	101,835	32,528	155,378	115,120	107,875
-Operating Equipment	0	1,040	1,020	1,000	1,000
Subtotal: Non-Personnel	\$308,645	\$232,655	\$354,243	\$317,334	\$305,336
* Total Operating Expenditures	\$393,217	\$324,349	\$446,811	\$413,334	\$406,836
* OPERATING VARIANCE	\$34,504	\$79,135	\$35,447	\$5,216	\$39,604
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	129,932	483,606	556,634	10,000	50,000
Total Capital Expenditures	\$129,932	\$483,606	\$556,634	\$10,000	\$50,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$523,149	\$807,955	\$1,003,445	\$423,334	\$456,836
% Change		54.4%	24.2%	(57.8%)	7.9%
TRANSFERS-IN FROM OTHER FUNDS	226,809	174,995	173,995	188,745	216,420
TRANSFERS-OUT TO OTHER FUNDS	(186,809)	(174,995)	(173,995)	(168,745)	(166,420)
NET TRANSFERS	\$40,000	\$0	\$0	\$20,000	\$50,000
TOTAL SOURCES	\$654,530	\$578,479	\$656,253	\$607,295	\$662,860
TOTAL USES	(709,958)	(982,950)	(1,177,440)	(592,079)	(623,256)
NET SOURCE (USE) OF FUNDS	(\$55,428)	(\$404,471)	(\$521,187)	\$15,216	\$39,604
ENDING SOURCES AVAILABLE	\$759,674	\$310,510	\$238,487	\$253,703	\$293,307

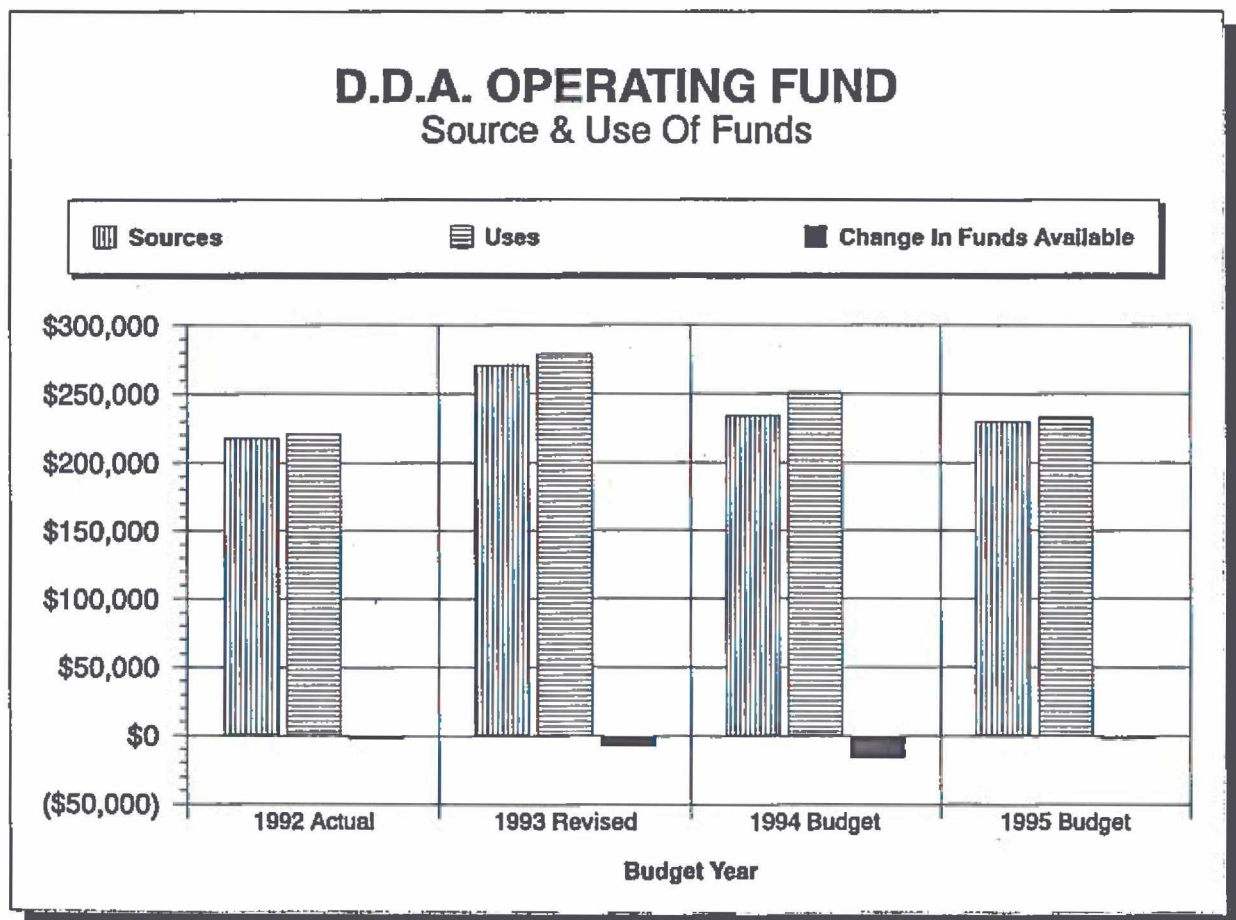
D.D.A. OPERATING FUND #103

GENERAL DESCRIPTION:

This special revenue fund is used to account for the revenues and expenditures associated with the operations of the Downtown Development Authority (D.D.A.).

The Downtown Development Authority was established through a special election in 1977 to promote the development and redevelopment of the downtown area.

Primary sources of revenue include property taxes from the 5.0 mill levy assessed against properties within the D.D.A.'s boundary, enterprise zone donations, federal and state grants.



D.D.A. OPERATING FUND #103

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$53,512	\$80,234	\$64,250	\$69,250	\$72,050
Licenses & Permits	333	200	500	400	400
Intergovernmental	106,095	45,000	28,900	40,000	40,000
Charges For Services	13,000	10,000	11,686	11,000	11,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	3,216	3,000	3,000	2,000	2,200
Interfund Charges	0	0	0	0	0
Other Revenue	22,609	8,850	151,322	90,300	107,190
* Total Operating Revenue	\$198,765	\$147,284	\$259,658	\$212,950	\$232,840
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$198,765	\$147,284	\$259,658	\$212,950	\$232,840
% Change		(25.9%)	76.3%	(18.0%)	9.3%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$69,478	\$74,444	\$75,685	\$79,966	\$84,217
-Employer Contributions	6,102	6,798	6,431	6,815	7,224
-Employee Benefits	8,992	10,452	10,452	9,219	10,059
Subtotal: Personnel	\$84,572	\$91,694	\$92,568	\$96,000	\$101,500
Non-Personnel Operating					
-Supplies & Services	\$25,598	\$26,188	\$28,823	\$30,867	\$31,225
-Contractual Fees	9,702	6,404	2,227	8,852	9,066
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	101,835	32,528	155,378	115,120	107,875
-Operating Equipment	0	1,040	1,020	1,000	1,000
Subtotal: Non-Personnel	\$137,135	\$66,160	\$187,448	\$155,839	\$149,166
* Total Operating Expenditures	\$221,707	\$157,854	\$280,016	\$251,839	\$250,666
* OPERATING VARIANCE	(\$22,942)	(\$10,570)	(\$20,358)	(\$38,889)	(\$17,826)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$221,707	\$157,854	\$280,016	\$251,839	\$250,666
% Change		(28.8%)	77.4%	(10.1%)	(0.5%)
TRANSFERS-IN FROM OTHER FUNDS	19,751	13,000	12,000	22,000	15,000
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$19,751	\$13,000	\$12,000	\$22,000	\$15,000
TOTAL SOURCES	\$218,516	\$160,284	\$271,658	\$234,950	\$247,840
TOTAL USES	(221,707)	(157,854)	(280,016)	(251,839)	(250,666)
NET SOURCE (USE) OF FUNDS	(\$3,191)	\$2,430	(\$8,358)	(\$16,889)	(\$2,826)
ENDING SOURCES AVAILABLE	\$28,073	\$31,484	\$19,715	\$2,826	\$0

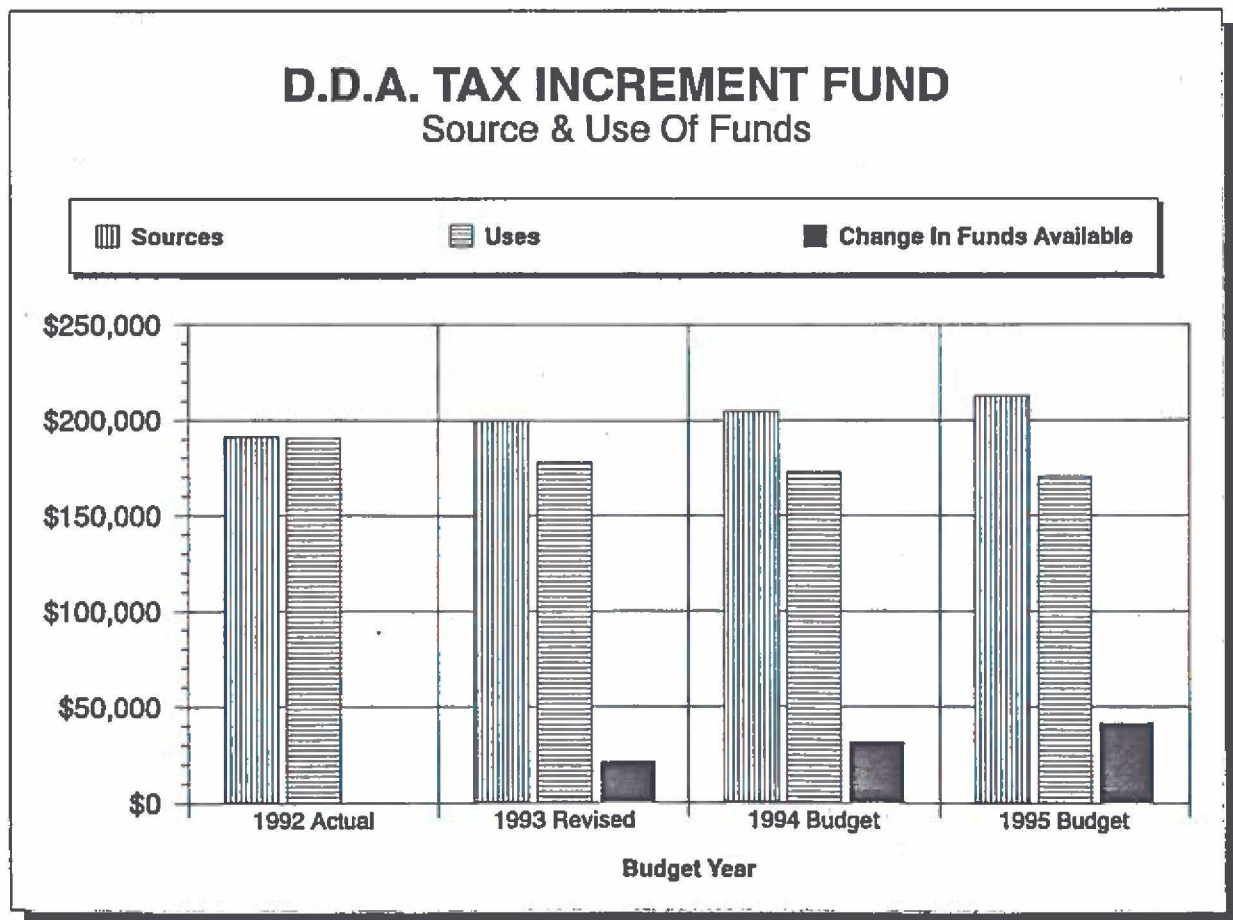
D.D.A. TAX INCREMENT FUND #109

GENERAL DESCRIPTION:

The purpose of this fund is to account for property tax revenue generated from the Downtown Tax Increment Financing District.

This property tax is assessed on the incremental increase in total assessed value of properties within the T.I.F. District resulting from redevelopment efforts. These revenues have been pledged to reduce debt incurred for downtown improvements.

Funds sufficient to pay the annual debt service on the outstanding Tax Increment Financing Bonds are transferred to the D.D.A. Debt Service Fund.



D.D.A. TAX INCREMENT FUND #109

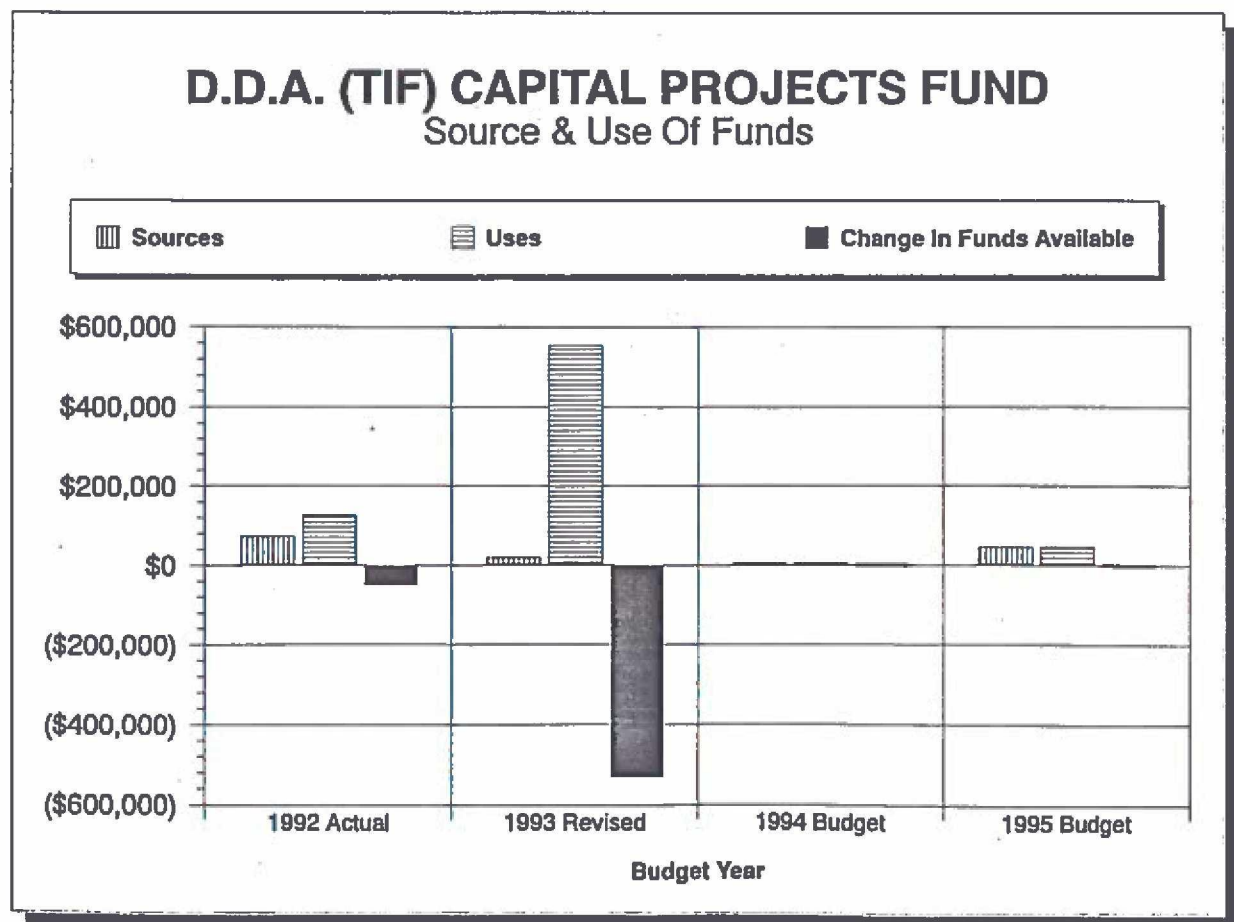
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$177,291	\$213,200	\$188,600	\$193,600	\$198,600
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	14,590	13,000	12,000	12,000	15,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$191,881	\$226,200	\$200,600	\$205,600	\$213,600
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$191,881	\$226,200	\$200,600	\$205,600	\$213,600
% Change		17.9%	(11.3%)	2.5%	3.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$4,452	\$4,500	\$4,800	\$4,750	\$4,750
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$4,452	\$4,500	\$4,800	\$4,750	\$4,750
* Total Operating Expenditures	\$4,452	\$4,500	\$4,800	\$4,750	\$4,750
* OPERATING VARIANCE	\$187,429	\$221,700	\$195,800	\$200,850	\$208,850
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$4,452	\$4,500	\$4,800	\$4,750	\$4,750
% Change		1.1%	6.7%	(1.0%)	0.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(186,809)	(174,995)	(173,995)	(168,745)	(166,420)
NET TRANSFERS	(\$186,809)	(\$174,995)	(\$173,995)	(\$168,745)	(\$166,420)
TOTAL SOURCES	\$191,881	\$226,200	\$200,600	\$205,600	\$213,600
TOTAL USES	(191,261)	(179,495)	(178,795)	(173,495)	(171,170)
NET SOURCE (USE) OF FUNDS	\$620	\$46,705	\$21,805	\$32,105	\$42,430
ENDING SOURCES AVAILABLE	\$45,994	\$124,653	\$67,799	\$99,904	\$142,334

D.D.A. (TIF) CAPITAL PROJECTS FUND #203

GENERAL DESCRIPTION:

This fund is used to account for the capital improvement projects within the boundaries of the Downtown Development Authority (D.D.A.).

Such projects have been financed with proceeds from the Tax Increment Financing (TIF) Bonds and include; the undergrounding of utilities, property acquisition, corridor and parking improvements, and lighting and power upgrades.



D.D.A. (TIF) CAPITAL PROJECTS FUND #203

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	37,075	30,000	22,000	0	0
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$37,075	\$30,000	\$22,000	\$0	\$0
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$37,075	\$30,000	\$22,000	\$0	\$0
% Change		(19.1%)	(26.7%)	(100.0%)	0.0%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$0	\$0
* OPERATING VARIANCE	\$37,075	\$30,000	\$22,000	\$0	\$0
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	129,932	483,606	556,634	10,000	50,000
Total Capital Expenditures	\$129,932	\$483,606	\$556,634	\$10,000	\$50,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$129,932	\$483,606	\$556,634	\$10,000	\$50,000
% Change		272.2%	15.1%	(98.2%)	400.0%
TRANSFERS-IN FROM OTHER FUNDS	40,000	0	0	10,000	50,000
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$40,000	\$0	\$0	\$10,000	\$50,000
TOTAL SOURCES	\$77,075	\$30,000	\$22,000	\$10,000	\$50,000
TOTAL USES	(129,932)	(483,606)	(556,634)	(10,000)	(50,000)
NET SOURCE (USE) OF FUNDS	(\$52,857)	(\$453,606)	(\$534,634)	\$0	\$0
ENDING SOURCES AVAILABLE	\$534,634	\$4,885	\$0	\$0	\$0

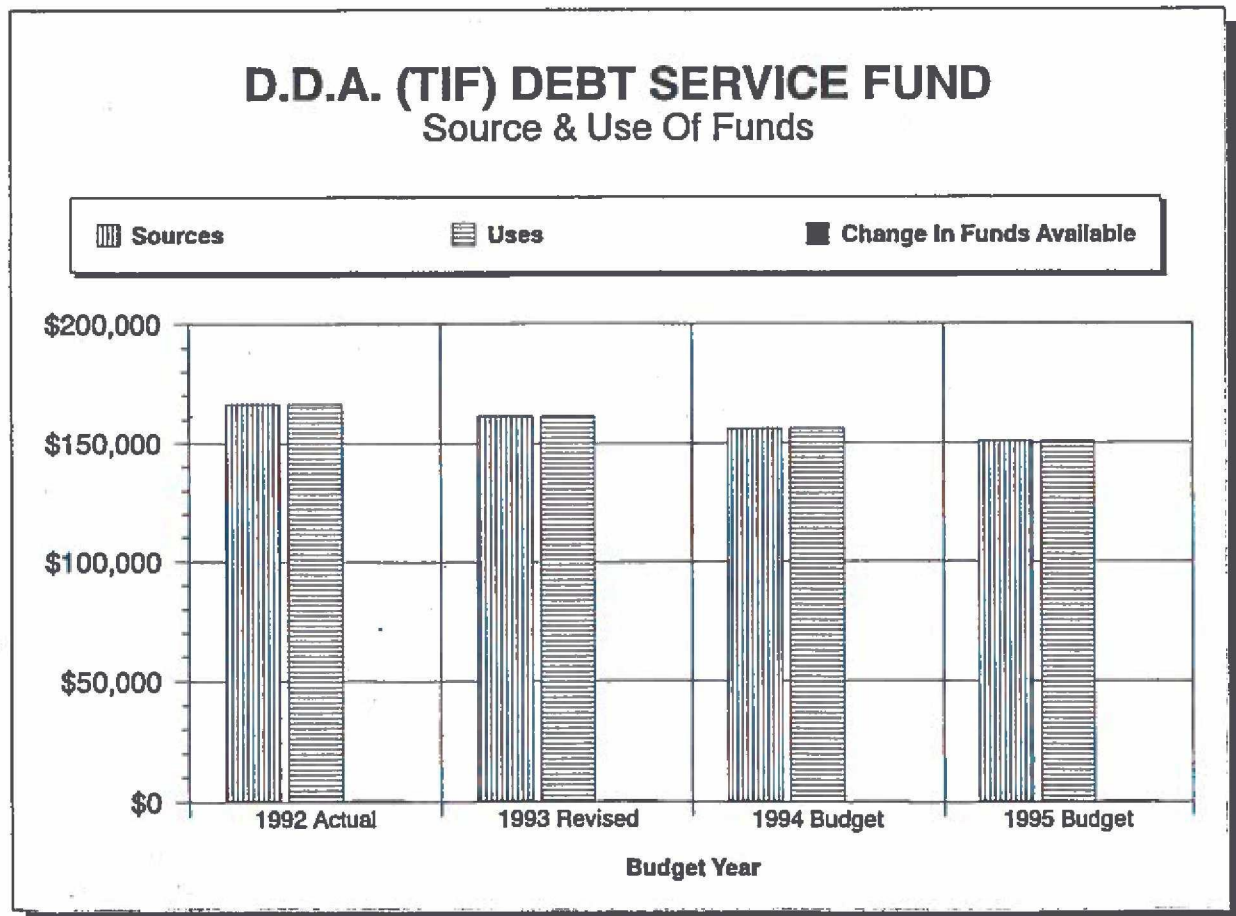
D.D.A. (TIF) DEBT SERVICE FUND #711

GENERAL DESCRIPTION:

The Downtown Development Authority (DDA) Tax Increment Financing (TIF) Debt Service Fund is used to account for those resources which are being accumulated for long-term debt principal and interest payments on bonds maturing in future years.

Resources used for the annual debt service on these capital improvement bonds are received as a transfer-in from the DDA-TIF special revenue fund which are derived from property taxes generated within the Tax Increment Financing District.

In 1990 the City, in accordance with the Plan Of Development, issued a second series of TIF Bonds for \$1.3 million. Capital projects began in 1990 and are scheduled through 1993.



D.D.A. (TIF) DEBT SERVICE FUND #711

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$0	\$0	\$0	\$0	\$0
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	167,058	161,995	161,995	156,745	151,420
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$167,058	\$161,995	\$161,995	\$156,745	\$151,420
* Total Operating Expenditures	\$167,058	\$161,995	\$161,995	\$156,745	\$151,420
* OPERATING VARIANCE	(\$167,058)	(\$161,995)	(\$161,995)	(\$156,745)	(\$151,420)
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$167,058	\$161,995	\$161,995	\$156,745	\$151,420
% Change		(3.0%)	0.0%	(3.2%)	(3.4%)
TRANSFERS-IN FROM OTHER FUNDS	167,058	161,995	161,995	156,745	151,420
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$167,058	\$161,995	\$161,995	\$156,745	\$151,420
TOTAL SOURCES	\$167,058	\$161,995	\$161,995	\$156,745	\$151,420
TOTAL USES	(167,058)	(161,995)	(161,995)	(156,745)	(151,420)
NET SOURCE (USE) OF FUNDS	\$0	\$0	\$0	\$0	\$0
ENDING SOURCES AVAILABLE	\$150,973	\$149,488	\$150,973	\$150,973	\$150,973

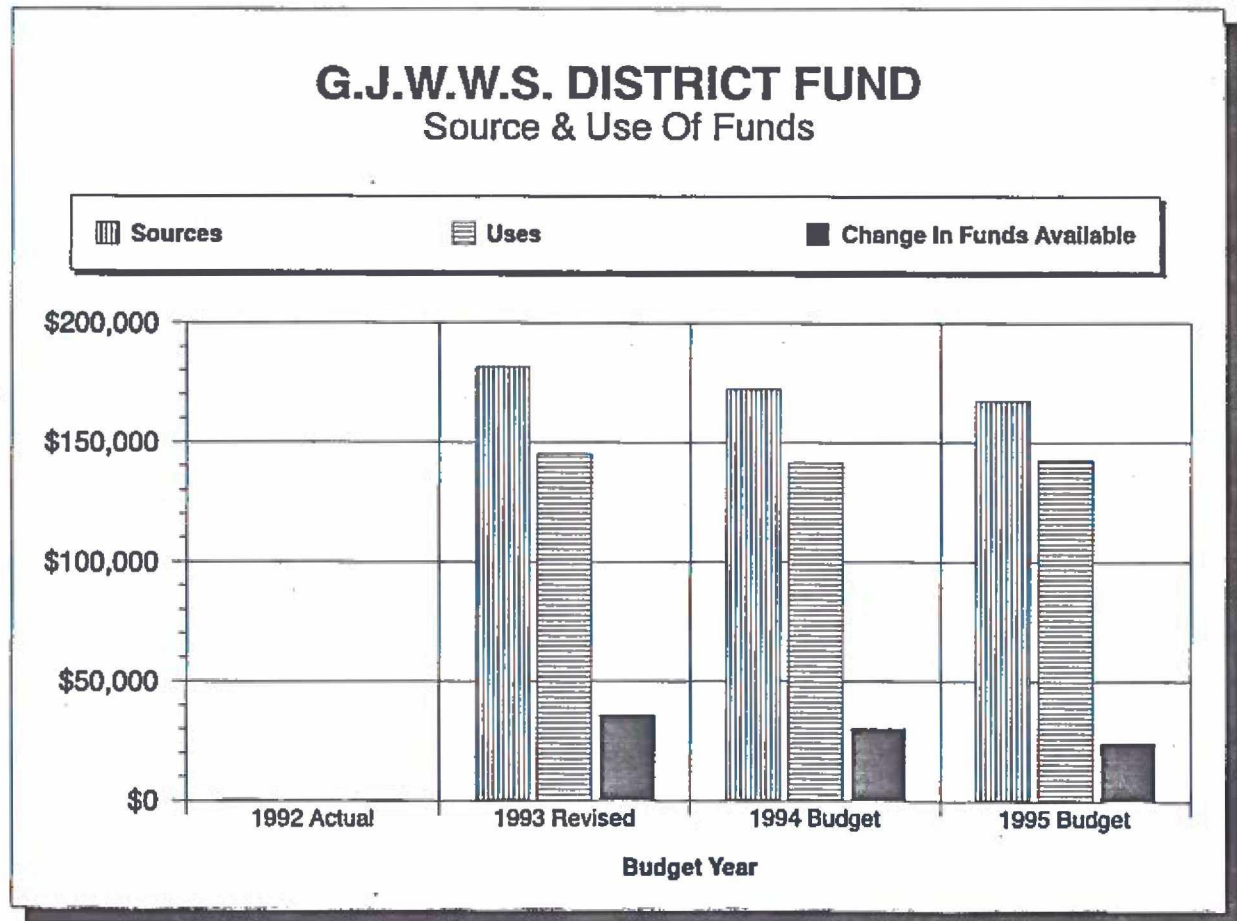
G.J.W.W.S. DISTRICT FUND #608

GENERAL DESCRIPTION:

This fund is used to account for the property tax and standby fees assessed property owners in the Grand Junction West, Water and Sanitation District. These revenues are used to accumulate resources to pay debt principal and interest payments on the special district's bonds maturing through the year 2007.

As part of the 1993 annexation agreement, the G.J.W.W.S. District was effectively abolished except for the payment of its outstanding debts. The City pledged its sales tax as additional credit in lieu of many individual guarantors.

The annexation agreement does not subject the City of Grand Junction, or its taxpayers, to any additional costs necessary to pay the special district's current debt. Upon retirement of its current obligations, the G.J.W.W.S District will be totally dissolved.



G.J.W.W.S. DISTRICT FUND #608

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$124,000	\$121,000	\$118,000
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	40,000	36,000	36,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	18,000	16,000	14,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$0	\$0	\$182,000	\$173,000	\$168,000
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$0	\$0	\$182,000	\$173,000	\$168,000
% Change		0.0%	0.0%	(4.9%)	(2.9%)
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$3,030	\$3,030	\$3,030
-Contractual Fees	0	0	5,445	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	137,100	139,000	140,000
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$145,575	\$142,030	\$143,030
* Total Operating Expenditures	\$0	\$0	\$145,575	\$142,030	\$143,030
* OPERATING VARIANCE	\$0	\$0	\$36,425	\$30,970	\$24,970
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$145,575	\$142,030	\$143,030
% Change		0.0%	0.0%	(2.4%)	0.7%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$0	\$0	\$182,000	\$173,000	\$168,000
TOTAL USES	0	0	(145,575)	(142,030)	(143,030)
NET SOURCE (USE) OF FUNDS	\$0	\$0	\$36,425	\$30,970	\$24,970
ENDING SOURCES AVAILABLE	\$0	\$0	\$74,694	\$105,664	\$130,634

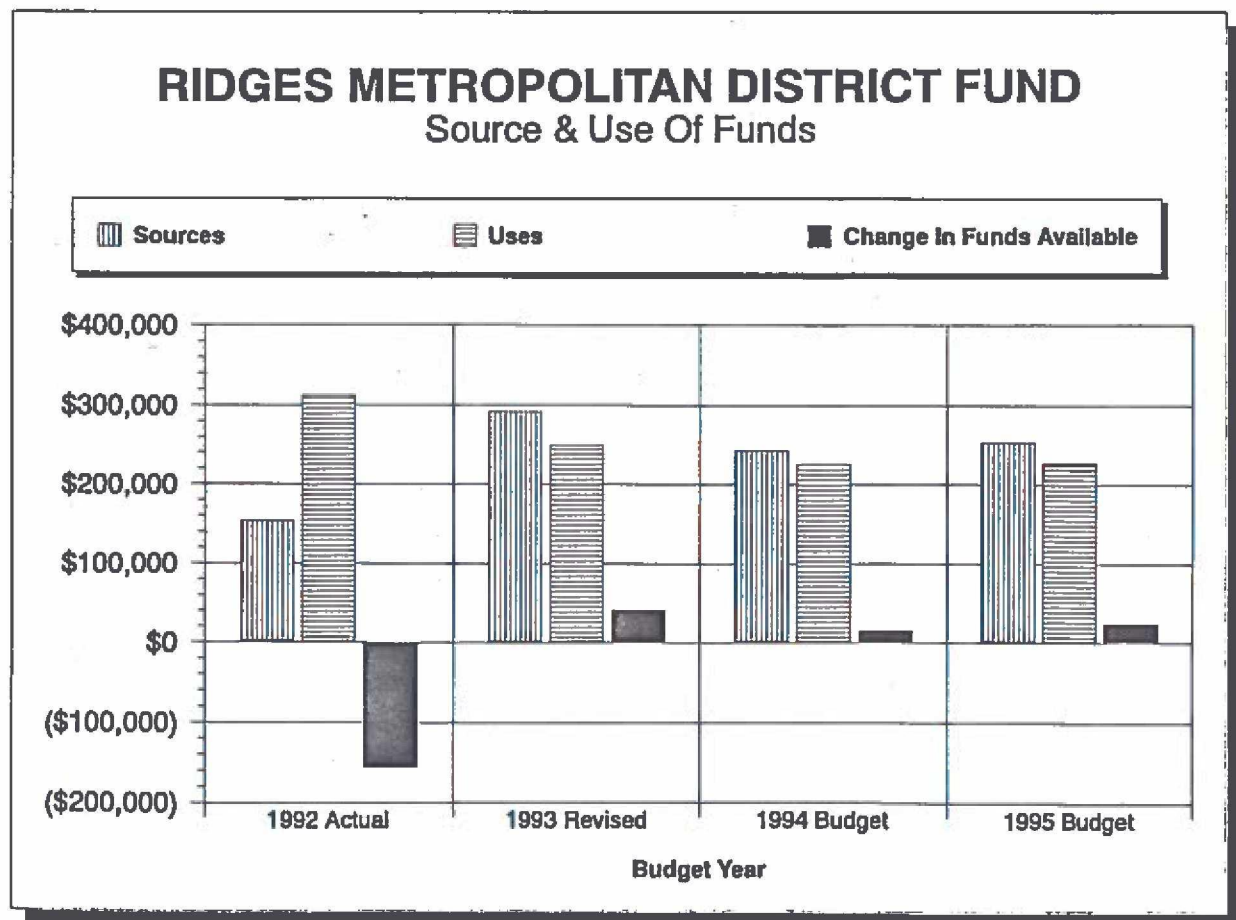
RIDGES METROPOLITAN DISTRICT FUND #609

GENERAL DESCRIPTION:

This fund is used to account for the property tax revenue assessed property owners in the Ridges Metropolitan District. These revenues are used to accumulate resources to pay debt principal and interest payments on the special district's bonds maturing through the year 2013.

As part of a 1992 annexation agreement, the Ridges Metro District was able to refinance its existing debt using the City's sales tax credit enhancement, effectively lowering the districts annual debt service payments and the associated mill levy. In return, the City was able to annex this rather large residential development which was in need of the urban services provided by the City.

The annexation agreement does not subject the City of Grand Junction, or its taxpayers, to any additional costs to pay the special district's current debt. Upon retirement of its current obligations, the Ridges Metropolitan District will be totally dissolved.



RIDGES METROPOLITAN DISTRICT FUND #609

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$88,282	\$185,500	\$190,000	\$193,000	\$203,000
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	56,729	0	40,000	40,000	40,000
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	2,163	10,000	12,000	11,000	12,000
Interfund Charges	0	0	0	0	0
Other Revenue	8,093	80,000	51,000	0	0
* Total Operating Revenue	\$155,267	\$275,500	\$293,000	\$244,000	\$255,000
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$155,267	\$275,500	\$293,000	\$244,000	\$255,000
% Change		77.4%	6.4%	(16.7%)	4.5%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$9,061	\$5,700	\$5,700	\$4,500	\$4,600
-Contractual Fees	6,065	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	244,691	244,691	222,403	224,403
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$15,126	\$250,391	\$250,391	\$226,903	\$229,003
* Total Operating Expenditures	\$15,126	\$250,391	\$250,391	\$226,903	\$229,003
* OPERATING VARIANCE	\$140,141	\$25,109	\$42,609	\$17,097	\$25,997
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$15,126	\$250,391	\$250,391	\$226,903	\$229,003
% Change		1,555.4%	0.0%	(9.4%)	0.9%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(298,123)	0	0	0	0
NET TRANSFERS	(\$298,123)	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$155,267	\$275,500	\$293,000	\$244,000	\$255,000
TOTAL USES	(313,249)	(250,391)	(250,391)	(226,903)	(229,003)
NET SOURCE (USE) OF FUNDS	(\$157,982)	\$25,109	\$42,609	\$17,097	\$25,997
ENDING SOURCES AVAILABLE	\$217,021	\$166,923	\$259,630	\$276,727	\$302,724

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INTERNAL SERVICE OPERATIONS

TWO YEAR BUDGET SUMMARY

FUND #	DESCRIPTION	1994 PROJ. BEGINNING SOURCES	TOTAL REVENUE	TOTAL EXPENSE	NET	NET	1995 PROJ.
		AVAILABLE			TRANSFERS IN (OUT)	SOURCE (USE)	ENDING SOURCES AVAILABLE
101	Enhanced 911, Special Revenue	\$50,371	\$622,800	\$0	(\$402,865)	\$219,935	\$270,306
401	Data Processing Fund	168,714	1,288,657	1,403,426	0	(114,769)	\$53,945
402	Equipment Fund	2,144,081	4,454,965	4,246,031	0	208,934	\$2,353,015
403	Central Purchasing	(30,212)	1,082,155	1,056,725	0	25,430	(\$4,782)
404	Self Insurance Funds	2,401,088	1,856,046	1,335,274	0	520,772	\$2,921,860
405	Communications Center Fund	43,136	1,877,144	2,280,009	402,865	0	\$43,136
TOTAL: INTERNAL SERVICE OPERATIONS		\$4,777,178	\$11,181,767	\$10,321,465	\$0	\$860,302	\$5,637,480

TOTAL: INTERNAL SERVICE FUNDS

GENERAL DESCRIPTION:

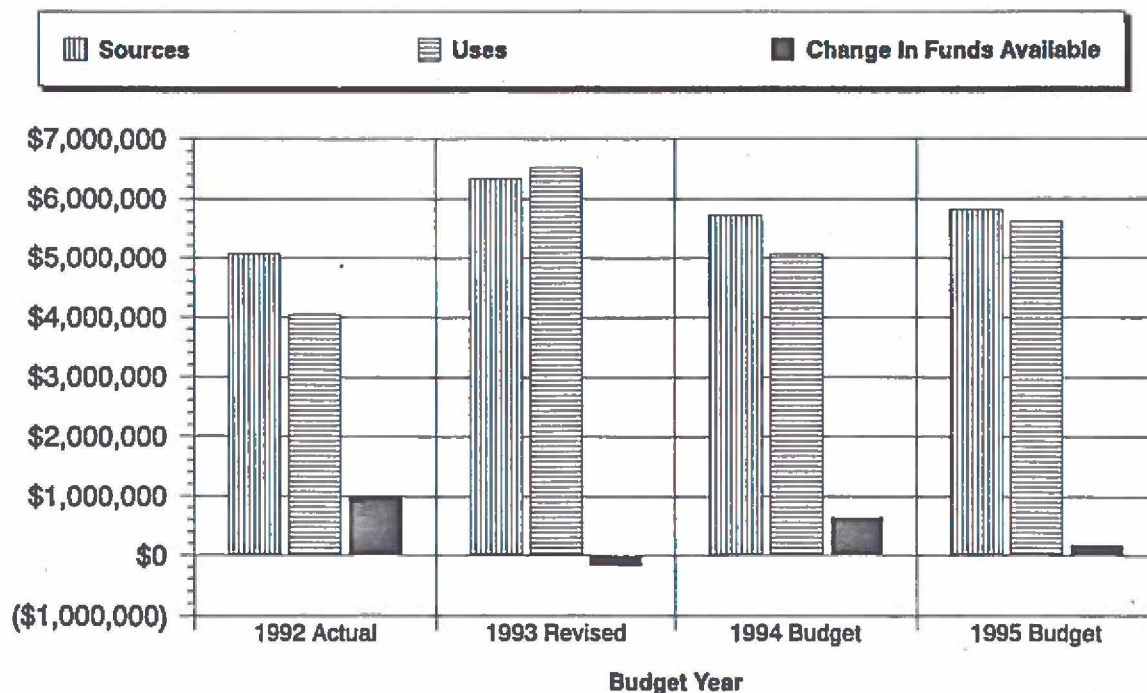
Internal Service Funds are used to account for the financing of goods and services provided by one department to other City departments and agencies, on a cost-reimbursement basis.

Since charges from Internal Service are included in the budget of the operating fund receiving such service, their inclusion constitutes the double counting of expenditures.

The following list identifies the funds included in this section.

Enhanced - 911 Fund
Data Processing Fund
Equipment Fund
Central Purchasing Fund
Self Insurance Fund
Communications Center Fund

TOTAL: INTERNAL SERVICE OPERATIONS Source & Use Of Funds



TOTAL: INTERNAL SERVICE FUNDS

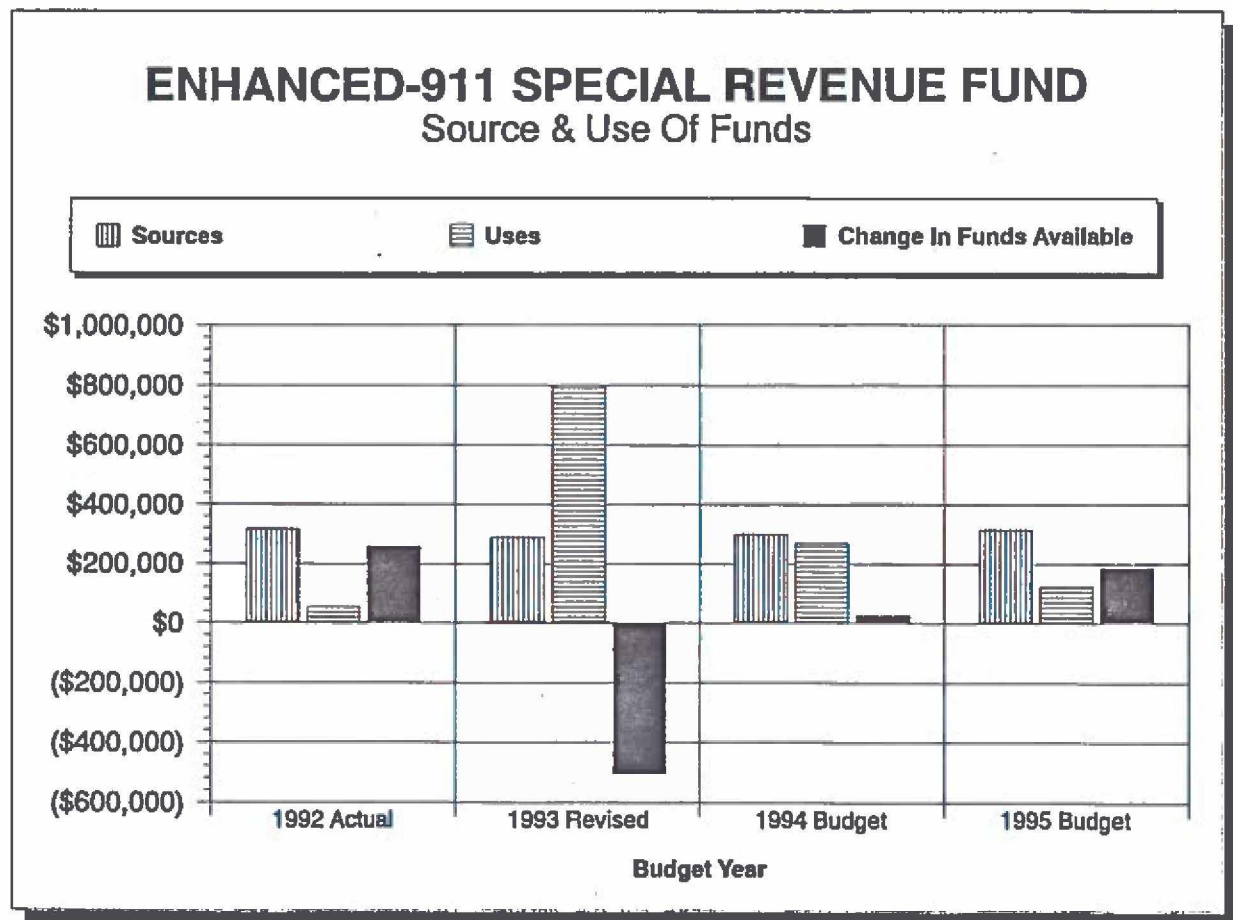
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	2,250	2,250	2,250	2,250
Charges For Services	638,309	775,622	914,203	762,363	791,156
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	290,755	259,500	301,339	324,240	350,392
Interfund Charges	3,834,942	4,046,733	4,098,440	4,351,869	4,536,047
Other Revenue	64,018	30,000	60,640	30,000	31,200
* Total Operating Revenue	\$4,828,024	\$5,114,105	\$5,376,872	\$5,470,722	\$5,711,045
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$4,828,024	\$5,114,105	\$5,376,872	\$5,470,722	\$5,711,045
% Change		5.9%	5.1%	1.7%	4.4%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$1,079,429	\$1,254,106	\$1,278,928	\$1,310,263	\$1,355,894
-Employer Contributions	128,449	155,299	149,456	145,462	148,859
-Employee Benefits	177,307	132,031	135,463	151,337	168,724
Subtotal: Personnel	\$1,385,185	\$1,541,436	\$1,563,847	\$1,607,062	\$1,673,477
Non-Personnel Operating					
-Supplies & Services	\$1,566,548	\$1,864,503	\$1,637,294	\$1,854,654	\$1,982,057
-Contractual Fees	90,213	115,691	122,921	185,742	180,456
-Interfund Charges	29,715	41,756	49,611	43,622	45,766
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	104,330	82,778	89,412	103,183	91,316
Subtotal: Non-Personnel	\$1,790,806	\$2,104,728	\$1,899,238	\$2,187,201	\$2,299,595
* Total Operating Expenditures	\$3,175,991	\$3,646,164	\$3,463,085	\$3,794,263	\$3,973,072
* OPERATING VARIANCE	\$1,652,033	\$1,467,941	\$1,913,787	\$1,676,459	\$1,737,973
Capital Expenditures					
-Capital Equipment Purchases	\$812,886	\$1,410,225	\$1,956,297	\$983,630	\$1,539,000
-Capital Improvement Projects	17,108	112,350	321,445	31,500	0
Total Capital Expenditures	\$829,994	\$1,522,575	\$2,277,742	\$1,015,130	\$1,539,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$4,005,985	\$5,168,739	\$5,740,827	\$4,809,393	\$5,512,072
% Change		29.0%	11.1%	(16.2%)	14.6%
TRANSFERS-IN FROM OTHER FUNDS	264,889	741,338	978,966	273,806	129,059
TRANSFERS-OUT TO OTHER FUNDS	(59,040)	(566,045)	(803,673)	(273,806)	(129,059)
NET TRANSFERS	\$205,849	\$175,293	\$175,293	\$0	\$0
TOTAL SOURCES	\$5,092,913	\$5,855,443	\$6,355,838	\$5,744,528	\$5,840,104
TOTAL USES	(4,065,025)	(5,734,784)	(6,544,500)	(5,083,199)	(5,641,131)
NET SOURCE (USE) OF FUNDS	\$1,027,888	\$120,659	(\$188,662)	\$661,329	\$198,973
ENDING SOURCES AVAILABLE	\$4,965,840	\$4,412,832	\$4,777,178	\$5,438,507	\$5,637,480

ENHANCED - 911 FUND #101

GENERAL DESCRIPTION:

The Enhanced-911 Fund is a special revenue fund that is used by the City of Grand Junction to account for the resources received from municipal telephone charges (a fifty cent per month surcharge on all telephone customers within Mesa County) as enacted through Colorado State Statute #29-11.

The statute restricts the use of these resources to expenditures for the maintenance and of and improvements to the Emergency 911 Communications Center. The allocation of resources for these expenditures are reflected as transfers-out from the Enhanced-911 Fund into the Communications Center Fund.



ENHANCED - 911 FUND #101

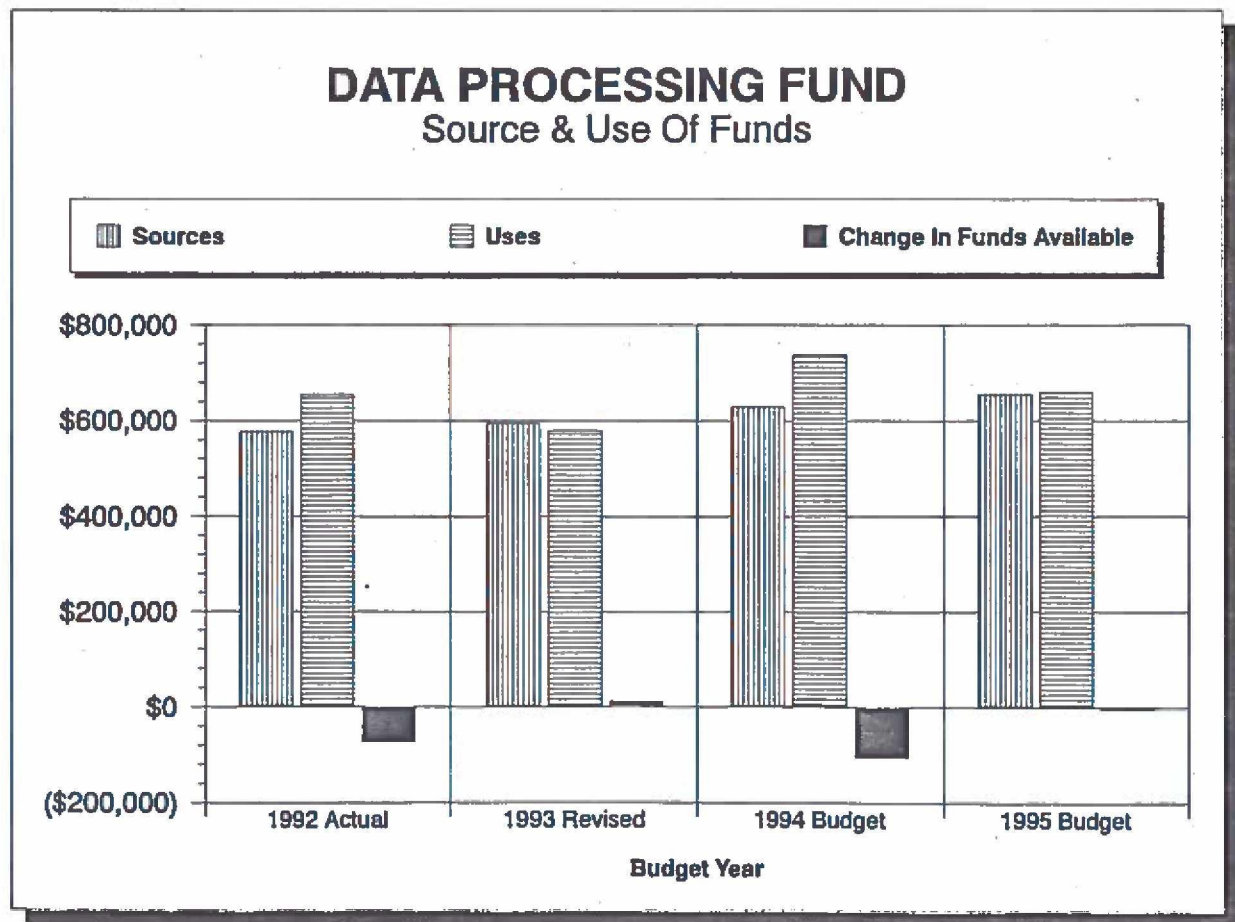
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	295,870	274,560	286,000	297,440	306,360
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	26,489	12,000	8,000	6,000	13,000
Interfund Charges	0	0	0	0	0
Other Revenue	0	0	0	0	0
* Total Operating Revenue	\$322,359	\$286,560	\$294,000	\$303,440	\$319,360
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$322,359	\$286,560	\$294,000	\$303,440	\$319,360
% Change		(11.1%)	2.6%	3.2%	5.2%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$0	\$0	\$0	\$0	\$0
-Employer Contributions	0	0	0	0	0
-Employee Benefits	0	0	0	0	0
Subtotal: Personnel	\$0	\$0	\$0	\$0	\$0
Non-Personnel Operating					
-Supplies & Services	\$0	\$0	\$0	\$0	\$0
-Contractual Fees	0	0	0	0	0
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	0	0	0	0
Subtotal: Non-Personnel	\$0	\$0	\$0	\$0	\$0
* Total Operating Expenditures	\$0	\$0	\$0	\$0	\$0
* OPERATING VARIANCE	\$322,359	\$286,560	\$294,000	\$303,440	\$319,360
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$0	\$0	\$0	\$0	\$0
% Change		0.0%	0.0%	0.0%	0.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	(59,040)	(566,045)	(803,673)	(273,806)	(129,059)
NET TRANSFERS	(59,040)	(566,045)	(803,673)	(273,806)	(129,059)
TOTAL SOURCES	\$322,359	\$286,560	\$294,000	\$303,440	\$319,360
TOTAL USES	(59,040)	(566,045)	(803,673)	(273,806)	(129,059)
NET SOURCE (USE) OF FUNDS	\$263,319	(\$279,485)	(\$509,673)	\$29,634	\$190,301
ENDING SOURCES AVAILABLE	\$560,044	\$229,820	\$50,371	\$80,005	\$270,306

DATA PROCESSING FUND #401

GENERAL DESCRIPTION:

The Data Processing Fund is used to account for the expenses associated with the operations of the data processing center which provides services to all City departments, and the related charges for these services.

This fund is operated on a cost-reimbursement basis receiving its revenue through interfund service charges to other departments/funds.



DATA PROCESSING FUND #401

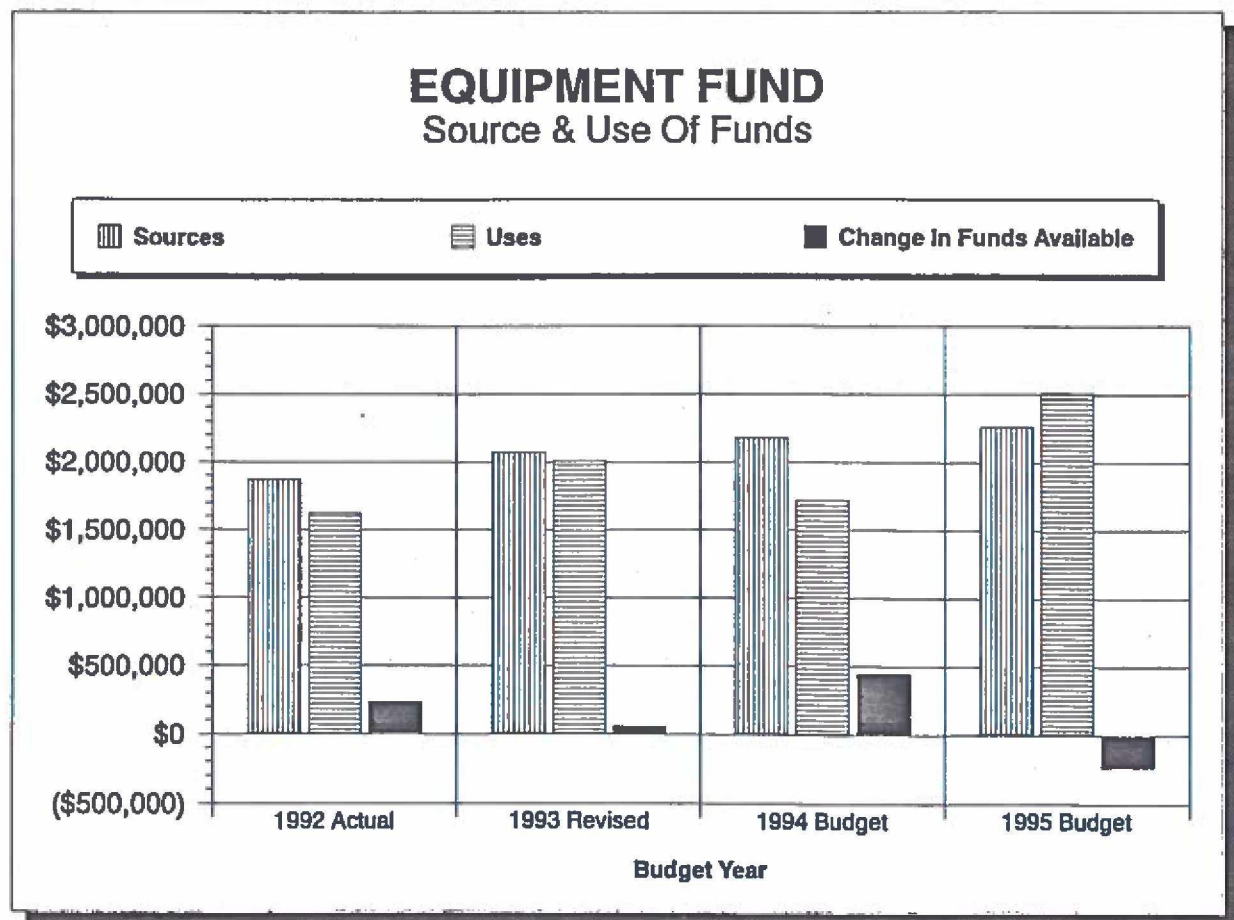
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	14,514	14,000	14,000	12,848	4,265
Interfund Charges	557,257	582,923	582,923	619,132	652,412
Other Revenue	1,413	0	0	0	0
* Total Operating Revenue	\$573,184	\$596,923	\$596,923	\$631,980	\$656,677
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$573,184	\$596,923	\$596,923	\$631,980	\$656,677
% Change		4.1%	0.0%	5.9%	3.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$272,616	\$293,347	\$293,347	\$301,994	\$312,587
-Employer Contributions	29,010	27,614	25,827	26,942	28,011
-Employee Benefits	45,952	29,394	29,394	35,296	39,341
Subtotal: Personnel	\$347,578	\$350,355	\$348,568	\$364,232	\$379,939
Non-Personnel Operating					
-Supplies & Services	\$135,889	\$138,886	\$138,878	\$136,864	\$141,816
-Contractual Fees	7,203	33,323	29,043	29,870	29,900
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	63,170	66,092	66,092	68,532	71,273
Subtotal: Non-Personnel	\$206,262	\$238,301	\$234,013	\$235,266	\$242,989
* Total Operating Expenditures	\$553,840	\$588,656	\$582,581	\$599,498	\$622,928
* OPERATING VARIANCE	\$19,344	\$8,267	\$14,342	\$32,482	\$33,749
Capital Expenditures					
-Capital Equipment Purchases	\$102,513	\$0	\$0	\$141,000	\$40,000
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$102,513	\$0	\$0	\$141,000	\$40,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$656,353	\$588,656	\$582,581	\$740,498	\$662,928
% Change		(10.3%)	(1.0%)	27.1%	(10.5%)
TRANSFERS-IN FROM OTHER FUNDS	6,500	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$6,500	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$579,684	\$596,923	\$596,923	\$631,980	\$656,677
TOTAL USES	(656,353)	(588,656)	(582,581)	(740,498)	(662,928)
NET SOURCE (USE) OF FUNDS	(\$76,669)	\$8,267	\$14,342	(\$108,518)	(\$6,251)
ENDING SOURCES AVAILABLE	\$154,372	\$172,800	\$168,714	\$60,196	\$53,945

EQUIPMENT FUND #402

GENERAL DESCRIPTION:

The Equipment Fund is used to accumulate resources and account for the expenses associated with the replacement, operation and maintenance of City owned vehicles and equipment and the related charges for these services.

This fund operates on a cost-reimbursement basis for services and accumulates funds for equipment replacement through monthly equipment rental charges which are based on the estimated life and replacement cost of the individual assets.



EQUIPMENT FUND #402

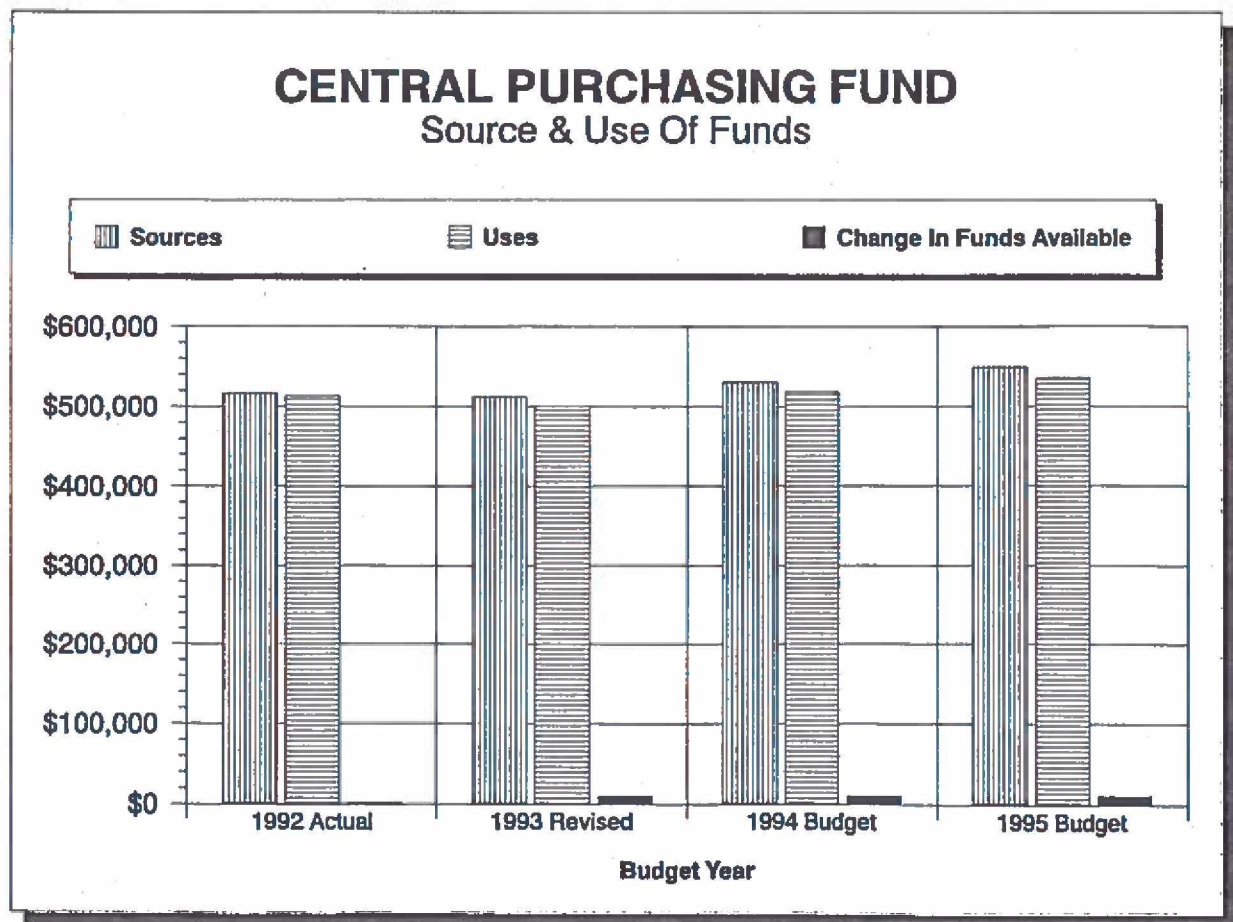
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	82,300	80,360	83,000	83,500	84,220
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	129,974	120,000	129,000	139,000	147,000
Interfund Charges	1,617,044	1,789,888	1,813,134	1,931,395	2,008,650
Other Revenue	52,351	30,000	58,340	30,000	31,200
* Total Operating Revenue	\$1,881,669	\$2,020,248	\$2,083,474	\$2,183,895	\$2,271,070
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$1,881,669	\$2,020,248	\$2,083,474	\$2,183,895	\$2,271,070
% Change		7.4%	3.1%	4.8%	4.0%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$224,103	\$270,028	\$271,388	\$277,649	\$287,353
-Employer Contributions	44,948	57,983	56,545	48,230	48,246
-Employee Benefits	47,971	28,998	30,155	30,663	34,216
Subtotal: Personnel	\$317,022	\$357,009	\$358,088	\$356,542	\$369,815
Non-Personnel Operating					
-Supplies & Services	\$563,700	\$628,634	\$636,384	\$669,087	\$694,828
-Contractual Fees	29,965	33,904	29,446	35,652	37,083
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	22,925	13,655	21,444	22,751	19,143
Subtotal: Non-Personnel	\$616,590	\$676,193	\$687,274	\$727,490	\$751,054
* Total Operating Expenditures	\$933,612	\$1,033,202	\$1,045,362	\$1,084,032	\$1,120,869
* OPERATING VARIANCE	\$948,057	\$987,046	\$1,038,112	\$1,099,863	\$1,150,201
Capital Expenditures					
-Capital Equipment Purchases	\$683,143	\$762,975	\$971,777	\$610,630	\$1,399,000
-Capital Improvement Projects	17,108	0	0	31,500	0
Total Capital Expenditures	\$700,251	\$762,975	\$971,777	\$642,130	\$1,399,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$1,633,863	\$1,796,177	\$2,017,139	\$1,726,162	\$2,519,869
% Change		9.9%	12.3%	(14.4%)	46.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$1,881,669	\$2,020,248	\$2,083,474	\$2,183,895	\$2,271,070
TOTAL USES	(1,633,863)	(1,796,177)	(2,017,139)	(1,726,162)	(2,519,869)
NET SOURCE (USE) OF FUNDS	\$247,806	\$224,071	\$66,335	\$457,733	(\$248,799)
ENDING SOURCES AVAILABLE	\$2,077,746	\$1,994,401	\$2,144,081	\$2,601,814	\$2,353,015

CENTRAL PURCHASING FUND #403

GENERAL DESCRIPTION:

The Central Purchasing / Stores Fund is used to account for the expenses of purchasing and maintaining an inventory of frequently used or essential materials and supplies, and the related charges for these materials and supplies.

This fund is also used to account for the City's Print Shop which is similarly operated on a cost-reimbursement basis.



CENTRAL PURCHASING FUND #403

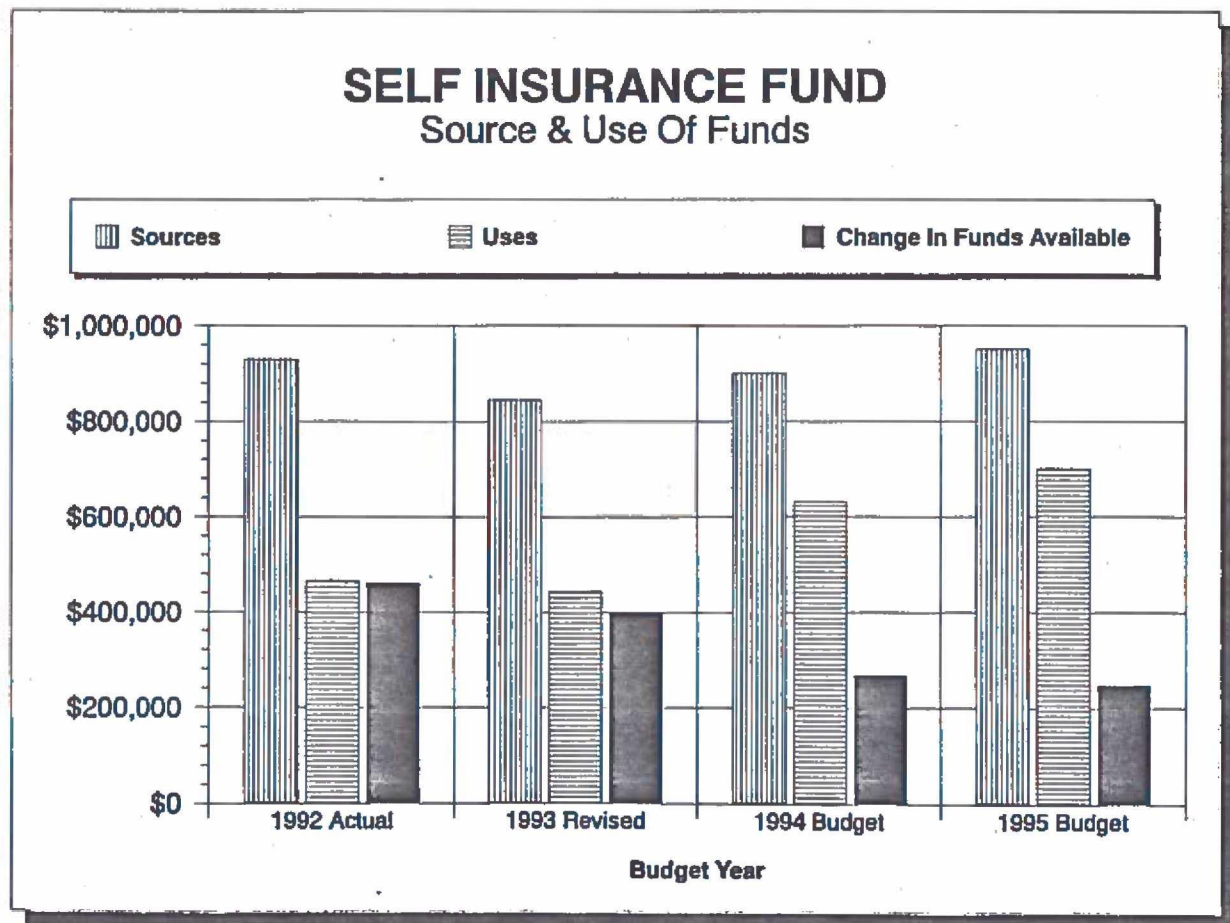
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	22,051	17,190	20,747	21,473	22,332
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	0	0	0	0	0
Interfund Charges	472,754	498,186	490,634	510,483	527,867
Other Revenue	0	0	2,300	0	0
* Total Operating Revenue	\$494,805	\$515,376	\$513,681	\$531,956	\$550,199
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$494,805	\$515,376	\$513,681	\$531,956	\$550,199
% Change		4.2%	(0.3%)	3.6%	3.4%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$71,629	\$74,254	\$74,642	\$74,256	\$76,858
-Employer Contributions	11,219	12,674	12,187	12,578	12,883
-Employee Benefits	6,747	9,731	9,731	10,220	11,377
Subtotal: Personnel	\$89,595	\$96,659	\$96,560	\$97,054	\$101,118
Non-Personnel Operating					
-Supplies & Services	\$381,249	\$385,526	\$379,045	\$390,660	\$406,102
-Contractual Fees	13,840	13,743	25,382	23,379	28,612
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	11,825	0	1,180	8,900	900
Subtotal: Non-Personnel	\$406,914	\$399,269	\$405,607	\$422,939	\$435,614
* Total Operating Expenditures	\$496,509	\$495,928	\$502,167	\$519,993	\$536,732
* OPERATING VARIANCE	(\$1,704)	\$19,448	\$11,514	\$11,963	\$13,467
Capital Expenditures					
-Capital Equipment Purchases	\$17,332	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$17,332	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$513,841	\$495,928	\$502,167	\$519,993	\$536,732
% Change		(3.5%)	1.3%	3.5%	3.2%
TRANSFERS-IN FROM OTHER FUNDS	22,685	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$22,685	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$517,490	\$515,376	\$513,681	\$531,956	\$550,199
TOTAL USES	(\$13,841)	(\$495,928)	(\$502,167)	(\$519,993)	(\$536,732)
NET SOURCE (USE) OF FUNDS	\$3,649	\$19,448	\$11,514	\$11,963	\$13,467
ENDING SOURCES AVAILABLE	(\$41,726)	(\$15,556)	(\$30,212)	(\$18,249)	(\$4,782)

SELF INSURANCE FUND #404

GENERAL DESCRIPTION:

The purpose of this fund is to account for the expenses associated with providing the City's self-funded worker's compensation and excess property and liability insurance coverage, commensurate with the related charges to the various departments of the City for these services.

The Self Insurance Fund is also used to accumulate reserves for losses. Reserves are accumulated for the payment of losses which fall below, or that are in excess of, the city's retention levels for worker's compensation, property, and liability claims.



SELF INSURANCE FUND #404

	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	0	0	0	0
Charges For Services	0	0	0	0	0
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	106,872	108,500	137,339	165,392	185,127
Interfund Charges	818,359	709,619	709,619	738,003	767,524
Other Revenue	6,758	0	0	0	0
* Total Operating Revenue	\$931,989	\$818,119	\$846,958	\$903,395	\$952,651
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$931,989	\$818,119	\$846,958	\$903,395	\$952,651
% Change		(12.2%)	3.5%	6.7%	5.5%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$48,561	\$54,482	\$54,482	\$55,422	\$57,366
-Employer Contributions	4,199	5,094	4,746	6,585	6,792
-Employee Benefits	8,467	5,966	5,966	7,934	8,822
Subtotal: Personnel	\$61,227	\$65,542	\$65,194	\$69,941	\$72,980
Non-Personnel Operating					
-Supplies & Services	\$399,386	\$601,800	\$378,678	\$546,087	\$627,516
-Contractual Fees	8,427	1,000	1,800	16,850	1,900
-Interfund Charges	0	0	0	0	0
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	0	1,420	696	0	0
Subtotal: Non-Personnel	\$407,813	\$604,220	\$381,174	\$562,937	\$629,416
* Total Operating Expenditures	\$469,040	\$669,762	\$446,368	\$632,878	\$702,396
* OPERATING VARIANCE	\$462,949	\$148,357	\$400,590	\$270,517	\$250,255
Capital Expenditures					
-Capital Equipment Purchases	\$0	\$0	\$0	\$0	\$0
-Capital Improvement Projects	0	0	0	0	0
Total Capital Expenditures	\$0	\$0	\$0	\$0	\$0
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$469,040	\$669,762	\$446,368	\$632,878	\$702,396
% Change		42.8%	(33.4%)	41.8%	11.0%
TRANSFERS-IN FROM OTHER FUNDS	0	0	0	0	0
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$931,989	\$818,119	\$846,958	\$903,395	\$952,651
TOTAL USES	(469,040)	(669,762)	(446,368)	(632,878)	(702,396)
NET SOURCE (USE) OF FUNDS	\$462,949	\$148,357	\$400,590	\$270,517	\$250,255
ENDING SOURCES AVAILABLE	\$2,000,498	\$2,017,616	\$2,401,088	\$2,671,605	\$2,921,860

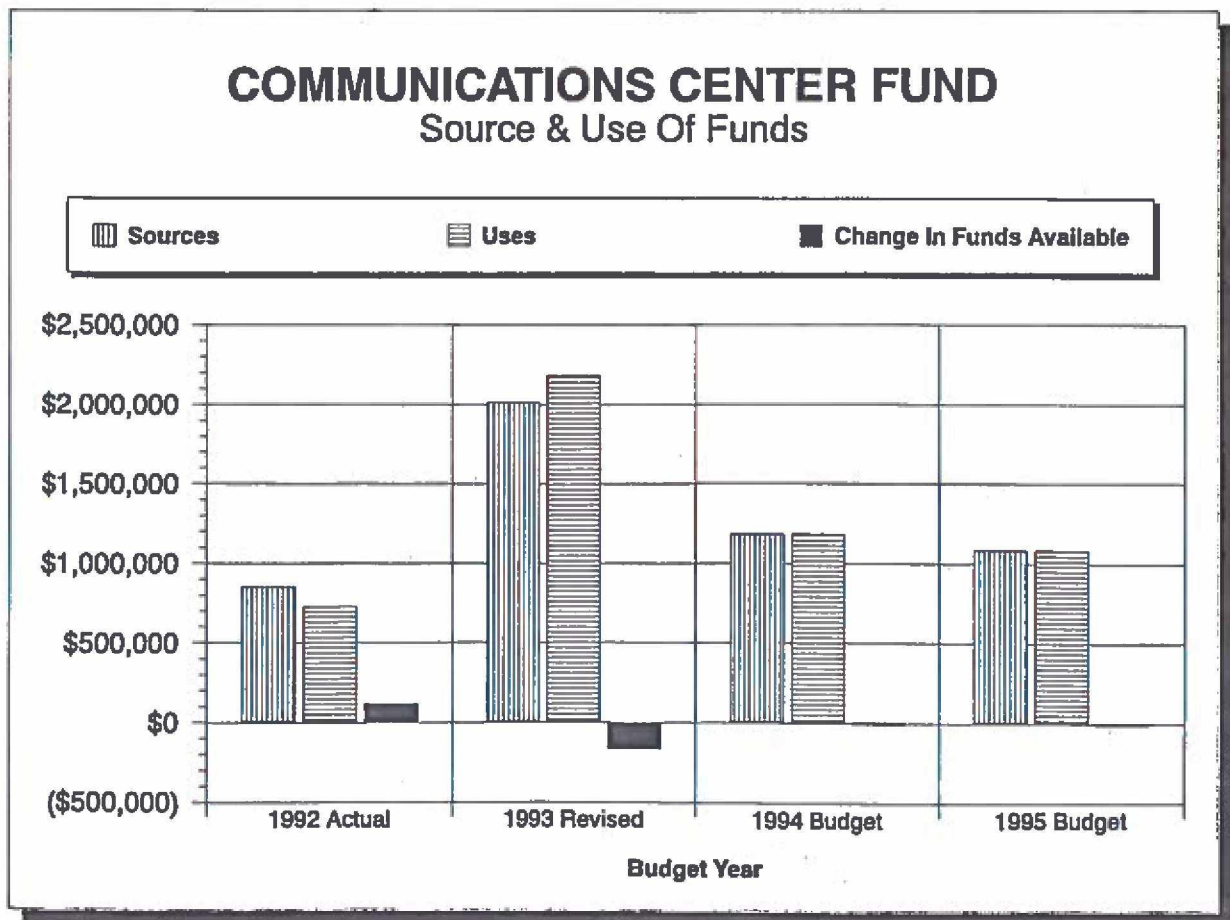
COMMUNICATIONS CENTER FUND #405

GENERAL DESCRIPTION:

The Communications Center Fund is used to account for the expense associated with the operations of the Grand Junction Regional Emergency 911 Communications Center and the related charges for its operation to the City Police and Fire Departments, as well as various other local governments which use its services.

The Communications Center is a division of the Police Department and provides emergency dispatch services to all such providers in the local region. The Advisory Communications Center Board, representing the user agencies, provides input to the Police Chief regarding these operations.

In 1989 an intergovernmental agreement was signed by all of the taxing entities in Mesa County having responsibility for the provisions of public safety services. This agreement allowed the board to set the collection amount for and oversee the expenditures of the Emergency Telephone Services Surcharge in Mesa County, as provided for in C.R.S. 29-11. These funds are accounted for in the Enhanced-911 Fund (#101) and transferred to this fund for approved expenditures to the E-911 system.



COMMUNICATIONS CENTER FUND #405

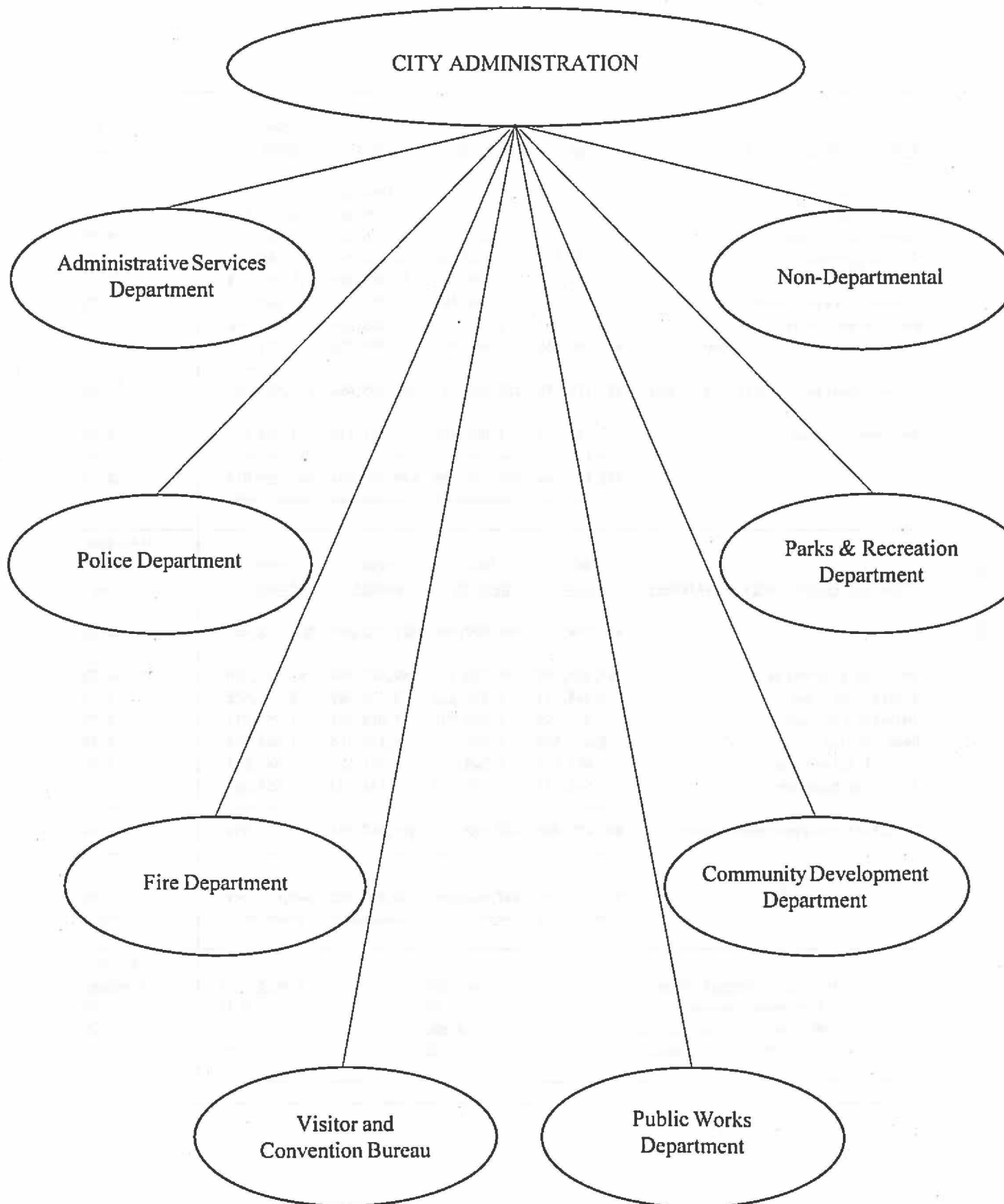
	1992 ACTUAL	1993 ORIGINAL	1993 REVISED	1994 BUDGET	1995 BUDGET
REVENUE BY CATEGORY:					
Taxes	\$0	\$0	\$0	\$0	\$0
Licenses & Permits	0	0	0	0	0
Intergovernmental	0	2,250	2,250	2,250	2,250
Charges for Services	238,088	403,512	524,456	359,950	378,244
Fines & Forfeitures	0	0	0	0	0
Pooled Interest Income	12,906	5,000	13,000	1,000	1,000
Interfund Charges	369,528	466,117	502,130	552,856	579,594
Other Revenue	3,496	0	0	0	0
* Total Operating Revenue	\$624,018	\$876,879	\$1,041,836	\$916,056	\$961,088
Debt Proceeds	0	0	0	0	0
TOTAL REVENUE	\$624,018	\$876,879	\$1,041,836	\$916,056	\$961,088
% Change		40.5%	18.8%	(12.1%)	4.9%
EXPENDITURES BY CATEGORY:					
Personnel Expense					
-Salaries & Wages	\$462,520	\$561,995	\$585,069	\$600,942	\$621,730
-Employer Contributions	39,073	51,934	50,151	51,127	52,927
-Employee Benefits	68,170	57,942	60,217	67,224	74,968
Subtotal: Personnel	\$569,763	\$671,871	\$695,437	\$719,293	\$749,625
Non-Personnel Operating					
-Supplies & Services	\$86,324	\$109,657	\$104,309	\$111,956	\$111,795
-Contractual Fees	30,778	33,721	37,250	79,991	82,961
-Interfund Charges	29,715	41,756	49,611	43,622	45,766
-Debt Service	0	0	0	0	0
-Special Activities	0	0	0	0	0
-Operating Equipment	6,410	1,611	0	3,000	0
Subtotal: Non-Personnel	\$153,227	\$186,745	\$191,170	\$238,569	\$240,522
* Total Operating Expenditures	\$722,990	\$858,616	\$886,607	\$957,862	\$990,147
* OPERATING VARIANCE	(\$98,972)	\$18,263	\$155,229	(\$41,806)	(\$29,059)
Capital Expenditures					
-Capital Equipment Purchases	\$9,898	\$647,250	\$984,520	\$232,000	\$100,000
-Capital Improvement Projects	0	112,350	321,445	0	0
Total Capital Expenditures	\$9,898	\$759,600	\$1,305,965	\$232,000	\$100,000
Other Uses					
-Contingency	0	0	0	0	0
-Budgeted Savings	0	0	0	0	0
TOTAL EXPENDITURES	\$732,888	\$1,618,216	\$2,192,572	\$1,189,862	\$1,090,147
% Change		120.8%	35.5%	(45.7%)	(8.4%)
TRANSFERS-IN FROM OTHER FUNDS	235,704	741,338	978,966	273,806	129,059
TRANSFERS-OUT TO OTHER FUNDS	0	0	0	0	0
NET TRANSFERS	\$235,704	\$741,338	\$978,966	\$273,806	\$129,059
TOTAL SOURCES	\$859,722	\$1,618,217	\$2,020,802	\$1,189,862	\$1,090,147
TOTAL USES	(732,888)	(1,618,216)	(2,192,572)	(1,189,862)	(1,090,147)
NET SOURCE (USE) OF FUNDS	\$126,834	\$1	(\$171,770)	\$0	\$0
ENDING SOURCES AVAILABLE	\$214,906	\$13,751	\$43,136	\$43,136	\$43,136

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DEPARTMENT SUMMARIES

The following section is offered to assist in the understanding of the scope and magnitude of each of the City's departments. This section includes an overview of operating expenditures by department, division and category, along with historical personnel information. In narrative form, an overview of the functions of each department and discussion regarding the department's major accomplishments, significant budget issues and future outlook is also included. This section also includes goals and objectives for the coming two years for each of the department's divisions.

CITY OF GRAND JUNCTION



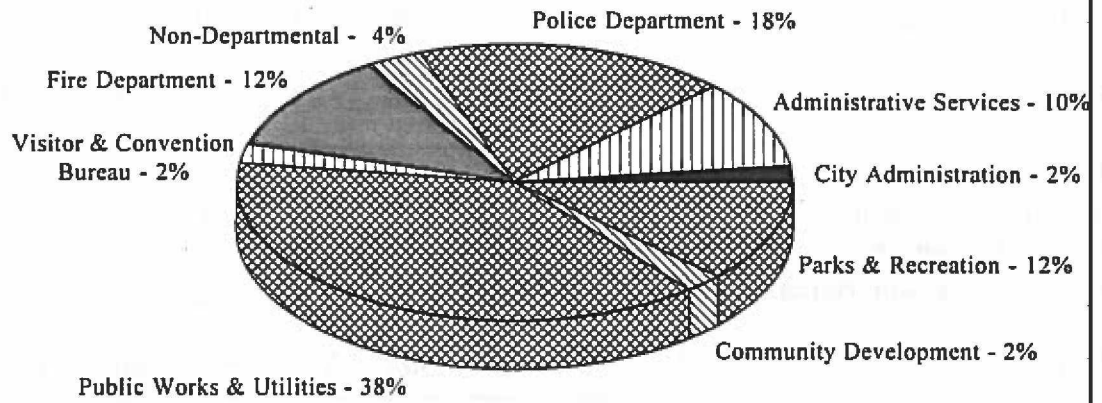
TOTAL OPERATING BUDGET: ALL CITY DEPARTMENTS

<u>OPERATING EXPENDITURES BY DEPARTMENT</u>	<u>1992 ACTUAL</u>	<u>1993 REVISED</u>	<u>1994 BUDGET</u>	<u>1995 BUDGET</u>	<u>1994-1995 PCT. OF TOTAL</u>
City Administration	\$798,841	\$840,305	\$786,496	\$801,511	2.0%
Administrative Services	3,572,127	3,793,252	3,973,842	4,176,864	10.3%
Police Department	5,678,891	7,327,415	7,010,837	7,291,300	18.1%
Fire Department	3,830,852	4,212,184	4,606,237	4,660,977	11.7%
Public Works & Utilities	13,204,969	14,129,361	14,913,372	15,237,403	38.2%
Community Development	505,613	686,396	857,361	947,713	2.3%
Parks & Recreation	3,921,851	4,171,612	4,633,205	4,701,146	11.8%
Visitor & Convention Bureau	659,635	695,906	787,106	815,586	2.0%
	-----	-----	-----	-----	-----
Total: Department Operating Budgets	\$32,172,779	\$35,856,431	\$37,568,456	\$38,632,500	96.5%
Non-Departmental	946,485	1,805,957	1,391,347	1,388,319	3.5%
	-----	-----	-----	-----	-----
TOTAL	\$33,119,264	\$37,662,388	\$38,959,803	\$40,020,819	100.0%
	=====	=====	=====	=====	=====

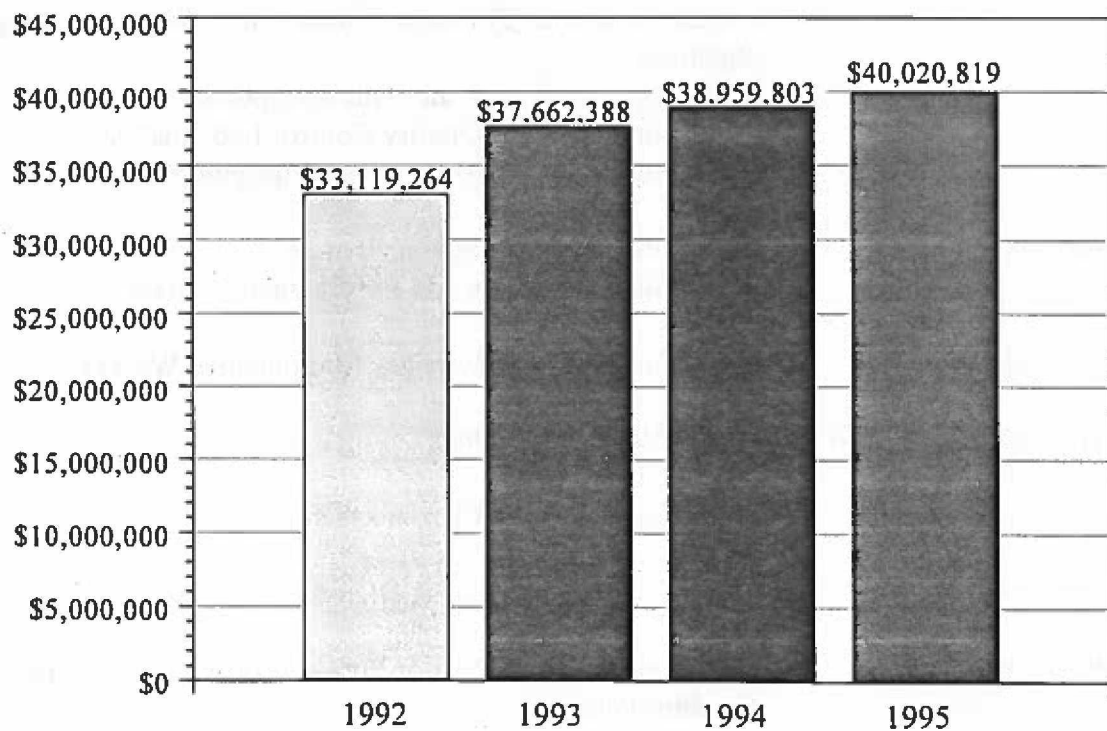
<u>OPERATING EXPENDITURES BY CATEGORY</u>	<u>1992 ACTUAL</u>	<u>1993 REVISED</u>	<u>1994 BUDGET</u>	<u>1995 BUDGET</u>	<u>1994-1995 PCT. OF TOTAL</u>
Personnel	\$17,899,215	\$19,909,756	\$21,312,687	\$22,193,864	55.1%
Supplies & Services	\$8,308,659	\$8,728,310	\$9,372,769	\$9,711,320	24.2%
Contractual Fees	2,543,771	2,784,328	3,051,629	3,014,425	7.7%
Interfund Charges	964,790	1,039,701	1,058,061	1,097,713	2.7%
Debt Service	2,400,578	2,862,176	2,919,103	2,882,734	7.3%
Special Activities	491,416	1,848,341	731,521	661,711	1.8%
Operating Equipment	510,835	489,776	514,033	459,052	1.2%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$15,220,049	\$17,752,632	\$17,647,116	\$17,826,955	44.9%
	-----	-----	-----	-----	-----
TOTAL	\$33,119,264	\$37,662,388	\$38,959,803	\$40,020,819	100.0%
	=====	=====	=====	=====	=====

<u>Annual Percentage Change</u>	<u>1993-to-1994</u>	<u>1994-to1995</u>	<u>2-Year Average</u>
-Personnel Expense	7.0%	4.1%	5.6%
-Non-Personnel Operating	(0.6%)	1.0%	0.2%
-Total Operating Budget	3.4%	2.7%	3.1%

1994-1995 OPERATING EXPENDITURES By Department



ANNUAL OPERATING EXPENDITURES



PERSONNEL HISTORY CHANGES

DEPARTMENT HISTORY	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995
Administration	4	4	4	4	5	6	6	6	6	7
Administrative Services	<u>40</u>	<u>41</u>	<u>39</u>	<u>41</u>	<u>41</u>	<u>40</u>	<u>40</u>	<u>41</u>	<u>42</u>	<u>42</u>
Central Services	44	45	43	45	48	49	50	52	53	54
Police	83	89	95	94	97	99	107	108	110	112
Fire	57	60	60	60	60	62	65	65	66	66
Public Works	124	125	127	121	121	127	132	136	142	143
Community Development	0	0	0	5	6	8	9	11	13	13
Parks and Recreation	37	38	38	38	38	39	40	41	42	42
Visitor & Convention Bureau	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	<u><u>345</u></u>	<u><u>357</u></u>	<u><u>363</u></u>	<u><u>363</u></u>	<u><u>370</u></u>	<u><u>384</u></u>	<u><u>403</u></u>	<u><u>413</u></u>	<u><u>426</u></u>	<u><u>430</u></u>

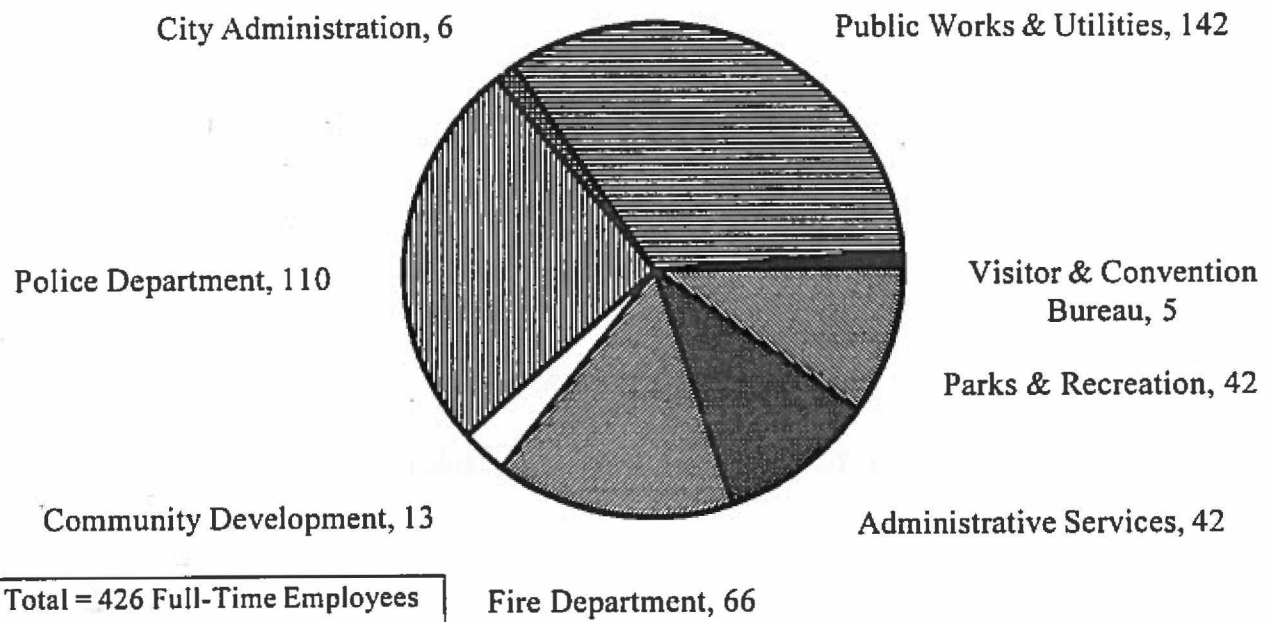
DESCRIPTION OF CHANGES FROM 1993 - TO - 1994

Administrative Services:	The addition of one (1) Administrative Secretary, City Clerk's Office (from ¾ time)
Police Department:	The addition of one (1) Lab & Evidence Assistant (from ½ time) The addition of one (1) Administrative Clerk II, Crime Prevention
Fire Department	The addition of one (1) Fire Prevention Officer
Public Works & Utilities	The addition of one (1) Street Sweeper Operator The addition of two (2) Public Works Mtnce Workers, Street Grading/ Patching The addition of one (1) Water Quality Specialist The addition of one (1) Quality Control Lab Analyst The addition of one (1) Solid Waste Equipment Operator
Community Development:	The addition of one (1) Senior Planner The addition of one (1) Code Enforcement Officer
Parks & Recreation:	The addition of one (1) Forestry Maintenance Worker

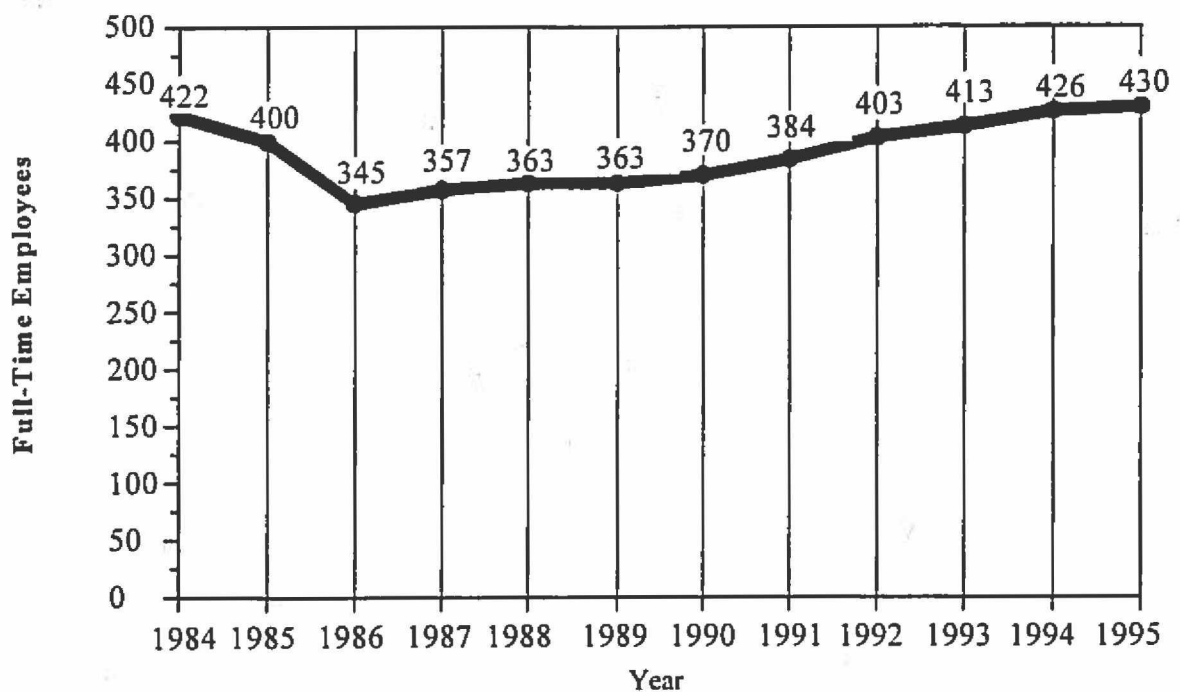
DESCRIPTION OF CHANGES FROM 1994 - TO - 1995

Administration:	The addition of one (1) Citizen Liaison
Police Department:	The addition of two (2) Desk Officers
Public Works & Utilities	The addition of one (1) Senior Public Works Mtnce Worker, Street Grading/Patching

1994 PERSONNEL COMPLEMENT By Department

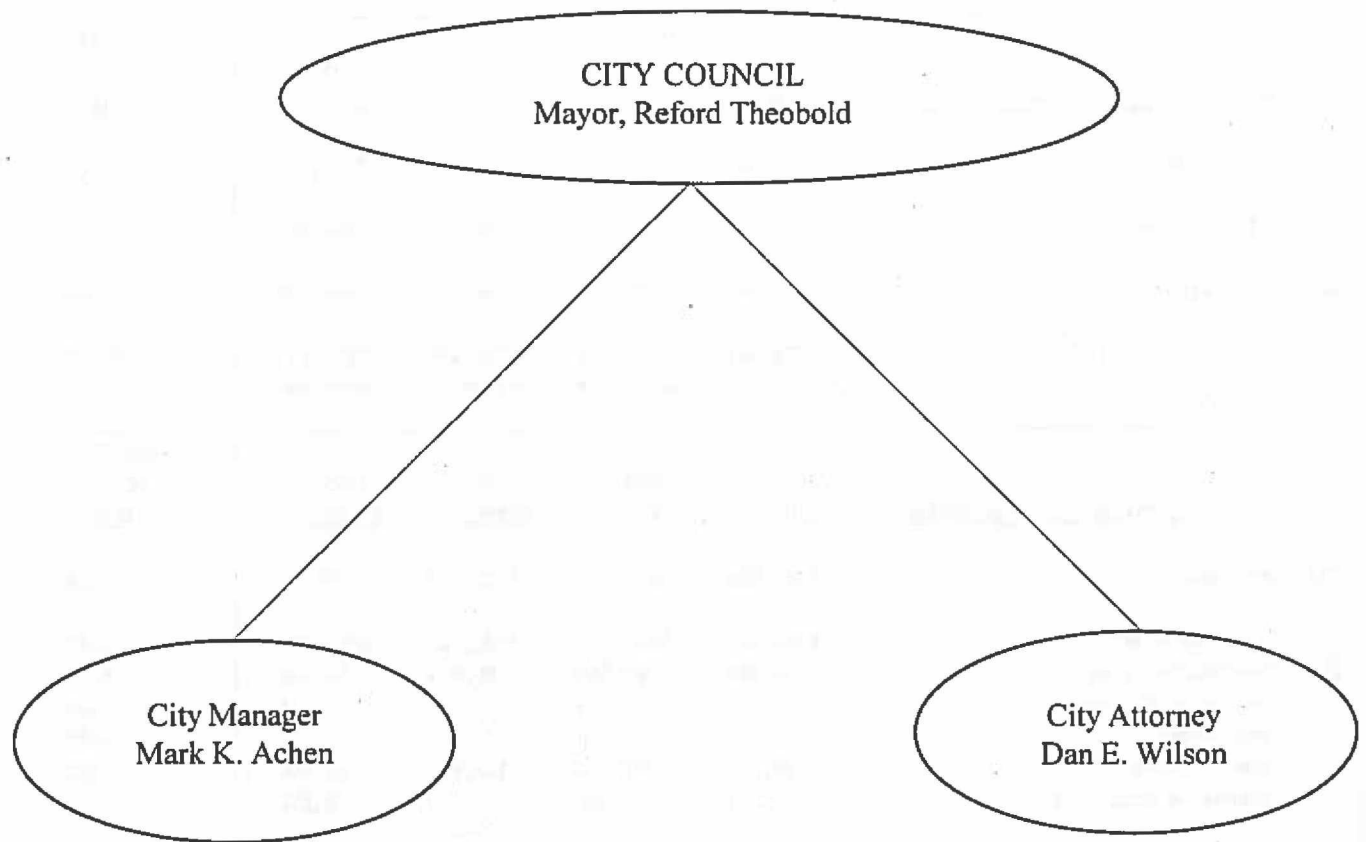


PERSONNEL HISTORY Total Full-Time Complement



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CITY ADMINISTRATION



CITY ADMINISTRATION

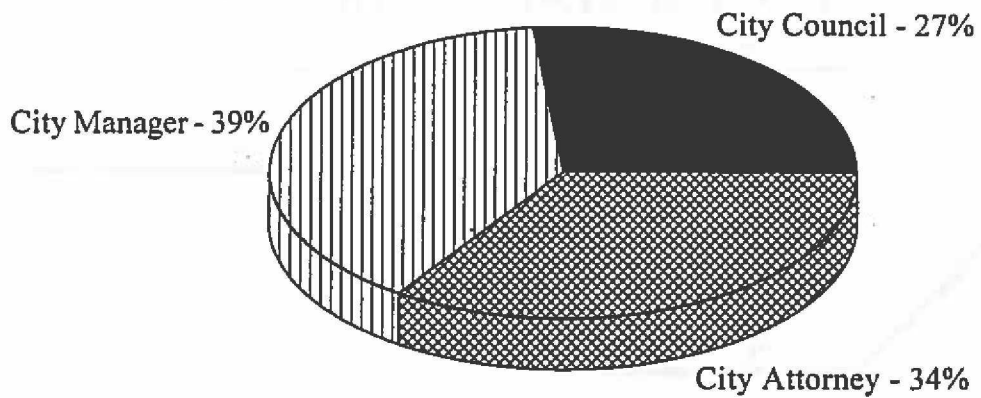
Operating Budget

OPERATING EXPENDITURES BY DIVISION					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
City Council	\$177,436	\$201,790	\$226,867	\$195,569	26.6%
(1) City Manager	218,401	257,135	274,795	342,799	38.9%
(2) City Attorney	403,004	381,380	284,834	263,143	34.5%
	-----	-----	-----	-----	-----
TOTAL	\$798,841	\$840,305	\$786,496	\$801,511	100.0%
	=====	=====	=====	=====	=====
OPERATING EXPENDITURES BY CATEGORY					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
(1) Personnel	\$367,504	\$408,196	\$427,793	\$490,019	57.8%
Supplies & Services	\$116,492	\$149,769	\$172,929	\$189,938	22.9%
(2) Contractual Fees	224,399	187,558	83,774	54,004	8.7%
Interfund Charges	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Special Activities	88,285	91,454	102,000	65,000	10.5%
Operating Equipment	2,161	3,328	0	2,550	0.2%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$431,337	\$432,109	\$358,703	\$311,492	42.2%
	-----	-----	-----	-----	-----
TOTAL	\$798,841	\$840,305	\$786,496	\$801,511	100.0%
	=====	=====	=====	=====	=====
Annual Percentage Change		1993-to-1994	1994-to1995	2-Year Average	
-Personnel Expense		4.8%	14.5%	9.7%	
-Non-Personnel Operating		(17.0%)	(13.2%)	(15.1%)	
-Total Operating Budget		(6.4%)	1.9%	(2.3%)	

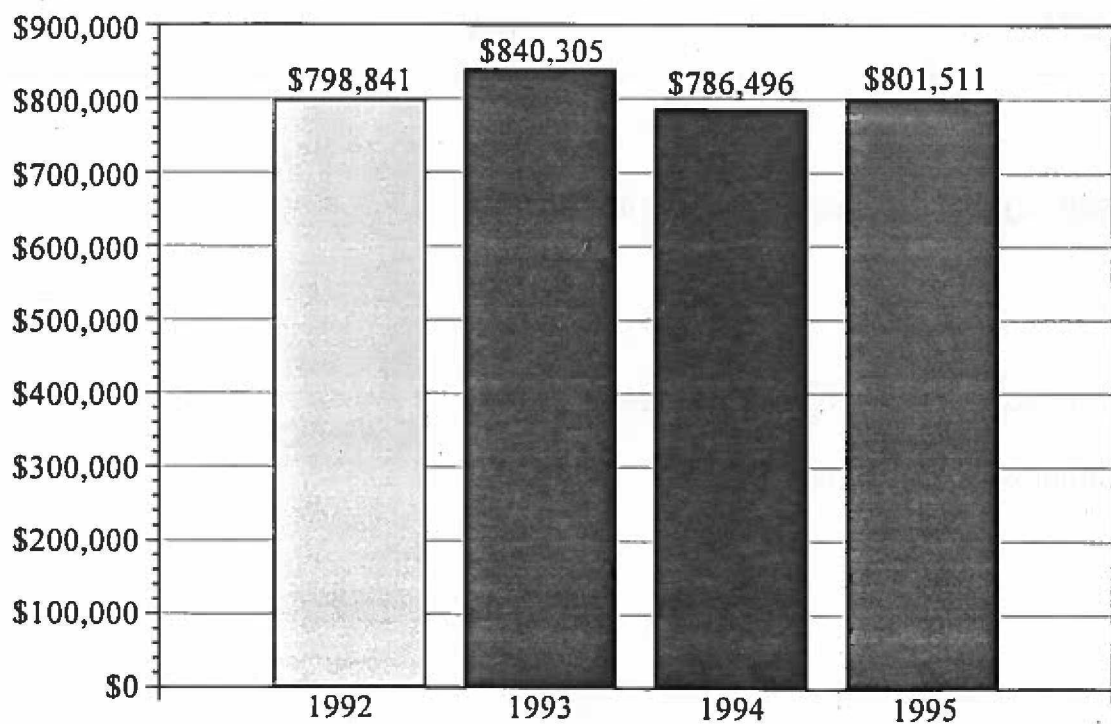
DESCRIPTION OF MAJOR CHANGES:

- (1) The increase in personnel expense is due to the addition of one full-time position in the City Manager's cost center. The addition of a "Citizen Liason" has been budgeted in 1995.
- (2) The major change in this category is due to abnormally large litigation costs in 1992 and 1993, as reflected in the City Attorneys's cost center.

1994 - 1995 OPERATING EXPENDITURES By Division

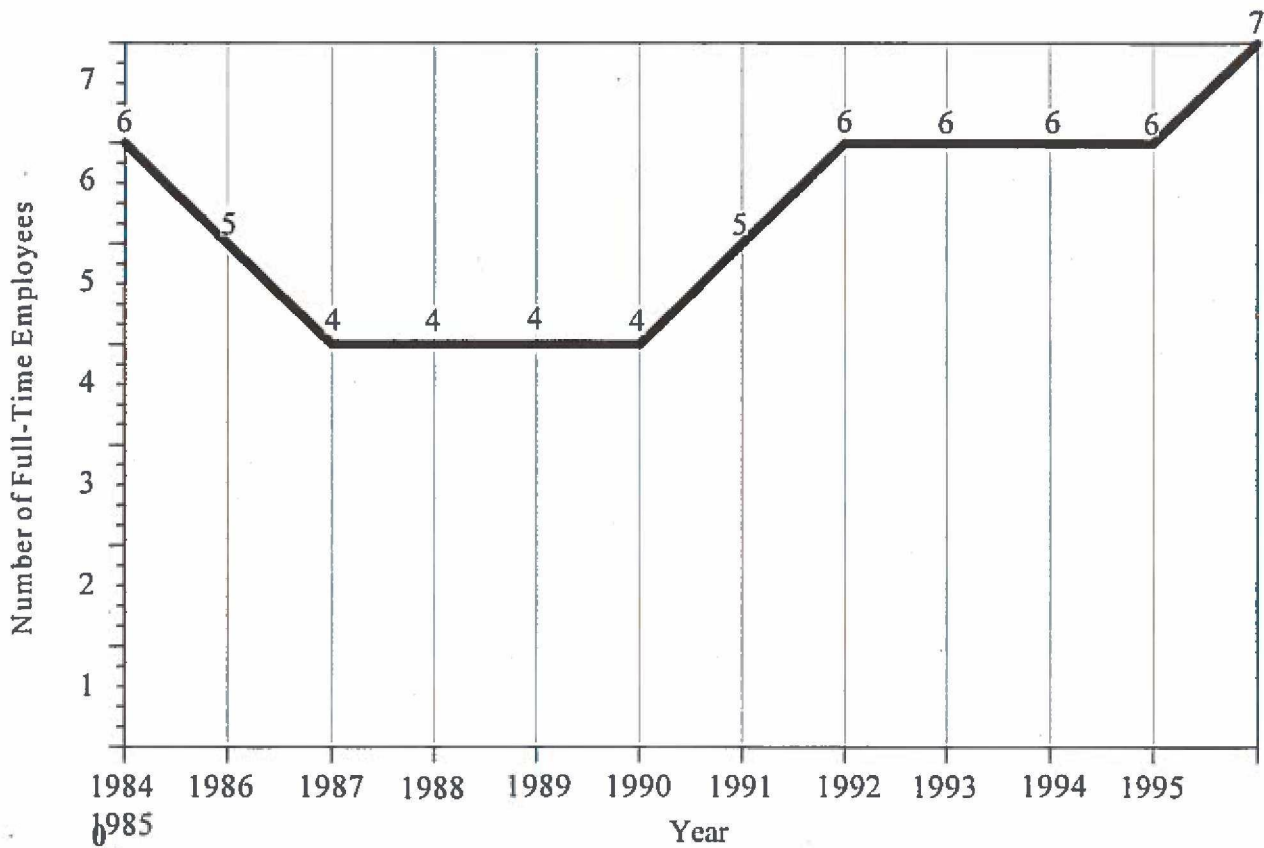


ANNUAL OPERATING EXPENDITURES



CITY ADMINISTRATION

FULL-TIME STAFFING HISTORY



DESCRIPTION OF CHANGES FROM 1993 TO 1994

None

DESCRIPTION OF CHANGES FROM 1994 TO 1995

The addition of one (1) Citizen Liaison

CITY ADMINISTRATION

FUNCTION

City Administration, composed of the City Council, City Manager, and City Attorney offices, provides policy direction and organizational leadership for the City.

The seven-member City Council is elected on a nonpartisan basis to four-year overlapping terms. Five members are elected from districts, two members are elected at large. The Mayor and Mayor Pro Tem are selected by the Council for one-year terms.

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

The City Manager provides administrative leadership for the organization, directs and coordinates all City services, and implements policies and goals set by the City Council. The City Manager develops and presents information and policy recommendations to the Council for its consideration.

The City Attorney provides legal services to the City Council and the various City operating departments, as well as representing the City in legal actions. The City Attorney also serves in an advisory capacity by interpreting federal, state, and local laws as they pertain to the conduct of City business and provision of municipal services.

MAJOR ACCOMPLISHMENTS - 1993

- Purchased 154 acres of land to be used for future park development and expansion.
- Purchased 80 acres of land next to the Tiara Rado Golf Course in order to add nine more holes to this course.
- Adopted the City's second, two year budget and operating plan
- Purchased the C.D. Smith building downtown to be used by the Museum of Western Colorado for their expansion.
- Committed \$100,000 to help the Avalon Inc. Committee purchase the Avalon Theater building.
- Published six City newsletters which were mailed to all residents
- Constructed a new Visitor Information Center and VCB office building on Horizon Drive
- Held eight "ice cream socials" in various neighborhoods throughout the City during the summer months

SIGNIFICANT BUDGET ISSUES

Beginning in 1994 the City will fund a one-half time position for the Arts Commission. This position will be managed by the Commission and help them expand the work they are doing. In 1995 the City will add a full-time position which will be used to enhance customer service and public relations efforts. This position will help improve communication with the citizens and residents of Grand Junction.

CITY ADMINISTRATION

FUTURE OUTLOOK

A high priority for the City during 1994 and 1995 will be an implementation strategy for the Parks Master Plan. A working committee will be organized to deal specifically with this issue. Some of the key points to be addressed are which facilities to build, where and when to build them and how to pay for them. Input from citizens and interested user groups will be solicited.

The City will also make a renewed effort to build alliances and increase communication with other governmental agencies and community groups. The goal is to increase cooperation and work together on issues of mutual concern. Some of the groups we will be working with are other cities in the area, Mesa County, the Downtown Development Authority, the Chamber of Commerce and City appointed boards and commissions.

Annexation efforts will continue throughout the year as the City annexes urban and developing areas near its borders. The City will continue its proactive approach with informational newsletters and "living room" meetings in the specific areas.

There will also be an increased emphasis on customer service during the year. The City's training and organizational development efforts will be focused on this issue. We will emphasize the importance of our customers and look for ways we can better serve them.

GOALS & OBJECTIVES FOR 1994

DEPARTMENT: City Administration

GOAL: To expand the park and recreation opportunities for our citizens.

PURPOSE - WHY — To improve the quality of life and add to the amenities which our citizens want and which make Grand Junction a great place to live.

OBJECTIVE - HOW

1. Prepare an implementation strategy for the Parks Master Plan.
2. Encourage and solicit public participation regarding parks development and expansion.
3. Encourage the provision of open space and trails development by both the public and private sectors.

PERFORMANCE MEASURE

1. Form a committee with the purpose of developing a very specific parks implementation strategy.
2. Hire a consultant to assist this committee and prepare plans.
3. Produce site specific plans for parks development and a conceptual design for a recreation/community center.

WHO — City Council, City Manager

WHEN — Spring 1994 to spring 1995

GOAL: To improve communication and cooperation between the City and other governmental agencies and community groups in the area

PURPOSE - WHY — To better understand these groups and their needs and to accomplish more by cooperating on issues of common concern.

OBJECTIVE - HOW

1. Hold meetings with these groups on a regular basis.
2. Meet with specific groups on certain issues and projects as the need arises.
3. Seek input from community groups and participate in their meetings and activities when appropriate.

PERFORMANCE MEASURE

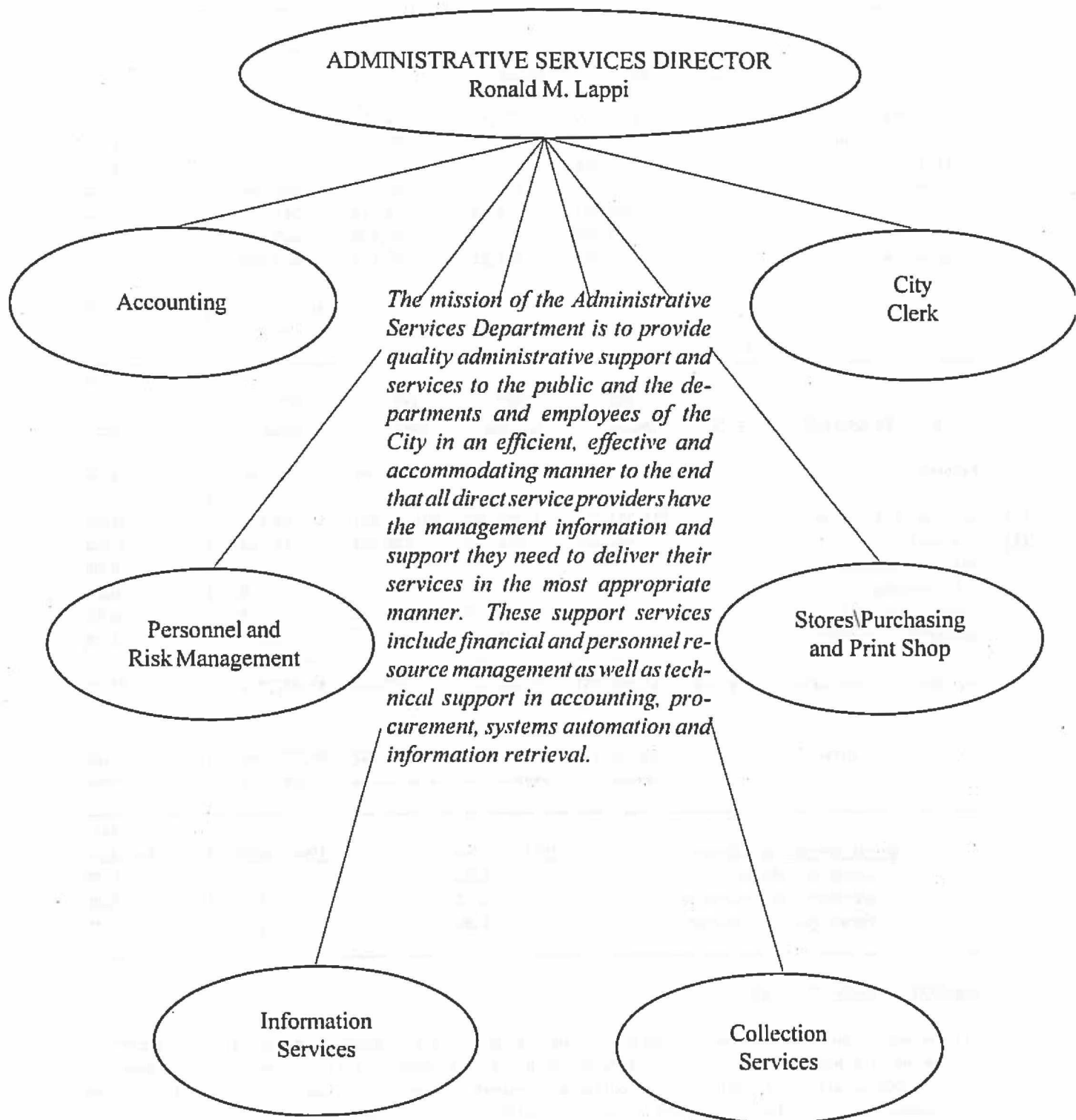
1. Meetings scheduled on a regular basis throughout the year.
2. Special meetings scheduled as warranted by special issues and projects.

WHO — City Council, City Manager, City Departments

WHEN — Ongoing throughout the year

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ADMINISTRATIVE SERVICES DEPARTMENT



ADMINISTRATIVE SERVICES DEPARTMENT

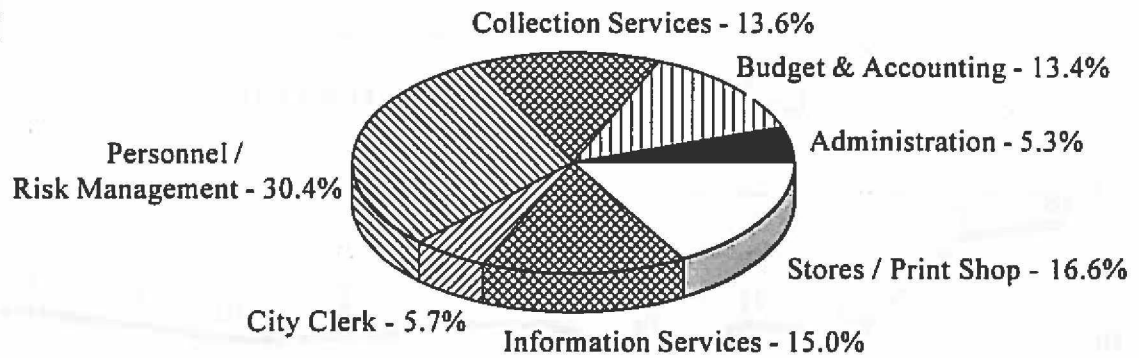
Operating Budget

					1994-1995
					PCT. OF
					TOTAL
					</

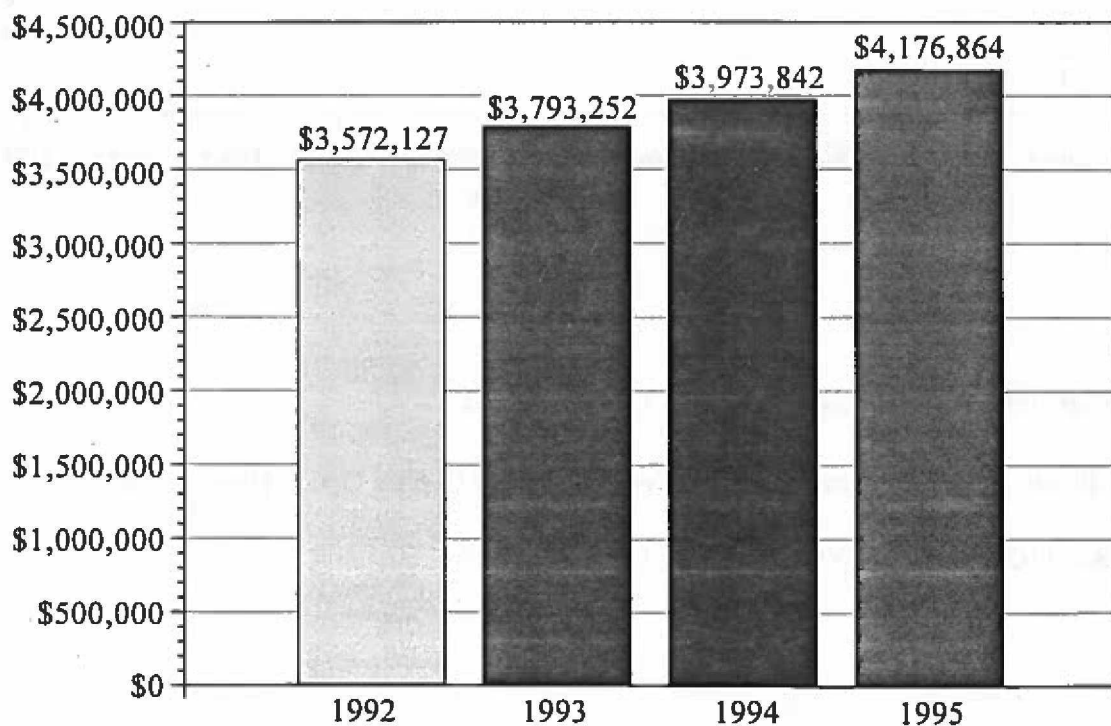
DESCRIPTION OF MAJOR CHANGES:

- The most significant change in this department's budget is the increase in budgeted claims expense in the Risk Management portion of the Personnel Division's budget. This increase of approximately \$150,000 is also reflected in the "Supplies & Services" category. This account is generally revised downward later in the year to more accurately reflect actual claims expense.
- The decline in the Contractual Fees category in 1994 is largely the result of a city-wide redistribution of Data Processing charges.

1994 - 1995 OPERATING EXPENDITURES By Division

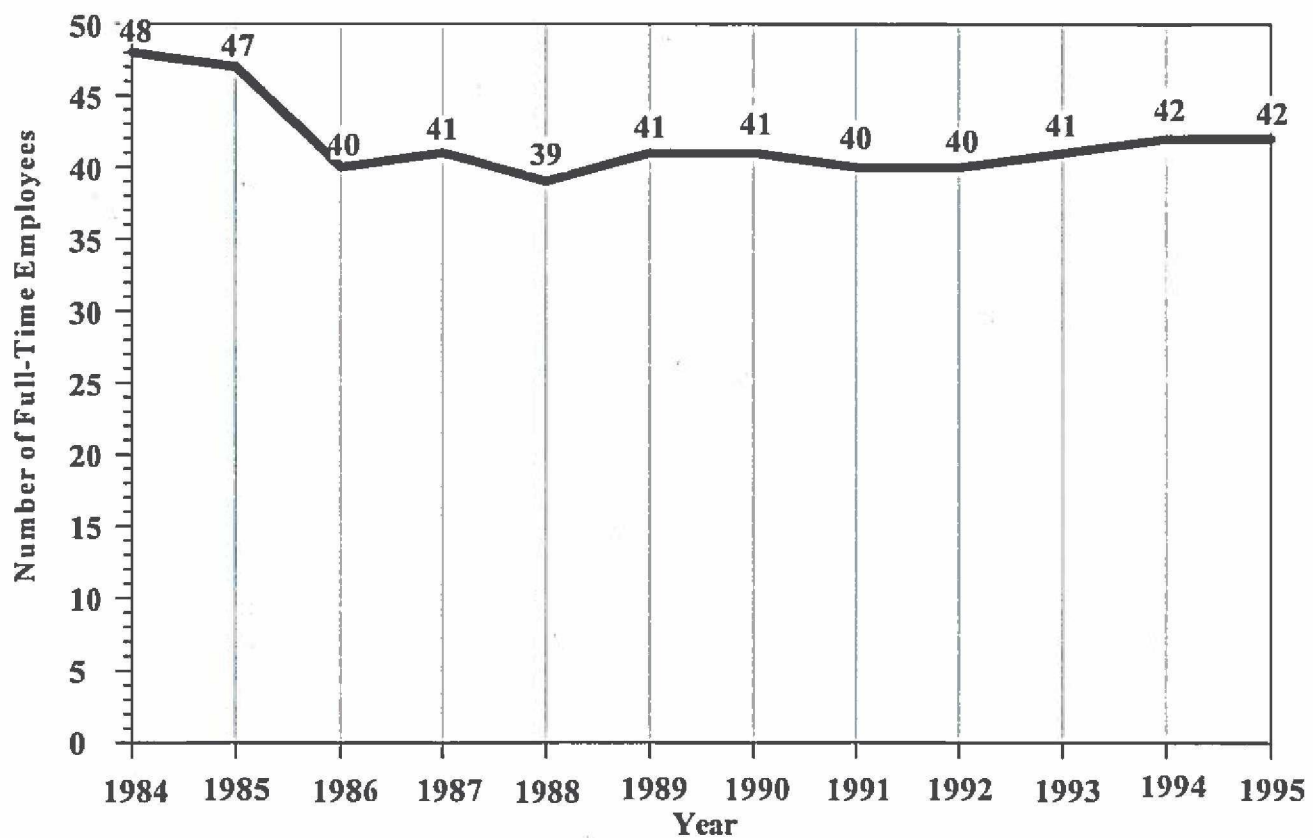


ANNUAL OPERATING EXPENDITURES



ADMINISTRATIVE SERVICES

FULL-TIME STAFFING HISTORY



DESCRIPTION OF CHANGES FROM 1993 TO 1994

The addition of one (1) Administrative Secretary, City Clerk's Office (from $\frac{3}{4}$ time)

DESCRIPTION OF CHANGES FROM 1994 TO 1995

None

ADMINISTRATIVE SERVICES DEPARTMENT

FUNCTION

The Administrative Services Department of the City of Grand Junction is a multifaceted support department providing numerous services to the public and other city departments. The department consists of seven major divisions including Administration, Accounting, Personnel / Risk Management, Information Services, Collection Services, Stores / Purchasing, and the City Clerk.

Administration is comprised of the Director and a Budget Coordinator. The Director is responsible for the management and coordination of the various divisions and the interrelationships with other city departments and communication with the City Manager and City Council. The Budget Coordinator's primary role is the coordinator of the development and monitoring of the city wide budget, production of the various monthly and quarterly analytical financial documents and the assistance to all departments with their budgetary problems.

The **Accounting** division provides services which can be segregated into accounting, cash management, reporting, and controlling functions. Accounting includes the receipting and verification of revenues for utilities, taxes, grants, and other revenues; expenditure control and recording through purchase order entry and invoicing, petty cash check control and processing, debt payments, and wire transfers; and fixed asset recording. Cash Management includes the revenue and expenditure process, bank reconciliations, and investments. Many financial reports are prepared for many individuals and organizations, the most significant report prepared by this division is the comprehensive annual financial report. Controlling functions are included in all of the above as internal controls. Also included is the enforcement process for sales and use taxes and franchise fees.

The **Personnel/Risk Management** division provides a wide range of services to ensure effective selection and retention of the city's work force. The more traditional services provided include recruitment, testing and selection; salary and fringe benefit administration and classification; policy and procedure administration; payroll processing and administration; and central personnel records maintenance. Additional services include coordination of city wide training programs, development and administration of recognition and incentive programs, production of employee communication materials, employee counseling, development and administration of work place safety and loss control programs, and property and liability claims management. The division is staffed with a manager who oversees all of the these activities, two personnel analysts who assist with the more traditional personnel services, a risk manager who heads the safety, loss control and property/liability areas as well as the city's self funded worker's compensation program, and three clerical/support personnel.

Information Services is the data processing unit for the city. This division consists of the Information Services Manager and seven full time employees who are divided into three sections. The programming section consists of two Programmer Analyst positions who's jobs are to support and maintain the city's financial application programs and central computer systems. The city's six network systems and over 200 personal computers are supported by two PC Programmer Specialist positions and one PC Maintenance Technician. These networks and personal computer systems provide the city staff with electronic mail, word processing, spreadsheet and data base functions as well as the use of a variety of special use applications and access to the central mainframe systems.

The operations section consists of two Computer Operators who are responsible for running the daily batch processing programs, systems backup, and report preparation and delivery. The division manager, in addition to coordinating the efforts of the three sections, also maintains and supports the city's telephone and data communications requirements.

The **Collection Services** division is a diverse group consisting of eight individuals separated into five major sections. The function of the Collections section includes insuring that all outstanding billings and delinquent accounts are collected and credited to the appropriate revenue accounts. The Accounts Receivable section is responsible for the billing of all services provided by city departments including; cemetery contracts, false alarms, rescue squad calls, special police services, use of park facilities, and water and sewer taps. The Utility Billing section provides customer service and billing for water, sanitation and sewer treatment customers for services rendered by the Public Works & Utility Department. The Municipal Court section is responsible for processing all moving and non-moving violations issued by the Police Department and for summonses issued for other city ordinance violations. Court hearings are scheduled and all fines for these violations and parking citations are collected by the Municipal Court Clerk. The Parking section includes the enforcement of metered parking areas through the issuance of parking citations, as well as parking meter maintenance.

The **Purchasing** division provides an effective central purchasing program by means of competition on the basis of fair and equal opportunity extended to qualified persons and firms interested in selling to the City. City agencies may obtain needed goods and services at competitive costs consistent with suitable quality and time of performance. This division operates with five) full-time employees and one division manager. The division is divided into three operational sections: Central Purchasing, Inventory Warehousing and the Print Shop. Central Purchasing consists of a Purchasing Agent, Senior Buyer and Administrative Secretary; responsibilities include formulation and implementation of purchasing rules and regulations, acquisition of goods and services for all departments, and the disposition of surplus property. Inventory Warehousing consists of a Stores Clerk and Accounting Clerk who are responsible for receiving, stocking and issuing common use commodities to all City agencies and on a limited basis, other political subdivisions of the State. The Print Shop consists of a Print Shop Operator who is responsible for all copying, printing and reproduction work requested by City departments.

The **City Clerk's Office** consists of three full time employees. Their primary functions are to maintain the City's official records, conduct municipal elections, issue liquor and beer licenses, provide for the sale of cemetery plots and records management for the City cemeteries. In addition, this division responds to a major portion of citizen inquiries concerning City policies, ordinances and procedures, and is Clerk of the Council for official meetings and hearings.

MAJOR ACCOMPLISHMENTS - 1993

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 1991 and 1992 CAFRs
- Published the "City of Grand Junction, City Limits Street Guide".
- Published the "Sales and Use Tax Information Guide."
- Maintained the Sales and Use Tax audit program with emphasis on training and communication.
- A grants management policy was written and approved by management.

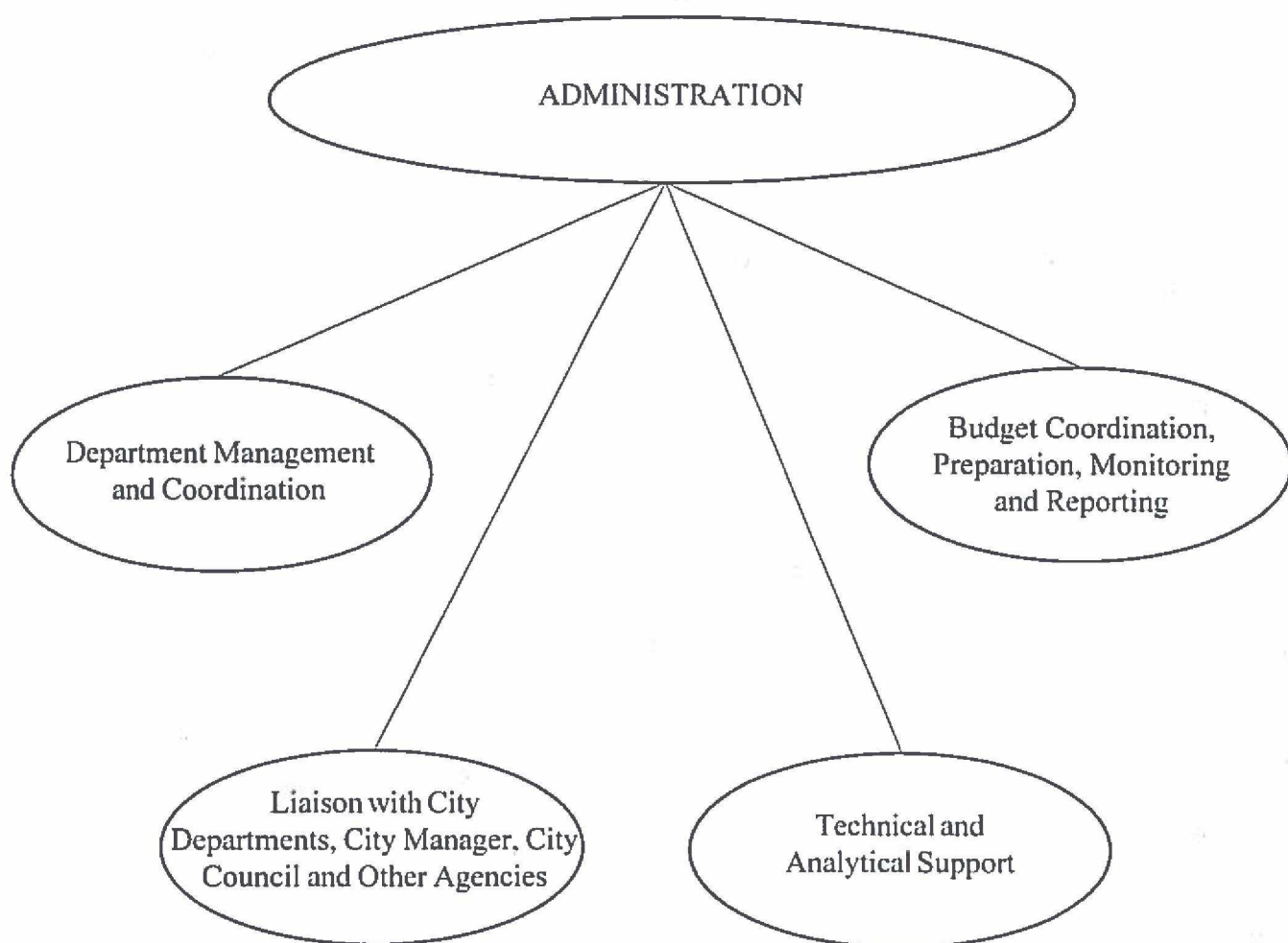
- Completed the transition of financial assets and records in conjunction with annexation and dissolution of Ridges Metropolitan District and Grand Junction West Water and Sanitation District.
- Bid and negotiated a new banking services contract.
- Implemented OCR processing of utility bill payments.
- In conjunction with all other divisions and departments, implemented a new management and budgeting computer aided review system.
- Quarterly unaudited financial reports are included in the Quarterly Statistical Report for the City.
- Administered the 1993 Regular Municipal Election.
- Successfully implemented the ISYS Text Retrieval System with ten years of legislative history on-line and over twenty-five city hall users.
- Completed review and drafting of changes to the Code of Ordinances.
- Successfully implemented the CEM software for administration of records for eight cemeteries.

SIGNIFICANT BUDGET ISSUES

As depicted on the following schedules and graphs, the entire department's budget is proposed at approximately \$4 million for 1994 and \$4.2 million for 1995, increases of \$4.8% and 5% respectively.

- Request to change the permanent 3/4 time clerical position in the City Clerk's office to a full-time position estimated to cost an additional \$15,000 in 1994.
- Data processing costs have been reduced significantly in 1994, reflecting a more accurate allocation of the time and effort of the Information Services Division personnel in meeting the service needs of the other departments.
- Training programs and costs are up throughout the department as we more aggressively tackle the needs of our employees to assist them in servicing both our internal and external customers.
- The only major capital in the department is proposed in the Information Services fund where a pooled service vehicle is requested as well as \$130,000 for new relational data base software in 1994.
- PTO buy-back did not occur as we anticipated in 1993 because of a late minute change in the program that banked all vacation accruals rather than adding them to PTO accounts.

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS AND OBJECTIVES FOR 1994 AND 1995

DEPARTMENT: Administrative Services

DIVISION: Administration

GOAL Facilitate and coordinate the development of a city-wide "Organizational Development" strategy.

WHY — To meet or exceed customer expectations for City services.

HOW

- Adopt a written policy and plan pertaining to who and when supervisor and employees will be trained.
- Have all supervisors trained.
- Involve all employees in role training and customer service training.

PERFORMANCE MEASURE

- Was the plan approved by the City Manager
- Were all supervisors properly trained.

WHO — The entire management team of the City spearheaded by Ron Lappi.

WHEN

- Plan adopted by September 30, 1994
 - Supervisory training completed by December 31, 1994
 - All employee involvement and customer service training completed by December 31, 1995.
-

GOAL — Increase the knowledge and confidence of our interested citizens and taxpayers in the City's fiduciary practices and financial plan.

WHY — Citizen participation and support will be enhanced through a better informed public.

HOW

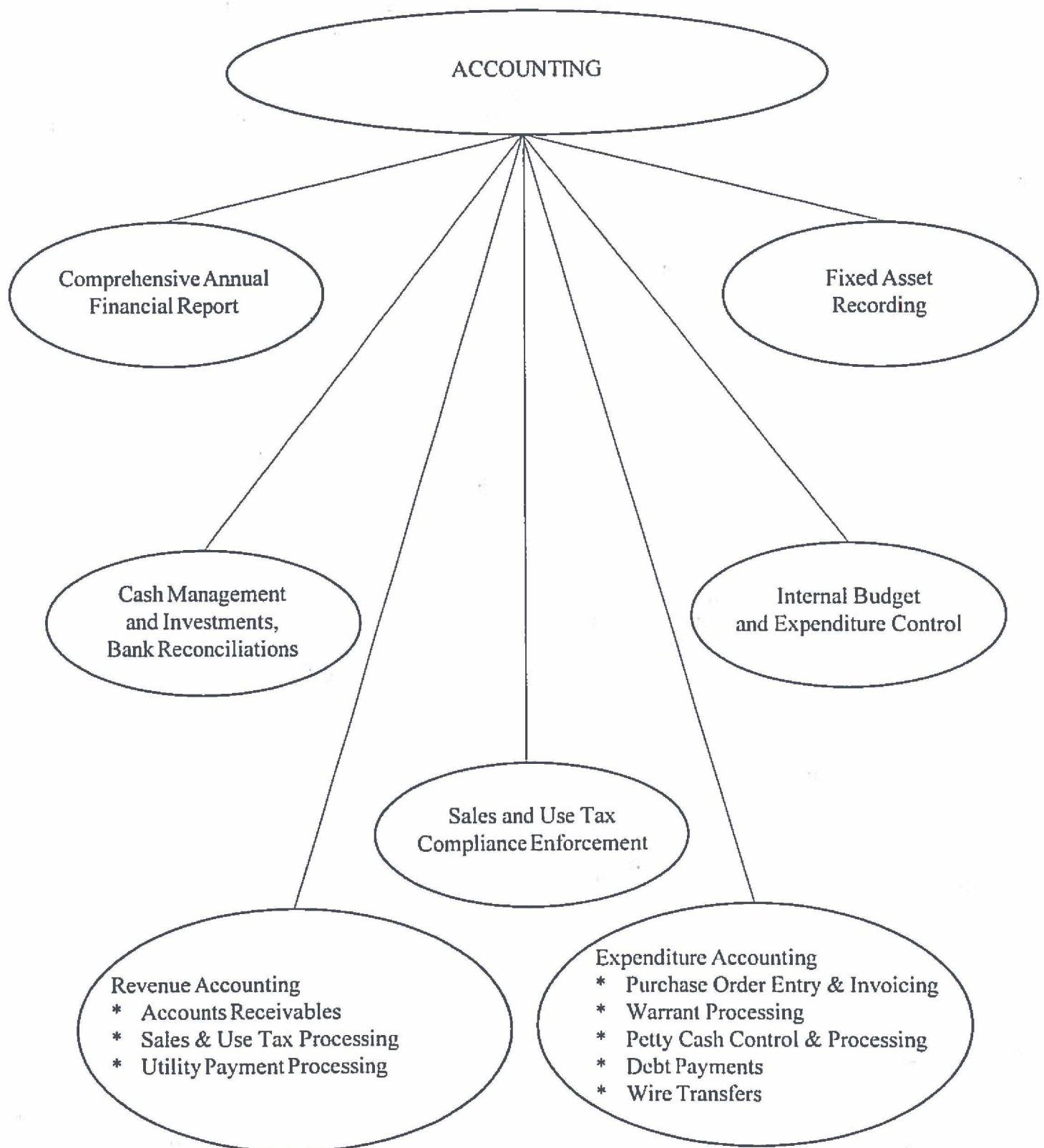
- Develop a user friendly Budget In Brief that makes it easy for the reader to comprehend the important issues that are included, or not included, in the City's current financial plan.
- Make the document available to any interested party. Market its availability and specifically distribute the Budget In Brief to various service organizations and interest groups.

PERFORMANCE MEASURE — Citizen feedback

WHO — Budget Coordinator

WHEN — April, 1994

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Administrative Services

DIVISION: Accounting

GOAL: Implement the Grants Management Policy

PURPOSE — Information for the processing of grants will be adequately and responsibly maintained to insure the proper use of funds and completion of grant requirements.

OBJECTIVES

1. Identify and document funds received or receivable
2. Define uses and requirements
3. Maintain control of records and accountability, including budgets, appropriations, and actual transactions
4. Obtain all appropriate authorizations

PERFORMANCE MEASURE — Performance will be measured by the proper implementation of the procedures and completion of each grant.

WHO — Controller, Senior Accountant

WHEN — Implementation will be completed in 1994.

GOAL: Implement a new Financial Management System in conjunction with Information Services Division.

PURPOSE — Many current system requirements and processes can be eliminated, simplified, and/or enhanced with modern systems utilizing relational database technology. On-line information will be easily found in a user friendly environment.

OBJECTIVE

1. Reorganize the cost centers, as needed, to reflect the current/projected organizational structure and operations
2. Participate in the evaluation and selection of software
3. Coordinate with all departments in the establishment of the accounting structure for the new system
4. Prepare any conversion tables for data translation
5. Participate in training for, testing of, and converting to the new system.

PERFORMANCE MEASURE — Performance will be measured by the timely performance of each step, by the functionality of the resulting projects, and by the acceptance of the system by the end users.

WHO — Controller, Senior Accountants, Accounting Clerks

WHEN — The goal will be completed in accordance with the schedule identified in the "Information Services Long Range Plan, March 1993" as modified in the system implementation planning.

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Administrative Services

DIVISION: Accounting

GOAL Write a "Financial Systems Manual"

OBJECTIVES

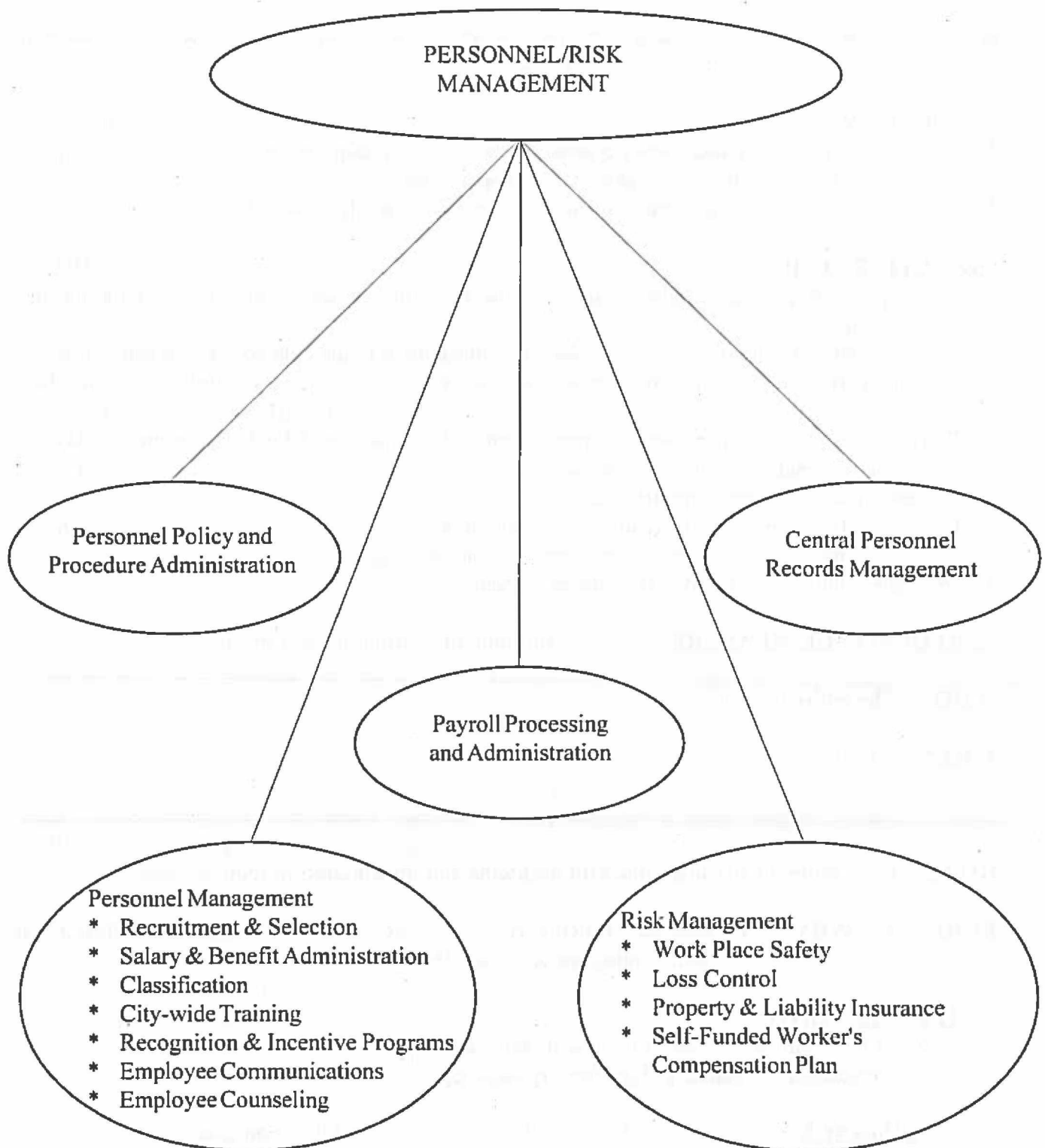
1. Identify the processes related to finance, accounting, budget controls, internal controls, and auditing as they relate and exist with the new Financial Management System
2. Evaluate and revise the processes for accuracy, adequacy, and efficiency
3. Document, explain, and publish the resulting manual

PERFORMANCE MEASURES — Performance will be measured by the timely completion of the manual and it's acceptance by upper management and the external auditors.

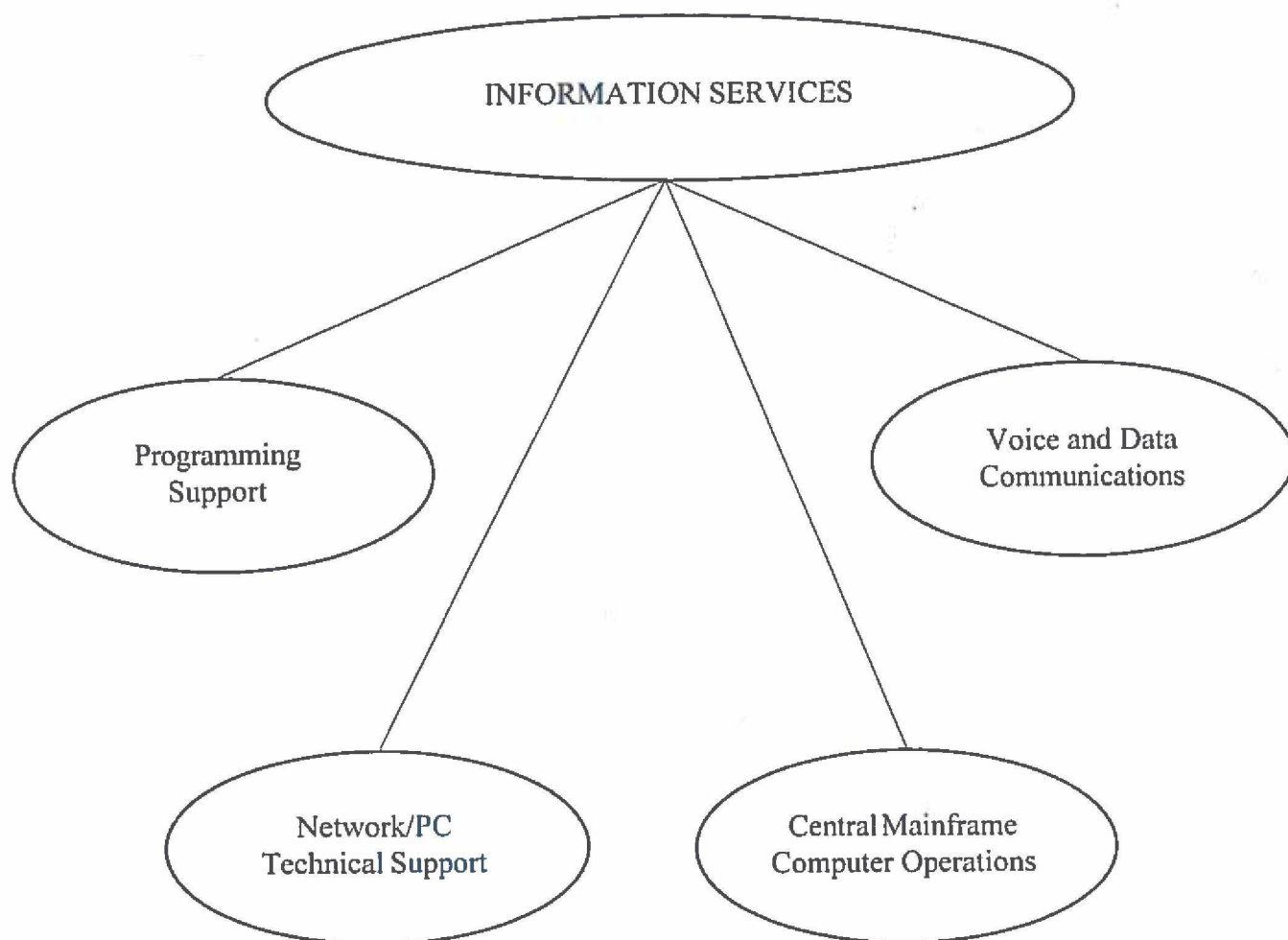
WHO — Controller, Senior Accountants, City Auditor

WHEN — Completion by December 31, 1995

ADMINISTRATIVE SERVICES DEPARTMENT



ADMINISTRATIVE SERVICES DEPARTMENT



GOALS & OBJECTIVES FOR 1994

DEPARTMENT: Administrative Services

DIVISION: Information Services

GOAL: Upgrade and replace the existing Financial Management Systems software.

PURPOSE - WHY

To provide the users with a state of the art relational database system that completely integrates all of the city's financial information into a single data base. This will significantly reduce data entry requirements as well as enhance data inquiry capabilities. It will also allow us to reduce our yearly costs

through the use of lower cost hardware.

OBJECTIVE - HOW

- 1 Replace the existing 3B2 minicomputer with a Network Fileserver Microcomputer system.
- 2 Configure the city's network to utilize a fourth generation "relational" database management operating system.
- 3 Purchase and install any appropriate commercial database driven software packages available.
- 4 Design, program, and install additional in-house developed software packages as needed.

PERFORMANCE MEASURE

1. Evaluate existing commercial software packages for applicability and purchase appropriate ones.
2. Complete systems analysis and design of systems to be developed in-house.
3. Complete installation of systems and train users.

WHO

1. Information Services Division Staff.
2. Selected Vendors.
3. All financial systems users.

WHEN

1. March 31, 1994
2. December 31, 1994
3. December 31, 1995

GOALS & OBJECTIVES FOR 1994

DEPARTMENT: Administrative Services

DIVISION: Information Services

GOAL: Increase the integration and use of our office automation software systems.

PURPOSE - WHY — To simplify the work flow of departments so that more time can be spent addressing the needs of the citizens of the city.

OBJECTIVE - HOW

1. Enhance the capabilities of the city's existing network systems.
2. Implement new and appropriate software packages on the network.
3. Improve the proficiency of the city's staff in the use of their computer systems.

PERFORMANCE MEASURE

1. Upgrade communications capabilities between various networks.
2. Complete phase three of the PC upgrade program.
3. Purchase and install various office automation software systems.

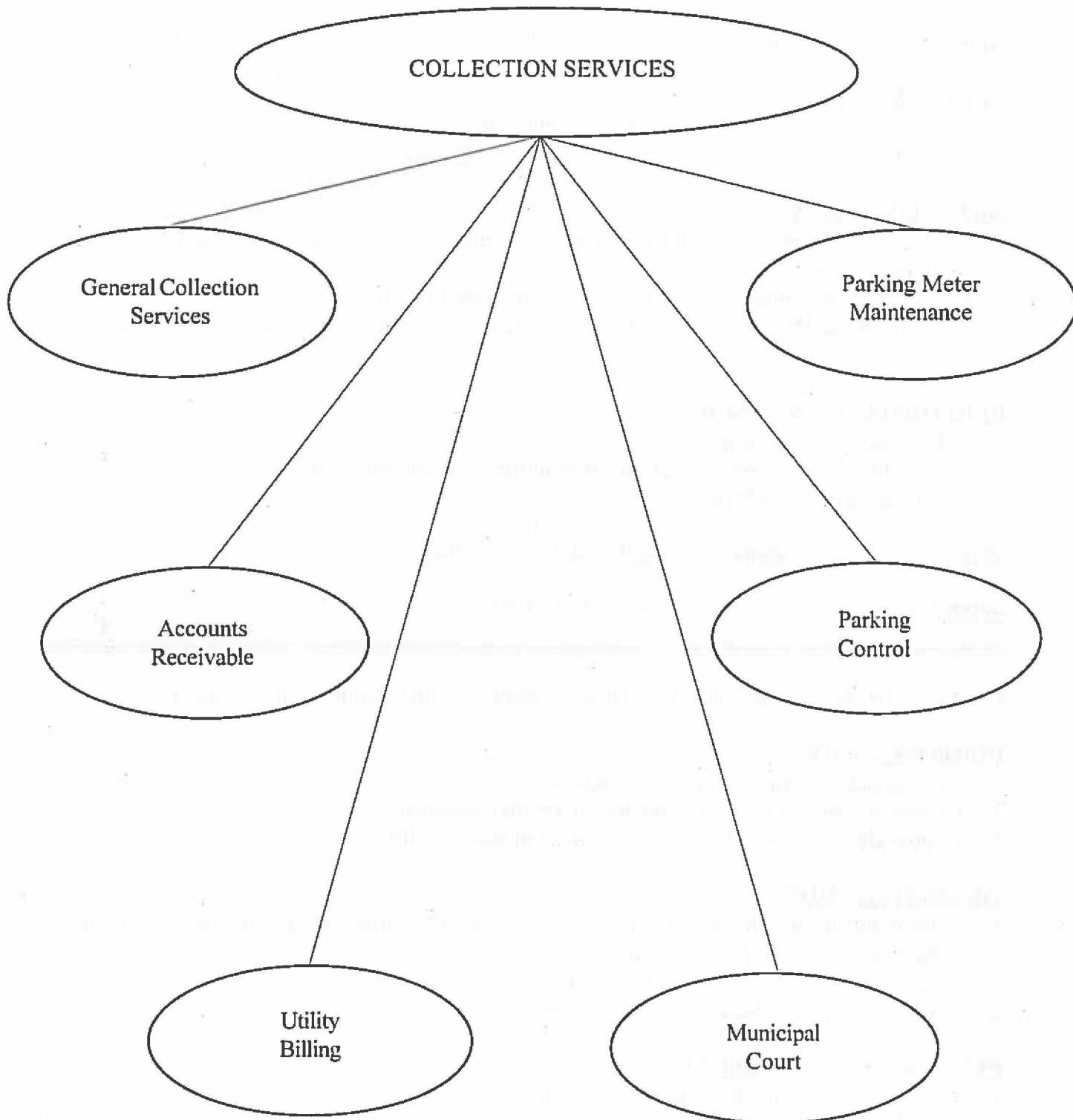
WHO

1. Information Services Division Staff.
2. Information Services Division Staff.
3. Information Services Manager/Pc Programmer Specialists.

WHEN

1. December 31, 1994
2. March 31, 1994
3. December 31, 1994

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS AND OBJECTIVES FOR 1994 AND 1995

DEPARTMENT: Administrative Services

DIVISION: Collections

GOAL: Finalize work and make recommendations for the Record Management Task Force

PURPOSE - WHY

Make available the right information in the right place at the right time for the right people at the lowest cost in the best media for their use.

OBJECTIVE - HOW

1. Through the efforts and input of the Task force members as to the type of record use and the retention periods.
2. Evaluate types of media available for different types of records
3. Recommend to Departments Heads and Council as to type of media and cost of implementation.

PERFORMANCE MEASURES

1. Evaluation of task force surveys
2. Presentation of recommendations to Department Heads and Council
3. Implementation of Program

WHO — 1. City Departments, through task force members.

WHEN — 1) 3/31/94 2) 6/1/94 3) 11/1/94

GOAL: Improve the efficiency and responsiveness of the customer service operation.

PURPOSE - WHY

1. To augment customer and public relations
2. To obtains a higher level of efficiency and professionalism
3. To provide services in the most economical manner possible

OBJECTIVE - HOW

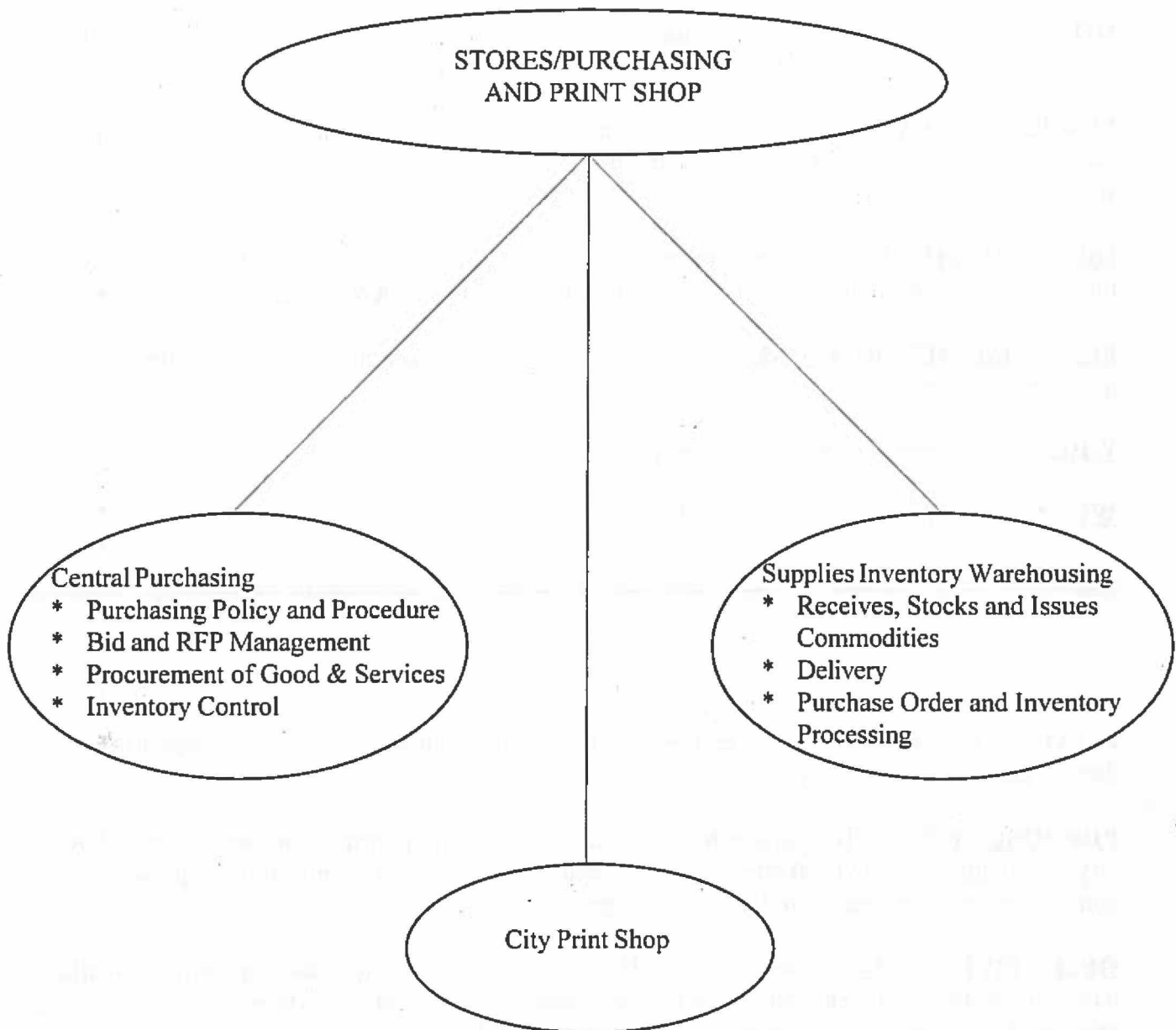
1. Work with Information Services in the conversion of existing software to make the operation of the division more efficient
2. Cross train employees in all related areas
3. Provide continued educational and training opportunities

PERFORMANCE MEASURES

1. Proficiency rating in all related areas for subjected employees
2. Completed automation of Municipal Court Functions
3. Complete conversion of CIS system

WHEN — 2) 12/31/94 3) 12/31/95

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS & OBJECTIVES FOR 1994

DEPARTMENT: Administrative Services

DIVISION: Purchasing

GOAL: Develop preliminary flow chart of procedures for construction procurement from design to finished construction for city project through investigating the practices of other municipalities

PURPOSE - WHY — To ascertain the best method of procuring construction projects with consideration given to design build, job order contracting and independent construction management, versus current practice of hiring A/E firm to administer entire project.

OBJECTIVE-HOW — With assistance of Rocky Mountain Governmental Purchasing Association, poll municipal membership as to their current procedures with regard to construction projects.

PERFORMANCE MEASURE — Completed flow chart of current practice with report of alternative procedures for review and possible implementation.

WHO — Purchasing Agent and Senior Buyer

WHEN — Completion by July 1/ 1994

GOAL: Upgrade graphic arts capabilities of the city print shop. Provide greater diversity in design and color application.

PURPOSE - WHY — To upgrade the city's image with regard to printed matter distributed by the city, and to upgrade all visual presentations prepared and presented by city staff. To present a more cohesive visual presentation of the city's vision and it's mission.

OBJECTIVE - HOW — Survey city staff to determine needs, in-house capabilities, available hardware/software. Develop outline of potential services that could be made available with consideration of associated costs to equip and man such operations.

PERFORMANCE MEASURE — Completion of survey and compilation of data into a brief report outlining where we're at and where we can go.

WHO — Purchasing Agent, Information Services Manager, Sr. Administrative Secretary for Administrative Services Dept.

WHEN — Project completion by August 31, 1994

GOALS & OBJECTIVES FOR 1995

DEPARTMENT: Administrative Services

DIVISION: Purchasing

GOAL: Publish and disseminate "Project Identification Booklet," an annual publication listing major projects prepared to assist local business awareness of forthcoming projects.

PURPOSE - WHY — Increase exposure for pending city projects and major expenditures~ Provide potential vendors and contractors with ample time to plan for participation in city bids.

OBJECTIVE - HOW — With assistance of all city departments and subdivisions, create a list of all major projects and capital expenditures as approved by council for the forthcoming calendar year. Revise list into publication format and distribute via chamber of commerce, local construction plan rooms and newspaper advertisement.

PERFORMANCE MEASURE — Timely distribution of completed publication.

WHO — Purchasing Agent will coordinate activity on booklet development.

WHEN — Booklet distributed by early January, 1995

GOAL: Implementation of the new inventory and procurement module of the new financial management system.

PURPOSE - WHY: — The current system not capable of providing for centralized procurement operations. New system, a module of the overall city financial management system, will allow for a centralized on-line procurement system capable of providing better service and control.

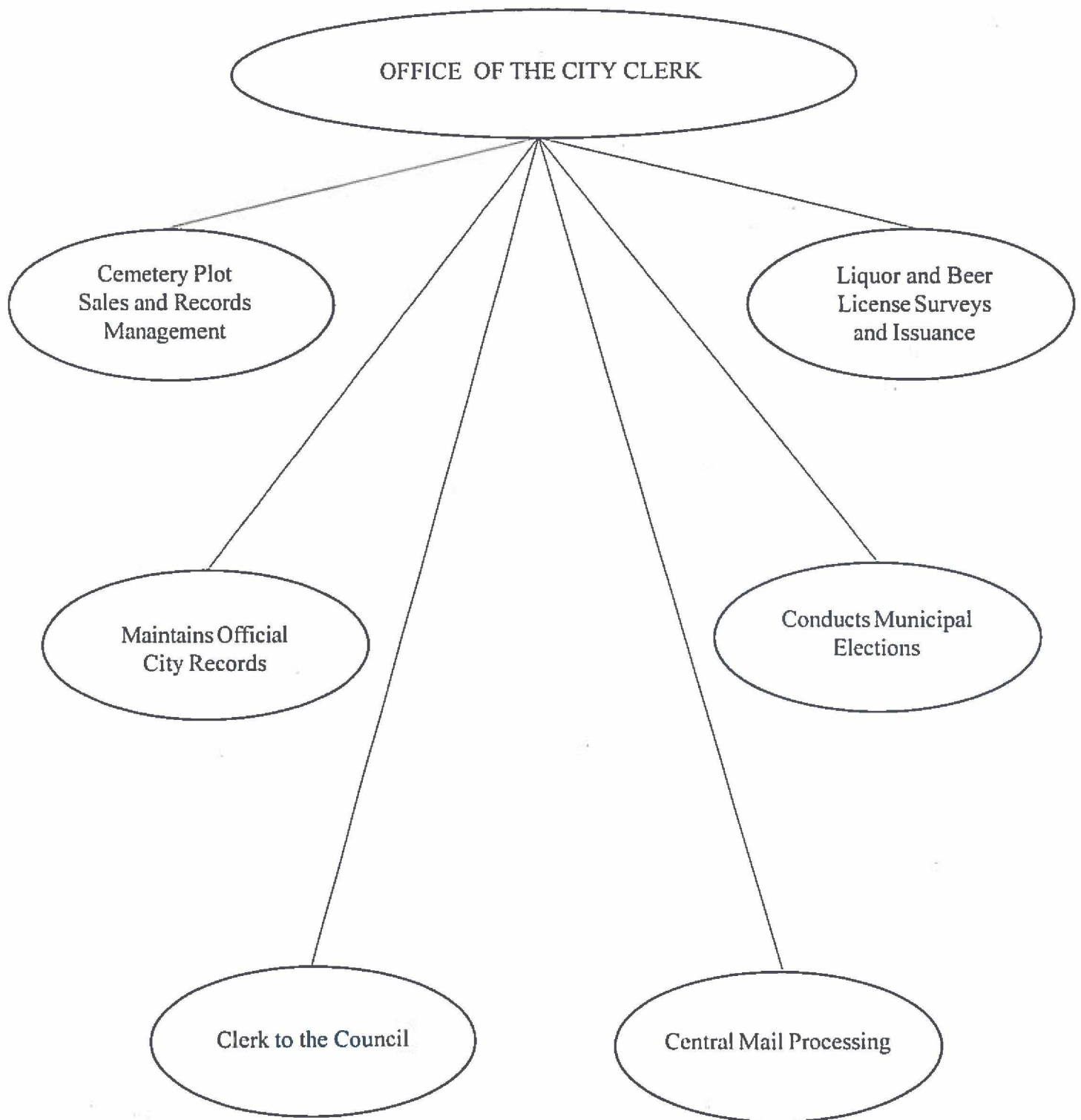
OBJECTIVE - HOW: — Assist Information Services personnel with feature selection of procurement module. Become familiar with system operation and identify any additional programming needs. Test completed programs. Assist in user training. Program refinement based on user response.

PERFORMANCE MEASURE: — Acceptance of the system for in-house usage by city manager and administrative services director.

WHO: — Purchasing Agent and Senior Buyer coordinate activities with Information Services Department.

WHEN: — On-line by December 31, 1995.

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS AND OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Administrative Services

DIVISION: City Clerk

GOAL: Improve efficiency in the areas of records management and response to inquiries.

PURPOSE — To provide accessibility of legislation and official City records to City Staff and to the public with the minimum amount of staff research time.

OBJECTIVE — Through use of the ISYS software and Municipal Code Corporation's scanning process, all ordinances, resolutions and minutes back to the year 1915 will be available for retrieval on electronic media through the network. The Clerk's office is also in the process of reorganizing the rest of the City's official records, that is, contracts, agreements, deeds, etc. which are not maintained on electronic media so that retrieval of such records is accomplished in an appropriately efficient manner.

PERFORMANCE MEASURE — Retrievability of all City records.

WHO WILL BE INVOLVED — City Clerk Staff, Data Processing Staff

WHEN — All legislative history input by 199; Physical reorganization by December, 1994.

GOAL: To perform in-house Code supplementation.

PURPOSE — For the City to have up-to-date Code of Ordinances available to the public.

OBJECTIVE — The new Code of Ordinances will be on the ISYS system and can be updated as new legislation is adopted. Actual supplements to be printed once or twice per year.

PERFORMANCE MEASURE — Implementation of the objective.

WHO WILL BE INVOLVED — City Clerk Staff, Data Processing Staff, Print Shop Staff

WHEN — The new Code of Ordinances will be on-line upon adoption in March, 1994 with the first supplementation taking place in Fall, 1994, dependent on the amount of legislation passed.

GOAL: Recodify the Code of Ordinances.

PURPOSE — Streamline and update the City's legislation.

OBJECTIVE — Review and coordinate revisions with other departments.

PERFORMANCE MEASURE — Publication of new Code of Ordinances.

WHO WILL BE INVOLVED — Immediate involvement will include the City Clerk, the City's legal staff, data processing staff. All department and division heads are involved in the changes.

WHEN — March, 1994.

GOAL: To complete and keep current computer entry of the cemetery records history.

PURPOSE — To allow efficient retrieval of cemetery information and eliminate the bulky manual records system.

OBJECTIVE — Implementation of the CEM software for the cemetery sales and management. (This is a data base program for the cemetery records, past and present.)

PERFORMANCE MEASURE — All data entered and retrievable.

WHO WILL BE INVOLVED — City Clerk staff, data processing staff, Cem Software support.

WHEN — December, 1995.

GOAL: Verify cemetery plot availability with the correlation of the Clerk's records to the cemetery caretaker's records.

PURPOSE — To ensure that records in the office administering the cemetery correlated with the actual cemeteries.

OBJECTIVE — On a regular basis, cemetery personnel are provided with a listing of the burial and purchase records of the various cemeteries. As time permits, the cemetery personnel are verifying the consistency of the records.

PERFORMANCE MEASURE — When all eight cemeteries have been correlated.

WHO WILL BE INVOLVED — City Clerk Staff and Cemetery Staff

WHEN — Fall, 1995.

GOAL: Continue with input of the City's legislative history.

PURPOSE — To continue our efforts toward the long-term goal of having the City's legislative history back to 1915 on electronic media for easy retrieval.

OBJECTIVE — Monthly submittals to the Municipal Code Corporation for scanning. The data is then transmitted to us via diskette whereupon it is entered into the ISYS Text Retrieval System.

PERFORMANCE MEASURE — A year's worth of minutes and ordinances are transmitted to Municipal Code Corporation on a monthly basis, therefore in one year's time, twelve years of history has been entered (back to 1970 by December, 1995).

WHO WILL BE INVOLVED — City Clerk Staff, Data Processing Staff and Municipal Code Corporation

WHEN — By December, 1995, the system should contain history to 1970.

POLICE DEPARTMENT

POLICE ADMINISTRATION
Chief Darold G. Sloan

Maintaining quality of life in the community, while continuing to respect individual liberties and personal dignity, will be the benchmark used to gauge our success in the delivery of law enforcement services.

Remaining mindful of the people's will and continuing to be responsive to the community's needs will be the standards that our performance is measured against.

Services

The abatement of criminal activity as it affects quality of life is our mission, and it will continue to be so long as crime deprives every citizen of the right to feel secure in their homes and in their lives.

Operations

The delivery of timely, courteous, quality service is the men and women of the Grand Junction Police ways without the use of unnecessary force, and alert to solve the problems that people call us for.

Communications
Center

our mandate to ensure of the Grand Department, absence of unnecessary use of force with the in-problems that assistance with.

Our pledge is to embrace the community in solving problems and in doing so to solicit their input and their ideas, with the ultimate goal being open communications and positive relations between the community and the law enforcement professionals that serve the community, so that problem solving becomes the cooperative effort that it must certainly be.

POLICE DEPARTMENT

Operating Budget

OPERATING EXPENDITURES BY DIVISION					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
(1) Police Administration	\$368,218	\$1,076,169	\$317,873	\$322,242	4.5%
Services Division	1,424,891	1,651,021	1,816,086	1,883,411	25.9%
(2) Operations Division	3,162,792	3,713,618	3,919,016	4,095,500	56.0%
	-----	-----	-----	-----	-----
Subtotal: Police Services	4,955,901	6,440,808	6,052,975	6,301,153	86.4%
(3) Communications Center	722,990	886,607	957,862	990,147	13.6%
	-----	-----	-----	-----	-----
Total	\$5,678,891	\$7,327,415	\$7,010,837	\$7,291,300	100.0%
	=====	=====	=====	=====	=====

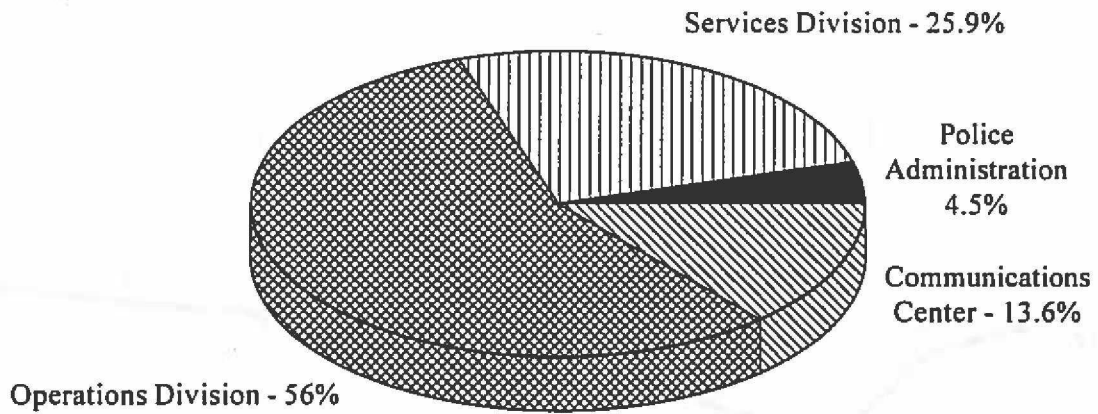
OPERATING EXPENDITURES BY CATEGORY					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
(2) Personnel	\$4,351,690	\$5,032,762	\$5,280,043	\$5,494,798	75.3%
Supplies & Services	\$717,202	\$801,806	\$874,366	\$908,342	12.5%
(3) Contractual Fees	506,276	621,269	758,388	792,833	10.8%
Interfund Charges	29,715	49,611	43,622	45,766	0.6%
Debt Service	5,100	0	0	0	0.0%
(1) Special Activities	0	750,000	0	0	0.0%
Operating Equipment	68,908	71,967	54,418	49,561	0.7%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$1,327,201	\$2,294,653	\$1,730,794	\$1,796,502	24.7%
	-----	-----	-----	-----	-----
TOTAL	\$5,678,891	\$7,327,415	\$7,010,837	\$7,291,300	100.0%
	=====	=====	=====	=====	=====

Annual Percentage Change	1993-to-1994	1994-to-1995	2-Year Average
-Personnel Expense	4.9%	4.1%	4.5%
-Non-Personnel Operating	(24.6%)	3.8%	(10.4%)
-Total Operating Budget	(4.3%)	4.0%	(0.2%)

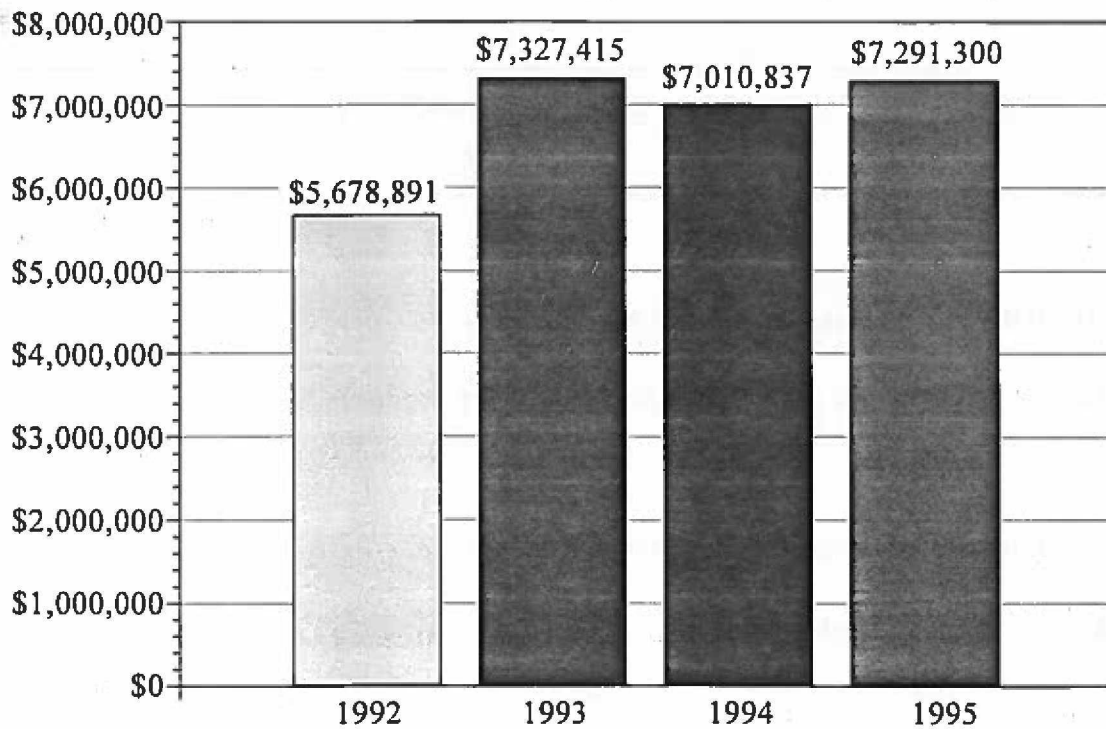
DESCRIPTION OF MAJOR CHANGES:

- (1) The significant increase in 1993, and subsequent decrease in 1994, is due to a dispute settlement regarding a lawsuit over pension funds.
- (2) The major increase in personnel expense results from staffing increases in the Operations Division. Two full-time positions are to be added in both 1994 and 1995.
- (3) Another significant increase is reflected in the operating costs of the Communications Center. These costs are also reflected in the Contractual Fees category, as the Comm. Center Fund (#405) charges the Police Department's General Fund operating accounts for these services.

1994 - 1995 OPERATING EXPENDITURES By Division

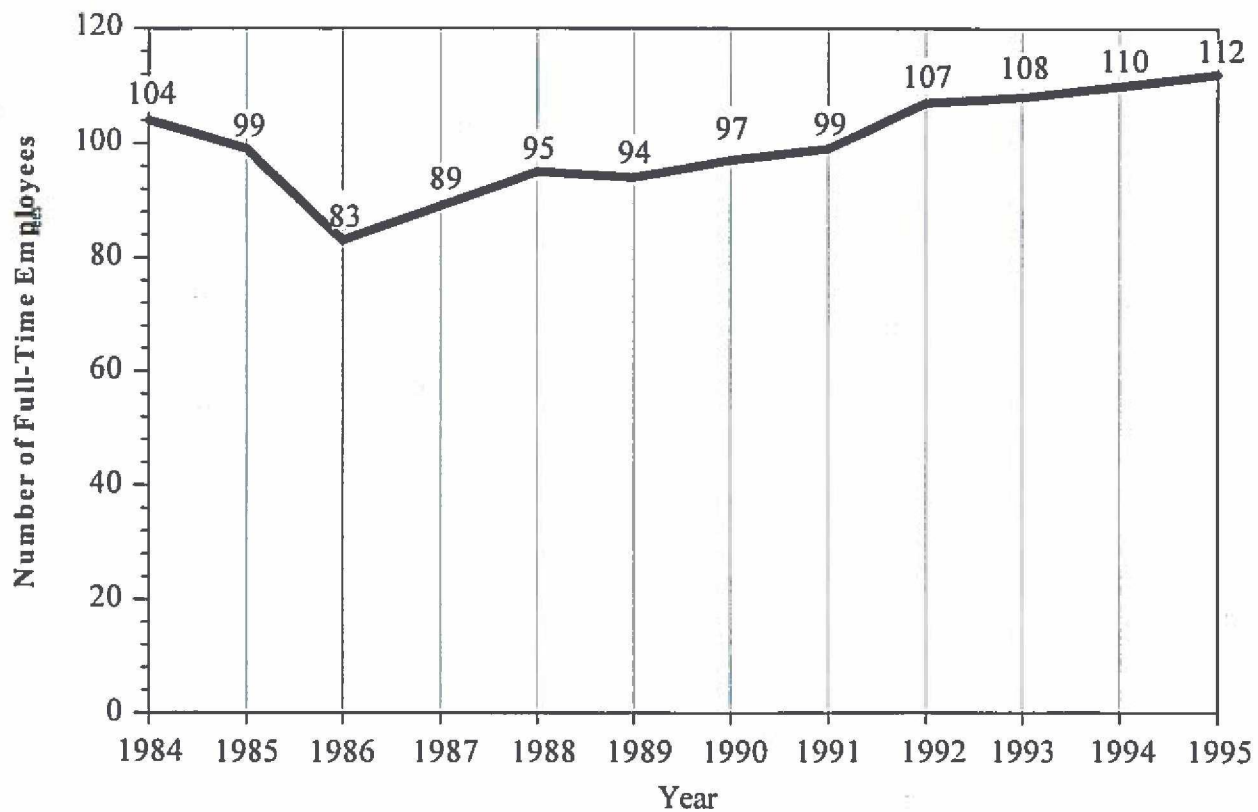


ANNUAL OPERATING EXPENDITURES



POLICE DEPARTMENT

FULL-TIME STAFFING HISTORY



DESCRIPTION OF CHANGES FROM 1993 TO 1994

The addition of one (1) Lab & Evidence Assistant (from ½ time)
The addition of one (1) Administrative Clerk II, Crime Prevention

DESCRIPTION OF CHANGES FROM 1994 TO 1995

The addition of two (2) Desk Officers

POLICE DEPARTMENT

FUNCTION

The Grand Junction Police Department is a state accredited agency which provides a full range of police protection services for the urban city of Grand Junction, Colorado. In addition to Police Administration, the department is organized around three major divisions; Services, Operations, and Communications. In 1994 the departmental authorized personnel compliment consists of 110 full-time employees and 1 halftime employee. Of this number 72 are sworn positions and 39 are civilian positions.

The **Administrative Division** consists of the police chief, staff inspections, and the volunteer coordinator. The office of the chief is responsible for the overall leadership, coordination and management of the department. This office also is the liaison with other city departments, city manager, city council and other agencies. The staff inspections is responsible for investigating complaints made by citizens that involve department personnel or policies. The volunteer coordinator coordinates the efforts of the civilian volunteer program, chaplaincy program, and the victim assistance program.

The **Services Division** provides support services for the entire department including record keeping and analysis, the crime laboratory, training, crime prevention, community relations, the school resource program and budget control.

The functions of the **Operations Division** include uniform patrol, investigations, and other special functions such as the canine unit, bicycle patrol program, and the special weapons and tactics unit (SWAT). Operations provides the basic police services for the protection of life and property, traffic management, and the apprehension of violators and criminals.

The **Communications Division** maintains and operates the full service Enhanced Emergency 911 Computer Aided Dispatch Center providing contractual services to all the local law enforcement agencies, fire protection districts and medical emergency response groups throughout Mesa County.

The overall mission and goals of the City of Grand Junction Police Department include; the prevention and deterrence of crime, the apprehension of offenders, the recovery of lost and stolen property, expediting the movement of traffic and providing general service to the public for the good of the people of the community.

MAJOR ACCOMPLISHMENTS - 1993

Administrative

- Directed Department accreditation focus from National Standards to State Standards
- Implemented a Victim Assistance Program
- Completed the first Victim Assist Training Academy
- Received Victim Assistance Grant for part-time Coordinator position
- Developed and Implement a Senior Citizen Program

Services

- The Traffic Safety Council received the top honor by the National Highway Traffic Safety Administration
- Created/filled the new civilian Training Coordinator position
- The School Resource Unit completed the first D.A.R.E. program at a local elementary school
- Officer/Lab Supervisor Jerry Hill and Detective Bob Russell received special recognition by the City Council for their efforts in the Genrich Bombing case
- Initial development and research for a Records Management System was completed
- Department's Crime Stopper's unit was awarded top honors by Crime Stopper's International
- The Department relocated back to it's permanent location at 625 Ute Ave.
- The Crime Prevention Unit was awarded the top honor by the International Society of Crime Prevention Practitioners

Patrol

Check Fraud Investigations were successfully transferred from the District Attorney's Office back to the Department's Investigations Section

- Created/filled new Part-time Investigations Secretary devoted to the Pawn Slip Program
- An additional Detective was dedicated to Child Abuse Investigations
- Officer John Zen attended the Hazardous Materials (Bomb Tech.) School at Redstone Arsenal in Alabama and was certified as a Bomb Technician
- Successful conviction of James Genrich in bombing cases
- The new Patrol Shift Schedule (Team Concept) proved to be very successful especially in preventing major problems on North Ave. during the summer months
- The Investigations Trainee position was instituted again after many years
- A record number (35,497 calls for service) of citizen requests were responded to
- The Adopt-A-Cop program was implemented with Patrol Officers and various elementary schools

Communications Center

- Created/filled the new Supervisor position
- Successful implementation of the new Computer Aided Dispatch (CAD) system
- Began construction of the new Communications Center
- Communications Center Manager Beth Roberts received special recognition for the research, development, and implementation of the new CAD system

SIGNIFICANT BUDGET ISSUES

Personnel expenses in the area of salaries, police pension, and health benefits, account for much of the Police Department's budgeted increase from 1993 to 1994 and 1995. One of the reasons for the increase in the police pension costs is associated with the retirement of one of two sworn employees who participate in an earlier and different retirement plan than the other sworn employees. The earlier retirement plan is significantly more expensive budgetarily than the current new plan if there is a retirement.

Other factors contributing to the budget increases are in the area of equipment rental rates, major capital, Information Services telephone maintenance and data processing charges. One of the reasons for the equipment rental rate increase is a policy change regarding the replacement of patrol vehicles. Instead of replacing all of the vehicles every three years a third of the fleet will be replaced every year.

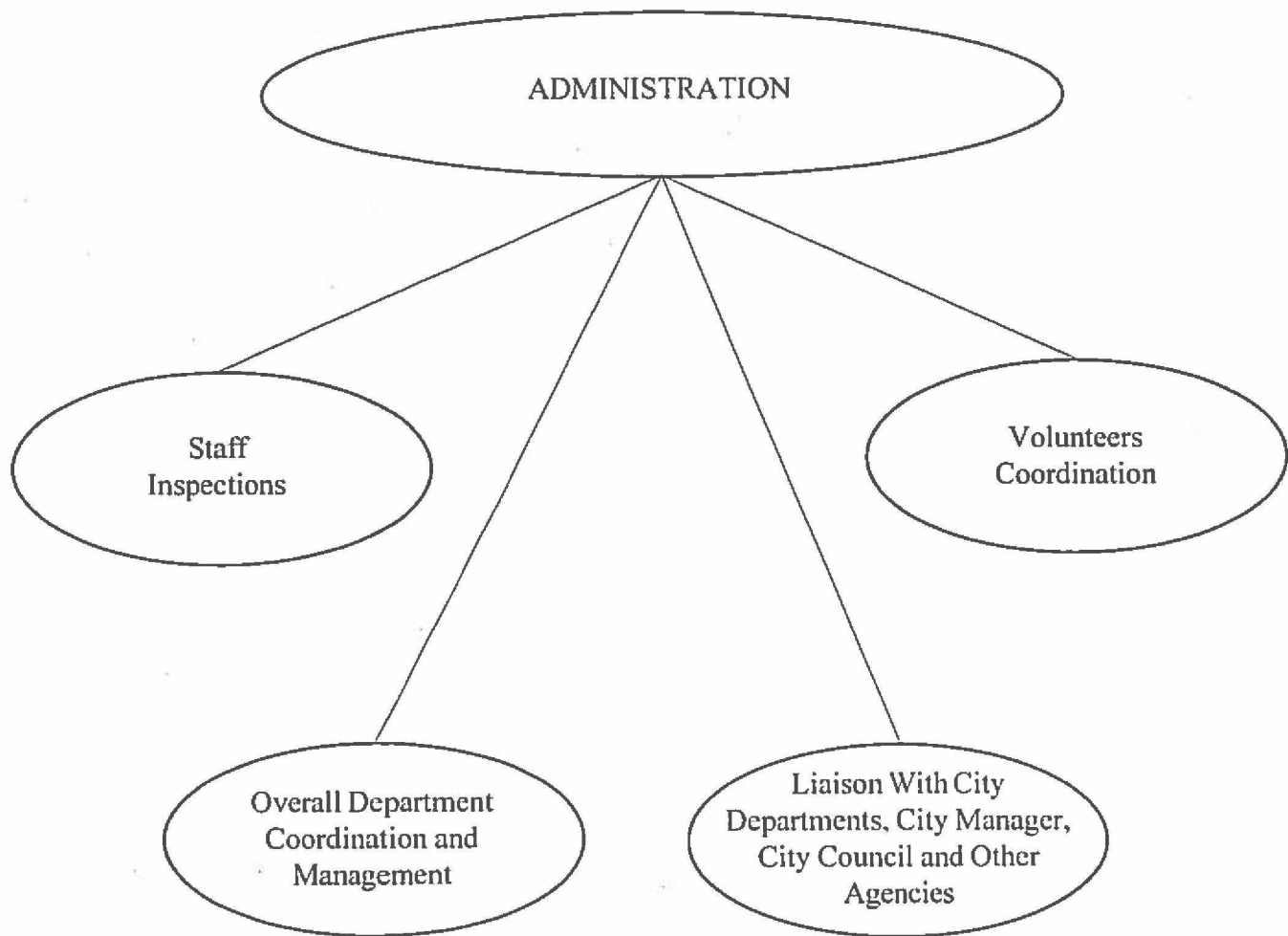
In major capital the department is adding two patrol vehicles, two investigations vehicles, and one crime prevention van in 1994 for \$93,739. In 1995 the department will add one more police sedan, and \$300,000 has been allocated for the purchase of a Public Safety Records Management System. The Communications Center relocation and remodel will be completed in 1994 and \$150,000 has been budgeted for a mobile Communications and Incident Command center. The Communications Center has also budgeted \$30,000 for a radio study/consultant due to recent FCC radio frequency policy changes. In conjunction with this study \$50,000 has been budgeted for the purchase of a microwave system which will enhance the capability of various radio repeater sites.

FUTURE OUTLOOK

The Police Department is committed to provide a level of service that will provide for a safe environment, and enhance the quality of life for the citizens of Grand Junction. This commitment faces many challenges and the Grand Junction Police Department has identified several significant issues that will be the focus of this commitment in 1994 and 1995. These significant issues are as follows:

- Strong law enforcement capability
- The increasing need to recruit and train civilian volunteers.
- Enhancing civilian staffing by placing more emphasis on non-sworn personnel performing the duties that have been traditionally performed by sworn personnel.
- Explore the feasibility of privatizing certain areas of police service
- Become more proactive in crime prevention services.
- Study and implement automation alternatives in lieu of hiring additional personnel..
- Identify training concerns to reduce/and or eliminate potential civil liability while ensuring quality police service.
- Effective utilization of manpower resources.

POLICE DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Police

DIVISION: Administration

GOAL: To review all Department Operating Procedures and Policies for State Accreditation as per the State Guidelines outlined by the Colorado Association of Chiefs of Police.

PURPOSE - WHY — To identify High Risk and High Liability areas of police operation and maintain/modify present policies and procedures.

OBJECTIVE - HOW

1. Review and evaluate all present policies and procedures.
2. The Staff Inspector will coordinate and ensure project is completed.

PERFORMANCE MEASURE

1. Seek input from Staff and other personnel.
2. Evaluate input and recommendations.
3. Communicate and review final changes prior to implementation.
4. Implement changes.

WHO — Staff Inspector and Command Staff personnel.

WHEN — Mid-year 1994

GOAL: To expand the civilian positions and services through out the Dept. that traditionally have been the responsibility of police officers.

PURPOSE - WHY — This will enable a greater flexibility for service deliver based on available resources.

OBJECTIVE - HOW

1. Employee the services of private security where appropriate.
2. Review and examine current job descriptions.

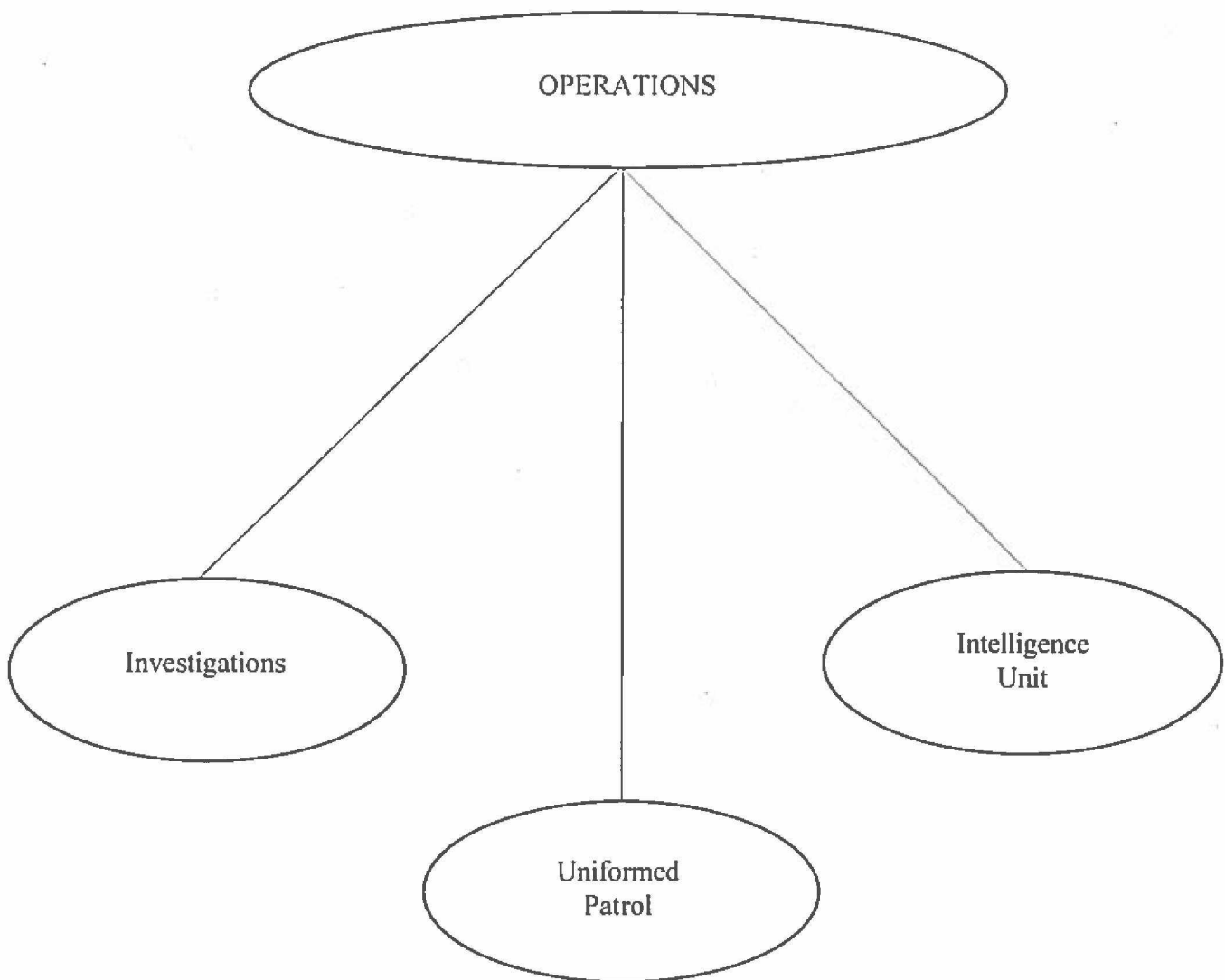
PERFORMANCE MEASURE

1. Determine the legality of process.
2. Analyze who can perform tasks, at the most cost effective way, without negatively impacting the quality of service.

WHO - Command Staff personnel.

WHEN — December 1994

POLICE DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Police

DIVISION: Operations

GOAL: To enhance and modify the current volunteer Community Service Officer (CSO) program.

PURPOSE - WHY — To improve the effectiveness of the program and it's usefulness to the community through more focused training and retention of the volunteers.

OBJECTIVE - HOW

1. Review and evaluate all present polices and procedures.
2. Focus more on individual job/task accomplishment.

PERFORMANCE MEASURE

1. Review existing polices, procedures, and job/task descriptions.
2. Establish new descriptions with a more singular assignment concept.
3. Establish training criteria for new job/task descriptions.

WHO — Patrol Lt. Knight and Training Coordinator Rick Dyer.

WHEN — September 1994

GOAL: Review/improve the personnel evaluation process for the position of Police Officer.

PURPOSE - WHY — To ensure the evaluation system is a reflection of the desired skills, knowledge, abilities being sought after and reinforced by Supervisors within the Police Department.

OBJECTIVE - HOW

1. Review and evaluate the existing Police Officer evaluation form.
2. Rewrite evaluation form from input provided by all levels in the sworn ranks.

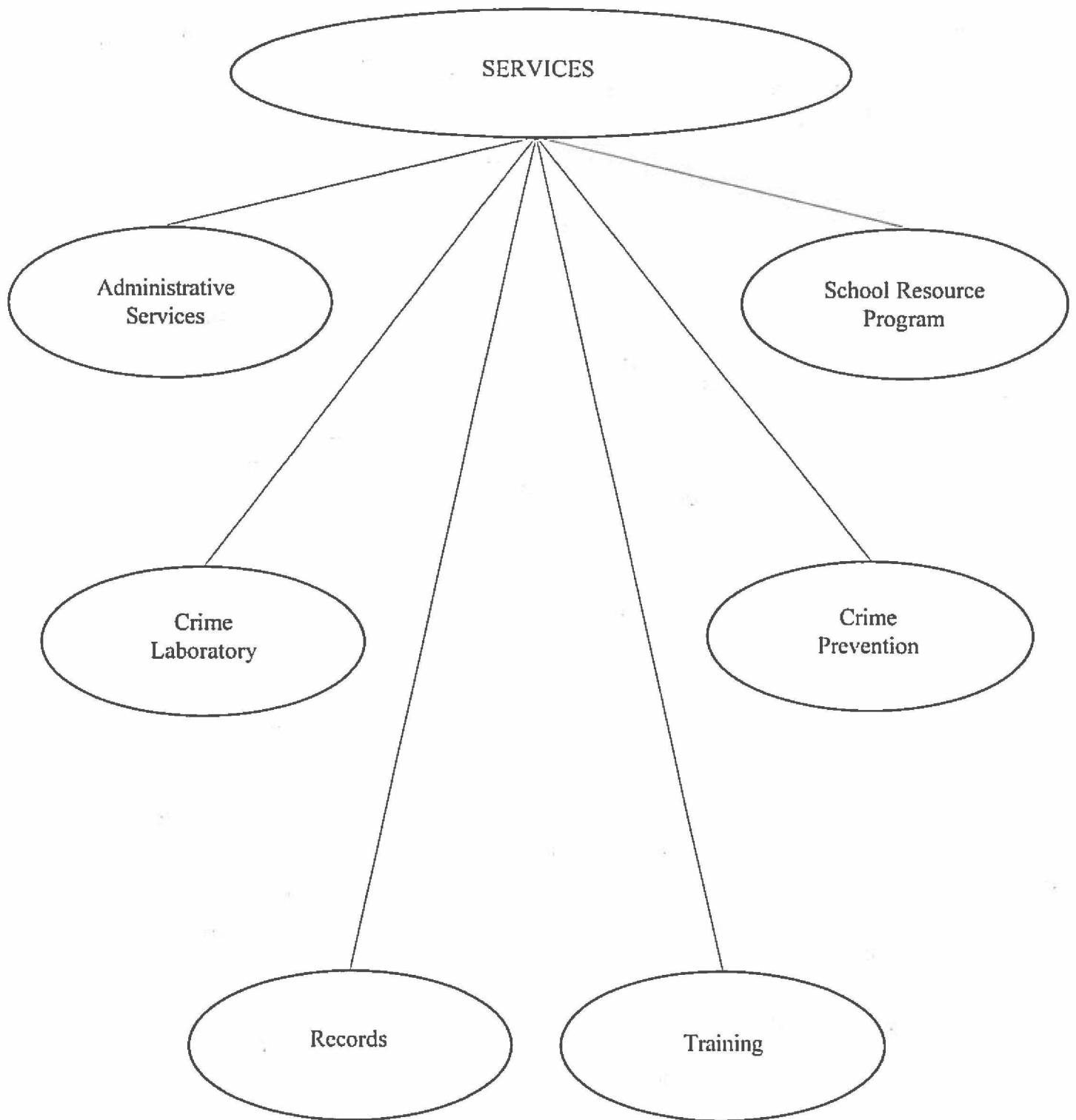
PERFORMANCE MEASURE

1. Establish a committee of interested personnel.
2. Review existing evaluation form and rewrite as necessary.
3. Provide new evaluation criteria for review by City Personnel.
4. Present new evaluation form to affected personnel for 1995 evaluation process.

WHO — Operations Commander and various members from throughout the Department.

WHEN — December 1994

POLICE DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Police

DIVISION: Services

GOAL: To develop and implement a new proactive, crime analysis based, Directed Crime Prevention Program.

PURPOSE - WHY — To generate additional suspect information in order to enhance criminal investigation clearance rates by increasing neighborhood awareness and involvement in the criminal investigations process.

OBJECTIVE - HOW

1. Analyze patterns of criminal activity.
2. Focus on high crime activity and make a concentrated and visible impact on these areas through personal contacts with residents or merchants.

PERFORMANCE MEASURE

1. The decrease in criminal activity in targeted areas.
2. Increased case clearance and solvability.

WHO — Sgt. Nordine and the Crime Prevention Unit

WHEN — December 1994

GOAL: To create a department wide policy controlling the use and integrity of data generated by the Computer Aided Dispatch (CAD) system.

PURPOSE - WHY — To ensure that the Police Department has ongoing access to accurate data.

OBJECTIVE - HOW

1. Create policy outlining responsibility for data backup, use, and security.

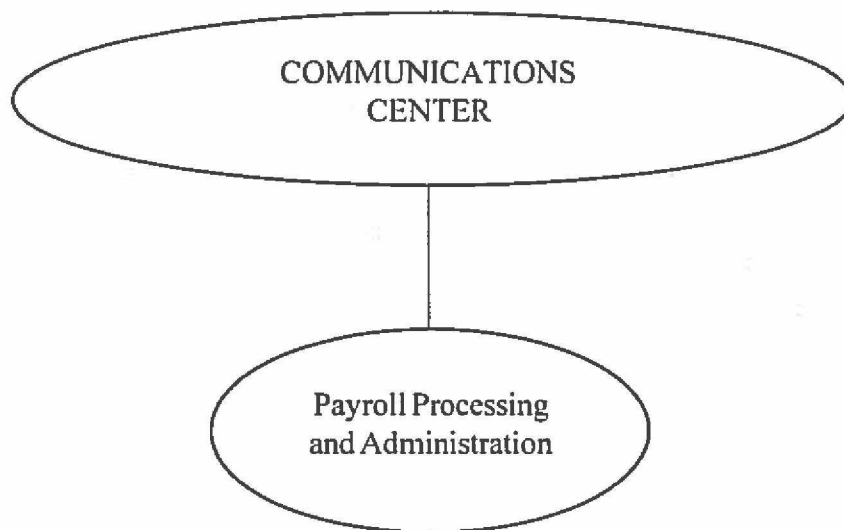
PERFORMANCE MEASURE

1. Create a draft policy by the end of first quarter 1994.
2. Staff draft policy and gain policy acceptance by the end of April 1994.
3. Create final policy and implement by June 1, 1994.

WHO — Captain Gaskill, Beth Roberts, and Lee Mull

WHEN — June 1, 1994]

POLICE DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Police

DIVISION: Communications Center

GOAL: Relocate Grand Junction Regional Communications Center to new facility.

PURPOSE - WHY — To provide increased work space and an improved work environment for Public Safety Telecommunicators, and to allow the Grand Junction Regional Communications Center to continue to provide service commensurate with the increasing work load.

OBJECTIVE - HOW

1. Relocate all operations from existing site in the Grand Junction Fire Department.

PERFORMANCE MEASURE

1. Complete the relocation no later than the end of the first quarter 1994.

WHO — Beth Roberts

WHEN — March 1994

GOAL: To have a Communications Radio Frequency study completed.

PURPOSE - WHY — Due to recent FCC Rules and Regulation changes and current radio problems, it is necessary to have a study conducted to determine how these changes and problems can be optimally addressed from a fiscal and operational stand point.

OBJECTIVE - HOW

1. A Request For Purchase bid will be completed by April 1994.
2. Evaluation of FCC Rules and Regulation changes.
3. Establish a time line for study completion.
4. Determine the optimal cost effective plan that conforms to the new laws.

PERFORMANCE MEASURE

1. Completion of the Request For Purchase bid.
2. Identify and contract with a radio consultant.
3. Conduct site visits with user agencies to conduct interviews for the purpose of identifying needs and potential problems.
4. Receive completed recommendations and cost estimates from radio consultant.
5. Determine and complete 10 year plan based on recommendations.

WHO — Beth Roberts

WHEN — December 1994

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FIRE DEPARTMENT

Operating Budget

					1994-1995
					PCT. OF
<u>OPERATING EXPENDITURES BY DIVISION</u>	<u>1992</u> <u>ACTUAL</u>	<u>1993</u> <u>REVISED</u>	<u>1994</u> <u>BUDGET</u>	<u>1995</u> <u>BUDGET</u>	<u>TOTAL</u>
Fire Administration	\$326,139	\$219,385	\$262,226	\$247,181	5.5%
Administration Division	396,827	436,670	512,577	536,836	11.3%
Operations Division	3,107,886	3,556,129	3,831,434	3,876,960	83.2%
	-----	-----	-----	-----	-----
TOTAL	\$3,830,852	\$4,212,184	\$4,606,237	\$4,660,977	100.0%
	=====	=====	=====	=====	=====
<u>OPERATING EXPENDITURES BY CATEGORY</u>	<u>1992</u> <u>ACTUAL</u>	<u>1993</u> <u>REVISED</u>	<u>1994</u> <u>BUDGET</u>	<u>1995</u> <u>BUDGET</u>	1994-1995 PCT. OF <u>TOTAL</u>
Personnel	\$3,181,054	\$3,602,528	\$3,908,989	\$3,946,127	84.8%
Supplies & Services	\$409,088	\$442,447	\$513,317	\$520,826	11.2%
Contractual Fees	176,484	98,337	127,105	132,155	2.8%
Interfund Charges	0	0	0	0	0.0%
Debt Service	1,925	0	0	0	0.0%
Special Activities	0	519	550	560	0.0%
Operating Equipment	62,301	68,353	56,276	61,309	1.3%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$649,798	\$609,656	\$697,248	\$714,850	15.2%
	-----	-----	-----	-----	-----
TOTAL	\$3,830,852	\$4,212,184	\$4,606,237	\$4,660,977	100.0%
	=====	=====	=====	=====	=====
<u>Annual Percentage Change</u>	<u>1993-to-1994</u>		<u>1994-to1995</u>		<u>2-Year</u> <u>Average</u>
-Personnel Expense	8.5%		1.0%		4.7%
-Non-Personnel Operating	14.4%		2.5%		8.4%
-Total Operating Budget	9.4%		1.2%		5.3%

DESCRIPTION OF MAJOR CHANGES:

- (1) The most significant change in the Fire Department's operating budget is due to increased personnel costs. The staffing level will increase by one full-time position (Fire Investigator) in 1994. Other personnel increases in 1994 are due to higher pension, overtime and retirement payout costs.
- (2) The increase in the Contractual Fees category can be attributed to higher Communications Center and Data Processing charges.

FIRE DEPARTMENT

FIRE ADMINISTRATION

Chief Michael Thompson

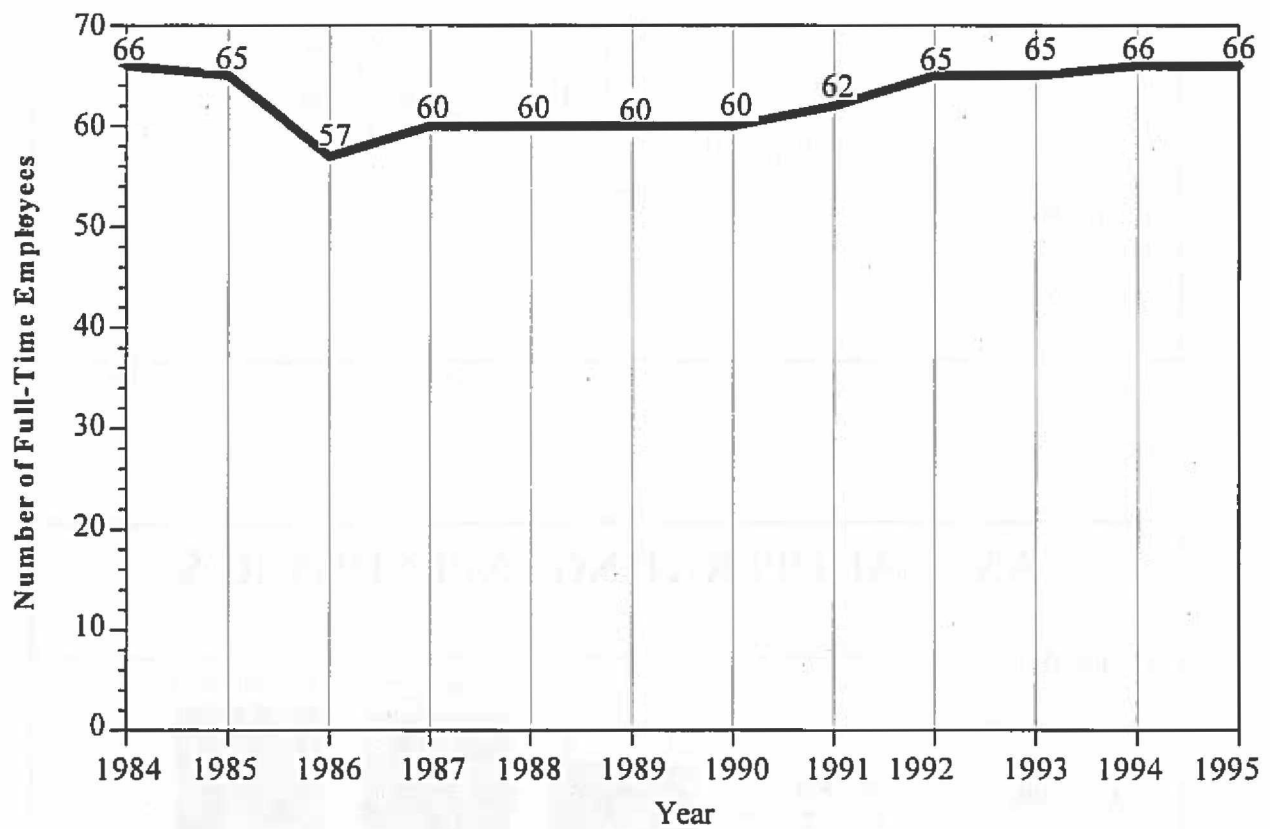
The Grand Junction Fire Department strives to preserve and enhance the quality of life in the community we serve by responding to public need in matters of fire protection, medical emergencies, and natural and man made disasters and to mitigate the effects of these potential emergencies through educational programs, fire loss prevention, and emergency response.

Operations
Division

Administration
Division

FIRE DEPARTMENT

FULL-TIME STAFFING HISTORY



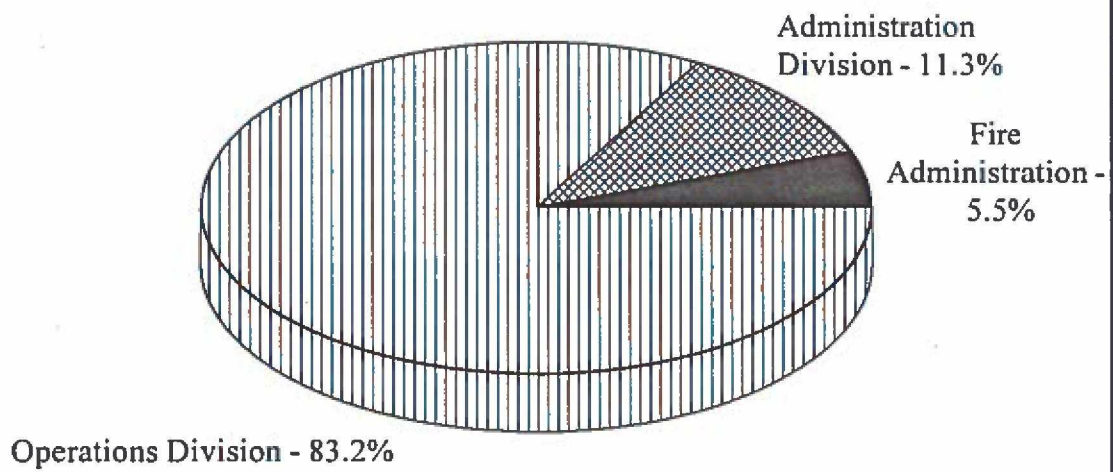
DESCRIPTION OF CHANGES FROM 1993 TO 1994

The addition of one (1) Fire Prevention Officer

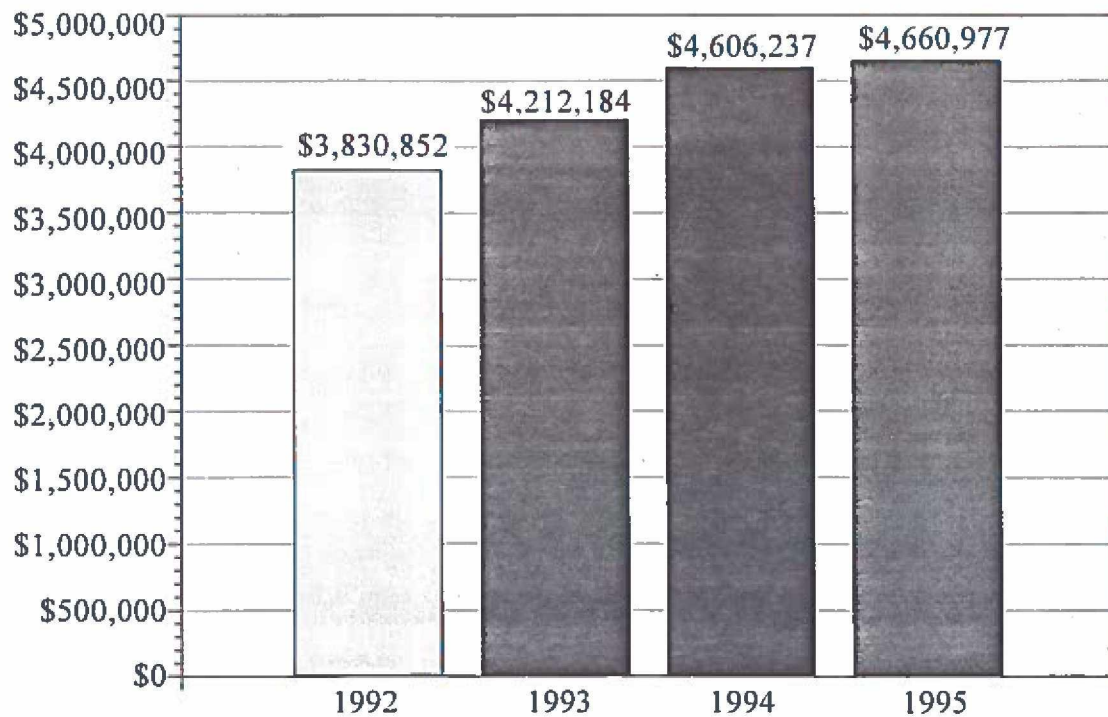
DESCRIPTION OF CHANGES FROM 1994 TO 1995

None

1994 - 1995 OPERATING EXPENDITURES By Division



ANNUAL OPERATING EXPENDITURES



FIRE DEPARTMENT

FUNCTION

The Grand Junction Fire Department is a full service organization that continually strives to anticipate and meet the need of the public it serves. Our department responds to matters of fire protection, medical emergencies, and natural or man-made disasters. Additionally, we mitigate the effects of these potential emergencies through the delivery of programs designed to reduce the potential and severity of crisis situations.

These services are provided through the coordinated efforts of two divisions within the department: Operations and Administration.

The **Administration** area of the Department is global in nature, covering the major aspects of service delivery and resource management.

The **Operations Division** contains a majority of the Department's resources, including people. All emergency services and a great deal of support or ancillary services are carried out in this division. Activities, or major areas within the division, include:

Fire Suppression - Fire control is a complex process involving a number of activities that must be carried out simultaneously. These include, extinguishing the fire, rescue, minimizing loss by covering or removing personal property and coordinating the efforts of people during the incident. **Emergency Medical Service** - The geographic distribution of fire stations allows the Department to put medically trained fire fighters on the scene of an emergency within three to five minutes for most calls. This is the most requested service, accounting for approximately 75 percent of our total emergency responses. **Hazardous Materials Response** - Hazardous materials are continuously moving through our community. In 1987 the City responded to this threat of danger by forming the Hazardous Materials Response Team. The team is comprised of specially trained and equipped fire fighters and is considered one of the best in the region. **Specialized Rescue** - A team of fire fighters performing rescue with ropes, mountain climbing gear, water safety equipment, and special rescue tools serve to meet these specific needs.

To adequately respond to emergency incidents with a knowledgeable and cohesive team, a quality training program with the department is essential. The **Training Division** is responsible for: 1) developing and/or procuring needed training programs; 2) coordinating, scheduling, and conducting training; and 3) assuring applicable regulations and standards regarding training are met.

The **Administration Division** includes the non-emergent service delivery and support services for all other Department activities. The sections included in this division are:

Support functions for **Emergency Medical and Hazardous Materials** response services are including contract negotiation, development of various agreements, billing for hazardous material and out-of-district responses. The **Environmental Services Office** uses information reported by local businesses to prepare emergency response plans that enable the Department to handle situations involving hazardous chemicals.

Inspection Services assist the business community in minimizing potential losses and affords fire fighters an opportunity to familiarize themselves with building layouts. For all **New Construction** within the City limits the department works with those involved to facilitate conformance to applicable codes. Additionally, we do consultations, plans review and site inspection. On **Fire Investigations**, the fire investigation team cooperates with law enforcement agencies in determining the cause and origin of fires, conducting interviews and prosecuting arsonists.

Citizen knowledge about preventing injuries and fire, and appropriate actions should they encounter problems, are considered an integral part of the Department's mission. A key to reducing fires and other emergencies is education. The **Public Education/Information Officer** manages the safety education programs, functions as liaison to the media and provides information on emergencies and general fire department activities.

The **Juvenile Firesetters Intervention Program** works in conjunction with professional counselors and psychologists to determine why children set fires and to change their behavior.

The **Fire Cadets** is a youth outreach program to introduce boys and girls to the job of delivering emergency assistance, to provide positive role models for them, to teach responsibility and to prepare them for a possible career in public services delivery.

MAJOR ACCOMPLISHMENTS - 1993

Administration:

- Completed Department Reorganization
- Developed and Implemented Automatic Aid Agreement with Lower Valley Fire Protection District
- Developed and Implemented County Fire Chief's Mutual Aid Agreement
- Appointed by the Governor to State Hazardous Materials Certification Board

Operations

- In cooperation with traffic control, completed the north-south 12 street corridor with emergency vehicle control systems.
- Wrote specifications with the assistance of the equipment committee, bid out, and purchased replacements for one ambulance and one brush fire fighting vehicle.
- Finalized plans and established a budget for the proposed 1994 remodel of the fire administration section of station one.
- In cooperation with station four personnel, completed an addition to fire station four to provide private sleeping areas, a study area and physical fitness area.
- Firefighter Jack Brandt designed and installed a removable pump system on the Grand Junction Fire District's Water Tender.
- Purchased and installed vehicle diesel exhaust systems at stations three and four.
- Implemented the computer aided dispatch system for fire department responses.

Administration Division

- Conducted a public education program that was attended by 353 students, involving 13 different public safety agencies.
- Produced and delivered a preschool safety education program.

- Successfully completed all new plans reviews and construction inspections, which included an approximate 75 percent increase in volume.
- Participated in two CPR programs attended by 615 people, involving 11 agencies.
- The City of Grand Junction was selected by the Missouri Valley Fire Chief's Association to host their 1996 Conference.
- Changed the City Ordinance that governs rates for ambulance billing.
- Trained and certified two personnel to train the HAZMAT team members to technician level in 1994 and 1995.
- Established base line physicals for all line personnel.

SIGNIFICANT BUDGET ISSUES

Liability Insurance increase based on general liability rates provided by Risk Management.

Equipment Rental rate increases are driven by increasing estimated replacement costs of fire apparatus.

The Information Services Department has indicated that the increase in data processing charges is due to a new formula for allocating these charges across departments.

The Fire Department Administrative Offices will be remodeled due to the need for additional office space, relocation of communications center and to meet Federal ADA requirements.

The addition of a fire station in the Redlands was requested in the 1995 Capital Improvement Plan, but was moved to year unassigned. The addition of the fire station will be driven by annexations in the Redlands.

FUTURE OUTLOOK

The Grand Junction area is in a period of growth which is increasing demand for services from our department. With this new challenge, we will be looking at the following future opportunities:

- Creative staffing to meet the increasing demands
- New technology that will make us more efficient
- The need for additional stations as growth continues
- Contracting our hazardous material services to other entities
- Expanding our emergency medical program
- Continued improvement of Customer Service relations

FIRE DEPARTMENT

FIRE ADMINISTRATION

Department Management,
Coordination and
Strategic Planning

Liaison With
Departments, City Manager,
City Council and Other
Agencies

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: FIRE

DIVISION: FIRE ADMINISTRATION

GOAL: Develop a Customer Service/Process Improvement Team from personnel representing each Division in the Fire Department

PURPOSE - WHY — To improve customer service to internal and external customers in all department operations

OBJECTIVE - HOW

1. Ask for volunteers to serve on the team
2. Develop ideas for functions/areas of improvement
3. Establish priorities for functions/areas of improvement
4. Develop action plan for improvements
5. Implementation of action plans
6. Develop survey to determine success of changes

PERFORMANCE MEASURE — Survey customers to determine success of changes.

WHO — 1. Fire Chief; Customer Service/Process Improvement Team

WHEN

1. 2/94
2. 3/94
3. 4/94
4. 8/94
5. One action plan implemented by end of 1994
6. Develop survey by 3/95

GOAL: Automation of Fire Department records

PURPOSE - WHY — Automation of all records in the department will provide consolidated data to assist us in making management decisions.

OBJECTIVE - HOW

1. Determine what records should be automated
2. Develop a Request for Proposal
3. Send Request for Proposal to selected vendors
4. Select a vendor based on how well their proposal meets department automation needs
5. Installation of Fire Records Management system

PERFORMANCE MEASURE — Select a vendor that will meet the automation needs of the department now and in the future.

WHO — Fire Chief; Administration Officer; Selection Committee

WHEN — 1. By 4/94 2. By 6/94 3. July/August 1994 4. 9/94 5. 1/95

FIRE DEPARTMENT

OPERATIONS DIVISION

Training

Technical
Rescue

Fire
Suppression

HAZMAT
Response

Emergency Medical
Response

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Operations/Suppression

GOAL: Refine use of resources for operations

PURPOSE - WHY — To utilize resources in the most effective manner while providing optimal emergency service delivery to citizens and guests.

OBJECTIVE - HOW

1. Collect and analyze data available through CAD, NFIRS, and Colorado State EMS systems.
2. Review all current uses of resources
3. Develop a comprehensive report on resource utilization

PERFORMANCE MEASURE — Produce a plan with recommendations to optimize use of current resources and project additional resources needed over the next ten years.

WHO — Operations Officer; Administrative Officer; Shift Commanders; Fire Chief

WHEN — 3/94

DEPARTMENT: Fire

DIVISION: Operations/Training

GOAL: Increase fire fighter safety for all personnel

PURPOSE - WHY — Firefighter morbidity and mortality statistics continue to remain high according to national statistics provided by the National Fire Administration and Federal Emergency Management Administration. It is important that Grand Junction Fire Department make every reasonable effort to ensure safety of personnel.

OBJECTIVE - HOW

1. Implement a system for continual review of safety equipment and devices
2. Ensure that department safety policies are in concert with OSHA and NFPA standard 1500
3. Provide adequate safety training for all personnel
4. Budget for safety items/equipment needed to maintain a high level of safety

PERFORMANCE MEASURE — Reduce safety related accidents/injuries to 0% on the Grand Junction Fire Department.

WHO — Operations Officer; All fire personnel

WHEN

1. Revise standards by 6/94
2. Continual review and adjustment

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Administration/Code Enforcement

GOAL: Adopt the 1991 version of the Uniform Fire Code

PURPOSE - WHY

To put into effect the most recent version of the Code

OBJECTIVE - HOW

1. Meet with all potentially affected individuals to gain their support.
2. Educate and inform the Council as to the need and effect of doing so.

PERFORMANCE MEASURE — Formal adoption by Council

WHO — Fire Prevention Staff; Fire Chief

WHEN — 3/94

DEPARTMENT: Fire
Education

DIVISION: Administration/Public

GOAL: Extend available resources by participating in multi-agency public education programs

PURPOSE - WHY — To provide the most cost effective means in delivering public education services.

OBJECTIVE - HOW

1. Create strategic alliances with other safety groups within the community.
2. Jointly provide safety classes that address wide public safety concerns.

PERFORMANCE MEASURE — The delivery of at least six classes by groups that are made up of at least two other agencies.

WHO — Public Education Officer; Fire Prevention Staff; Outside groups and agencies

WHEN — 12/95

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Operation/Training

GOAL: Increase fiscal performance and quality of service through design and coordination of educational and training opportunities

PURPOSE - WHY

The purpose of this program is to continue the evolution of the fire department in an accountable, professional, and cost effective manner.

OBJECTIVE - HOW

1. Coordinate, schedule, and conduct:
 - A. 18 hours of emergency medical training
 - B. 40 hours of fire training
 - C. 112 hours of hazardous materials training
 - D. 26 hours of technical rescue training
 - E. 20 hours of other training

PERFORMANCE MEASURE — Successful completion of the scheduled training.

WHO — Training Officer; Assigned instructors

WHEN

By 11/30/94 (for the year 1994)

By 11/30/95 (for the year 1995)

DEPARTMENT: Fire

DIVISION: Operation/General

GOAL: Conduct one Fire Unit Supervisor, and one Administrative Fire Officer Assessment Center. Conduct one Engineer exam.

PURPOSE - WHY - The fire department needs a pool of qualified candidates to promote into the positions of Fire Unit Supervisor, Administrative Fire Officer and Engineer, and to upgrade as needed.

OBJECTIVE - HOW

1. Schedule, coordinate and conduct one Fire Unit Supervisor Assessment Center.
2. Schedule, coordinate and conduct one Administrative Fire Officer Assessment Center.
3. Schedule, coordinate and conduct one Engineer exam.

PERFORMANCE MEASURE — Project implementation

WHO — Training Officer

WHEN — January 1994/1995

2. March 1994/1995 3. October 1994/1995

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Operations/General

GOAL: Research alternative/supplemental funding for annual medical examinations

PURPOSE - WHY — To reduce the impact on the department's and the Health & Safety program's budgets.

OBJECTIVE - HOW

1. Contact the City of Grand Junction's medical insurance providers and solicit information on whether or not they will cover third-party medical examinations.
2. Develop cost sharing program with City of Grand Junction medical insurance providers.

PERFORMANCE MEASURE — Reduction in programs budget through supplemental funding.

WHO — Physical Training development team; Rick Smith

WHEN — 1. 3/94 2. 11/94

DEPARTMENT: Fire

DIVISION: Operations/General

GOAL: Revision of departments annual Physical Fitness Evaluation program

PURPOSE - WHY — To establish minimum physical fitness performance standards (Fit for Duty) for all emergency response personnel.

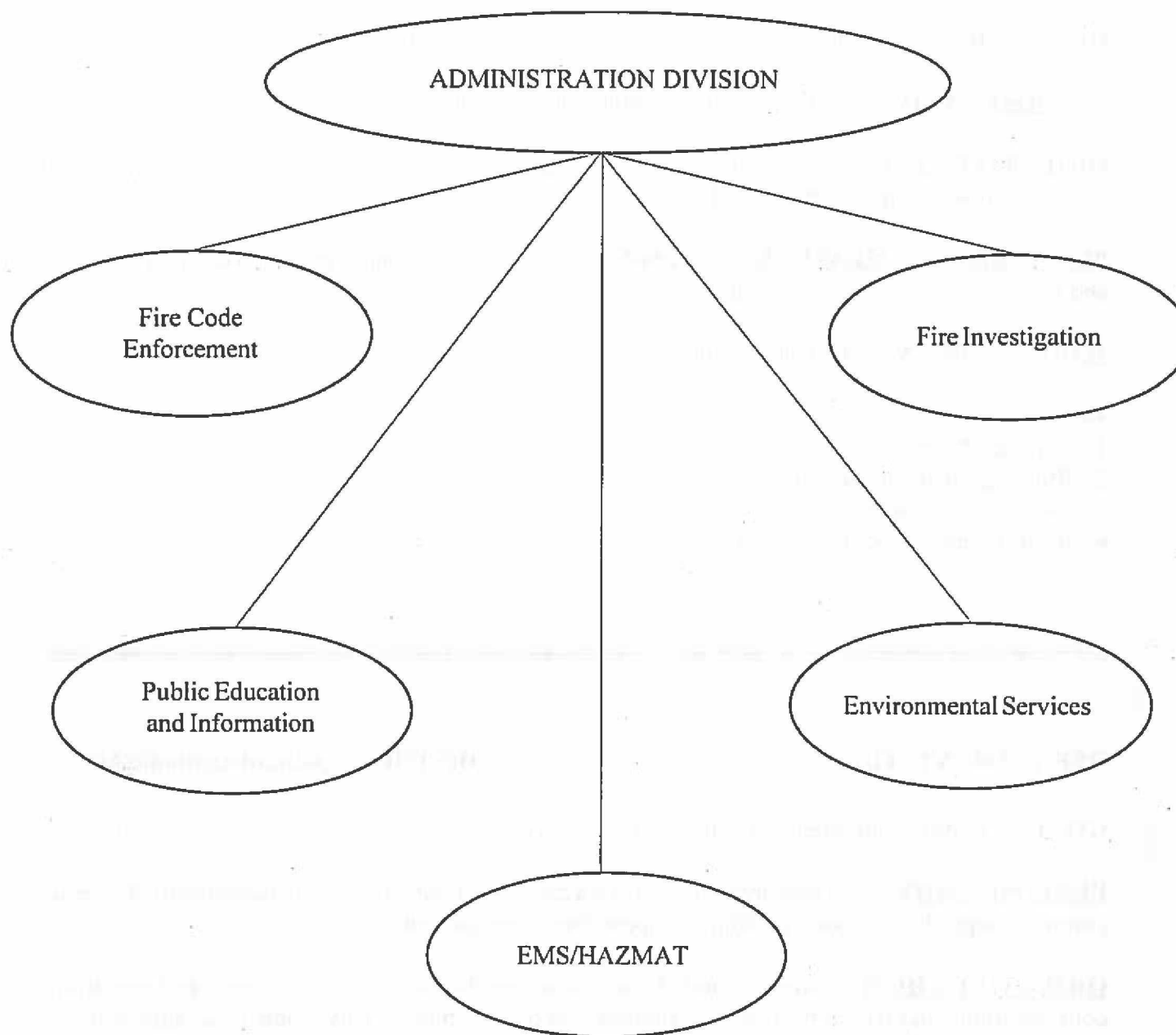
OBJECTIVE - HOW

1. Review department's entrance standards and consider feasibility of implementing as annual minimum standards for members to meet.
2. Adopt minimum physical fitness performance standards for all emergency response personnel.
3. Develop annual testing schedule and procedures to be followed when members fail to meet minimum standards.

WHO — Physical Training development team; Rick Smith

WHEN — 1. 2/1/94 2. 3/18/94 3. 3/1/94

FIRE DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Administration/General

GOAL: Increase efficiency and provide better customer service.

PURPOSE - WHY — To better serve the public and maximize the space we have.

OBJECTIVE - HOW — Coordinate with other agencies involved to accomplish completion of remodel without major disruption of services.

PERFORMANCE MEASURE — Successful completion of the entire project within the time line and within the confines of the budget.

WHO — EMS/HAZMAT Coordinator

WHEN

1. Relocate Offices - 2/28/94
 2. Building stripped and gutted - 3/31/94
 3. Begin construction - 4/1/94
 4. Return after remodel - 6/30/94
-
-

DEPARTMENT: Fire

DIVISION: Administration/EMS

GOAL: Improve emergency medical services delivery.

PURPOSE - WHY — To determine if service levels can be maintained or increased while lowering current charges for service. To improve operational management.

OBJECTIVE - HOW — Identify and evaluate associated costs, manpower needs and operations considerations that would be affected. Prepare and present plan to City Council for approval.

PERFORMANCE MEASURE — Complete research by 1/31/94; present to Council by mid April.

WHO — EMS Coordinator & staff

WHEN

1. Presentation to Council - mid April
2. Fully operational - end of 1994.

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Administration/HAZMAT

GOAL: Train all response personnel to HAZMAT Technician level

PURPOSE - WHY — Required by regulations for personnel through the hazardous material response team, due to manpower restrictions.

OBJECTIVE - HOW — Provide certified instructors within the department and provide training opportunities to members of the department.

PERFORMANCE MEASURE — Train and certify approximately 50 percent of the department each year, over a two year period.

WHO — HAZMAT Coordinator & other certified instructors on the department

WHEN

1. 50% the department by 12/31/94
 2. 100% of the department by 12/31/95
-
-

DEPARTMENT: Fire

DIVISION: Administration/Environmental Services

GOAL: Organize and implement a full-scale hazardous materials exercise involving emergency response agencies throughout the valley.

PURPOSE - WHY — The Office of Emergency Management requires an annual exercise of the Hazardous Materials Emergency Contingency Plan. Conducting a full-scale hazardous materials exercise will evaluate the effectiveness of the plan and the readiness of the response agencies.

OBJECTIVE - HOW — Coordinate with other agencies involved to identify roles and responsibilities to accomplish the completion of the exercise.

PERFORMANCE MEASURE

Develop incident scenario	October 1994 - 1995
Contact participating agencies	October 1994 - 1995
Conduct exercise	December 1994 - 1995
Post incident analysis of exercise	December 1994 - 1995

WHO — Environmental Services Coordinator

WHEN — Planning for the exercise will begin October 1994 and be completed by October 1995. Post incident analysis for effectiveness of exercise December 1994 - 1995.

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Fire

DIVISION: Administration/Environmental Services

GOAL: Provide hazardous materials instruction to western slope communities with money obtained through the Hazardous Materials Transportation Uniform Safety Act (HMTUSA) grant.

PURPOSE - WHY — Western slope first responders are in need of hazardous materials emergency response training. This training will fulfill a compliance mandate with federal law and assure a safer response by emergency responders.

OBJECTIVE - HOW — Coordinate with participating agencies to schedule dates, times and locations for the hazardous materials training with funding from HMTUSA grant.

PERFORMANCE MEASURE — One training class per month with a minimum of 25 students per class within the budgetary confines of the grant.

WHO — Environmental Services Coordinator; Training Officer; Other department members who are certified instructors.

WHEN — One class per month over the next two years.

PUBLIC WORKS AND UTILITIES DEPARTMENT

PUBLIC WORKS & UTILITIES DIRECTOR
Jim Shanks

The City of Grand Junction is into its second century of addressing the quality of life issues that makes this City a "grand" place to live. Public Works and Utilities is responsible for insuring that traffic runs smoothly, that safe drinking water is available, that trash is collected, that leaves are picked up, that sewage services are available, and that the City's capital improvements are completed with a minimum disruption to our customers, the City residents.

Public Works

There is an ever increasing public expectation for smooth streets, safe bridges, well lighted neighborhoods, sidewalks, curbs and gutters, clear street identification, and traffic control signal-

Utilities

ization. This has resulted in Public Works meeting objectives that insure that the public is getting the quality of life it expects.

Trained employees with an attitude toward public service have helped the Department meet these objectives.

PUBLIC WORKS AND UTILITIES DEPARTMENT

Operating Budget

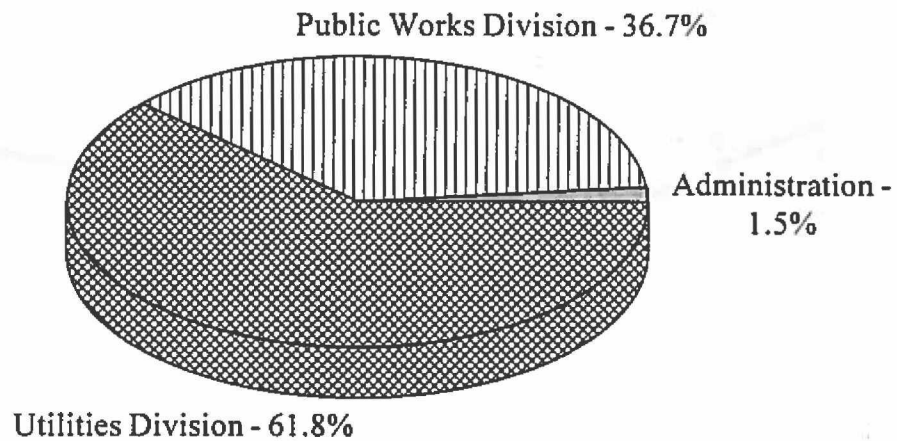
					1994-1995
					PCT. OF
					TOTAL
OPERATING EXPENDITURES BY DIVISION					

DESCRIPTION OF MAJOR CHANGES:

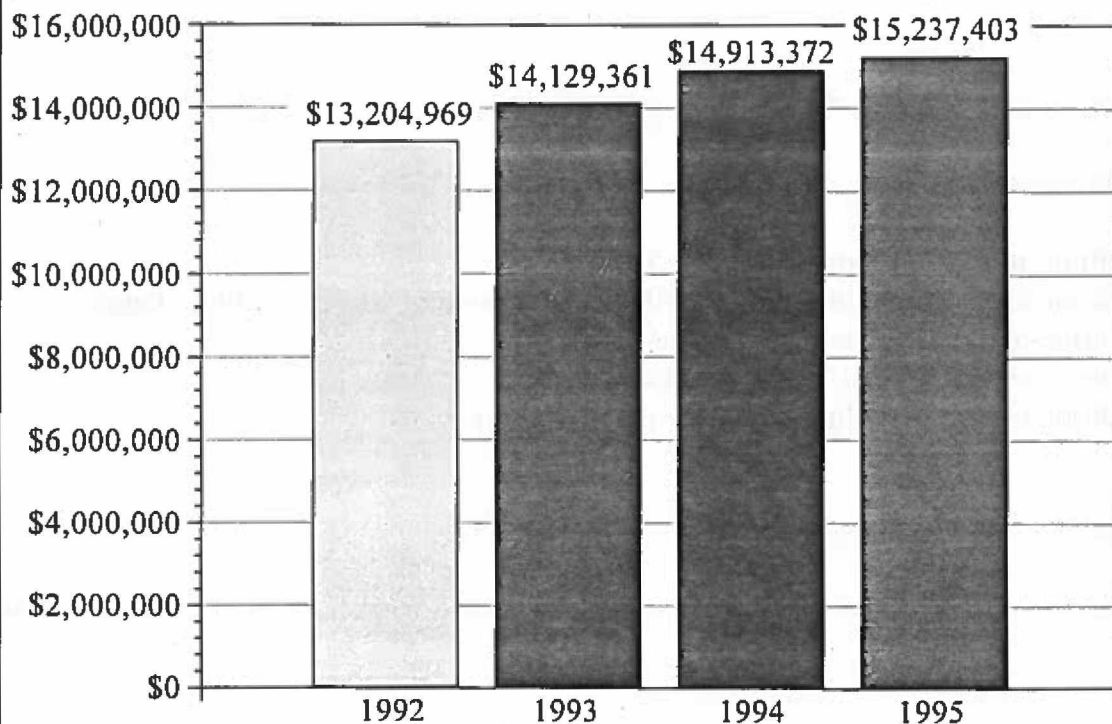
- (1) The most significant increase from 1993 to 1994 is in the Personnel category. Six (6) new full-time positions are budgeted in 1994, with an additional position scheduled for 1995. These positions are spread throughout the department, four in the Public Works Division and three in Utilities.
- (2) Other significant operating increases are as follows; approximately \$100,000 in annual maintenance costs were moved from the capital projects fund to General Fund operating accounts, increased Data Processing charges resulting from a re-allocation of these costs, and Landfill Charges are budgeted to increase 33% (or \$100,000) in 1994 due to increased rates at the County Landfill.

* Personnel costs include engineering and other personnel costs associated with capital projects.

1994 - 1995 OPERATING EXPENDITURES By Division

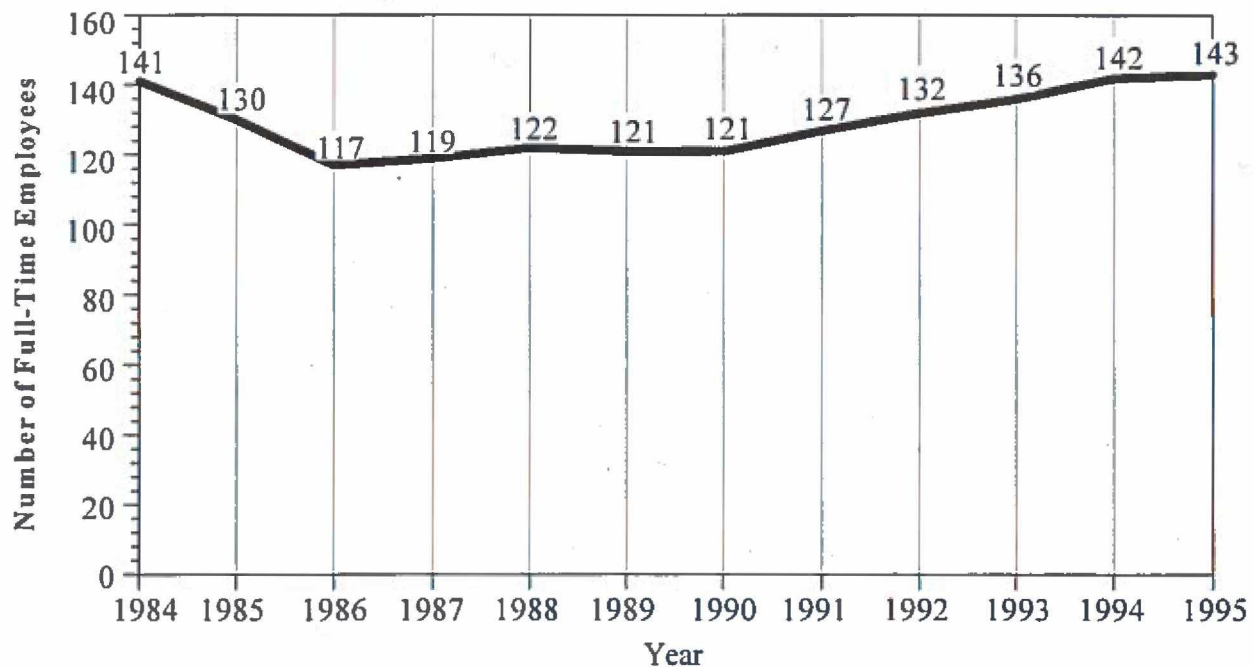


ANNUAL OPERATING EXPENDITURES



PUBLIC WORKS & UTILITIES DEPARTMENT

FULL-TIME STAFFING HISTORY



Note: Prior to 1989, the Community Development Department was considered the Planning Division of the Public Works & Utilities Department.
The numbers from 1984 thru 1988 exclude the staffing level for the Planning Division.

DESCRIPTION OF CHANGES FROM 1993 TO 1994

Public Works & Utilities

- The addition of one (1) Street Sweeper Operator
- The addition of two (2) Public Works Maintenance Workers, Street Grading / Patching
- The addition of one (1) Water Quality Specialist
- The addition of one (1) Quality Control Lab Analyst
- The addition of one (1) Solid Waste Equipment Operator

DESCRIPTION OF CHANGES FROM 1994 TO 1995

- The addition of one (1) Senior Public Works Maintenance Worker, Street Grading / Patching

PUBLIC WORKS & UTILITIES DEPARTMENT

FUNCTION

The Public Works & Utilities Department of the City of Grand Junction provides a diverse range of services for the public. The department is divided into two main divisions; the Public Works Division and the Utilities Division.

The **Public Works Division** is responsible for numerous public functions and is separated into five operational sections; Streets & Traffic, Fleet & Facilities Management, Project Engineering, Property Management, and Technical Services.

The **Streets & Traffic** section provides for street maintenance, street cleaning, street lighting, street painting, traffic sign and signal maintenance and operations, snow and ice removal, storm drainage and irrigation, and special programs such as Leaf Pick-up and Fresh-As-A-Daisy.

The **Fleet & Facilities Management** section is responsible for the maintenance and replacement programs for the city's fleet of vehicles and equipment, including the operation of the city's Central Garage. Also, this section is responsible for the maintenance and repair of all city-owned buildings and facilities.

The **Project Engineering** section provides general engineering services for the city's transportation system and capital construction projects. The Engineering Division manages the construction projects and subcontractors.

The **Property Management** section provides services including rights-of-way acquisitions, formation of improvement districts, and management of city-owned property leases.

The **Technical Services** section provides services that include computer aided design and management of the Geographic Information System (G.I.S.).

The **Utilities Division** is responsible for the three basic utility services provided by the City of Grand Junction; Water Services, Solid Waste Services, and Wastewater Collection and Treatment.

Water Services: Supplies treated water to the residents of the City and flow-line customers near Kannah Creek. The functions of this department include watershed management, transporting raw water to the water treatment plant, management of the water quality lab, pipeline maintenance, and water meter reading and maintenance.

Solid Waste Services: Provides refuse collection services to all City residents and, on a competitive basis with local trash haulers, commercial customers. This department oversees a city-wide recycling program.

Wastewater Collection and Treatment: Operates the City of Grand Junction/Mesa County Joint Sewer System. The functions of this department include operating the Persigo wastewater treatment plant which services the 201-Planning Area, the quality control lab, and the maintenance and replacement of sewer lines. The Joint System provides treatment services to three special sanitation districts on a contract basis.

MAJOR ACCOMPLISHMENTS - 1993

Some of the major accomplishments for 1993 include the following:

- Successfully completed \$5.5 million in capital improvements including street improvements, water line extensions, alley reconstructions, sewer line replacements and traffic signal reconstructions.
- Constructed pedestrian walkways for added public safety along sections of Unaweeep Avenue and 29 Road.
- Completed the third year of a six (6) year plan for the development of the City's geographic information system.
- Successfully completed citizen initiated special improvement districts for West Mesa Avenue and eight (8) individual alleys.
- Installation of fine bubble aeration in a portion of the aeration basins at the Persigo wastewater treatment plant resulting in a significant decrease in electrical consumption.
- Completion of a basin-wide evaluation of sewer service needs within the 201 Planning Area.
- Acquisition of the Ridges treated and irrigation water systems and subsequent improvements to the irrigation water delivery system.
- Initiated a city-wide recycling program.

SIGNIFICANT BUDGET ISSUES

The most significant budget issue is the continuing maintenance and upgrade of existing infrastructure such as streets, sidewalks, traffic signals, water lines and sewer lines within the City of Grand Junction.

The Street System alone consists of an asset worth approximately \$250 million. The 1994 budget includes funds for maintenance, rehabilitation and reconstruction of approximately \$4.5 million in general fund public works infrastructure improvements including the reconstruction of Grand Avenue from 1st to 7th Streets, contract street overlay, sidewalk repairs, new sidewalk construction, alley reconstruction, storm sewer improvements, signal improvements, flood control, and environmental cleanup. Projected public works general fund capital improvement needs for the years 1994 through 2003 are more than \$55 million.

Included in the 1994-1995 budget is \$1,270,000 in water system capital improvements and \$2,800,000 in sewer capital improvements.

The 1994-1995 budget reflects increased operating costs to ensure compliance with increasing state and federal laws, such as the Safe Drinking Water Act, Clean Water Act, Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) Resource Conservation and Recovery Act (RCRA) and the Clean Air Act.

FUTURE OUTLOOK

The 1994-1995 Budget includes a \$7.2 million capital improvement package for major public works infrastructure. The department continues its effort to automate many functions and procedures including mapping, records, analysis of pavement quality, water distribution, plant maintenance and equipment maintenance.

The Engineering Division is planning to develop a set of street design and construction standards to be jointly adopted by the City of Grand Junction and Mesa County.

The Public Works Administration is planning to develop a transportation impact fee that would replace the current half-street improvement policy for new development. The proposed policy would distribute the cost of improvements for the city's infrastructure more equitably than the current system.

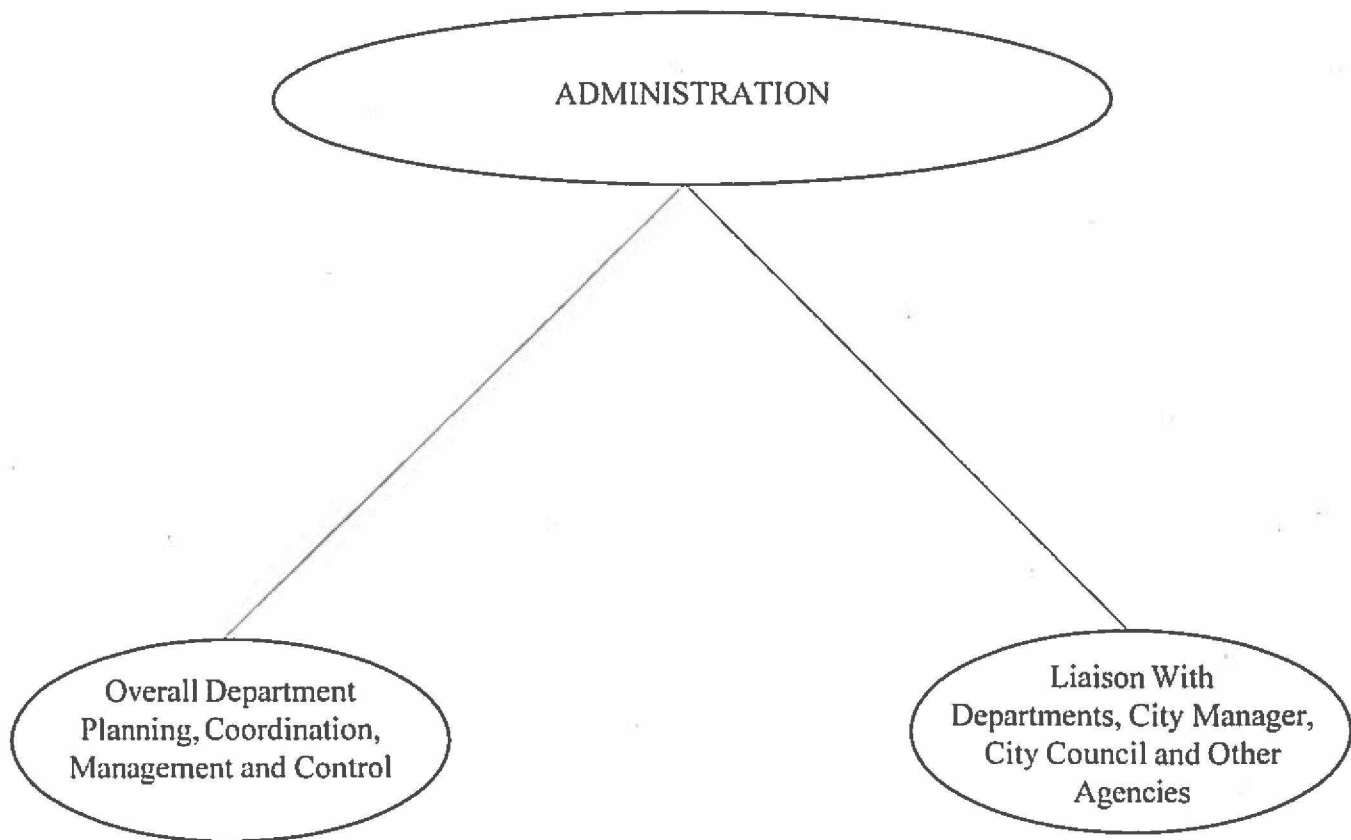
The Technical Services Division will continue its program to develop a geographic information system.

The Solid Waste Services is initiating plans for automated trash collection services beginning in 1996. Studies are underway to evaluate large container placement with single driver collection methods.

Wastewater Collection and Treatment Services continues to emphasize the elimination of individual septic disposal systems within the 201 Planning Area.

Watershed protection and cooperative watershed management to insure water quality continues to be a significant concern for Water Services.

PUBLIC WORKS AND UTILITIES DEPARTMENT



GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Administration

GOAL: Provide administrative direction to all divisions in order to ensure the best possible use of resources by this department.

PURPOSE - WHY — The Public Works Department is responsible for over \$22 million in capital and operating expenditures in 1994 and includes 142 full-time employees responsible for providing an array of maintenance and construction services.

OBJECTIVE - HOW

1. Providing the necessary direction to ensure the completion of all the approved 1994 capital, maintenance, and operating projects.
2. Assist division and department managers to plan and lead critical public works functions.
3. Insure that the City Council and the public is adequately informed and that Public Works has important feedback on its mission.

PERFORMANCE MEASURE

1. Completion of 1994 capital projects on time and within budget.
2. Plan adequate time for consultations with managers and superintendents.
3. Weekly meetings with the Council Committees and the public.

WHO — Department Director and Division Managers

WHEN — 1. 12/31/92 2. Ongoing 3. Ongoing

GOAL: Continue to implement throughout the Department a customer service oriented work program that promotes continuous quality improvement with every position in the organization.

PURPOSE - WHY — To provide a public service that is responsive to the needs of the community and the city organization. A continuous quality work program that focuses on customer service will meet that need and will maximize the efficiency of Department personnel.

OBJECTIVE - HOW

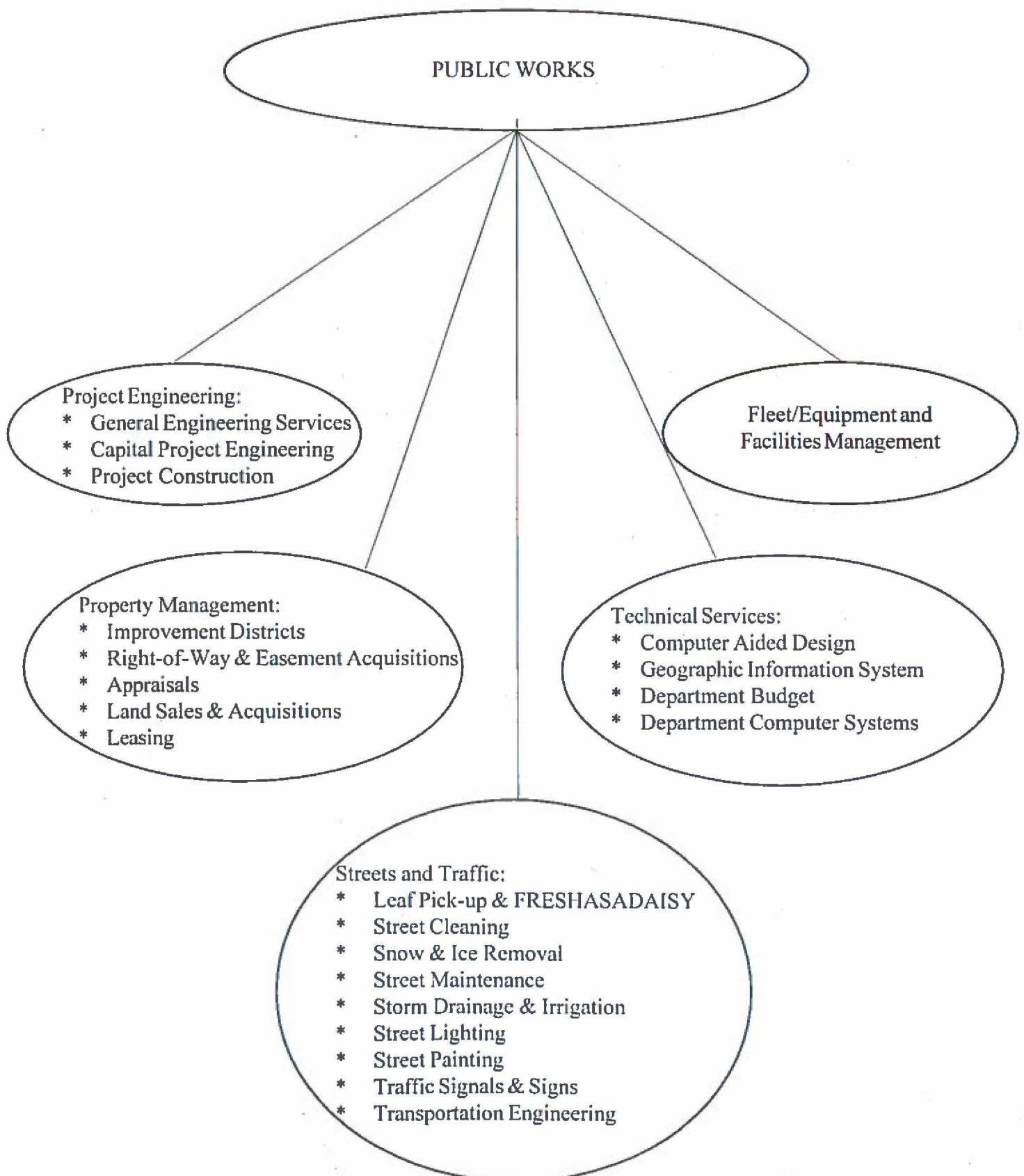
1. Identify the values and vision of the Department through the input of Department personnel.
2. Structure an implementation strategy that will incorporate the values and vision into the daily work practices of the Department.
3. Provide administrative guidance throughout the process.

PERFORMANCE MEASURES — Evaluation of customer satisfaction from both the general public as well as the internal customer, regarding services provided by the Department.

WHO — Director, Utility Manager, Public Works Manager, and Public Works Superintendents.

WHEN — Continuous process throughout the year.

PUBLIC WORKS AND UTILITIES DEPARTMENT



GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Streets & Traffic

GOAL: Continue to improve traffic services for the public by enhancing the timing of lights, additional traffic analysis, and provide more visible traffic painting.

PURPOSE - WHY — To maximize public safety and provide effective methods of moving traffic.

OBJECTIVE - HOW

1. Close coordination of staff and projects between Traffic Services and Traffic Engineering.
2. Installation of additional traffic signals; 12th St./Bookcliff Ave. and Horizon Drive at I70.
3. Design / install city-wide directional signing requested by the Visitor and Convention Bureau.
4. Administer / facilitate approved MPO grants for the installation and operation of street lighting on the State Highway #6 & 50 corridor and enlargement of the traffic signal "Opticom" system.
5. Continued evaluation of traffic signals and timing, plus traffic analysis, signal system additions/improvements, signing additions/upgrades and painting methods.

PERFORMANCE MEASURE — Evaluation of citizen inquiries and accident frequencies.

WHO — Street Systems Division Head, Traffic Systems Supervisor and Traffic Engineer.

WHEN — Continuous process throughout the year.

GOAL: Maintain basic levels of street maintenance to existing city residents while extending services to newly annexed areas.

PURPOSE - WHY — City residents, old and new, have come to enjoy and expect a basic level of service. Annexed areas should be provided the same level of service without a loss of service to existing residents. Existing areas should see maintenance and improve work performed as needed.

OBJECTIVE - HOW

1. Provide management support to evaluate current street system methods of operation.
2. Critically evaluate the impact of proposed annexations.
3. Promote intergovernment cooperation with County Public Works to provide minimum services.
4. Enlarge current service programs (sealcoat/crackfill +35%) to include new annexations.
5. Continue installation of pedestrian walkways on shoulders of unimproved streets & roadways.

PERFORMANCE MEASURE

1. Evaluation of citizen inquiries (i.e., type & frequency).
2. Review of budget requests relative to newly annexed areas.
3. Evaluate the need for additional materials (asphalt, road salt, chip seal, etc.).
4. Amend snow and sweeping routes as needed.

WHO — Public Works Manager and Street Systems Division Head.

WHEN — Continuous process throughout the year.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities **DIVISION:** Fleet & Facilities Management

GOAL: Evaluate the feasibility of an equipment pool of units which could be used by various departments in order to decrease the number of units needed and increase the types of equipment available to the departments.

PURPOSE - WHY — To reduce the number of units needed by making equipment available to multiple users and provide specialty equipment to users not justifiable for limited needs.

OBJECTIVE - HOW — Utilization of present equipment will be reviewed to determine which units have low utilization, equipment users will be asked to determine which units they are assigned which could be released to the equipment pool and user divisions will be polled to determine what pool equipment would be advantageous to them.

PERFORMANCE MEASURE

1. User departments will be asked to evaluate financial and operational effect of the program.
2. Program will be reviewed annually for cost effectiveness.

WHO — Facility Superintendent and User Departments.

WHEN — Establish prior to 1994 equipment replacement.

GOAL: Develop schedule of major building maintenance needs and the associated costs for ten year capital improvement project projections.

PURPOSE - WHY — Provide long term building ownership cost and provide figures for incorporation in the 10 year capital improvement program.

OBJECTIVE - HOW — Prepare a list of capital project needs by building and year, and include yearly totals in capital improvement program.

PERFORMANCE MEASURE — 1. Review annually for accuracy and update as needed.

WHO — Facility Superintendent.

WHEN — Incorporate in 1995 budget preparation for CIP review.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Project Engineering

GOAL: Provide improved project coordination scheduling and engineering design support for the capital improvement projects.

PURPOSE - WHY — Capital construction and infrastructure is essential for the City in order to maintain our economic stability. Each specific street, traffic, water and sewer project must be completed in an efficient manner that minimizes the design concepts, aesthetics, cost, and to insure that projects are completed during spring and summer months.

OBJECTIVE - HOW

1. Maximize the percentage of projects designed and managed by City staff.
2. Timely coordination meetings with design staff and other applicable entities.
3. Completion of timely bid specifications, award procedures and construction schedules.

PERFORMANCE MEASURE — Annual review to test whether or not projects were completed on time within budget, and according to design specifications.

WHO — City Engineer and Project Engineers.

WHEN — Continuous process throughout the year.

GOAL: Produce a comprehensive storm water management program and continue to improve storm drainage facilities throughout the City.

PURPOSE - WHY — The City currently has an extensive storm water collection system that has cross connections with sanitary sewers and is largely unmaintained. Recent Federal regulations will require City evaluation of facilities and implementation of specific requirements.

OBJECTIVE - HOW

1. Inventory and evaluate the condition of existing storm drainage facilities.
2. Evaluate and assess current Federal requirements and City's current policy on operation and maintenance of those facilities.
3. Begin preparing a formal document to be used as a guide for operation and maintenance, plus improvement programs.
4. Prepare a Drainage Master Plan that proposes projects to enhance the city's drainage facilities.

PERFORMANCE MEASURE

1. Elimination of substandard facilities.
2. Conformance to Federal regulations.

WHO — Public Works Manager, City Engineer, and Utility Engineer.

WHEN — Continuous throughout the year.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Property Management

GOAL: Provide real estate services to city departments; maximizing use of city owned property.

PURPOSE - WHY — Each city department periodically requires real estate for specific purposes. In addition, some city owned properties are leased or sold when declared surplus.

OBJECTIVE - HOW

1. Serve as full service acquisition agent, providing site selection analysis, valuations, negotiations and contracts.
2. Inventory and evaluate the condition and use of each city owned parcel; maximize sales and lease revenues.
3. Provide rights-of-ways and easements required for capital improvement projects; implement citizen initiated special improvement districts.

PERFORMANCE MEASURE

1. Needed properties are timely acquired at a reasonable price.
2. Each city owned parcel achieves its highest and best use.

WHO — Property Agent.

WHEN — Continuous throughout the year.

DEPARTMENT: Public Works & Utilities

DIVISION: Technical Services

GOAL: Maintain current geographic information on utilities, parcels, and services within the City.

PURPOSE - WHY — To insure current information to customers requesting details on City improvements, utilities, and parcels.

OBJECTIVE - HOW

1. Convert the existing GIS to UTM coordinates to ease transfer of data with Mesa County.
2. Complete monumentation within the 201 boundary area.
3. Research and enter parcel, ROW, and zoning data within the city limits to allow Community Development complete access to relevant planning data. Information Services will load and maintain the County Assessor's database.
4. Proposed completion of utilities and services data entry of the area from North Avenue south to the Colorado River and east to 28 Road.

PERFORMANCE MEASURE

1. Ability by end of year to produce maps from resulting databases.
2. Prepare a monthly progress update for distribution within Public Works.

WHO — GIS Staff.

WHEN - Continuous throughout the year.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Technical Services

GOAL: Use upgraded releases of "AutoCad for Windows" and "SoftDesk Civil Design for Windows" to prepare construction plans, and special requests.

PURPOSE - WHY — To speed production of construction plans, ROW maps, and various drafting requests along with increasing accuracy and consistency of the finished product.

OBJECTIVE - HOW

1. Link survey and drafting databases to utilize more efficient design programs.
2. Schedule training by authorized dealer of software products.
3. Use specific phases of projects for individual SoftDesk module training.

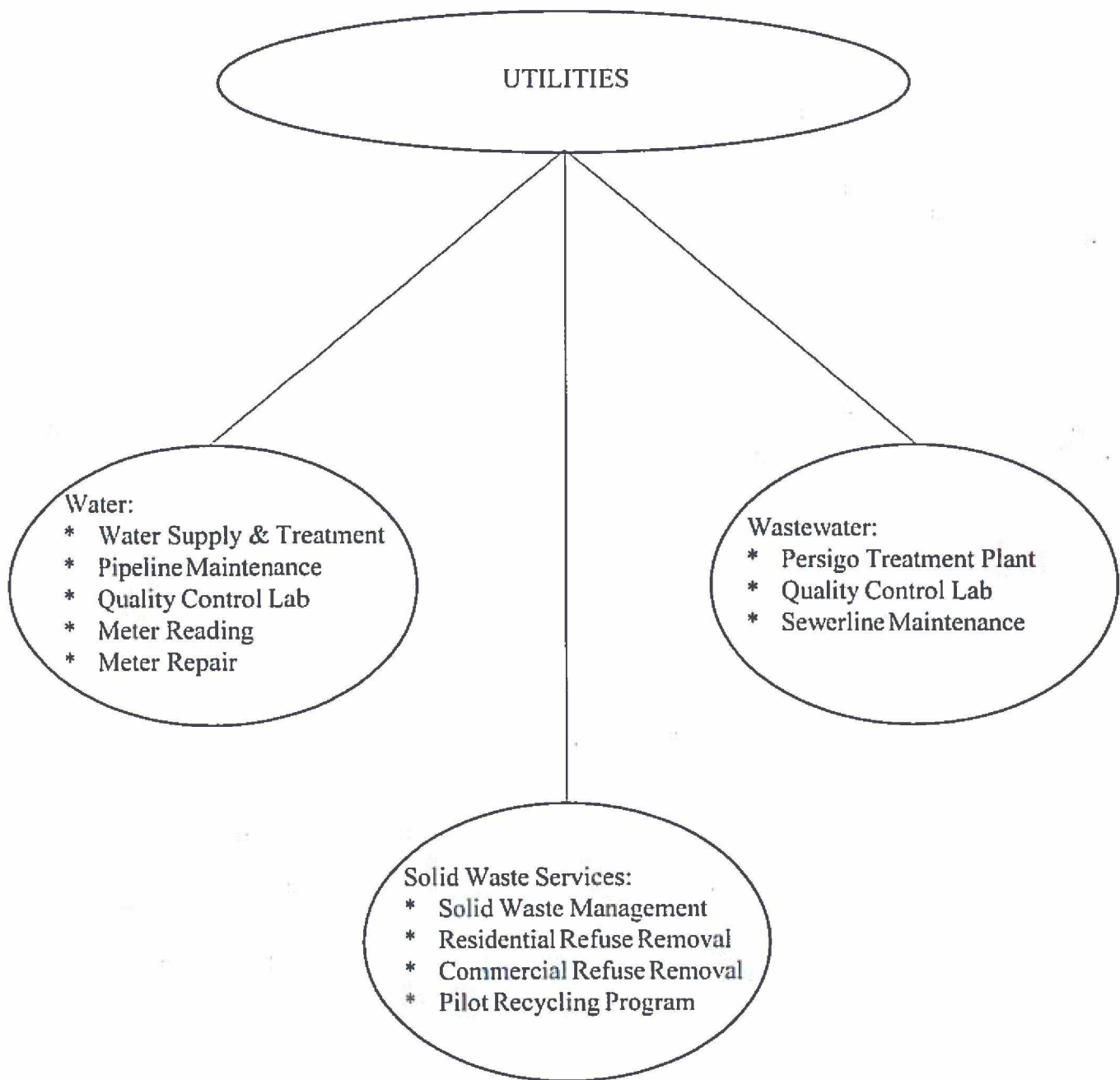
PERFORMANCE MEASURE

1. Compare drafting hours of 1993 projects to 1994 projects of equal complexity.
2. Annual review to test whether projects were completed on time within budget, and according to design specifications.

WHO — CAD Staff.

WHEN — Continuous throughout the year.

PUBLIC WORKS AND UTILITIES DEPARTMENT



GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Water Supply and Treatment

GOAL: Complete watershed protection agreements with the United States Forest Service and the BLM to insure coordinated watershed management.

PURPOSE - WHY — Insure the protection of City water supplies from contamination by man, domestic cattle, and wildlife sources.

OBJECTIVE - HOW

1. Improved water quality data collection.
2. Establish interagency agreements among the City, Forest Service, BLM, and private landowners to encourage cooperative management.
3. Education of the public regarding watershed protection.

PERFORMANCE MEASURE

1. Water quality lab's weekly sampling of expanded list of constituents.
2. Within first quarter of 1994 review draft memorandums of understanding with federal and private land managers.
3. Collect examples of watershed education efforts.

WHO — Water supply, treatment, and lab staffs.

WHEN — Ongoing.

DEPARTMENT: Public Works & Utilities

DIVISION: Water Supply and Treatment

GOAL: Establish a public information and water education program.

PURPOSE - WHY — To inform water system customers about their water system, how it works, water quality issues, environmental and financial obligations and to improve customer awareness of water supply issues.

OBJECTIVE - HOW — Working with utility staff, integrate water information objectives into annual calendar.

PERFORMANCE MEASURE

1. Develop water quality information initiative to coincide with anniversary of City biofilm incident; poster board presentation, press conference, and releases of information.
2. Integrate other topical subjects by June 1994.
3. Participate in valley-wide water fair.
4. Budget annual appropriation to insure adequate program.

WHO — Utility superintendent staff and Utility Manager.

WHEN — On-going.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Water Distribution

GOAL: Upgrade and installation of remote meter readouts.

PURPOSE - WHY — To facilitate meter reading activity in commercial areas and to eliminate the need for confined space entry procedures in large meter vaults.

OBJECTIVE - HOW

1. Replace old and broken remote readouts in the north-south alleys on Main Street.
2. Install remote readouts in large meter vaults.

PERFORMANCE MEASURE

1. 100% removal and replacement of Main Street remotes by June 1994.
2. First of four year project to place remote readouts on all large meter installations.

WHO — Pipeline maintenance division.

WHEN — 1994 - 1997.

DEPARTMENT: Public Works & Utilities

DIVISION: Water Distribution

GOAL: Remove and loop dead-end water mains.

PURPOSE - WHY — To insure that distribution system water is circulated regularly to improve water quantity and improve fire protection coverage.

OBJECTIVE - HOW — Identify dead-end lines and schedule upgrades for lines annually.

PERFORMANCE MEASURE — Quantity of Feet line looped.

WHO — Pipeline Maintenance Division.

WHEN — Annually over the next five years.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION:

Solid Waste Services

GOAL: Completion of planning necessary to implement automated trash collection services in 1996.

PURPOSE - WHY — To control the increasing costs of trash collection by elimination of manned pick-up and replacing with mechanical pick-up.

OBJECTIVE - HOW — Develop comprehensive list of issues and prepare recommendation to City Council.

PERFORMANCE MEASURE — Completion of plan and decision by Council to proceed by year-end 94.

WHO — Solid Waste Superintendent.

WHEN — 4th quarter of 1994.

DEPARTMENT: Public Works & Utilities

DIVISION: Water Distribution

GOAL: Provide residential trash service to newly annexed areas in an efficient manner.

PURPOSE - WHY — The City, as one of its services, provides residential trash collection to all areas within the City limits.

OBJECTIVE - HOW — As annexation plans are finalized and specific areas annexed, ensure that proper notification and administrative procedures are implemented to establish residential service.

PERFORMANCE MEASURE — To supply service within designated time periods which may vary with each annexation.

WHO — Solid Waste Superintendent.

WHEN — Annually - ongoing.

GOALS & OBJECTIVES FOR 1994-1995

DEPARTMENT: Public Works & Utilities

DIVISION: Wastewater Collection Treatment

GOAL: Initiation of alternative biosolids (sludge) disposal program.

PURPOSE - WHY — To eliminate the placement of sludge in the Mesa County landfill and, thus, reduction of disposal costs.

OBJECTIVE - HOW — Completion of development of proposed sludge-to-land program with area farmers and other land reclamation sites.

PERFORMANCE MEASURE — By June 1994, reach a decision on proposed program and submit proposed plan to City Council.

WHO — Wastewater Facility Superintendent.

WHEN — June 1994.

COMMUNITY DEVELOPMENT DEPARTMENT

COMMUNITY DEVELOPMENT DIRECTOR
Larry Timm

Facilitate the creation and implementation of plans, policies and programs that promote the orderly growth and development of Grand Junction in order to preserve and enhance the quality of life for the community.

Planning
Division

Code Enforcement
Division

COMMUNITY DEVELOPMENT DEPARTMENT

Operating Budget

OPERATING EXPENDITURES BY DIVISION					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
Administration	\$125,109	\$149,449	\$148,820	\$155,524	16.9%
Planning	205,060	299,582	396,370	400,984	44.2%
Code Enforcement	167,468	222,156	264,822	279,708	30.2%
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Subtotal: Operating Divisions	497,637	671,187	810,012	836,216	91.2%
(2) Development Projects	7,976	15,209	47,349	111,497	8.8%
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TOTAL	\$505,613	\$686,396	\$857,361	\$947,713	100.0%
	=====	=====	=====	=====	=====

OPERATING EXPENDITURES BY CATEGORY					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
(1) Personnel	\$412,595	\$522,193	\$632,049	\$676,594	72.5%
Supplies & Services	\$76,561	\$92,331	\$94,568	\$95,855	10.5%
(2) Contractual Fees	7,229	31,253	103,053	152,496	14.2%
Interfund Charges	0	0	0	0	0.0%
Debt Service	0	0	0	0	0.0%
Special Activities	5,385	14,544	12,402	12,898	1.4%
Operating Equipment	3,843	26,075	15,289	9,870	1.4%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$93,018	\$164,203	\$225,312	\$271,119	27.5%
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TOTAL	\$505,613	\$686,396	\$857,361	\$947,713	100.0%
	=====	=====	=====	=====	=====

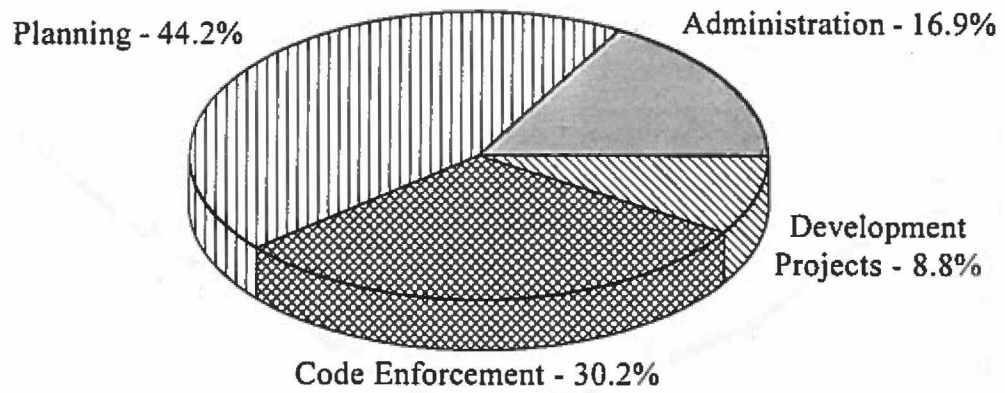
Annual Percentage Change	1993-to-1994	1994-to1995	2-Year Average
-Personnel Expense	21.0%	7.0%	14.0%
-Non-Personnel Operating	37.2%	20.3%	28.8%
-Total Operating Budget	24.9%	10.5%	19.0%

DESCRIPTION OF MAJOR CHANGES:

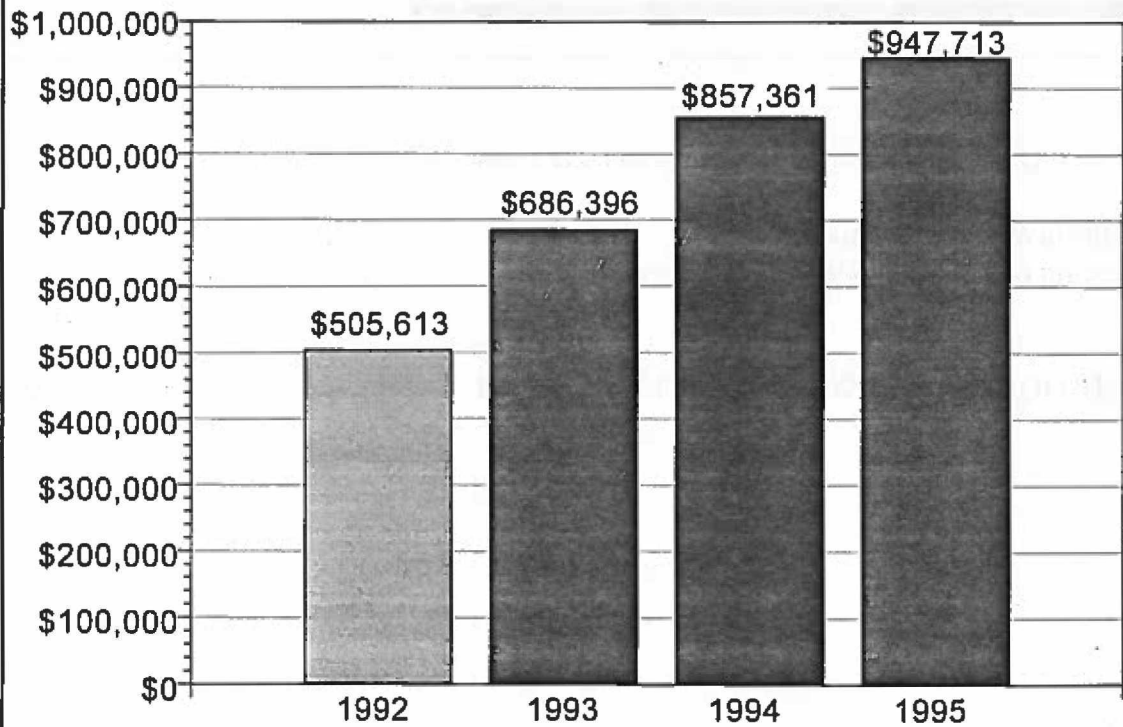
The budget for the Community Development Department has been growing in conjunction with its corresponding workload. Formalized plans for annexation, a significant increase in development activity, and the need for proactive management in the development of the community are all contributing factors.

- (1) Personnel increases are reflective of the two new positions added in 1993, and two additional full-time positions budgeted in 1994 (1 Senior Planner and 1 Code Enforcement Officer).
- (2) The significant increase in Development Projects is also reflected in the Contractual Fees category. Current development projects included in the budget are for the following areas; South Downtown, Riverside, El Poso Neighborhood, and the Orchard Mesa Neighborhood Plan.

1994 - 1995 OPERATING EXPENDITURES By Division

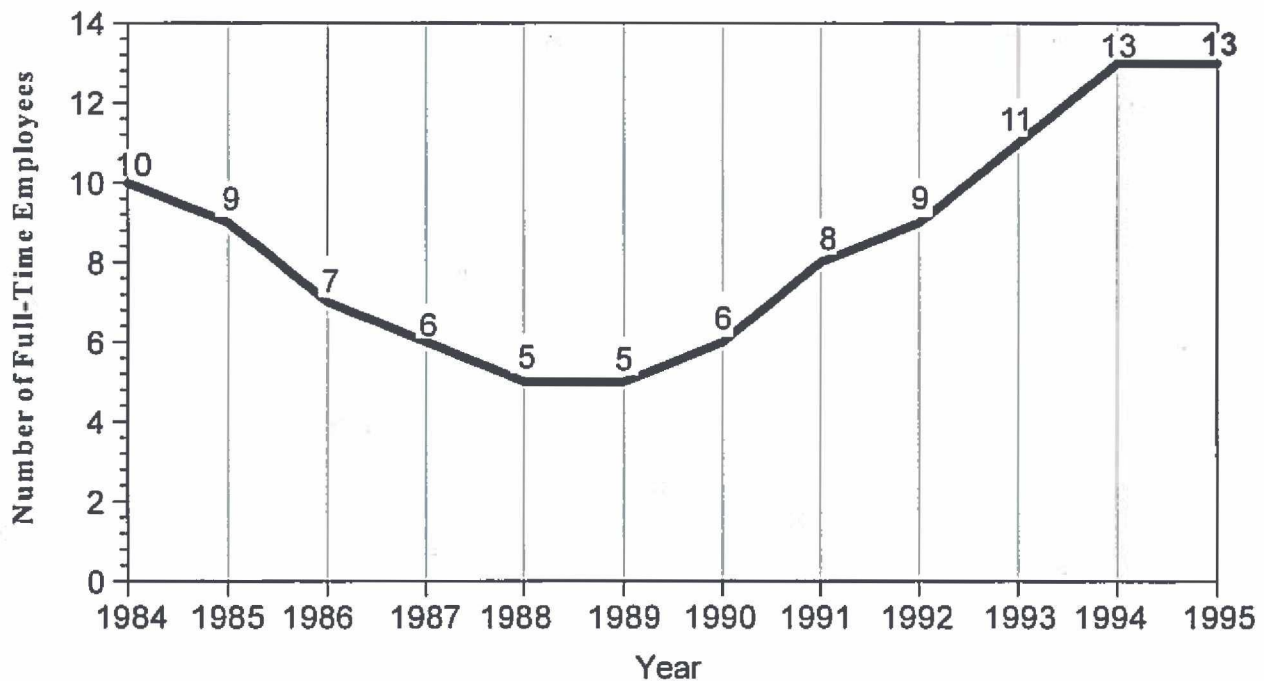


ANNUAL OPERATING EXPENDITURES



COMMUNITY DEVELOPMENT DEPARTMENT

FULL-TIME STAFFING HISTORY



Note: Prior to 1989, the Community Development Department was considered the Planning Division of the Public Works & Utilities Department. The numbers from 1984 thru 1988 reflect the level of the Planning division.

DESCRIPTION OF CHANGES FROM 1993 TO 1994

The addition of one (1) Senior Planner
The addition of one (1) Code Enforcement Officer

DESCRIPTION OF CHANGES FROM 1994 TO 1995

None

COMMUNITY DEVELOPMENT DEPARTMENT

FUNCTION

The Community Development Department is comprised of two main divisions, Planning and Code Enforcement. The Community Development Department's principal purpose is to facilitate and provide direction for orderly and planned growth for the City of Grand Junction which enhances the quality of life in the community.

The Planning Division's main functions include development review and processing; annexation processing; city/neighborhood/special area planning; and support to other entities. The Division is also engaged in such on-going activities as code and procedural improvements; data collection, analysis and reporting; and special projects.

The Code Enforcement Division's main function is that of enforcing and administering the City Weed Ordinance, the City Zoning and Development Code, and the City's trash, junk and other nuisance ordinances. The Code Enforcement Division provides a proactive Weed Abatement Program and has acted on a complaint basis when enforcing the City's zoning, trash and junk ordinances. Beginning in mid-1994, the Division will initiate proactive enforcement of zoning, trash, junk and related ordinances. The Division is also involved in a variety of special projects.

The Weed Abatement Program runs annually from early May through the end of October. The goals of the program are to reduce visual blight; comply with State of Colorado Mandates regulating certain noxious weeds; decrease harmful pollens; and protect private property owners from invasive weeds. The Weed Abatement Program proactively pursues weed violations on private properties and abates violations as necessary. The Program is also responsible for monitoring the weed spray contract on City property as well as cutting and removal of weeds on City rights-of-way, parking lots, medians and City-owned property.

In addition to the functions assigned to the Planning and Code Enforcement Divisions, the Community Development Department provides coordination and support to various City and community organizations such as the Housing Authority, the Downtown Development Authority, the Downtown Association, Mesa County Economic Development Council, Mesa County Planning and other County departments, the Metropolitan Planning Organization, the Riverfront Commission, the County Historical Society, the Energy Office, the Board of Realtors, the Homebuilders Association, neighborhood groups, and others.

MAJOR ACCOMPLISHMENTS - 1993

PLANNING DIVISION

- Facilitated the completion of thirteen annexations comprised of 278 acres in 1993. Initiated the annexation process for the Paradise Hills area, comprised of 563 acres, to be finalized in 1994.
- Updated the City zoning map and reprinted the Zoning and Development Code.
- Completed several major Zoning Code amendments including updating the off-street and downtown parking regulations, eliminating the need for a condition use permit for a liquor license application, and creating new straight zones including RSF-R, RSF-1, and RSF-2.

- In conjunction with the Public Works Department, facilitated the development and completion of the Submittal Standards for Improvements and Development (SSID) Manual.
- Existing conditions and land use data collected and issues, goals and objectives identified for the South Downtown/Riverside/El Poso Neighborhood Plan. Land Use alternatives identified for the areas west of 5th Street.
- Issues, goals and objectives identified for the Orchard Mesa Neighborhood Plan.
- Formulated a draft proposal for a Joint City/County Land Use Plan for the Grand Junction urban area. Continued refinement of the scope of work and planning process in coordination with the County Planning Department.
- Applied for and received a \$10,000 Historic Preservation Grant from the State Historical fund for the initial phase of a Historic Resources Survey project.
- Assisted the *Save Our Railroad Depot* Committee in successful grant applications which total \$4,000 from the National Trust for Historic Preservation and the Colorado Historical Society to conduct an economic use/feasibility study of the Railroad Depot.
- Applied for and received a \$28,000 ISTEA Grant to repair the Railroad Depot roof.
- Facilitated the placement of the Margery Building on the National Register of Historic Places.

CODE ENFORCEMENT DIVISION

- Initiated the effort to clarify code enforcement responsibilities of various sections of the municipal code.
- Prioritized code enforcement activities in order to place limited staff resources where most needed.
- Analyzed weed control program and suggested changes in areas to be contracted out in 1994.
- Increased the compliance rate for Weed Abatement.
- Explored several options for improved office space.

GENERAL

- Initiated a Request for Proposal (RFP) and temporary associate planner recruitment for the zoning ordinance revision project.
- Initiated the *Ride-Along Program* which is designed to familiarize City officials, City employees, the media, and the general public with planning and code enforcement functions and to encourage participation in the City's development processes.
- Updated job descriptions, clarified individual staff responsibilities, and created the 1993 work program.
- Initiated projects directed toward improving operations such as clarifying code enforcement responsibilities among various City departments; listing all known needed code amendments; improving staffing of the Planning Division service counter; improving the format for Planning Commission staff reports; improving annexation processing procedures; improving site plan review procedures; and streamlining development review procedures.
- Facilitated the City Council in their prioritization of work tasks for the Department.
- Initiated efforts to meet community leaders through attendance at Leadership Mesa County, Business After Hours events, Homebuilders Association meetings, etc.

SIGNIFICANT BUDGET ISSUES

Two new full-time positions were approved to be hired in 1994, a Code Enforcement Officer and a Senior Planner. The new Senior Planner position will focus on the initiation and completion of the Land Use Plan and other neighborhood or special area planning projects. The new Code Enforce-

ment Officer will enable the Code Enforcement Division to have a more proactive role in enforcing City codes than in the past. The new officer will also assist with a City-wide cleanup campaign proposed to be launched in 1994. The net salary and benefit costs associated with these two positions in 1994 are \$75,623.

A full-time temporary Associate Planner or a consultant will be hired in 1994 to make major revisions to the Grand Junction Zoning and Development Code. The salary/contract services budgeted in 1994 is \$15,290 along with another \$1,829 for associated printing costs. The salary/contract services budgeted in 1995 to complete this project is \$2,779 along with another \$3,632 for associated printing costs. Should the decision be made to hire a consultant, it is likely the cost will be higher but with the benefit of a more timely completion of the project.

A part-time Administrative Clerk position was also approved for 1994 to assist with the Weed Abatement Program. The net cost associated with this position in 1994 is \$3,826.

In 1994, the Community Development Department will be completing two area plans: the South Downtown/El Poso/Riverside Neighborhood Plan which encompasses the South Downtown area between the City Shops, DRGW Railroad Yard, Colorado River and 27 1/2 Road, including the El Poso and Riverside neighborhoods and the Orchard Mesa Neighborhood Plan. The Orchard Mesa Plan, a joint planning effort between the City and Mesa County, encompasses not only that portion of Orchard Mesa within the City limits but also extends east to 33 Road and includes the Mesa County Landfill. Proposed land use opportunities within each project area will be examined. The amount budgeted for these two plans in 1994 is \$14,250.

A joint City/County Land Use Plan for Grand Junction and its urbanized area will be produced over the next two years. The Land Use Plan will be used to address the major land use and zoning concerns such as over zoning, under zoning, land use and zoning conflicts, and aesthetics along high visibility corridors. City funds budgeted in 1994 and 1995 to complete this project are \$16,400 and \$27,400 respectively.

Other planning projects that will be initiated in 1994 are a detailed land use and zoning plan for the Northern Downtown Neighborhood or an area plan for the 24 Road Corridor between Interstate 70 and Highway 6 & 50. Money has not been allocated specifically for these planning projects.

An inventory of historic resources is scheduled to begin in 1994. This inventory will then be integrated into the ongoing area, neighborhood, and comprehensive planning efforts. The preservation and improvement of Grand Junction's historic resources will not only enhance the historic structures themselves but will also likely have a positive impact on the economy. The City has budgeted \$10,000 for this project in 1994 and another \$70,000 in 1995. The City has been granted \$10,000 from the State Historical fund for the initial phase of the Historic Resources Survey Project and it is anticipated that the City will receive another \$35,000 in grant funds in 1995. The overall net cost to the City for this inventory project is \$35,000.

The Community Development Department will be purchasing and installing computer hardware and software to upgrade its current systems. Software packages include Auto Cad needed to interface with the City's GIS system and Impact AP. Impact AP computer software is a development project tracking system designed by a planner specifically for public planning agencies. It

allows for easy retrieval of documents from development files. This information will be made available to not only the Community Development Department staff but other designated City review agencies as well. The software is expected to improve service and facilitate information sharing with other City staff, developers, and the general public. The Metropolitan Planning Organization (MPO) has graciously supplied our department with two copies of the County's GIS, Arcview. The City's GIS and County's Arcview systems have information that will be used to compile demographic reports, show infrastructure availability/needs for area and neighborhood planning, depict major growth areas, and aide in annexation strategies. A part-time Engineering Aide will be hired in 1995 to input planning and zoning information into the City's GIS database. The net cost associated with this position in 1995 is \$7,273. Equipment and software costs total \$11,559 in 1994 and \$9,870 in 1995.

FUTURE OUTLOOK

Grand Junction's growing urban population makes heavy demands on local governmental services and facilities such as schools, streets, park and recreational facilities, water, sewer, and other utility services. Experience has shown that long-range planning helps to assure more orderly development at less cost to public and private interests.

During the next two years, the Community Development Department staff will be working towards completion of several area plans including the South Downtown/El Poso/Riverside and Orchard Mesa Neighborhood Plans. The Department will also play a lead role in initiating a joint City/County Land Use Plan for Grand Junction and its urbanized area.

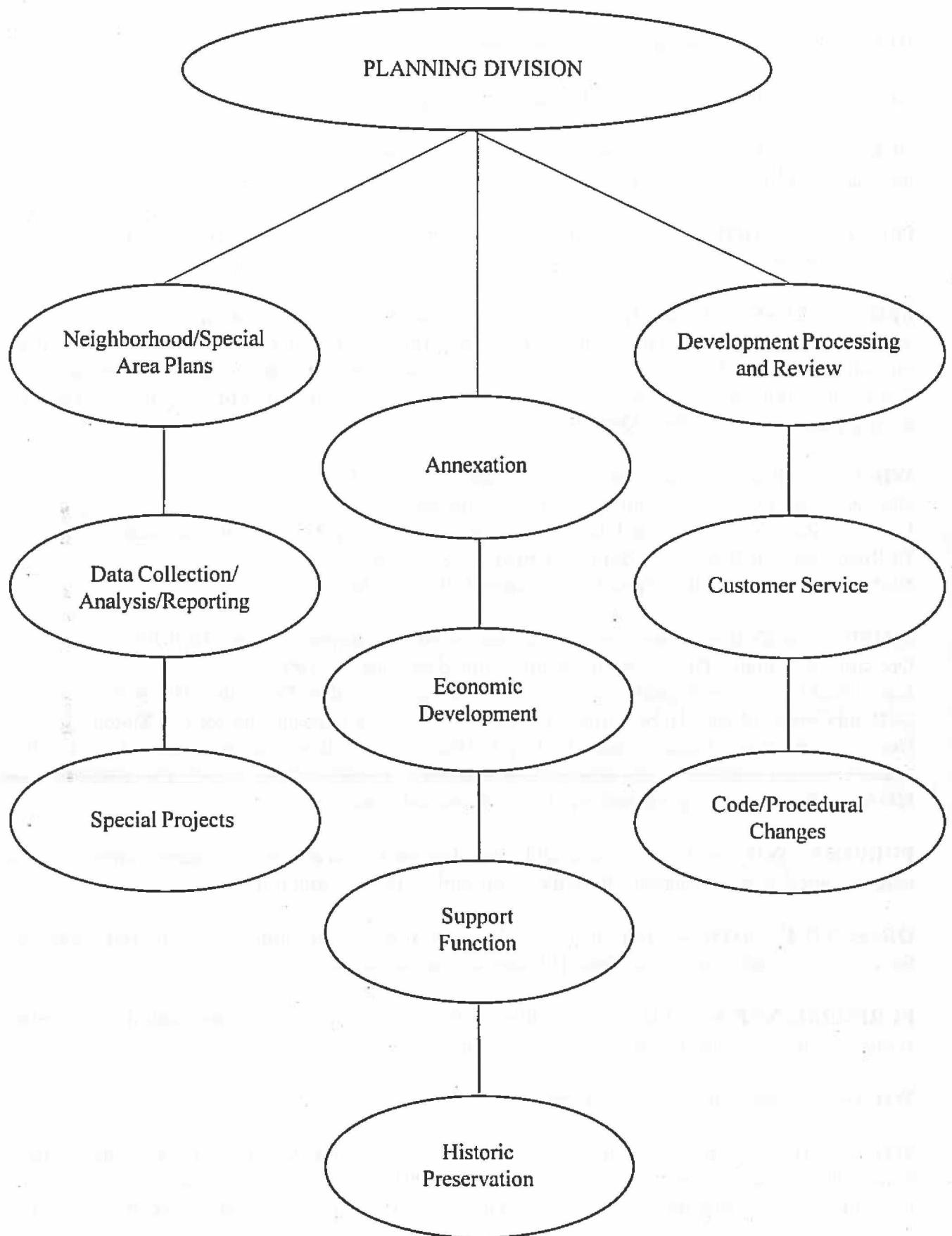
Staff will also be assisting local historic groups in completing a historic preservation inventory survey project. When completed, the inventory information will be used to help guide planning decisions and assist property owners to obtain tax credits for preservation efforts.

Citizen participation in all phases of the planning process has been and will continue to be an imperative part of shaping the nature and direction of our City.

In 1994 the Community Development Department Code Enforcement Division will begin a more proactive approach to code enforcement. A cleanup effort will also be launched in 1994 in order to provide citizens an opportunity to get rid of trash and junk before code enforcement becomes an issue. Goals of the campaign are to clean up blighted areas of the City, broaden the public's awareness of City codes and, above all, advocate pride in maintaining a beautiful community.

These plans and enforcement actions are all efforts utilized in accomplishing the Community Development Department's *Mission . . . preserving and enhancing Grand Junction's splendid resources.*

COMMUNITY DEVELOPMENT DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Community Development

DIVISION: Planning

GOAL — Plan for the future development of the Grand Junction urban area.

PURPOSE - WHY — The purpose of this goal is to help assure maintenance and enhancement of the quality of life in the City and the urban area as a whole.

OBJECTIVE - HOW — Using public participation, develop and implement individual neighborhood/area plans and a land use plan for the City as a whole.

PERFORMANCE MEASURE — Completion and adoption of the South Downtown/El Poso/Riverside Neighborhood Plan; completion and adoption of the Orchard Mesa Neighborhood Plan; initiation of a Land Use Plan for the City of Grand Junction; initiation of an area plan for the 24 Road Corridor between Interstate 70 and Highway 6 & 50; and initiation of a detailed land use and zoning plan for the Northern Downtown area.

WHO — South Downtown Plan: Kathy Portner, Project Manager

Orchard Mesa Plan: Dave Thornton, Project Manager

Land Use Plan: Consultant and the new Senior Planner as the Project Administrator

24 Road Corridor Plan: New Senior Planner, Project Manager

Northern Downtown Plan: New Senior Planner, Project Manager

WHEN — South Downtown Plan: To be completed and adopted by June 30, 1994.

Orchard Mesa Plan: To be completed and adopted by June 30, 1994.

Land Use Plan: To be initiated by July 1, 1994 and completed by December 31, 1995.

24 Road Corridor Plan: To be initiated by July 1, 1994; completed and adopted by March 31, 1995.

Northern Downtown Plan: Initiated by July 1, 1995, completed and adopted December 31, 1996.

GOAL Facilitate the preservation of local historical assets.

PURPOSE - WHY — To promote neighborhood conservation and improvement, community and neighborhood pride, education about the community's history, and tourism.

OBJECTIVE - HOW — Administer the Railroad Roof Rehabilitation and Intensive Historical Survey Grants and apply for a Phase II Intensive Survey Grant.

PERFORMANCE MEASURE — Fulfillment of grant contract requirements and the application submitted for the Phase II Intensive Survey Grant.

WHO — Kristen Ashbeck, Project Manager

WHEN — It is anticipated that the Railroad roof will be completed by May 31, 1994; the Intensive Survey Phase I will be completed by September 30, 1994; a grant to finish the Intensive Survey will be applied for by September 1, 1994 and the Phase II survey will be finished by December 31, 1995.

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Community Development

DIVISION: Planning

GOAL Manage and improve the City's development review process.

PURPOSE - WHY — To promote high quality development in the City and, at the same time, provide a development review process acceptable to both developers and the general public.

OBJECTIVE - HOW — Make needed revisions to the Zoning and Development Code; place the zoning map on GIS and keep it updated; bring the Impact AP project management software system on-line; and refine policies, standards, and procedures as needed on a priority basis.

PERFORMANCE MEASURE — Revision and adoption of the Zoning and Development Code; zoning map placed on GIS with all zoning data entered on computer and its mapping system fully operational; and Impact AP management software installed and system operational and used by planning staff and the City development review team.

WHO — Zoning and Development Code Revision Project - Consultant and Kathy Portner, Project Manager. Zoning Map on GIS: Part-time temporary Engineering Aide (to be hired in 1995.) Impact AP - Marcia Petering, Project Manager

WHEN — The Zoning and Development Code revision project to be initiated April 1, 1994 and completed by March 31, 1995; zoning data entered into GIS to be initiated March 1, 1995 with a unknown completion date at this time; and Impact AP management software to be installed January 31, 1994 and operational by April 30, 1994.

GOAL Collect, analyze and report on development-related data.

PURPOSE - WHY — To inform City Council, City boards, City staff, and the general public about available data relevant to land use and development.

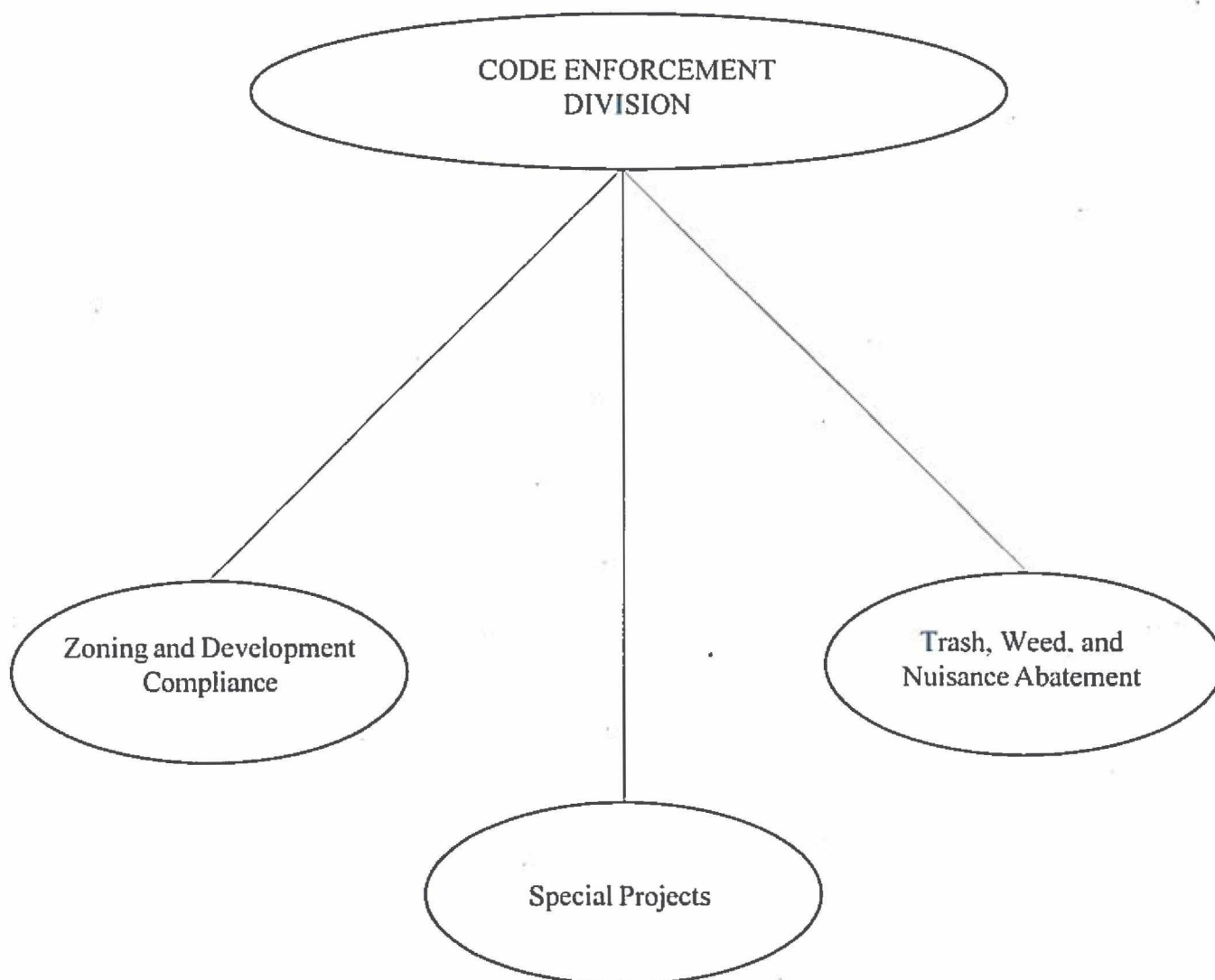
OBJECTIVE - HOW — Analyze 1990 Census data and 1993/1994 development data; make the Arcview software system (County's GIS) operational within the Community Development Department; and provide a 1993 Development Data Booklet for distribution.

PERFORMANCE MEASURE — Provide a written report, including maps, showing Census data and data analysis useful to land use and development decision making; at least one planner is functionally literate on the Arcview software system by the end of 1994 and the Arcview system is used to develop the 1994 Development Data Booklet and to analyze 1990 Census data; and provide a completed 1993 Development Data Booklet.

WHO — David Thornton, Project Manager

WHEN — Analyze 1990 Census data and 1993 development data by June 30, 1994; Arcview software system operational by March 1, 1994; complete a 1993 Development Data Booklet by April 1, 1994.

COMMUNITY DEVELOPMENT DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Community Development

DIVISION: Code Enforcement

GOAL Help to improve the appearance and safety of neighborhoods within the City.

PURPOSE - WHY — To foster a feeling of community pride and help assure a safe, pleasant environment for residents and visitors.

OBJECTIVE - HOW — Inform the public of City codes, the Weed Abatement Program and code enforcement procedures; continue the Weed Abatement Program; and increase the level of service of code enforcement pertaining to trash, junk and zoning violations.

PERFORMANCE MEASURE — Inform the public about City Codes, the Weed Abatement Program and code enforcement procedures through the use of brochures, video tapes, and newsletter articles; lower weed violations; increase the level of service of code enforcement to reduce the number of complaints; and increase the compliance rate regarding trash, junk and code violations.

WHO — Jan Koehn, Code Enforcement Supervisor

WHEN — Continual

DEPARTMENT: Community Development

DIVISION: General

GOAL Increase the community's level of understanding of the Community Development Department's function, procedures and requirements.

PURPOSE - WHY — To enhance the cooperation of the general public and development interests in striving for consistently high quality development.

OBJECTIVE - HOW — Update development and zoning information handouts for the public; inform the public about department functions and City development requirements/procedures through presentations, news articles, the *Ride-Along Program*, and other means; solicit input from developers and other users of the Department's services regarding needed changes to procedures, standards, or other aspects of the development review function; and create a recognition program for outstanding projects.

PERFORMANCE MEASURE — Update existing and create new informational handouts pertaining to planning clearances for building single family homes, for new business start-ups, and fences; write newsletter articles, encourage the number of participants in *Ride-Along Program*, and increase number of presentations; and establish a recognition program.

WHO — Update development and zoning information handouts: Marcia Petering, Planning Technician Inform the public: Planning and Code Enforcement Personnel Solicit input: Planning and Code Enforcement Personnel Create a Recognition Program: Kristen Ashbeck, Associate Planner

WHEN — All by December 31, 1994

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Community Development

DIVISION: General

GOAL Continue to annex additional areas to the City.

PURPOSE - WHY — The economic future of the community depends on it. Grand Junction competes with other communities every day -- for relocating businesses and new job creation; for tourism and retail trade; and for recreation and entertainment opportunities. We compete for recognition within the state.

The urbanized area of Grand Junction boasts a population base of 77,600 people and all the resources the number implies. Unfortunately the official census figure for Grand Junction, the one most people see, is only 29,034. Population numbers are important to businesses considering relocating. It's an indication of the community's resources, including a skilled work force. These numbers are also a market indicator for retail stores when considering a new outlet. As the City annexes a larger area and its population figures grow, those from outside the area that make business decisions based upon population figures will begin to realize that Grand Junction is an important, viable community.

The City likes to see new development engineered right the first time. By doing things right, this saves money. Building streets, fire lines and other utility systems to urban standards means that we as taxpayers won't later have to pay for costly upgrades. We find that many urban areas that developed in the county weren't developed to a high enough engineering standard, and must be re-done at a high cost to either the property owner, the public, or both.

A recent study indicated that improved fire protection in many areas could significantly reduce the cost of homeowners insurance. The savings is based on insurance company fire ratings, which are based in part on having adequate water lines and hydrants for firefighting and the proximity of fire stations.

Grand Junction has the resources to compete with the best in the region. But to compete successfully, we need to all be working toward the same goal, with the same game plan. The goal is a diversified, healthy, stable economy, sufficient to employ our workers and to provide the quality of life we all hope to enjoy.

OBJECTIVE - HOW — Update the City's Annexation Strategy and process annexations as per City Council policy/direction.

PERFORMANCE MEASURE — A written updated annexation strategy to be produced and accepted following City Council discussion/direction; and complete annexations in accordance with priority and schedule established following City staff and City Council discussions.

WHO — David Thornton, Project Manager

WHEN — An updated written annexation strategy accepted by City Council by March 31, 1994; and process annexations as per schedule established by City staff and City Council.

PARKS AND RECREATION DEPARTMENT

PARKS & RECREATION DIRECTOR
Ted Novack

The City of Grand Junction Parks and Recreation Department provides leisure programs and parks facilities on a year round basis to the people of the Grand Valley. It is the intent of the City Council, Parks and Recreation Advisory Board and its team of employees to provide these services in the most efficient, effective and enthusiastic way possible.

Parks

Recreation

Municipal Golf

PARKS AND RECREATION DEPARTMENT

Operating Budget

OPERATING EXPENDITURES BY DIVISION					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
Administration	\$257,913	\$280,578	\$277,191	\$296,864	6.1%
Parks Division					
(1) -General Parks	1,293,386	1,502,820	1,615,958	1,642,962	34.9%
-Two Rivers Convention Center	670,186	653,687	708,542	726,338	15.4%
-City Cemeteries	232,814	229,432	269,893	277,049	5.9%
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Subtotal: Parks	2,196,386	2,385,939	2,594,393	2,646,349	56.1%
Recreation Division					
-General Recreation Programs	261,238	307,308	345,106	332,690	7.3%
-Swimming Pools	372,248	396,582	458,995	448,632	9.7%
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Subtotal: Recreation	633,486	703,890	804,101	781,322	17.0%
Golf Division					
-Lincoln Park Golf Course	339,817	317,910	342,009	351,862	7.4%
(2) -Tiara Rado Golf Course	494,249	483,295	615,511	624,749	13.3%
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Subtotal: Golf	834,066	801,205	957,520	976,611	20.7%
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Total	\$3,921,851	\$4,171,612	\$4,633,205	\$4,701,146	100.0%
	=====	=====	=====	=====	=====

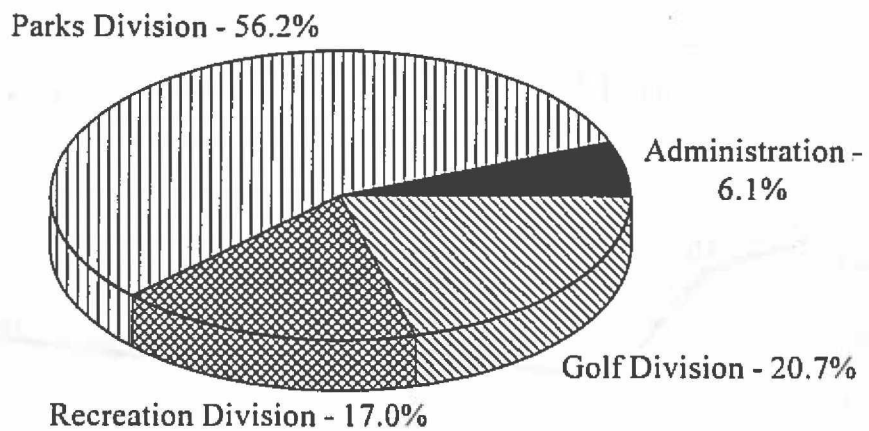
OPERATING EXPENDITURES BY CATEGORY					1994-1995 PCT. OF TOTAL
	1992 ACTUAL	1993 REVISED	1994 BUDGET	1995 BUDGET	
(1) Personnel	\$2,255,245	\$2,370,411	\$2,573,155	\$2,675,965	56.2%
Supplies & Services	\$1,202,250	\$1,258,345	\$1,382,310	\$1,388,831	29.7%
Contractual Fees	122,579	173,575	152,207	154,933	3.3%
Interfund Charges	84,635	82,358	91,142	97,149	2.0%
(2) Debt Service	149,038	148,818	249,001	249,001	5.3%
Special Activities	11,325	60,639	51,420	22,596	0.8%
Operating Equipment	96,779	77,466	133,970	112,671	2.6%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$1,666,606	\$1,801,201	\$2,060,050	\$2,025,181	43.8%
	-----	-----	-----	-----	-----
TOTAL	\$3,921,851	\$4,171,612	\$4,633,205	\$4,701,146	100.0%
	=====	=====	=====	=====	=====

Annual Percentage Change	1993-to-1994	1994-to1995	2-Year Average
-Personnel Expense	8.6%	4.0%	6.4%
-Non-Personnel Operating	14.4%	(1.7%)	6.2%
-Total Operating Budget	11.1%	1.5%	6.3%

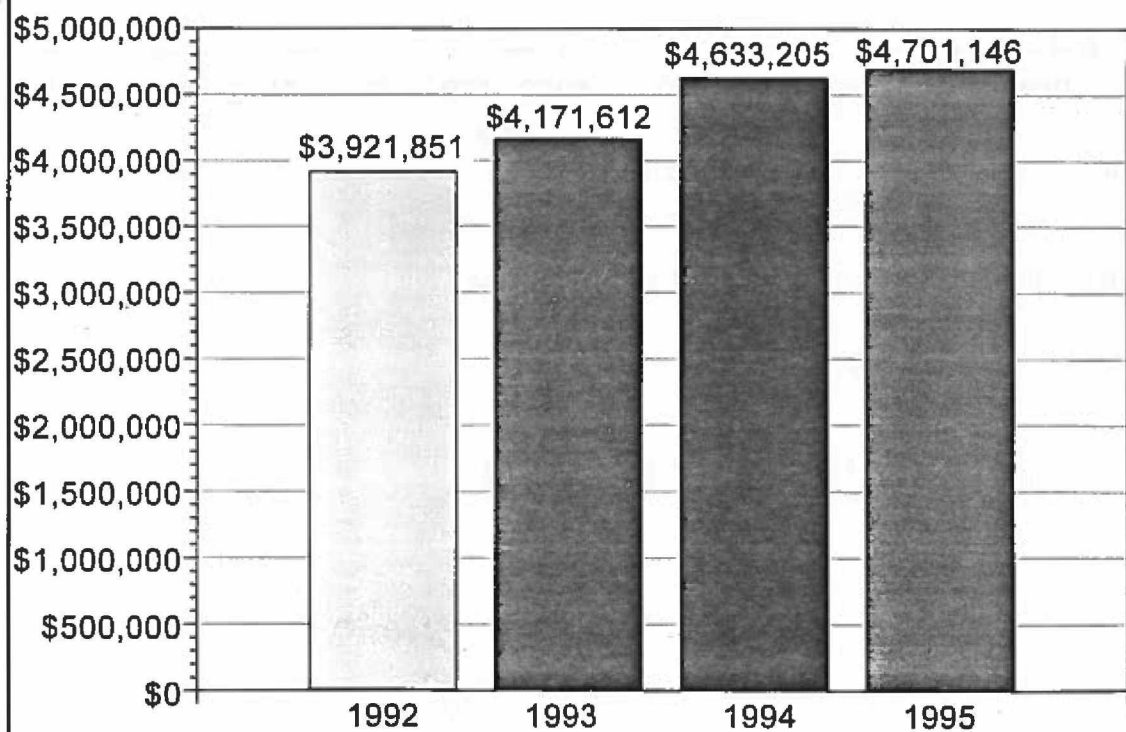
DESCRIPTION OF MAJOR CHANGES:

- (1) Personnel increases from 1993 to 1994 are largely the result of one additional full-time position in the Parks Division, and increases part-time wages.
- (2) The increase in debt service stems from a General Fund loan to the Tiara Rado Golf Course Fund. Proceeds from this loan were used to purchase adjacent land for future golf course expansion.

1994 - 1995 OPERATING EXPENDITURES By Division

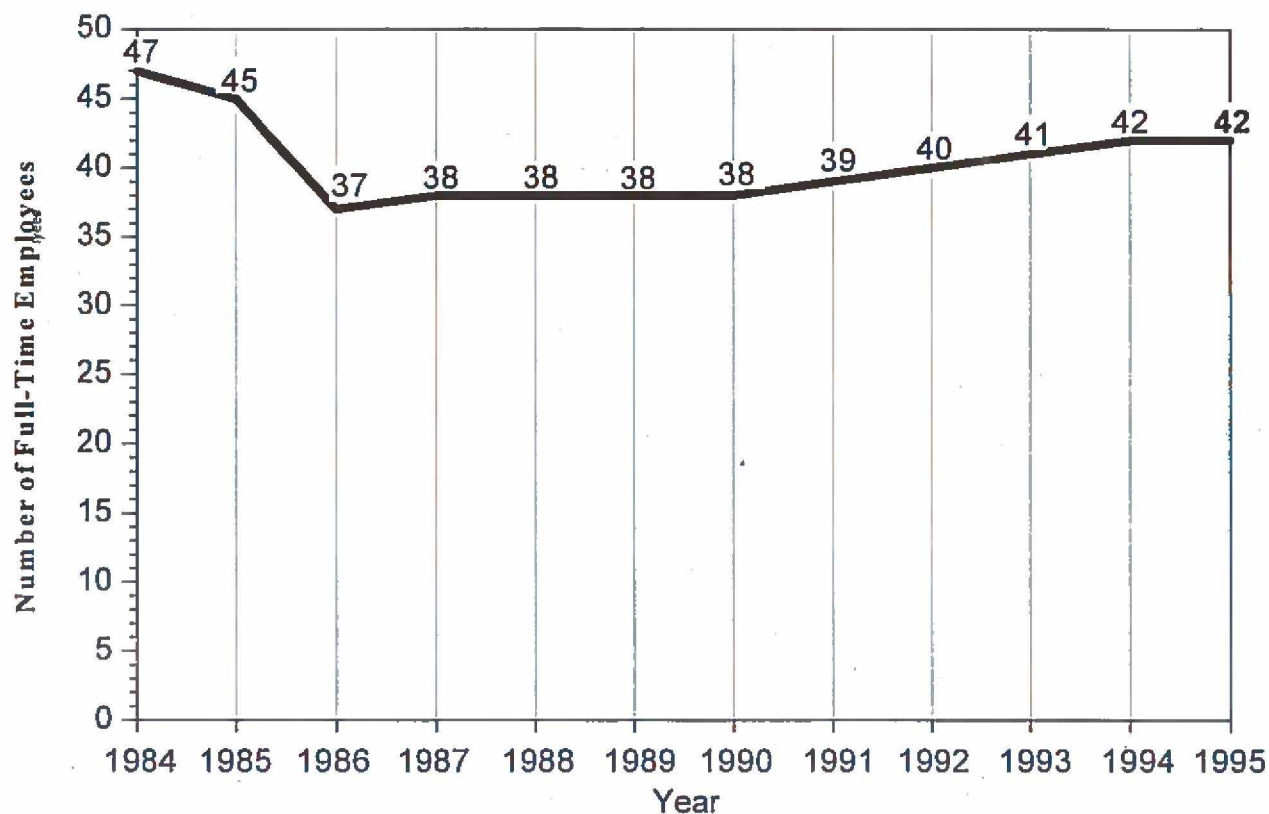


ANNUAL OPERATING EXPENDITURES



PARKS AND RECREATION DEPARTMENT

FULL-TIME STAFFING HISTORY



DESCRIPTION OF CHANGES FROM 1993 TO 1994

The addition of one (1) Forestry Maintenance Worker

DESCRIPTION OF CHANGES FROM 1994 TO 1995

None

PARKS AND RECREATION DEPARTMENT

FUNCTION

The **Administration Division** provides the overall direction and coordination for the department. Recreation registration fees are collected, park permits issued, facility scheduling, golf passes, as well as all of the clerical duties performed within this division.

Parks Operations is responsible for all park areas and facilities as well as the 21,000 square foot **Two Rivers Convention Center**. In addition, the maintenance and development within **Forestry, Cemeteries, Stadium, Downtown Shopping Park** and the **Riverfront Trail** system divisions are managed by the Parks Division.

General Recreation is responsible for the creation and implementation of special activities, classes, and sports programs. Included in these responsibilities is the oversight of the swimming pools, water slide, tennis courts, and two softball complexes. The **Older American Center**, as well as the "Barn" in Lincoln Park, are supervised by this Division.

The **Municipal Swimming Pools** division consists of one 25-yard/meter indoor facility operated by the City and jointly owned by the City, Mesa County and School District 51. In addition to providing public swim opportunities, the facilities also feature learn-to-swim and water fitness programs, competitive programs and meets.

The second facility consists of a 50-meter competitive pool with diving, wading pool, instructional pool and a 351' water slide.

The **Municipal Golf Courses** Division has two golf courses within its jurisdiction. **Tiara Rado** is an 18 hole championship course at the base of the Colorado National Monument and the **Lincoln Park** is a 9 hole course in the City. Public golf, as well as numerous tournament events, are offered. Each facility offers lessons and clinics as well as concession items.

MAJOR ACCOMPLISHMENTS - 1993

Administration

- The number of volunteer hours logged for the Parks and Recreation Department is projected at 18,900 and saved the City approximately \$80,235.
- City Lottery dollars were committed to the following projects: Orchard Mesa Middle School Sports Complex, the Redlands Middle School (basketball and volleyball courts), along with East Middle School (basketball courts) and the Suplizio Field outfield bleachers and Locker Room project.
- Participation in the C.I.P. Self Help program included a joint project with Orchard Mesa Community Center Pool to landscape the entrance. Funds were also used for the new shade canopies at Kronkright Softball Field.

● Parks Operations and Maintenance:

Park Land Acquisition-

12th Street and G 1/2 Road	13 Acres
26 1/2 Road and H Road	30 Acres
24 Road and G 1/2 Road	73 Acres
24 Road and G Road	36 Acres

- **Forestry**

Forestry Division is a finalist for the National Arbor Day Celebration and Recognition Award. This Division received the Tree City USA Award for the 10th year and the National Arbor Day Foundation's Growth Award for the 2nd year.

- **Stadium**

Stocker Stadium-Suplizio Baseball field was selected by the American Baseball Coaches Association as the outstanding baseball facility in the United States and for the Grounds keeper of the Year Award.

- The new Locker Room facility at Stocker Stadium is a joint effort with outside entities. The net cost to the city on the \$400,00 project will be \$130,000.

- **General Recreation**

The Pee Wee Wrestling program went over the 400 mark for the first time in its 29 year history with 409 grapplers. The program was supplemented by B & H Sports and Pepsi Cola by \$1,500.

- Meadow Gold Milk contributed \$4,000 to the Pee Wee Basketball Program. We have 643 children in the program this year.

- **Lincoln Park Barn**

A new P.A. system was installed at the "Barn" in 1993 and 25 new aluminum tables were purchased.

- **Lincoln Park Golf Course**

We added tees on the sixth hole in 1993 and started a tree planting plan on the sixth and seventh holes.

- **Tiara Rado Golf Course**

Purchased 80 acres adjacent to Tiara Rado Golf course for future expansion.

SIGNIFICANT BUDGET ISSUES

1994...

The Parks and Recreation Department's 1994 budget is impacted most by the design and prioritization of the 1st phase of our park development along with the design of an all-purpose Recreation Center.

In addition, there will be A.D.A. modifications made on the ramp and railing at Two Rivers Convention Center. The Lincoln Park Barn will get new floors in the restrooms, new tables and chairs, along with some exterior work.

The Downtown Shopping Park will be renovated over the next few years with new planters and trees.

Diving boards and deck furniture will be replaced at Orchard Mesa Pool. Heat exchangers will be replaced on the boilers at both swimming pools. The exterior of the buildings at Lincoln Park-Moyer Pool will be painted.

Lincoln Park Golf will begin a long range tree planting plan to replace old trees.

The 13th green at Tiara Rado will be replaced.

1995...

The park development process will continue into the next century as we acquire land, annex new areas, and the continued demand on service enhancement exists.

Class registrations will be accepted at the Orchard Mesa Community Center Pool. This will be our first "on premise" registration location.

The computerized athletic league scheduling software will be installed and used for all sports activity scheduling.

Phase two of the softball parks should be completed with two new four-wheel drive vehicles and four new scoreboards.

FUTURE OUTLOOK

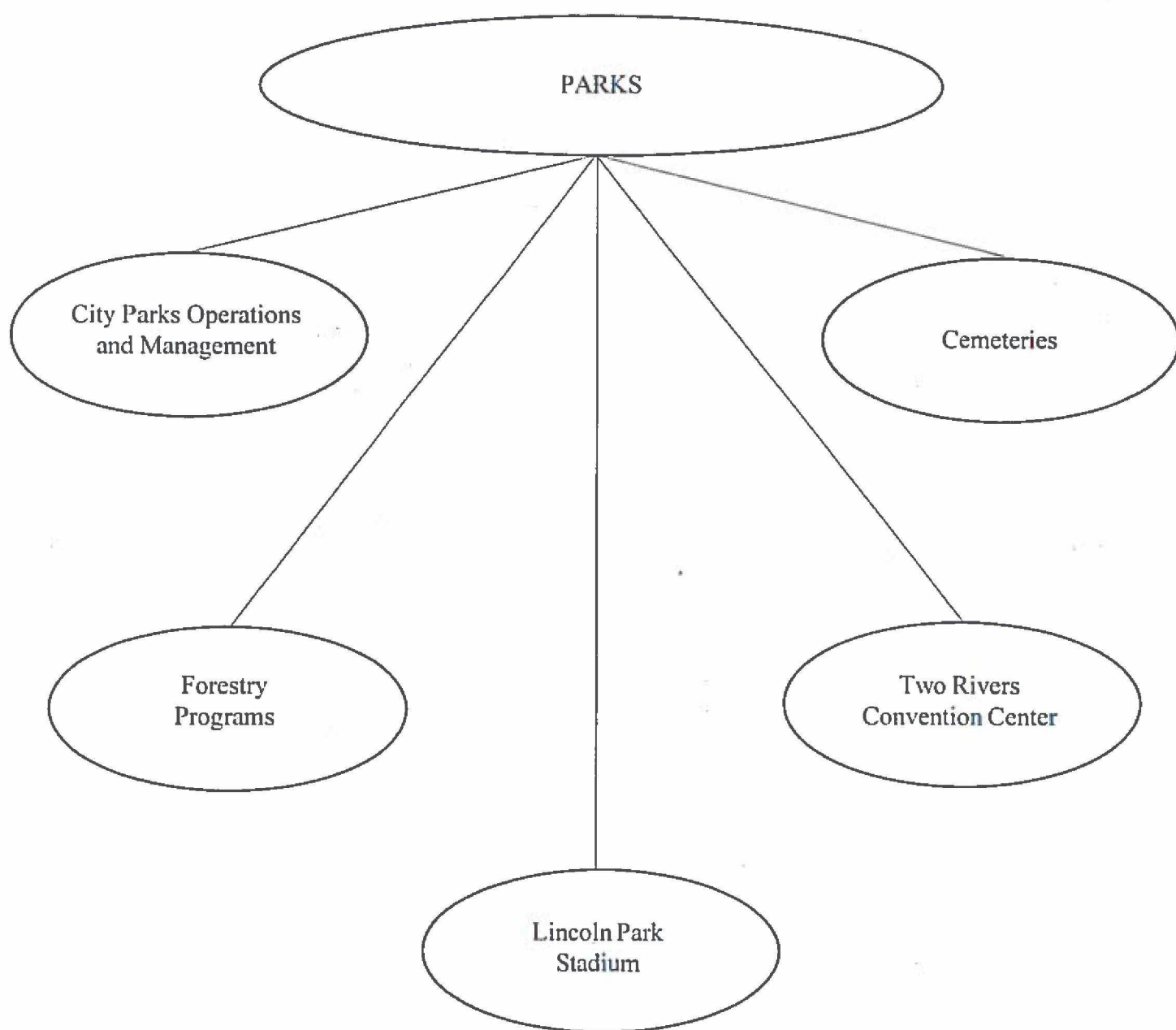
The future of the Parks and Recreation Department looks to be challenging and very exciting. The Parks Open Space Master Plan has been completed and adopted as a tool to plan our development for the next 10-20 years. The first priority of acquiring park land was initiated in 1993 and this first phase of development will occur as growth transpires and strategically placed parcels of land are located in the target areas of the master plan.

It is the intent of the department to formulate designs for eight park sites in 1994. We feel it is important to begin the design process now in order that design concepts can be evaluated and we can get as good as possible development costs so that accurate project budgets may be established. In addition, we believe that attractive designs and models are essential to selling our vision to the community.

Our development program calls for a broad and cross dimensional approach where as we are proposing development in most areas of our city limits at one time depending on the funds available. It will be necessary to gain citizen approval to fund ALL park and trail projects as well as construct a very much needed all purpose recreation center. It is anticipated that a funding question may appear in the spring of 1995 as a part of the City's general election.

As was mentioned, the future of Parks and Recreation appears to be very bright and full of positive expectations. The challenge will be to obtain and retain public support and package a development plan which will have an immediate and long term benefit.

PARKS AND RECREATION DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Parks and Recreation

DIVISION: Parks Operations

GOAL: The first phase of our park development plan will be the goal for 1994. This will include the "Request for Proposals" to design firms for the planning strategy of the development of existing or new park land. The addition of green space in the Grand Valley will enhance the quality of life and improve the overall aesthetics in the valley.

PURPOSE - WHY: — The purpose of the design proposals are to come up with a conceptual design and what impact the designs will have on the community at large. This will also help determine the funding options.

OBJECTIVE - HOW: — The R.F.P. will be issued by the end of February to design firms specializing in architecture and park design. After receiving the R.F.P.'s, they will be reviewed to select the best design firm.

PERFORMANCE MEASURE: — Completion of R.F.P., selection of a design firm, and the completion of the design utilizing staff and public input.

WHO: — Ted L. Novack, Director / Don Hobbs, Parks Manager

WHEN: — R.F.P. will be issued by 3/15/94; firms will submit their plans and designs by 8/31/94.

DEPARTMENT: Parks and Recreation

DIVISION: Parks Operations

GOAL: The "Request for Proposal" will be sent to architectural firms for the conceptual design of a multipurpose Recreation Center. This center will house activities for all ages with an area specifically designed for senior activities. The selection of the best location for the recreation center will also be determined based on the firms public forums.

PURPOSE - WHY: — The concept of building a recreation center in the Grand Valley is not new. With the current population trends in the Grand Junction area, the center is needed. The R.F.P. will help identify the best location, basic design, along with a cost estimate. This will be used to determine funding sources.

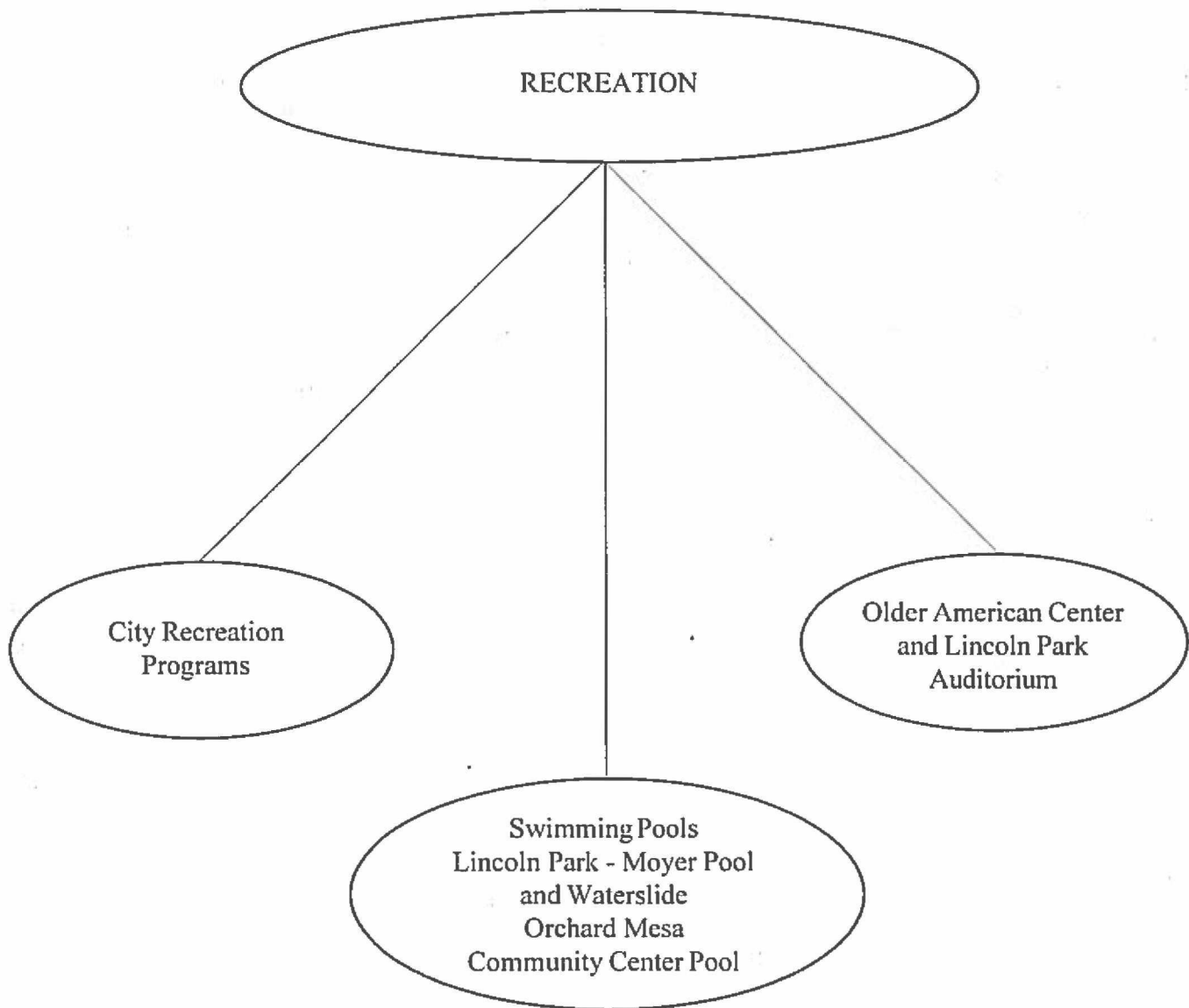
OBJECTIVE - HOW: — The R.F.P. will be issued by the end of February to design firms specializing in architecture and park design. After receiving the R.F.P.'s, they will be reviewed to select the best design firm.

PERFORMANCE MEASURE: — Completion of R.F.P., selection of a design firm, and the completion of the design utilizing staff and public input.

WHO: — Ted L. Novack, Director / Don Hobbs, Parks Manager

WHEN: — R.F.P. will be issued by 3/15/94; firms will submit their plans and designs by 8/31/94.

PARKS AND RECREATION DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Parks and Recreation

DIVISION: Parks Forestry

GOAL: The Downtown Shopping Park will begin a three year renovation process which will replace several declining trees and beautify the concrete tree wells to blend with the existing brick planter design.

PURPOSE - WHY: — Some of the trees have outgrown the original planters and have declined in growth over the years. The concrete planters will be faced with brick to blend with the existing brick planters.

OBJECTIVE - HOW: — This will be a phased in project so as not to disturb the beauty of the downtown area.

PERFORMANCE MEASURE:— Successful completion of each phase.

WHO: — Don Hobbs, Parks Manager

WHEN: - This will begin in 1994 and carry through 1995.

PARKS AND RECREATION DEPARTMENT

MUNICIPAL GOLF

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graph TD; MG([MUNICIPAL GOLF]) --- LPGA([Lincoln Park Golf Course]); MG --- TRGA([Tiara Rado Golf Course]);
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Lincoln Park
Golf Course

Tiara Rado
Golf Course

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Parks and Recreation

DIVISION: Lincoln Park Golf

GOAL: Lincoln Park Golf Course will begin a long range tree planting/golf course beautification plan in 1994. We will begin to replace old and dying trees along with redefining the shapes of fairways for protection and general aesthetics.

PURPOSE - WHY: — Some of the trees at Lincoln Park are old and dying. If left unattended, they could become a hazard.

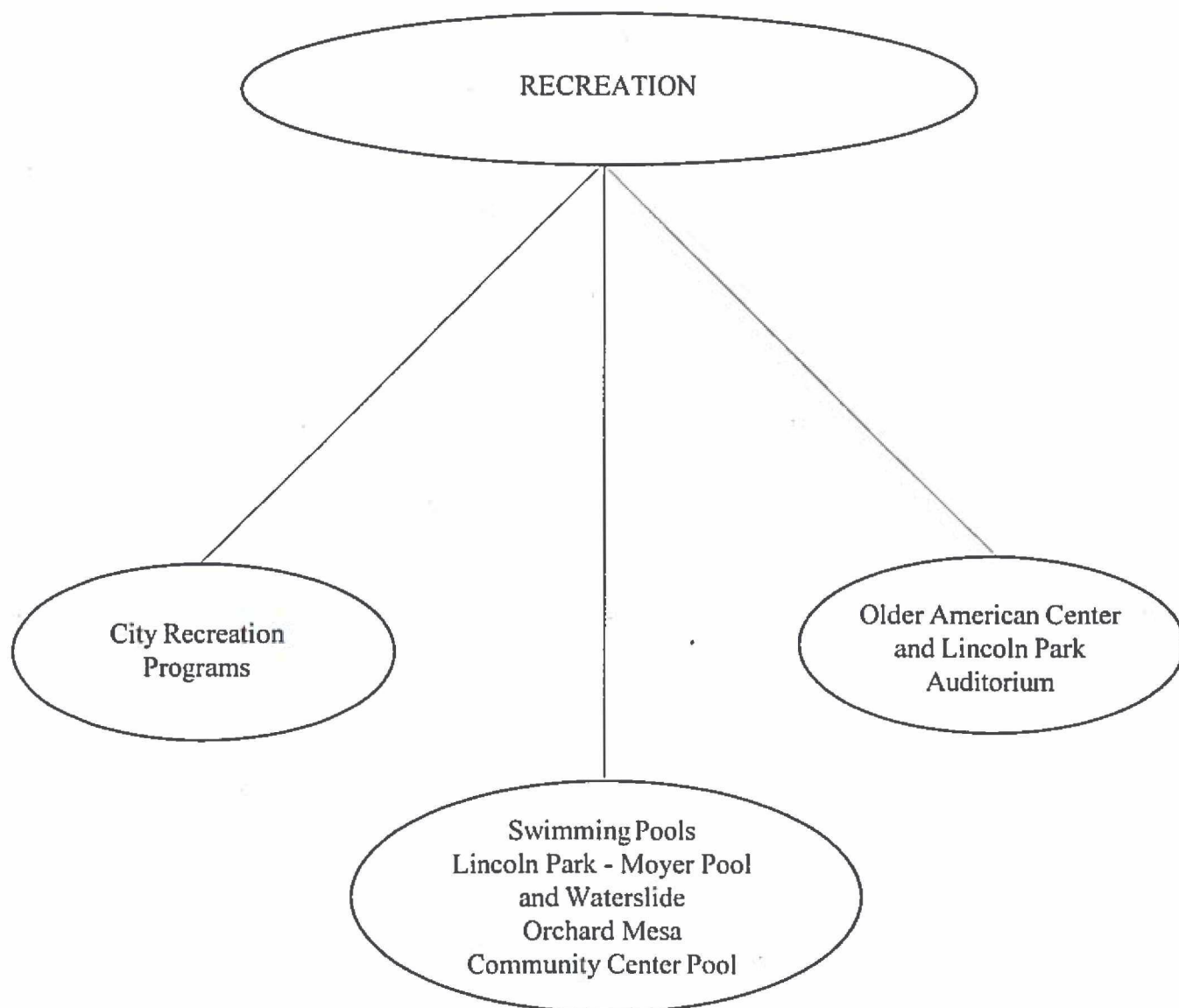
OBJECTIVE - HOW: — This will be a phased in project so as not to disturb the beauty of the golf course.

PERFORMANCE MEASURE: — Successful completion of each phase. A fair measure would be 75-80% survival rate among new trees.

WHO: — Doug Jones, Golf Course Superintendent

WHEN: — Starting in 1994 and continuing through 2003 at this time.

PARKS AND RECREATION DEPARTMENT



GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: Parks and Recreation

DIVISION: Recreation Administration

GOAL: We will have a computerized league scheduling system in 1995. This will be used to schedule all of our sports activities (including, but not limited to, Volleyball, Softball, PeeWee Basketball, etc), at the various activity locations. In addition, we will network the Orchard Mesa Community Center Pool to allow class registrations to be accepted at that site. Currently, customers must register through the Parks and Recreation Office. The additional registration capabilities for the Orchard Mesa Pool will enhance our customer relations and increase the "ease" of the registration process.

PURPOSE - WHY: — Currently, this process is done manually and will significantly improve the process. It will also enable staff to schedule part-time employees, maintenance block out times and the printing of the specific schedules.

OBJECTIVE - HOW: — This scheduling software program is a new phase of our current "CLASS" software and which is currently being developed. They plan to have the software ready for installation in 1995. The networking with Orchard Mesa Pool will take place in 1995. The computer will be purchased in 1994.

PERFORMANCE MEASURE: — The purchase and installation of the league scheduling software package will be complete in 1995; O.M. Pool network connection complete and on-line in 1995.

WHO: — Ted L. Novack, Director
Lynda Lovern, Recreation Superintendent
Ray Coca, Recreation Superintendent

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VISITOR & CONVENTION BUREAU

VISITOR & CONVENTION BUREAU DIRECTOR
Debbie Flynn Kovalik

The Grand Junction Visitor & Convention Bureau is a department of the City of Grand Junction whose purpose is to promote the Grand Junction area in external markets resulting in the positive economic impact of visitor dollars.

Tourism Marketing

Group Marketing
Convention Servicing

Visitor Center

VISITOR & CONVENTION BUREAU

Operating Budget

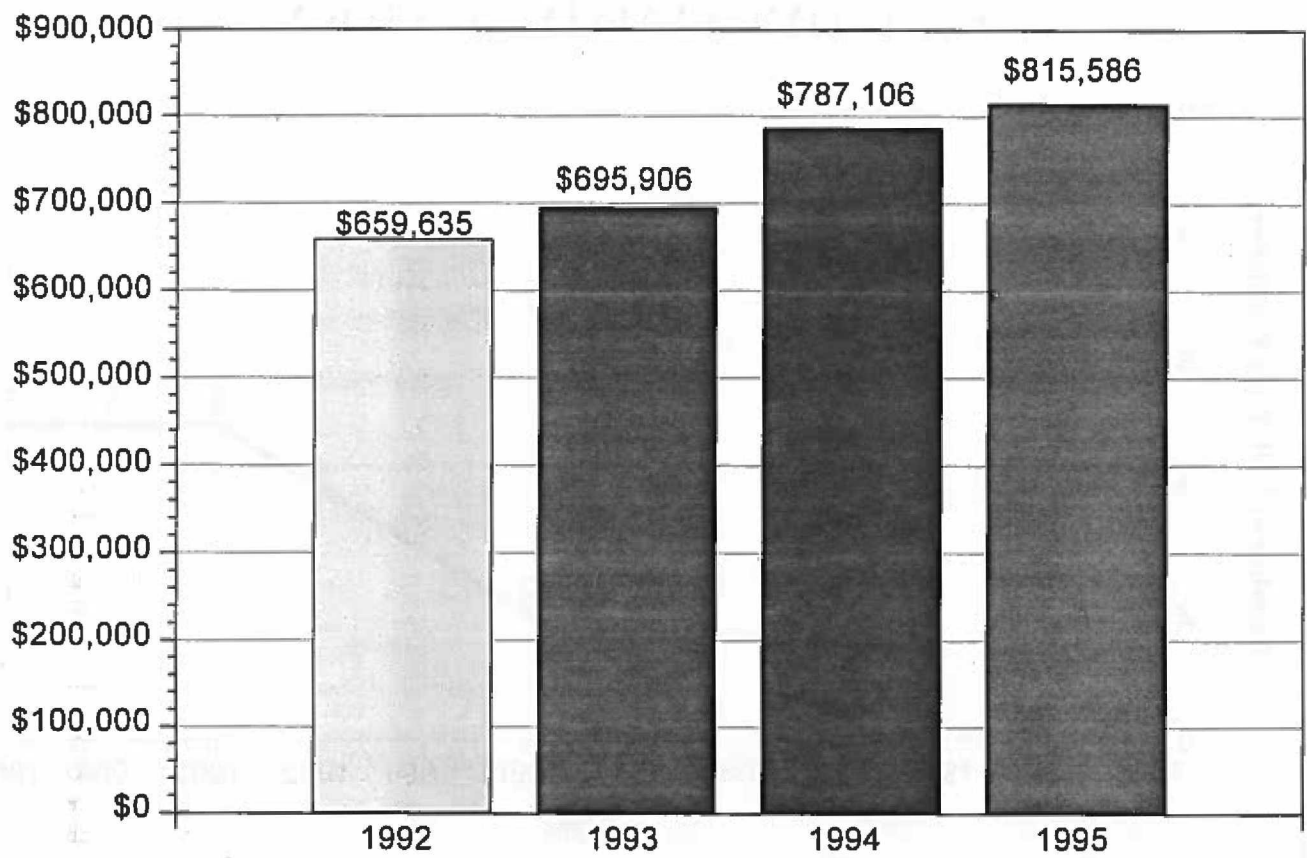
<u>OPERATING EXPENDITURES BY CATEGORY</u>	<u>1992 ACTUAL</u>	<u>1993 REVISED</u>	<u>1994 BUDGET</u>	<u>1995 BUDGET</u>	<u>1994-1995 PCT. OF TOTAL</u>
Personnel	\$149,325	\$196,593	\$202,735	\$211,148	25.8%
Supplies & Services	\$235,766	\$228,781	\$236,845	\$256,999	30.8%
Contractual Fees	264,106	265,582	288,470	289,933	36.1%
Interfund Charges	0	0	0	0	0.0%
Debt Service	0	0	29,806	29,806	3.7%
Special Activities	0	0	25,000	25,000	3.1%
Operating Equipment	10,438	4,950	4,250	2,700	0.4%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$510,310	\$499,313	\$584,371	\$604,438	74.2%
	-----	-----	-----	-----	-----
 TOTAL	 \$659,635	 \$695,906	 \$787,106	 \$815,586	 100.0%
	=====	=====	=====	=====	=====

<u>Annual Percentage Change</u>	<u>1993-to-1994</u>	<u>1994-to1995</u>	<u>2-Year Average</u>
-Personnel Expense	3.1%	4.1%	3.7%
-Non-Personnel Operating	17.0%	3.4%	10.5%
-Total Operating Budget	13.1%	3.6%	8.6%

DESCRIPTION OF MAJOR CHANGES:

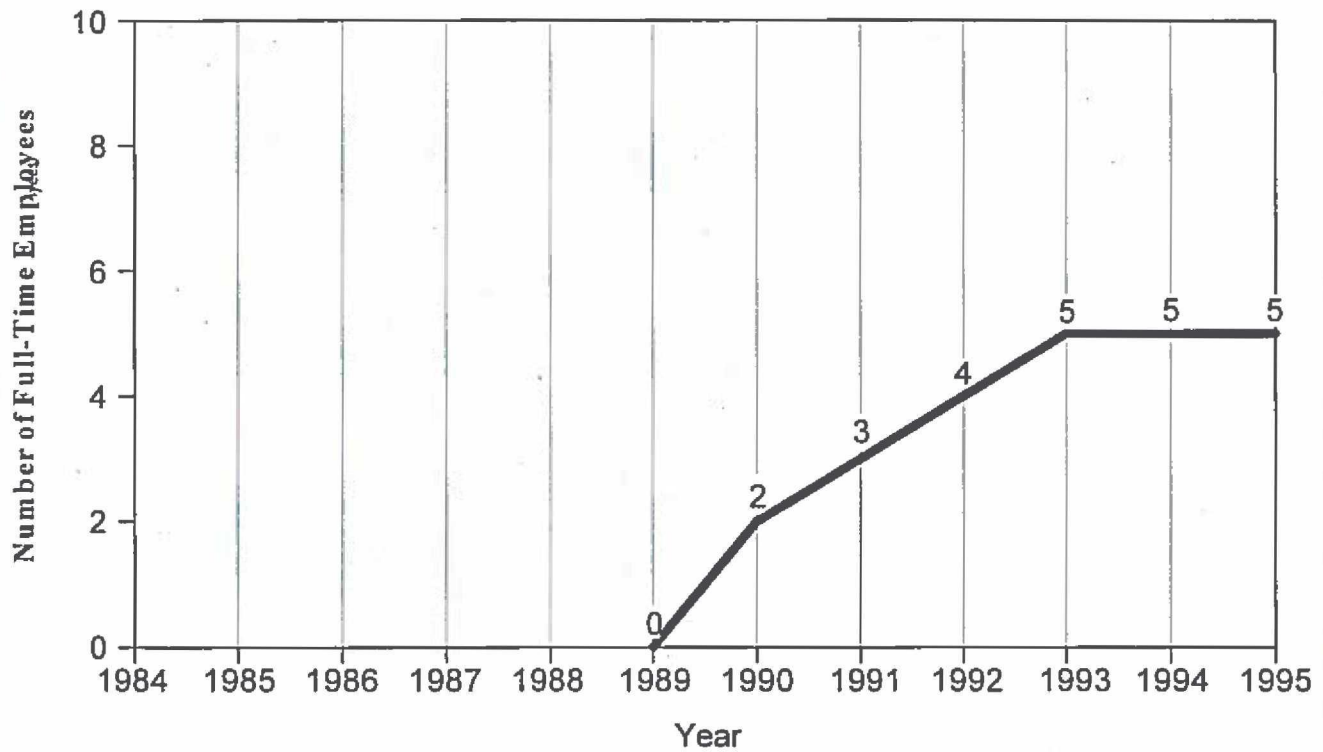
The most significant changes in the Visitor & Convention Bureau's operating budget is related to the new VCB/Tourist Information Building scheduled to open in January of 1994. Costs such as janitorial services, utilities, and annual debt service payments have been included in the 1994-1995 budget, as well as; \$25,000 for special events funding.

ANNUAL OPERATING EXPENDITURES



VISITOR & CONVENTION BUREAU

FULL-TIME STAFFING HISTORY



Note: The Visitor & Convention Bureau officially became a part of the City in 1990

VISITOR & CONVENTION BUREAU

FUNCTION

The Visitor & Convention Bureau (VCB) provides tourism marketing services for the City of Grand Junction. While all of the Bureau's marketing efforts are intertwined, operations are focused in three distinct areas:

Tourism Marketing
Visitor Center
Group Marketing and Convention Servicing

Tourism Marketing targets individual leisure travelers through advertising in selected national, regional and state-wide publications. Potential visitors respond to these ads by calling the VCB's toll-free number to request a free visitor guide. The visitor guide, which is updated every year, is a four-color brochure that describes attractions, activities and lodging in the Grand Junction area. This brochure is designed to "lure" visitors to come to Grand Junction, thereby converting a telephone inquiry to an actual visit. The VCB distributes 300,000 visitor guides a year through mailings and at visitor centers throughout the states of Colorado and Utah. Additionally, special promotions are advertised on Denver radio stations and in regional newspapers offering free trips or reduced lodging rates. A public relations campaign includes sending press releases and hosting travel writers and other media representatives to generate articles and other news reports about Grand Junction.

The **Visitor Center** serves as a marketing tool to direct the leisure travel market. The goal of the Visitor Center is to increase overnight stays by providing visitors with personalized information about the activities and attractions in the Grand Valley. The Visitor Center is staffed by 65 volunteers who are trained to "sell" Grand Junction as a vacation destination. The volunteers encourage travelers to spend an additional night in Grand Junction by describing attractions to visit and suggesting various activities for visitors to enjoy.

Group Marketing and Convention Servicing focus on (1) attracting meetings, conventions and tour groups to Grand Junction and (2) providing assistance to those groups while they are in our City. Sales leads are developed by working with local businesses and organizations; personal sales calls on the Front Range; attendance at national trade shows that target markets appropriate to Grand Junction's facilities; and membership in selected tour and travel organizations.

MAJOR ACCOMPLISHMENTS - 1993

- Received approval for and began construction of a Visitor Center on Horizon Drive at I-70
- Increased sales leads 70%
- Increased lodging tax revenue 9%
- Increased visits to Visitor Center 9%
- Hosted 25 media representatives

SIGNIFICANT BUDGET ISSUES

Expenses associated with operating the new Visitor Center are the major contributing factors to the VCB's increased budget. While debt service and land payments are actual, operating expenses

(e.g., utilities, janitorial, maintenance) are estimates based on input from City staff as well as outside professionals. When actual costs were not available, projected expenses were based on the highest estimate given in an effort not to understate fiscal impact. Part-time seasonal hours have been increased in order to provide the increased level of services expected to be requested from both groups and individuals.

In the past, the VCB has received a significant number of individual inquiries, media contacts and sales leads from the Colorado Tourism Board (CTB). Because funding for the CTB was defeated in the November 1993 election, those leads will no longer be available. The impact of the loss of the CTB cannot be assessed at this time, but the VCB is taking steps to attempt to minimize that impact:

- Additional ad placements to capture individual inquiries.
- Public relations campaign to gain additional media attention.
- Membership in two additional travel/trade organizations to gain access to sales leads, especially international leads.

FUTURE OUTLOOK

A combination of marketing variables will affect the economic outcome of the 1994 tourism season in the Grand Valley. Grand Junction can look forward to the opening of a visitor center dedicated to promoting area businesses; the dedication of a new attraction, "Devils Canyon Learning Center"; and an aggressive new public relations program. While initial hotel bookings indicate that business in 1994 will keep pace with the success of 1993, there is reason for concern about the possibility of a gradual downturn in business without the marketing support of the Colorado Tourism Board. Programs in the 1994 marketing plan focus on continued efforts in successful targeted markets while working to mitigate the impact of the loss of the CTB.

1995 AND BEYOND

A strong local economy will allow for the development of additional recreation and entertainment options. This more diversified product provides stronger marketing possibilities for the City. The opportunities for 1995 and beyond include the development of an expanded Museum facility downtown, which would include a satellite visitor center. The opening of the Avalon project, coupled with the Museum and a strong business climate, will enhance the visitor experience and make the downtown a stronger tourist attraction. These additional tourism products will likely be followed by entrepreneurs looking to capitalize on the anticipated growth in tourism in the area. While all the initial signs are good for continued growth in tourism, the lack of a state-wide marketing program could inhibit growth in the tourism sector. The VCB will need to be cautious in their revenue projections and remain flexible and adjust the marketing plan as needed.

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: VISITOR & CONVENTION BUREAU

GOAL Develop and implement a comprehensive 1994 Marketing Plan that will increase awareness of Grand Junction as a tourism destination and increase the number of visitors to the area.

PURPOSE — To provide a positive economic impact on the Grand Valley by increasing the base of tourism business. Work with tourism industry partners to provide an atmosphere that encourages visitors to extend their length of stay.

OBJECTIVE

- Continue an aggressive advertising campaign, building awareness of Grand Junction as a destination with many "Surprising Choices".
- Continue the annual update of the Grand Junction visitor guide; expand distribution of promotion collateral material to include individual visitors, travel agents, tour operators, AAA offices and travel writers.
- Promote special interest packages which will attract shoulder season business as well as international visitors.
- Further expand the awareness of Grand Junction as a destination through a well-developed public relations program to include international and national travel writers and travelogue film crews.
- Provide tourism industry partners with cooperative marketing and networking opportunities by including them in quarterly meetings and travel/trade shows.

PERFORMANCE MEASURE

- Increase the number of inquiries received from each ad placed; increase the number of visitors coming from the targeted markets.
- Successfully distribute 300,000 copies of the 1994 Grand Junction visitor guide.
- Increase the number of individuals and groups responding to the promotion of special interest packages and area special events; increase the number of international groups visiting.
- Increased media coverage in national and regional consumer travel publications, television/travelogue programs and in major daily newspapers.
- Coordinate and host quarterly meetings and attend selected tourism travel/trade shows.

WHO — VCB staff, Tashiro Marketing & Advertising, Diversions Public Relations

WHEN — 12/31/94 - ongoing

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: VISITOR & CONVENTION BUREAU

GOAL To enhance visitors' experience and increase their length of stay in Grand Junction.

PURPOSE — To enhance the visitors' ease in finding information about Grand Junction's amenities; to help visitors find the area businesses and attractions they seek; to enhance visitors' satisfaction with their Grand Junction experience; and to enhance tourism as part of Grand Junction's economic base.

OBJECTIVE

- Begin operations of a highly-visible and easily accessible Visitor Center at I-70 and Horizon Drive
- Develop exhibits that capture the spirit and character of the Grand Valley and promote area attractions and businesses.
- On-going training and continuous updating of area information to ensure that Visitor Center personnel are able to accommodate visitors' needs.
- By joint efforts of the VCB and a citizen's committee, continue work on developing and implementing tourism directional and entryway signage.

PERFORMANCE MEASURE

- Successful operations of Visitor Center, including an increase in the number of visitors assisted.
- Successful installation of exhibits.
- Develop and complete training programs; update and finalize an area resource manual.
- Installation of tourism directional signage.

WHO — VCB staff and volunteers.

WHEN — 12/31/94 - ongoing

GOALS & OBJECTIVES FOR 1994 & 1995

DEPARTMENT: VISITOR & CONVENTION BUREAU

GOAL Coordinate an on-going direct sales effort to increase the number of groups meeting in Grand Junction.

PURPOSE — A targeted sales effort will increase the overall economic benefit to the community of visitor dollars to the Grand Valley. Group attendees, when compared to the leisure market, represent a higher daily average expenditure, are more readily identified, and hold the potential for lucrative future business.

OBJECTIVE

- Generate an increase in the number of sales leads provided to area hotels and tourism business partners.
- Attend trade shows targeted at potential meeting planner clients.
- Develop and implement a direct mail campaign to a list of selected meeting planners.
- Participate in tour and travel organizations.
- Provide convention services that act as incentives to groups considering holding a meeting in this area.

PERFORMANCE MEASURE

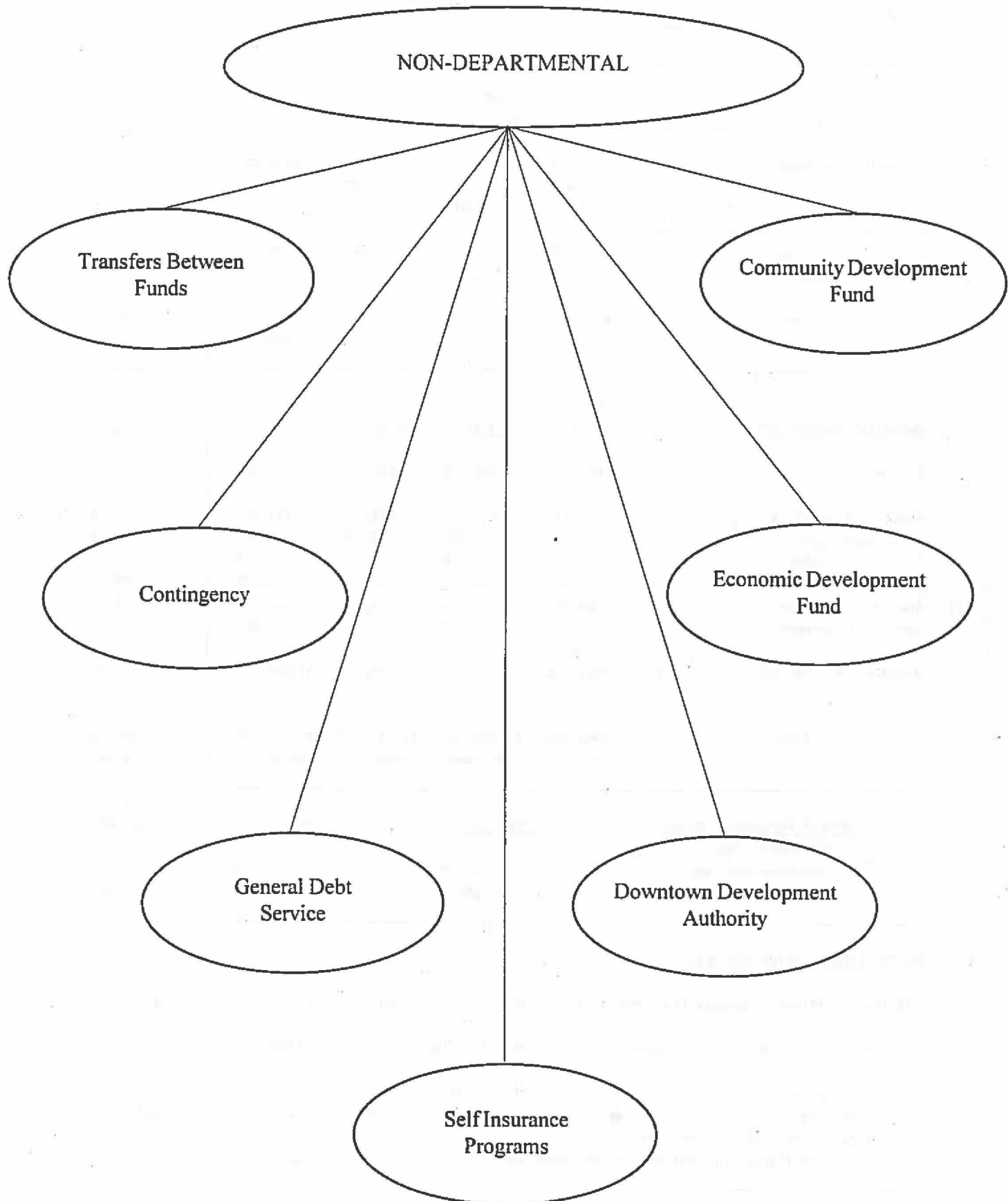
- Increased number of client contacts resulting in an increased number of sales leads in 1994.
- Generate leads, complete correspondence and follow up with area information, resulting in additional booked business.
- Implementation of the direct mail program.
- Maintain active memberships in tour and travel organizations.
- Successfully increase the number of groups serviced; continue to provide 14 convention services.

WHO — VCB staff, volunteers, Tashiro Marketing & Advertising

WHEN — 12/31/94

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NON-DEPARTMENTAL



NON-DEPARTMENTAL Operating Budget

					1994-1995
					PCT. OF
					TOTAL
<u>OPERATING EXPENDITURES BY DIVISION</u>					
	1992	1993	1994	1995	
	ACTUAL	REVISED	BUDGET	BUDGET	
Economic Development Fund	\$24,286	\$300,000	\$300,000	\$300,000	21.6%
General Debt Service Fund	311,430	313,180	309,080	309,450	22.3%
Downtown Development Authority	393,217	446,811	413,334	406,836	29.5%
(1) G.J. West, Water & Sanitation Dist.	0	145,575	142,030	143,030	10.3%
(1) Ridges Metropolitan District	15,126	250,391	226,903	229,003	16.4%
(2) Pass-Through Grants	202,426	350,000	0	0	0.0%
	-----	-----	-----	-----	-----
Total	\$946,485	\$1,805,957	\$1,391,347	\$1,388,319	100.0%
	=====	=====	=====	=====	=====

					1994-1995
					PCT. OF
					TOTAL
<u>OPERATING EXPENDITURES BY CATEGORY</u>					
	1992	1993	1994	1995	
	ACTUAL	REVISED	BUDGET	BUDGET	
Personnel	\$84,572	\$92,568	\$96,000	\$101,500	7.1%
Supplies & Services	\$39,111	\$42,353	\$43,147	\$43,605	3.1%
Contractual Fees	15,767	7,672	8,852	9,066	0.6%
Interfund Charges	0	0	0	0	0.0%
(1) Debt Service	478,488	856,966	827,228	825,273	59.4%
(2) Special Activities	328,547	805,378	415,120	407,875	29.6%
Operating Equipment	0	1,020	1,000	1,000	0.1%
	-----	-----	-----	-----	-----
Subtotal: Non-Personnel Operating	\$861,913	\$1,713,389	\$1,295,347	\$1,286,819	92.9%
	-----	-----	-----	-----	-----
TOTAL	\$946,485	\$1,805,957	\$1,391,347	\$1,388,319	100.0%
	=====	=====	=====	=====	=====

<u>Annual Percentage Change</u>		<u>1993-to-1994</u>	<u>1994-to1995</u>	<u>2-Year</u>
				<u>Average</u>
-Personnel Expense		3.7%	5.7%	4.8%
-Non-Personnel Operating		(24.4%)	(0.7%)	(12.4%)
-Total Operating Budget		(23.0%)	(0.2%)	(11.6%)

DESCRIPTION OF MAJOR CHANGES:

(1) The significant increase from 1992 to 1993 reflects the annexation of the two special districts.

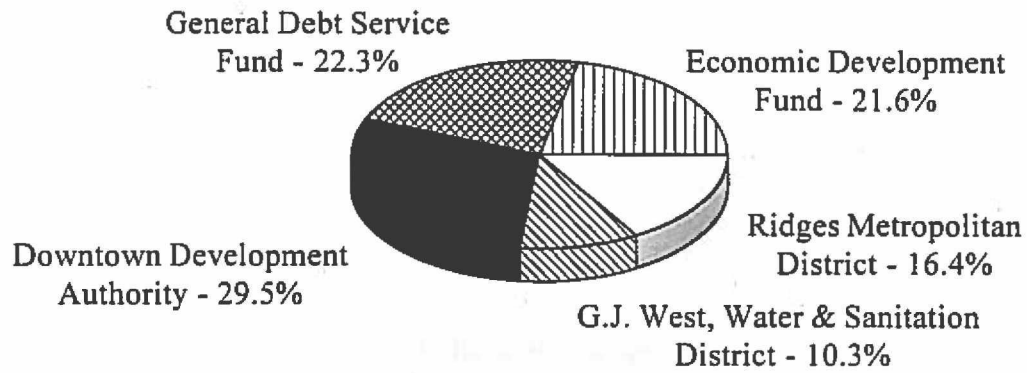
(2) There are no special activity/pass-through grants anticipated in 1994 or 1995.

NOTES: All personnel costs in this section are for the Downtown Development Authority.

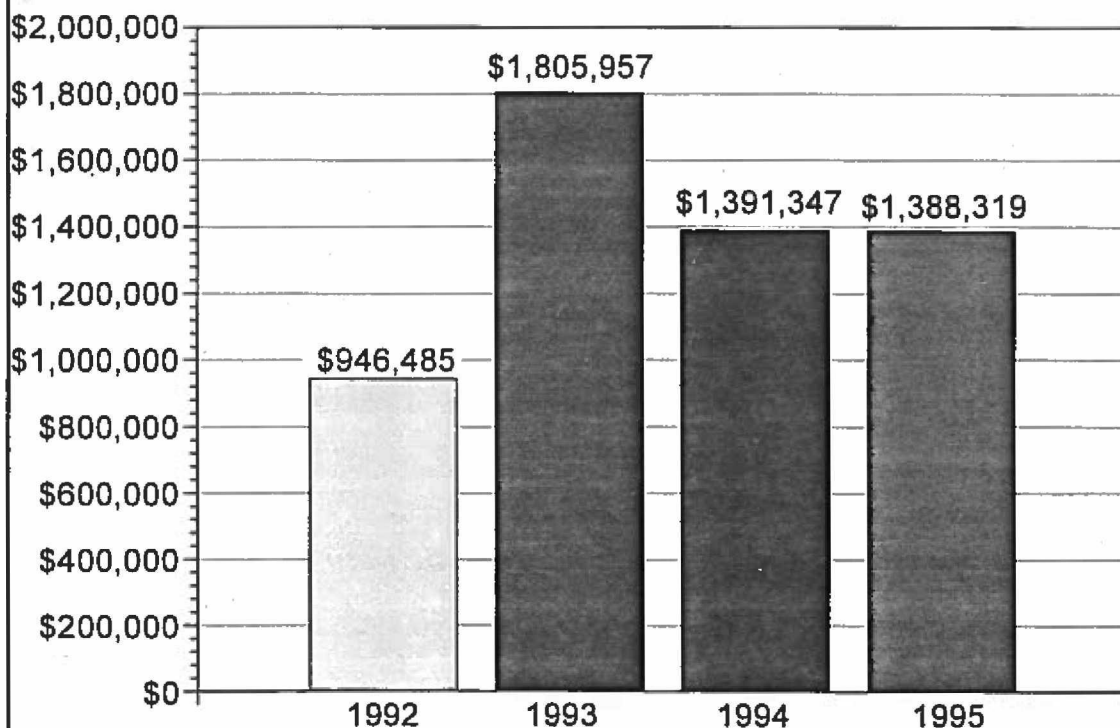
The staff positions for this agency are not considered part of the City Of Grand Junction's full-time staffing complement.

For additional information, see the Fund Summaries section for the specific funds.

1994 - 1995 OPERATING EXPENDITURES By Division

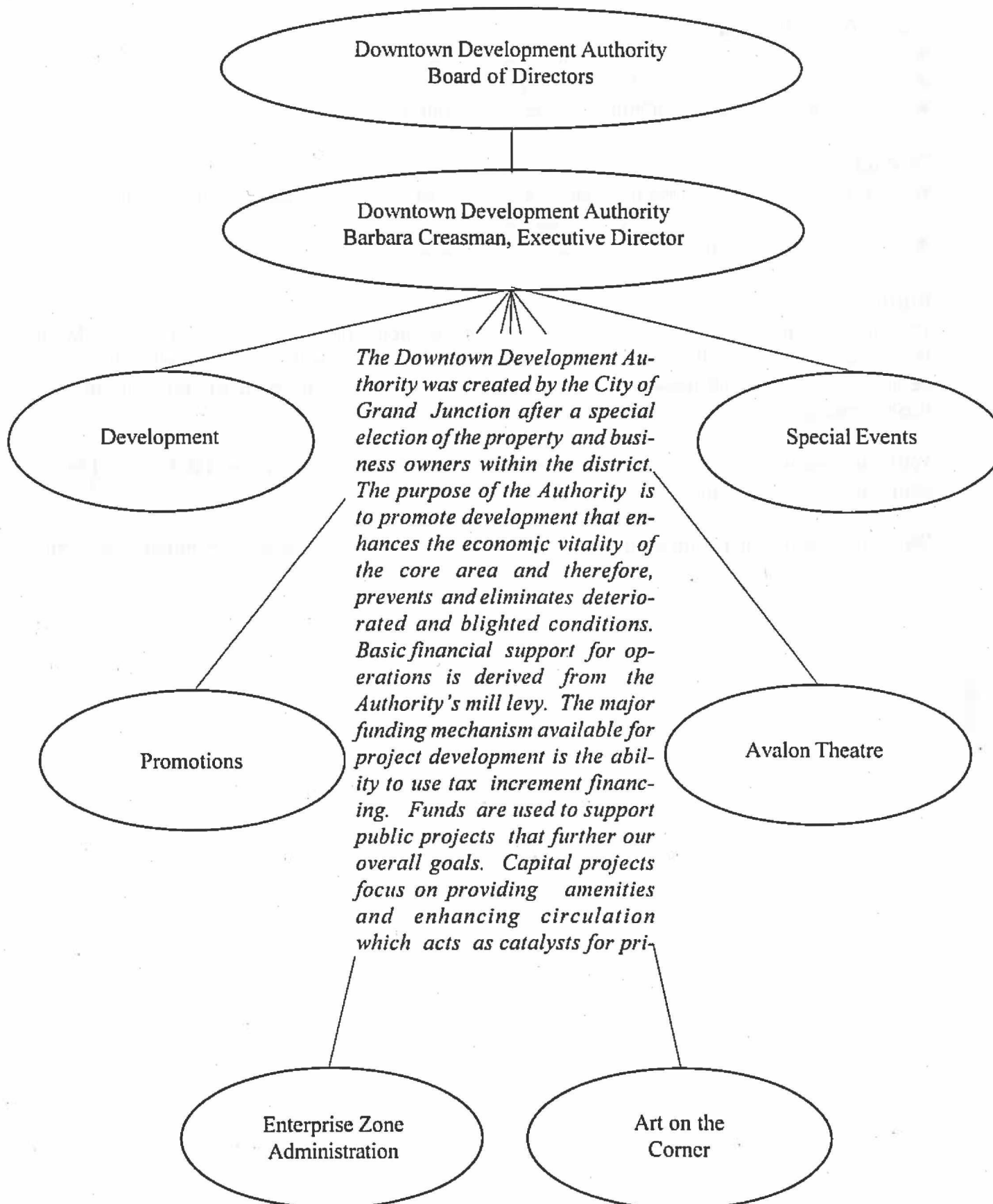


ANNUAL OPERATING EXPENDITURES



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DOWNTOWN DEVELOPMENT AUTHORITY



DOWNTOWN DEVELOPMENT AUTHORITY

Major Accomplishments

- Acquisition and assembly of over one block providing property for a major anchor project.
- Avalon Theatre has raised \$695,000 for acquisition and renovation.
- Acquired three major sculptures for permanent public exhibit.

Budget Issues

- Limited base tax revenues necessitate expansion of DDA boundaries which can only be accomplished on a voluntary, individual basis.
- Special revenues must be obtained to accomplish projects.

Future Outlook

The major challenge to the Downtown is to secure an anchor project for the 200 block of Main. If this can be accomplished in 94/95, the future outlook is very positive and the Authority should be able to issue an additional TIF bond and invest those proceeds in public projects that will further strengthen Downtown and attract private investment.

Without a major project, it is still estimated that the DDA could issue a new TIF bond in 1999 of approximately \$2 million.

Without an additional bond issue, the DDA will only be able to operate at a maintenance level.

GOALS AND OBJECTIVES FOR 1994 & 1995

The Downtown Development authority

GOAL To prevent blighted and deteriorated conditions.

PURPOSE: — To stabilize, maintain and improve property values, to protect past public and private investments.

OBJECTIVE: — Invest in public improvements and assist private development, track occupancy and rental rates for Downtown properties.

WHEN: — This is an on-going process. Occupancy rates are currently 95%+ for both office and retail.

GOAL To secure private investment in Downtown properties and businesses.

PURPOSE: — Secure past investments and enhance present business opportunities.

OBJECTIVE: — Work with private investors to locate businesses, rehab and redevelop properties by providing sound information on advantages of Downtown locations.

WHEN: — This is an ongoing process. However, occupancy rates, number of owner occupied properties and redevelopment and reuse of idle or underutilized properties are all indicators. Current activity and potential is high.

GOAL Attract major anchor development to west end property around Two-Rivers Convention Center.

PURPOSE: — Major projects act as a catalyst for other development and support activities of neighboring businesses.

OBJECTIVE: — Contact private developers who can secure financing for a major project.

WHEN: — This is a project that needs to be accomplished over the next two years. Even though the economy is much improved overall, financing of projects over \$4 million is unlikely without a complicated structure.

GOALS AND OBJECTIVES FOR 1994 & 1995

Downtown Development Authority

Avalon Theatre

GOAL Acquire and renovate Avalon Theatre.

PURPOSE — To utilize an unused property, provide space for community and performing arts events, and add to evening activity.

OBJECTIVE — Establish structure ownership/management and process to acquire and develop the property.

WHEN — Phase I of this project should be completed by year end 1994. \$695,000 has been raised with another \$66,000 needed.

Downtown Development Authority

Downtown Association

GOAL Assist Association to develop special events and promotions.

PURPOSE — To develop business and enhance image of Downtown as community center.

OBJECTIVE:— Develop events as fun, familiar activities, Downtown center of community and business activities.

WHEN — Since most events are annual activities, must build long-term plan and develop activities and audience, local and tourist, over time.

WHO — DDA staff, Association Board and Downtown volunteers.

Downtown Development Authority

Art On The Corner

GOAL Improve quality and quantity of sculptures in Art On The Corner annual exhibit and permanent collection.

PURPOSE: — Public education and awareness of the arts.

OBJECTIVE: — Increase recognition of artists and their works through local, regional and national media and art contacts.

WHO: — DDA staff and Art On The Corner Committee and volunteers.

WHEN: — On-going

GOALS AND OBJECTIVES FOR 1994 AND 1995

Downtown Development Authority

Enterprise Zone

GOAL Assist businesses in taking advantage of tax credits and help all tax payers and projects to fully realize their potential for contribution credits.

PURPOSE — To support local business to be more competitive and local projects to be more successful raising funds that support the overall economic development efforts of the community.

OBJECTIVE — Provide sound information and references for detailed tax analysis.

WHO — DDA Director, Barbara Creasman, Enterprise Zone Administrator.

WHEN — On-going process. Next five years major fund-raising for MCEDC and the Museum.

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RELATED INFORMATION

This section presents various information related to the economic and financial concerns of the City of Grand Junction. Included in this section are the budget appropriation ordinance and resolution, tables, listings, and summary information which reflect historical trends on various statistical data, Ten-Year Long Range Financial Projection worksheets for each of the major operating funds, and a glossary of commonly used terms in government finance.

RESOLUTION NO. 96-93

A RESOLUTION ADOPTING A BUDGET FOR THE PURPOSE OF DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS ENDING DECEMBER 31, 1994 AND 1995

WHEREAS, in accordance with the provisions of Section 59 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 and expenses of conducting the affairs thereof for the fiscal years ending December 31, 1994 and 1995; and

WHEREAS, after full and final consideration of the budget estimates, 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 years ending December 31, 1994 and 1995, as submitted by the City Manager, be and the same is hereby adopted and approved as the budget for defraying the expenses of and liabilities against the City of Grand Junction, Colorado, for the fiscal years ending December 31, 1994 and 1995.

ADOPTED AND APPROVED THIS 15TH DAY OF DECEMBER, 1993

ATTEST:

Stephanie Nye
City Clerk

APPROVED:

[Signature]
President of the Council



ORDINANCE NO. 2722

THE ANNUAL APPROPRIATION ORDINANCE APPROPRIATING CERTAIN SUMS OF MONEY TO DEFRAY THE NECESSARY EXPENSES AND LIABILITIES OF THE CITY OF GRAND JUNCTION, COLORADO, THE RIDGES METROPOLITAN DISTRICT, AND THE GRAND JUNCTION WEST WATER AND SANITATION DISTRICT, FOR THE YEAR BEGINNING JANUARY 1, 1994, AND ENDING DECEMBER 31, 1994.

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, and for the purpose of establishing emergency reserves of the City of Grand Junction, for the fiscal year beginning January 1, 1994, and ending December 31, 1994, said sums to be derived from the various funds as indicated for the expenditures of:

	Operating	Emergency Reserve
General Fund	\$22,858,408	\$596,069
Enhanced 911 Fund.	273,806	5,588
Visitors and Conventions Fund	822,106	16,761
Downtown Development Authority Open. Fund	251,839	5,140
Parkland Expansion Fund	173,500	3,541
Golf Course Expansion Fund	146,616	
Economic Development Fund	300,000	6,122
DDA Tax Increment Fund	173,495	
Sales Tax Capital Improvement Fund	6,186,939	
Storm Drainage Development Fund.	150,000	
DDA TIF Capital Improvement Fund.	10,000	
Street Assessment Projects Fund	2,025	
Water Fund	4,586,062	
Solid Waste Removal Fund	1,806,484	
Joint Sewer System Fund	6,814,357	
Two Rivers Convention Center Fund	797,539	16,276
Swimming Pools Fund	525,820	10,731
Lincoln Park Golf Course Fund	354,009	
Tiara Rado Golf Course Fund	596,328	
Cemeteries Fund	281,893	
Parking Fund	149,480	
Irrigation Systems Fund	149,506	
Cemetery Perpetual Care Fund	50,000	
G.J.W.W.S. District Fund	142,030	
Ridges Metropolitan District Fund	226,903	
Debt Service Fund	309,080	
DDA Debt Service Fund	<u>156,745</u>	
	<u>\$48,294,970</u>	<u>\$660,228</u>

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

For Data Processing Fund		\$740,498
Revenue from Data Processing Fund	\$740,498	

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

For Equipment Fund		\$1,726,162
Revenue from Equipment Fund	\$1,726,162	

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

For Stores Fund		\$519,993
Revenue from Stores Fund	\$519,993	

The following sum shall be appropriated to the Administrative Services Department, said sum to be derived from charges to the various departments of the City for General Liability and Fire Insurance and Workers Compensation Insurance:

For Self Insurance Fund		\$658,937
Revenue from Self Insurance Fund	\$658,937	

The following sum shall be appropriated to the Communications Center, said sum to be derived from communications services to be charged to the various departments of the City and other governmental entities for use of said services from the appropriations of their respective departments and budgets:

For Communications Center Fund		1,189,862
Revenue from Communications Cntr Fund	\$1,189,862	

SECTION 2. That the following amounts are hereby levied for collection in the year 1994 and for the specific purpose indicated:

For General Fund	8.071 Mills	\$1,714,256
For Ridges Metropolitan District Fund		
District #1	20.017 Mills	\$119,475
District #2	293.113 Mills	\$ 31,527

For Grand Junction West Water and Sanitation District Fund
23.749 Mills

\$64,399

For Downtown Development Authority Operations Fund
5.000 Mills


\$64,464

SECTION 3. That commencing January 1, 1994, the annual salary of the City Manager of the City of Grand Junction, Colorado, shall be \$ 86,900.00.

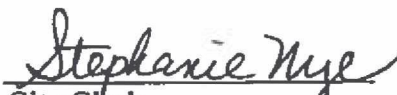
Introduced on first reading this 1st day of December, 1993.

PASSED AND ADOPTED this 15th day of December, 1993.

Attest:



President of the Council



City Clerk



GRAND JUNCTION STATISTICAL REVIEW

Page 1 of 4

Form of Government	Council-City Manager.
Population	City proper 34,000 Urbanized 85,000 County 95,500 (1992 estimate).
Altitude	4,586 feet above sea level.
Climate	Mean annual temperature 52° F.; average annual precipitation 8.29".
Parks	23 city parks, total of 140 acres, plus 4 golf courses (1 private 18 hole, 3 public: 1-9 hole and 2-18 hole).
Banks and Loan Associations	13 Commercial Banks, 4 Savings & Loan Associations and 4 Industrial Banks.
Churches	Over 40 denominations represented.
Building and Construction	Value of new building permits (Mesa County-\$86,210,409, City-\$33,649,094-1992).
Newspapers	The Daily Sentinel-Daily Circulation 32,800, Sunday 37,500.
Radio Stations	4 AM-9 FM.
TV Station	2 local (3 network) cable with 29 channels including 4 networks from Denver.
Hotels and Motels	33 with 2,167 rooms.
Railroads	Denver & Rio Grande Western and Amtrak
Airlines	Continental, Mesa Airlines, United Express, Delta Connection, America West, Alpine.
Airport	Walker Field.
Highways	U.S. 6 & 50, U.S. 6 and Interstate 70.
Recreation	Colorado National Monument, Grand Mesa National Forest, Highline, Island Acres, and Vega State Park areas. Golf Courses, Bowling Lanes, Tennis Courts, Amusement Parks, river rafting, mountain and road biking, camping, fishing, hunting. Dinosaur

GRAND JUNCTION STATISTICAL REVIEW

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Valley, Museum of Western Colorado, Cross Orchards Historic Site and Farm. Grand Junction Symphony, Mesa State College Theater, Western Colorado Center for the Arts, Mesa County Public Library, Art Galleries, Theaters. Rodeo and Horse Shows.

Hospitals

St. Mary's Medical Center, Community and Veterans Hospitals.

Education

Mesa State College is a 4-year state institution offering a full baccalaureate degree program, and various Master's Degrees, transfer and vocational-technical offerings with an enrollment of 4,300 students. School District No 51 has 21 elementary schools, 6 middle schools and 5 high schools. There are 11 religious schools and a Technical Trades Institute.

Two Rivers Plaza

Two Rivers Plaza is a multi-purpose center which facilitates the needs of any group from a two-person conference to a 2,000 person convention. An ideal location for trade shows, car shows and other display type gatherings. Two Rivers has the capability of serving a full course dinner for up to 1,100. Underground parking.

Community Services

The City Fire Department has 62 employees with 4 stations and 17 pieces of equipment. The Police Department has a staff of 106 and the Mesa County Sheriff's Department has 170 employees.

National Attractions

The **Grand Mesa and Uncompahgre National Forests** to the east and southwest, the **Colorado National Monument** on the west and **Unaweep Canyon** to the south, afford nearby recreational and scenic variety for citizens and visitors to enjoy.

Four miles west of Grand Junction is the **Colorado National Monument**, an area scenically and geologically outstanding. Persistent erosion in this 18,000 acre area has produced corridor like canyons lined with sheer cliffs, towering monoliths, and unusual rock formations. Hiking, backpacking, picnicking, and camping (without reservations) are encouraged. Rim Rock Drive, the scenic 23-mile route across the Monument, is also popular with bicycle enthusiasts.

Open year-round, the park's Visitor Center features exhibits of the geology, plants, animals, and history of the area. A 12 minute slide program starts every 30 minutes or on request. Campfire programs are presented nightly in the Saddlehorn Amphitheater during the summer.

The Visitor Center is also the headquarters for the Colorado

GRAND JUNCTION STATISTICAL REVIEW

Page 3 of 4

National Monument Association, a nonprofit organization established to support the scientific and educational pursuits of the National Park Service. The Association provides books for sale on the natural and cultural history of the area, and uses bookstore revenues to fund interpretive projects and research.

The **Grand Mesa** is the world's largest flattop mountain with 34,000 acres of timber, over 200 lakes and ponds.

Approximately 120 of the lakes on Grand Mesa are stocked with rainbow, native and brook trout and are a fisherman's paradise. Fishing gear, supplies and boats are available. In season, deer, bear and elk are hunted. Recreational facilities, public campgrounds and rental cabins are available. The Powderhorn ski area operates for five months in the year-round playground.

A 100 mile drive circles from Grand Junction via the town of Mesa over the top on the Skyway Drive and back over Land's End Road to Grand Junction.

At Land's End Shelter House, the panorama of the Grand Valley with orchards and ranches one mile below can be seen.

On the horizon are the Wilson and Ragged Wilderness areas, the Uncompahgre and San Miguel Mountains in Colorado and the LaSalle and Blue Mountains in Utah.

Sports and Recreation

Powderhorn Ski Area, Athletic Clubs, golf courses, numerous tennis courts, bowling lanes, hunting, fishing, swimming pools, and many other recreational opportunities are available for Grand Junction residents and visitors. There are numerous teams for such sports as baseball, softball, football, basketball, soccer, tennis and track in their appropriate seasons. A fine lighted athletic field and stadium is kept in first class condition at all times. Suplizio Field is the site of the annual National Junior College Baseball. There are also developed river front bike and hiking trails. Some of the major special events include Dinosaur Days, Colorado Stampede Rodeo, Renaissance Faire and Colorado Mountain Winefest.

Climate

With an elevation of 4,586 feet, Grand Junction is surrounded on all sides by high mountains and ridges. Due to this protective topography, sudden or severe weather is very infrequent.

Grand Junction's valley location with attendant "valley breezes," provides protection from spring and fall frost, resulting in a growing season averaging 191 days.

GRAND JUNCTION STATISTICAL REVIEW

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Transportation

Grand Junction is situated on the main line of the Denver & Rio Grande Western Railroad, which has branches leading to all railway points in Colorado. Amtrak passenger train also serves Grand Junction.

Bus service is Greyhound-Trailways. Continental Air Cargo, Skywest-Delta Connection, and Retriever Air-Freight serve Grand Junction.

The city is at the confluence of the Colorado and Gunnison Rivers, and a converging point of the main transcontinental highways, Interstate 70, U.S. 6 & 50 and U.S. 6 & 24.

Theaters and Arts

Western Colorado Center for the Arts and the Mesa State College Theater both offer Grand Junction the finest of entertainment and programs.

Art on the Corner is Colorado's largest and most diverse outdoor display of sculptured art. This hands-on exhibit is part of Grand Junction's unique Downtown Shopping Park along Main Street.

Music

Grand Junction is noted for its musical opportunities and musical programs. Studios, with competent instructors, offer courses in piano, voice, wind and string instruments and organ. Band, orchestra and glee club groups are open to students interested in these activities. The Community Concert Association brings the world's outstanding artists to the city. The Grand Junction Musical Arts Association sponsors the Grand Junction Community Symphony conducted by Kirk Gustafson, the Centennial Band the Western Colorado Chorale, directed by Stan Scott, and the Grand Valley Children's Choir.

The Museum of Western Colorado A professionally accredited, museum of social and natural history, the museum features displays depicting the story of Western Colorado. Exhibits include an 11-decade timeline of Western Colorado, an old west firearms display and the historic Placerville Post Office, moved in its entirety to the Museum. The Museum provides seminars, classes, programs and educational tours to local and regional destinations. The museum coordinates the activities for Cross Orchards Historic Site and the exhibit at Dinosaur Valley.

Trade

Grand Junction is the wholesale, manufacturing and retail center of a territory covering 60,000 square miles. Its growing establishments answer many of the needs of the immensely rich trade territory. Added to normal industrial application are agricultural, public services and tourism.

CITY OF GRAND JUNCTION
1994 CLASSIFICATION & COMPENSATION SCHEDULE
Page 1 of 5

BUDGETED POSITIONS			CLASSIFICATION	1994 RANGE #	ENTRY MONTHLY SALARY	INTER I MONTHLY SALARY	INTER II MONTHLY SALARY	PROFICIENT MONTHLY SALARY
92	93	94						
			BENCHMARK: ADMINISTRATIVE SECRETARY					
1	1	0	Administrative Clerk I	3	\$1,303			\$1,498
3	2	4	Administrative Clerk II	7	\$1,437			\$1,653
11	13	13	Accounting Clerk	11	\$1,586			\$1,824
10	12	13	Administrative Secretary	11	\$1,586			\$1,824
8	6	6	Police Records Technician	11	\$1,586			\$1,824
1	1	1	Stores Clerk	11	\$1,586			\$1,824
1	1	1	Deputy City Clerk	15	\$1,751			\$2,014
8	9	9	Senior Administrative Secretary	15	\$1,751			\$2,014
1	1	1	Executive Secretary	19	\$1,933			\$2,223
44	46	48						
			BENCHMARK: COMPUTER OPERATOR					
2	2	2	Computer Operator	20	\$1,981			\$2,278
1	1	1	Print Shop Operator	20	\$1,981	\$2,071		\$2,278
1	1	1	PC Maintenance Technician	22	\$2,081			\$2,394
4	4	4						
			BENCHMARK: MECHANIC II					
2	2	2	Convention Center Worker	11	\$1,586			\$1,824
2	2	0	Cemetery Groundskeeper	17	\$1,840			\$2,116
1	1	3	Cemetery Maintenance Worker	21	\$2,031			\$2,335
2	1	1	Golf Course Maintenance Worker	21	\$2,031			\$2,335
1	1	1	Parking Control Officer	21	\$1,895			\$2,335
1	1	1	Parking Meter Service Technician	21	\$2,031			\$2,335
4	3	3	Parks Maintenance Worker	21	\$2,031			\$2,335
21	22	25	Public Works Maintenance Worker	21	\$2,031			\$2,335
10	10	11	Solid Waste Equipment Operator	21	\$2,031			\$2,335
4	4	2	Forestry Maintenance Worker	23	\$2,133			\$2,453
1	1	1	Senior Meter Reader	23	\$2,133			\$2,453
3	3	3	Senior Solid Waste Equipment Operator	23	\$2,133			\$2,453
2	2	2	Stationary Equipment Operator	23	\$2,133			\$2,453
2	2	3	Street Sweeper Operator	23	\$2,133			\$2,453
1	1	0	Utility Locator	23	\$2,133			\$2,453
4	5	5	Mechanic II	25	\$2,241			\$2,578
2	2	2	Parks Equipment Mechanic	25	\$2,241			\$2,578
5	5	5	Plant Mechanic	25	\$2,241			\$2,578
0	0	3	Senior Forestry Maintenance Worker	25	\$2,241			\$2,578
2	3	3	Senior Golf Course Maintenance Worker	25	\$2,241			\$2,578
6	7	7	Senior Parks Maintenance Worker	25	\$2,241			\$2,578
23	23	23	Senior Public Works Maintenance Worker	25	\$2,241			\$2,578
1	1	1	Cemetery Maintenance Crew Chief	29	\$2,474			\$2,845
1	1	1	Golf Course Maintenance Crew Chief	29	\$2,474			\$2,845
1	1	1	Senior Mechanic	29	\$2,474			\$2,845
102	104	109						

CITY OF GRAND JUNCTION
1994 CLASSIFICATION & COMPENSATION SCHEDULE
Page 2 of 5

BUDGETED POSITIONS			CLASSIFICATION	1994 RANGE #	ENTRY MONTHLY SALARY	INTER I MONTHLY SALARY	INTER II MONTHLY SALARY	PROFICIENT MONTHLY SALARY
92	93	94						
BENCHMARK: ACCOUNTANT								
0	0	0	Accountant	28	\$2,414			\$2,776
1	1	1	City Auditor	32	\$2,664			\$3,064
1	1	1	Senior Buyer	36	\$2,941			\$3,382
1	1	1	Budget Coordinator	38	\$3,090			\$3,553
2	2	2	Senior Accountant	38	\$3,230			\$3,553
1	1	1	City Clerk	41	\$3,327			\$3,826
1	1	1	Collections Supervisor	42	\$3,410			\$3,922
1	1	1	Purchasing Agent	42	\$3,410			\$3,922
1	1	1	Comptroller	48	\$3,955			\$4,548
1	1	1	Information Services Manager	48	\$3,955			\$4,548
1	1	1	Personnel Manager	50	\$4,155			\$4,779
11	11	11						
BENCHMARK: FIRE UNIT SUPERVISOR								
1	1	1	Environmental Specialist	36	\$2,941			\$3,382
12	11	11	Fire Unit Supervisor	36	\$3,221	\$3,274	\$3,327	\$3,382
--	1	1	Fire Unit Supervisor/Paramedic	36	Paramedic --	\$288		
7	5	5	Administrative Fire Officer	44	\$3,924			\$4,121
0	1	1	Administration Officer, Fire	48	\$4,332			\$4,548
0	1	1	Operations Officer, Fire	48	\$4,332			\$4,548
20	20	20						
BENCHMARK: FIREFIGHTER								
17	17	17	Firefighter	28	\$2,221	\$2,332	\$2,470	\$2,776
			Firefighter/EMT	28	EMT-B----	\$27.76		
12	10	10	Fire Engineer	32	\$2,785	\$2,994		\$3,064
--	2	2	Fire Engineer/Paramedic	32	Paramedic --	\$288		
10	10	10	Firefighter/Paramedic	32	\$2,451	\$2,605	\$2,758	\$3,064
0	0	1	Fire Inspector	34	\$2,926	\$3,073		\$3,219
2	2	2	Fire Prevention Officer	34	\$2,926	\$3,073		\$3,219
41	41	42						
BENCHMARK: POLICE SERGEANT								
10	10	10	Police Sergeant	38	\$3,384			\$3,553
1	1	1	Volunteer Coordinator	38	\$3,090			\$3,553
5	5	5	Police Lieutenant	46	\$4,123			\$4,329
2	2	2	Police Captain	50	\$4,551			\$4,779
18	18	18						
BENCHMARK: POLICE OFFICER								
2	2	2	Desk Officer	23	\$2,133			\$2,453
51	53	53	Police Officer	31	\$2,465	\$2,588	\$2,717	\$2,989
53	55	55						

CITY OF GRAND JUNCTION
1994 CLASSIFICATION & COMPENSATION SCHEDULE
Page 3 of 5

BUDGETED POSITIONS			CLASSIFICATION	1994 RANGE #	ENTRY MONTHLY SALARY	INTER I MONTHLY SALARY	INTER II MONTHLY SALARY	PROFICIENT MONTHLY SALARY
92	93	94						
			BENCHMARK: SENIOR PLANNER					
0	2	2	Planning Technician	20	\$1,981			\$2,278
1	1	2	Code Enforcement Officer	22	\$2,081			\$2,394
1	0	0	Planning Tech II	24	\$2,187			\$2,515
1	1	1	Associate Planner	28	\$2,414			\$2,776
2	2	3	Senior Planner	32	\$2,664			\$3,064
5	6	8						
			BENCHMARK: TREATMENT PLANT OPERATOR IV					
0	0	1	Police Lab & Evidence Assistant	11	\$1,586			\$1,824
0	0	0	Wastewater Treatment Plant Operator I	15	\$1,751			\$2,014
1	1	1	Evidence Custodian	19	\$1,933			\$2,223
1	1	1	Wastewater Treatment Plant Operator III	23	\$2,133			\$2,453
5	5	5	Wastewater Treatment Plant Operator IV	27	\$2,355			\$2,708
4	4	4	Water Treatment Plant Operator IV	27	\$2,355			\$2,708
1	1	1	Ass't. Indust Pre-Treatment Coordinator	29	\$2,474			\$2,845
1	1	1	Police Crime Lab Technician	29	\$2,474			\$2,845
2	2	3	Quality Control Laboratory Analyst	29	\$2,474			\$2,845
0	0	1	Water Quality Specialist	33	\$2,731			\$3,140
2	2	2	Quality Control Laboratory Chemist	33	\$2,731			\$3,140
1	1	1	Industrial Pre-Treatment Coordinator	35	\$2,869			\$3,299
18	18	21						
			BENCHMARK: PROJECT ENGINEER					
1	1	1	Engineering Aide	25	\$2,241			\$2,578
2	3	3	Engineering Technician	29	\$2,474			\$2,845
1	1	1	Eng. Tech/Realty Specialist	29	\$2,474			\$2,845
1	1	1	Senior Engineering Technician	31	\$2,599			\$2,989
1	1	1	Survey Technician	31	\$2,599			\$2,989
3	3	2	Construction Inspector	33	\$2,731			\$3,140
0	0	1	Senior Construction Inspector	35	\$2,869			\$3,299
1	1	1	Senior Survey Technician	35	\$2,869			\$3,299
1	1	1	Construction Supervisor	37	\$3,014			\$3,467
1	1	1	Property Agent	37	\$3,014			\$3,467
1	1	1	Technical Services Supervisor	37	\$3,014			\$3,467
1	1	1	Traffic Engineer	37	\$3,014			\$3,467
0	0	0	Development Engineer	41	\$3,327			\$3,826
3	3	3	Project Engineer	41	\$3,327			\$3,826
0	0	0	Public Works Operations Manager	43	\$3,496			\$4,020
1	1	1	Utility Engineer	45	\$3,673			\$4,224
1	1	1	Parks Manager	46	\$3,765			\$4,329
1	1	1	City Engineer	47	\$3,859			\$4,437
1	1	1	Public Works Manager	50	\$4,155			\$4,779
1	1	1	Utility Manager	50	\$4,155			\$4,779
22	23	23						

CITY OF GRAND JUNCTION
1994 CLASSIFICATION & COMPENSATION SCHEDULE
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BUDGETED POSITIONS			CLASSIFICATION	1994 RANGE #	ENTRY MONTHLY SALARY	INTER I MONTHLY SALARY	INTER II MONTHLY SALARY	PROFICIENT MONTHLY SALARY
92	93	94						
			BENCHMARK: PUBLIC WORKS SUPERINTENDENT					
15	14	14	Public Safety Telecommunicator	20	\$1,981	\$2,080		\$2,278
3	3	3	Comm. Center Shift Coordinator	26	\$2,402			\$2,642
1	1	1	Chef	30	\$2,536			\$2,916
1	1	1	Group Sales Manager, VCB	34	\$2,799			\$3,219
1	1	1	Ass't Convention Center Manager	36	\$2,941			\$3,382
1	1	1	Code Enforcement Supervisor	36	\$2,941			\$3,382
0	1	1	Comm. Center Operations Supervisor	36	\$2,799			\$3,382
1	1	1	Equipment Maintenance Supervisor	36	\$2,941			\$3,382
2	2	2	Parks Maintenance Supervisor	36	\$2,941			\$3,382
1	1	1	Police Records Administrator	36	\$2,941			\$3,382
5	5	5	Public Works Maintenance Supervisor	36	\$2,941			\$3,382
1	1	1	Wastewater Maintenance Supervisor	36	\$2,941			\$3,382
1	1	1	Water Supply Supervisor	36	\$2,941			\$3,382
1	1	1	Criminalist	38	\$3,090			\$3,553
1	1	1	Communication Center Manager	42	\$3,410			\$3,922
1	1	1	Convention Center Manager	42	\$3,410			\$3,922
1	1	1	Facility Superintendent	42	\$3,410			\$3,922
1	1	1	Golf Course Superintendent	42	\$3,410			\$3,922
0	1	1	Planning Supervisor	42	\$3,410			\$3,922
3	3	3	Public Works Superintendent	42	\$3,410			\$3,922
1	1	1	Quality Control Laboratory Supt.	42	\$3,410			\$3,922
2	2	2	Recreation Superintendent	42	\$3,410			\$3,922
1	1	1	Wastewater Services Superintendent	42	\$3,410			\$3,922
1	1	1	Water Resources Superintendent	42	\$3,410			\$3,922
46	47	47						
			BENCHMARK: RISK MANAGER					
1	1	1	Risk Manager	40	\$3,246			\$3,733
			BENCHMARK: PROGRAMMER ANALYST					
2	2	2	PC Programmer Specialist	34	\$2,799			\$3,219
2	2	2	Programmer Analyst	34	\$2,799			\$3,219
4	4	4						
			BENCHMARK: PERSONNEL ANALYST					
1	0	0	Budget Aide	15	\$1,751			\$2,014
0	0	0	Administrative Analyst	30	\$2,536			\$2,916
1	2	2	Personnel Analyst	30	\$2,536			\$2,916
0	1	1	Police Training Coordinator	30	\$2,536			\$2,916
2	3	3						
			NOT ALIGNED TO A BENCHMARK					
1	1	1	VCB Services Clerk	13	\$1,667			\$1,917
1	1	1	Assistant City Attorney	41	\$3,327			\$3,826
2	2	2						

CITY OF GRAND JUNCTION
1994 CLASSIFICATION & COMPENSATION SCHEDULE
Page 5 of 5

BUDGETED			CLASSIFICATION	1994	ENTRY	INTER I	INTER II	PROFICIENT
POSITIONS				RANGE	MONTHLY	MONTHLY	MONTHLY	MONTHLY
92	93	94		#	SALARY	SALARY	SALARY	SALARY

			DEPARTMENT HEADS					
1	1	1	Visitors and Convention Bureau Director	N/C				\$4,442
1	1	1	Assistant City Manager	N/C				\$5,400
1	1	1	Administrative Services Director	N/C				\$5,400
1	1	1	Community Development Director	N/C				\$5,051
1	1	1	Parks and Recreation Director	N/C				\$5,083
1	1	1	Fire Chief	N/C				\$5,573
1	1	1	City Attorney	N/C				\$6,017
1	1	1	Police Chief	N/C				\$5,622
1	1	1	Public Works and Utilities Director	N/C				\$5,667
1	1	1	City Manager	N/C				\$7,242
10	10	10						

403	413	426						

4/4/94

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
GENERAL FUND: #100 -----			
<u>City Admin.:</u>			
10101 - 91200 - 00000	Computer Equipment	\$0	\$2,550
00000 - 00000 - 00000		0	0
	-----	-----	-----
	Subtotal: City Admin	\$0	\$2,550
	=====	=====	=====
<u>Admin Services:</u>			
10200 - 91200 - 00000	Hard Drive Upgrades (2)	\$650	\$0
10200 - 91200 - 00000	Harvard Graphics Software	0	500
10200 - 91200 - 00000	LapTop Computer	<u>2,000</u>	<u>0</u>
		2,650	500
10240 - 91200 - 00000	PageMaker Software	850	0
10240 - 91200 - 00000	HP 4 Laser Printer	1,470	0
10240 - 91200 - 00000	Laptop Computer with Modem	<u>2,100</u>	<u>0</u>
		4,420	0
10300 - 91200 - 00000	Code Indexing Software	550	0
10300 - 91200 - 00000	HP 4L Laser Printer	700	0
10300 - 91200 - 00000	HP 4L Laser Printer	<u>0</u>	<u>700</u>
		1,250	700
10300 - 91400 - 00000	FAX Machine	0	1,000
10310 - 91200 - 00000	Word Perfect for Windows (2)	500	0
	-----	-----	-----
	Subtotal: Admin Services	\$8,820	\$2,200
	=====	=====	=====
<u>Police Dept.:</u>			
10403 - 91200 - 00000	Computer Equipment	\$5,000	\$0
10404 - 91200 - 00000	PST Computer	3,100	0
10404 - 91300 - 00000	Radio Equipment: Handhelds	0	13,200
10404 - 91300 - 00000	Radio Equipment: Mobile	<u>12,250</u>	<u>15,000</u>
		12,250	28,200
10404 - 91640 - 00000	Firearms	9,200	10,000
10404 - 91640 - 00000	Protect-O-Jet (2)	2,400	0
10404 - 91640 - 00000	K-9 Bite Suit	1,300	0
10404 - 91640 - 00000	Armor Vests: Patrol	0	1,560
10404 - 91640 - 00000	Armor Vests	1,500	0
10405 - 91640 - 00000	Armor Vests: Swat Team	0	3,000
10405 - 91640 - 00000	Swat Van Equipment	0	3,800
10405 - 91640 - 00000	Sniper Rifle	550	0
10405 - 91640 - 00000	Sniper Rifle	<u>0</u>	<u>650</u>
		14,950	19,010

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
10407 - 91200 - 00000	Computer Equipment	2,500	0
10410 - 91200 - 00000	Computer Equipment	1,828	0
10412 - 91200 - 00000	C.C.A.T Updates	0	531
10412 - 91200 - 00000	C.C.A.T. Updates	<u>511</u>	<u>0</u>
		511	531
10413 - 91200 - 00000	Computer Equipment	1,828	0
10416 - 91200 - 00000	FAX Machine	2,000	0
10416 - 91200 - 00000	Computer Equipment	1,295	0
10416 - 91200 - 00000	LaserJet Printer	<u>1,651</u>	<u>0</u>
		4,946	0
10417 - 91400 - 00000	Q-Hut Shelving	1,050	0
10417 - 91400 - 00000	Q-Hut Gate	800	0
10417 - 91400 - 00000	Finger Print Cabinet	935	0
10417 - 91400 - 00000	Refrigerator: Crime Lab	660	0
10417 - 91400 - 00000	Generator	<u>0</u>	<u>1,820</u>
		3,445	1,820
10417 - 91640 - 00000	Bomb Cylinder	1,060	0
	-----	-----	-----
	Subtotal: Police	\$51,418	\$49,561
	=====	=====	=====
<u>Fire Dept.:</u>			
10500 - 91200 - 50019	Computer 486; Station #1	\$2,100	\$0
10500 - 91200 - 50019	Laser Printer (HP4;Replacement)	1,500	0
10500 - 91200 - 50019	Computer, 486 DX/2 (Inspector's)	<u>2,600</u>	<u>0</u>
		6,200	0
10502 - 91200 - 50150	NEC 486 SL Notebook (Hazmat)	0	5,500
10502 - 91650 - 00000	EMS Equipment Upgrade; Unit #42	3,000	0
10502 - 91650 - 00000	Cutters for Boss Tool	0	2,300
10502 - 91650 - 50001	Chemical Suits; Level A (Qty.=2)	1,250	0
10502 - 91650 - 50150	Chemical Suits, Level A (Qty.=2)	<u>0</u>	<u>1,250</u>
		4,250	3,550
10503 - 91650 - 00000	Body Armour Vests (Qty.=8)	0	0
10503 - 91650 - 00000	Gas Monitor, Tri-Gas	0	1,900
10503 - 91650 - 00000	Gas Monitor, Tri-Gas	<u>1,900</u>	<u>0</u>
		1,900	1,900
10504 - 91400 - 50115	Video Deck / High 8mm; Public Educ.	1,370	0
10504 - 91400 - 50115	P.A. System; (Public Education)	<u>900</u>	<u>0</u>
		2,270	0

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
10506 - 91650 - 00000	IFSTA Video Series (FFI)	0	2,200
10506 - 91650 - 00000	Essentials Training Curriculum Package	1,520	0
10506 - 91400 - 00000	LCD Overhead System (Trg)	0	5,000
10506 - 91650 - 00000	Forcible Entry Video Series	0	900
10506 - 91650 - 00000	IFSTA Video Series (FFI)	<u>2,200</u>	<u>0</u>
		3,720	8,100
10507 - 91300 - 00000	Spectra Radios; Reserve Engine (Qty.=2)	3,200	0
10507 - 91300 - 00000	Mobile Data Terminals	<u>0</u>	<u>7,000</u>
		3,200	7,000
10507 - 91400 - 00000	Chainsaw; Stihl replacement	750	0
10507 - 91650 - 00000	FireComm; On-Board Comm (Qty.=2)	4,000	0
10507 - 91650 - 00000	Foam Tank Class A (Brush)	5,000	0
10507 - 91650 - 00000	Foam Tank Class A (Brush)	0	5,000
10507 - 91650 - 00000	Pre-Connects (Unit 1124)	<u>1,400</u>	<u>0</u>
		10,400	5,000
10508 - 91100 - 50001	Storage Cabinet, Apparatus Bay	0	5,754
10508 - 91100 - 50001	Lt.s Office; Station #1	0	900
10508 - 91100 - 50004	Curtains; Station #4 Addition	<u>936</u>	<u>0</u>
		936	6,654
10508 - 91400 - 50001	Exhaust System; Station #1 (Qty.=2)	0	14,000
10508 - 91400 - 50001	Air Compressor; 2 Stage	0	1,605
10508 - 91400 - 50001	Exhaust System; Station #1 (Qty.=2)	14,000	0
10508 - 91400 - 50002	Exhaust System - Station #3 (Qty.=1)	0	7,000
10508 - 91400 - 50004	Parking Lot; Asphalt	<u>4,000</u>	<u>0</u>
		18,000	22,605
10508 - 91500 - 00000	Roof Ventilators (Exhaust)	4,650	0
10508 - 91650 - 50001	Air Hose Reels; Station #1	0	1,000
	-----	-----	-----
	Subtotal: Fire	\$56,276	\$61,309
	=====	=====	=====
<u>Public Works:</u>			
10623 - 91400 - 00000	Liquid Deicer Tanks (3)	\$0	\$8,400
10623 - 91400 - 00000	Liquid Deicer Tanks (4)	<u>11,200</u>	<u>0</u>
		11,200	8,400
10626 - 91400 - 00000	Rotary Hammer	520	0
10626 - 91400 - 00000	Drill Press Floor Mounted	0	2,875
10626 - 91400 - 00000	Flammable Liquid Storage Cabinet	675	0
10626 - 91400 - 00000	2-Way Radios (2)	1,220	0
10626 - 91400 - 00000	Cut-Off Saw	<u>850</u>	<u>0</u>
		3,265	2,875
10627 - 91400 - 00000	4" Trash/Waster Pump	0	2,120

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
10627 - 91400 - 00000	2" Trash/Water Pump	<u>530</u> 530	<u>0</u> 2,120
10641 - 91400 - 00000	Surface / Grinder	0	5,400
10641 - 91400 - 00000	Applicator / Hot Tap	<u>800</u> 800	<u>0</u> 5,400
10642 - 91200 - 00000	Laptop Computer -w- Printer	2,500	0
10642 - 91400 - 00000	Concrete Saw Blade	950	0
10642 - 91400 - 00000	Jackhammer #90	<u>0</u> 950	<u>1,000</u> 1,000
10643 - 91400 - 00000	Bicycle Rout Signs (Multi-Model Study)	0	3,400
10643 - 91400 - 00000	Bicycle Route Signs (Multi-Model Study)	<u>1,750</u> 1,750	<u>0</u> 3,400
10661 - 91100 - 00000	Office Furniture (Property Manager)	1,200	0
10662 - 91100 - 00000	Office Furniture (Inspection)	0	1,200
10662 - 91100 - 00000	Office Furniture (Survey)	<u>0</u> 0	<u>1,200</u> 2,400
10662 - 91200 - 00000	Sokkia Survey Software Upgrade	0	750
10662 - 91200 - 00000	Software Upgrades	0	10,000
10662 - 91200 - 00000	CAD Overlay GSX Software (2)	2,500	2,500
10662 - 91200 - 00000	Software Upgrades	5,000	0
10662 - 91200 - 00000	Sokkia Survey Software Upgrade	750	0
10662 - 91200 - 00000	AutoCAD Rel. 12 (Engineer)	0	3,000
10662 - 91200 - 00000	AutoCAD Rel. 12 (Drafting)	3,000	0
10662 - 91200 - 00000	Computer (Drafting)	4,055	0
10662 - 91200 - 00000	HP Laser Printer	<u>0</u> 15,305	<u>1,650</u> 17,900
10662 - 91400 - 00000	6" Core Bit	0	750
10662 - 91400 - 00000	8" Core Bit	900	0
10662 - 91400 - 00000	Masterfile Plan Filing Cabinet	<u>0</u> 900	<u>2,950</u> 3,700
10662 - 91660 - 00000	Troxler nuclear Guage (Mod. 3400)	0	7,300
10662 - 91660 - 00000	Troxler Nuclear Guage (Mod. 3400)	<u>6,600</u> 6,600	<u>0</u> 7,300
10663 - 91200 - 00000	Software Interface (Revelation to Interse	4,200	0
10665 - 91200 - 00000	GIS Routing Software	0	5,000
10665 - 91200 - 89101	Oracle Server	0	0
10665 - 91200 - 89101	HP 650C Plotter	<u>0</u> 0	<u>0</u> 5,000

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
	Subtotal: Public Works	\$49,200	\$59,495
	=====	=====	=====
<u>Community Development</u>			
10690 - 91100 - 00000	Workstation: Desk & Chair, NP	\$845	\$0
10690 - 91200 - 00000	Impact AP: Hardware/Software	5,164	0
10690 - 91200 - 00000	Impact AP: 5 User Purchase	0	3,970
		6,009	3,970
10691 - 91100 - 00000	Office Chair, Code Enforcement NP	300	0
10691 - 91200 - 00000	Personal Computer, Code Enforcement NP	1,585	0
10691 - 91400 - 00000	Video Camera	1,000	0
		2,885	0
10693 - 91200 - 89101	GIS Hardware/Software: (New PC)	2,995	5,900
10693 - 91200 - 89101	GIS Hardware/Software: (Existing PC)	3,400	0
		6,395	5,900
	-----	-----	-----
	Subtotal: Community Devl.	\$15,289	\$9,870
	=====	=====	=====
<u>Parks & Recreation:</u>			
10700 - 91200 - 00000	Aldus PageMaker - Additional User	\$0	\$600
10700 - 91200 - 00000	League Scheduler	0	4,500
10700 - 91200 - 00000	Lotus 123 - Additional User	0	686
10700 - 91200 - 00000	Registration Software; Upgrade/Conversion	0	2,500
		0	8,286
10700 - 91400 - 00000	Bikes & Equipment (2): Park Patrol	2,450	0
10711 - 91200 - 00000	Printer Replacements (2)	1,234	0
10711 - 91200 - 00000	Trimms Network Package	1,980	0
10711 - 91200 - 00000	FoxPro Database - 2 Users	0	600
		3,214	600
10711 - 91300 - 00000	Vehicle Radios Replace (4)	2,000	0
10711 - 91300 - 00000	Hand Held Radios (4)	2,000	0
		4,000	0
10711 - 91400 - 00000	Utility Carts (2) SB Fields	4,500	0
10711 - 91400 - 00000	Scoreboard Replacement (4)	0	6,000
10711 - 91400 - 00000	Utility Carts (2) Softball Fields	0	4,500
10711 - 91400 - 00000	Garage - Columbine Park	0	5,605
10711 - 91400 - 00000	Scoreboard Replacement (4)	6,000	0
		10,500	16,105
10711 - 91670 - 00000	Rototiller	600	0
10711 - 91670 - 00000	Post and Cable - Duck Pond	0	4,000
10711 - 91670 - 00000	Airless Paint Sprayer Replacement	0	4,000
10711 - 91670 - 00000	Rainbird Remotes	1,100	0
10711 - 91670 - 00000	Grounds Master Mower	0	9,500
10711 - 91670 - 00000	Tennis Awning	3,000	0

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
		4,700	17,500
10712 - 91400 - 00000	Chain Saws (2) replacements	0	1,100
10712 - 91400 - 00000	Chain Saws (2) Replacement	1,070	0
10712 - 91400 - 00000	Hydraulic Pruner Replacement	<u>1,050</u>	<u>0</u>
		2,120	1,100
10713 - 91670 - 00000	Rewire Football Spklr System	5,500	0
10713 - 91670 - 00000	Ball Stop & Pole Pad	<u>2,400</u>	<u>0</u>
		7,900	0
10761 - 91400 - 00000	Steel Chairs (100)	1,600	0
10761 - 91400 - 00000	Aluminum Tables (35)	<u>8,400</u>	<u>0</u>
		10,000	0
	-----	-----	-----
	Subtotal: Parks & Rec	\$44,884	\$43,591
	=====	=====	=====
	TOTAL FUND #100	\$225,887	\$228,576
	=====	=====	=====

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
VCB FUND: #102			
12391 - 91200 - 00000	Laser Printer	\$1,250	\$0
12391 - 91200 - 00000	Computer	<u>0</u>	<u>1,500</u>
		1,250	1,500
12391 - 91400 - 00000	Trade Show Booth	3,000	0
12391 - 91400 - 00000	Trade Show Booth	<u>0</u>	<u>1,200</u>
		3,000	1,200
-----		-----	-----
TOTAL FUND #102		\$4,250	\$2,700
*****		*****	*****
DOWNTOWN DEVELOPMENT AUTHORITY FUND: #103			
13190 - 91100 - 00000	Office Furniture	\$1,000	\$1,000
WATER FUND: #301			
31632 - 91400 - 00000	Shell Cutters for Tap Machine	\$3,952	\$0
31632 - 91400 - 00000	Cut-Off Saw	850	0
31632 - 91400 - 00000	Metal Locator	825	0
31632 - 91400 - 00000	Compactor Rammer	2,500	0
31632 - 91400 - 00000	Air Monitors	0	1,550
31632 - 91400 - 00000	Pneumatic Boring Tool	0	4,500
31632 - 91400 - 00000	Bil-Jaks; Trench Shoring Equipment	<u>0</u>	<u>2,000</u>
		8,127	8,050
31651 - 91400 - 00000	Recorder House	1,000	0
31651 - 91660 - 00000	Parshall Flumes	2,800	0
31651 - 91660 - 00000	Concrete Vibrator	750	0
31651 - 91660 - 00000	Flow Recorder	<u>0</u>	<u>3,600</u>
		3,550	3,600
31671 - 91440 - 00000	Instrumentation Analyzer	1,900	0
31671 - 91660 - 00000	Turbidimeter	0	1,695
31671 - 91660 - 00000	Process Recorder	0	1,650
31671 - 91660 - 00000	Process Recorder	1,650	0
31671 - 91660 - 00000	Turbidimeter	1,695	0
31671 - 91660 - 00000	Emergency Tripod/Hoist	2,000	0
31671 - 91660 - 00000	Class A HazMat Suits	2,000	0
31671 - 91660 - 00000	Current Detector	<u>0</u>	<u>6,500</u>
		7,345	9,845
31677 - 91400 - 00000	Water purification System	3,140	0
31677 - 91400 - 00000	Immunofluorescence Microscope	6,000	0
31677 - 91400 - 00000	Spectrophotometer	3,250	0

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
31677 - 91400 - 00000	Glassware Cabinet	0	700
31*** - 91*00 - 00000	Water Quality Specialty Equipment -NP	6,000	0
31677 - 91400 - 00000	Safety Cabinet	0	500
		18,390	1,200
	-----	-----	-----
	TOTAL FUND #301	\$40,312	\$22,695
	*****	*****	*****

SOLID WASTE REMOVAL FUND: #302

32615 - 91200 - 00000	Computer Software	\$500	\$0
32615 - 91200 - 00000	Computer Desk	500	0
32615 - 91200 - 00000	Computer Software	0	500
		1,000	500
32615 - 91300 - 00000	Radio for unit 272	500	0
32615 - 91300 - 00000	Radio for unit 282	0	600
		500	600
32615 - 91400 - 00000	Airless Painter	700	0
32615 - 91660 - 00000	Trash Dumpsters (2yd - 8yd)	9,000	0
32615 - 91660 - 00000	Trash Dumpsters (2yd - 8yd)	0	9,500
		9,000	9,500
	-----	-----	-----
	TOTAL FUND #302	\$11,200	\$10,600
	*****	*****	*****

TWO RIVERS CONVENTION CENTER FUND: #303

33735 - 91200 - 00000	Computer/Printer/MP/Network	\$2,552	\$0
33735 - 91400 - 00000	Reupholster Hall Chairs	1,700	0
33735 - 91400 - 00000	Food Warmer	4,000	0
33735 - 91400 - 00000	Lighting Upgrade	0	6,585
33735 - 91400 - 00000	24" Video Monitor & VCR	1,394	0
33735 - 91400 - 00000	Tables 8' (25) replacements	0	6,250
33735 - 91400 - 00000	Sharp Video: Large Screen Monitor & VCR	0	4,000
33735 - 91400 - 00000	Carpet Shampooer Replacement	4,200	0
33735 - 91400 - 00000	Tables 8' (25) Replacement	6,000	0
		17,294	16,835
33736 - 91400 - 00000	Table Settings	1,243	0
33736 - 91400 - 00000	Beverage Servers	0	4,450
		1,243	4,450
	-----	-----	-----
	TOTAL FUND #303	\$21,089	\$21,285
	*****	*****	*****

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
SWIMMING POOLS FUND: #304			
34762 - 91400 - 00000	Aqua King Vacuum (LP Pool)	\$0	\$3,510
34762 - 91400 - 00000	Refrigerator (repl)	780	0
34762 - 91400 - 00000	Washer/Dryer (Replacement)	<u>0</u>	<u>950</u>
		780	4,460
34762 - 91670 - 00000	Heat Exchangers (2) (repl)	7,980	0
34762 - 91670 - 00000	Water Basketball Standard	<u>0</u>	<u>675</u>
		7,980	675
34764 - 91400 - 00000	Tower Speaker - Slide	1,495	0
34764 - 91400 - 00000	Pool Cover - Slide	920	0
34764 - 91400 - 00000	Electrical Kill Switch	<u>525</u>	<u>0</u>
		2,940	0
34764 - 91670 - 00000	Sand Volleyball Court	0	5,750
34772 - 91200 - 00000	Network OM Pool	0	1,800
34772 - 91200 - 00000	Computer/Printer/MP	<u>2,502</u>	<u>0</u>
		2,502	1,800
34772 - 91400 - 00000	Deck Furniture	8,900	0
34772 - 91400 - 00000	Shower Controls (repl)	3,375	0
34772 - 91400 - 00000	Deck Furniture (OM Pool)	<u>0</u>	<u>3,800</u>
		12,275	3,800
34772 - 91670 - 00000	Heat Exchanger/Boiler (repl)	3,520	0
34772 - 91670 - 00000	Drinking Fountain	<u>0</u>	<u>2,250</u>
		3,520	2,250
-----		-----	-----
TOTAL FUND #304		\$29,997	\$18,735
=====		=====	=====

LINCOLN PARK GOLF COURSE FUND: #305

35714 - 91400 - 00000	Overseeder	\$4,200	\$0
35714 - 91400 - 00000	Pro Shop Swamp Cooler	<u>1,500</u>	<u>0</u>
		5,700	0
35717 - 91400 - 00000	Diaphragm Pump	1,200	0
35717 - 91400 - 00000	Controller Covers (22)	2,700	0
35717 - 91400 - 00000	Runabout Cart	4,500	0
35717 - 91400 - 00000	Trash Receptacles (11)	0	1,800
35717 - 91400 - 00000	Carpet Replacement	0	7,500
35717 - 91400 - 00000	Tee Signs	0	2,000
35717 - 91400 - 00000	Sod Cutter	<u>0</u>	<u>2,900</u>

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
		8,400	14,200
	-----	-----	-----
	TOTAL FUND #305	\$14,100	\$14,200
	*****	*****	*****

TIARA RADO GOLF COURSE FUND: #306

36718 - 91400 - 00000	Trash Receptacles (22)	\$3,600	\$0
36718 - 91400 - 00000	Generator	500	0
36718 - 91400 - 00000	Runabout Cart	4,500	0
36718 - 91400 - 00000	Stone Markers (18)	4,000	0
36718 - 91400 - 00000	Walking Greens Mower (Used)	3,000	0
36718 - 91400 - 00000	Pneumatic Greaser	750	0
36718 - 91400 - 00000	Runabout Cart	0	4,500
36718 - 91400 - 00000	Walking Greens Mower (Used)	0	3,000
36718 - 91400 - 00000	Trash Pump	0	560
36718 - 91400 - 00000	Rollers	0	3,000
	-----	-----	-----
	TOTAL FUND #306	\$16,350	\$11,060
	*****	*****	*****

CEMETERY FUND: #307

37777 - 91200 - 00000	Software	\$2,500	\$0
37777 - 91670 - 00000	Lowering Device (Replacement)	3,850	0
37777 - 91670 - 00000	Folding Chairs (Replacement)	1,200	0
37777 - 91670 - 00000	Trim Mower (2) (Replacement)	0	1,800
37777 - 91670 - 00000	Jack Hammer (Replacement)	0	2,000
		5,050	3,800
	-----	-----	-----
	TOTAL FUND #307	\$7,550	\$3,800
	*****	*****	*****

PARKING FUND: #308

38223 - 91300 - 00000	Radio Equipment	\$650	\$0
	-----	-----	-----
	TOTAL FUND #308	\$650	\$0
	*****	*****	*****

IRRIGATION SYSTEMS FUND: #309

39627 - 91400 - 00000	Electric Pump	\$750	\$0
00000 - 00000 - 00000		0	0
	-----	-----	-----

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
	TOTAL FUND #309 *****	\$750 *****	\$0 *****
INFORMATION SERVICES FUND: #401 -----			
41251 - 91200 - 00000	Computer Upgrades	\$2,500	\$2,600
41252 - 91400 - 00000	City Wide Computer Replacement	60,032	62,673
41252 - 91400 - 00000	City Wide Software Upgrades	<u>6,000</u>	<u>6,000</u>
		66,032	68,673
	-----	-----	-----
	TOTAL FUND #401 *****	\$68,532 *****	\$71,273 *****
EQUIPMENT FUND: #402 -----			
42616 - 91200 - 00000	Fleet Maintenance Software	\$4,000	\$0
42616 - 91400 - 00000	Welding Curtain	1,106	0
42616 - 91400 - 00000	Brake Lathe Disc & Drum	7,250	0
42616 - 91400 - 00000	Cray Jack - 15 Ton (LTL-300)	950	0
42616 - 91400 - 00000	Arbor Press	650	0
42616 - 91400 - 00000	Antifreeze Recycler	3,495	0
42616 - 91400 - 00000	Oil Filter Crusher	4,100	0
42616 - 91400 - 00000	Fuel Injection Cleaner & Adapters	1,200	0
42616 - 91400 - 00000	Drill Press	0	3,038
42616 - 91400 - 00000	Bead Blast Machine	0	2,169
42616 - 91400 - 00000	A/C Recycler for R134	0	4,275
42616 - 91400 - 00000	Gray Jack - 15 Ton (LTL-300)	0	950
42616 - 91400 - 00000	OTC Hendrickson Suspension Service Set	0	6,200
42616 - 91400 - 00000	Portable Arc Welder (Gas Engine) 225 Amp	<u>0</u>	<u>2,511</u>
		18,751	19,143
	-----	-----	-----
	TOTAL FUND #402 *****	\$22,751 *****	\$19,143 *****
STORES FUND: #403 -----			
43320 - 91400 - 00000	Floor Scrubber	\$3,900	\$0
43320 - 91400 - 00000	Wet/Dry Vacuum	<u>0</u>	<u>900</u>
		3,900	900
43321 - 91400 - 00000	Rubber Shock/Fatigue Matting	2,000	0
43321 - 91400 - 00000	Paper Folder Air Unit	<u>3,000</u>	<u>0</u>
		5,000	0
	-----	-----	-----
	TOTAL FUND #403	\$8,900	\$900

APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS

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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
COMMUNICATIONS CENTER FUND: #405 -----			
45490 - 91400 - 00000	Copier	\$3,000	\$0
00000 - 00000 - 00000		0	0
-----		-----	-----
TOTAL FUND #405		\$3,000	\$0
=====		=====	=====
JOINT SEWER FUND: #902 -----			
92671 - 91200 - 00000	Computer	\$1,885	\$0
92671 - 91400 - 00000	Flow Equalization Pump Station	9,850	0
92671 - 91400 - 00000	Power Valve Opner	3,158	0
92671 - 91400 - 00000	Root Cutter	2,022	0
92671 - 91400 - 00000	Lockers	1,500	0
92671 - 91400 - 00000	Eye Wash Station	1,600	0
92671 - 91400 - 00000	Wash Station	2,400	0
92671 - 91400 - 00000	Gas Meter (3)	2,600	0
92671 - 91400 - 00000	Washer and Dryer	900	0
92671 - 91400 - 00000	Levelwind Winch	0	8,500
92671 - 91400 - 00000	Laser Printer	0	654
92671 - 91400 - 00000	Root Cutter	0	2,022
92671 - 91400 - 00000	Lathe	0	9,559
92671 - 91400 - 00000	Gas Meter (3)	0	2,600
92671 - 91400 - 00000	Wood Fence	0	1,500
92671 - 91400 - 00000	Storage Pad	0	750
		24,030	25,585
92*** - 91*00 - 00000	Water Quality Specialty Equipment -NP	5,300	0
92677 - 91400 - 00000	Block Digester	2,000	0
92677 - 91400 - 00000	Semi-Micro Distillation Apparatus	3,000	0
92677 - 91400 - 00000	Fume Hood	1,500	0
92677 - 91400 - 00000	BOD Meter	0	2,800
92677 - 91400 - 00000	Atomic Absorbtion Printed Circuit Board	0	3,000
92677 - 91400 - 00000	Refrigerated Chemical Storage Unit	0	1,700
		11,800	7,500
-----		-----	-----
TOTAL FUND #902		\$37,715	\$33,085
=====		=====	=====

 APPROVED OPERATING EQUIPMENT LIST: ALL FUNDS
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FUND/DEPARTMENT/ACCOUNT *****	DESCRIPTION: *****	1994 *****	1995 *****
<u>SUMMARY BY FUND:</u>			
100 General Fund		\$225,887	\$228,576
102 Visitor & Convention Bureau Fund		4,250	2,700
103 D.D.A. Operating Fund		1,000	1,000
301 Water Fund		40,312	22,695
302 Solid Waste Removal Fund		11,200	10,600
303 Two Rivers Convention Center Fund		21,089	21,285
304 Swimming Pools Fund		29,997	18,735
305 Lincoln Park Golf Course Fund		14,100	14,200
306. Tiara Rado Golf Course Fund		16,350	11,060
307 Cemetery Fund		7,550	3,800
308 Parking Fund		650	0
309 Irrigation Systems Fund		750	0
401 Data Processing Fund		68,532	71,273
402 Equipment Fund		22,751	19,143
403 Stores Fund		8,900	900
405 Communications Center Fund		3,000	0
902 Joint Sewer System Fund		37,715	33,085
-----		-----	-----
GRAND TOTAL: ALL FUNDS		\$514,033	\$459,052
=====		=====	=====

**CITY OF GRAND JUNCTION AND RELATED ENTITIES
DEBT SERVICE REQUIREMENTS**

	Original Principal Amount	Principal Amount Outstanding 12/31/93	Remaining Interest to be Paid to Maturity	Total Debt Service Requirements Remaining	Budgeted Debt Service Payments	
					1994	1995
GENERAL OBLIGATION BONDS:						
<u>Payable from Water Revenues:</u>						
G.O. Water Bonds, Series 1990, Ranch/Water Rights	\$1,600,000	\$1,225,000	\$323,922	\$1,548,922	\$220,298	\$220,510
G.O. Water Refunding, Series 1992	2,800,000	1,990,000	178,769	2,168,769	742,110	731,934
<u>Payable from Special District Tax Revenues:</u>						
Ridges Metro District, G.O. Refunding Series 1992	2,590,000	2,580,000	1,884,625	4,464,625	222,403	224,403
G.J.W.S.D., G.O. Refunding Bonds, Series 1987 A&B	1,590,000	1,335,113	932,118	2,267,231	139,000	140,000
* Subtotal: General Obligation Bonds	\$8,580,000	\$7,130,113	\$3,319,434	\$10,449,547	\$1,323,811	\$1,316,847
SPECIAL REVENUE TYPE BONDS:						
Sales Tax C.I.P. Bonds, Series 1991	\$2,000,000	\$1,505,000	\$375,970	\$1,880,970	\$267,080	\$267,450
Joint Sewer System, Refunding Series 1992	8,200,000	7,700,000	3,130,000	10,830,000	822,595	798,145
D.D.A. Tax Increment Financing Bonds, Series 1990	1,300,000	1,065,000	581,795	1,646,795	156,745	151,420
Subtotal: Special Revenue Bonds	\$11,500,000	\$10,270,000	\$4,087,765	\$14,357,765	\$1,246,420	\$1,217,015
PROMISSORY NOTES:						
Riverfront Project, Dunn Property Note, 1989	\$351,327	\$319,456	\$310,544	\$630,000	\$42,000	\$42,000
Water Fund: Water Supply Flowline, CWC8, 1989	195,930	178,237	113,705	291,942	13,902	13,902
Subtotal: Promissory Notes	\$547,257	\$497,693	\$424,249	\$921,942	\$55,902	\$55,902
GENERAL FUND ADVANCES:						
Lincoln Park Golf: 1991 Clubhouse Loan, 10y, 9%	\$265,157	\$222,592	\$86,990	\$309,582	\$44,230	\$44,230
Tiara Rado Golf: 1991 Clubhouse Loan, 9y, 9%	626,378	525,611	205,087	730,698	104,588	104,588
Solid Waste Removal: 1993 Equip. Loan, 8y, 8%	81,390	73,738	25,403	99,141	14,163	14,163
Tiara Rado Golf: 1993 Land Acquisition, 5y, 8%	400,000	400,000	100,913	500,913	100,183	100,183
V.C.B.: 1993 General Fund Loan, 10y, 8%	200,000	200,000	98,059	298,059	29,806	29,806
Subtotal: General Fund Advances	\$1,572,925	\$1,421,941	\$516,452	\$1,938,393	\$292,970	\$292,970
GRAND TOTAL	\$22,200,182	\$19,319,747	\$8,347,900	\$27,667,647	\$2,919,103	\$2,882,734
DEBT SERVICE REQUIREMENTS BY FUND:						
# 102 VISITOR & CONVENTION BUREAU FUND	\$200,000	\$200,000	\$98,059	\$298,059	\$29,806	\$29,806
# 301 WATER ENTERPRISE FUND	4,595,930	3,393,237	616,396	4,009,633	976,310	966,346
# 302 SOLID WASTE REMOVAL FUND	81,390	73,738	25,403	99,141	14,163	14,163
# 305 LINCOLN PARK GOLF ENTERPRISE FUND	265,157	222,592	86,990	309,582	44,230	44,230
# 306 TIARA RADO GOLF ENTERPRISE FUND	1,026,378	925,611	306,000	1,231,611	204,771	204,771
# 608 G.J.W.S.D. DISTRICT FUND	1,590,000	1,335,113	932,118	2,267,231	139,000	140,000
# 609 RIDGES METROPOLITAN DISTRICT FUND	2,590,000	2,580,000	1,884,625	4,464,625	222,403	224,403
# 710 GENERAL DEBT SERVICE FUND	2,351,327	1,824,456	686,514	2,510,970	309,080	309,450
# 711 D.D.A. DEBT SERVICE FUND	1,300,000	1,065,000	581,795	1,646,795	156,745	151,420
# 902 JOINT SEWER ENTERPRISE FUND	8,200,000	7,700,000	3,130,000	10,830,000	822,595	798,145
GRAND TOTAL	\$22,200,182	\$19,319,747	\$8,347,900	\$27,667,647	\$2,919,103	\$2,882,734

* All of the General Obligation Bonds are backed by specific revenues, general government tax revenue is not being used for repayment. Consequently, none of the existing G.O. Debt applies against the City's Legal Debt Margin which remains at zero.



GENERAL FUND (#100) TEN YEAR FINANCIAL PROJECTION

	-REVISED- 1993	BUDGET 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
OPERATING REVENUES:												
Current Property Tax	1,530,000	1,696,434	1,736,789	1,766,314	1,796,342	1,826,880	1,857,937	1,889,521	1,921,643	1,954,311	1,987,535	2,021,323
2% City Sales & Use Tax, Net	10,071,273	11,023,273	11,877,818	12,536,145	13,220,074	13,941,397	14,702,161	15,504,526	16,350,771	17,243,300	18,184,647	19,177,487
County Sales Tax	2,160,000	2,333,000	2,473,000	2,596,650	2,726,483	2,862,807	3,005,947	3,156,244	3,314,057	3,479,759	3,653,747	3,836,435
Other Taxes	2,463,569	2,574,655	2,648,500	2,669,597	2,692,192	2,716,252	2,741,750	2,768,658	2,796,951	2,826,606	2,857,603	2,889,922
Subtotal: Taxes	16,224,842	17,627,362	18,736,107	19,568,707	20,435,090	21,347,335	22,307,794	23,318,950	24,383,422	25,503,977	26,683,532	27,925,166
Intergovernmental	77,929	56,943	72,193	6,509	6,619	6,732	6,846	6,963	7,081	7,202	7,324	7,448
Charges For Services	1,526,101	1,562,733	1,570,214	1,621,210	1,683,048	1,747,323	1,814,130	1,883,571	1,955,751	2,030,777	2,108,764	2,189,828
Interfund Charges	654,051	671,222	695,363	714,885	736,331	758,421	781,174	804,609	828,748	853,610	879,218	905,595
Pooled Interest Income	680,000	721,000	770,000	446,826	417,556	403,844	402,715	406,987	418,100	437,684	467,579	509,858
Operating Transfers-In	28,226	37,762	33,248	34,578	35,961	37,399	38,895	40,451	42,069	43,752	45,502	47,322
Other Operating Revenues	441,083	422,778	435,981	438,505	446,742	455,199	463,883	472,802	481,962	491,372	501,039	510,972
TOTAL OPERATING REVENUE	19,632,232	21,099,800	22,313,106	22,831,219	23,761,348	24,756,254	25,815,439	26,934,333	28,117,133	29,368,374	30,692,959	32,096,191
OPERATING EXPENDITURES:												
Full-Time Salaries	9,252,624	9,729,465	10,251,841	10,661,915	11,088,391	11,531,927	11,993,204	12,472,932	12,971,849	13,490,723	14,030,352	14,591,566
Part-Time & Overtime	1,144,549	1,112,579	1,183,499	1,230,839	1,280,073	1,331,275	1,384,526	1,439,907	1,497,504	1,557,404	1,619,700	1,684,488
Benefits & Other	2,733,648	3,250,841	3,254,497	3,373,884	3,510,968	3,655,192	3,806,952	3,966,672	4,134,796	4,311,798	4,498,178	4,694,468
Subtotal: Personnel	13,130,821	14,092,885	14,689,837	15,266,638	15,879,432	16,518,394	17,184,683	17,879,511	18,604,149	19,359,925	20,148,230	20,970,523
Nonpersonnel Operating	6,403,747	6,193,952	6,272,589	6,523,493	6,784,432	7,055,810	7,338,042	7,631,564	7,936,826	8,254,299	8,584,471	8,927,850
Operating Capital	285,584	225,887	228,576	250,000	260,000	270,400	281,216	292,465	304,163	316,330	328,983	342,142
TOTAL OPERATING EXPENSE*	19,820,152	20,512,724	21,191,002	22,040,131	22,923,864	23,844,603	24,803,941	25,803,540	26,845,138	27,930,554	29,061,685	30,240,515
NET OPERATING VARIANCE	(187,920)	587,076	1,122,104	791,088	837,484	911,651	1,011,498	1,130,794	1,271,995	1,437,820	1,631,274	1,855,676
CAPITAL SOURCES & (USES)												
Capital Sources	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expense	(500,000)	(266,939)	(324,198)	(168,450)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfers to C.I.P. Fund	(483,691)	(1,594,497)	(519,273)	(540,044)	(449,552)	(350,958)	(364,996)	(379,596)	(394,780)	(410,571)	(426,994)	(444,073)
NET CAPITAL IMPACT	(983,691)	(1,861,436)	(843,471)	(708,494)	(549,552)	(450,958)	(464,996)	(479,596)	(494,780)	(510,571)	(526,994)	(544,073)
OTHER SOURCES (USES):												
Contingency	(33,192)	(408,671)	(419,635)	(440,803)	(458,477)	(476,892)	(496,079)	(516,071)	(536,903)	(558,611)	(581,234)	(604,810)
Recycling Subsidy	(47,155)	(38,186)	(21,936)	(11,001)	(3,255)	0	0	0	0	0	0	0
Oper. Subsidy; Two Rivers	(194,510)	(243,630)	(240,998)	(237,575)	(247,078)	(256,962)	(267,240)	(277,930)	(289,047)	(300,609)	(312,633)	(325,138)
Oper. Subsidy; Pools	(23,417)	(81,470)	(68,892)	(65,536)	(66,856)	(68,138)	(69,473)	(70,766)	(72,042)	(73,301)	(74,537)	(75,745)
Oper. Subsidy; Cemeteries	0	(2,291)	(29,727)	(22,669)	(23,292)	(23,949)	(24,634)	(25,353)	(26,101)	(26,881)	(27,693)	(28,535)
Other Transfers/Uses	0	(10,000)	0	0	0	0	0	0	0	0	0	0
Budget Savings	0	300,000	312,000	324,480	337,459	350,958	364,996	379,596	394,780	410,571	426,994	444,073
NET: OTHER SOURCES (USES)	(298,274)	(484,248)	(469,188)	(453,104)	(461,499)	(474,984)	(492,430)	(510,524)	(529,313)	(548,831)	(569,103)	(590,155)
CHANGE IN WORKING CAPITAL	(1,469,886)	(1,758,608)	(190,555)	(370,509)	(173,568)	(14,290)	54,073	140,674	247,902	378,418	535,177	721,447
BEGINNING SOURCES AVAILABLE	9,075,075	7,605,190	5,846,581	5,656,027	5,285,518	5,111,950	5,097,660	5,151,732	5,292,406	5,540,308	5,918,726	6,453,903
ENDING SOURCES AVAILABLE	7,605,190	5,846,581	5,656,027	5,285,518	5,111,950	5,097,660	5,151,732	5,292,406	5,540,308	5,918,726	6,453,903	7,175,351
MINIMUM WORKING CAPITAL	3,005,712	3,125,674	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134	3,225,134
VARIANCE FROM M.W.C.	4,599,478	2,720,908	2,430,893	2,060,384	1,886,816	1,872,526	1,926,598	2,067,272	2,315,174	2,693,592	3,228,770	3,950,217



VISITOR & CONVENTION BUREAU FUND (#102) TEN YEAR FINANCIAL PROJECTION

	- REVISED - 1993	BUDGET 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
OPERATING REVENUE												
Lodging Tax	\$513,817	\$544,646	\$569,155	\$583,384	\$603,802	\$624,935	\$646,808	\$669,446	\$692,877	\$717,128	\$742,227	\$768,205
Vendors Fee	220,000	238,000	255,000	269,025	283,821	299,432	315,900	333,275	351,605	370,943	391,345	412,869
Interest Income	14,000	3,000	4,000	10,438	12,035	4,137	7,027	10,480	14,555	19,321	24,851	31,223
Charges For Services	9,611	10,200	10,900	11,336	11,789	12,261	12,751	13,262	13,792	14,344	14,917	15,514
Other	2,050	7,900	3,200	3,195	3,189	3,183	3,176	3,169	3,162	3,155	3,147	3,138
TOTAL OPER. REVENUE	\$759,478	\$803,746	\$842,255	\$877,377	\$914,636	\$943,948	\$985,663	\$1,029,632	\$1,075,991	\$1,124,890	\$1,176,487	\$1,230,950
OPERATING EXPENDITURES												
Personnel Expense	\$196,593	\$202,735	\$211,148	\$220,744	\$230,319	\$240,352	\$250,868	\$261,895	\$273,462	\$285,601	\$298,346	\$311,733
Regular Operating	213,781	236,845	256,999	267,279	277,970	289,089	300,652	312,679	325,186	338,193	351,721	365,790
Contractual Services	265,582	288,470	289,933	301,530	313,592	310,076	322,479	335,378	348,793	362,744	377,254	392,344
Donations	15,000	0	0	0	0	0	0	0	0	0	0	0
Special Events	0	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Debt Service	0	29,806	29,806	29,806	29,806	29,806	29,806	29,806	29,806	29,806	29,806	0
Operating Capital	4,950	4,250	2,700	2,808	2,920	3,037	3,159	3,285	3,416	3,553	3,695	3,843
TOTAL OPER. EXPENSE	\$695,906	\$787,106	\$815,586	\$847,167	\$879,607	\$897,359	\$931,964	\$968,042	\$1,005,663	\$1,044,898	\$1,085,823	\$1,098,710
OPERATING VARIANCE	\$63,572	\$16,640	\$26,669	\$30,211	\$35,030	\$46,588	\$53,700	\$61,590	\$70,328	\$79,992	\$90,664	\$132,239
OTHER SOURCES (USES)												
Loan Proceeds	200,000	0	0	0	0	0	0	0	0	0	0	0
Contingency	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Land Lease Payment	0	0	0	0	(125,000)	0	0	0	0	0	0	0
Major Capital	(449,572)	(25,000)	0	0	0	0	0	0	0	0	0	0
NET OTHER SOURCES (USES)	(249,572)	(35,000)	(10,000)	(10,000)	(135,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
TOTAL REVENUE	959,478	803,746	842,255	877,377	914,636	943,948	985,663	1,029,632	1,075,991	1,124,890	1,176,487	1,230,950
TOTAL EXPENDITURES	1,145,478	822,106	825,586	857,167	1,014,607	907,359	941,964	978,042	1,015,663	1,054,898	1,095,823	1,108,710
NET VARIANCE: UNDER (OVER)	(186,000)	(18,360)	16,669	20,211	(99,970)	36,588	43,700	51,590	60,328	69,992	80,664	122,239
BEGINNING FUND BALANCE	319,818	133,818	115,458	132,127	152,338	52,367	88,955	132,655	184,245	244,573	314,565	395,230
ENDING FUND BALANCE	133,818	115,458	132,127	152,338	52,367	88,955	132,655	184,245	244,573	314,565	395,230	517,469
MINIMUM WORKING CAPITAL	104,386	118,066	122,338	127,075	131,941	134,604	139,795	145,206	150,849	156,735	162,873	164,807
VARIANCE: UNDER (OVER) MWC	29,432	(2,608)	9,789	25,262	(79,574)	(45,649)	(7,139)	39,039	93,724	157,831	232,356	352,663

PARKLAND EXPANSION FUND (#105) TEN YEAR FINANCIAL PROJECTION

	-REVISED- 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
REVENUE SOURCES:												
Lottery Proceeds	\$185,000	\$185,000	\$185,000	\$200,000	\$210,000	\$220,000	\$230,000	\$240,000	\$250,000	\$260,000	\$270,000	\$280,000
Open Space Fees	150,000	50,000	50,000	89,651	91,444	93,273	95,138	97,041	98,982	100,962	102,981	105,040
Pooled Interest Income	45,000	25,000	30,000	34,116	41,840	51,105	62,037	64,974	69,083	74,460	81,209	89,440
Other Revenue	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES	\$380,000	\$260,000	\$265,000	\$323,767	\$343,284	\$364,378	\$387,175	\$402,015	\$418,065	\$435,422	\$454,189	\$474,480
EXPENDITURES & TRANSFERS:												
Capital Projects	\$93,707	\$63,500	\$26,000	\$26,000	\$26,000	\$26,000	\$0	\$0	\$0	\$0	\$0	\$0
Other Uses	1,145	0	0	0	0	0	0	0	0	0	0	0
Transfers-Out												
-Sales Tax CIP Fund	750,000	110,000	200,000	200,000	200,000	200,000	350,000	350,000	350,000	350,000	350,000	350,000
-Swimming Pool Fund	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Transfers	750,000	110,000	200,000	200,000	200,000	200,000	350,000	350,000	350,000	350,000	350,000	350,000
TOTAL USES	\$844,852	\$173,500	\$226,000	\$226,000	\$226,000	\$226,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000
VARIANCE	(\$464,852)	\$86,500	\$39,000	\$97,767	\$117,284	\$138,378	\$37,175	\$52,015	\$68,065	\$85,422	\$104,189	\$124,480
BEGINNING SOURCES AVIALABLE	\$771,202	\$306,350	\$392,850	\$431,850	\$529,617	\$646,901	\$785,279	\$822,454	\$874,469	\$942,534	\$1,027,956	\$1,132,146
ENDING SOURCES AVAILABLE	\$306,350	\$392,850	\$431,850	\$529,617	\$646,901	\$785,279	\$822,454	\$874,469	\$942,534	\$1,027,956	\$1,132,146	\$1,256,626

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SALES TAX C.I.P. FUND (#201) TEN YEAR FINANCIAL PROJECTION

REVENUE DESCRIPTION	REVISED 1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	TOTAL 1993 - 2003
BEGINNING FUND BALANCE	2,777,083	1,335,140	1,523,658	933,583	1,354,059	2,715,838	60,901	149,022	1,549,598	2,166,976	2,306,405	2,777,083
CAPITAL REVENUE	6,257,428	6,303,457	5,357,981	5,679,084	6,455,947	6,482,792	6,338,464	6,663,844	7,111,449	7,515,931	8,250,535	72,416,911
TOTAL SOURCES AVAILABLE	9,034,511	7,638,597	6,881,639	6,612,666	7,810,007	9,198,629	6,399,365	6,812,866	8,661,047	9,682,907	10,556,940	75,193,994
TOTAL CAPITAL PROJECTS	6,747,028	4,829,449	4,731,531	3,890,607	5,181,469	7,424,498	5,444,388	5,272,713	5,944,071	6,819,502	7,177,863	63,463,119
TOTAL CAPITAL TRANSFERS-OUT	952,343	932,490	807,525	782,000	792,700	797,230	805,955	813,555	550,000	557,000	564,000	8,354,798
Project Changes:												
- 28.25 Road; North-Orchard		353,000	675,000					(1,175,000)				(147,000)
- 12th Street; Bonita-Horizon					(880,000)	916,000						36,000
- 1st Street; Orchard-Pattnsn												0
Original		31,150	541,000	0								
Proposed		31,150	275,000	586,000								
Change		0	(266,000)	586,000								
- Bookcliff; 9th-12th								352,000				320,000
TOTAL CAPITAL USES	7,699,371	6,114,939	5,948,056	5,258,607	5,094,169	9,137,728	6,250,343	5,263,268	6,494,071	7,376,502	7,741,863	72,378,917
NET: REVENUE MINUS TOTAL USES	(1,441,943)	188,518	(590,075)	420,477	1,361,778	(2,654,936)	88,121	1,400,576	617,378	139,429	508,672	2,815,077
ENDING FUND BALANCE	1,335,140	1,523,658	933,583	1,354,059	2,715,838	60,901	149,022	1,549,598	2,166,976	2,306,405	2,815,077	
RESERVE SECTION:												
Reserves For Future Street Improvements:												
Annual Designated Fund Balance	240,000	264,000	285,000	296,400	154,128							
Expenditures of Designated FB	0	0	(114,100)	0	0							
Cumult Designated Fund Balance	344,515	608,515	779,415	1,075,815	1,229,943							
Reserve For Municipal Center Improvements:	1,102,497	1,179,672	1,262,249	1,350,606								
TOTAL RESERVES	344,515	1,711,012	1,959,087	2,338,064	2,580,549	0	0	0	0	0	0	
NET UNRESERVED BALANCE	990,625	(187,354)	(1,025,504)	(984,004)	135,288	60,901	149,022	1,549,598	2,166,976	2,306,405	2,815,077	

TWO RIVERS CONVENTION CENTER FUND (#303) TEN YEAR FINANCIAL PROJECTION

	- REVISED - 1993	----- PROPOSED ----- 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
OPERATING REVENUES:												
Charges For Services												
-Multi Purpose Rental	60,200	62,500	65,000	67,600	70,304	73,116	76,041	79,082	82,246	85,536	88,957	92,515
-Food Sales	303,000	315,000	327,500	340,600	354,224	368,393	383,129	398,454	414,392	430,968	448,206	466,135
-Liquor Sales	65,000	68,000	71,200	74,048	77,010	80,090	83,294	86,626	90,091	93,694	97,442	101,340
-Security Service	6,890	13,780	13,780	14,331	14,904	15,501	16,121	16,765	17,436	18,134	18,859	19,613
-Equipment Rental	8,000	8,375	8,750	9,100	9,464	9,843	10,236	10,646	11,072	11,514	11,975	12,454
-Unclassified	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	443,090	467,655	486,230	505,679	525,906	546,943	568,820	591,573	615,236	639,846	665,439	692,057
Other Revenues												
-Sales Of Equipment	0	0	0	0	0	0	0	0	0	0	0	0
-Other	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE	443,090	467,655	486,230	505,679	525,906	546,943	568,820	591,573	615,236	639,846	665,439	692,057
OPERATING EXPENDITURES:												
Personnel	309,937	325,218	334,247	347,617	361,522	375,982	391,022	406,663	422,929	439,846	457,440	475,738
Nonpersonnel Operating	311,691	338,852	346,494	360,354	374,768	389,759	405,349	421,563	438,425	455,962	474,201	493,169
Interfund Charges	22,155	23,383	24,312	25,284	26,295	27,347	28,441	29,579	30,762	31,992	33,272	34,603
Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
Operating Capital	9,904	21,089	21,285	10,000	10,400	10,816	11,249	11,699	12,167	12,653	13,159	13,686
TOTAL OPERATING EXPENSE	653,687	708,542	726,338	743,255	772,985	803,904	836,060	869,503	904,283	940,454	978,072	1,017,195
OPERATING VARIANCE	(210,597)	(240,887)	(240,108)	(237,575)	(247,078)	(256,962)	(267,240)	(277,930)	(289,047)	(300,609)	(312,633)	(325,138)
MAJOR CAPITAL EXPENSE	108,093	88,997	20,575	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000
TOTAL PROFIT / (LOSS)	(318,690)	(329,884)	(260,683)	(287,575)	(299,078)	(310,962)	(323,240)	(335,930)	(349,047)	(362,609)	(376,633)	(391,138)
TRANSFERS-IN												
General Fund Operating	194,510	243,630	240,998	237,575	247,078	256,962	267,240	277,930	289,047	300,609	312,633	325,138
CIP Fund Transfer-In	62,755	88,997	20,575	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000
TOTAL SUBSIDY	257,265	332,627	261,573	287,575	299,078	310,962	323,240	335,930	349,047	362,609	376,633	391,138
TOTAL REVENUE	700,355	800,282	747,803	793,255	824,985	857,904	892,060	927,503	964,283	1,002,454	1,042,072	1,083,195
TOTAL EXPENDITURES	761,780	797,539	746,913	793,255	824,985	857,904	892,060	927,503	964,283	1,002,454	1,042,072	1,083,195
NET VARIANCE OVER/(UNDER)	(61,425)	2,743	890	0	0	0	0	0	0	0	0	0
BEGINNING FUNDS AVAILABLE	94,109	32,684	35,427	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317
ENDING FUNDS AVAILABLE	32,684	35,427	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317
MINIMUM WORKING CAPITAL	32,684	35,427	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317	36,317
VARIANCE FROM M.W.C.	0	0	0	0	0	0	0	0	0	0	0	0
STATISTICAL SECTION:												
Operating Coverage Ratio	67.8%	66.0%	66.9%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%	68.0%
% Change: Oper. Revenue	(1.8%)	5.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
% Change: Oper. Expense	(2.5%)	8.4%	2.5%	2.3%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
% Change in Oper. Subsidy	8.7%	25.3%	(1.1%)	(1.4%)	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%



 SWIMMING POOLS FUND (#304) 10 YEAR PROJECTION

	REVISED 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
LINCOLN PARK POOL:												
Operating Revenue	196,398	216,902	217,002	226,767	236,972	247,635	258,779	270,424	282,593	295,310	308,599	322,486
Operating Expense	193,527	222,389	215,074	222,411	231,364	240,678	250,367	260,446	270,932	281,840	293,187	304,992
Operating Variance	2,871	(5,487)	1,928	4,356	5,608	6,957	8,412	9,978	11,661	13,470	15,412	17,494
Oper. Coverage Ratio	101.5%	97.5%	100.9%	102.0%	102.4%	102.9%	103.4%	103.8%	104.3%	104.8%	105.3%	105.7%
Other Revenue												
General Fund X-fer	0	5,048	0	0	0	0	0	0	0	0	0	0
CIP Fund X-fer	3,600	0	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Capital Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	3,600	5,048	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other Expenditures												
Bond Principal Pmts.	0	0	0	0	0	0	0	0	0	0	0	0
Major Capital	3,600	0	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Subtotal	3,600	0	0	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL LINCOLN PARK REVENUE	199,998	221,950	217,002	236,767	246,972	257,635	268,779	280,424	292,593	305,310	318,599	332,486
TOTAL LINCOLN PARK EXPENSE	197,127	222,389	215,074	232,411	241,364	250,678	260,367	270,446	280,932	291,840	303,187	314,992
VARIANCE OVER/(UNDER)	2,871	(439)	1,928	4,356	5,608	6,957	8,412	9,978	11,661	13,470	15,412	17,494
ORCHARD MESA POOL:												
Operating Revenue	85,716	90,883	90,883	94,973	99,247	103,713	108,380	113,257	118,353	123,679	129,245	135,061
Operating Expense	203,055	236,606	233,558	234,759	244,173	253,965	264,150	274,743	285,761	297,221	309,140	321,538
Operating Variance	(117,339)	(145,723)	(142,675)	(139,786)	(144,927)	(150,252)	(155,770)	(161,486)	(167,407)	(173,541)	(179,896)	(186,478)
Oper. Coverage Ratio	42.2%	38.4%	38.9%	40.5%	40.6%	40.8%	41.0%	41.2%	41.4%	41.6%	41.8%	42.0%
Other Revenue												
Mesa Cnty Share; Oper.	58,669	72,862	71,338	69,893	72,463	75,126	77,885	80,743	83,704	86,771	89,948	93,239
General Fund Oper. X-fer	58,669	72,862	71,338	69,893	72,463	75,126	77,885	80,743	83,704	86,771	89,948	93,239
Mesa Cnty Share; Capital	10,500	33,413	33,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital X-Fer; CIP Fund	10,515	33,413	33,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Subtotal	138,354	212,548	209,675	149,786	154,927	160,252	165,770	171,486	177,407	183,541	189,896	196,478
Major Capital	21,015	66,825	67,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
TOTAL ORCHARD MESA REVENUE	224,070	303,431	300,558	244,759	254,173	263,965	274,150	284,743	295,761	307,221	319,140	331,538
TOTAL ORCHARD MESA EXPENSE	224,070	303,431	300,558	244,759	254,173	263,965	274,150	284,743	295,761	307,221	319,140	331,538
VARIANCE OVER/(UNDER)	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING VARIANCE	(114,468)	(151,210)	(140,747)	(135,430)	(139,319)	(143,295)	(147,358)	(151,508)	(155,746)	(160,071)	(164,484)	(168,984)
TOTAL GENERAL FUND SUBSIDY	58,669	77,910	71,338	69,893	72,463	75,126	77,885	80,743	83,704	86,771	89,948	93,239
FUND BALANCE ADJUSTMENT	(35,252)	3,560	(2,446)	(4,357)	(5,607)	(6,958)	(8,412)	(9,977)	(11,662)	(13,470)	(15,411)	(17,494)
NET GENERAL FUND SUBSIDY	23,417	81,470	68,892	65,536	66,856	68,168	69,473	70,766	72,042	73,301	74,537	75,745
TOTAL SOURCES	388,816	528,941	515,114	477,169	495,538	514,642	534,517	555,190	576,692	599,060	622,328	646,530
TOTAL USES	421,197	525,820	515,632	477,170	495,537	514,643	534,516	555,189	576,692	599,060	622,327	646,530
CHANGE IN WORKING CAPITAL	(32,381)	3,121	(518)	(1)	1	(1)	0	1	(1)	0	1	0
BEGINNING FUNDS AVAILABLE	52,210	19,829	22,950	22,432	22,431	22,432	22,431	22,431	22,432	22,431	22,431	22,432
ENDING FUNDS AVAILABLE	19,829	22,950	22,432	22,431	22,432	22,431	22,431	22,432	22,431	22,431	22,432	22,432
MINIMUM WORKING CAPITAL	19,829	22,950	22,432	22,432	22,432	22,432	22,432	22,432	22,432	22,432	22,432	22,432
VARIANCE FROM M.W.C.	0	0	0	0	0	0	0	0	0	0	0	0



	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
LINCOLN PARK GOLF COURSE #305												

OPERATING REVENUE	269,631	307,708	338,228	363,595	390,865	420,180	451,693	485,570	521,988	561,137	603,222	648,464
OPERATING EXPENDITURES	317,910	342,009	351,862	365,936	380,574	395,797	411,629	428,094	445,218	463,026	481,547	500,809
OPERATING VARIANCE	(\$48,279)	(\$34,301)	(\$13,634)	(\$2,341)	\$10,291	\$24,383	\$40,064	\$57,476	\$76,770	\$98,110	\$121,675	\$147,654
OTHER SOURCES (USES)												
Major Capital Expense	(53,980)	(12,000)	(39,500)	(7,000)	(15,600)	(14,000)	(3,000)	(3,000)	(14,000)	(15,600)	(3,000)	(3,000)
Capital Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
Transfers-In	37,115	44,230	44,230	22,115	22,115	22,115	22,115	22,115	0	0	0	0
NET: Other Sources (Uses)	(\$16,865)	\$32,230	\$4,730	\$15,115	\$6,515	\$8,115	\$19,115	\$19,115	(\$14,000)	(\$15,600)	(\$3,000)	(\$3,000)
NET FUND VARIANCE	(\$65,144)	(\$2,071)	(\$8,904)	\$12,774	\$16,806	\$32,498	\$59,179	\$76,591	\$62,770	\$82,510	\$118,675	\$144,654
Beginning Sources Available	\$83,045	\$17,901	\$15,830	\$6,926	\$19,700	\$36,505	\$69,003	\$128,182	\$204,774	\$267,544	\$350,054	\$468,729
Ending Sources Available	\$17,901	\$15,830	\$6,926	\$19,700	\$36,505	\$69,003	\$128,182	\$204,774	\$267,544	\$350,054	\$468,729	\$613,383

TIARA RADO GOLF COURSE #306												

OPERATING REVENUE	475,011	547,891	604,626	649,973	698,721	751,125	807,459	868,019	933,120	1,003,104	1,078,337	1,159,212
OPERATING EXPENDITURES	483,295	615,511	624,749	649,739	675,729	752,758	832,868	916,183	1,002,830	1,092,943	1,186,661	1,284,127
OPERATING VARIANCE	(\$8,284)	(\$67,620)	(\$20,123)	\$234	\$22,992	(\$1,633)	(\$25,409)	(\$48,164)	(\$69,710)	(\$89,839)	(\$108,324)	(\$124,915)
OTHER SOURCES (USES)												
Major Capital Expense	(694,940)	(81,000)	(29,500)	(13,500)	(28,500)	(2,218,500)	(7,500)	0	(11,000)	(21,000)	0	0
Capital Proceeds	400,000	0	0	0	0	1,500,000	0	0	0	0	0	0
Transfers-In	92,294	102,386	102,386	102,386	102,386	502,386	151,809	151,809	151,809	99,515	99,515	99,515
NET: Other Sources (Uses)	(\$202,646)	\$21,386	\$72,886	\$88,886	\$73,886	(\$216,114)	\$144,309	\$151,809	\$140,809	\$78,515	\$99,515	\$99,515
NET FUND VARIANCE	(\$210,930)	(\$46,234)	\$52,763	\$89,120	\$96,878	(\$217,747)	\$118,900	\$103,645	\$71,099	(\$11,324)	(\$8,809)	(\$25,400)
Beginning Sources Available	\$288,590	\$77,660	\$31,426	\$84,189	\$173,309	\$270,187	\$52,441	\$171,341	\$274,986	\$346,085	\$334,762	\$325,953
Ending Sources Available	\$77,660	\$31,426	\$84,189	\$173,309	\$270,187	\$52,441	\$171,341	\$274,986	\$346,085	\$334,762	\$325,953	\$300,553

EXPANSION FUND #107												

REVENUE	133,721	152,249	172,328	185,253	199,147	214,083	230,139	247,399	265,954	285,901	307,343	330,394
TRANSFERS-OUT	129,409	146,616	146,616	124,501	124,501	524,501	173,924	173,924	151,809	99,515	99,515	99,515
VARIANCE	\$4,312	\$5,633	\$25,712	\$60,752	\$74,646	(\$310,418)	\$56,215	\$73,475	\$114,145	\$186,386	\$207,828	\$230,879
Beginning Sources Available	\$142,526	\$146,838	\$152,471	\$178,183	\$238,935	\$313,580	\$3,162	\$59,376	\$132,852	\$246,997	\$433,382	\$641,210
Ending Sources Available	\$146,838	\$152,471	\$178,183	\$238,935	\$313,580	\$3,162	\$59,376	\$132,852	\$246,997	\$433,382	\$641,210	\$872,089

COMBINED ENDING SOURCES	242,399	199,										

CEMETERY FUND (#307) & PERPETUAL CARE FUND (#604) 10 YEAR FINANCIAL PROJECTIONS

	-- REVISED --	PROPOSED						PROJECTED				
	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
REVENUES:												
Charges For Services												
-Space / Lot Sales	54,150	56,500	59,000	61,655	64,429	67,329	70,359	73,525	76,833	80,291	83,904	87,680
-Openings	69,475	72,600	75,870	79,284	82,852	86,580	90,476	94,548	98,802	103,249	107,895	112,750
-Markers / Bases	6,260	5,800	6,100	6,375	6,661	6,961	7,274	7,602	7,944	8,301	8,675	9,065
-Development Fees	42,900	45,030	47,310	49,439	51,664	53,989	56,418	58,957	61,610	64,382	67,280	70,307
-Other	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	172,785	179,930	188,280	196,753	205,606	214,859	224,527	234,631	245,190	256,223	267,753	279,802
Miscellaneous Revenues												
-Pooled Interest Income	4,500	4,000	4,400	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
-Damage Repairs	0	0	0	0	0	0	0	0	0	0	0	0
-Donations / Other	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal	4,500	4,000	4,400	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094	1,094
TOTAL OPERATING REVENUE	177,285	183,930	192,680	197,847	206,701	215,953	225,622	235,725	246,284	257,317	268,847	280,896
Transfer-In: General Fund	0	2,291	29,727	22,669	23,292	23,949	24,634	25,353	26,101	26,881	27,693	28,535
Transfer-In: CIP Fund	0	0	0	0	0	0	0	0	0	0	0	0
Transfer-In: Perpetual Care	45,000	50,000	55,000	67,489	69,577	71,702	73,862	76,060	78,294	80,567	82,878	85,229
Subtotal: Transfers	45,000	52,291	84,727	90,158	92,869	95,651	98,496	101,413	104,395	107,448	110,571	113,764
TOTAL REVENUE*	222,285	236,221	277,407	288,004	299,570	311,604	324,118	337,138	350,679	364,765	379,419	394,660
EXPENDITURES:												
Personnel	157,161	191,927	199,237	207,206	215,495	224,115	233,079	242,402	252,098	262,182	272,670	283,576
Nonpersonnel Operating	52,318	61,219	64,378	66,953	69,631	72,416	75,313	78,326	81,459	84,717	88,106	91,630
Interfund Charges	8,864	9,197	9,634	9,892	10,335	10,798	11,281	11,786	12,314	12,866	13,442	14,045
Operating Capital	11,089	7,550	3,800	3,952	4,110	4,274	4,445	4,623	4,808	5,001	5,201	5,409
TOTAL OPERATING EXPENSE	229,432	269,893	277,049	288,004	299,571	311,603	324,119	337,138	350,679	364,766	379,418	394,660
MAJOR CAPITAL EXPENSE	8,500	12,000	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	237,932	281,893	277,049	288,004	299,571	311,603	324,119	337,138	350,679	364,766	379,418	394,660
TOTAL REVENUE	222,285	236,221	277,407	288,004	299,570	311,604	324,118	337,138	350,679	364,765	379,419	394,660
TOTAL EXPENDITURES	237,932	281,893	277,049	288,004	299,571	311,603	324,119	337,138	350,679	364,766	379,418	394,660
NET VARIANCE OVER/(UNDER)	(15,647)	(45,672)	358	1	(1)	1	(1)	1	0	0	0	0
BEGINNING FUNDS AVAILABLE	74,813	59,166	13,494	13,852	13,853	13,852	13,853	13,852	13,853	13,853	13,852	13,853
ENDING FUNDS AVAILABLE	59,166	13,494	13,852	13,853	13,852	13,853	13,852	13,853	13,853	13,852	13,853	13,853
MINIMUM WORKING CAPITAL	11,472	13,495	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852	13,852
VARIANCE FROM M.W.C.	47,695	0	0	0	0	0	0	0	0	0	0	0
PERPETUAL CARE FUND #604												
BEGINNING BALANCE	777,785	802,785	828,285	854,285	880,727	907,619	934,967	962,781	991,067	1,019,835	1,049,091	1,078,845
REVENUE	70,000	75,500	81,000	93,931	96,469	99,051	101,676	104,346	107,062	109,823	112,632	115,488
TRANSFER TO CEMETERY FUND	(45,000)	(50,000)	(55,000)	(67,489)	(69,577)	(71,702)	(73,862)	(76,060)	(78,294)	(80,567)	(82,878)	(85,229)
ENDING BALANCE	802,785	828,285	854,285	880,727	907,619	934,967	962,781	991,067	1,019,835	1,049,091	1,078,845	1,109,104

PARKING FUND (#308) 10 YEAR PROJECTION

	-REVISED- 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
OPERATING REVENUES:												
-Parking Meters	88,332	90,639	93,172	95,035	96,936	98,875	100,852	102,869	104,927	107,025	109,166	111,349
-Parking Violations	30,000	31,500	32,800	33,456	34,125	34,808	35,504	36,214	36,938	37,677	38,430	39,199
-Pooled Interest Income	5,000	5,000	6,000	5,304	5,546	5,654	5,609	5,389	4,969	4,323	3,422	2,235
-Other Misc.	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE	123,332	127,139	131,972	133,796	136,607	139,337	141,965	144,472	146,833	149,025	151,018	152,783
OPERATING EXPENDITURES:												
Parking Control												
-Personnel	33,997	37,046	38,481	40,020	41,621	43,286	45,017	46,818	48,691	50,638	52,664	54,770
-Nonpersonnel Operating	9,345	6,359	5,487	5,706	5,935	6,172	6,419	6,676	6,943	7,221	7,509	7,810
-Other	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal:	43,342	43,405	43,968	45,727	47,556	49,458	51,436	53,494	55,634	57,859	60,173	62,580
Parking Meter Maintenance												
-Personnel	37,413	44,587	46,484	48,343	50,277	52,288	54,380	56,555	58,817	61,170	63,617	66,161
-Nonpersonnel Operating	5,931	5,117	5,542	5,764	5,994	6,234	6,483	6,743	7,012	7,293	7,585	7,888
-Parking Lot Rental	9,973	7,523	8,344	8,678	9,025	9,386	9,761	10,152	10,558	10,980	11,419	11,876
Subtotal:	53,317	57,227	60,370	62,785	65,296	67,908	70,624	73,449	76,387	79,443	82,621	85,925
General Parking												
-Personnel	0	0	0	0	0	0	0	0	0	0	0	0
-Nonpersonnel Operating	205	491	512	532	554	576	599	623	648	674	701	729
-Interfund Charges	6,167	6,357	6,599	6,690	6,830	6,967	7,098	7,224	7,342	7,451	7,551	7,639
Subtotal:	6,372	6,848	7,111	7,222	7,384	7,543	7,697	7,847	7,990	8,125	8,252	8,368
TOTAL OPERATING EXPENSE	103,031	107,480	111,449	115,734	120,236	124,909	129,758	134,790	140,010	145,427	151,045	156,873
OPERATING VARIANCE	20,301	19,659	20,523	18,062	16,371	14,428	12,207	9,682	6,823	3,598	(27)	(4,091)
PARKING LOT IMPROVEMENTS:												
SOURCES (USES)												
Transfers-In	0	0	0	0	0	0	0	0	0	0	0	0
Transfers-Out	0	0	0	0	0	0	0	0	0	0	0	0
Sale Of Land	0	0	0	0	0	0	0	0	0	0	0	0
Capital Improvements	0	(42,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
NET SOURCE (USE)	0	(42,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
TOTAL REVENUE	123,332	127,139	131,972	133,796	136,607	139,337	141,965	144,472	146,833	149,025	151,018	152,783
TOTAL EXPENDITURES	103,031	107,480	126,449	130,734	135,236	139,909	144,758	149,790	155,010	160,427	166,045	171,873
NET VARIANCE OVER/(UNDER)	20,301	(22,341)	5,523	3,062	1,371	(572)	(2,793)	(5,318)	(8,177)	(11,402)	(15,027)	(19,091)
BEGINNING FUNDS AVAILABLE	63,659	83,960	61,619	67,142	70,204	71,575	71,003	68,211	62,893	54,716	43,314	28,287
ENDING FUNDS AVAILABLE	83,960	61,619	67,142	70,204	71,575	71,003	68,211	62,893	54,716	43,314	28,287	9,196



 UTILITY FUNDS CONSOLIDATED TEN YEAR PROJECTIONS
 WATER FUND #301 & SOLID WASTE REMOVAL FUND #302

	-- REVISED -- 1993	----- PROPOSED ----- 1994	----- 1995	----- 1996	----- 1997	----- 1998	----- 1999	----- 2000	----- 2001	----- 2002	----- 2003	----- 2004
WATER FUND: #301												
Rate Adjustment	4.5%	4.8%	4.5%	4.5%	4.5%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operating Revenue	4,109,762	4,099,085	4,271,512	4,463,730	4,664,598	4,874,505	4,874,505	4,874,505	4,874,505	4,874,505	4,874,505	4,874,505
Operating Expenditures:												
-Regular Operating Expense	2,874,823	2,895,815	2,942,387	3,060,082	3,182,486	3,309,785	3,442,177	3,579,864	3,723,058	3,871,981	4,026,860	4,187,934
-Debt Service	980,501	976,310	966,346	933,506	237,087	234,487	235,912	231,357	13,902	13,902	13,902	13,902
Subtotal:	3,855,324	3,872,125	3,908,733	3,993,588	3,419,573	3,544,272	3,678,089	3,811,221	3,736,960	3,885,883	4,040,762	4,201,836
Operating Variance	254,438	226,960	362,779	470,142	1,245,025	1,330,233	1,196,416	1,063,284	1,137,545	988,622	833,743	672,669
Capital Expenditures	529,529	699,824	547,400	546,327	1,891,199	524,433	533,785	744,409	571,265	599,513	629,119	654,284
NET FUND VARIANCE	(275,091)	(472,864)	(184,621)	(76,185)	(646,174)	805,800	662,631	318,875	566,280	389,109	204,624	18,385
Beginning Funds Available	2,064,584	1,789,493	1,316,629	1,132,008	1,055,823	409,649	1,215,448	1,878,079	2,196,955	2,763,234	3,152,343	3,356,967
Ending Funds Available	1,789,493	1,316,629	1,132,008	1,055,823	409,649	1,215,448	1,878,079	2,196,955	2,763,234	3,152,343	3,356,967	3,375,352
=====												
SOLID WASTE FUND: #302												
Rate Adjustment	6.6%	9.4%	5.7%	3.0%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Operating Revenue	1,576,302	1,750,120	1,877,490	1,972,491	2,052,180	2,093,223	2,135,088	2,177,789	2,221,345	2,265,772	2,311,088	2,357,309
Operating Expenditures:												
-Regular Operating Expense	1,638,710	1,792,321	1,892,278	1,792,969	1,864,688	1,839,275	1,912,846	1,989,360	2,068,935	2,151,692	2,237,760	2,327,270
-Debt Service	14,163	14,163	14,163	76,663	76,663	76,663	76,663	62,500	62,500	62,500	62,500	62,500
Subtotal:	1,652,873	1,806,484	1,906,441	1,869,632	1,941,351	1,915,938	1,989,509	2,051,860	2,131,435	2,214,192	2,300,260	2,389,770
Operating Variance	(76,571)	(56,364)	(28,951)	102,859	110,829	177,285	145,578	125,929	89,911	51,580	10,828	(32,461)
Other Sources (Uses)												
-Capital Equipment	0	0	0	(710,000)	0	0	0	0	0	0	0	0
-Capital Proceeds	0	0	0	500,000	0	0	0	0	0	0	0	0
-Recycling Subsidy	47,155	38,186	21,936	11,001	3,255	0	0	0	0	0	0	0
NET FUND VARIANCE	(29,416)	(18,178)	(7,015)	(96,140)	114,084	177,285	145,578	125,929	89,911	51,580	10,828	(32,461)
Beginning Funds Available	315,989	286,573	268,395	261,380	165,240	279,324	456,608	602,187	728,116	818,026	869,606	880,434
Ending Funds Available	286,573	268,395	261,380	165,240	279,324	456,608	602,187	728,116	818,026	869,606	880,434	847,973
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 UTILITY FUNDS CONSOLIDATED TEN YEAR PROJECTIONS
 IRRIGATION FUND #309 & JOINT SEWER FUND #902

	-- REVISED -- 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
IRRIGATION FUND: #309												
Rate Adjustment	0.0%	0.0%	0.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Operating Revenue	113,128	117,621	122,114	125,777	129,551	133,437	137,440	141,564	145,811	150,185	154,690	159,331
Operating Expenditures:												
-Regular Operating Expense	96,123	113,506	116,205	120,853	125,687	130,715	135,943	141,381	147,036	152,918	159,035	165,396
-Debt Service	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal:	96,123	113,506	116,205	120,853	125,687	130,715	135,943	141,381	147,036	152,918	159,035	165,396
Operating Variance	17,005	4,115	5,909	4,924	3,863	2,722	1,497	182	(1,226)	(2,733)	(4,344)	(6,065)
Capital Expenditures	12,500	36,000	0	0	0	0	0	0	0	0	0	0
NET FUND VARIANCE	4,505	(31,885)	5,909	4,924	3,863	2,722	1,497	182	(1,226)	(2,733)	(4,344)	(6,065)
Beginning Funds Available	39,591	44,096	12,211	18,120	23,044	26,908	29,630	31,127	31,309	30,084	27,351	23,006
Ending Funds Available	44,096	12,211	18,120	23,044	26,908	29,630	31,127	31,309	30,084	27,351	23,006	16,941
=====												
JOINT SEWER FUND: #902												
Rate Adjustment	0.0%	6.2%	4.5%	2.0%	2.0%	2.0%	0.0%	0.0%	2.0%	0.0%	2.0%	0.0%
Operating Revenue	4,446,736	4,552,155	4,757,058	4,949,243	5,149,193	5,357,220	5,464,364	5,573,652	5,798,827	5,914,804	6,153,762	6,276,837
Operating Expenditures:												
-Regular Operating Expense	2,872,534	2,920,783	2,959,662	3,078,048	3,201,170	3,329,217	3,462,386	3,600,881	3,744,917	3,894,713	4,050,502	4,212,522
-Debt Service	861,728	822,595	798,145	871,545	869,325	869,650	857,700	858,885	932,648	919,848	914,973	907,456
Subtotal:	3,734,262	3,743,378	3,757,807	3,949,593	4,070,495	4,198,867	4,320,086	4,459,766	4,677,565	4,814,561	4,965,475	5,119,978
Operating Variance	712,474	808,777	999,251	999,650	1,078,697	1,158,353	1,144,278	1,113,885	1,121,263	1,100,242	1,188,287	1,156,859
Other Sources (Uses)												
-Capital Equipment	(596,631)	(1,897,330)	(690,000)	(968,052)	(996,841)	(1,051,871)	(1,023,040)	(1,035,400)	(1,039,983)	(1,039,983)	(1,066,828)	(1,081,061)
-Capital Proceeds	0	0	0	0	0	0	0	0	0	0	0	0
-Transfers-Out	(14,113)	(23,649)	(23,649)	(24,595)	(25,579)	(26,602)	(27,666)	(28,773)	(29,924)	(31,120)	(32,365)	(33,660)
NET FUND VARIANCE	101,730	(1,112,202)	285,602	7,003	56,277	79,880	93,572	49,713	51,356	29,139	89,094	42,138
Beginning Funds Available	6,112,654	6,214,384	5,102,182	5,387,784	5,394,787	5,451,064	5,530,944	5,624,516	5,674,229	5,725,585	5,754,724	5,843,818
Ending Funds Available	6,214,384	5,102,182	5,387,784	5,394,787	5,451,064	5,530,944	5,624,516	5,674,229	5,725,585	5,754,724	5,843,818	5,885,956
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 DATA PROCESSING FUND (#401): TEN YEAR FINANCIAL PROJECTION

	ACTUAL 1992	REVISED 1993	BUDGET 1994	BUDGET 1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
OPERATING REVENUES													
City D.P. Charges	482,952	506,327	541,770	574,276	602,990	633,140	664,796	698,036	732,938	769,585	808,064	848,467	890,891
Interest Earnings	14,514	14,000	12,848	4,265	4,262	4,129	4,383	5,092	6,332	8,189	10,953	4,088	3,489
Telephone Revenue	74,305	76,596	77,362	78,136	78,917	79,706	80,503	81,308	82,121	85,406	88,822	92,375	96,070
Other/Transfer Income	7,913	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL OPER REVENUE	579,684	596,923	631,980	656,677	686,169	716,975	749,683	784,437	821,392	863,180	907,839	944,931	990,450
OPERATING EXPENSES													
ADMINISTRATION													
Salaries	47,231	51,948	54,576	56,496	58,756	61,106	63,550	66,092	68,736	71,485	74,345	77,319	80,411
Benefits	17,964	9,918	11,150	12,062	12,544	13,046	13,568	14,111	14,675	15,262	15,873	16,508	17,168
Operating Expenses	20,268	23,976	22,052	22,230	23,119	24,044	25,006	26,006	27,046	28,128	29,253	30,423	31,640
Total Administration	85,463	85,842	87,778	90,788	94,420	98,196	102,124	106,209	110,457	114,876	119,471	124,250	129,220
PROGRAMMING													
Salaries	145,869	154,903	161,198	166,856	173,530	180,471	187,690	195,198	203,006	211,126	219,571	228,354	237,488
Benefits	35,344	29,765	33,848	36,637	38,102	39,627	41,212	42,860	44,575	46,357	48,212	50,140	52,146
Operating Expenses	2,904	5,350	5,250	5,350	5,564	5,787	6,018	6,259	6,509	6,769	7,040	7,322	7,615
Total Programming	184,117	190,018	200,296	208,843	217,197	225,885	234,920	244,317	254,089	264,253	274,823	285,816	297,249
OPERATIONS													
Salaries	79,515	86,496	86,220	89,235	92,804	96,517	100,377	104,392	108,568	112,911	117,427	122,124	127,009
Benefits	21,656	15,538	17,240	18,653	19,399	20,175	20,982	21,821	22,694	23,602	24,546	25,528	26,549
Operating Expenses	50,731	59,335	56,462	58,880	61,235	63,685	66,232	68,881	71,637	74,502	77,482	80,581	83,805
PC Replacement Program	61,025	63,492	66,032	68,673	71,420	74,277	77,248	80,338	83,551	86,893	90,369	93,984	97,743
Maintenance Contracts	4,296	25,720	26,570	26,600	27,664	28,771	29,921	31,118	32,363	33,657	35,004	36,404	37,860
Total Operations	217,223	250,581	252,524	262,041	272,523	283,424	294,760	306,551	318,813	331,565	344,828	358,621	372,966
TELEPHONE													
Telephone Fees	67,039	56,140	58,900	61,256	63,706	66,254	68,905	71,661	74,527	77,508	80,609	83,833	87,186
Subtotal Telephone	67,039	56,140	58,900	61,256	63,706	66,254	68,905	71,661	74,527	77,508	80,609	83,833	87,186
TOTAL OPER EXPENSE	553,842	582,581	599,498	622,928	647,845	673,759	700,709	728,738	757,887	788,203	819,731	852,520	886,621
GROSS OPERATING INCOME	25,842	14,342	32,482	33,749	38,324	43,216	48,974	55,699	63,505	74,978	88,108	92,411	103,829
MAJOR CAPITAL EXPENDITURES													
Software Replacement	0	0	90,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	80,000	80,000
Computer Enhancements	0	0	40,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	23,657
Pickup Truck	0	0	11,000	0	0	0	0	0	0	0	0	0	0
Telephone Replacement	102,513	0	0	0	0	0	0	0	0	0	135,000	0	0
TOTAL MAJOR CAPITAL	102,513	0	141,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	175,000	100,000	103,657
INC/DEC FUND BAL	(76,671)	14,342	(108,518)	(6,251)	(1,676)	3,216	8,974	15,699	23,505	34,978	(86,892)	(7,589)	172
BEG FUND BALANCE	231,043	154,372	168,714	60,196	53,945	52,268	55,484	64,458	80,157	103,662	138,640	51,748	44,159
END FUND BALANCE	154,372	168,714	60,196	53,945	52,268	55,484	64,458	80,157	103,662	138,640	51,748	44,159	44,331
MIN WORK CAPITAL	27,692	29,129	29,975	31,146	32,392	33,608	35,035	36,437	37,894	39,410	40,987	42,626	44,331
VAR OVER /UNDER	126,680	130,585	30,221	22,708	10,874	21,706	20,422	43,720	65,767	90,229	10,761	1,533	0



EQUIPMENT FUND #402; TEN YEAR FINANCIAL PROJECTION

	-REVISED-	BUD GET			PROJECTED							
	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
OPERATING REVENUE												
Charges For Services	\$83,000	\$83,500	\$84,220	\$85,904	\$87,622	\$89,375	\$91,162	\$92,986	\$94,845	\$96,742	\$98,677	\$100,651
Pooled Interest Income	129,000	139,000	147,000	149,940	152,939	155,998	159,118	162,300	165,546	168,857	172,234	175,679
Interfund Charges	1,813,134	1,931,395	2,008,650	2,048,823	2,089,799	2,131,595	2,174,227	2,217,712	2,262,066	2,307,307	2,353,454	2,400,523
Other Revenue	58,340	30,000	31,200	31,824	32,460	33,110	33,772	34,447	35,136	35,839	36,556	37,287
TOTAL OPERATING REVENUE	\$2,083,474	\$2,183,895	\$2,271,070	\$2,316,491	\$2,362,821	\$2,410,078	\$2,458,279	\$2,507,445	\$2,557,594	\$2,608,746	\$2,660,920	\$2,714,139
OPERATING EXPENSES												
Personnel Expense	\$358,088	\$356,542	\$369,815	\$384,608	\$399,992	\$415,992	\$432,631	\$449,936	\$467,934	\$486,651	\$506,117	\$526,362
Non-Personnel Operating	687,274	727,490	751,054	781,096	812,340	844,834	878,627	913,772	950,323	988,336	1,027,869	1,068,984
TOTAL OPERATING EXPENSE	\$1,045,362	\$1,084,032	\$1,120,869	\$1,165,704	\$1,212,332	\$1,260,825	\$1,311,258	\$1,363,709	\$1,418,257	\$1,474,987	\$1,533,987	\$1,595,346
OPERATING INCOME (LOSS)	\$1,038,112	\$1,099,863	\$1,150,201	\$1,150,788	\$1,150,489	\$1,149,252	\$1,147,021	\$1,143,736	\$1,139,337	\$1,133,758	\$1,126,934	\$1,118,793
EQUIPMENT REPLACEMENT	(971,777)	(642,130)	(1,399,000)	(1,420,000)	(935,000)	(802,000)	(1,192,000)	(1,105,000)	(747,000)	(1,400,000)	(1,390,000)	(1,275,000)
NET VARIANCE	\$66,335	\$457,733	(\$248,799)	(\$269,212)	\$215,489	\$347,252	(\$44,979)	\$38,736	\$392,337	(\$266,242)	(\$263,066)	(\$156,207)
BEGINNING BALANCE												
END OF YEAR BALANCE	\$2,077,746	\$2,144,081	\$2,601,814	\$2,353,015	\$2,083,803	\$2,299,292	\$2,646,544	\$2,601,565	\$2,640,302	\$3,032,639	\$2,766,397	\$2,503,331
	\$2,144,081	\$2,601,814	\$2,353,015	\$2,083,803	\$2,299,292	\$2,646,544	\$2,601,565	\$2,640,302	\$3,032,639	\$2,766,397	\$2,503,331	\$2,347,124

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 STORES / PRINT SHOP FUND (#403): TEN YEAR FINANCIAL PROJECTION

	-REVISED- 1993	----- PROPOSED ----- 1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
STORES OPERATIONS:												
REVENUE												
Charges For Service-City	337,948	349,776	363,767	378,318	393,451	409,189	425,556	442,578	460,282	478,693	497,841	517,754
Charges For Service-Other	12,647	13,090	13,613	14,158	14,724	15,313	15,925	16,562	17,225	17,914	18,631	19,376
Stores Overhead	82,636	84,475	88,333	91,993	95,225	98,585	102,081	105,716	109,496	113,427	117,516	121,769
Other Misc.	5,380	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Revenue	438,611	447,341	465,713	484,469	503,399	523,087	543,562	564,856	587,002	610,034	633,987	658,899
EXPENDITURES												
Personnel	63,764	60,640	66,592	69,267	72,038	74,919	77,916	81,033	84,274	87,645	91,151	94,797
Non-Personnel Operating	19,453	19,935	20,841	21,226	21,627	22,044	22,477	22,928	23,397	23,885	24,392	24,919
Cost-Of-Goods-Sold	348,400	360,594	375,018	390,018	405,619	421,844	438,718	456,266	474,517	493,498	513,238	533,767
Operating Capital	0	3,900	900	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053
Major Capital	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Expense	431,617	445,069	463,351	482,012	500,844	520,429	540,798	561,982	584,013	606,925	630,754	655,536
VARIANCE	6,994	2,272	2,363	2,457	2,555	2,658	2,764	2,874	2,989	3,109	3,233	3,363
PRINT SHOP OPERATIONS:												
REVENUE												
Charges For Service-City	46,300	48,152	50,078	52,081	54,164	56,331	58,584	60,928	63,365	65,899	68,535	71,277
Charges For Service-Other	5,020	5,070	5,121	5,172	5,224	5,276	5,329	5,382	5,436	5,490	5,545	5,601
Copy Charges	23,750	24,700	25,689	26,716	27,785	28,896	30,052	31,254	32,504	33,804	35,157	36,563
Transfers-In	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Revenue	75,070	77,923	80,888	83,969	87,173	90,503	93,965	97,564	101,305	105,194	109,237	113,440
EXPENDITURES												
Personnel	34,814	36,039	37,487	38,993	40,552	42,175	43,862	45,616	47,441	49,338	51,312	53,364
Non-Personnel Operating	16,619	20,685	18,812	19,396	20,004	20,636	21,294	22,277	22,988	23,728	24,497	25,297
Cost-Of-Goods-Sold	17,817	11,215	11,664	12,130	12,615	13,120	13,645	14,191	14,758	15,349	15,962	16,601
Operating Capital	1,300	5,000	0	7,800	8,000	3,500	3,640	3,786	3,937	4,095	4,258	4,429
Major Capital	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Expense	70,550	72,938	67,962	78,319	81,172	79,431	82,440	85,870	89,124	92,509	96,030	99,691
VARIANCE	4,520	4,985	12,926	5,650	6,001	11,072	11,525	11,694	12,181	12,685	13,207	13,749
TOTAL REVENUE	513,681	531,956	550,199	568,438	590,572	613,590	637,527	662,420	688,307	715,228	743,224	772,339
TOTAL EXPENDITURES	502,167	519,993	536,732	560,331	582,016	599,860	623,238	647,851	673,137	699,434	726,784	755,227
TOTAL VARIANCE	11,514	11,963	13,467	8,107	8,557	13,730	14,289	14,569	15,170	15,794	16,441	17,112
BEGINNING SOURCES	(41,726)	(30,212)	(18,249)	(4,782)	3,326	11,882	25,613	39,902	54,470	69,640	85,434	101,875
ENDING SOURCES	(30,212)	(18,249)	(4,782)	3,326	11,882	25,613	39,902	54,470	69,640	85,434	101,875	118,987

 SELF INSURANCE FUND (#404): TEN YEAR FINANCIAL PROJECTION

	--REVISED--	BUDGET	BUDGET	PROJECTED								
	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004

406: PROPERTY/LIABILITY:

Expenditures												
Risk Management Charges	\$24,224	\$26,059	\$27,151	\$28,237	\$29,367	\$30,541	\$31,763	\$33,033	\$34,355	\$35,729	\$37,158	\$38,644
Insurance costs	\$94,405	\$60,293	\$92,849	\$98,420	\$104,325	\$110,585	\$117,220	\$124,253	\$131,708	\$139,611	\$147,987	\$156,866
Loss Payments	\$71,499	\$74,716	\$79,566	\$83,544	\$87,722	\$92,108	\$96,713	\$101,549	\$106,626	\$111,957	\$117,555	\$123,433
Total Expenditures	\$190,128	\$161,068	\$199,566	\$210,201	\$221,413	\$233,233	\$245,696	\$258,835	\$272,689	\$287,297	\$302,700	\$318,944
Revenues												
Interfund Charges	\$209,910	\$218,306	\$227,039	\$236,120	\$245,565	\$255,388	\$265,603	\$276,227	\$287,276	\$298,767	\$310,718	\$323,147
Interest Income	\$62,385	\$81,154	\$95,036	\$98,422	\$107,064	\$116,180	\$125,784	\$135,895	\$146,527	\$157,696	\$169,416	\$11,310
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$272,295	\$299,460	\$322,075	\$334,543	\$352,629	\$371,567	\$391,387	\$412,122	\$433,803	\$456,463	\$480,134	\$334,457

404: WORKERS COMPENSATION:

Expenditures												
Risk Management Charges	\$48,449	\$52,117	\$54,302	\$56,474	\$58,733	\$61,082	\$63,526	\$66,067	\$68,709	\$71,458	\$74,316	\$77,289
Insurance Costs	\$21,500	\$22,900	\$25,112	\$27,121	\$29,291	\$31,634	\$34,165	\$36,898	\$39,850	\$43,038	\$46,481	\$50,199
Contracts/Fees	\$54,992	\$71,162	\$62,761	\$65,271	\$67,802	\$70,598	\$73,421	\$76,358	\$79,413	\$82,589	\$85,893	\$89,328
Claims Paid	\$131,300	\$325,631	\$360,655	\$389,507	\$420,668	\$454,321	\$490,667	\$529,921	\$572,314	\$618,099	\$667,547	\$720,951
Total Expenditures	\$256,241	\$471,810	\$502,830	\$538,374	\$576,574	\$617,635	\$661,779	\$709,243	\$760,286	\$815,184	\$874,237	\$937,767
Revenues												
Interfund Charges	\$499,709	\$519,697	\$540,485	\$562,105	\$584,589	\$607,972	\$632,291	\$657,583	\$683,886	\$711,242	\$739,691	\$769,279
Interest Income	\$74,954	\$84,238	\$90,091	\$107,846	\$116,506	\$124,604	\$131,956	\$138,352	\$143,555	\$147,292	\$149,255	\$126,925
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$574,663	\$603,935	\$630,576	\$669,950	\$701,095	\$732,576	\$764,247	\$795,935	\$827,441	\$858,533	\$888,946	\$796,204

COMBINED FUND BALANCES:

Beginning Total Balance	\$2,000,498	\$2,401,087	\$2,671,605	\$2,921,860	\$3,177,777	\$3,433,514	\$3,686,789	\$3,934,949	\$4,174,928	\$4,403,197	\$4,615,713	\$4,807,857
plus total revenues	\$846,958	\$903,396	\$952,651	\$1,004,493	\$1,053,724	\$1,104,143	\$1,155,634	\$1,208,057	\$1,261,244	\$1,314,996	\$1,369,081	\$1,130,661
less total expenses	\$446,369	\$632,878	\$702,396	\$748,575	\$797,987	\$850,869	\$907,474	\$968,078	\$1,032,975	\$1,102,481	\$1,176,937	\$1,256,711
Ending Total Balance	\$2,401,087	\$2,671,605	\$2,921,860	\$3,177,777	\$3,433,514	\$3,686,789	\$3,934,949	\$4,174,928	\$4,403,197	\$4,615,713	\$4,807,857	\$4,681,807
Incurred Losses 12/31/91	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124	\$645,124
Balance w/ 12/91 reserves	\$1,755,963	\$2,026,481	\$2,276,736	\$2,532,653	\$2,788,390	\$3,041,665	\$3,289,825	\$3,529,804	\$3,758,073	\$3,970,589	\$4,162,733	\$4,036,683
Incurred losses Increase	\$216,400	\$248,400	\$280,400	\$312,400	\$344,400	\$376,400	\$408,400	\$440,400	\$472,400	\$504,400	\$536,400	\$568,400
Unreserved Funds	\$1,539,563	\$1,778,081	\$1,996,336	\$2,220,253	\$2,443,990	\$2,665,265	\$2,881,425	\$3,089,404	\$3,285,673	\$3,466,189	\$3,626,333	\$3,468,283





COMM. CENTER OPERATIONS:													
Operating Revenue													
Outside Agency Charges	524,456	359,950	378,244	333,194	353,318	361,338	391,227	408,158	425,101	582,153	461,171	775,010	3,408
City Share of 911	502,130	552,856	579,594	559,941	593,760	607,238	657,467	658,601	685,920	714,393	978,324	775,010	3,408
Pooled Interest Income	13,000	1,000	2,250	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408	3,408
Other Revenue	2,250	2,250	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Oper Revenue	1,041,836	916,056	961,088	896,543	950,486	971,983	1,052,101	1,097,485	1,142,902	1,563,885	1,239,589	1,563,885	1,239,589
Transfers-In:													
E-911 Fund #101	0	0	0	0	0	0	0	0	0	0	0	0	0
Sales Tax CIP Fund #201	175,293	175,293	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Transfers	175,293	175,293	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	1,217,129	916,056	961,088	896,543	950,486	971,983	1,052,101	1,097,485	1,142,902	1,563,885	1,239,589	1,563,885	1,239,589
Operating Expense													
Personnel Expense	695,437	719,293	749,625	780,621	812,928	846,603	881,705	918,299	956,449	996,224	1,037,697	1,080,942	1,080,942
Non-Personnel Operating	105,124	111,763	111,463	115,922	120,558	125,581	130,396	135,612	141,036	146,678	152,545	158,647	158,647
Operating Capital	0	3,000	0	0	0	0	0	0	0	0	0	0	0
Subtotal: Oper. Expense	800,561	834,056	861,088	896,543	933,486	971,983	1,012,101	1,053,911	1,097,485	1,142,902	1,190,242	1,239,589	1,239,589
Major Capital	588,338	82,000	100,000	0	17,000	0	40,000	0	0	373,643	0	0	0
TOTAL EXPENSE	1,388,899	916,056	961,088	896,543	950,486	971,983	1,052,101	1,097,485	1,142,902	1,563,885	1,239,589	1,563,885	1,239,589
NET VARIANCE	(171,770)	0	0	0	0	0	0	0	0	0	0	0	0
HANCED 911 COMMUNICATIONS													
Transfer-In 911 Fund #101	803,673	273,806	129,059	134,221	139,590	145,174	400,981	157,020	163,301	669,833	176,626	183,691	183,691
Operating Equipment Expense	(86,046)	(123,806)	(129,059)	(134,221)	(139,590)	(145,174)	(150,981)	(157,020)	(163,301)	(169,833)	(176,626)	(183,691)	(183,691)
NET VARIANCE	(717,627)	(150,000)	0	0	0	0	(250,000)	0	0	(500,000)	0	0	0
TOTAL FUND REVENUE	2,020,802	1,189,862	1,090,147	1,030,764	1,090,076	1,117,157	1,453,082	1,210,931	1,260,786	1,812,735	1,740,511	1,423,280	1,423,280
TOTAL FUND EXPENSE	2,192,572	1,189,862	1,090,147	1,030,764	1,090,076	1,117,157	1,453,082	1,210,931	1,260,786	1,812,735	1,740,511	1,423,280	1,423,280
NET FUND VARIANCE	(171,770)	0	0	0	0	0	0	0	0	0	0	0	0
BEGINNING SOURCES AVAILABLE													
214,906	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136
ENDING SOURCES AVAILABLE													
43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136	43,136
ENHANCED 911 FUND #101													

E-911 TELEPHONE CHARGES	286,000	297,440	306,360	156,244	159,368	162,556	165,807	236,772	241,508	281,529	179,475	183,064	183,064
POOLED INTEREST INCOME	8,000	6,000	13,000	18,921	21,787	24,697	27,643	13,115	19,616	26,464	1,135	1,414	1,414
TRANSFER-OUT, TO FUND #405	(803,673)	(273,806)	(129,059)	(134,221)	(139,590)	(145,174)	(400,981)	(157,020)	(163,301)	(669,833)	(176,626)	(183,691)	(183,691)
FUND VARIANCE	(509,673)	29,634	190,301	40,944	41,566	42,079	(207,531)	92,868	97,823	(361,840)	3,984	787	787
BEGINNING BALANCE	560,044	50,371	80,005	270,306	311,250	352,815	394,894	187,363	378,054	378,054	16,214	20,198	20,198
# Of Countywide Hookups (2% gr)	47,667	49,573	51,060	52,081	53,123	54,185	55,269	56,374	57,502	58,652	59,825	61,021	61,021
Monthly Rate	0.50	0.50	0.50	0.25	0.25	0.25	0.25	0.35	0.35	0.40	0.25	0.25	0.25
FUND#405.MS													



DOWNTOWN DEVELOPMENT AUTHORITY OPERATIONS FUND (#103)

	REVISD	PROPOSED	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
REVENUE												
Property Taxes (net)	\$58,250	\$62,250	\$64,750	\$65,851	\$66,970	\$68,109	\$69,267	\$70,444	\$71,642	\$72,860	\$74,098	\$75,358
Specific Ownership Tax	6,000	7,000	7,300	7,592	7,896	8,212	8,540	8,882	9,237	9,606	9,991	10,390
Licenses & Permits	500	400	400	400	400	400	400	400	400	400	400	400
Special Project Revenue	28,900	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Charges For Services	11,686	11,000	11,000	11,440	11,898	12,374	12,868	13,383	13,919	14,475	15,054	15,656
Interest Income	3,000	2,000	2,200	0	0	0	0	0	0	0	0	0
Other	151,322	90,300	90,300	92,106	93,948	95,827	97,744	99,698	101,692	103,726	105,801	107,917
Subtotal: Operating Revenue	\$259,658	\$212,950	\$215,950	\$217,389	\$221,112	\$224,921	\$228,819	\$232,807	\$236,889	\$241,067	\$245,344	\$249,721
Transfer-In, Fund 100	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transfer-In, Fund 109	\$12,000	\$12,000	\$15,000	\$23,171	\$27,234	\$32,020	\$37,540	\$43,807	\$50,043	\$14,845	\$15,405	\$16,294
TOTAL REVENUE SOURCES	\$271,658	\$234,950	\$230,950	\$240,560	\$248,346	\$256,941	\$266,359	\$276,615	\$286,932	\$255,913	\$260,749	\$266,015
EXPENDITURES												
Personnel Expense	\$92,568	\$96,000	\$101,500	\$105,560	\$109,782	\$114,174	\$118,741	\$123,490	\$128,430	\$133,567	\$138,910	\$144,466
Non-personnel Operating	31,050	39,719	40,291	41,903	43,579	45,322	47,135	49,020	50,981	53,020	55,141	57,347
Special Activities	155,378	115,120	107,875	100,000	104,000	108,160	112,486	116,986	121,665	126,532	131,593	136,857
Operating Capital	1,020	1,000	1,000	1,040	1,082	1,125	1,170	1,217	1,265	1,316	1,369	1,423
TOTAL EXPENDITURES	\$280,016	\$251,839	\$250,666	\$248,503	\$258,443	\$268,780	\$279,532	\$290,713	\$302,341	\$314,435	\$327,013	\$340,093
NET SOURCE (USE) OF FUNDS	(\$8,358)	(\$16,889)	(\$19,716)	(\$7,943)	(\$10,097)	(\$11,840)	(\$13,173)	(\$14,098)	(\$15,409)	(\$58,522)	(\$66,263)	(\$74,078)
Necessary Budget Reductions:	0	0	16,890	7,943	10,097	11,839	13,173	14,098	15,409	58,523	66,263	74,078
BEGINNING SOURCES	28,073	19,715	2,826	0	0	0	0	0	0	0	0	0
ENDING SOURCES	19,715	2,826	0	0	0	0	0	0	0	0	0	0
MINIMUM WORKING CAPITAL	42,002	37,776	37,600	37,275	38,766	40,317	41,930	43,607	45,351	47,165	49,052	51,014
VARIANCE; UNDER (OVER) MWC	(22,287)	(34,950)	(37,600)	(37,275)	(38,766)	(40,317)	(41,930)	(43,607)	(45,352)	(47,165)	(49,052)	(51,014)

Note: The Minimum Working Capital = 15% of Operating Expenditures

DOWNTOWN DEVELOPMENT AUTHORITY / TIF CIP - FUND #203

	REVISED 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
REVENUE												
Capital Proceeds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0
Interest Income	22,000	0	0	0	0	0	0	0	0	0	0	0
Transfers-In; Fund 201	0	10,000	50,000	0	0	0	0	0	0	0	0	0
Transfers-In; Fund 711	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUE	\$22,000	\$10,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0
EXPENDITURES												
Bond Issuance Costs (2%)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations	0	0	0	0	0	0	0	0	0	0	0	0
Professional Fees	0	0	0	0	0	0	0	0	0	0	0	0
Special Projects	0	0	0	0	0	0	0	0	0	0	0	0
Major Capital	556,634	10,000	50,000	0	0	0	0	0	0	1,500,000	0	0
Transfer-Out, Fund 711	0	0	0	0	0	0	0	0	0	0	0	0
Transfer-Out, General	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURES	\$556,634	\$10,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$1,500,000	\$0	\$0
VARIANCE; UNDER (OVER)	(\$534,634)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BEGINNING SOURCES	534,634	0	0	0	0	0	0	0	0	0	0	0
ENDING SOURCES	0	0	0	0	0	0	0	0	0	0	0	0

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DOWNTOWN DEVELOPMENT AUTHORITY TEN YEAR FINANCIAL PROJECTIONS FOR THE
DDA TAX INCREMENT REVENUE FUND (#109) & DDA TIF DEBT SERVICE FUND (#711)

	REVISED 1993	PROPOSED 1994	1995	1996	1997	1998	1999	PROJECTED 2000	2001	2002	2003	2004
DDA TAX INCREMENT (TIF); SPECIAL REVENUE FUND #109												
REVENUE												
Property Taxes (net)	\$170,600	\$175,600	\$180,600	\$183,670	\$186,793	\$189,968	\$193,198	\$196,482	\$199,822	\$203,219	\$206,674	\$210,187
Specific Ownership Taxes	18,000	18,000	18,000	18,720	19,469	20,248	21,057	21,900	22,776	23,687	24,634	25,620
Interest Income	12,000	12,000	15,000	23,171	27,234	32,020	37,540	43,807	50,043	14,845	15,405	16,294
TOTAL REVENUE	\$200,600	\$205,600	\$213,600	\$225,561	\$233,496	\$242,236	\$251,795	\$262,189	\$272,641	\$241,751	\$246,713	\$252,100
EXPENDITURES												
Miscellaneous Operating	\$4,800	\$4,750	\$4,750	\$4,940	\$5,138	\$5,343	\$5,557	\$5,779	\$6,010	\$6,251	\$6,501	\$6,761
Transfer-Out; Fund 103	12,000	12,000	15,000	23,171	27,234	32,020	37,540	43,807	50,043	14,845	15,405	16,294
Transfer-Out; Fund 711	161,995	156,745	151,420	146,020	140,545	134,995	129,370	133,670	662,125	213,566	213,566	213,566
TOTAL EXPENDITURES	\$178,795	\$173,495	\$171,170	\$174,131	\$172,917	\$172,358	\$172,467	\$183,256	\$718,178	\$234,662	\$235,472	\$236,620
VARIANCE; UNDER (OVER)	\$21,805	\$32,105	\$42,430	\$51,430	\$60,579	\$69,878	\$79,328	\$78,933	(\$445,537)	\$7,089	\$11,241	\$15,480
BEGINNING SOURCES	45,994	67,799	99,904	142,334	193,764	254,343	324,221	403,549	482,481	36,944	44,033	55,274
ENDING SOURCES	67,799	99,904	142,334	193,764	254,343	324,221	403,549	482,481	36,944	44,033	55,274	70,754
=====												
(TIF) DEBT SERVICE; FUND #711												
SOURCE OF FUNDS												
Transfers-In; Fund 109	\$161,995	\$156,745	\$151,420	\$146,020	\$140,545	\$134,995	\$129,370	\$133,670	\$662,125	\$213,566	\$213,566	\$213,566
Transfers-In; Fund 203	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOURCES	\$161,995	\$156,745	\$151,420	\$146,020	\$140,545	\$134,995	\$129,370	\$133,670	\$662,125	\$213,566	\$213,566	\$213,566
USE OF FUNDS												
Debt Service (Series 1990)	\$161,995	\$156,745	\$151,420	\$146,020	\$140,545	\$134,995	\$129,370	\$133,670	\$132,125	\$0	\$0	\$0
Bond Call (Series 1990)	0	0	0	0	0	0	0	0	530,000	0	0	0
Debt Service (Series 2002)	0	0	0	0	0	0	0	0	0	213,566	213,566	213,566
Transfer-Out Fund #203	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL USES	\$161,995	\$156,745	\$151,420	\$146,020	\$140,545	\$134,995	\$129,370	\$133,670	\$662,125	\$213,566	\$213,566	\$213,566
VARIANCE; UNDER (OVER)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BEGINNING SOURCES	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973
ENDING SOURCES	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973	150,973
FUNDS AVAILABLE TO CALL DEBT	196,967	218,772	250,877	293,307	344,737	405,316	475,194	554,522	633,454	187,917	195,006	206,247
DEBT BALANCE (Beg. of Year)												
SERIES 1990	\$1,140,000	\$1,065,000	\$990,000	\$915,000	\$840,000	\$765,000	\$690,000	\$615,000	\$530,000	\$0	\$0	\$0

GLOSSARY

Accrual Accounting: A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned in December, but not collected until January, is recorded as revenue of December rather than January.

Appropriation: An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Assessed Valuation: The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes.

Budget: A financial plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

Capital Improvement Project: A permanent addition to the City's assets and includes design, construction and purchase of land, buildings and facilities.

Capital Outlay: Represents expenditures which result in the acquisition or addition to fixed assets including; land, buildings, streets and street improvements, recreation facilities, sewer & water lines, and machinery or equipment with an expected life of more than one year.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Debt Service: The payment of principal, interest, and bond reserve requirements on borrowed funds such as notes and bonds.

Division: A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

Encumbrance: An administrative control under which a commitment to purchase an item or service is recorded; thus the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

Enterprise Funds: Enterprise Funds are used to account for operations that are financed and operated similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise Funds in the City of Grand Junction include; Water Fund, Sewer Fund, Sanitation Fund, Two Rivers Plaza, Swimming Pools, Golf Course, Cemetery Fund, and the Parking Authority Fund.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. Note that an **encumbrance** is not an expenditure, but reserves funds to be expended.

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. For the City of Grand Junction, the fiscal year is the calendar Year, January 1 through December 31.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Eight commonly used fund groups in governmental accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, and special assessment funds.

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds. General Fund revenues include sales and use taxes, property taxes, licenses and permits, intergovernmental, and other types of revenue. This fund includes most of the basic operating services including police, Fire, Finance, Public Works, Parks & Recreations, and General Administration.

Interfund Transfers: Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the funds receiving the transfer.

Internal Service Fund: Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis; for example, Data Processing Fund, Stores Fund, and the Communications Center Fund.

Levy: To Impose taxes, special assessments, or service charges for the support of City activities.

Millage: The tax rate on real property, based on 1 mill equal \$1 per \$1,000 of assessed property value.

Operating Budget: The expenditure plan for continuing every-day expenditures such as personnel, utilities, contractual services, debt service, commodities, and operating capital requirements.

Operating Capital: As identified in this document, operating capital refers to expenditures that are capital in nature (i.e. an additional to fixed assets~, which are over \$500.00 yet under \$10,000.

Personnel Expenses: Salaries, wages, federal and state withholding and fringe benefits such as pensions and insurance.

Property Tax: A tax which is levied on both real and personal property according to that property's valuation, assessment rate, and millage.

Reserve Fund Balance: The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue: Funds the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Risk Management: An organized attempt to protect an entities assets against accidental loss in the most economical method.

Self-Insurance: The underwriting of one's own insurance rather than purchasing coverage from a private provider.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Tax Increment Financing: A mechanism for using property taxes to stimulate investment in economically depressed areas. This involves identifying the depressed area, then reinvesting property taxes generated as a result of new construction in projects designed to further enhance the area's economic vitality.

Unreserved Fund Balance: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

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