

City of Grand Junction

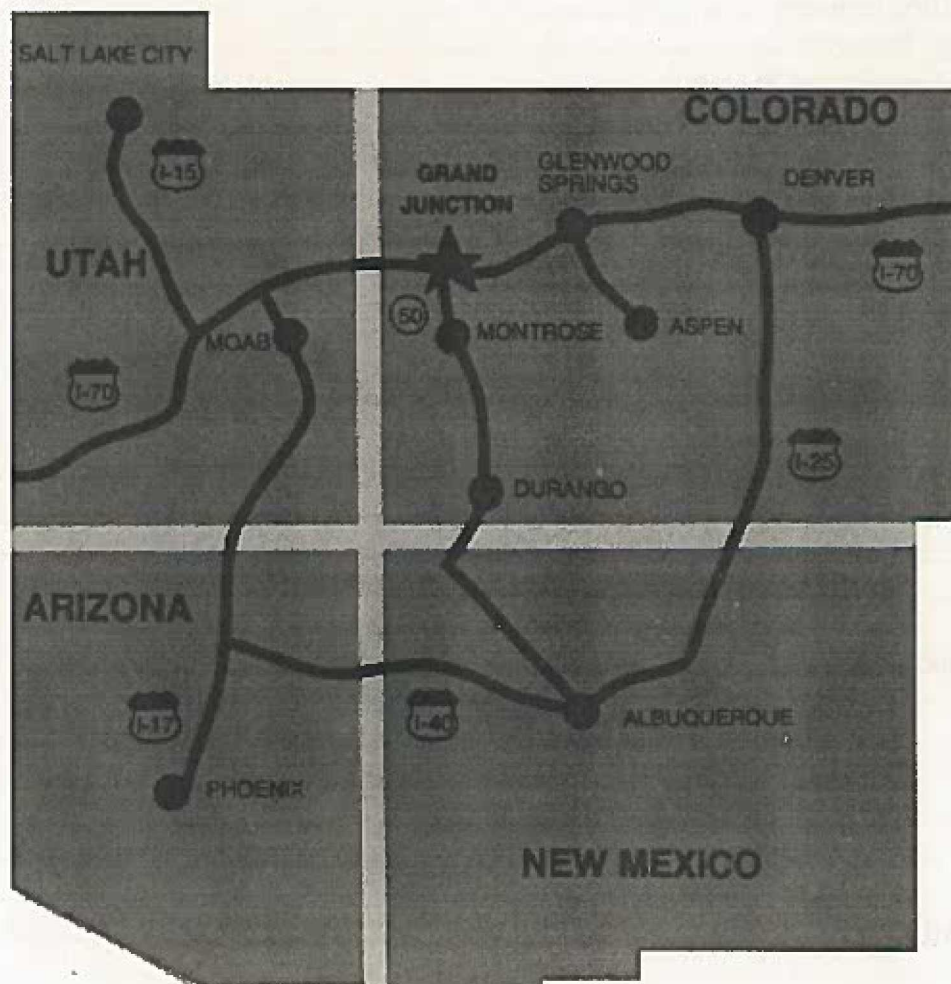


Canyon View Park
Architectural Perspective by Winston Associates, Inc.

1996 and 1997 Biennial Budget

CITY OF GRAND JUNCTION COLORADO

1996 AND 1997 BIENNIAL BUDGET



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INTRODUCTION

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



City of Grand Junction, Colorado
250 North Fifth Street
81501-2668
FAX: (970)244-1599

April 4, 1996

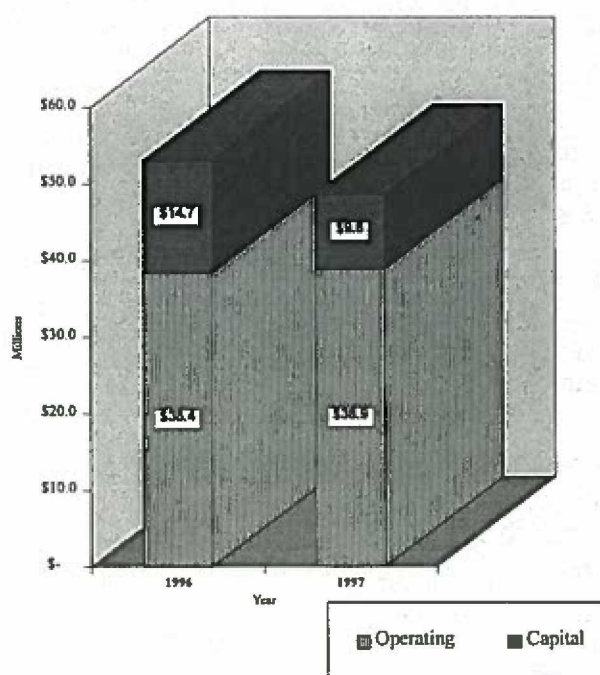
Honorable Mayor and Members of the City Council:

I am pleased to present to you the Biennial Budget for the two fiscal years 1996 and 1997. This budget represents the City of Grand Junction's continued commitment to the needs of the community, the provision of quality services and prudent fiscal management. The budget has been prepared in accordance with all applicable City Ordinances, State and Federal Laws and internal policies. Since 1990 each of the City's official budget documents have been reviewed for, and received, the Distinguished Budget Presentation Award from the Government Finance Officers Association. As part of our continuous improvement efforts, the 1996-1997 document includes numerous enhancements from the previous report.

I believe this document, as well as the "Budget In Brief," is an important means of communication with our citizens and taxpayers. This budget will serve as a policy and operations guide for City Council and staff as it represents the City's financial plan for 1996 and 1997.

As adopted by the City Council on December 20, 1995, the total appropriation for the year beginning January 1, 1996 is \$63,756,561. The budget for fiscal year 1997 totals \$59,772,503. The use of ten year financial projections for each of the major funds continues to be a major tool used in the city's budget development process. These models are key to our long range financial planning which has long been a hallmark of the City of Grand Junction.

Budget for Municipal Services

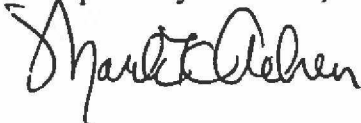


- After five exceptional years of double digit growth, City Sales Tax revenue is expected to stabilize in the 7% to 8% range.
- Property Tax Revenue continues to grow as a result of new inclusions through annexation, new construction and property reassessments. A revenue increase of \$300,000 is expected and the City's levy will remain at 8.071 mills.
- Based on the annual market survey and projected changes, the average wage increase for 1996 will be 3.5%. An increase of 3% is projected for 1997.
- Of the 46 full-time positions requested in the 1996-97 budget, 20 new-hires were approved for 1996 and 9 for 1997. The cost is \$765,000 for the positions approved in 1996 and \$240,000 for the 1997 new positions.
- Automation of the City's refuse collection services is scheduled to begin in 1996 and will increase the cost efficiency of this service to our customers long term.

The talented and dedicated staff of the City of Grand Junction will continue to strive for improvements in the services we provide 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.

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 every taxpayer dollar is key to successful budgeting and financial management.

Respectfully submitted,



Mark K. Achen
City Manager

"STATE OF THE CITY"

In many community meetings, one of the goals identified by citizens is to improve the aesthetics of the entrances into the City. This budget represents an investment of \$1.4 million to improve the 5th Street corridor. While the Colorado Department of Transportation will replace the 5th Street bridge in 1997, the City is working on a plan to redesign this important corridor with enhanced lighting, landscaping and bicycle access from Noland Avenue north to Grand Avenue.

GROWTH OF THE METROPOLITAN AREA

The City of Grand Junction began 1996 with an identification from the Department of Housing and Urban Development as a Metropolitan Statistical Area. The growth of the urbanizing area surrounding the City limits has pushed the population of the area to over 100,000 people. Grand Junction, as the city at the heart of this area, contributes approximately 37,000 residents to this count. What this means for the City is that we are now identified as an "entitlement city", and are now "entitled" to receive federal funding for some of our urban programs such as housing and redevelopment of the downtown core. We must administer these funds under stricter federal guidelines, and they may only be used for certain federally approved types of programs.

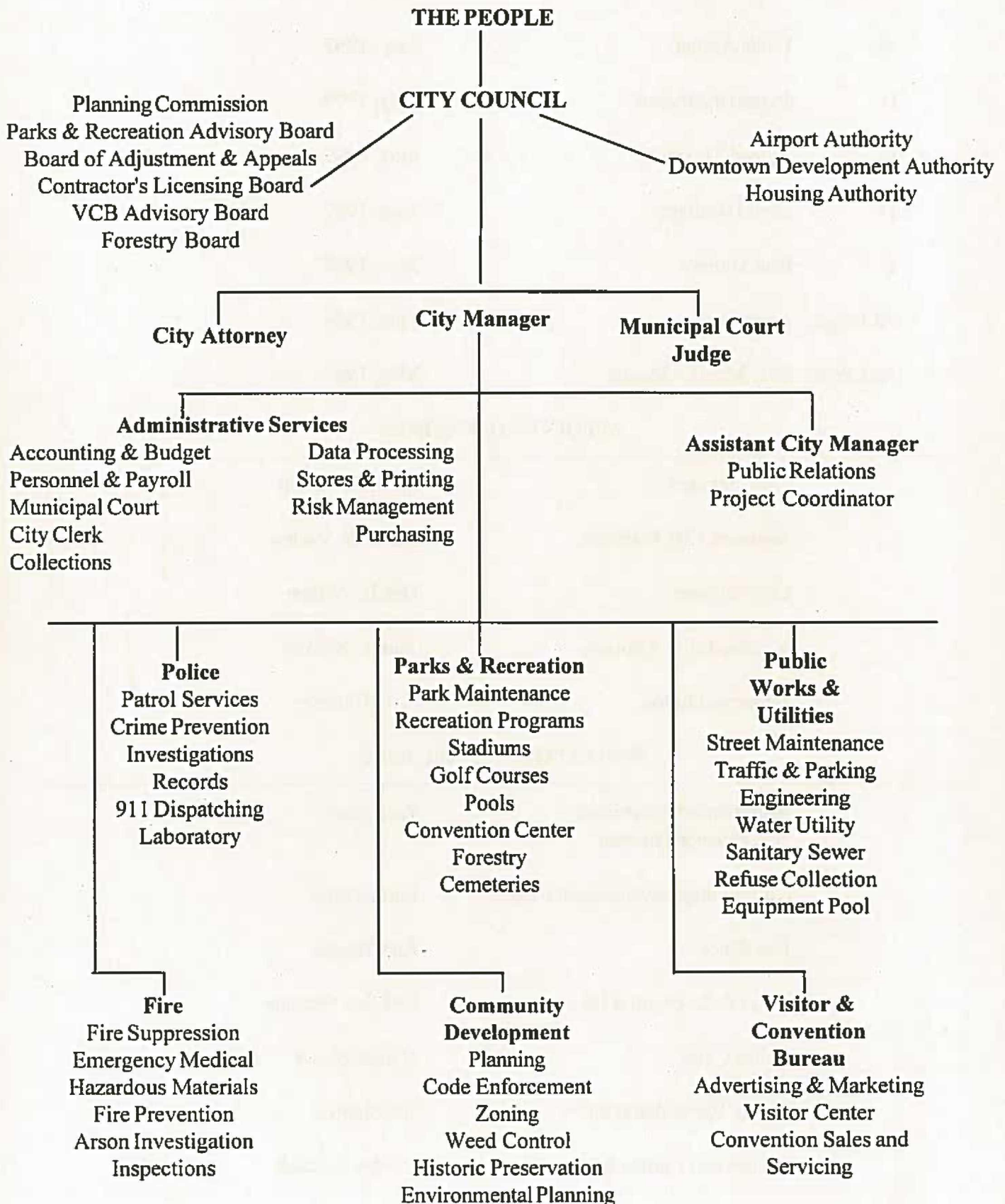
Growth continues to be an issue for Grand Junction, as it is for most towns and cities in Colorado and across the nation. As our population increases, so do the problems and opportunities that growth brings to our City. While no one wants to return to the "bust" of the early 80's, managing our growth will continue to be one of the biggest challenges facing City Council. These issues continually come up before City Council. They are issues of new development, of servicing the existing residents, of approving infrastructure improvements, and of the growth of the City itself through annexation.

Maintaining our quality of life in Grand Junction will be the biggest challenge facing the City Council. The citizens of Grand Junction have had an opportunity to give direction to their elected officials through the City's Growth Plan. Numerous public meetings have been held in locations throughout the City and the urbanizing area to allow citizen input into the process. The Growth Plan, which is still being formulated, will identify the community's goals and values on growth and growth issues. Additional community input will be sought before the plan is presented to City Council. Once adopted, it will serve as a blueprint to help guide the Council in their decisions.

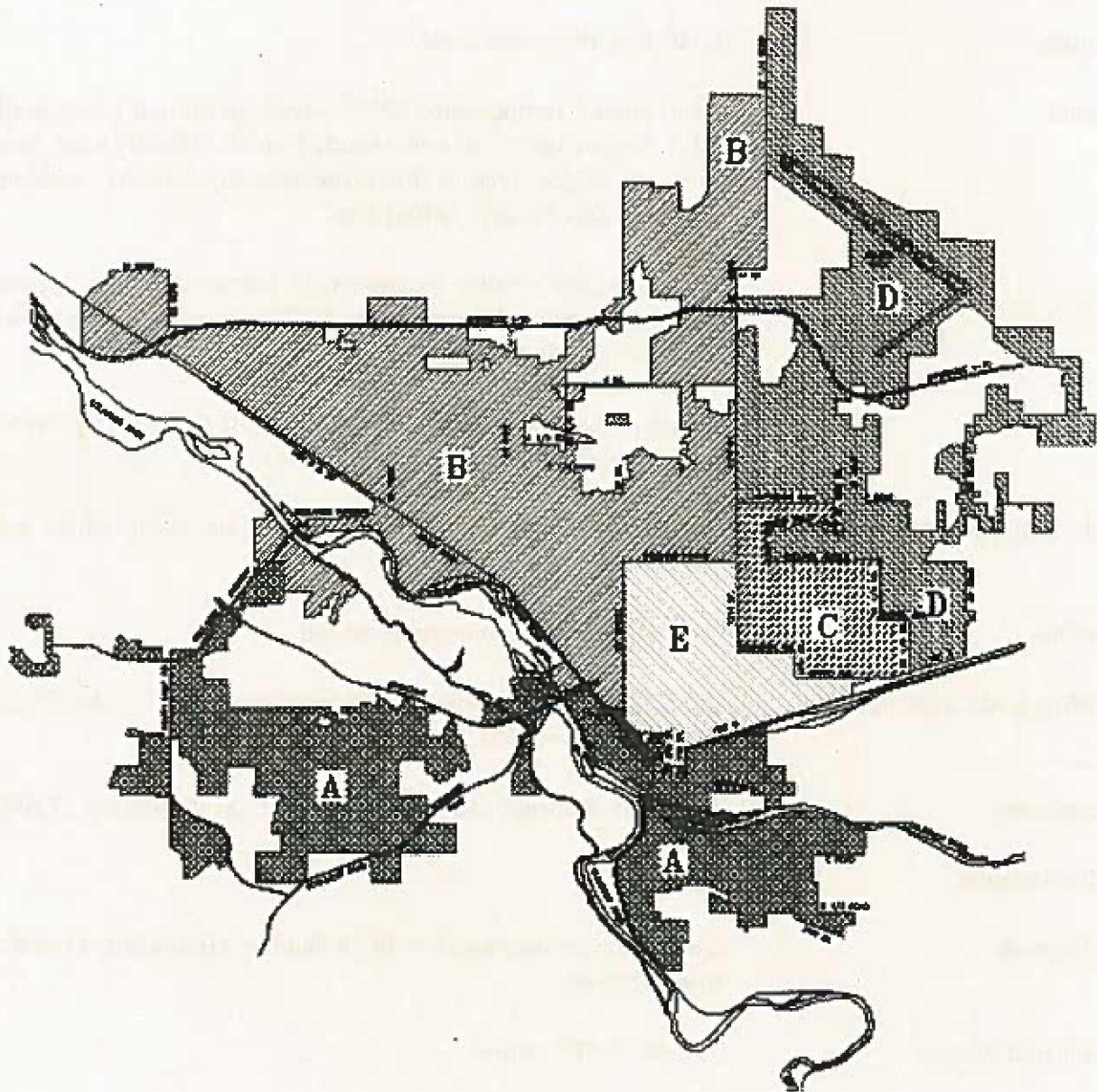
Annexation, which is a topic of importance to citizens, is the method by which cities are allowed to grow. The City of Grand Junction requires a developer or private landowner who wishes to hook into the sewer system to sign an agreement that gives the City the power to annex the property in the future. The City's reasoning has been that development of a sufficient density to require sewer service will also require City services. These include police protection, fire protection, street improvements, and parks. If Grand Junction is to remain a vital municipality, it will need to provide those services to the growing metropolitan area. Colorado laws provide municipalities the power to annex in exchange for providing services. While not all citizens want to be included in the City, the Council majority has supported annexation and it is an issue that will continue to be debated by your City Council.

Residents of areas adjoining City boundaries may petition to be annexed into the City, and many have done just that. They feel that the increased police protection, street and drainage improvements, the City's commitment to parks development, and an opportunity to serve on City Council and appointed boards are good reasons to be citizens of the City. The debate will continue, however, and Council needs to know

CITY OF GRAND JUNCTION, COLORADO
ORGANIZATION CHART



CITY OF GRAND JUNCTION COLORADO



ELECTION DISTRICT
BOUNDARIES
DECEMBER, 1995

GRAND JUNCTION STATISTICAL REVIEW

Page 2 of 4

Recreation

Colorado National Monument, Grand Mesa National Forest home of Powderhorn Ski Area, Highline Lake, Island Acres, Colorado River and Vega State Park areas.

Art Galleries, Wineries, Theaters, Dinosaur Valley, Museum of Western Colorado, Cross Orchards Historic Site, Grand Junction Symphony, Mesa State College Theater, Western Colorado Center for the Arts, Mesa County Public Library, 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 66 employees with 4 stations and 17 pieces of equipment. The Police Department has a staff of 124 and the Mesa County Sheriff's Department has 150 employees.

National Attractions

The **Colorado National Monument** on the west, **Grand Mesa and Uncompahgre National Forests** to the east and southwest, and **Unaweep Canyon** to the south, afford recreational and scenic variety for citizens and visitors.

Four miles west of Grand Junction is the **Colorado National Monument**, this 18,000 acre area is scenically and geologically outstanding. Persistent erosion 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

GRAND JUNCTION STATISTICAL REVIEW

Page 4 of 4

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.

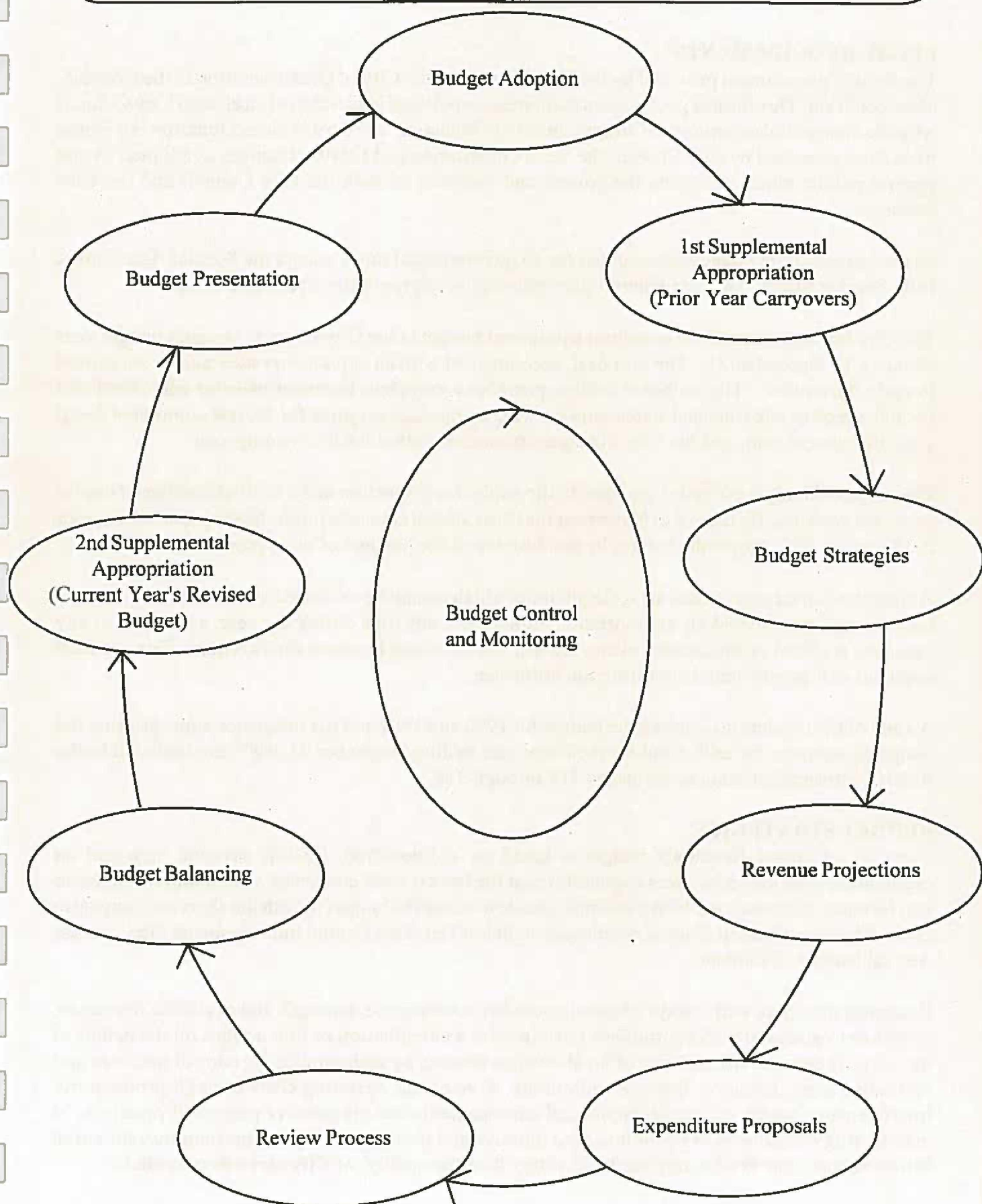
Trade

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.

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 includes 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

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 of current financial decisions on future year's financial conditions when approving funding requests throughout the organization. Examples of these projections can be found on pages 333 through 346 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 operation, 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 lead to a conservative approach in determining the level of working capital which the City believes is necessary to maintain 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, 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

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 ten-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 ten-years out we should at least be adopting a two-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 to have adopted both biennial budgets during periods of significant revenue growth. This third year includes declining revenue estimates. Some Advantages to a two-year budget are that it:

- provides reactive time to respond to major fiscal changes
- minimizes the affect of budget fluctuations on service delivery
- eliminates perpetual budgeting
- shifts the emphasis to longer-range planning
- de-emphasizes the budget in election years
- focuses on policy decisions rather than bean counting
- saves time and staff

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 in 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.

BUDGET POLICIES AND DEVELOPMENT

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 $\frac{3}{4}$ cent portion of the 2 $\frac{3}{4}$ % 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.

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 generally, review and evaluate numerous alternatives; individual and team efforts are used to refine and select the best options. All balancing actions, reductions and additions, are evaluated by the management team in a group process.

By early *November* the 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

BUDGET POLICIES AND DEVELOPMENT

- 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 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.

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 annually.
- 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 generally adopts two supplemental appropriations during the year. The first supplemental which is 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.

BUDGET SCHEDULE

| <u>DATE</u> | <u>DESCRIPTION</u> | <u>TIME</u> | <u>PLACE</u> |
|----------------|--|-------------|----------------------|
| October 9th | Department's Operating Capital Lists, prioritized by fund, are due to the Budget Coordinator. | | |
| October 9 - 11 | The Banner Budget System will be open to the departments for entering changes resulting from the review team meetings. | | |
| October 16th | The 1995 2nd Supplemental Appropriation Ordinance is presented at the Council Workshop | | |
| October 17th | Post Review - General Fund Balancing and Operating Capital Prioritization Meeting | 9 00 A.M. | Police Training Room |
| October 18th | First Reading of the 1995 2nd Supplemental Appropriation Ordinance | | |
| October 19th | New Personnel Request Meeting | 9 00 A.M. | Police Training Room |
| October 23rd | Payroll Projections are updated to include New Positions | | |
| October 27th | Final Balancing / Review | 9 00 A.M. | Police Training Room |
| November 1st | Adoption of the 1995 Revised Appropriation | | |
| November 28th | 1996-1997 Budget Presentation to City Council | 8:00 A.M. | Two Rivers |
| December 5th | Additional Council Budget Meeting if necessary | 7 00 P.M. | Two Rivers |
| December 6th | First Reading of the Appropriation Ordinance | | |
| December 20th | Final Reading of the Appropriation Ordinance and Budget Resolution | | |

FINANCIAL OVERVIEW

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

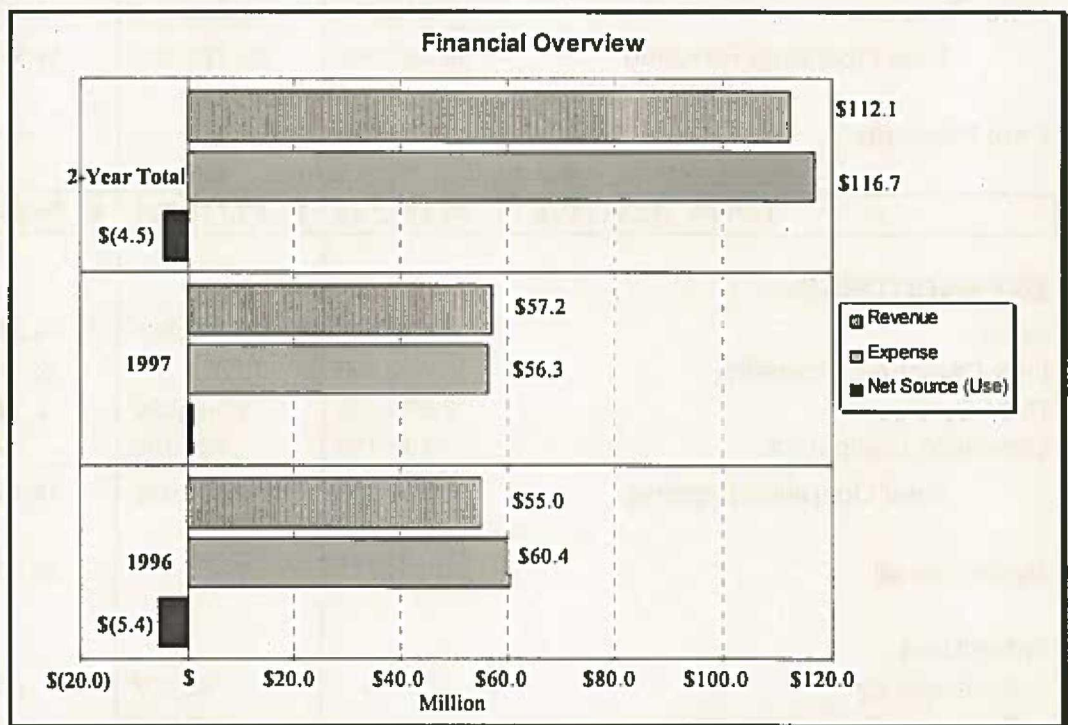
Two subsections are also included which provide additional information on the General Fund (the major operating fund of the City) and another section that focuses on the City's general Capital Improvement Program.

FINANCIAL OVERVIEW

As we begin 1996 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 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, both within and outside the incorporated area, requires expanding services and investment in the infrastructure necessary to properly serve all citizens.



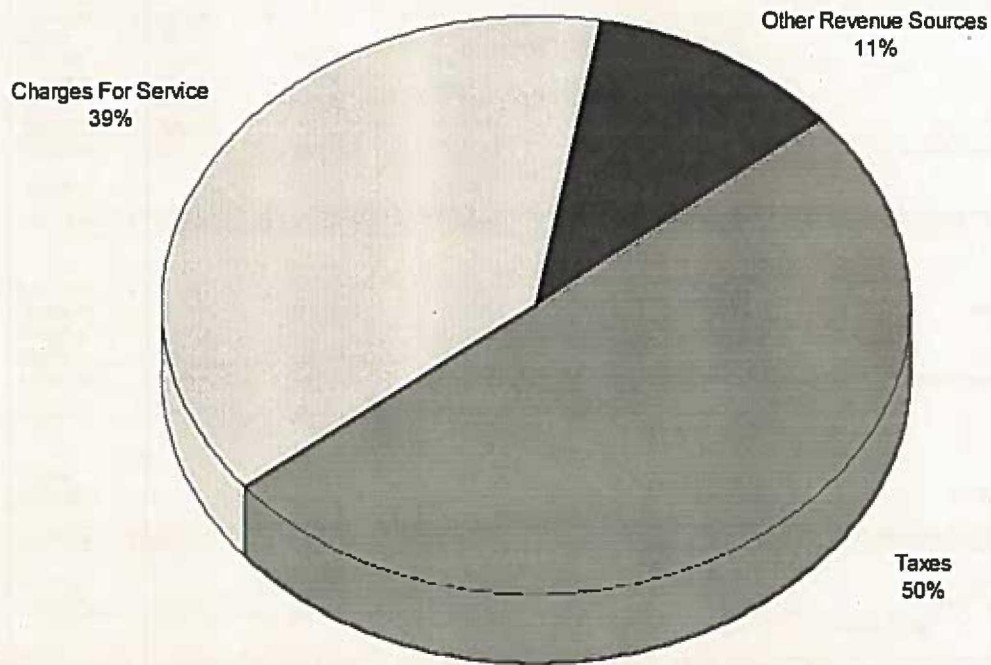
The net use of \$4.5 million over the next two years

results largely from the expenditure of funds which have been accumulated in prior years to help fund major capital improvement projects. During the next two years approximately \$2 million will be transferred from the General Operating Fund to the Capital Improvement Projects Fund to help finance the cost of street improvements, park development, and other capital improvements. A couple of the larger street improvement projects planned for 1996 and 1997 include the reconstruction of Unaweep Avenue and the widening of North 1st Street. The most visible capital improvement project is the development of Phase-I of Canyon View Park located at 24 and G Road. An estimated \$5.2 million will be spent over the next two years for the construction of a sports complex and other amenities at this site, completion is scheduled for 1997. The first full-year operating and maintenance costs for this new facility is estimated at \$360,000.

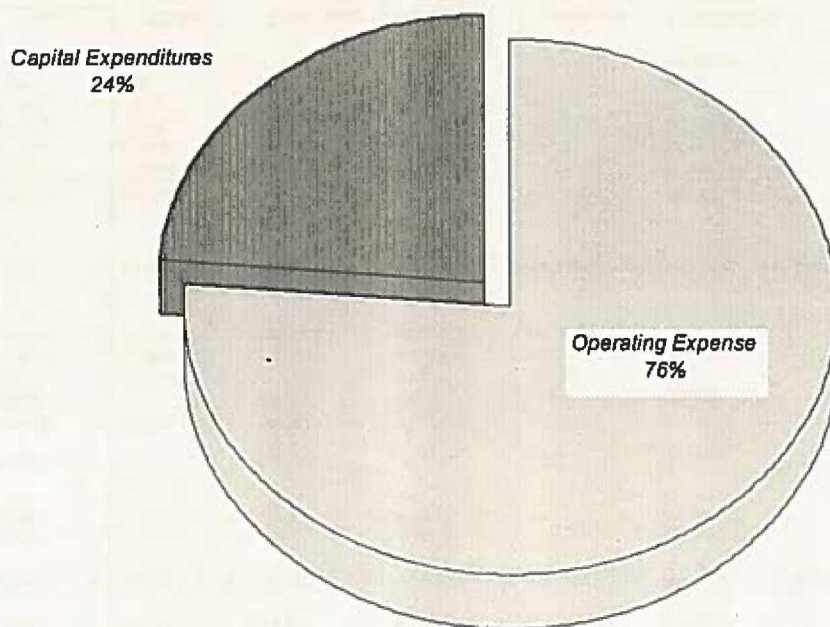
The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 1996 and 1997. Additional detail information can be found in the Fund and Department summary sections of this document.

FINANCIAL OVERVIEW

REVENUE
By Major Category

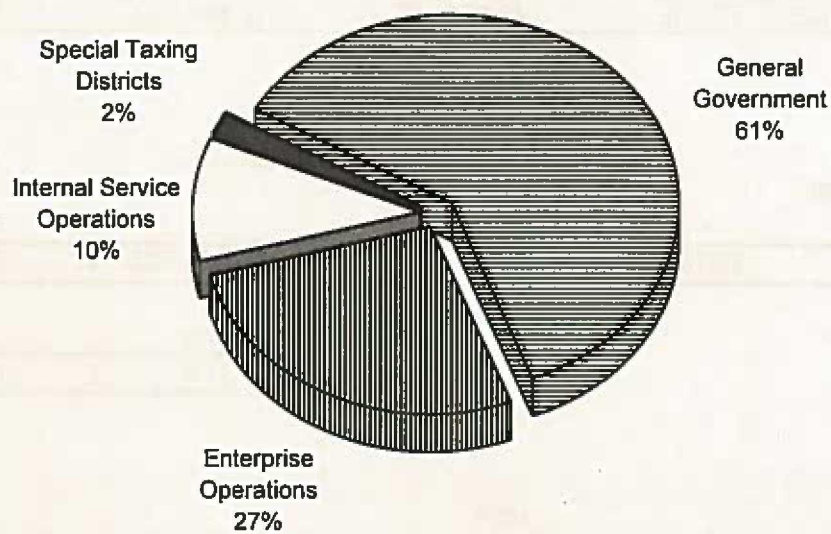


EXPENSE
By Major Category



FINANCIAL OVERVIEW

Budget by Fund Group

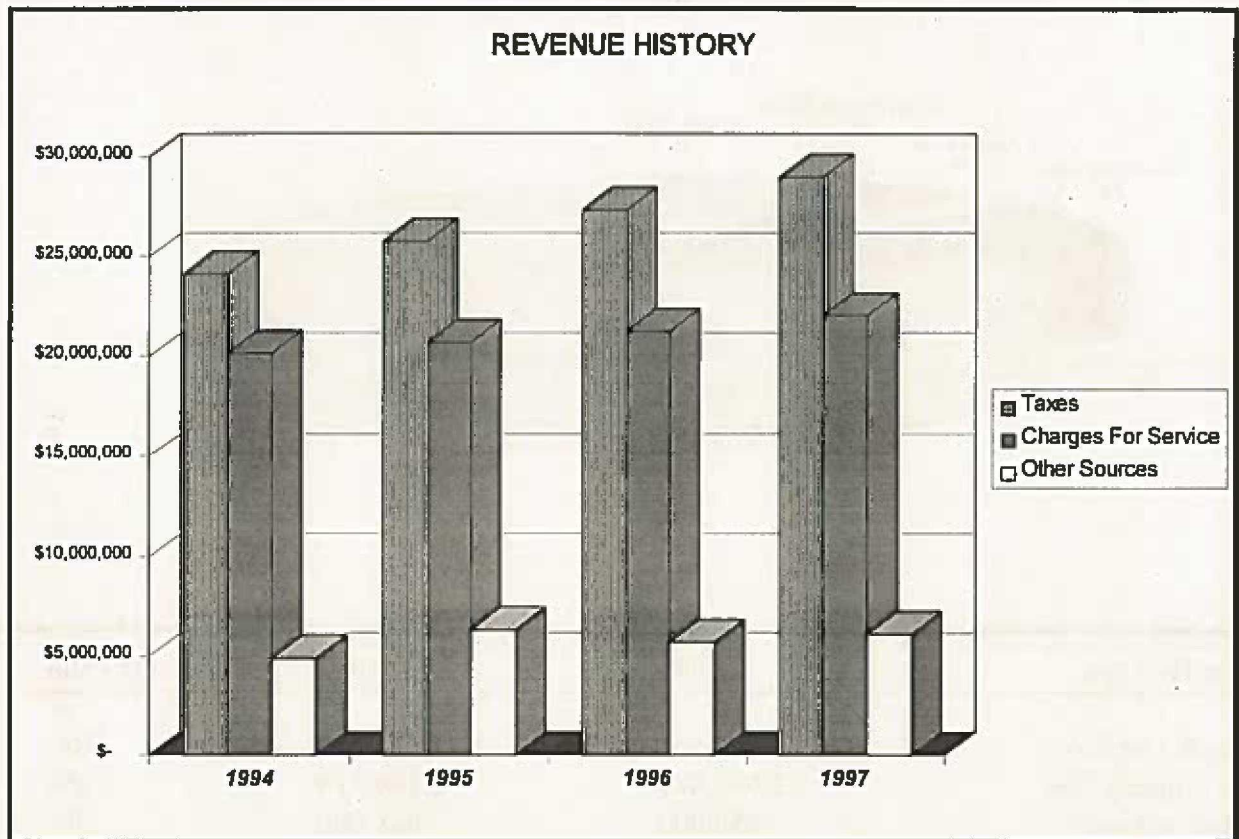


| | 1996 | 1997 |
|----------------------------------|----------------------|----------------------|
| <u>Municipal Services</u> | | |
| General Government | \$ 36,179,174 | \$ 34,898,051 |
| Enterprise Operations | 17,024,923 | 13,940,698 |
| Subtotal: | \$ 53,204,097 | \$ 48,838,749 |
| Internal Service Operations | 5,977,964 | 6,207,861 |
| Special Taxing Districts | 1,215,554 | 1,208,939 |
| TOTAL | \$ 60,397,615 | \$ 56,255,549 |

FINANCIAL OVERVIEW

Revenue

Total revenue for the City of Grand Junction is projected at \$55 million for 1996 (a 4.1% increase over 1995) and \$57.2 million in 1997 (a 4% increase over 1996). Total revenue for Municipal Services (which excludes Internal Service Operations and Special Districts) equals \$47.6 million and \$49.5 million for the two years, respectively.



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 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 1996 and 1997.

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.

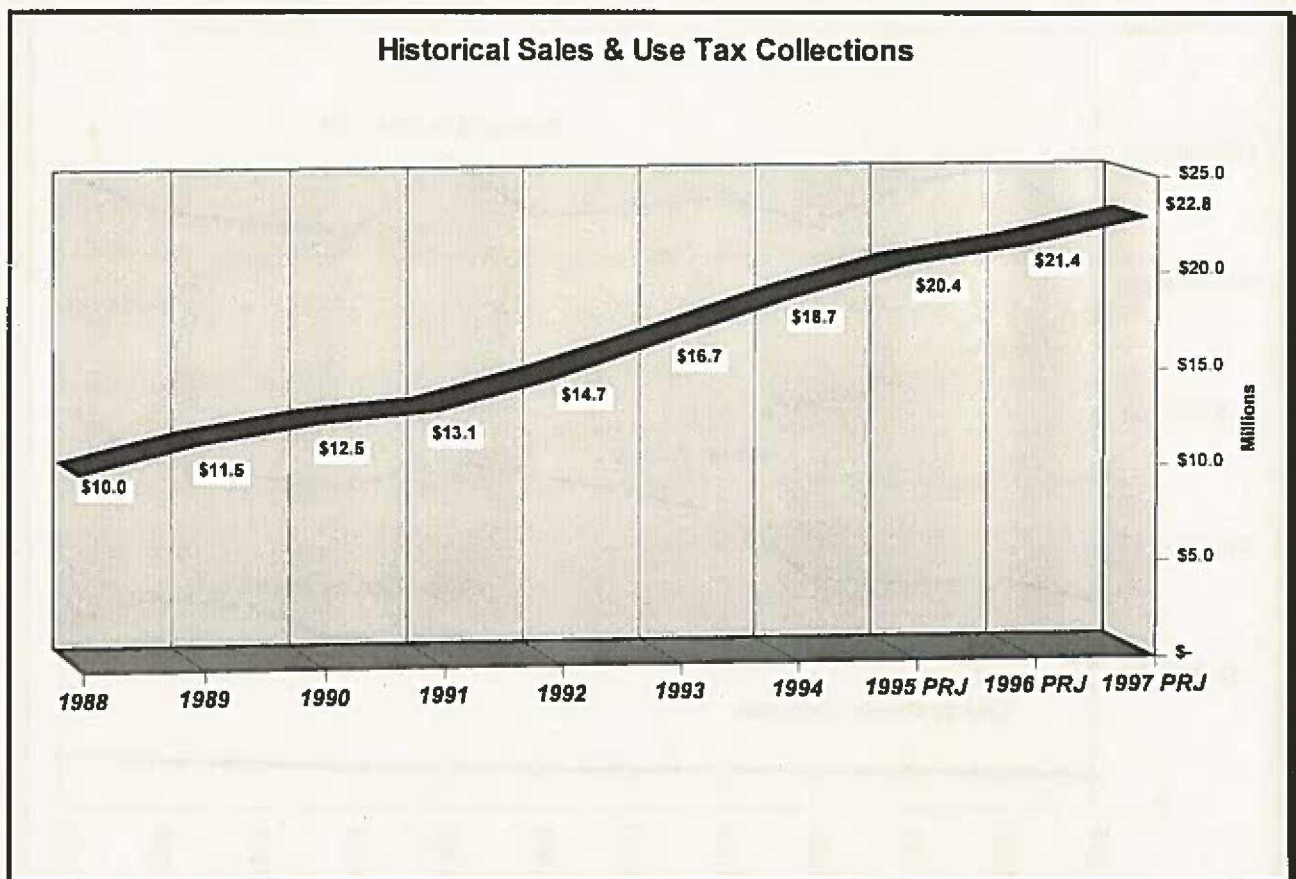
FINANCIAL OVERVIEW

Revenue

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.

| Sales & Use Tax | 1996 | 1997 | % Of Total |
|---------------------------|---------------|---------------|------------|
| City 2% Sales & Use Tax | \$ 13,490,909 | \$ 14,400,000 | 63% |
| City .75% Sales & Use Tax | 5,059,091 | 5,400,000 | 24% |
| County Sales Tax | 2,840,560 | 3,011,130 | 13% |
| Total | \$ 21,390,560 | \$ 22,811,130 | 100% |

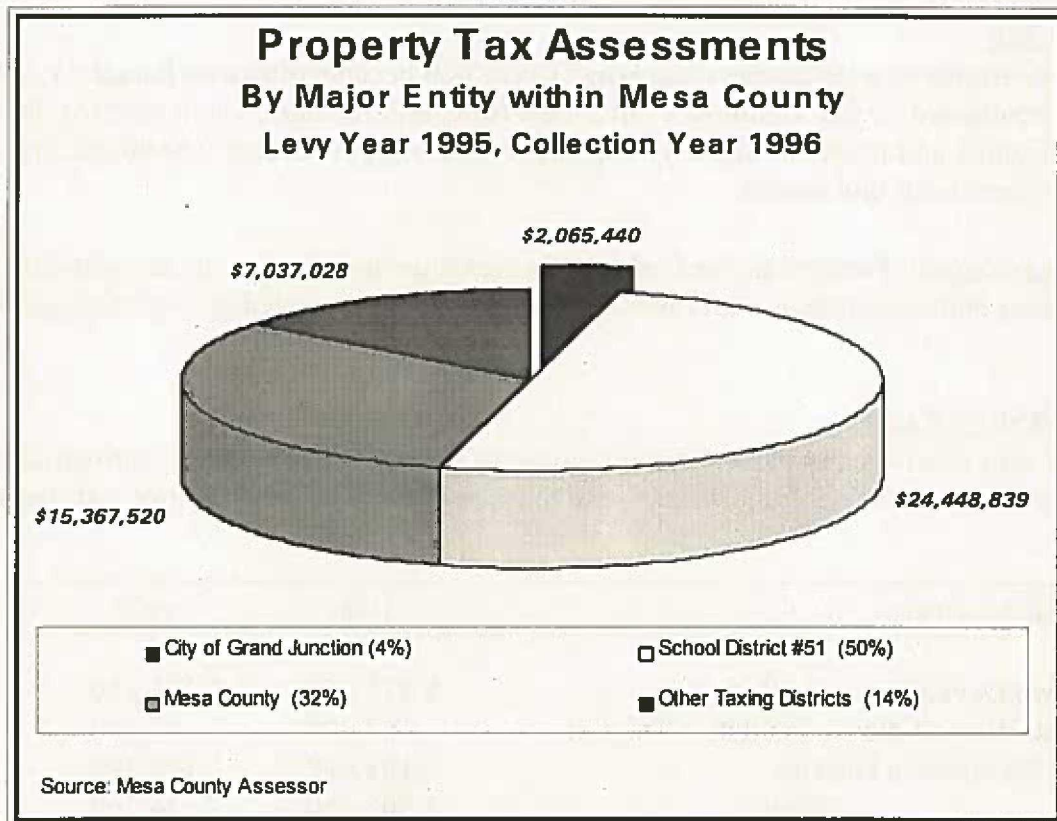
The graph below illustrates the growth the City of Grand Junction is experiencing in Sales & Use Tax revenue.



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



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

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 | 1996 | 1997 | % Of Total |
|--------------------------|------------|-----------|------------|
| Public Service | \$ 667,000 | \$675,000 | 78% |
| Grand Valley Rural Power | 45,000 | 50,000 | 6% |
| Telephone Company | 48,000 | 48,000 | 6% |
| Cable Television | 90,000 | 95,000 | 11% |
| Total | \$ 850,000 | \$868,000 | 100% |

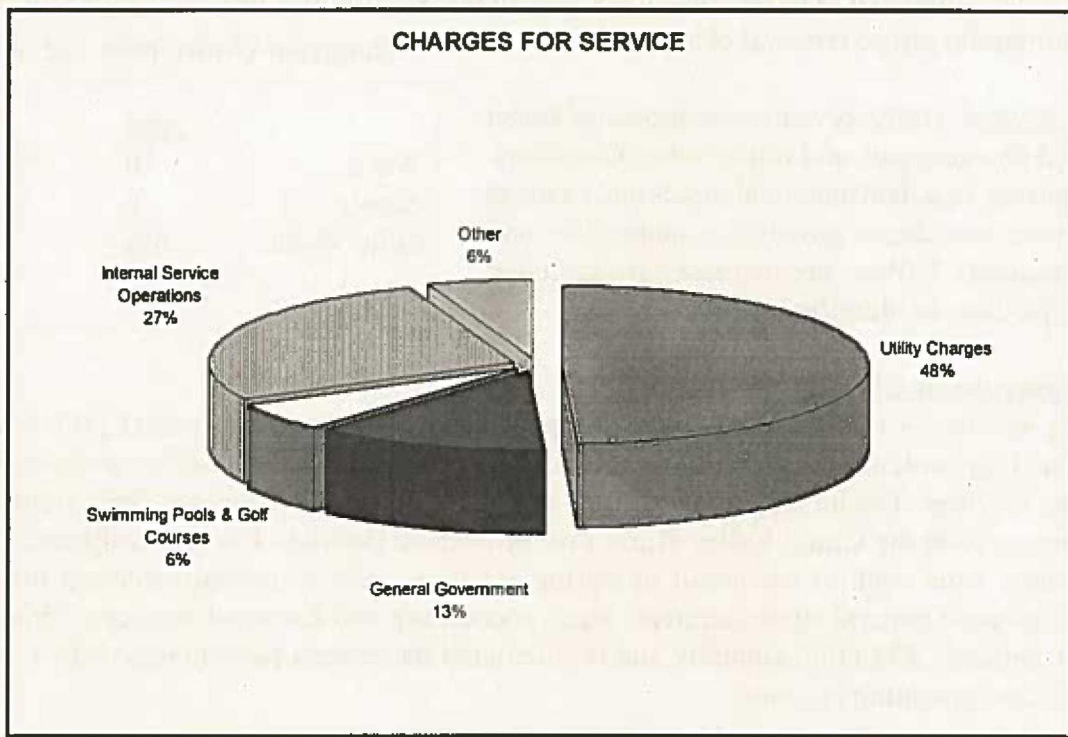
Projection Method: Franchise Fee projections are based on revenue estimates provided by the franchise companies.

FINANCIAL OVERVIEW

Revenue

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 \$21.3 and \$22 million, in user charges for 1996 and 1997, respectively. This equates to thirty nine percent (39%) of total City revenue.



Approximately 76% 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 13% of these revenues. Further analysis and discussion of these revenues is provided below.

| Charges For Services | 1996 | 1997 | % Of Total |
|-------------------------------|--------------|--------------|------------|
| Utility Charges | | | |
| -Water Services | \$ 4,179,715 | \$ 4,311,012 | 20% |
| -Refuse Removal | 2,028,691 | 2,085,478 | 10% |
| -Sewer Charges | 4,218,742 | 4,406,410 | 20% |
| Subtotal Utilities | 10,427,148 | 10,802,900 | 49% |
| General Government | 2,696,380 | 2,752,277 | 13% |
| Swimming Pools & Golf Courses | 1,180,833 | 1,212,504 | 6% |
| Internal Service Operations | 5,772,677 | 6,057,740 | 27% |
| Other | 1,176,873 | 1,218,541 | 6% |
| Total | \$21,253,911 | \$22,043,962 | 100% |

FINANCIAL OVERVIEW

Revenue

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. 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.

Other User Fees

Other user fees totaling approximately \$1.2 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.

Other Revenue Sources

All other revenue sources combined account for approximately 11% of total City revenue, or approximately \$6 million per year. The types of revenue included in this category are identified in the table below.

| Other Revenue | 1996 | 1997 | % Of Total |
|------------------------|-------------|-------------|------------|
| Licenses & Permits | \$ 97,995 | \$ 99,475 | 2% |
| Intergovernmental | 1,803,555 | 2,297,070 | 33% |
| Pooled Interest Income | 1,890,107 | 1,857,594 | 30% |
| Debt Proceeds | 660,000 | - | 5% |
| Miscellaneous | 1,894,981 | 1,845,622 | 30% |
| Total | \$6,346,638 | \$6,099,761 | 100% |

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.

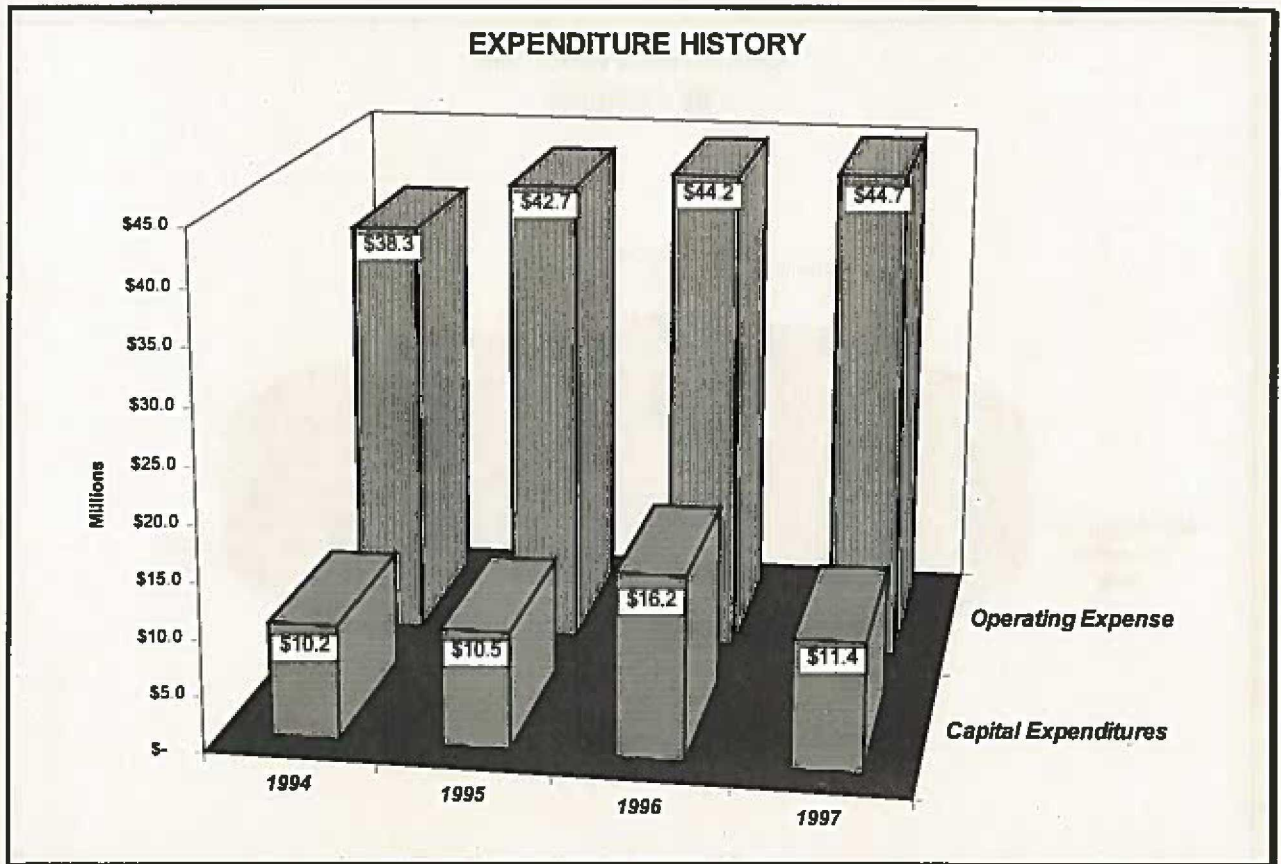
Intergovernmental

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.

Debt Proceeds

The only new debt expected to be issued is in the Solid Waste Fund in the form of a \$660,000 loan from the General Fund (10 years, @ 8), to be repaid in equal annual installments. These proceeds will be used to purchase automated trash receptacles.

FINANCIAL OVERVIEW



The City of Grand Junction has budgeted expenditures for all funds totaling approximately \$60.4 million in 1996, and \$56.2 million in 1997 (excluding budgeted transfers from one fund to another). However, these figures include amounts budgeted in the Internal Service Funds and therefore overstates the City's planned use of resources. The budget for Municipal Services totals \$53.2 million and \$48.8 million in 1996 and 1997 respectively.

The difference in the planned use of resources between the two years is attributed to the \$16.2 million capital budget in 1996, \$4.8 million higher than for 1997. Operating expenses are budgeted at \$44.2 million in 1996 and \$44.7 million in 1997, a modest 1% increase.

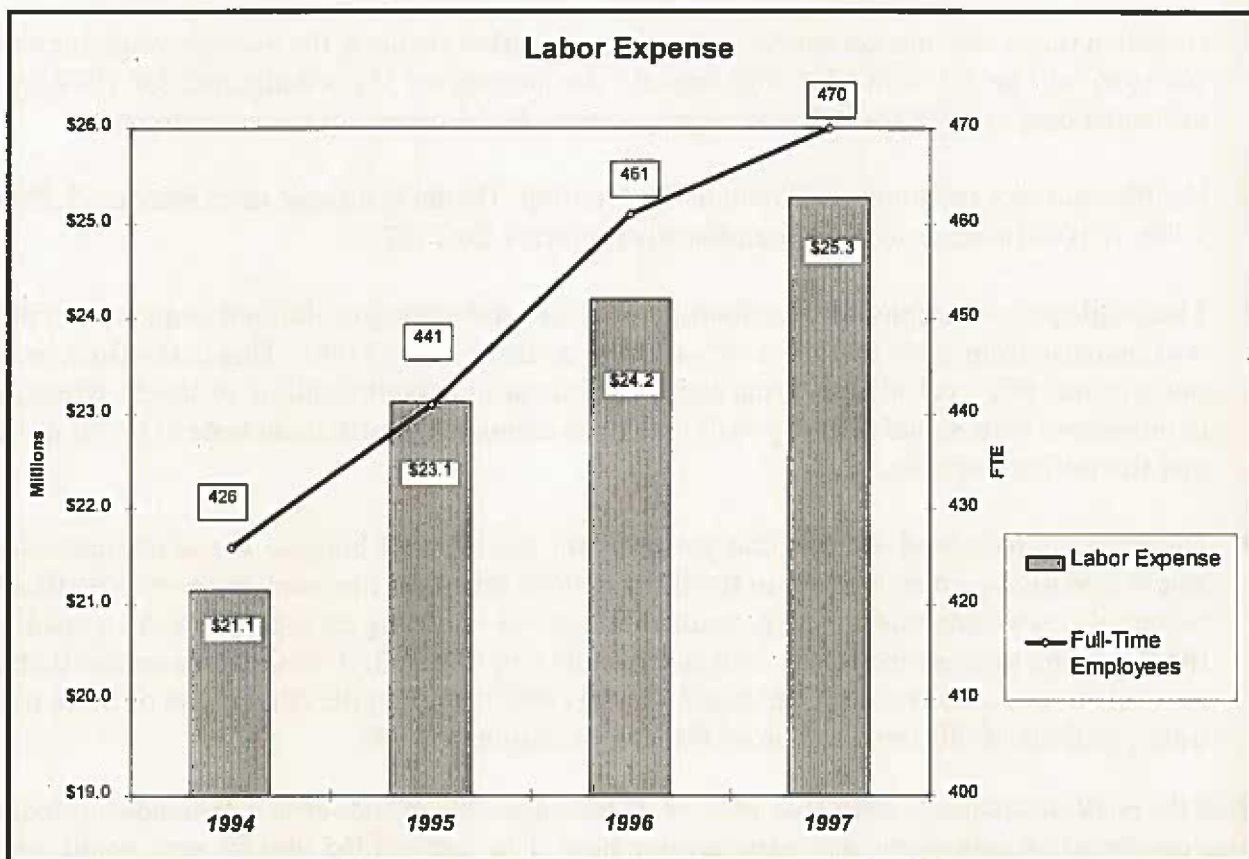
The following section provides additional information regarding budgeted operating expenditures by category. Information on the City's capital improvement program is included under the Capital Projects tab. The Department Summary section of this document provides a more detailed analysis of operating expense by department and category, additional expenditure data can be found throughout the Department and Fund Summary sections of this document.

FINANCIAL OVERVIEW

Operating Expenses

Labor Costs

Personnel services represent the largest expenditure category requiring \$49.5 million over the next two years, 55% of operating expenditures, 43% of the total City budget.



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 \$3 million a year, or 12%, and employer contributions (social security, worker's compensation, etc.) account for 9% of the total expense for personnel services.

| Departmental Labor Costs | 1996 | 1997 | % Of Total |
|-----------------------------|----------------------|----------------------|-------------|
| City Administration | \$ 531,018 | \$ 547,726 | 2% |
| Administrative Services | 2,015,514 | 2,105,893 | 8% |
| Community Development | 860,661 | 892,318 | 4% |
| Police | 6,430,633 | 6,717,287 | 27% |
| Fire | 3,929,174 | 4,068,348 | 16% |
| Public Works & Utilities | 7,073,365 | 7,359,020 | 29% |
| Parks & Recreation | 3,014,729 | 3,213,525 | 13% |
| Visitor & Convention Bureau | 259,339 | 268,341 | 1% |
| Non-Departmental (D.D.A.) | 98,264 | 101,574 | 0% |
| Total | \$ 24,212,697 | \$ 25,274,030 | 100% |

FINANCIAL OVERVIEW

Operating Expenses

| | |
|-----------------------|--|
| Community Development | The addition of (1) Planning Technician The addition of (1) Senior Planner |
| Parks & Recreation | The addition of (1) Recreation Supervisor The addition of (2) Parks Maintenance Workers The addition of (1) Administrative Clerk at Two Rivers |
| VCB | The addition of (1) VCB Sales Assistant |

1997

| | |
|--------------------------|---|
| Administrative Services | The addition of (1) PC Support Specialist |
| Police Department | The addition of (2) Officers |
| Public Works & Utilities | The addition of (1) Maintenance Worker |
| Parks & Recreation | The addition of (3) Parks Maintenance Workers The addition of (2) Senior Parks Maintenance Workers |

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 319 through 323 in the Related Information section.

Non-Personnel Operating

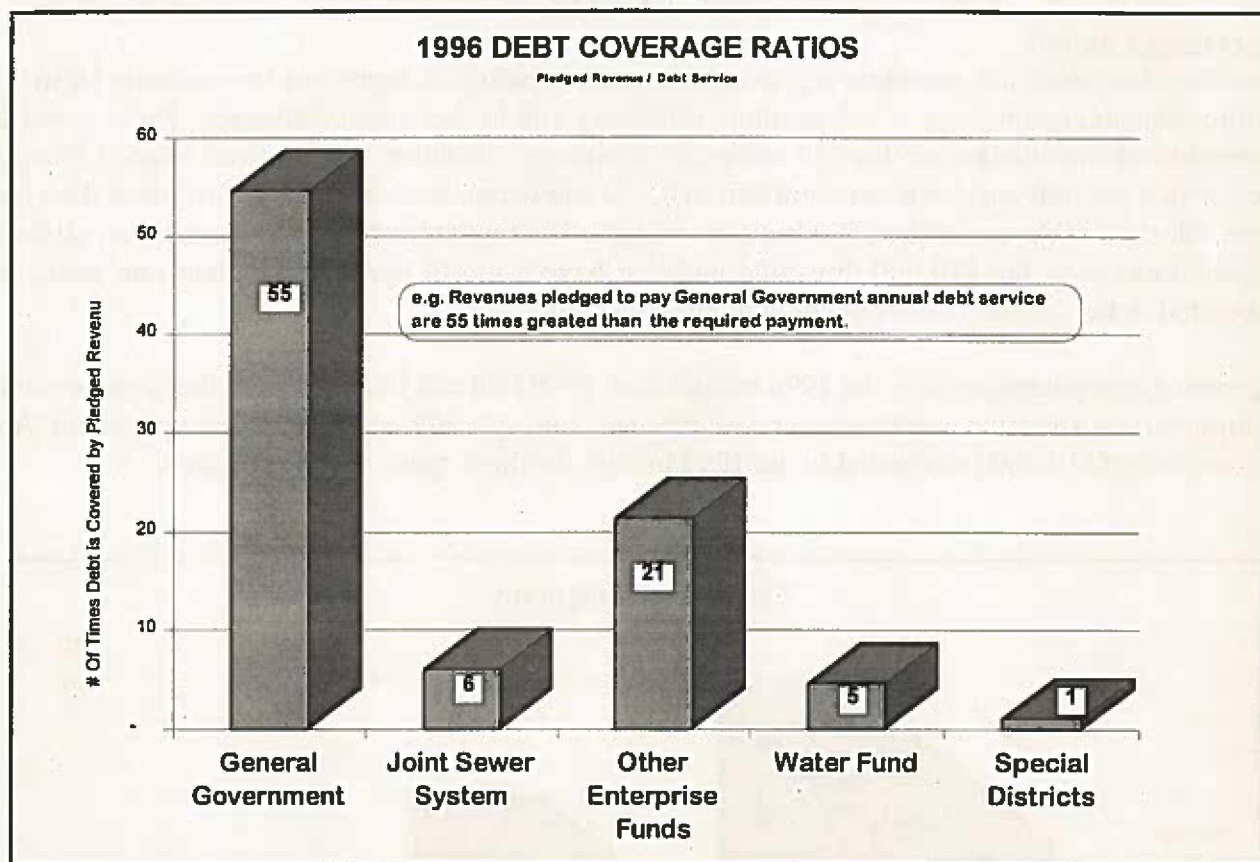
This category is comprised of all non-personnel operating expenditures and ranges from items such as paper and pencils, to business trips, and contract services. Combined these expense items represent approximately 37% of all budgeted operating expenditures, or \$16.5 million per year.

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

| Non-Personnel Operating Expense; By Type | 1996 | 1997 |
|--|---------------|--------------|
| Supplies & Materials | \$ 2,540,679 | \$ 2,649,962 |
| Repairs & Maintenance | 586,642 | 572,001 |
| Printing & Publishing | 464,300 | 467,426 |
| Utilities | 2,282,959 | 2,362,609 |
| Rent | 98,325 | 84,363 |
| Insurance | 730,260 | 775,671 |
| Travel & Training | 738,529 | 740,217 |
| Contract and Purchased Services | 1,825,243 | 1,780,866 |
| Other Fees & Services | 402,330 | 337,894 |
| Interfund Charges | 5,288,117 | 5,559,260 |
| Other | 1,388,469 | 1,359,918 |
| Total | \$ 16,345,853 | \$16,690,187 |

FINANCIAL OVERVIEW

Operating Expenses



Colorado State Statutes limit 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 the County Assessor) | \$1,452,886,406 |
| | X .03 |
| Debt Limit: 3% of Actual Value | \$43,586,592 |
| <u>Total General Obligation Debt:</u> | \$5,250,431 |
| Less: | |
| -Debt Exempted by Law (Water Bonds) | (1,605,000) |
| -Special District Debt | (3,645,431) |
| Total Applicable to Legal Debt Margin | 0 |
| LEGAL DEBT MARGIN | <u>\$43,586,592</u> |

For additional information see the consolidated debt schedule, page 332 of the Related Information section.

FINANCIAL OVERVIEW

Expenses

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, \$406,000 and \$461,000 has been budgeted in 1996 and 1997 respectively. The purpose for reserving these amounts is to respond to unanticipated needs and/or emergencies.

The use of these funds can be requested by department directors upon written request to the City Manager. The City Manager may approve amounts up to \$10,000 for any purpose deemed necessary, and up to \$15,000 for change orders to budgeted projects. No direct expenditures are made from the Contingency Account. Requests for amounts in excess of the limits must be approved by the City Council. 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 occurring in a particular year. The majority of these savings generally arise on the expenditure side from unanticipated vacancies in the authorized staffing level. Savings can also be generated from the revenue side, resulting from higher than projected revenue growth. An estimated level of Budget Savings is identified annually in the General Fund and is programmed as a transfer to Sales Tax Capital Improvement Project Fund.

Transfers Between Funds

The list on the following page identifies the various transfer of funds from one accounting fund to another, as budgeted for the next two years.

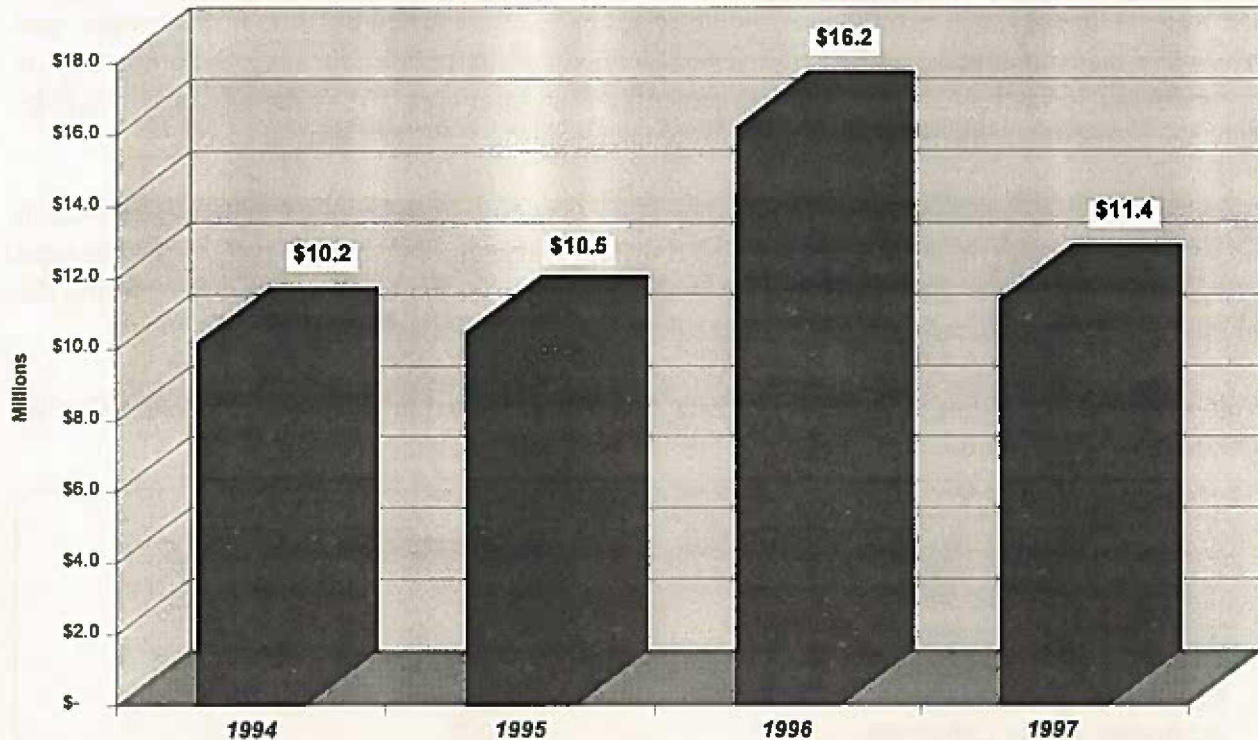
CAPITAL IMPROVEMENTS

This section contains summary information on the City's Capital Improvement Program (CIP). Although the project listing includes capital expenditures for all funds, this section's emphasis is on the Sales Tax CIP Fund.

Additionally, a separate CIP Document is prepared annually which includes detail project sheets for all projects currently approved in the City's ten-year capital plan.

CAPITAL IMPROVEMENT PROJECTS

CAPITAL IMPROVEMENT PROGRAM



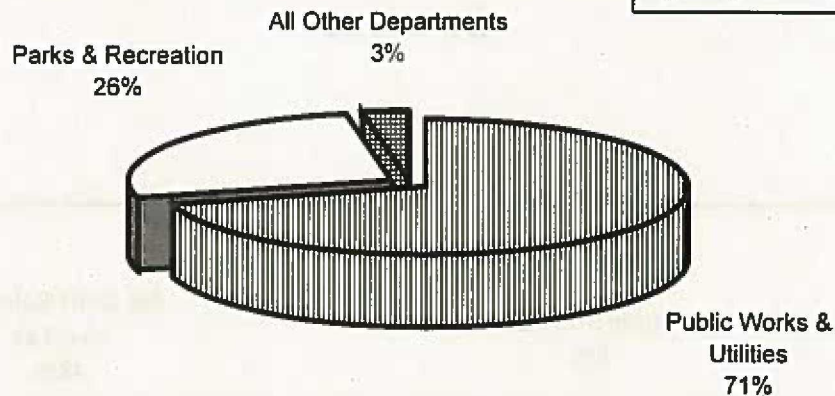
The second largest expenditure category for the City continues to be Capital Outlay. Capital improvement projects totaling \$27.6 million over the next two years represents twenty-four percent (24%) of the total two-year budget. The citizenry of Grand Junction is fortunate because of our ability to maintain 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 $\frac{3}{4}$ cent Sales & Use Tax increase through an advisory vote in 1989.

The level of general government capital projects is based on the revenue projections for the $\frac{3}{4}$ percent portion of the City's $2\frac{3}{4}$ 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 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.

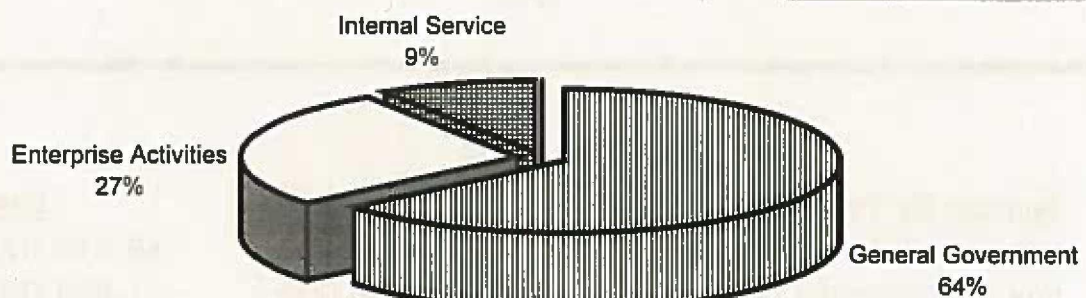
Capital Improvement Program Expenditures

By Department



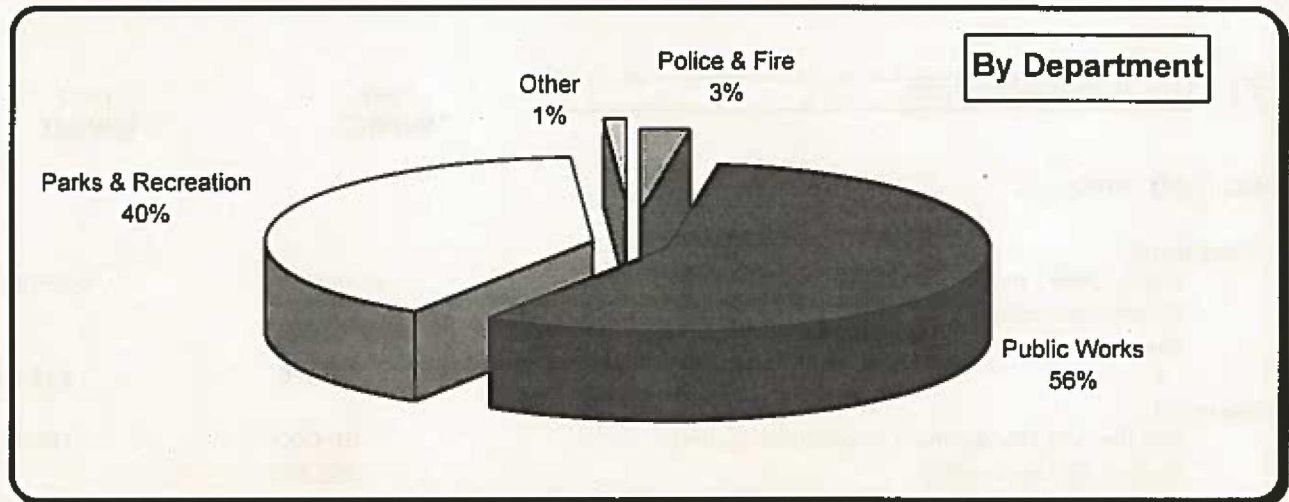
| Department | 1996 | 1997 |
|--------------------------|---------------------|---------------------|
| Public Works & Utilities | \$11,452,401 | \$8,437,107 |
| Parks & Recreation | 4,252,782 | 2,094,300 |
| All Other Departments | <u>461,720</u> | <u>850,000</u> |
| Total | <u>\$16,166,903</u> | <u>\$11,381,407</u> |

By Fund Type

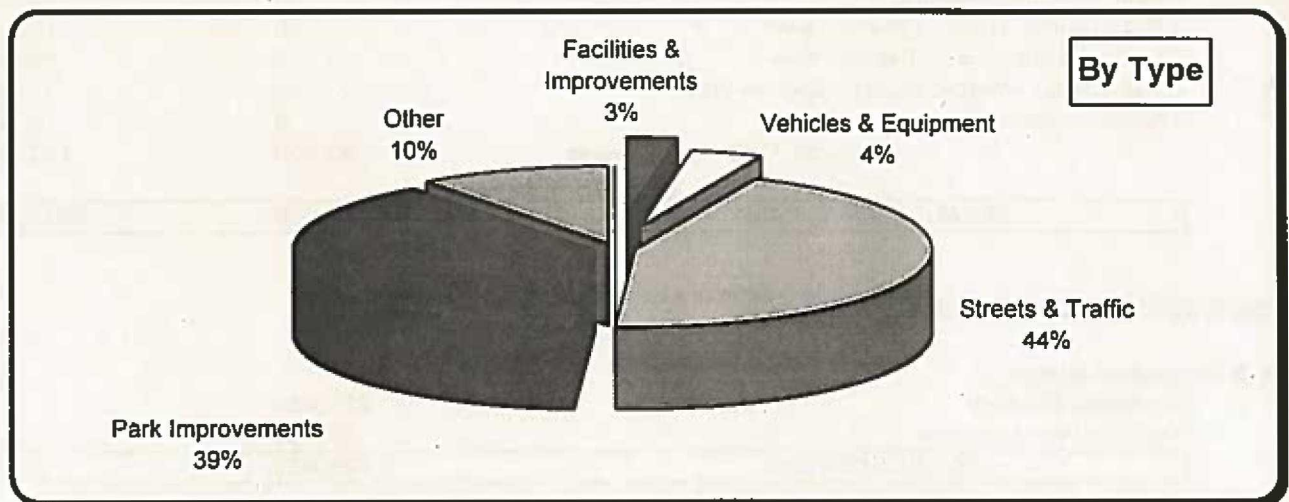


| Fund Type | 1996 | 1997 |
|-----------------------------|---------------------|---------------------|
| General Government | \$10,346,766 | \$8,169,537 |
| Enterprise Activities | 4,334,137 | 1,672,870 |
| Internal Service Operations | <u>1,486,000</u> | <u>1,539,000</u> |
| Total | <u>\$16,166,903</u> | <u>\$11,381,407</u> |

City of Grand Junction
General Capital Improvement Program
Expenditures



| By Department | 1996 | • 1997 |
|--------------------|----------------------------|---------------------------|
| Police & Fire | \$263,500 | \$400,000 |
| Public Works | 5,850,346 | 5,584,337 |
| Parks & Recreation | 4,104,500 | 1,985,200 |
| Other | <u>128,420</u> | <u>200,000</u> |
| TOTAL | <u>\$10,346,766</u> | <u>\$8,169,537</u> |



| By Type | 1996 | 1997 |
|---------------------------|------------------|----------------|
| Facilities & Improvements | \$290,500 | \$312,000 |
| Vehicles & Equipment | 398,379 | 617,850 |
| Streets & Traffic | 4,588,887 | 4,776,687 |
| Park Improvements | 4,009,000 | 1,762,000 |
| Other | <u>1,060,000</u> | <u>701,000</u> |

City of Grand Junction
Capital Improvement Project Listing

Page 2 of 6

| I. D. # | PROJECT DESCRIPTION | 1996 BUDGET | 1997 BUDGET |
|---|---|------------------------|------------------------|
| <u>Public Works & Utilities Department</u> | | | |
| 6-4 | Contract Street Maintenance | 1,225,000 | 1,363,000 |
| 6-7 | Alley Improvement District Program | 374,000 | 385,000 |
| 6-9 | Curb, Gutter & Sidewalk Replacement Program | 275,000 | 286,000 |
| 6-13 | Sidewalk Improvements | 133,000 | 138,000 |
| 6-20 | Accessibility Improvements | 50,000 | 50,000 |
| 6-21 | Unawep Ave.: Hwy 50 -to- City Limits | 980,000 | 2,629,000 |
| 6-22 | North - South Major Corridor | 35,000 | 0 |
| 6-29 | North 1st Street: Orchard -to- Patterson | 792,000 | 0 |
| 6-34 | Foresight Park: Storm Sewer Improvements | 120,000 | 0 |
| 6-69 | Street Light Installations | 73,000 | 76,000 |
| 6-70 | Traffic Signal Controllers | 16,000 | 17,000 |
| 6-86 | Columbus School: Signal Reconstruction | 0 | 27,000 |
| 6-116 | G Road & Horizon Drive: Signal Reconstruction | 0 | 20,000 |
| 6-137 | Leveling Municipal Center Floors | 13,000 | 0 |
| 6-154 | 5th Street Lighting & Streetscape | 711,000 | 0 |
| 6-158 | Uta Fire Line Upgrades | 290,000 | 290,000 |
| 6-164 | Paradise Hills, Filing #8 Road Extension | 0 | 207,000 |
| 6-167 | Winters Avenue/15th Street Reconstruction | 83,000 | 0 |
| 6-175 | Colorado River Footbridge to Orchard Mesa | 520,000 | 0 |
| 6-202 | Signal Reconstruction--S.T.M. Grant | 250,000 | 0 |
| 6-204 | Traffic Signal Equipment Upgrade | 40,000 | 42,000 |
| 6-215 | Multi-Modal Striping/Signs | 49,000 | 49,000 |
| 6-218 | Engineering Lab Roof & HVAC | 13,000 | 0 |
| 6-224 | City Hall ADA Compliance | 8,000 | 0 |
| 6-226 | Police Department Reroof | 0 | 17,000 |
| 6-237 | Horizon Drive Trail | 0 | 175,000 |
| <i>Subtotal: Public Works</i> | | 6,050,000 | 5,771,000 |
| <u>Parks & Recreation Department</u> | | | |
| 7-38 | Office Addition - Parks Administration | 30,000 | 0 |
| 7-51 | Lincoln Park Grounds Sprinkler System | 91,000 | 0 |
| 7-103 | Columbine Parking Lot Overlay | 0 | 46,000 |
| 7-148 | Canyon View Park (24 & G Road) | 3,600,000 | 1,534,000 |
| 7-164 | Park Upgrades | 75,000 | 78,000 |
| 7-181 | Watson Island Trail Project | 93,000 | 0 |
| 7-185 | Stadium Asphalt Overlay & Sealcoat | 35,000 | 0 |
| 7-187 | Repaint Stands - Stadium | 0 | 45,000 |
| 7-232 | Park Development - Existing Parks | 150,000 | 150,000 |
| <i>Subtotal: Parks & Recreation</i> | | 4,074,000 | 1,853,000 |

| | | | |
|----------------------------------|---------------------|--------------|-------------|
| TOTAL: SALES TAX CIP FUND | | | |
| | Total Expenditures | \$10,224,000 | \$7,824,000 |
| | Less: Labor | (415,194) | (429,315) |
| | Total Major Capital | \$9,808,806 | \$7,394,685 |

City of Grand Junction
Capital Improvement Project Listing
Page 4 of 6

| I. D. # | PROJECT DESCRIPTION | 1996 BUDGET | 1997 BUDGET |
|--|----------------------------|-----------------|-----------------|
| SWIMMING POOLS FUND #304 | | | |
| <u>Parks & Recreation Department</u> | | | |
| 7-192 | Hot Water Heater - OM Pool | \$0 | \$8,000 |
| 7-229 | HVAC Renovation - OM Pool | 77,100 | 0 |
| TOTAL: SWIMMING POOLS | | \$77,100 | \$8,000 |
| LINCOLN PARK GOLF COURSE FUND #305 | | | |
| <u>Parks & Recreation Department</u> | | | |
| 7-20 | Cart Path Construction | \$3,600 | \$0 |
| 7-75 | Range Tee | 0 | 7,500 |
| 7-201 | Tee Expansion | 6,000 | 6,200 |
| 7-214 | Bunkers | 2,500 | 2,000 |
| TOTAL: LINCOLN PARK GOLF | | \$12,100 | \$15,700 |
| TIARA RADO GOLF COURSE FUND #306 | | | |
| <u>Parks & Recreation Department</u> | | | |
| 7-22 | Cart Path Construction | \$1,800 | \$13,600 |
| 7-200 | Tee Improvements | 17,700 | 7,800 |
| 7-211 | Tree Planting | 2,000 | 2,100 |
| 7-213 | Bunkers | 2,500 | 8,300 |
| 7-215 | Mounding | 0 | 7,600 |
| TOTAL: TIARA RADO GOLF | | \$24,000 | \$39,400 |
| CEMETERY FUND #307 | | | |
| <u>Parks & Recreation Department</u> | | | |
| 7-163 | Development / Improvements | \$10,000 | \$11,000 |
| TOTAL: CEMETERY FUND | | \$10,000 | \$11,000 |
| PARKING FUND #308 | | | |
| <u>Public Works & Utilities Department</u> | | | |
| 6-170 | Parking Lot Landscaping | \$18,000 | \$18,700 |
| 6-214 | Parking Lot Signs / D.D.A. | 24,000 | 0 |
| TOTAL: PARKING FUND | | \$42,000 | \$18,700 |

City of Grand Junction
Capital Improvement Project Listing
Page 6 of 6

| I. D. # | PROJECT DESCRIPTION | 1996 BUDGET | 1997 BUDGET |
|-----------------------------------|--|------------------------|------------------------|
| <u>TOTAL BY FUND</u> | | | |
| | General Fund #100 | \$411,459 | \$617,850 |
| | VCB Fund #102 | 28,420 | 0 |
| | Sales Tax CIP Fund #201 | 9,808,806 | 7,394,685 |
| | Storm Drainage Improvement Fund #202 | 98,081 | 157,002 |
| | Water Fund #301 | 1,167,930 | 912,796 |
| | Solid Waste Fund #302 | 660,000 | 0 |
| | Two Rivers Convention Center Fund #303 | 25,082 | 35,000 |
| | Swimming Pools Fund #304 | 77,100 | 8,000 |
| | Lincoln Park Golf Course Fund #305 | 12,100 | 15,700 |
| | Tiara Rado Golf Course Fund #306 | 24,000 | 39,400 |
| | Cemetery Fund #307 | 10,000 | 11,000 |
| | Parking Fund #308 | 42,000 | 18,700 |
| | Equipment Fund #402 | 1,416,200 | 1,289,000 |
| | Communication Center Fund #405 | 69,800 | 250,000 |
| | Joint Sewer Fund #900 | 2,315,925 | 632,274 |
| TOTAL: ALL FUNDS | | \$16,166,903 | \$11,381,407 |
| <u>TOTAL BY DEPARTMENT</u> | | | |
| | City Administration | \$0 | \$0 |
| | Administrative Services | 100,000 | 200,000 |
| | Community Development | 0 | 0 |
| | Police | 218,300 | 485,000 |
| | Fire | 115,000 | 165,000 |
| | Public Works & Utilities | 11,452,401 | 8,437,107 |
| | Parks & Recreation | 4,252,782 | 2,094,300 |
| | Visitor & Convention Bureau | 28,420 | 0 |
| TOTAL: ALL DEPARTMENTS | | \$16,166,903 | \$11,381,407 |

MUNICIPAL SERVICES

This section presents summary information on revenues and expenditures for all Municipal Type Services, as budgeted by fund, for the City of Grand Junction. 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.

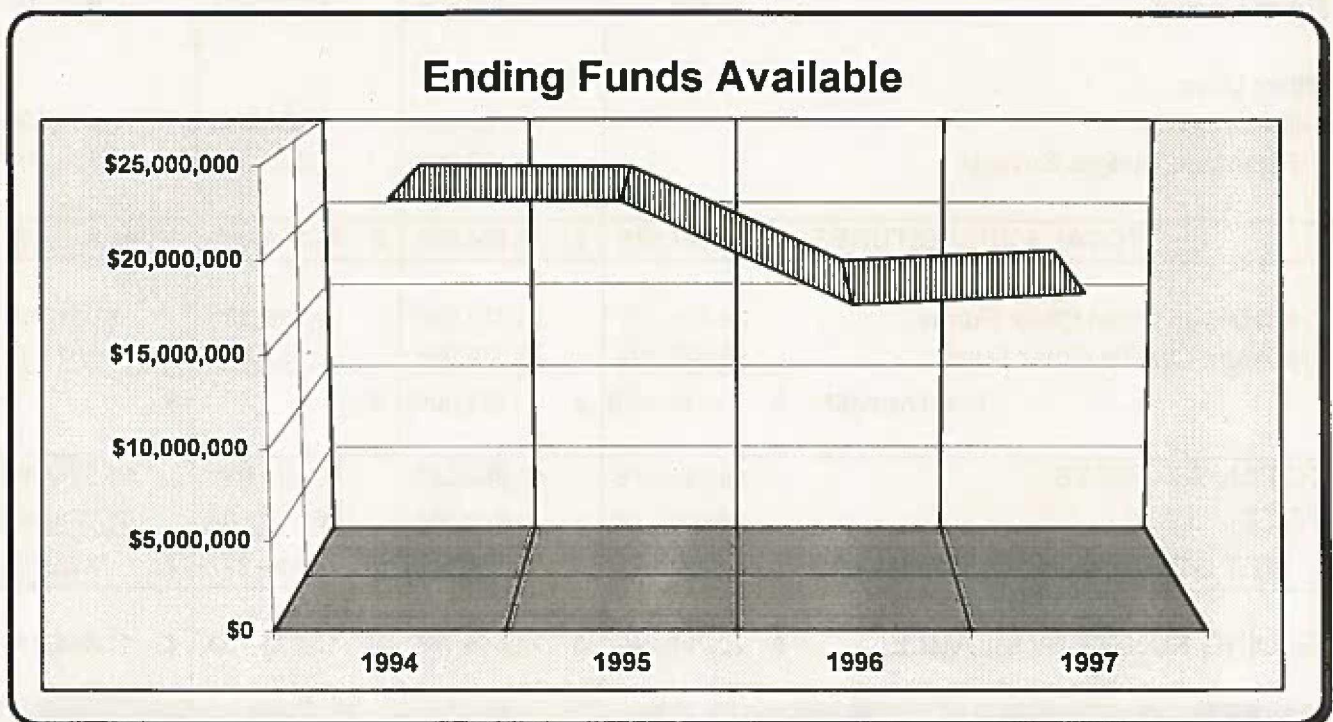
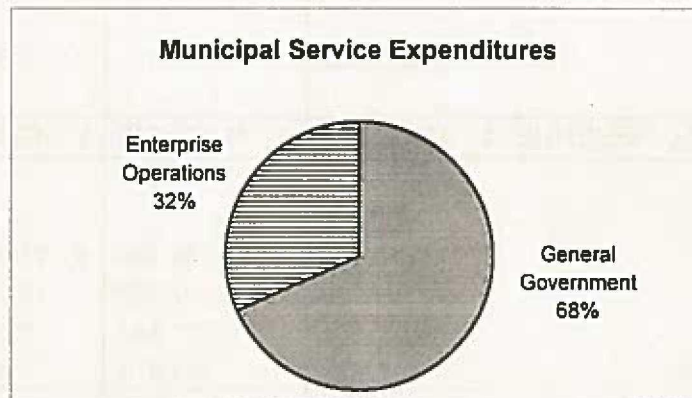
This section is divided into two major subsections; General Government and Enterprise Activities.

MUNICIPAL SERVICE FUNDS

TOTAL: Municipal Service Funds

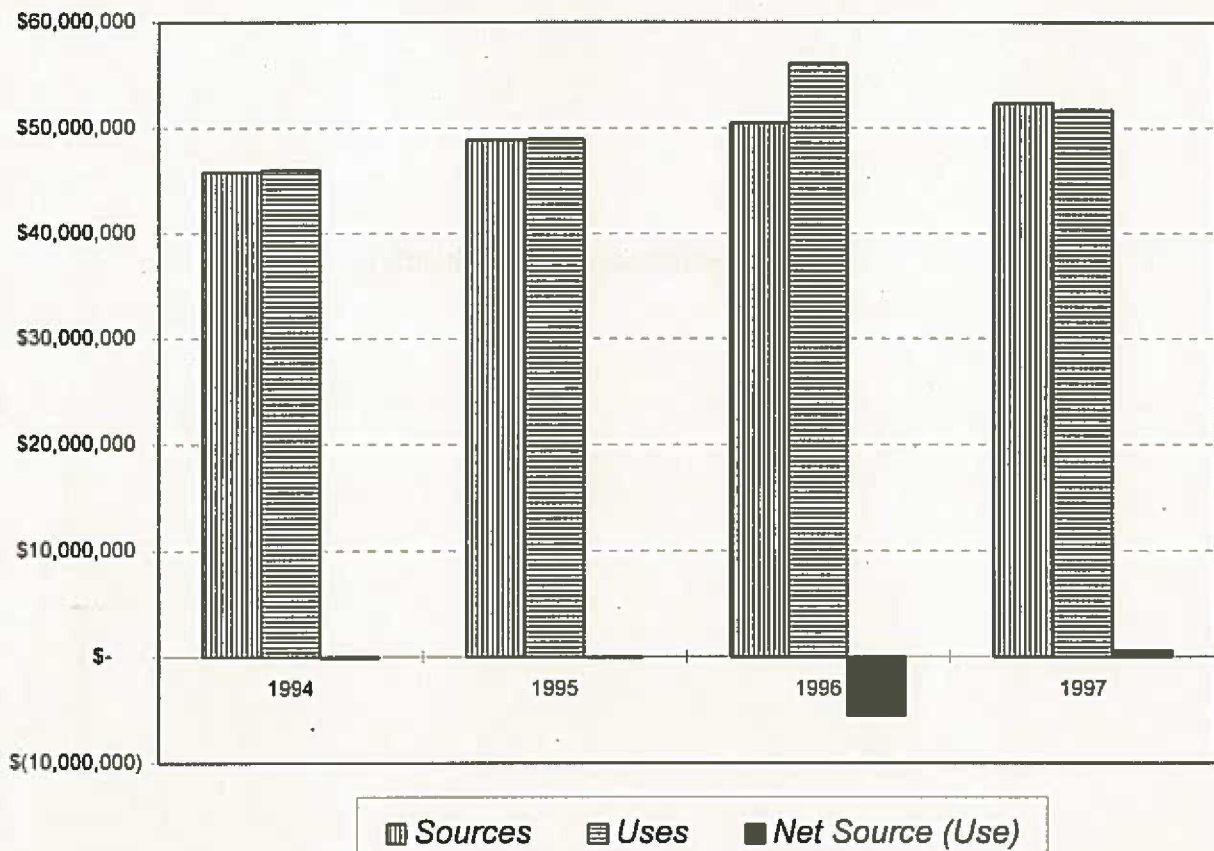
DESCRIPTION:

This section presents summary information on revenues and expenditures for all Municipal Type Services, as budgeted by fund, for the City of Grand Junction. The operations of each fund are accounted for with a separate set of self-balancing accounts. Financial resources are allocated to and accounted for in these funds based upon the purposes for which they are to be expended. This section is divided into two major subsections; General Government and Enterprise Activities.

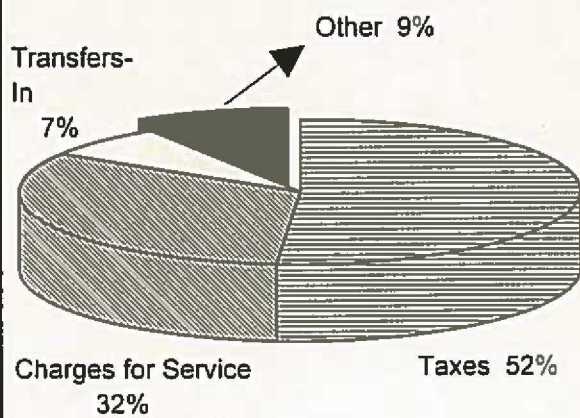


MUNICIPAL SERVICES

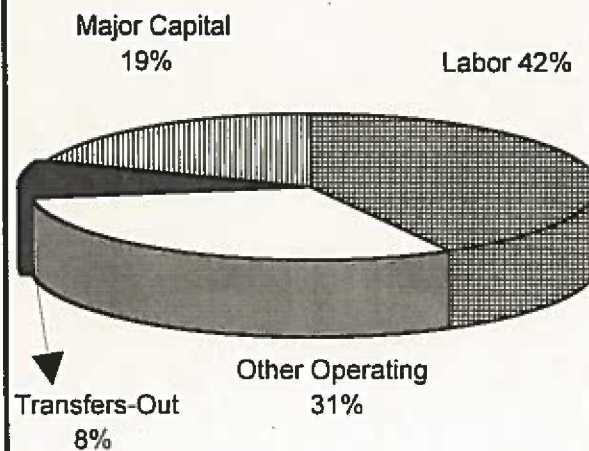
Source & Use of Funds



Source of Funds



Use of Funds



GENERAL GOVERNMENT

This group of funds is used to account for the revenues and expenditures associated with providing all general governmental type of 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
Grant Distributions
Economic Development Fund
Sales Tax Capital Improvement Projects Fund
Storm Drainage Development Fund
Future Street Improvement Fund
General Debt Service Fund

MUNICIPAL SERVICES

General Governmental Funds

TOTAL: GENERAL GOVERNMENTAL FUNDS

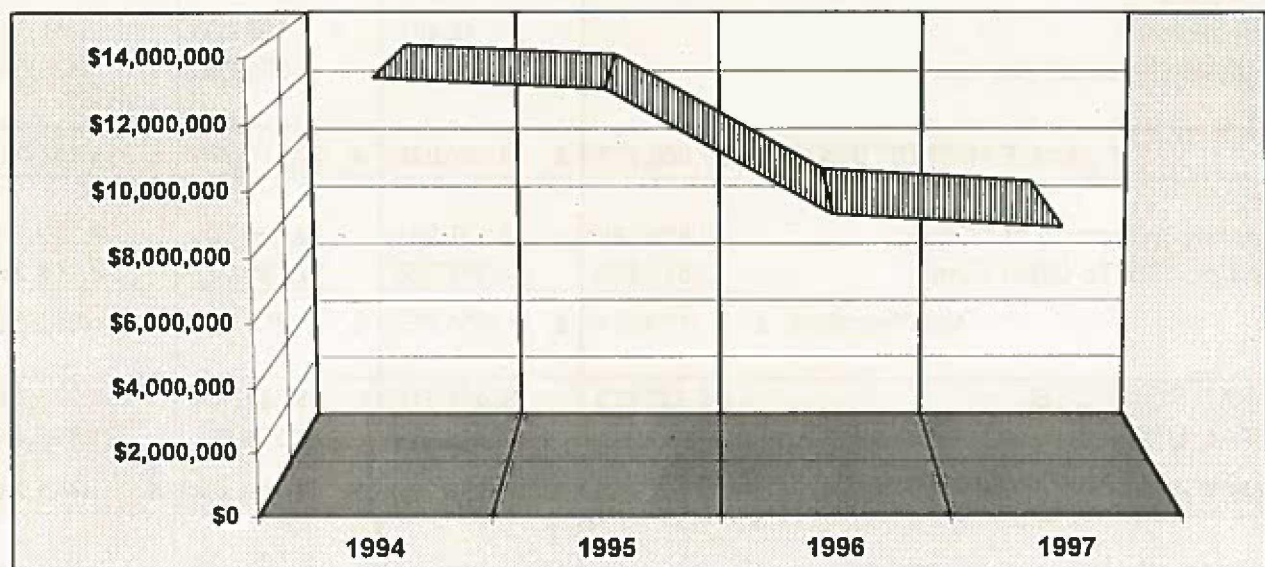
DESCRIPTION:

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 type of services include; General Administrative and Support Services, Police and Fire Protection, Street & 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.

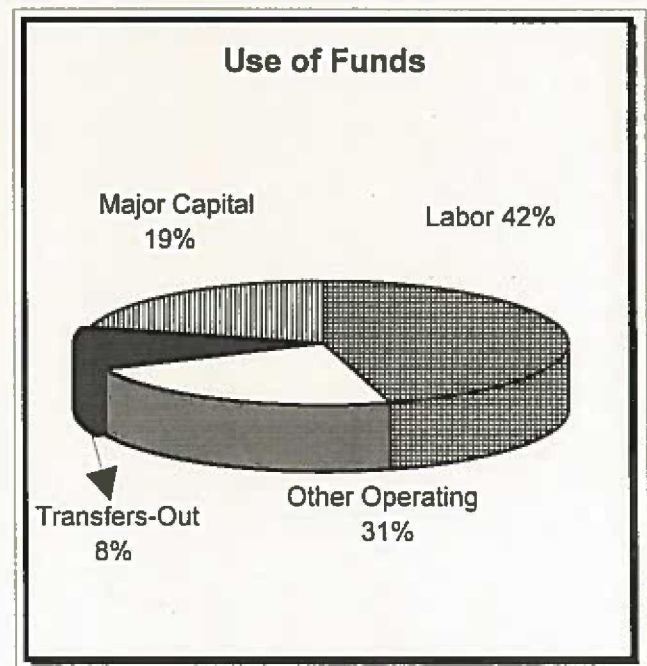
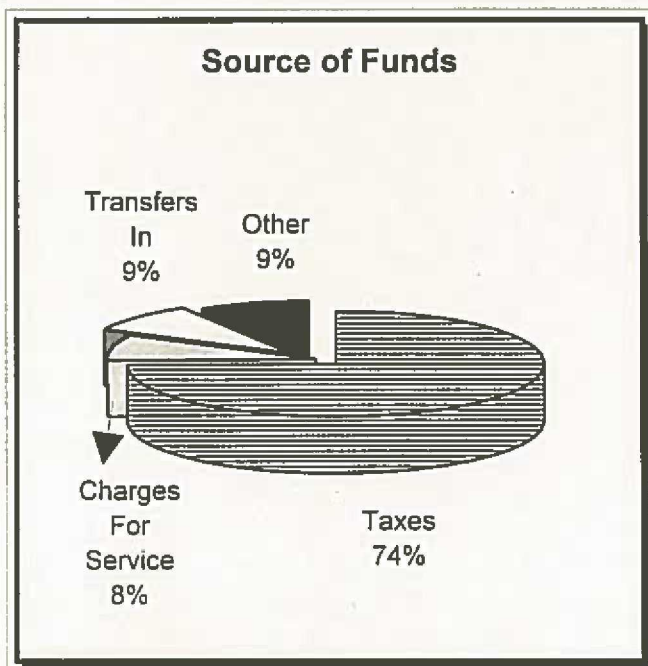
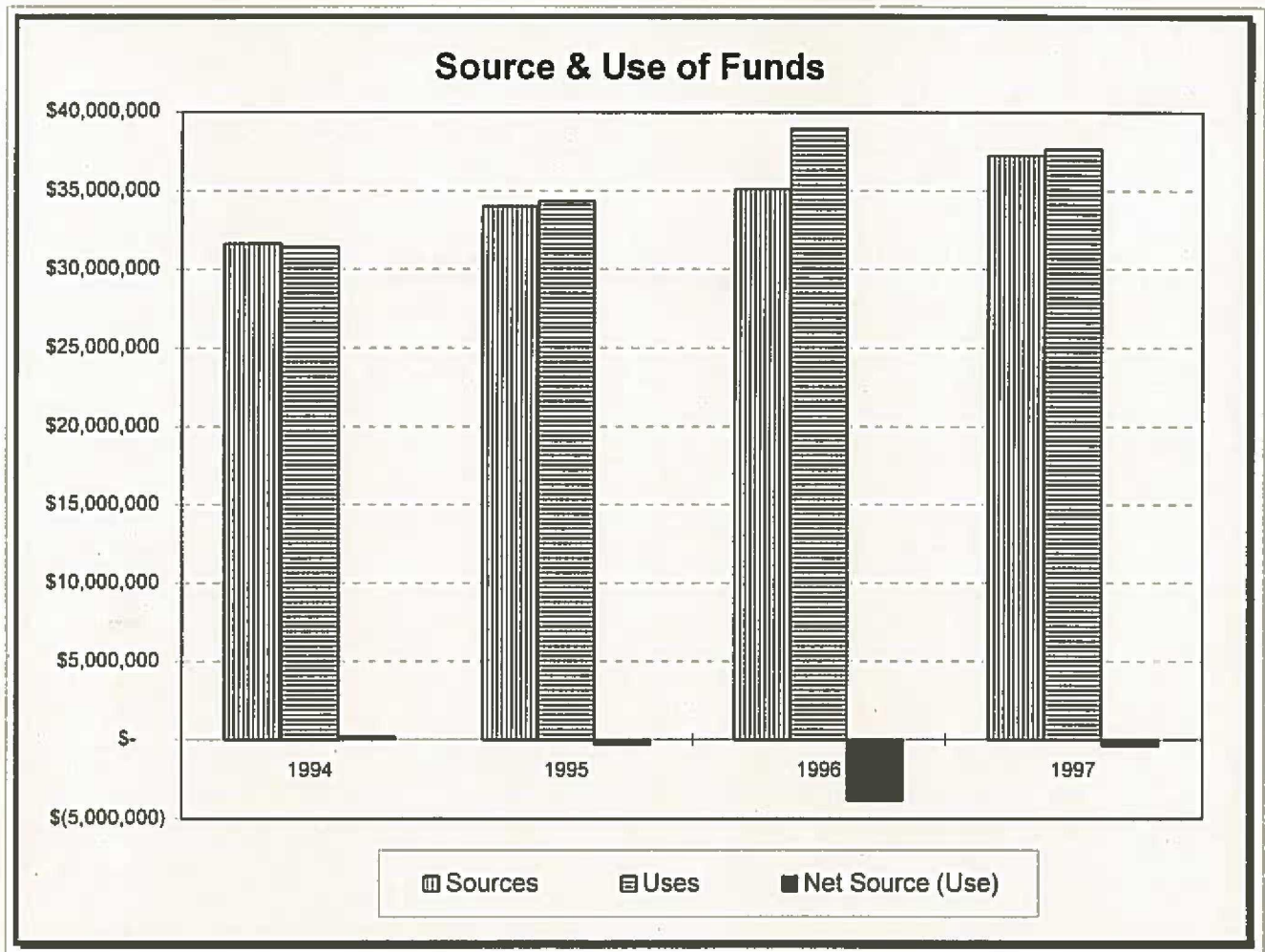
General Fund
Visitor & Convention Bureau Fund
Grant Distribution Fund
Parkland Expansion Fund
Economic Development Fund
Sales Tax Capital Improvement Project Fund
Storm Drainage Improvement Fund
Future Street Improvements Fund
General Debt Service Fund

Ending Funds Available



MUNICIPAL SERVICES

General Government



MUNICIPAL SERVICES

General Governmental Funds

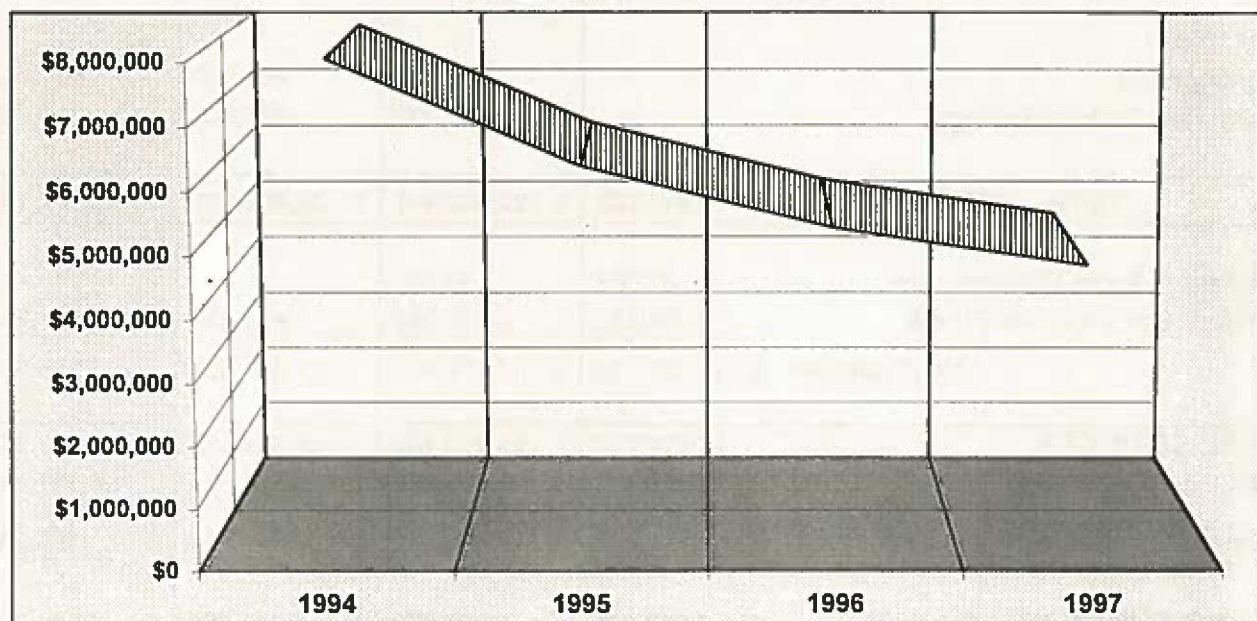
GENERAL FUND #100

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 and Use Tax rate, Property Taxes, Charges for Service, 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, community planning, 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. The General Fund provides annual operating subsidies to the following enterprise activities/funds; Two Rivers Convention Center, Swimming Pools, and the City Cemeteries. The most significant transfer is to the Sales Tax CIP Fund, this amount is determined to be additional one-time resources and is used to bolster the City's level of capital investment in the community. The amount is determined annually and is a product of the long range financial projection model.

Ending Funds Available

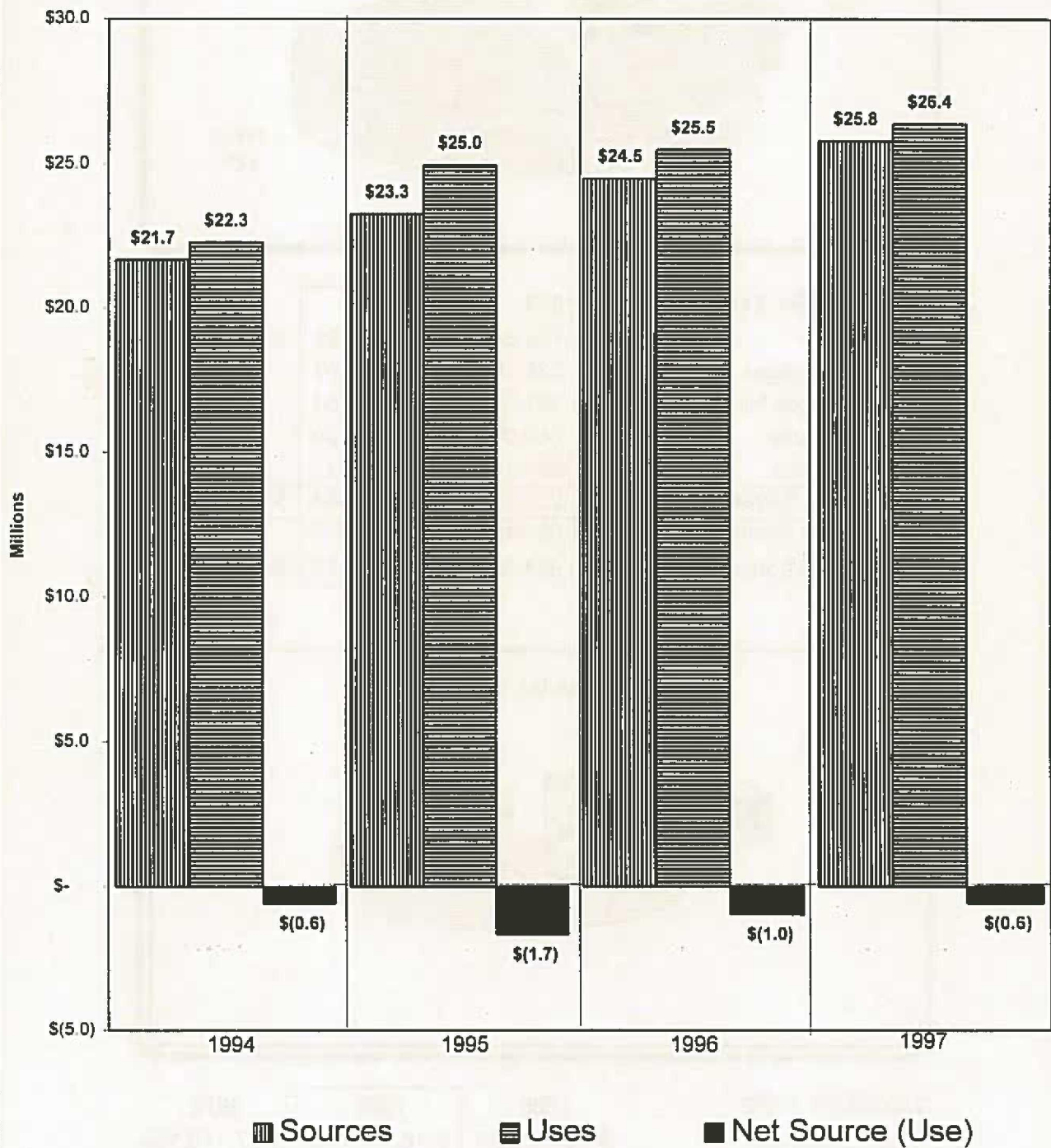


MUNICIPAL SERVICES

General Government

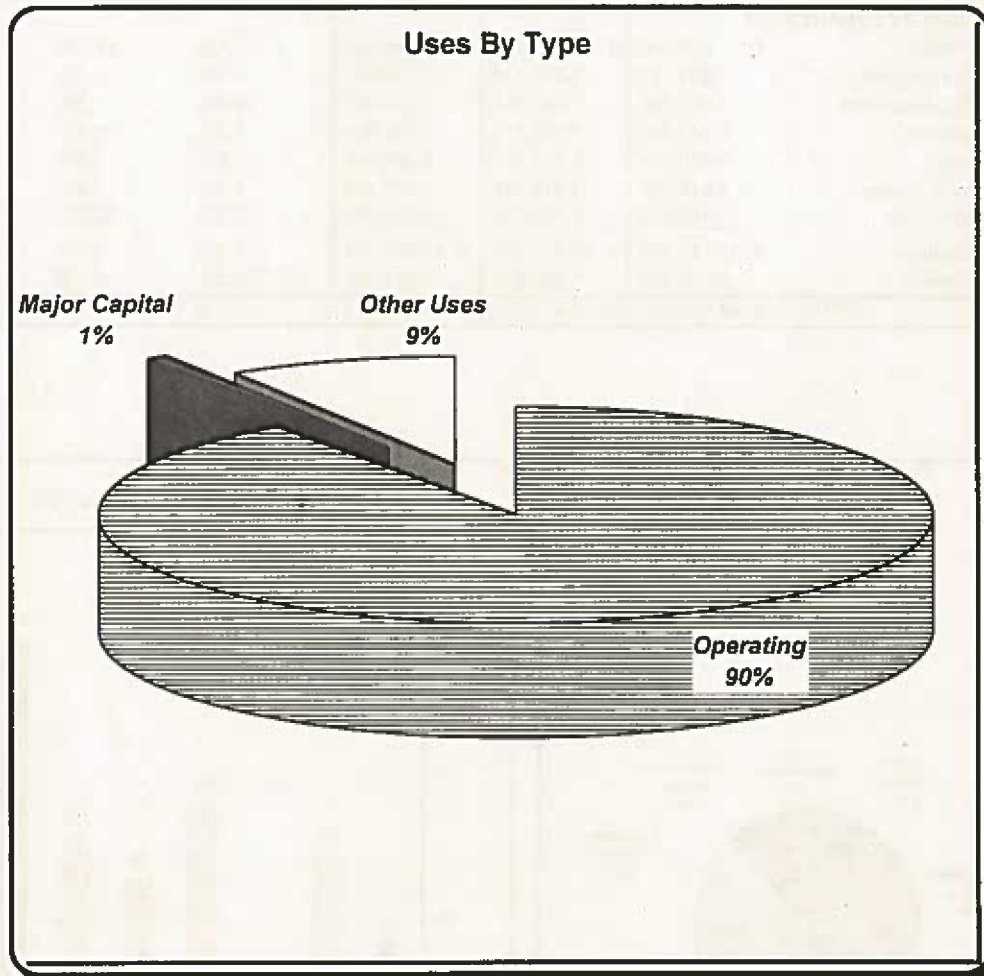
General Fund

Source & Use of Funds



GENERAL FUND

Expenditure Summary



| USES BY TYPE | 1995 | 1996 | 1997 |
|-------------------|----------------------|----------------------|----------------------|
| Operating | \$ 22,521,127 | \$ 23,560,193 | \$ 24,358,255 |
| Major Capital | 189,877 | 411,459 | 617,850 |
| Other Uses | 2,242,656 | 1,502,925 | 1,411,204 |
| Total Uses | \$ 24,953,660 | \$ 25,474,577 | \$ 26,387,309 |

GENERAL FUND

DEPARTMENT EXPENDITURE SUMMARIES

| | 1995 | 1996 | 1997 | Pct. Change 95-to-96 | Pct. Change 96-to-97 | Annualized Rate of Change 95-to-97 |
|-------------------------------------|---------------------|---------------------|---------------------|-------------------------|-------------------------|---|
| CITY ADMINISTRATION | | | | | | |
| Personnel | \$ 504,431 | \$ 531,018 | \$ 547,726 | 5.3% | 3.1% | 4.2% |
| Non-Personnel Operating | 424,065 | 516,018 | 399,715 | 21.7% | -22.5% | -2.9% |
| Operating Capital | 1,550 | 26,132 | 6,624 | 1585.9% | -74.7% | 106.7% |
| Subtotal Operating | 930,046 | 1,073,168 | 954,065 | 15.4% | -11.1% | 1.3% |
| Major Capital | - | - | - | - | - | - |
| TOTAL | \$ 930,046 | \$ 1,073,168 | \$ 954,065 | 15.4% | -11.1% | 1.3% |
| ADMINISTRATIVE SERVICES | | | | | | |
| Personnel | \$ 1,151,385 | \$ 1,182,170 | \$ 1,209,007 | 2.7% | 2.3% | 2.5% |
| Non-Personnel Operating | 772,755 | 823,896 | 886,994 | 6.6% | 7.7% | 7.1% |
| Operating Capital | 11,679 | 25,108 | 6,000 | 115.0% | -76.1% | -28.3% |
| Subtotal Operating | 1,935,819 | 2,031,174 | 2,102,001 | 4.9% | 3.5% | 4.2% |
| Major Capital | - | - | - | - | - | - |
| TOTAL | \$ 1,935,819 | \$ 2,031,174 | \$ 2,102,001 | 4.9% | 3.5% | 4.2% |
| COMMUNITY DEVELOPMENT | | | | | | |
| Personnel | \$ 753,026 | \$ 860,661 | \$ 892,318 | 14.3% | 3.7% | 8.9% |
| Non-Personnel Operating | 538,620 | 304,443 | 291,845 | -43.5% | -4.1% | -26.4% |
| Operating Capital | 25,857 | 22,780 | 9,300 | -11.9% | -59.2% | -40.0% |
| Subtotal Operating | 1,317,503 | 1,187,884 | 1,193,463 | -9.8% | 0.5% | -4.8% |
| Major Capital | - | - | - | - | - | - |
| TOTAL | \$ 1,317,503 | \$ 1,187,884 | \$ 1,193,463 | -9.8% | 0.5% | -4.8% |
| POLICE DEPARTMENT | | | | | | |
| Personnel | \$ 5,068,605 | \$ 5,328,706 | \$ 5,577,548 | 5.1% | 4.7% | 4.9% |
| Non-Personnel Operating | 1,531,575 | 1,608,043 | 1,667,875 | 5.0% | 3.7% | 4.4% |
| Operating Capital | 48,221 | 65,529 | 82,966 | 35.9% | 26.6% | 31.2% |
| Subtotal Operating | 6,648,401 | 7,002,278 | 7,328,389 | 5.3% | 4.7% | 5.0% |
| Major Capital | 95,485 | 148,500 | 235,000 | 55.5% | 58.2% | 56.9% |
| TOTAL | \$ 6,743,886 | \$ 7,150,778 | \$ 7,563,389 | 6.0% | 5.8% | 5.9% |
| FIRE DEPARTMENT | | | | | | |
| Personnel | \$ 3,954,814 | \$ 3,929,174 | \$ 4,068,348 | -0.6% | 3.5% | 1.4% |
| Non-Personnel Operating | 628,377 | 718,848 | 732,623 | 14.4% | 1.9% | 8.0% |
| Operating Capital | 60,286 | 60,281 | 40,427 | 0.0% | -32.9% | -18.1% |
| Subtotal Operating | 4,643,276 | 4,708,303 | 4,841,398 | 1.4% | 2.8% | 2.1% |
| Major Capital | 37,700 | 115,000 | 165,000 | 205.0% | 43.5% | 109.2% |
| TOTAL | \$ 4,680,976 | \$ 4,823,303 | \$ 5,006,398 | 3.0% | 3.8% | 3.4% |
| PUBLIC WORKS & UTILITIES | | | | | | |
| Personnel | \$ 2,344,395 | \$ 2,423,908 | \$ 2,550,830 | 3.4% | 5.2% | 4.3% |
| Non-Personnel Operating | 2,122,305 | 2,354,729 | 2,384,842 | 11.0% | 1.3% | 6.0% |
| Operating Capital | 89,402 | 79,239 | 49,827 | -11.4% | -37.1% | -25.3% |
| Subtotal Operating | 4,556,102 | 4,857,876 | 4,985,499 | 6.6% | 2.6% | 4.6% |
| Major Capital | 56,692 | 117,459 | 85,650 | 107.2% | -27.1% | 22.9% |
| TOTAL | \$ 4,612,794 | \$ 4,975,335 | \$ 5,071,149 | 7.9% | 1.9% | 4.9% |

OTHER GENERAL GOVERNMENTAL FUNDS

This subsection contains all other governmental funds excluding the General Fund. Included in this section are:

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

MUNICIPAL SERVICES
General Governmental Funds

VISITOR & CONVENTION BUREAU FUND #102

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|-------------------|--------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ 795,570 | \$ 831,000 | \$ 871,000 | \$ 911,000 |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 10,355 | 15,100 | 15,946 | 17,257 |
| Pooled Interest Income | 3,699 | 6,000 | 12,000 | 15,000 |
| Other Revenue | 72,757 | 2,100 | 2,150 | 2,200 |
| Total Operating Revenue | 882,381 | 854,200 | 901,096 | 945,457 |
| Debt Proceeds | 200,000 | - | - | - |
| TOTAL REVENUE | \$ 1,082,381 | \$ 854,200 | \$ 901,096 | \$ 945,457 |
| EXPENDITURES | | | | |
| Labor | \$ 204,955 | \$ 219,070 | \$ 259,339 | \$ 268,341 |
| Non-Personnel Operating | 497,666 | 566,060 | 589,957 | 616,599 |
| Debt Service | 28,447 | 29,806 | 29,806 | 29,806 |
| Operating Equipment | 4,866 | 5,850 | 5,500 | 4,000 |
| Total Operating Expense | 735,934 | 820,786 | 884,602 | 918,746 |
| Major Capital | 198,520 | - | 28,420 | - |
| TOTAL EXPENDITURES | \$ 934,454 | \$ 820,786 | \$ 913,022 | \$ 918,746 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 1,082,381 | 854,200 | 901,096 | 945,457 |
| TOTAL USES | 934,454 | 820,786 | 913,022 | 918,746 |
| NET SOURCE (USE) OF FUNDS | \$ 147,927 | \$ 33,414 | \$ (11,926) | \$ 26,711 |
| ENDING FUNDS AVAILABLE | \$ 169,015 | \$ 202,429 | \$ 190,503 | \$ 217,214 |

MUNICIPAL SERVICES
General Governmental Funds

COMMUNITY DEVELOPMENT GRANT DISTRIBUTION FUND #104

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|----------------|----------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | 186,005 | 500,000 | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | 9,266 | - | - | - |
| Total Operating Revenue | 195,271 | 500,000 | - | - |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 195,271 | \$ 500,000 | \$ - | \$ - |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 195,271 | 500,000 | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 195,271 | 500,000 | - | - |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 195,271 | \$ 500,000 | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 195,271 | 500,000 | - | - |
| TOTAL USES | 195,271 | 500,000 | - | - |
| NET SOURCE (USE) OF FUNDS | \$ - | \$ - | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ - | \$ - | \$ - | \$ - |

MUNICIPAL SERVICES
General Governmental Funds

PARKLAND EXPANSION FUND #105

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | 248,513 | 300,000 | 300,000 | 300,000 |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | 10,471 | 31,000 | 35,000 | 33,000 |
| Other Revenue | 86,242 | 75,000 | 75,000 | 75,000 |
| Total Operating Revenue | 345,226 | 406,000 | 410,000 | 408,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 345,226 | \$ 406,000 | \$ 410,000 | \$ 408,000 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | - | - | - | - |
| Major Capital | 61,347 | 76,000 | - | - |
| TOTAL EXPENDITURES | \$ 61,347 | \$ 76,000 | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 110,000 | 200,000 | 350,000 | 415,978 |
| Net Transfers | \$ (110,000) | \$ (200,000) | \$ (350,000) | \$ (415,978) |
| TOTAL SOURCES | 345,226 | 406,000 | 410,000 | 408,000 |
| TOTAL USES | 171,347 | 276,000 | 350,000 | 415,978 |
| NET SOURCE (USE) OF FUNDS | \$ 173,879 | \$ 130,000 | \$ 60,000 | \$ (7,978) |
| ENDING FUNDS AVAILABLE | \$ 515,710 | \$ 645,710 | \$ 705,710 | \$ 697,732 |

MUNICIPAL SERVICES
General Governmental Funds

ECONOMIC DEVELOPMENT FUND #108

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | 5,000 | - | - | - |
| Total Operating Revenue | 5,000 | - | - | - |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 5,000 | \$ - | \$ - | \$ - |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 23,701 | 300,000 | 550,000 | 550,000 |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 23,701 | 300,000 | 550,000 | 550,000 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 23,701 | \$ 300,000 | \$ 550,000 | \$ 550,000 |
| Transfers-In From Other Funds | 300,000 | 300,000 | 450,000 | 450,000 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 300,000 | \$ 300,000 | \$ 450,000 | \$ 450,000 |
| TOTAL SOURCES | 305,000 | 300,000 | 450,000 | 450,000 |
| TOTAL USES | 23,701 | 300,000 | 550,000 | 550,000 |
| NET SOURCE (USE) OF FUNDS | \$ 281,299 | \$ - | \$ (100,000) | \$ (100,000) |
| ENDING FUNDS AVAILABLE | \$ 1,504,172 | \$ 1,504,172 | \$ 1,404,172 | \$ 1,304,172 |

MUNICIPAL SERVICES
General Governmental Funds

SALES TAX CAPITAL IMPROVEMENT PROJECT FUND #201

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|-----------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ 4,331,128 | \$ 4,675,125 | \$ 4,977,170 | \$ 5,312,625 |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | 736,557 | 278,767 | 1,306,000 | 1,834,000 |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | 103,054 | 190,000 | 150,000 | 100,000 |
| Other Revenue | 204,827 | 429,476 | 202,000 | 150,725 |
| Total Operating Revenue | 5,375,566 | 5,573,368 | 6,635,170 | 7,397,350 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 5,375,566 | \$ 5,573,368 | \$ 6,635,170 | \$ 7,397,350 |
| EXPENDITURES | | | | |
| Labor | \$ 369,703 | \$ 347,379 | \$ 415,194 | \$ 429,315 |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 369,703 | 347,379 | 415,194 | 429,315 |
| Major Capital | 5,964,434 | 5,810,714 | 9,808,806 | 7,394,685 |
| TOTAL EXPENDITURES | \$ 6,334,137 | \$ 6,158,093 | \$ 10,224,000 | \$ 7,824,000 |
| Transfers-In From Other Funds | 1,970,056 | 2,293,990 | 1,385,000 | 1,360,978 |
| Transfers-Out To Other Funds | 1,027,319 | 850,617 | 1,023,132 | 1,066,200 |
| Net Transfers | \$ 942,737 | \$ 1,443,373 | \$ 361,868 | \$ 294,778 |
| TOTAL SOURCES | 7,345,622 | 7,867,358 | 8,020,170 | 8,758,328 |
| TOTAL USES | 7,361,456 | 7,008,710 | 11,247,132 | 8,890,200 |
| NET SOURCE (USE) OF FUNDS | \$ (15,834) | \$ 858,648 | \$ (3,226,962) | \$ (131,872) |
| ENDING FUNDS AVAILABLE | \$ 2,515,380 | \$ 3,374,028 | \$ 147,066 | \$ 15,194 |

MUNICIPAL SERVICES
General Governmental Funds

STORM DRAINAGE IMPROVEMENT FUND #202

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 36,616 | 37,000 | 38,000 | 39,000 |
| Pooled Interest Income | 3,392 | 3,600 | 3,000 | 3,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 40,008 | 40,600 | 41,000 | 42,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 40,008 | \$ 40,600 | \$ 41,000 | \$ 42,000 |
| EXPENDITURES | | | | |
| Labor | \$ 25,340 | \$ 23,547 | \$ 31,919 | \$ 32,998 |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 25,340 | 23,547 | 31,919 | 32,998 |
| Major Capital | 87,420 | 136,240 | 98,081 | 157,002 |
| TOTAL EXPENDITURES | \$ 112,760 | \$ 159,787 | \$ 130,000 | \$ 190,000 |
| Transfers-In From Other Funds | 100,000 | 76,715 | 92,000 | 151,000 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 100,000 | \$ 76,715 | \$ 92,000 | \$ 151,000 |
| TOTAL SOURCES | 140,008 | 117,315 | 133,000 | 193,000 |
| TOTAL USES | 112,760 | 159,787 | 130,000 | 190,000 |
| NET SOURCE (USE) OF FUNDS | \$ 27,248 | \$ (42,472) | \$ 3,000 | \$ 3,000 |
| ENDING FUNDS AVAILABLE | \$ 47,276 | \$ 4,804 | \$ 7,804 | \$ 10,804 |

MUNICIPAL SERVICES
General Governmental Funds

FUTURE STREET IMPROVEMENT FUND #207

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 127,200 | 261,533 | 261,533 | 261,533 |
| Pooled Interest Income | 16,527 | 43,000 | 35,000 | 35,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 143,727 | 304,533 | 296,533 | 296,533 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 143,727 | \$ 304,533 | \$ 296,533 | \$ 296,533 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | - | - | - | - |
| Major Capital | 3,815 | - | - | - |
| TOTAL EXPENDITURES | \$ 3,815 | \$ - | \$ - | \$ - |
| Transfers-In From Other Funds | 91,000 | 94,000 | 98,000 | 102,000 |
| Transfers-Out To Other Funds | 15,188 | 11,090 | - | - |
| Net Transfers | \$ 75,812 | \$ 82,910 | \$ 98,000 | \$ 102,000 |
| TOTAL SOURCES | 234,727 | 398,533 | 394,533 | 398,533 |
| TOTAL USES | 19,003 | 11,090 | - | - |
| NET SOURCE (USE) OF FUNDS | \$ 215,724 | \$ 387,443 | \$ 394,533 | \$ 398,533 |
| ENDING FUNDS AVAILABLE | \$ 466,594 | \$ 854,037 | \$ 1,248,570 | \$ 1,647,103 |

MUNICIPAL SERVICES
General Governmental Funds

GENERAL DEBT SERVICE FUND #610

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | - | - | - | - |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ - | \$ - | \$ - | \$ - |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 500 | 500 | 500 | 500 |
| Debt Service | 309,080 | 309,450 | 309,000 | 312,700 |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 309,580 | 309,950 | 309,500 | 313,200 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 309,580 | \$ 309,950 | \$ 309,500 | \$ 313,200 |
| Transfers-In From Other Funds | 309,580 | 309,950 | 309,500 | 313,200 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 309,580 | \$ 309,950 | \$ 309,500 | \$ 313,200 |
| TOTAL SOURCES | 309,580 | 309,950 | 309,500 | 313,200 |
| TOTAL USES | 309,580 | 309,950 | 309,500 | 313,200 |
| NET SOURCE (USE) OF FUNDS | \$ - | \$ - | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ 5,033 | \$ 5,033 | \$ 5,033 | \$ 5,033 |

ENTERPRISE ACTIVITIES

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 of providing goods and services to the public on a continuing basis be financed or recovered from 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

MUNICIPAL SERVICES

Enterprise Operations

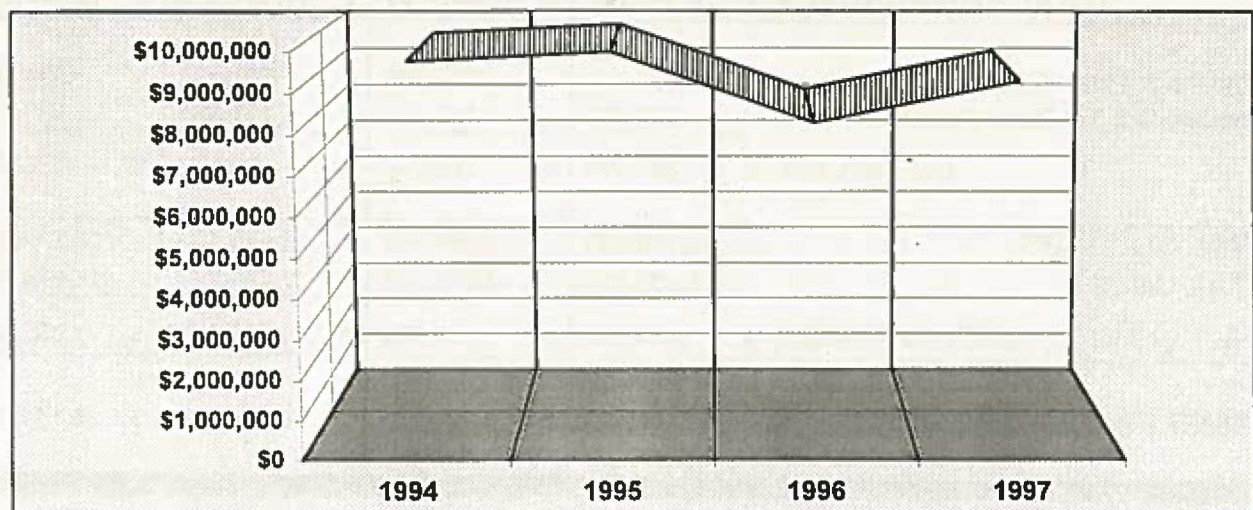
TOTAL ENTERPRISE FUND ACTIVITY

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 good 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

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Operations

Total: All Enterprise Fund Activities



MUNICIPAL SERVICES

Enterprise Operations

WATER FUND #301

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 4,367,057 | 4,131,147 | 4,179,715 | 4,311,012 |
| Pooled Interest Income | 56,820 | 79,000 | 38,165 | 55,746 |
| Other Revenue | 100,431 | 99,666 | 89,021 | 89,021 |
| Total Operating Revenue | 4,524,308 | 4,309,813 | 4,306,901 | 4,455,779 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 4,524,308 | \$ 4,309,813 | \$ 4,306,901 | \$ 4,455,779 |
| EXPENDITURES | | | | |
| Labor | \$ 1,422,897 | \$ 1,454,068 | \$ 1,463,464 | \$ 1,510,388 |
| Non-Personnel Operating | 1,571,837 | 1,519,053 | 1,439,177 | 1,471,069 |
| Debt Service | 976,309 | 966,346 | 933,507 | 237,088 |
| Operating Equipment | 37,591 | 31,440 | 35,765 | 22,600 |
| Total Operating Expense | 4,008,634 | 3,970,907 | 3,871,913 | 3,241,145 |
| Major Capital | 678,633 | 676,900 | 1,167,930 | 912,796 |
| TOTAL EXPENDITURES | \$ 4,687,267 | \$ 4,647,807 | \$ 5,039,843 | \$ 4,153,941 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 14,113 | 9,599 | - | - |
| Net Transfers | \$ (14,113) | \$ (9,599) | \$ - | \$ - |
| TOTAL SOURCES | 4,524,308 | 4,309,813 | 4,306,901 | 4,455,779 |
| TOTAL USES | 4,701,380 | 4,657,406 | 5,039,843 | 4,153,941 |
| NET SOURCE (USE) OF FUNDS | \$ (177,072) | \$ (347,593) | \$ (732,942) | \$ 301,838 |
| ENDING FUNDS AVAILABLE | \$ 1,792,554 | \$ 1,444,961 | \$ 712,019 | \$ 1,013,857 |

MUNICIPAL SERVICES

Enterprise Operations

SOLID WASTE FUND #302

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 1,807,841 | 1,922,501 | 2,028,691 | 2,085,478 |
| Pooled Interest Income | 11,227 | 27,500 | 20,000 | 10,000 |
| Other Revenue | 1,280 | - | - | - |
| Total Operating Revenue | 1,820,348 | 1,950,001 | 2,048,691 | 2,095,478 |
| Debt Proceeds | - | - | 660,000 | - |
| TOTAL REVENUE | \$ 1,820,348 | \$ 1,950,001 | \$ 2,708,691 | \$ 2,095,478 |
| EXPENDITURES | | | | |
| Labor | \$ 729,742 | \$ 814,152 | \$ 798,263 | \$ 826,087 |
| Non-Personnel Operating | 1,018,129 | 1,074,877 | 1,238,769 | 1,270,877 |
| Debt Service | 14,163 | 14,163 | 27,363 | 112,522 |
| Operating Equipment | 10,259 | 10,600 | 11,880 | 10,275 |
| Total Operating Expense | 1,772,293 | 1,913,792 | 2,076,275 | 2,219,761 |
| Major Capital | - | - | 660,000 | - |
| TOTAL EXPENDITURES | \$ 1,772,293 | \$ 1,913,792 | \$ 2,736,275 | \$ 2,219,761 |
| Transfers-In From Other Funds | 38,186 | 21,936 | 11,000 | 3,000 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 38,186 | \$ 21,936 | \$ 11,000 | \$ 3,000 |
| TOTAL SOURCES | 1,858,534 | 1,971,937 | 2,719,691 | 2,098,478 |
| TOTAL USES | 1,772,293 | 1,913,792 | 2,736,275 | 2,219,761 |
| NET SOURCE (USE) OF FUNDS | \$ 86,241 | \$ 58,145 | \$ (16,584) | \$ (121,283) |
| ENDING FUNDS AVAILABLE | \$ 391,809 | \$ 449,954 | \$ 433,370 | \$ 312,087 |

MUNICIPAL SERVICES

Enterprise Operations

TWO RIVERS CONVENTION CENTER FUND #303

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|--------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 503,150 | 520,826 | 554,328 | 581,347 |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | 1,861 | - | - | - |
| Total Operating Revenue | 505,011 | 520,826 | 554,328 | 581,347 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 505,011 | \$ 520,826 | \$ 554,328 | \$ 581,347 |
| EXPENDITURES | | | | |
| Labor | \$ 367,569 | \$ 351,580 | \$ 373,461 | \$ 379,188 |
| Non-Personnel Operating | 372,658 | 391,484 | 395,616 | 415,312 |
| Debt Service | - | - | - | - |
| Operating Equipment | 20,532 | 21,285 | 35,579 | 12,660 |
| Total Operating Expense | 760,759 | 764,349 | 804,656 | 807,160 |
| Major Capital | 129,047 | 52,760 | 25,082 | 35,000 |
| TOTAL EXPENDITURES | \$ 889,806 | \$ 817,109 | \$ 829,738 | \$ 842,160 |
| Transfers-In From Other Funds | 318,790 | 240,758 | 275,410 | 260,813 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 318,790 | \$ 240,758 | \$ 275,410 | \$ 260,813 |
| TOTAL SOURCES | 823,801 | 761,584 | 829,738 | 842,160 |
| TOTAL USES | 889,806 | 817,109 | 829,738 | 842,160 |
| NET SOURCE (USE) OF FUNDS | \$ (66,005) | \$ (55,525) | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ 56,151 | \$ 626 | \$ 626 | \$ 626 |

MUNICIPAL SERVICES

Enterprise Operations

SWIMMING POOLS FUND #304

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | 73,215 | 111,510 | 117,555 | 83,070 |
| Charges For Services | 323,161 | 302,718 | 306,715 | 308,030 |
| Pooled Interest Income | 3,190 | 3,873 | - | - |
| Other Revenue | 2 | 5,611 | 5,706 | 5,883 |
| Total Operating Revenue | 399,568 | 423,712 | 429,976 | 396,983 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 399,568 | \$ 423,712 | \$ 429,976 | \$ 396,983 |
| EXPENDITURES | | | | |
| Labor | \$ 242,986 | \$ 252,457 | \$ 285,534 | \$ 288,603 |
| Non-Personnel Operating | 161,003 | 178,032 | 185,966 | 182,139 |
| Debt Service | - | - | - | - |
| Operating Equipment | 28,604 | 9,233 | 600 | 600 |
| Total Operating Expense | 432,594 | 439,722 | 472,100 | 471,342 |
| Major Capital | 19,911 | 85,248 | 77,100 | 8,000 |
| TOTAL EXPENDITURES | \$ 452,505 | \$ 524,970 | \$ 549,200 | \$ 479,342 |
| Transfers-In From Other Funds | 55,548 | 69,646 | 119,224 | 82,358 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 55,548 | \$ 69,646 | \$ 119,224 | \$ 82,358 |
| TOTAL SOURCES | 455,116 | 493,358 | 549,200 | 479,342 |
| TOTAL USES | 452,505 | 524,970 | 549,200 | 479,342 |
| NET SOURCE (USE) OF FUNDS | \$ 2,611 | \$ (31,612) | \$ - | \$ (0) |
| ENDING FUNDS AVAILABLE | \$ 31,613 | \$ 0 | \$ 0 | \$ (0) |

MUNICIPAL SERVICES

Enterprise Operations

LINCOLN PARK GOLF COURSE FUND #305

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 295,372 | 337,755 | 346,518 | 358,164 |
| Pooled Interest Income | 3,525 | 3,678 | 2,166 | 3,500 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 298,897 | 341,433 | 348,684 | 361,664 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 298,897 | \$ 341,433 | \$ 348,684 | \$ 361,664 |
| EXPENDITURES | | | | |
| Labor | \$ 188,536 | \$ 187,875 | \$ 187,712 | \$ 207,654 |
| Non-Personnel Operating | 117,284 | 112,721 | 122,927 | 124,929 |
| Debt Service | 44,230 | 44,230 | 44,230 | 44,230 |
| Operating Equipment | 9,835 | 9,647 | 8,575 | 10,000 |
| Total Operating Expense | 359,885 | 354,473 | 363,444 | 386,813 |
| Major Capital | - | 16,700 | 12,100 | 15,700 |
| TOTAL EXPENDITURES | \$ 359,885 | \$ 371,173 | \$ 375,544 | \$ 402,513 |
| Transfers-In From Other Funds | 44,230 | 44,230 | 44,230 | 44,230 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 44,230 | \$ 44,230 | \$ 44,230 | \$ 44,230 |
| TOTAL SOURCES | 343,127 | 385,663 | 392,914 | 405,894 |
| TOTAL USES | 359,885 | 371,173 | 375,544 | 402,513 |
| NET SOURCE (USE) OF FUNDS | \$ (16,758) | \$ 14,490 | \$ 17,370 | \$ 3,381 |
| ENDING FUNDS AVAILABLE | \$ 6,478 | \$ 20,968 | \$ 38,338 | \$ 41,719 |

MUNICIPAL SERVICES

Enterprise Operations

TIARA RADO GOLF COURSE FUND #306

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 453,809 | 513,556 | 527,600 | 546,310 |
| Pooled Interest Income | 4,339 | 4,538 | 3,585 | 4,840 |
| Other Revenue | 325 | 400,000 | - | - |
| Total Operating Revenue | 458,473 | 918,094 | 531,185 | 551,150 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 458,473 | \$ 918,094 | \$ 531,185 | \$ 551,150 |
| EXPENDITURES | | | | |
| Labor | \$ 247,144 | \$ 241,913 | \$ 252,271 | \$ 260,659 |
| Non-Personnel Operating | 165,815 | 184,163 | 201,490 | 207,983 |
| Debt Service | 97,207 | 465,207 | 65,207 | 65,206 |
| Operating Equipment | 13,664 | 11,114 | 11,775 | 2,000 |
| Total Operating Expense | 523,830 | 902,397 | 530,743 | 535,848 |
| Major Capital | 60,377 | 38,700 | 24,000 | 39,400 |
| TOTAL EXPENDITURES | \$ 584,207 | \$ 941,097 | \$ 554,743 | \$ 575,248 |
| Transfers-In From Other Funds | 102,386 | 32,604 | 32,604 | 32,604 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 102,386 | \$ 32,604 | \$ 32,604 | \$ 32,604 |
| TOTAL SOURCES | 560,859 | 950,698 | 563,789 | 583,754 |
| TOTAL USES | 584,207 | 941,097 | 554,743 | 575,248 |
| NET SOURCE (USE) OF FUNDS | \$ (23,348) | \$ 9,601 | \$ 9,046 | \$ 8,506 |
| ENDING FUNDS AVAILABLE | \$ 29,521 | \$ 39,122 | \$ 48,168 | \$ 56,674 |

MUNICIPAL SERVICES

Enterprise Operations

GOLF COURSE EXPANSION FUND #107

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 118,203 | 130,000 | 134,000 | 138,000 |
| Pooled Interest Income | 1,970 | 7,700 | 8,500 | 10,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 120,173 | 137,700 | 142,500 | 148,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 120,173 | \$ 137,700 | \$ 142,500 | \$ 148,000 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 500 | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 500 | - | - | - |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 500 | \$ - | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 146,616 | 76,834 | 76,834 | 76,834 |
| Net Transfers | \$ (146,616) | \$ (76,834) | \$ (76,834) | \$ (76,834) |
| TOTAL SOURCES | 120,173 | 137,700 | 142,500 | 148,000 |
| TOTAL USES | 147,116 | 76,834 | 76,834 | 76,834 |
| NET SOURCE (USE) OF FUNDS | \$ (26,943) | \$ 60,866 | \$ 65,666 | \$ 71,166 |
| ENDING FUNDS AVAILABLE | \$ 99,679 | \$ 160,545 | \$ 226,211 | \$ 297,377 |

MUNICIPAL SERVICES

Enterprise Operations

CITY CEMETERIES FUND #307

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|--------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | 150 | 150 | 150 |
| Intergovernmental | - | - | - | - |
| Charges For Services | 192,695 | 175,651 | 182,229 | 189,278 |
| Pooled Interest Income | 1,434 | 2,700 | - | - |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 194,129 | 178,501 | 182,379 | 189,428 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 194,129 | \$ 178,501 | \$ 182,379 | \$ 189,428 |
| EXPENDITURES | | | | |
| Labor | \$ 193,194 | \$ 195,640 | \$ 209,505 | \$ 205,449 |
| Non-Personnel Operating | 68,533 | 73,826 | 72,797 | 74,012 |
| Debt Service | - | - | - | - |
| Operating Equipment | 6,130 | 3,800 | - | - |
| Total Operating Expense | 267,857 | 273,266 | 282,302 | 279,461 |
| Major Capital | 10,938 | 4,000 | 10,000 | 11,000 |
| TOTAL EXPENDITURES | \$ 278,795 | \$ 277,266 | \$ 292,302 | \$ 290,461 |
| Transfers-In From Other Funds | 43,959 | 83,842 | 109,923 | 101,033 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 43,959 | \$ 83,842 | \$ 109,923 | \$ 101,033 |
| TOTAL SOURCES | 238,088 | 262,343 | 292,302 | 290,461 |
| TOTAL USES | 278,795 | 277,266 | 292,302 | 290,461 |
| NET SOURCE (USE) OF FUNDS | \$ (40,707) | \$ (14,923) | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ 14,923 | \$ - | \$ - | \$ - |

MUNICIPAL SERVICES

Enterprise Operations

CEMETERY PERPETUAL CARE FUND #704

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 30,035 | 26,000 | 27,000 | 28,000 |
| Pooled Interest Income | 24,730 | 53,000 | 55,000 | 57,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 54,765 | 79,000 | 82,000 | 85,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 54,765 | \$ 79,000 | \$ 82,000 | \$ 85,000 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | - | - | - | - |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ - | \$ - | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 24,730 | 53,000 | 55,000 | 57,000 |
| Net Transfers | \$ (24,730) | \$ (53,000) | \$ (55,000) | \$ (57,000) |
| TOTAL SOURCES | 54,765 | 79,000 | 82,000 | 85,000 |
| TOTAL USES | 24,730 | 53,000 | 55,000 | 57,000 |
| NET SOURCE (USE) OF FUNDS | \$ 30,035 | \$ 26,000 | \$ 27,000 | \$ 28,000 |
| ENDING FUNDS AVAILABLE | \$ 832,915 | \$ 858,915 | \$ 885,915 | \$ 913,915 |

MUNICIPAL SERVICES

Enterprise Operations

PARKING FUND #308

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|--------------------|--------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 132,776 | 92,000 | 96,116 | 98,716 |
| Pooled Interest Income | 4,123 | 10,000 | 8,000 | 6,000 |
| Other Revenue | 1,125 | 27,800 | 28,912 | 30,068 |
| Total Operating Revenue | 138,024 | 129,800 | 133,028 | 134,784 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 138,024 | \$ 129,800 | \$ 133,028 | \$ 134,784 |
| EXPENDITURES | | | | |
| Labor | \$ 79,517 | \$ 83,209 | \$ 76,681 | \$ 79,339 |
| Non-Personnel Operating | 25,978 | 25,485 | 25,204 | 25,626 |
| Debt Service | - | - | - | - |
| Operating Equipment | 634 | - | 5,658 | - |
| Total Operating Expense | 106,129 | 108,694 | 107,543 | 104,965 |
| Major Capital | - | 44,300 | 42,000 | 18,700 |
| TOTAL EXPENDITURES | \$ 106,129 | \$ 152,994 | \$ 149,543 | \$ 123,665 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 138,024 | 129,800 | 133,028 | 134,784 |
| TOTAL USES | 106,129 | 152,994 | 149,543 | 123,665 |
| NET SOURCE (USE) OF FUNDS | \$ 31,895 | \$ (23,194) | \$ (16,515) | \$ 11,119 |
| ENDING FUNDS AVAILABLE | \$ 120,836 | \$ 97,642 | \$ 81,127 | \$ 92,246 |

MUNICIPAL SERVICES

Enterprise Operations

IRRIGATION SYSTEMS FUND #309

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 112,796 | 124,838 | 125,000 | 125,000 |
| Pooled Interest Income | 805 | 3,500 | 3,500 | 3,500 |
| Other Revenue | 7,540 | 6,760 | - | - |
| Total Operating Revenue | 121,141 | 135,098 | 128,500 | 128,500 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 121,141 | \$ 135,098 | \$ 128,500 | \$ 128,500 |
| EXPENDITURES | | | | |
| Labor | \$ 54,877 | \$ 66,344 | \$ 76,913 | \$ 79,595 |
| Non-Personnel Operating | 40,557 | 36,685 | 40,098 | 39,977 |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 95,434 | 103,029 | 117,011 | 119,572 |
| Major Capital | 24,982 | 10,000 | - | - |
| TOTAL EXPENDITURES | \$ 120,416 | \$ 113,029 | \$ 117,011 | \$ 119,572 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 121,141 | 135,098 | 128,500 | 128,500 |
| TOTAL USES | 120,416 | 113,029 | 117,011 | 119,572 |
| NET SOURCE (USE) OF FUNDS | \$ 725 | \$ 22,069 | \$ 11,489 | \$ 8,928 |
| ENDING FUNDS AVAILABLE | \$ 42,972 | \$ 65,041 | \$ 76,530 | \$ 85,458 |

MUNICIPAL SERVICES

Enterprise Operations

JOINT SEWER SYSTEM FUND #900

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|-----------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 3,962,555 | 4,245,826 | 4,218,742 | 4,406,410 |
| Pooled Interest Income | 203,225 | 406,086 | 410,329 | 419,943 |
| Other Revenue | 783,187 | 488,740 | 633,500 | 633,500 |
| Total Operating Revenue | 4,948,967 | 5,140,652 | 5,262,571 | 5,459,853 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 4,948,967 | \$ 5,140,652 | \$ 5,262,571 | \$ 5,459,853 |
| EXPENDITURES | | | | |
| Labor | \$ 1,472,490 | \$ 1,547,078 | \$ 1,598,293 | \$ 1,652,422 |
| Non-Personnel Operating | 1,384,497 | 1,478,981 | 1,577,159 | 1,570,061 |
| Debt Service | 822,595 | 798,145 | 871,545 | 869,325 |
| Operating Equipment | 38,606 | 36,245 | 17,801 | 9,953 |
| Total Operating Expense | 3,718,188 | 3,860,449 | 4,064,798 | 4,101,761 |
| Major Capital | 1,419,115 | 848,207 | 2,315,925 | 632,274 |
| TOTAL EXPENDITURES | \$ 5,137,303 | \$ 4,708,656 | \$ 6,380,723 | \$ 4,734,035 |
| Transfers-In From Other Funds | - | 112,119 | - | - |
| Transfers-Out To Other Funds | 23,649 | 23,649 | - | - |
| Net Transfers | \$ (23,649) | \$ 88,470 | \$ - | \$ - |
| TOTAL SOURCES | 4,948,967 | 5,252,771 | 5,262,571 | 5,459,853 |
| TOTAL USES | 5,160,952 | 4,732,305 | 6,380,723 | 4,734,035 |
| NET SOURCE (USE) OF FUNDS | \$ (211,985) | \$ 520,466 | \$ (1,118,152) | \$ 725,818 |
| ENDING FUNDS AVAILABLE | \$ 6,169,773 | \$ 6,690,239 | \$ 5,572,087 | \$ 6,297,905 |

INTERNAL SERVICE FUNDS

These 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
Stores Fund
Self Insurance Fund
Communications Center Fund

INTERNAL SERVICE OPERATIONS

TOTAL: INTERNAL SERVICE FUNDS

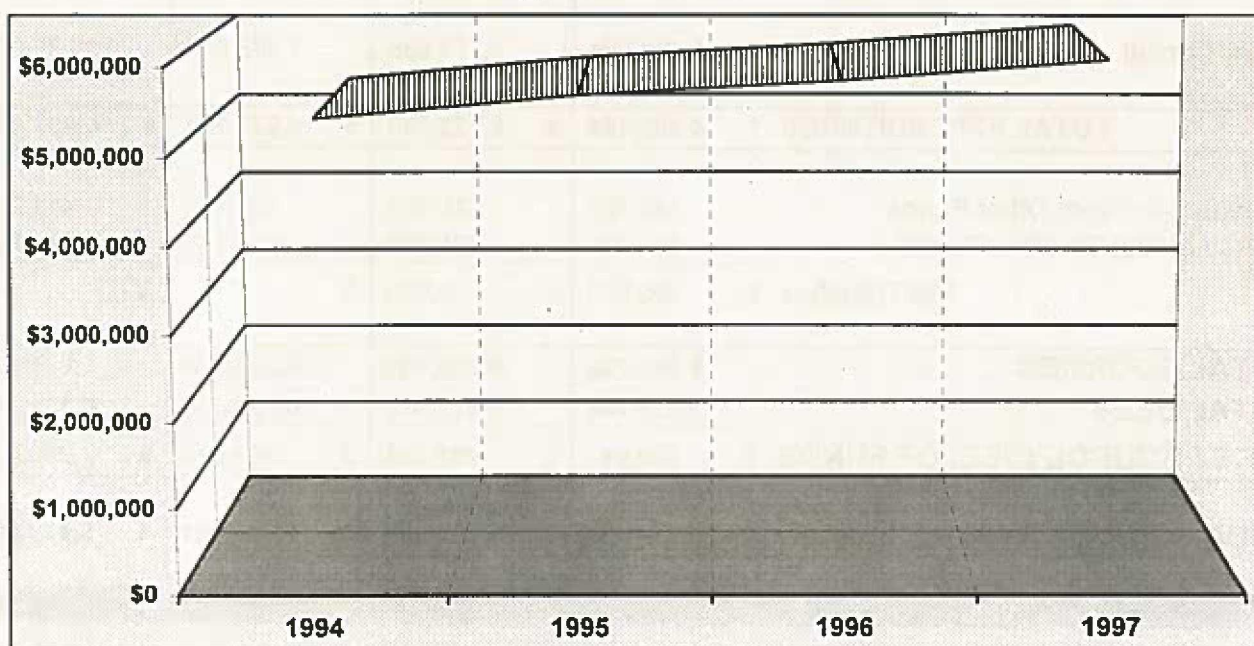
DESCRIPTION:

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.

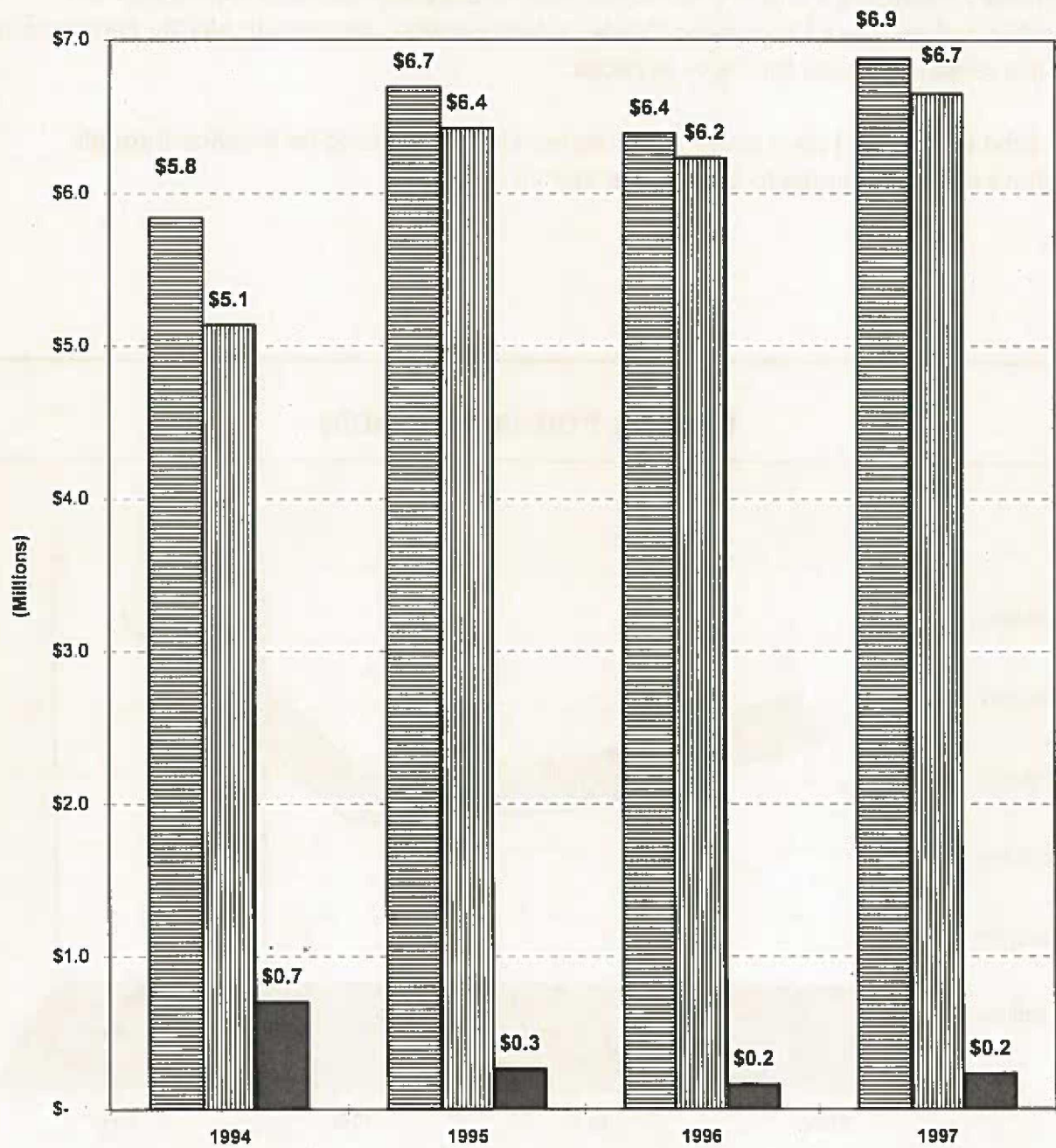
Enhanced - 911 Fund
Data Processing Fund
Equipment Fund
Stores Fund
Self Insurance Fund
Communications Center Fund

Ending Funds Available



INTERNAL SERVICE OPERATIONS

Total: Internal Service Funds



■ TOTAL SOURCES ■ TOTAL USES ■ NET SOURCE (USE) OF FUNDS

INTERNAL SERVICE OPERATIONS

DATA PROCESSING FUND #401

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|--------------------|--------------------|-------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 615,631 | 652,412 | 944,951 | 1,035,901 |
| Pooled Interest Income | 4,345 | 9,000 | 9,000 | 9,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 619,976 | 661,412 | 953,951 | 1,044,901 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 619,976 | \$ 661,412 | \$ 953,951 | \$ 1,044,901 |
| EXPENDITURES | | | | |
| Labor | \$ 363,217 | \$ 369,970 | \$ 424,357 | \$ 476,903 |
| Non-Personnel Operating | 85,194 | 174,557 | 235,291 | 255,421 |
| Debt Service | - | - | - | - |
| Operating Equipment | 70,427 | 28,673 | 299,108 | 259,183 |
| Total Operating Expense | 518,838 | 573,200 | 958,756 | 991,507 |
| Major Capital | 475,752 | 106,388 | - | - |
| TOTAL EXPENDITURES | \$ 994,590 | \$ 679,588 | \$ 958,756 | \$ 991,507 |
| Transfers-In From Other Funds | 305,000 | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 305,000 | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 924,976 | 661,412 | 953,951 | 1,044,901 |
| TOTAL USES | 994,590 | 679,588 | 958,756 | 991,507 |
| NET SOURCE (USE) OF FUNDS | \$ (69,614) | \$ (18,176) | \$ (4,805) | \$ 53,394 |
| ENDING FUNDS AVAILABLE | \$ 87,177 | \$ 69,001 | \$ 64,196 | \$ 117,590 |

INTERNAL SERVICE OPERATIONS

EQUIPMENT FUND #402

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 2,013,264 | 2,076,052 | 2,287,138 | 2,379,679 |
| Pooled Interest Income | 82,514 | 190,000 | 140,000 | 140,000 |
| Other Revenue | 55,408 | 31,200 | - | - |
| Total Operating Revenue | 2,151,186 | 2,297,252 | 2,427,138 | 2,519,679 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 2,151,186 | \$ 2,297,252 | \$ 2,427,138 | \$ 2,519,679 |
| EXPENDITURES | | | | |
| Labor | \$ 372,701 | \$ 367,423 | \$ 420,053 | \$ 434,370 |
| Non-Personnel Operating | 600,161 | 667,832 | 712,106 | 741,526 |
| Debt Service | - | - | - | - |
| Operating Equipment | 16,122 | 22,143 | 20,737 | 14,528 |
| Total Operating Expense | 988,984 | 1,057,398 | 1,152,896 | 1,190,424 |
| Major Capital | 501,131 | 1,104,223 | 1,416,200 | 1,289,000 |
| TOTAL EXPENDITURES | \$ 1,490,115 | \$ 2,161,621 | \$ 2,569,096 | \$ 2,479,424 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 2,151,186 | 2,297,252 | 2,427,138 | 2,519,679 |
| TOTAL USES | 1,490,115 | 2,161,621 | 2,569,096 | 2,479,424 |
| NET SOURCE (USE) OF FUNDS | \$ 661,071 | \$ 135,631 | \$ (141,958) | \$ 40,255 |
| ENDING FUNDS AVAILABLE | \$ 2,933,751 | \$ 3,069,382 | \$ 2,927,424 | \$ 2,967,679 |

INTERNAL SERVICE OPERATIONS

STORES FUND #403

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 580,444 | 573,446 | 182,842 | 189,055 |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | 2,313 | - | - | - |
| Total Operating Revenue | 582,757 | 573,446 | 182,842 | 189,055 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 582,757 | \$ 573,446 | \$ 182,842 | \$ 189,055 |
| EXPENDITURES | | | | |
| Labor | \$ 100,560 | \$ 98,402 | \$ 97,410 | \$ 100,806 |
| Non-Personnel Operating | 445,885 | 442,766 | 72,217 | 75,458 |
| Debt Service | - | - | - | - |
| Operating Equipment | 3,272 | 1,995 | 6,000 | 4,000 |
| Total Operating Expense | 549,717 | 543,163 | 175,627 | 180,264 |
| Major Capital | - | 14,000 | - | - |
| TOTAL EXPENDITURES | \$ 549,717 | \$ 557,163 | \$ 175,627 | \$ 180,264 |
| Transfers-In From Other Funds | - | 14,000 | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ 14,000 | \$ - | \$ - |
| TOTAL SOURCES | 582,757 | 587,446 | 182,842 | 189,055 |
| TOTAL USES | 549,717 | 557,163 | 175,627 | 180,264 |
| NET SOURCE (USE) OF FUNDS | \$ 33,040 | \$ 30,283 | \$ 7,215 | \$ 8,791 |
| ENDING FUNDS AVAILABLE | \$ 246,829 | \$ 277,112 | \$ 284,327 | \$ 293,118 |

INTERNAL SERVICE OPERATIONS

SELF-INSURANCE FUND #404

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 738,724 | 767,524 | 802,765 | 831,662 |
| Pooled Interest Income | 77,164 | 176,803 | 194,362 | 204,565 |
| Other Revenue | 1,276 | 87,848 | 5,000 | 5,000 |
| Total Operating Revenue | 817,164 | 1,032,175 | 1,002,127 | 1,041,227 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 817,164 | \$ 1,032,175 | \$ 1,002,127 | \$ 1,041,227 |
| EXPENDITURES | | | | |
| Labor | \$ 72,025 | \$ 79,263 | \$ 80,253 | \$ 82,852 |
| Non-Personnel Operating | 658,701 | 475,286 | 712,530 | 749,282 |
| Debt Service | - | - | - | - |
| Operating Equipment | 1,886 | - | - | 1,650 |
| Total Operating Expense | 732,612 | 554,549 | 792,783 | 833,784 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 732,612 | \$ 554,549 | \$ 792,783 | \$ 833,784 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 817,164 | 1,032,175 | 1,002,127 | 1,041,227 |
| TOTAL USES | 732,612 | 554,549 | 792,783 | 833,784 |
| NET SOURCE (USE) OF FUNDS | \$ 84,552 | \$ 477,626 | \$ 209,344 | \$ 207,443 |
| ENDING FUNDS AVAILABLE | \$ 1,642,177 | \$ 2,119,803 | \$ 2,329,147 | \$ 2,536,590 |

INTERNAL SERVICE OPERATIONS

COMMUNICATION CENTER FUND #405

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | 2,250 | 5,000 | 5,000 |
| Charges For Services | 911,237 | 1,071,547 | 1,222,567 | 1,274,589 |
| Pooled Interest Income | 779 | - | - | - |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 912,016 | 1,073,797 | 1,227,567 | 1,279,589 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 912,016 | \$ 1,073,797 | \$ 1,227,567 | \$ 1,279,589 |
| EXPENDITURES | | | | |
| Labor | \$ 812,787 | \$ 982,536 | \$ 1,101,927 | \$ 1,139,738 |
| Non-Personnel Operating | 160,347 | 235,326 | 305,475 | 333,144 |
| Debt Service | - | - | - | - |
| Operating Equipment | 3,005 | - | 4,500 | - |
| Total Operating Expense | 976,139 | 1,217,862 | 1,411,902 | 1,472,882 |
| Major Capital | 252,211 | 551,475 | 69,800 | 250,000 |
| TOTAL EXPENDITURES | \$ 1,228,350 | \$ 1,769,337 | \$ 1,481,702 | \$ 1,722,882 |
| Transfers-In From Other Funds | 143,365 | 705,555 | 254,135 | 443,293 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 143,365 | \$ 705,555 | \$ 254,135 | \$ 443,293 |
| TOTAL SOURCES | 1,055,381 | 1,779,352 | 1,481,702 | 1,722,882 |
| TOTAL USES | 1,228,350 | 1,769,337 | 1,481,702 | 1,722,882 |
| NET SOURCE (USE) OF FUNDS | \$ (172,969) | \$ 10,015 | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ (10,015) | \$ - | \$ - | \$ - |

INTERNAL SERVICE OPERATIONS

ENHANCED 911 SPECIAL REVENUE FUND #101

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|---------------------|-------------------|--------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 304,262 | 317,466 | 332,414 | 346,854 |
| Pooled Interest Income | 8,010 | 20,000 | 15,000 | 20,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 312,272 | 337,466 | 347,414 | 366,854 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 312,272 | \$ 337,466 | \$ 347,414 | \$ 366,854 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | - | - | - | - |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ - | \$ - | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 143,365 | 705,555 | 254,135 | 443,293 |
| Net Transfers | \$ (143,365) | \$ (705,555) | \$ (254,135) | \$ (443,293) |
| TOTAL SOURCES | 312,272 | 337,466 | 347,414 | 366,854 |
| TOTAL USES | 143,365 | 705,555 | 254,135 | 443,293 |
| NET SOURCE (USE) OF FUNDS | \$ 168,907 | \$ (368,089) | \$ 93,279 | \$ (76,439) |
| ENDING FUNDS AVAILABLE | \$ 414,277 | \$ 46,188 | \$ 139,467 | \$ 63,028 |

SPECIAL TAXING 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.

Within a Special District, taxes are assessed and/or user fees charged directly to those who receive the benefit or service.

The individual 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

SPECIAL TAXING DISTRICTS

TOTAL: SPECIAL TAXING DISTRICTS

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:

DDA Operating Fund

DDA Tax Increment Fund

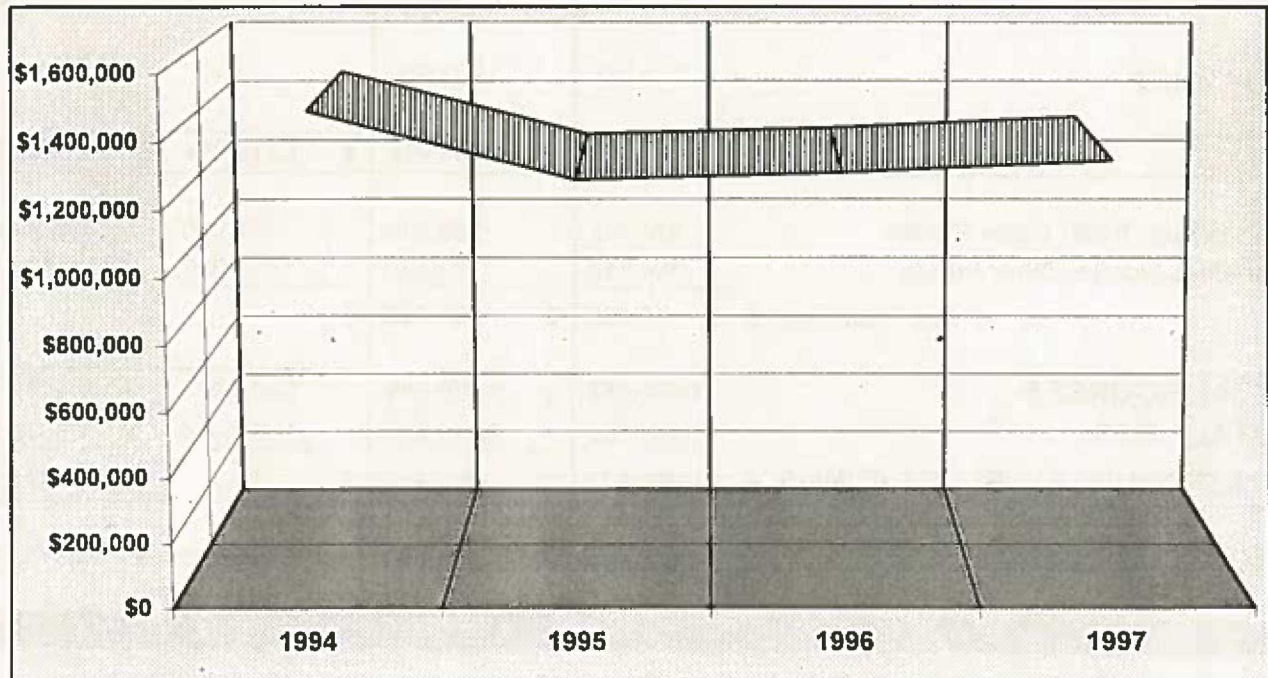
DDA (TIF) Capital Projects Fund

DDA (TIF) Debt Service Fund

GJWWS District Fund

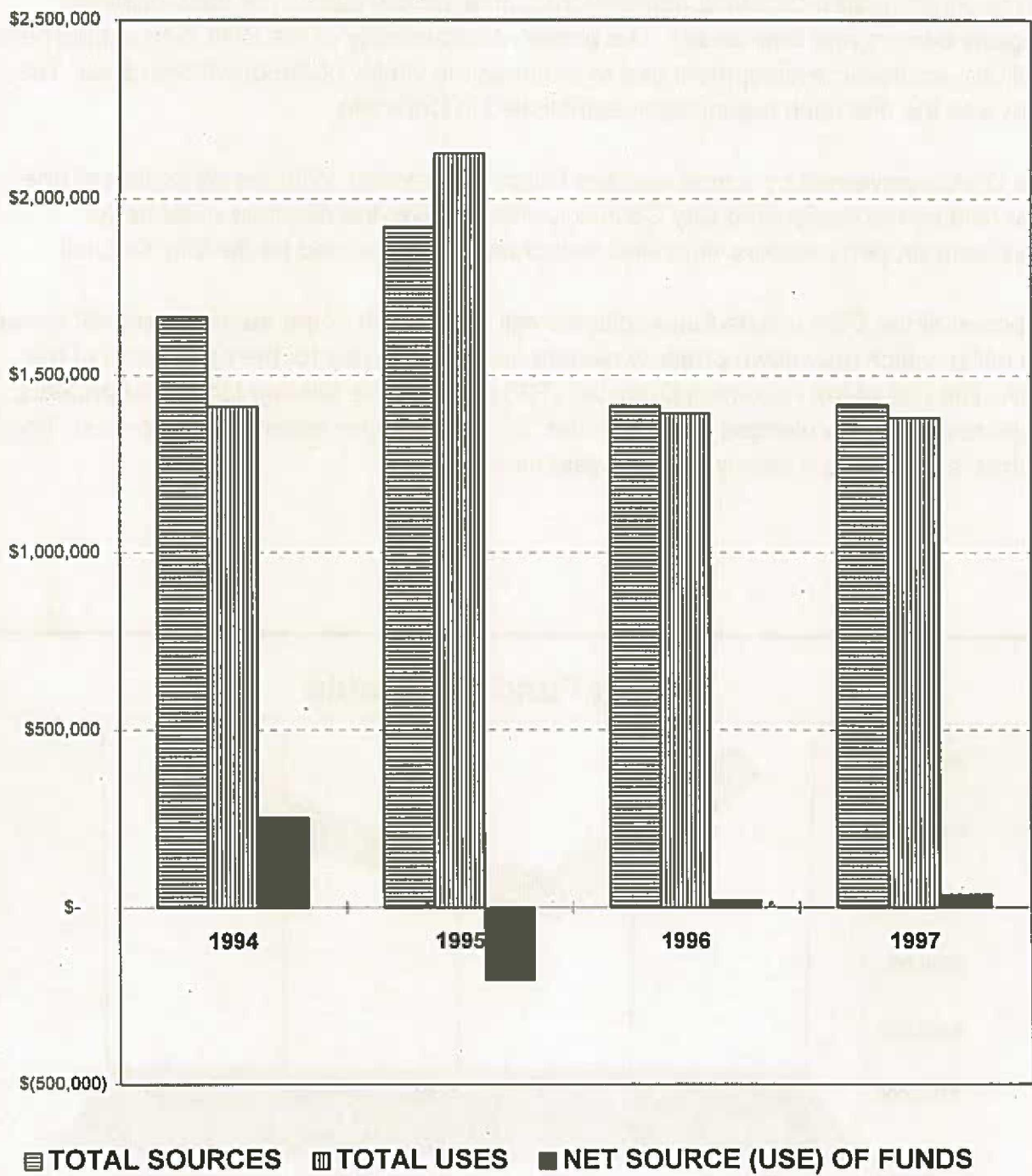
Ridges Metropolitan District Fund

Ending Funds Available



SPECIAL TAXING DISTRICTS

Total: Special District Funds



SPECIAL TAXING DISTRICTS

DOWNTOWN DEVELOPMENT AUTHORITY (D.D.A.) TOTAL

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|---------------------|---------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ 265,344 | \$ 266,240 | \$ 275,050 | \$ 283,150 |
| Licenses & Permits | - | 200 | 200 | 300 |
| Intergovernmental | 110,418 | 188,500 | 20,000 | 20,000 |
| Charges For Services | 14,600 | 20,495 | 21,200 | 21,200 |
| Pooled Interest Income | 16,420 | 41,500 | 17,500 | 17,500 |
| Other Revenue | 595,747 | 728,650 | 588,800 | 588,800 |
| Total Operating Revenue | 1,002,529 | 1,245,585 | 922,750 | 930,950 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 1,002,529 | \$ 1,245,585 | \$ 922,750 | \$ 930,950 |
| EXPENDITURES | | | | |
| Labor | \$ 96,537 | \$ 107,682 | \$ 98,264 | \$ 101,574 |
| Non-Personnel Operating | 505,754 | 598,468 | 594,395 | 593,700 |
| Debt Service | 156,745 | 151,420 | 146,020 | 140,545 |
| Operating Equipment | 9,800 | 11,500 | 4,000 | 3,000 |
| Total Operating Expense | 768,836 | 869,070 | 842,679 | 838,819 |
| Major Capital | 111,228 | 703,682 | - | - |
| TOTAL EXPENDITURES | \$ 880,064 | \$ 1,572,752 | \$ 842,679 | \$ 838,819 |
| Transfers-In From Other Funds | 174,712 | 292,320 | 177,920 | 172,445 |
| Transfers-Out To Other Funds | 164,712 | 183,320 | 177,920 | 172,445 |
| Net Transfers | \$ 10,000 | \$ 109,000 | \$ - | \$ - |
| TOTAL SOURCES | 1,177,241 | 1,537,905 | 1,100,670 | 1,103,395 |
| TOTAL USES | 1,044,776 | 1,756,072 | 1,020,599 | 1,011,264 |
| NET SOURCE (USE) OF FUNDS | \$ 132,465 | \$ (218,167) | \$ 80,071 | \$ 92,131 |
| ENDING FUNDS AVAILABLE | \$ 568,163 | \$ 349,996 | \$ 430,067 | \$ 522,198 |

SPECIAL TAXING DISTRICTS

D.D.A. OPERATING FUND #103

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ 70,271 | \$ 67,640 | \$ 70,450 | \$ 72,550 |
| Licenses & Permits | - | 200 | 200 | 300 |
| Intergovernmental | 53,918 | 20,000 | 20,000 | 20,000 |
| Charges For Services | 14,600 | 20,495 | 21,200 | 21,200 |
| Pooled Interest Income | 1,907 | 2,500 | 2,500 | 2,500 |
| Other Revenue | 470,747 | 577,250 | 568,800 | 568,800 |
| Total Operating Revenue | 611,443 | 688,085 | 683,150 | 685,350 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 611,443 | \$ 688,085 | \$ 683,150 | \$ 685,350 |
| EXPENDITURES | | | | |
| Labor | \$ 96,537 | \$ 107,682 | \$ 98,264 | \$ 101,574 |
| Non-Personnel Operating | 501,692 | 593,718 | 594,395 | 593,700 |
| Debt Service | - | - | - | - |
| Operating Equipment | 9,800 | 11,500 | 4,000 | 3,000 |
| Total Operating Expense | 608,029 | 712,900 | 696,659 | 698,274 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 608,029 | \$ 712,900 | \$ 696,659 | \$ 698,274 |
| Transfers-In From Other Funds | 7,967 | 41,900 | 31,900 | 31,900 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 7,967 | \$ 41,900 | \$ 31,900 | \$ 31,900 |
| TOTAL SOURCES | 619,410 | 729,985 | 715,050 | 717,250 |
| TOTAL USES | 608,029 | 712,900 | 696,659 | 698,274 |
| NET SOURCE (USE) OF FUNDS | \$ 11,381 | \$ 17,085 | \$ 18,391 | \$ 18,976 |
| ENDING FUNDS AVAILABLE | \$ 25,667 | \$ 42,752 | \$ 61,143 | \$ 80,119 |

SPECIAL TAXING DISTRICTS

D.D.A. TAX INCREMENT SPECIAL REVENUE FUND #109

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ 195,073 | \$ 198,600 | \$ 204,600 | \$ 210,600 |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | 7,967 | 15,000 | 15,000 | 15,000 |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | 203,040 | 213,600 | 219,600 | 225,600 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 203,040 | \$ 213,600 | \$ 219,600 | \$ 225,600 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 4,062 | 4,750 | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 4,062 | 4,750 | - | - |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 4,062 | \$ 4,750 | \$ - | \$ - |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | 164,712 | 166,420 | 161,020 | 155,545 |
| Net Transfers | \$ (164,712) | \$ (166,420) | \$ (161,020) | \$ (155,545) |
| TOTAL SOURCES | 203,040 | 213,600 | 219,600 | 225,600 |
| TOTAL USES | 168,774 | 171,170 | 161,020 | 155,545 |
| NET SOURCE (USE) OF FUNDS | \$ 34,266 | \$ 42,430 | \$ 58,580 | \$ 70,055 |
| ENDING FUNDS AVAILABLE | \$ 93,841 | \$ 136,271 | \$ 194,851 | \$ 264,906 |

SPECIAL TAXING DISTRICTS

D.D.A. CAPITAL IMPROVEMENT FUND #203

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|---------------------|------------------|------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | 56,500 | 168,500 | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | 6,546 | 24,000 | - | - |
| Other Revenue | 125,000 | 151,400 | 20,000 | 20,000 |
| Total Operating Revenue | 188,046 | 343,900 | 20,000 | 20,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 188,046 | \$ 343,900 | \$ 20,000 | \$ 20,000 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | - | - | - | - |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | - | - | - | - |
| Major Capital | 111,228 | 703,682 | - | - |
| TOTAL EXPENDITURES | \$ 111,228 | \$ 703,682 | \$ - | \$ - |
| Transfers-In From Other Funds | 10,000 | 99,000 | - | - |
| Transfers-Out To Other Funds | - | 16,900 | 16,900 | 16,900 |
| Net Transfers | \$ 10,000 | \$ 82,100 | \$ (16,900) | \$ (16,900) |
| TOTAL SOURCES | 198,046 | 442,900 | 20,000 | 20,000 |
| TOTAL USES | 111,228 | 720,582 | 16,900 | 16,900 |
| NET SOURCE (USE) OF FUNDS | \$ 86,818 | \$ (277,682) | \$ 3,100 | \$ 3,100 |
| ENDING FUNDS AVAILABLE | \$ 297,682 | \$ 20,000 | \$ 23,100 | \$ 26,200 |

SPECIAL TAXING DISTRICTS

D.D.A. DEBT SERVICE FUND #611

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| REVENUE | | | | |
| Taxes | \$ - | \$ - | \$ - | \$ - |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | - | - | - | - |
| Pooled Interest Income | - | - | - | - |
| Other Revenue | - | - | - | - |
| Total Operating Revenue | - | - | - | - |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ - | \$ - | \$ - | \$ - |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | - | - | - | - |
| Debt Service | 156,745 | 151,420 | 146,020 | 140,545 |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 156,745 | 151,420 | 146,020 | 140,545 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 156,745 | \$ 151,420 | \$ 146,020 | \$ 140,545 |
| Transfers-In From Other Funds | 156,745 | 151,420 | 146,020 | 140,545 |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ 156,745 | \$ 151,420 | \$ 146,020 | \$ 140,545 |
| TOTAL SOURCES | 156,745 | 151,420 | 146,020 | 140,545 |
| TOTAL USES | 156,745 | 151,420 | 146,020 | 140,545 |
| NET SOURCE (USE) OF FUNDS | \$ - | \$ - | \$ - | \$ - |
| ENDING FUNDS AVAILABLE | \$ 150,973 | \$ 150,973 | \$ 150,973 | \$ 150,973 |

SPECIAL TAXING DISTRICTS

G.J.W.W.S.D. DEBT SERVICE FUND #612

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|--------------------|--------------------|
| REVENUE | | | | |
| Taxes | \$ 73,431 | \$ 70,750 | \$ 67,000 | \$ 67,000 |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 41,112 | 36,000 | 37,000 | 37,000 |
| Pooled Interest Income | 12,158 | 26,000 | 20,000 | 20,000 |
| Other Revenue | 19,642 | - | - | - |
| Total Operating Revenue | 146,343 | 132,750 | 124,000 | 124,000 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 146,343 | \$ 132,750 | \$ 124,000 | \$ 124,000 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 1,305 | 2,000 | 2,000 | 2,000 |
| Debt Service | 137,926 | 138,920 | 139,992 | 141,147 |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 139,231 | 140,920 | 141,992 | 143,147 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 139,231 | \$ 140,920 | \$ 141,992 | \$ 143,147 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 146,343 | 132,750 | 124,000 | 124,000 |
| TOTAL USES | 139,231 | 140,920 | 141,992 | 143,147 |
| NET SOURCE (USE) OF FUNDS | \$ 7,112 | \$ (8,170) | \$ (17,992) | \$ (19,147) |
| ENDING FUNDS AVAILABLE | \$ 355,732 | \$ 347,562 | \$ 329,570 | \$ 310,423 |

SPECIAL TAXING DISTRICTS

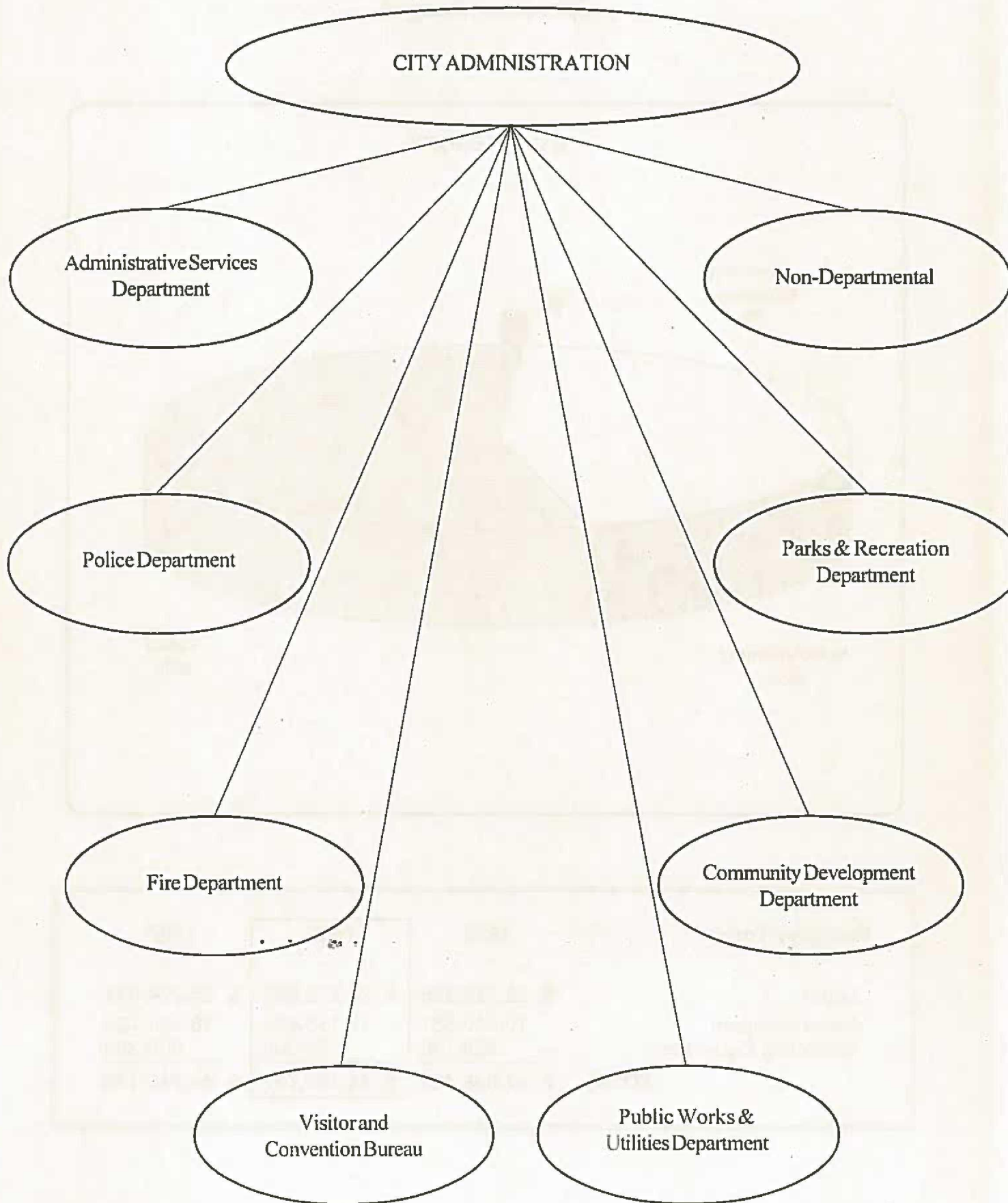
RIDGES METRO DISTRICT DEBT SERVICE FUND #613

| | 1994 ACTUAL | 1995 REVISED | 1996 BUDGET | 1997 BUDGET |
|----------------------------------|-------------------|-------------------|--------------------|--------------------|
| REVENUE | | | | |
| Taxes | \$ 195,764 | \$ 175,600 | \$ 163,600 | \$ 164,100 |
| Licenses & Permits | - | - | - | - |
| Intergovernmental | - | - | - | - |
| Charges For Services | 129,395 | 1,200 | - | - |
| Pooled Interest Income | 15,450 | 33,500 | 27,000 | 27,000 |
| Other Revenue | 1,362 | 40,000 | - | - |
| Total Operating Revenue | 341,971 | 250,300 | 190,600 | 191,100 |
| Debt Proceeds | - | - | - | - |
| TOTAL REVENUE | \$ 341,971 | \$ 250,300 | \$ 190,600 | \$ 191,100 |
| EXPENDITURES | | | | |
| Labor | \$ - | \$ - | \$ - | \$ - |
| Non-Personnel Operating | 5,172 | 5,000 | 5,000 | 5,000 |
| Debt Service | 222,403 | 224,403 | 225,883 | 221,973 |
| Operating Equipment | - | - | - | - |
| Total Operating Expense | 227,575 | 229,403 | 230,883 | 226,973 |
| Major Capital | - | - | - | - |
| TOTAL EXPENDITURES | \$ 227,575 | \$ 229,403 | \$ 230,883 | \$ 226,973 |
| Transfers-In From Other Funds | - | - | - | - |
| Transfers-Out To Other Funds | - | - | - | - |
| Net Transfers | \$ - | \$ - | \$ - | \$ - |
| TOTAL SOURCES | 341,971 | 250,300 | 190,600 | 191,100 |
| TOTAL USES | 227,575 | 229,403 | 230,883 | 226,973 |
| NET SOURCE (USE) OF FUNDS | \$ 114,396 | \$ 20,897 | \$ (40,283) | \$ (35,873) |
| ENDING FUNDS AVAILABLE | \$ 536,548 | \$ 557,445 | \$ 517,162 | \$ 481,289 |

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. Included in narrative form is an overview of the functions of each department and discussion regarding the department's major accomplishments, significant budget issues and future outlook. This section includes goals and objectives for the coming two years for each of the department's divisions.

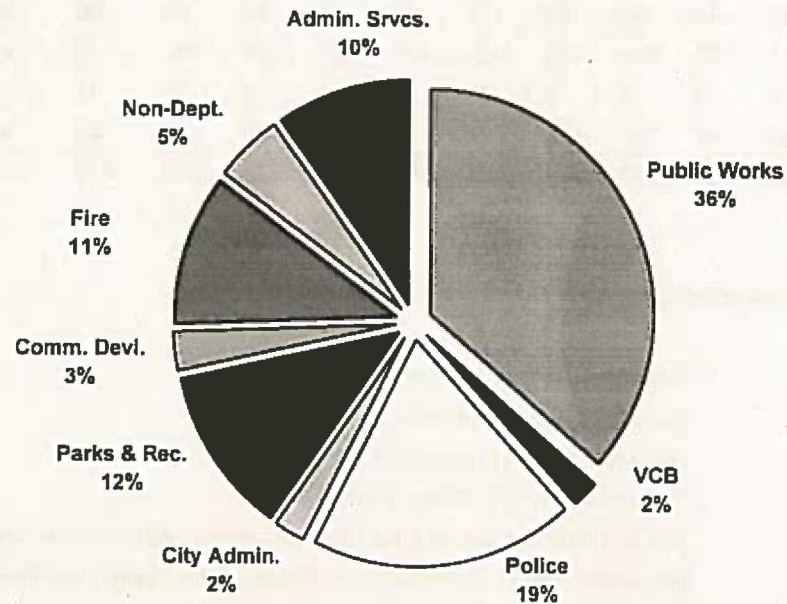
CITY OF GRAND JUNCTION



CITY OF GRAND JUNCTION

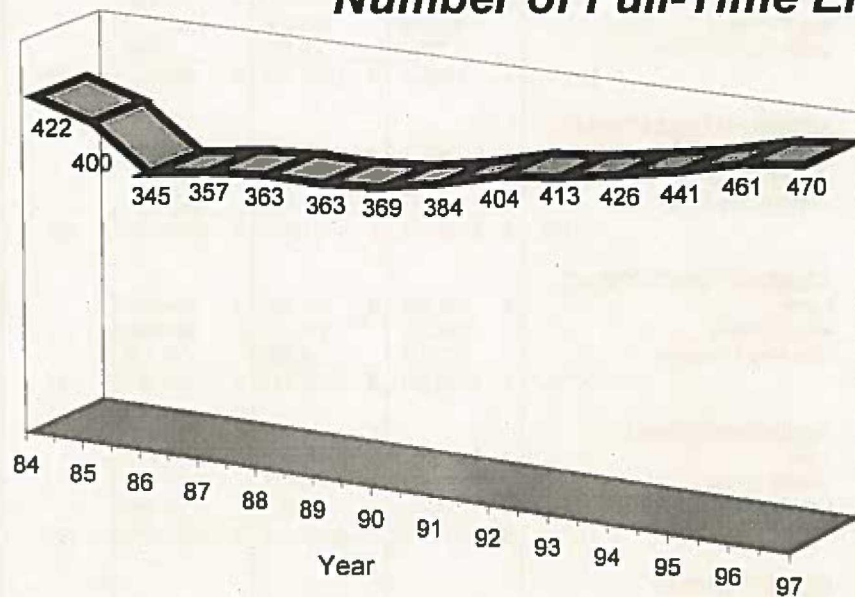
Operating Budget

BY DEPARTMENT

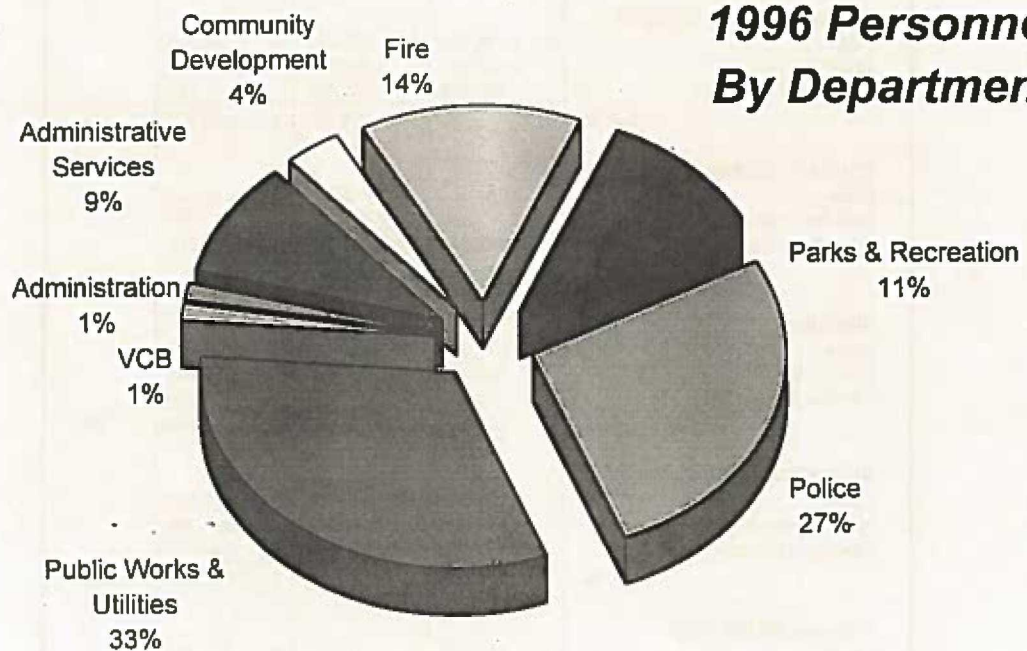


| Department Totals | 1995 | 1996 | 1997 |
|-----------------------------|----------------------|----------------------|----------------------|
| City Administration | \$ 930,047 | \$ 1,073,168 | \$ 954,065 |
| Administrative Services | 4,024,802 | 4,348,657 | 4,508,140 |
| Community Development | 1,320,567 | 1,187,884 | 1,193,463 |
| Police Department | 7,866,262 | 8,414,180 | 8,801,272 |
| Fire Department | 4,643,276 | 4,708,303 | 4,841,398 |
| Public Works & Utilities | 15,508,605 | 16,305,108 | 16,024,856 |
| Parks & Recreation | 5,235,745 | 5,152,755 | 5,434,064 |
| Visitor & Convention Bureau | 820,786 | 884,602 | 918,746 |
| Subtotal: Departmental | 40,350,090 | 42,074,657 | 42,676,004 |
| Non-Departmental | 2,349,342 | 2,075,055 | 2,072,138 |
| TOTAL | \$ 42,699,432 | \$ 44,149,712 | \$ 44,748,142 |

1984 Thru 1997 Personnel History Number of Full-Time Employees



1996 Personnel By Department



CITY OF GRAND JUNCTION

CITY ADMINISTRATION

Administrative Services
Department

Non-Departmental

Police Department

Parks & Recreation
Department

Fire Department

Community Development
Department

Visitor and
Convention Bureau

Public Works
Department

CITY ADMINISTRATION

CITY COUNCIL
Mayor, Ron Maupin

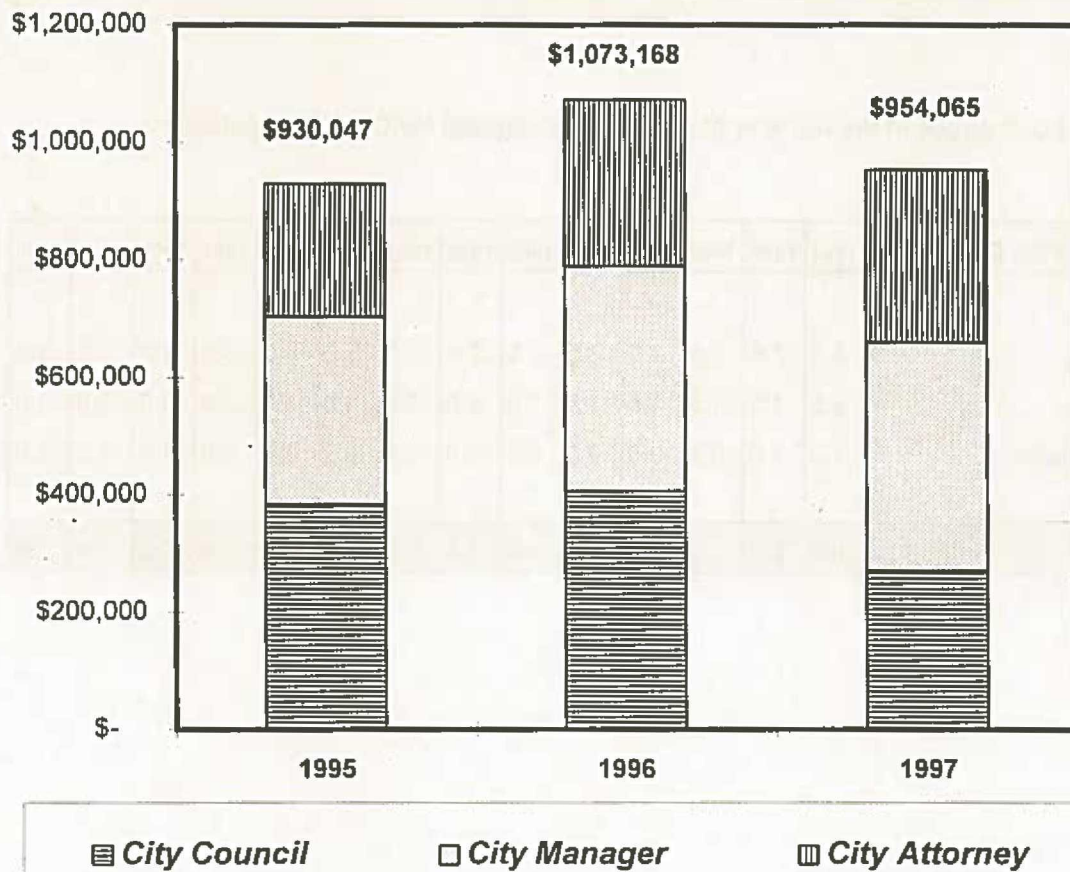
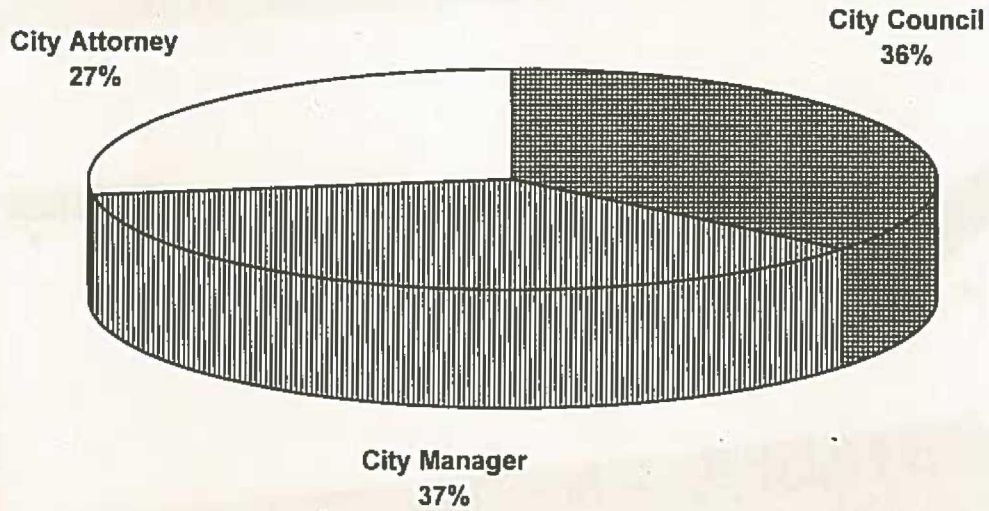
City Manager
Mark K. Achen

City Attorney
Dan E. Wilson

CITY ADMINISTRATION

Operating Budget

By Division



CITY OF GRAND JUNCTION

FUNCTION

City Administration 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, presents information and recommendations to the Council and implements policies and goals set by the City Council.

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

The **Assistant City Manager** serves as the City Manager's chief assistant in coordinating the operations of City departments, supporting the governing body, analyzing policy, preparing long range strategy, and maintaining relations with other governments, employees and citizens.

The **Assistant City Attorney** is the prosecuting attorney for municipal prosecutions, is the legal council for the Liquor Licensing Authority and the Planning Commission, and advises City departments on legal issues.

The **Communications Coordinator** under direction of the Assistant City Manager assists the Council, City management and departments on communications with the City's many external and internal customers. The Communications Coordinator manages the City's overall communications activities, disseminates information to the media, and publishes the City newsletter.

MAJOR ACCOMPLISHMENTS - 1995

- In April voters reelected two incumbent City Council Members and two new Members.
- Approved recommendations of the Parks Task Force to undertake a long range parks initiative that will eventually include several new parks and improvements to most existing parks. Authorized \$6.6 million to construct the first phase of the 110 acre Canyon View Park & Sports Complex.
- Provided MCEDC \$935,000 in incentives to attract Mesa Airlines, 3-D Systems, Refrigeration Hardware Systems and D-T Swiss Bike Technology that at maturity will bring an estimated 520 new jobs and \$14 million in capital investment to Grand Junction. This will also create a new 55 acre high quality industrial park west of the Airport. These incentives are expected to be recovered in only four years through increased City revenues.
- Initiated joint planning with Mesa County for the Grand Junction urbanizing area from 19 to 35 Roads. The Plan will provide a vision for urban growth through the year 2010.
- Adopted the City's ten year financial plan and \$98 million two year operating budget.

ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DIRECTOR
Ronald M. Lappi

Accounting

City Clerk

The mission of the Administrative Services Department is to provide quality administrative support and services to the public and the departments and employees of the City in an efficient, effective and accommodating manner to the end that all direct service providers have the management information and support they need to deliver their services in the most appropriate manner. These support services include financial and personnel resource management as well as technical support in accounting, procurement, systems automation and information retrieval.

Personnel and
Risk Management

Purchasing

Information
Services

Collection
Services

ADMINISTRATIVE SERVICES DEPARTMENT

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Personnel and
Risk Management

Purchasing

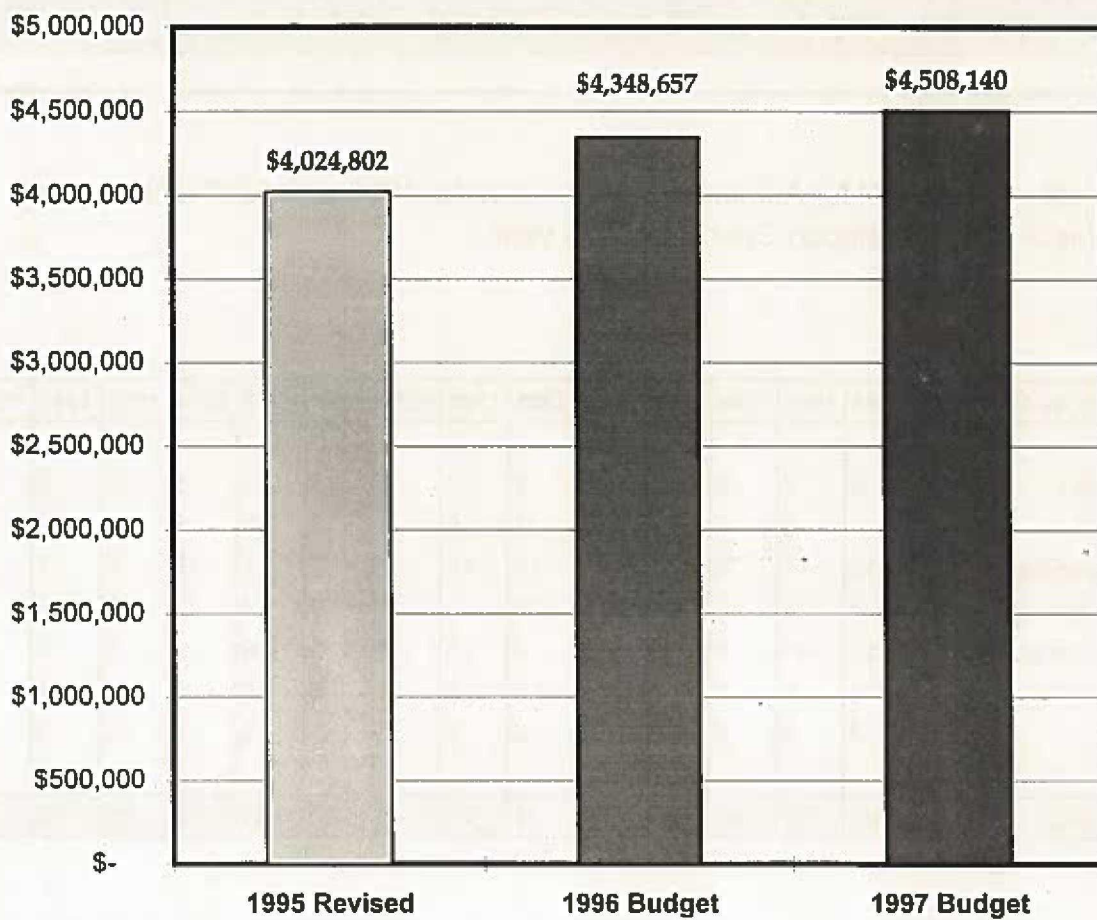
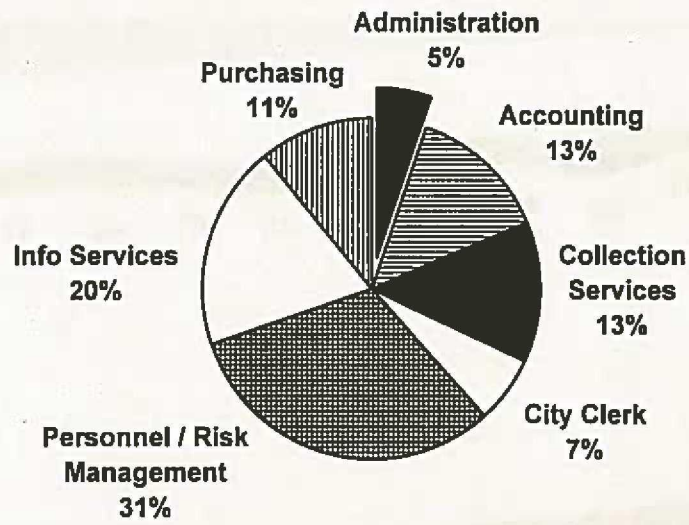
Information
Services

Collection
Services

ADMINISTRATIVE SERVICES DEPARTMENT

Operating Budget

By Division



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 to other City departments. The department consists of seven (7) divisions including Administration, Accounting, Collection Services, City Clerk, Personnel & Risk Management, Information Services, and Purchasing.

The entire department's budget is proposed at approximately \$4.4 million for 1996 and \$4.5 million for 1997, increases of 5.9% and 3.5% respectively.

The **Administration Division** is comprised of the Director, the City-wide Budget Coordinator and a Senior Administrative Secretary. The Director is responsible for management and coordination of the various divisions and the interrelationships with other City Departments, and the communication with the City Manager and City Council. The Budget Coordinator's primary role is one of analytical and technical support with focus on the budget and related special projects.

The administration budget reflects no new programs or changes in assigned staff and overall reflects a 4.6% increase in 1996 and a 0.5% increase for 1997.

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; budget control and balancing throughout the budget process; and fixed asset recording. Cash Management includes the revenue and expenditure process, bank reconciliations, and investments. Financial reports are prepared for individuals and organizations, the most significant of which 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 **Collections division** has eight employees who handle five major functions in the Administrative Services Department. Those functions include Utility Billing, Accounts Receivable, Collections, Municipal Court, and Parking Control and Maintenance.

The **Utility Billing** section provides customer service and billing for water, sewer, sanitation and irrigation services provided by the Public Works and Utility Departments. In addition billing for Central Grand Valley Sanitation District and Orchard Mesa Sanitation Customers. All Sewer Taps sold in the total 201 Sewer area are sold by the Utility Billing Section. The **Accounts Receivable** section is responsible for the billing of all services, with the exception of utilities, provided to customers by City departments, included cemetery grave spaces on contract, false alarms, special police services, cutting of weeds, use of park facilities and time and materials on water and sewer tap installation. 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 this section. The **Collection** section includes insuring all outstanding billings and delinquent accounts are collected and credited to the appropriate revenue accounts. The **Parking Section** includes the enforcement of metered and limited time parking areas through the issuance of parking citations, as well as maintenance of all parking meters.

ADMINISTRATIVE SERVICES

SIGNIFICANT BUDGET ISSUES

- Funding for the two new positions and creation of the User Support Section in the Information Services Fund and Division.
- Adoption of the two-year aggressive PC Upgrade and Replacement Program to bring the entire City, consisting of 270 PCs, on seven networks to the same high level capability.
- Implementation of the City-wide Records Management Task Force recommendations for an automated records retention and storage system using scanners and CD ROM platters.
- As with other City Hall occupants we continue to struggle with the inefficiencies of people space, meeting space and records storage space in the current City Hall.

MAJOR ACCOMPLISHMENTS

- Implemented a supervisory training program including a specific required ten-day curriculum in which supervisors demonstrate proficiency.
- Successfully converted to the new Banner Financial and Human Resource systems.
- Received both the Distinguished Budget Award and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Successfully funded City Council's \$6.6 million commitment to Phase I of the Parks Master Plan.
- Converted from the old minicomputer based financial system to a Novel Network with file server technology which allows a true on-line system with distributed processing.
- Developed a new and advanced annexation impact model
- Participated in the task force which persuaded the State Legislature to approve a funding plan for the Old Hire Fire and Police Pension Plans which continued and increased the State's commitment.

FUTURE OUTLOOK

- The Administrative Services Department expects to face many challenges and issues ahead in both 1996 and 1997 and beyond. These will have a significant impact on how local government is viewed by our citizens and tax payers.
- Continue to improve our efficiency and effectiveness in service delivery.
- Developing an on-going system of citizen input and feed back to insure we are doing the right things well. Heightened commitment to employee involvement and supervisory training to improve the service delivery process and adaptability to change.
- Pressures to handle increased work loads in smarter ways without increasing costs to tax payers.
- Automate processes and activities after they have been re-engineered.

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Administrative Services

DIVISION: Administration

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

Purpose: To meet or exceed customer expectation for City services.

Objective:

- ☐ Adopt a written policy and plan regarding who and when supervisor and employees will be trained.
- ☐ Involve all employees in role training and customer service training.

Performance Measurers: Was the plan approved by the City Manager.

Who: The entire management team of the City spearheaded by Ron Lappi

When: Plan adopted by June 30, 1996. All employees involvement and customer service training completed by December 31, 1996.

DEPARTMENT: Administrative Services

DIVISION: Administration

GOAL: Improve Direct Customer Services

Purpose: To be more efficient and effective in customer service.

Objectives:

- ☐ Create a multidiscipline approach to serving customers.
- ☐ Streamline service delivery

Performance Measurers:

- ☐ Were multidisciplines taught to all
- ☐ Did a reorganization take place

Who: Management and staff of the Administrative Services Department

When: by 3/31/96

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Administrative Services

DIVISION: Accounting

1996 GOAL: Write a "Financial Systems Manual"

Objectives:

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

Performance measures: Performance will be measured by the timely completion of the manual and its acceptance by upper management and review by the external auditors.

Who: Controller, Senior Accountants, City Auditor

When: Completion by December 31, 1996

DEPARTMENT: Administrative Services

DIVISIONS: Accounting

1997 GOAL: Implement a new Sales Tax System

Purpose: The current system has certain limitations regarding the availability of information and processing that would be eliminated with an Oracle Data Base System. The current business zones are dysfunctional, and new filing frequency options are planned.

Objectives:

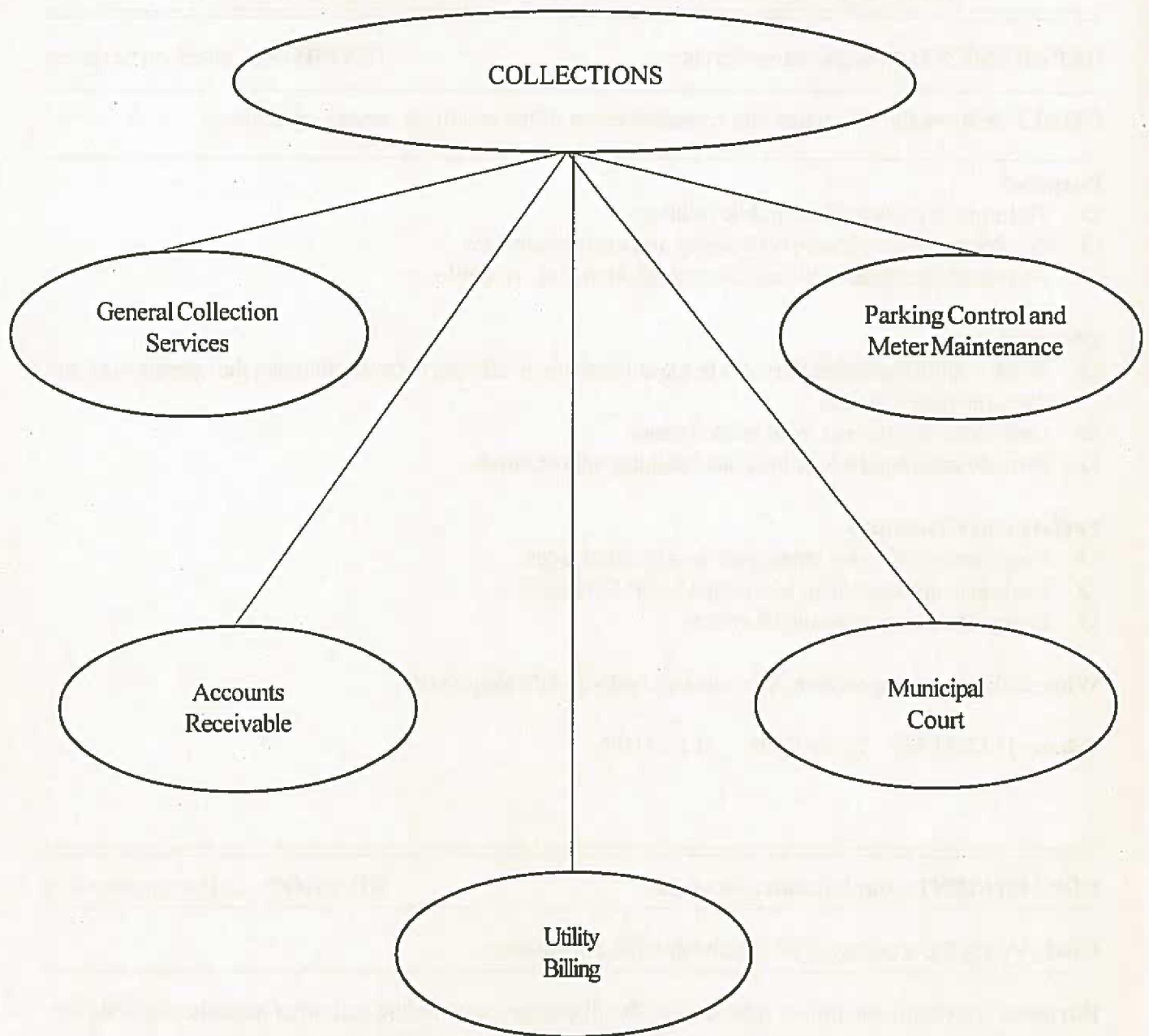
- Establish by ordinance a new system of filing frequency options - 1995
- Project City and commercial development and develop meaningful business zones - 1996
- Assist in the design and implementation of the new system

Performance measure: Performance will be measured by the timely completion of each of the objectives.

Who: Controller, Senior Accountant, Information Services

When: Implementation will be completed in 1997.

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS AND OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Administrative Services

DIVISION: Collection Services

GOAL: Implement the new Utility System in conjunction with Information Services Division.

Purpose: To provide service to the Customer in a simplified manner using a modern computer system

Objective: Work with all divisions within the City who will use the Customer Information Service to make sure all information for the new system is accurate. Prepare all information for the conversion process. Participate in training for, testing of, and converting to the new system.

Performance Measure: Performance will be measured by the timely performance of the conversion and by the functionality of the system when converted.

Who: Collections Supervisor, Accounting Clerks, Information Services Staff

When: 12/31/96

GOALS AND OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Administrative Services

DIVISION: City Clerk

GOAL: Provide electronic access of public records to all customers.

Purpose: To provide electronic accessibility of legislation and official City records to City Staff and to the public.

Objective: The ISYS software currently on-line allows access to City Staff of legislative records including minutes, ordinances and resolutions, and official actions of the Planning Commission, Liquor Authority and other boards. The City-wide optical disk records management system proposed for 1996, will enhance that data by providing access to files through the network of additional documents not included in ISYS such as deeds, plats and development files. In order to provide access to the public, the City Clerk's Office is suggesting that the feasibility of installing a kiosk in City Hall, available for use by the citizens, be pursued.

Performance Measure: Availability of public records to all customers, both internal and external.

Who: City Clerk Staff, Records Management Task Force, Data Processing Staff

When: Optical disk records management system in place with documents being scanned into the system City-wide by June, 1996. Electronic access to the citizenry at a kiosk installed at City Hall by December, 1997.

DEPARTMENT: Administrative Services

DIVISION: City Clerk

GOAL: Index non-permanent records and store off-site.

Purpose: To store non-permanent records off-site and have them indexed electronically for simple access.

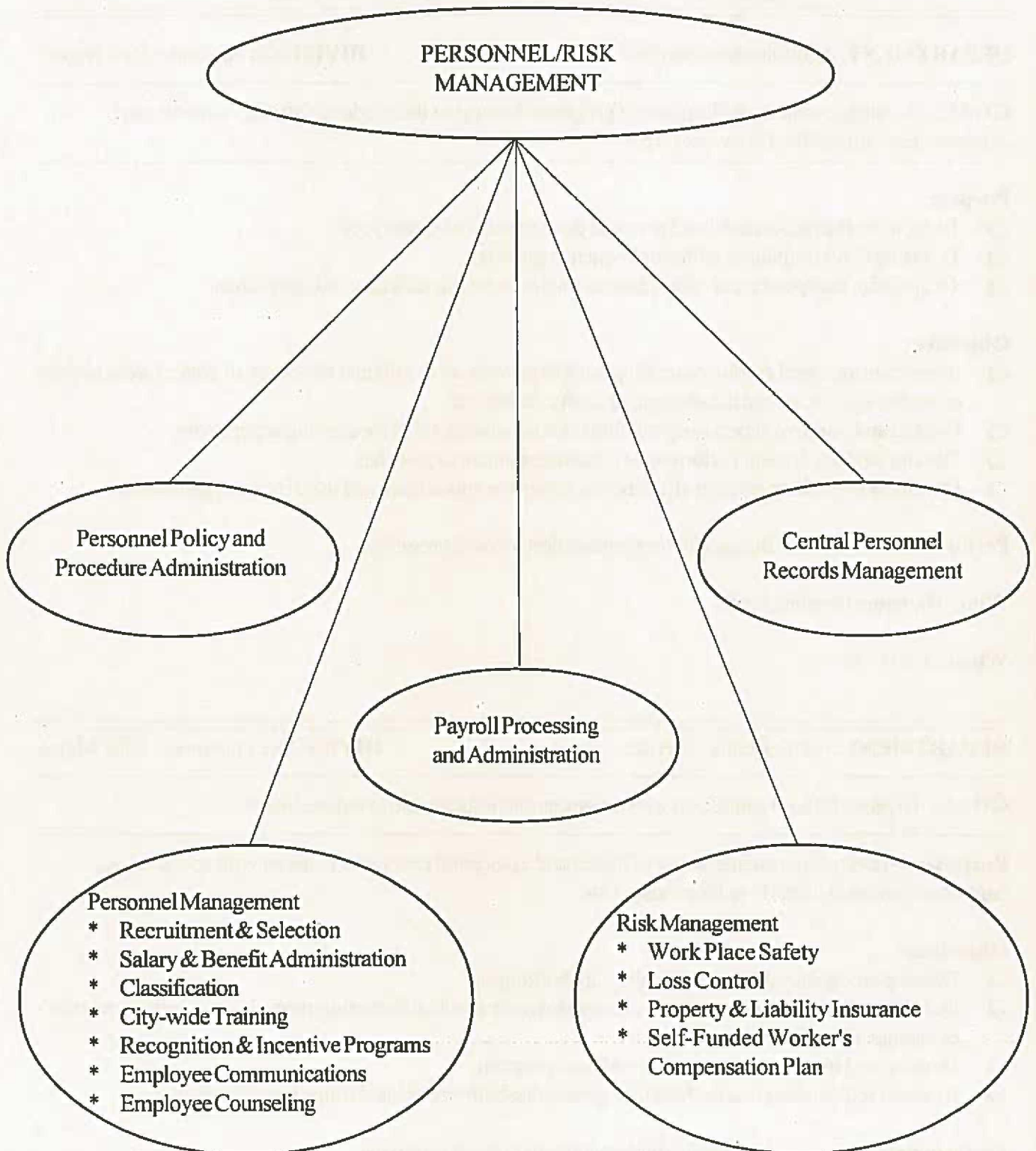
Objective: Creation of a data base to index non-permanent records for future retrieval and a standardized storage system at the Stores Warehouse facility.

Performance Measure: Implementation of the objective.

Who: Records Management Task Force, City Clerk Staff, Data Processing Staff, Stores Warehouse Staff

When: In place by June, 1996.

ADMINISTRATIVE SERVICES DEPARTMENT



GOALS & OBJECTIVES FOR 1997

DEPARTMENT: Administrative Services

DIVISION: Personnel/Risk Mgmt.

GOAL: To develop, evaluate and implement programs which support the needs of City departments and enhance the quality of the City work force.

Purpose:

- ☐ To promote the professional and personal development of employees
- ☐ To ensure City compliance with employment regulations
- ☐ To optimize manpower and other resources to improve the efficiency of operations.

Objective:

- ☐ Develop and implement a City-wide volunteer program
- ☐ Evaluate, develop and implement improvements to the employee evaluation system.
- ☐ Evaluate, develop and implement improvements to the workplace literacy program.

Performance Measure: Successful implementation of these programs.

Who: The entire Personnel staff

When: 12/31/97

DEPARTMENT: Administrative Services

DIVISION: Personnel / Risk Mgmt.

GOAL: Provide the organization with programs and information to reduce losses.

Purpose: To keep departments aware of losses and associated costs, and to assist with specific loss control recommendations to reduce those costs.

Objective:

- ☐ Develop and implement a City-wide incident response program.
- ☐ Develop and implement an environmental response/awareness program.
- ☐ Develop and implement City-wide safety training standards by position.
- ☐ Standardize insurance requirements for City permittees and licensees.

Performance Measure: Successful implementation of these programs

Who: Risk Manager

When: 12/31/97

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Administrative Services

DIVISION: Information Services

GOAL: Upgrade the City's Personal Computers and Network Infrastructure

Purpose: To provide the users with personal computer systems which will allow them to utilize the latest state of the art office automation software and programs. This will significantly increase productivity and ability to produce high quality output. This will also allow us to address our citizen requests for information more efficiently.

Objective:

- Fund and implement an aggressive program to bring all of the City's existing personal computer equipment up to a minimum configuration which is capable of handling our existing and near future software needs.
- Revise the funding of the existing Computer Replacement Program to provide the necessary funding to replace existing and future personal computer and network systems on a 4 year rotational basis.

Performance Measure:

- Bring all personal computer systems up to a minimum configuration level of a 486 processor with at least 16MB of RAM.
- Convert all personal computer systems to utilize Windows as the program manager.
- Bring the computer systems inventory system up to date and utilize the information to establish a computer system amortization schedule for budget purposes.

Who: 1. Information Services Division Staff., 2. Personal Computer systems users.

When: 1. June 30, 1997

2. June 30, 1996

3. June 30, 1996

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Administrative Services

DIVISION: Information Services

GOAL: Increase the level of computer systems user support and training.

Purpose: Due to continuing increases in the number of computer systems users and complexity of personal computer systems, networks, programs, and communications systems; it is becoming increasingly difficult to provide quick response times, problem solutions, and user training being demanded by the City's departments. In order to allow the users to be as efficient as possible the level of Information Services support must be increased to adjust to these new demands.

Objective:

- Establish a special User Support Section within the Information Services Division which will be specifically responsible for the direct user support and training.
- Reorganize the Computer Operations Section, and transfer one of it's current members to the new User Support Section.
- Hire two additional staff members for the Use Support Section.
- Aggressively train all members of the User Support Section in the proper use, support, and maintenance of the various personal computers systems, office automation software, and communications systems throughout the City.
- Reorganize the current Help Desk operation to provide each area of the City with a specific User Support person assigned to provide assistance, support and training to their area.

Performance Measure:

- Establish the new section and hire the additional staff.
- Complete the training of all staff members.
- Revise the Help Desk operation and assign staff members.

Who: Information Services Division staff.
Human Resources Division staff.

When: March 31, 1996
June 30, 1996
September 30, 1996

GOALS & OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Administrative Services

DIVISION: Purchasing

GOAL: Complete implementation of the Banner Purchasing and Procurement Module.

Purpose: To take advantage of all the components of electronic procurement system from requisition to bid award. The Banner Purchasing and Procurement Modules offer at least six (6) functions that will be of value Citywide.

Objective: The processes of the various functions will need to be learned to the extent necessary to produce a written procedures guide for instruction and future reference. Assistance will have to be provided by Information Services Division.

Performance Measure: City-wide ability to input purchase requisitions which can be received and processed through the Banner system. Complete system usage from requisition to receipt of materials, all electronic.

Who: Purchasing Agent and Senior Buyer

When: Completion by December 31, 1996

GOAL: To complete the revision of the City of Grand Junction Purchasing Manual.

Purpose: To bring the City's purchasing rules and regulations into compliance with processes and functions of the Banner Purchasing and Procurement Module.

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

Performance Measure Completion of survey and compilation of data into a brief report outlining where we are and where we can go.

Who: Purchasing Agent, Information Services Manager, Sr. Administrative Secretary for Administrative Services Dept.

When: Project completion by August 31, 1996

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

Code and Weed
Enforcement

Annexation

COMMUNITY DEVELOPMENT DEPARTMENT

COMMUNITY DEVELOPMENT DIRECTOR

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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

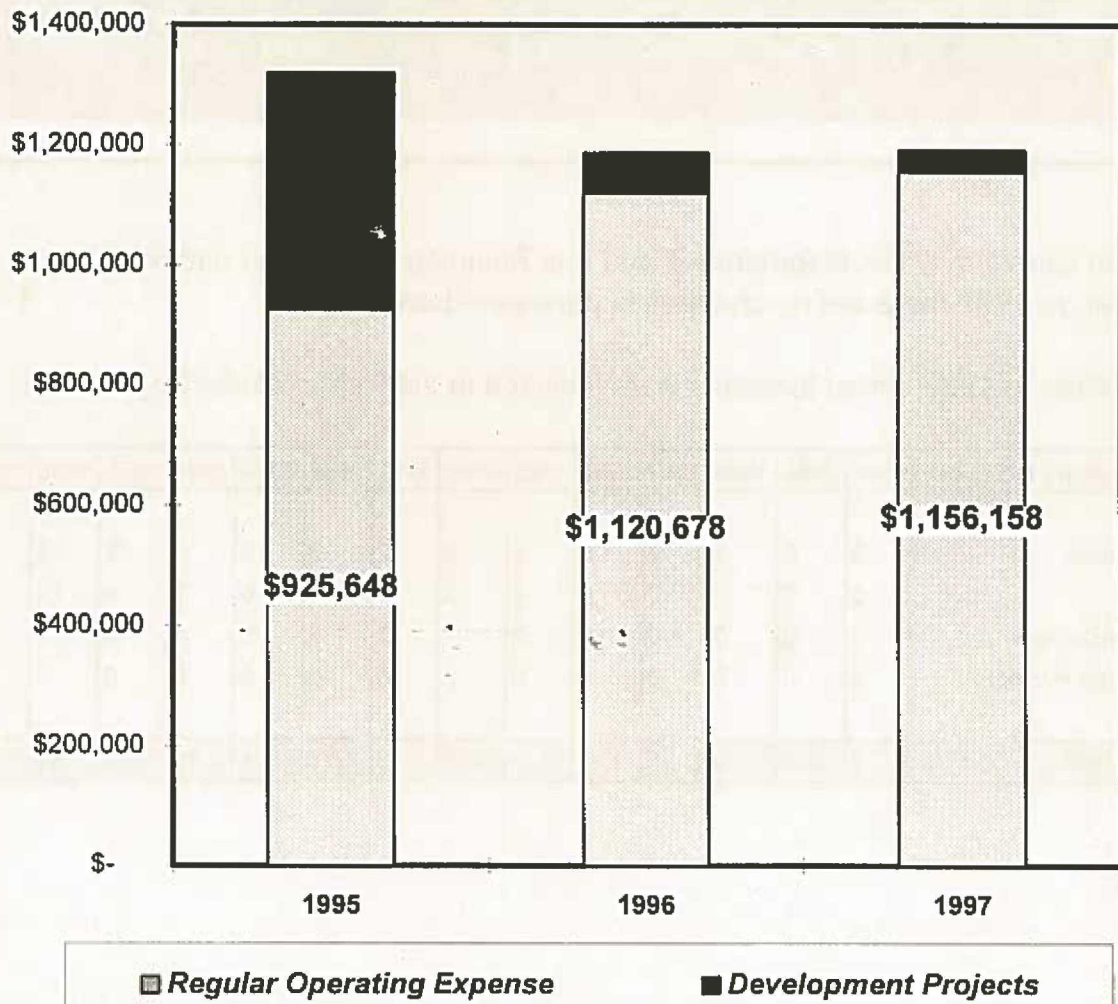
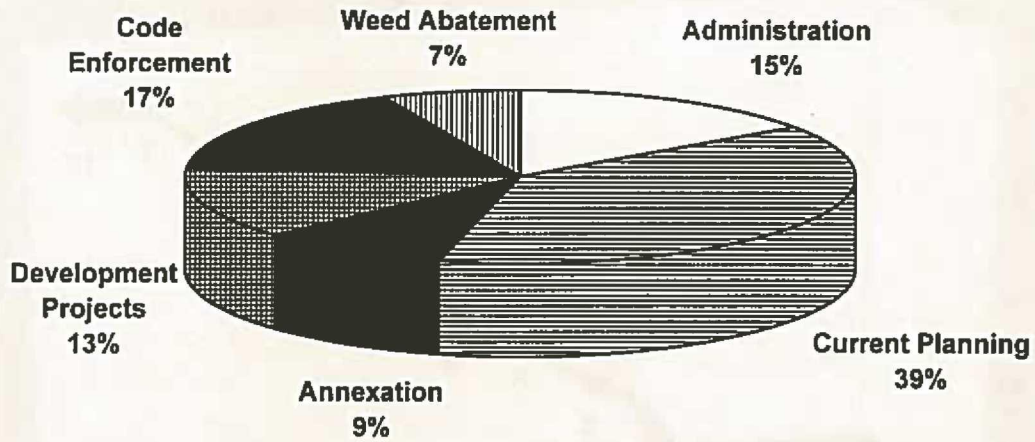
Annexation

Code and Weed
Enforcement

COMMUNITY DEVELOPMENT DEPARTMENT

Operating Budget

By Division



COMMUNITY DEVELOPMENT DEPARTMENT

FUNCTIONS

The Community Development Department consists of four distinct functional areas: Administration, Planning, Annexation and Code Enforcement.

Administration provides overall direction and coordination for the department. In addition, this division provides assistance to the general public and neighborhood groups, provides technical assistance to City Council, Planning Commission, Board of Appeals and other boards and commissions, and is responsible for the department's budget development and control. The department is headed by a Director who has a full-time secretary for support.

The **Planning Division's** main functions include development review and processing of development applications for subdivisions, planned developments, site plans, zone changes, conditional and special use permits, sign permits, fence permits, variances and planning clearances for building permits. Like Administration, this division also provides assistance to the general public and neighborhood groups, and provides technical assistance to City Council, the Planning Commission, Board of Appeals and other boards and commissions. Current neighborhood/special area planning projects include the City of Grand Junction Growth Plan, South Downtown Neighborhood Plan, and the 24 Road Corridor Plan. The Planning Division is also engaged in such ongoing activities as code and procedural improvements; data collection, analysis and reporting; and special projects including Historic Preservation. The Planning Division is currently assigned two full-time Planning Technicians, one Associate Planner, two Senior Planners and one Planning Supervisor. Another full-time Senior Planner and a Planning Technician have been approved to be hired in 1996.

The Department's resources for the processing of Annexations were substantially increased in 1994 in response to the City Council's goals for annexation. The **Annexation Section** reports directly to the Director and works closely with the City's management team. The Annexation Section's function is to process all annexations for the City as directed by the City Council and as petitioned by individual property owners and neighborhoods. Additional functions include assisting and disseminating information to the public regarding annexation. The Annexation staff consists of four full-time employees. Three of these positions (Senior Planner, Associate Planner and Engineering Aide) are within the Community Development Department and one (Engineering Technician) is in the Public Works Department.

The **Code Enforcement Division's** main function is enforcing the City's Zoning and Development Code, and the Municipal Code as it relates to weeds, junk, rubbish and other nuisance ordinances. The Code Enforcement Division acts on a complaint basis when enforcing the City's zoning, trash and junk ordinances, but annually targets one to two residential areas for proactive enforcement in conjunction with the Spring Clean-up program. The Division is involved in a variety of special projects. There are four full-time employees in this Division consisting of a Code Enforcement Supervisor, two Code Enforcement Officers, a Secretary, and six part-time seasonal employees in the Weed Abatement Program.

The Weed Abatement Program runs annually from early May through the end of October. Goals of the program are to reduce visual blight; comply with State Mandates regulating certain noxious weeds; decrease harmful pollens; and protect private property owners from invasive weeds. The Weed Abatement staff proactively pursues weed violations on private properties and abates violations as necessary. The Weed Abatement staff 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.

COMMUNITY DEVELOPMENT DEPARTMENT

- Staff continued to update the dilapidated building inventory and work with the building department to remove dilapidated buildings.
- Staff organized a City booth at the Home Builders' Association Home & Garden Show.
- Staff continued to increase the number of proactive junk cases that are pursued in addition to complaint response cases.
- An additional 100 miles of roadway, up from 25 miles in 1993, were maintained by Weed Abatement personnel.

SIGNIFICANT BUDGET ISSUES

Delayed Projects

Numerous projects in the Division's and Department Head's work program have been delayed due to unavailability of staff time to work on them. These delayed projects and tasks include:

- completion of the South Downtown, Riverside and El Poso Neighborhood Plan
- initiation of the 24 Road Corridor Plan
- initiation of amendments to the Zoning and Development Code (per prioritized list)
- "design guidelines" for multi-family development
- handouts for planning clearances of various types e.g. single family residential
- a development manual for developers and the general public which clearly explains the various development review application types and procedures
- a City recognition program for outstanding projects

These projects are not progressing due to the need for existing staff to focus their attention on the development review function. The addition of a Senior Planner and a Planning Technician in 1996 will help enable the planning staff to keep up with projected development review work and carry out the above projects on a more timely basis. A major task in 1996 will be that of carrying out the revisions to the Zoning and Development Code that will be proposed by the City's Planning Consultant. Without additional staff, this would not occur on a timely basis.

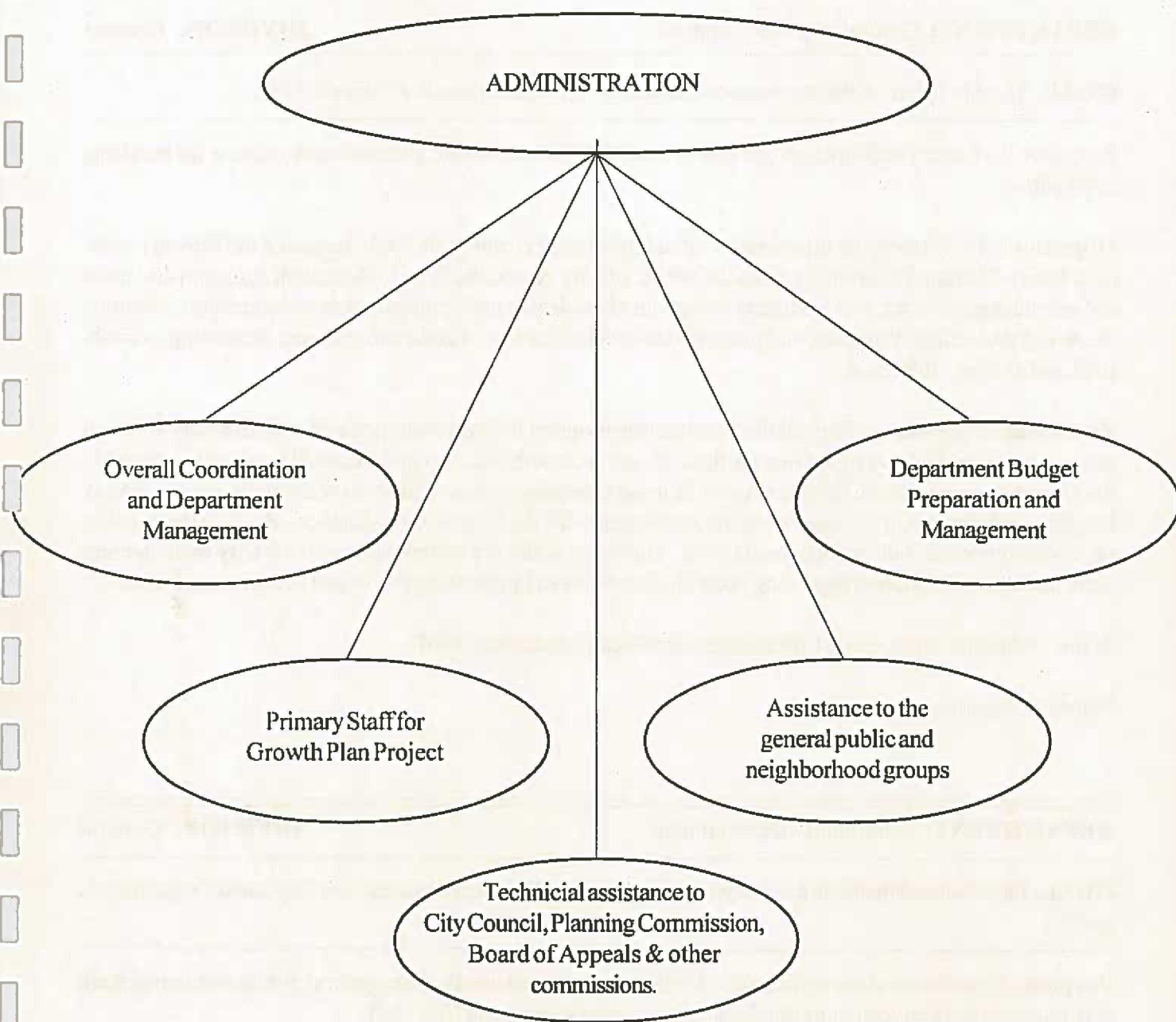
Level of Service

There has been a significant increase in the number of phone calls and walk-in customers to the Planning Division since 1992. This trend is expected to continue and perhaps increase based on future annexations. The effect of this increased demand for service without a commensurate increase in the level of staffing has been a decrease in the level of service provided to the public, particularly over the last year or so. In order to bring the level of service back to what it was in early 1993, two additional positions (one Senior Planner and one Planning Technician) were requested and approved to be hired in 1996.

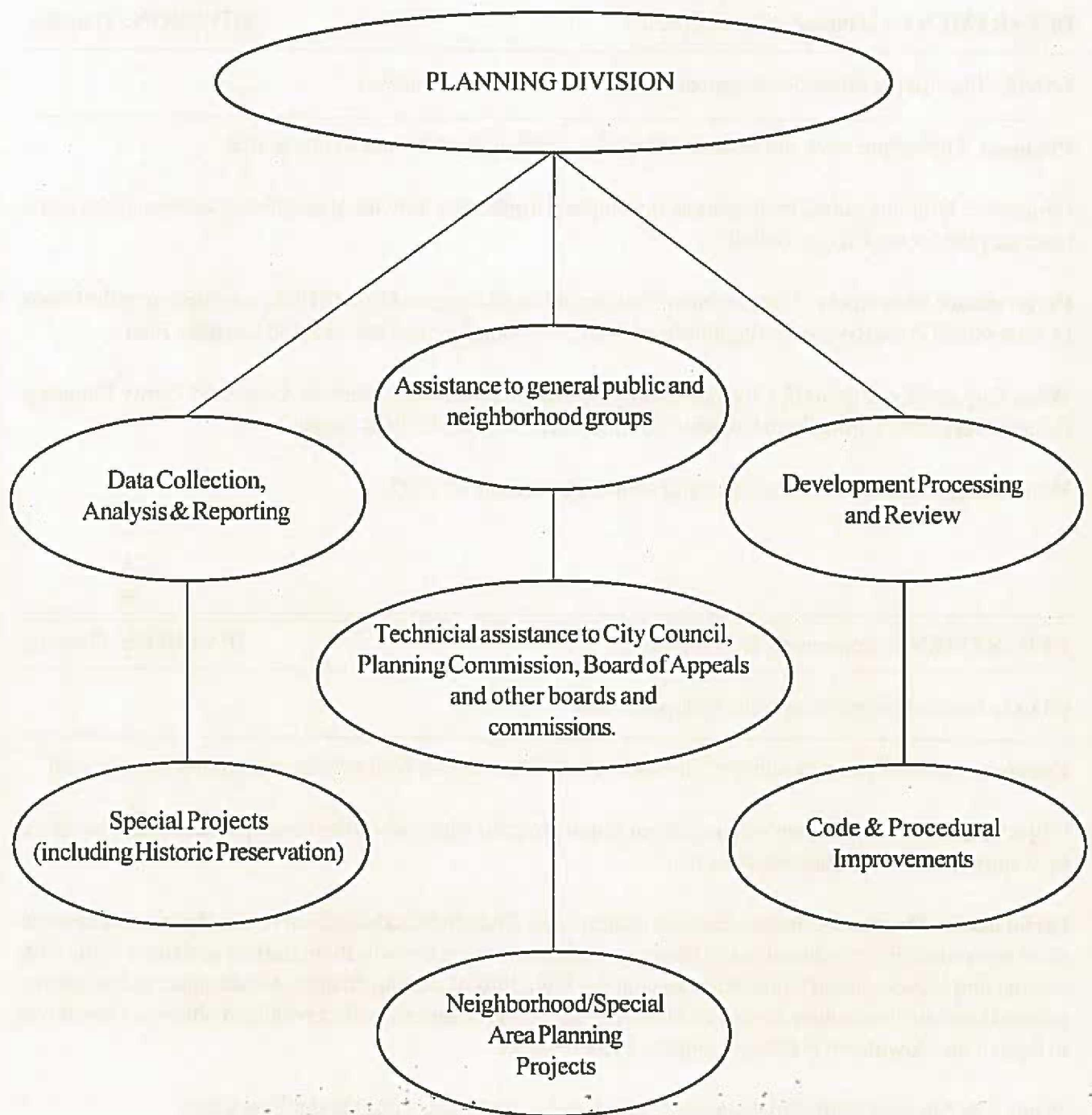
Junk and Rubbish Abatement

The Code Enforcement Division requested \$5,000 in abatement money in the 1996-1997 budget to abate junk and rubbish violations on private property. Currently Code Enforcement staff has the legal authority to have junk and rubbish physically removed from private property, but have chosen to use the court process instead. The issuance of a summons for violations is effective if the property owner is local, accessible and is rarely in violation. The abatement process is a preferred method for repeat offenders, or for property owners who are not locally available or easily found. The abatement process is also preferred over the court process in situations where the junk or rubbish is extreme or causing potential health concerns, because it is more

COMMUNITY DEVELOPMENT DEPARTMENT



COMMUNITY DEVELOPMENT DEPARTMENT



GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Community Development

DIVISION: Planning

GOAL: Manage and improve the City's development review process

Purpose: To promote quality development in the City and, at the same time, provide a development review process acceptable to both developers and the general public.

Objective: Prioritize needed procedural and substantive improvements to the Zoning and Development Code and propose these changes accordingly; update and expand zoning and development-related informational handouts for the general public; seek service user input on ways to improve the efficiency and effectiveness of the City's development review procedures and requirements; maintain the level of service for the planning function as additional areas are annexed to the City; provide needed additional office space for the Administration, Planning and Annexation functions; improve the linkage between City-approved development plans, plan and permit approvals by the County Building Inspection Division and actual construction; provide the City Council and Planning Commission with improved visual aides, including the use of aerial photography and the City's GIS system during public meetings.

Performance Measures: Revision and adoption of the Zoning and Development Code; development of informational handouts for the general public; improved office space; increased use of Community Development staff's graphic expertise to produce various visual aides for public meetings; and refined policies, standards and procedures as needed on a priority basis.

Who: City Community Development Staff

When: Ongoing

DEPARTMENT: Community Development

DIVISION: Planning

GOAL: Assist in the preservation of historic sites and structures in the City

Purpose: To promote the preservation and improvement of Grand Junction's historic resources, community and neighborhood pride, education about the community's history and tourism.

Objective: Administer the Phase II Historic Preservation Inventory Grant Project and the Historic Preservation Video Production Project. Continue to seek grants to complete an historic inventory of the entire City. Provide staff support to the Historic Preservation Board. Designate local and/or national register districts and individual buildings as recommended by the historic survey results.

Performance Measures: Completion of the Historic Preservation Inventory and the Historic Preservation Video.

Who: City Planning Staff, Historic Preservation Board, City Council

When: Historic Preservation Video to be completed early-1996 and the Historic Preservation Inventory to be completed by mid-1996.

COMMUNITY DEVELOPMENT DEPARTMENT

ANNEXATION

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graph TD; A([ANNEXATION]) --> B([Process all annexations for the City as directed by the City Council and as petitioned by individual property owners and neighborhoods]); A --> C([Assists and disseminates information to the public regarding annexation]);
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Process all annexations for the City as directed by the City Council and as petitioned by individual property owners and neighborhoods

Assists and disseminates information to the public regarding annexation

Grand Junction has the resources to compete with the best in the region. Like any good team, 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.

Together we can achieve this ambitious goal. We must make the most of the resources we currently have, and aggressively seek new community resources. It will require a greater degree of unity and teamwork throughout the Grand Junction community. Annexation will be one of the keys.

Imagine what we can accomplish if the entire community's resources can be brought to bear on solving problems, providing services and creating opportunities! That's what we believe annexation is about. That's why it is important for the economic future of the Valley.

Objective: Update the City's Municipal Annexation Plan annually; Initiate and process annexations per City Council policy and direction; Seek a smooth transition of newly annexed areas into the City; Identify impacts of annexation on City Department work loads, budgets, and level of service.

Performance Measures: A written updated Municipal Annexation Plan; complete annexations in accordance with priority and schedule established following City staff and City Council discussions.

Who: City Staff, City Council

When: Ongoing

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 our mandate to the men and women of the Grand Junction Police Department, always without the use of unnecessary force, and always with the intent to solve the problems that people call us for 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.

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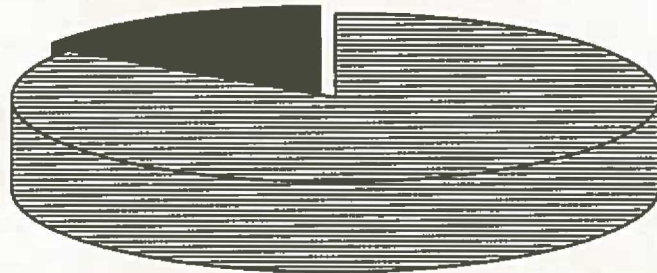
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POLICE DEPARTMENT

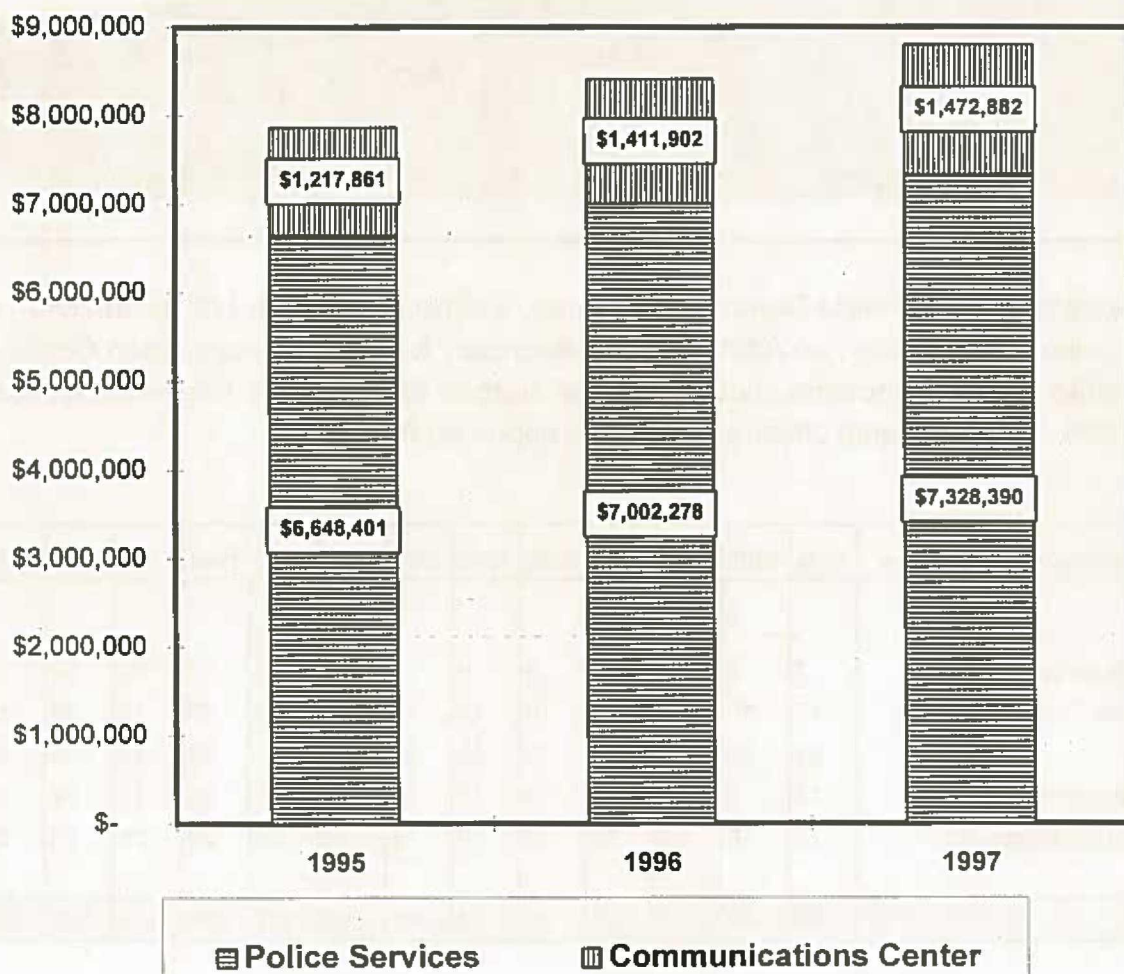
Operating Budget

By Major Function

Communications
Center
15%



Police Services
85%



POLICE DEPARTMENT

FUNCTION

The Grand Junction Police Department is a state accredited agency which provides a full range of law enforcement services for the urban City of Grand Junction, Colorado. In addition to Police Administration, the department is organized around two major divisions; Services, and Operations. In 1995 the departmental authorized personnel compliment consists of 118 full-time employees and 1 half-time employee. Of this number 72 are sworn positions and 46 are civilian positions.

Beginning in 1996 the **Administrative Division** will consist of the police chief only. 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. Prior to 1996 this division was comprised of the police chief, staff inspections lieutenant, and the volunteer coordinator. The inspections lieutenant position was eliminated which allowed for the addition of another patrol lieutenant which was needed. The staff inspection duties regarding the investigation of citizen complaints will now be the responsibility of the three patrol lieutenants.

In 1996 the volunteer coordinator is part of the Services Division and is supervised by the Services Division Commander. The volunteer coordinator organizes the efforts of the civilian volunteer program, chaplaincy program, and the victim assistance program. The staff inspections lieutenant and volunteer coordinator changes are part of organization change utilizing personnel resources more effectively.

The **Services Division** provides support services for the department including record keeping and analysis, communications center, the crime laboratory, training, crime prevention, the school resource program, and budget control. The Communications Section 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. In 1996 the crime prevention and school resource programs will be transferred to the Operations Division. This change should enhance the departments efforts in the area of community oriented/problem solving policing.

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 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 - 1995

Administrative

- Established a *Burglary/Theft Task Force* with the Chamber of Commerce.
- Citizen complaints about police misconduct continued in a downward trend.
- Established a *Senior Citizen Liaison* with retirement/senior citizen facilities.

POLICE DEPARTMENT

- A major theft case from the Xerox Company was completed this year and a suspect was arrested. The case began in 1993 and involved the theft of \$225,000 worth of supplies.

SIGNIFICANT BUDGET ISSUES

Personnel expenses account for much of the Police Department's budgeted increase from 1995 to 1996 and 1997. New personnel positions for the next two years are also a contributing factor for this increase

Other factors contributing to the budget increases are in the area of equipment rental rates, major capital, information services data processing charges, and communication charges (the Police Department's portion for Communication Center services.)

In the area of major capital the department will be purchasing two mobile radar speed measuring devices in 1996 (\$22,000), which are intended to influence moving vehicles to travel within the posted speed limit. A video security system will also be purchased in 1996 (\$11,500) for the purpose of providing additional security for the areas around the police building and the surrounding parking lots. Funding in the amount of \$115,000 in 1996 and \$235,000 in 1997 will be used to fund a Police Management Analysis & Information System.

The department's operating capital items will amount to \$62,629 in 1996 and \$75,118 in 1997. Significant items in this area for the next two years are; body armor for patrol and SWAT (\$18,930), furniture for the patrol officers report writing room (\$13,000), vehicle radio replacement program (\$20,250), laboratory forensic equipment (\$12,511), shooting range target system (\$6,676), evidence storage (\$5,554), and the department's portion of the City-wide records management system (\$9,908).

The significant budget issues in the Communications Center are as follows; purchase a Mobile Communications Center (\$150,000), add radio capability to the training/incident command console (\$14,000), computer replacement program (\$30,000), console furniture upgrades (\$25,800), and a major equipment upgrade for the CAD System (E-9-1-1 funds @ \$250,000).

FUTURE OUTLOOK

The Police Department is committed to provide a level of service that will allow 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 1996 and 1997. 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.
Study and implement automation alternatives.
- Identify training concerns to reduce/and or eliminate potential civil liability while ensuring quality police service.
- Effective utilization of manpower resources in the Investigations Section by focusing on problem oriented policing concepts instead of traditional policing.
- To refocus the mission of the patrol function by integrating into it the Crime Prevention and School Resource Unit.

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Police

DIVISION: Administration

GOAL: To improve the delivery of police service through a problem oriented philosophy.

Purpose To have a more meaningful impact on crime and order maintenance in our community by identifying and addressing our problems, locations, and individuals rather than devoting resources based on criteria set forth in an antiquated national reporting system.

Objective

- ☐ Training of personnel for problem identification and solutions.
- ☐ Empowering personnel to respond to take necessary action.
- ☐ Recognition and reward for risk taking and problem solution.

Performance Objectives

- ☐ Modify evaluation system to include/enhance desired behavior.
- ☐ Conduct periodic staff meetings to assess progress.
- ☐ Utilize 'neighborhood ice cream socials' to assess public reaction/perception.

Who: Chief Darold Sloan and staff.

When: December 1997.

DEPARTMENT: Police

DIVISION: Administration

GOAL: To reorganize and allocate departmental resources in support of problem oriented policing and greater efficiencies of police service.

Purpose: A change in the concept of police service delivery requires a concomitant change in organizational structure to support the new concept.

Objective

- ☐ Removing communication barriers by reducing specialized units.
- ☐ Refocusing efforts based on local needs and priorities.

Performance Measure

- ☐ Implementation of organizational changes within the department.
- ☐ Reduction of crime in selected areas.

Who: Chief Darold Sloan and staff.

When: December 1996

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Police

DIVISION: Patrol

GOAL: To integrate the Crime Prevention and School Resource programs into the Patrol Section in furtherance of our direction of community/problem oriented policing.

Purpose The Crime Prevention and School Resource functions are basic tools in the furtherance of community/problem oriented policing. By integrating these functions into the Patrol Section, their respective missions will have more officers participating and utilizing them.

Objective

- ☐ Assign existing personnel/resources to the supervision of the Patrol Lieutenants.
- ☐ To encourage all Patrol personnel to participate in the implementation/integration of the Crime Prevention and School Resource functions.

Performance Measure

- ☐ Budgetary transfer of personnel and resources.
- ☐ To document the number of citizen contacts/presentations/programs.
- ☐ To document the number of patrol officers involved in performance measure #2.
- ☐ Semi-annual evaluation regarding integration and effectiveness.

Who Patrol Lieutenants

When Semi-annual and annual review through December 1997.

DEPARTMENT: Police

DIVISION: Patrol

GOAL: Reorganize the Investigations Section to facilitate problem oriented investigations.

Purpose: To direct investigative resources to problems the community is experiencing as oppose to directing those resources in support of Uniform Crime Reporting statistical purposes.

Objective

- ☐ Modify case assignment selection criteria.
- ☐ Promote and encourage investigator crime problem identification.

Performance Measures:

- ☐ Periodic review of progress by staff.
- ☐ Citizen feedback via various community functions.

Who: Investigations Lieutenant

When: Semi-annual and annual review through December 1997.

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Police

DIVISION: Services

GOAL: To evaluate, in cooperation with the Fire Department, computerized data management and analysis system(s) for purchase and use in the Police Department.

Purpose: To capture, store, and selectively retrieve data and information generated by the ongoing operations of criminal investigations, delivery of service, and management of resources within the Grand Junction Police Department.

Objective:

- ☐ To review existing systems.
- ☐ To develop a Request For Proposal for response by vendors.
- ☐ To purchase a system from the successful vendor.

Performance Measure: To systematically complete each of the objectives.

Who: Records Administrator Lee Mull with assistance from various dept. and City staff.

When: December 1996 with final completion in 1997.

DEPARTMENT: Police

DIVISION: Services

GOAL: To evaluate automated fingerprint identification systems (AFIS) for purchase via grant funding.

Purpose: To assist in managing the voluminous number of fingerprints in the criminal justice system for identification and criminal prosecution of perpetrators of crime.

Objective:

- ☐ To review existing systems and sources of grant funding.
- ☐ To develop a grant request for submission to the appropriate entity.
- ☐ To purchase a system in conformance with grant guidelines.

Performance Measures:

- ☐ To successfully obtain grant funding for an AFIS system.
- ☐ To purchase an AFIS system by 1997.

Who: Lab Supervisor Jerry Hill/Lab Technician Theresa Ambrose.

When: December 1997

FIRE DEPARTMENT

FIRE ADMINISTRATION
Chief Rick Beaty

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

FIRE ADMINISTRATION
Chief Rick Beaty

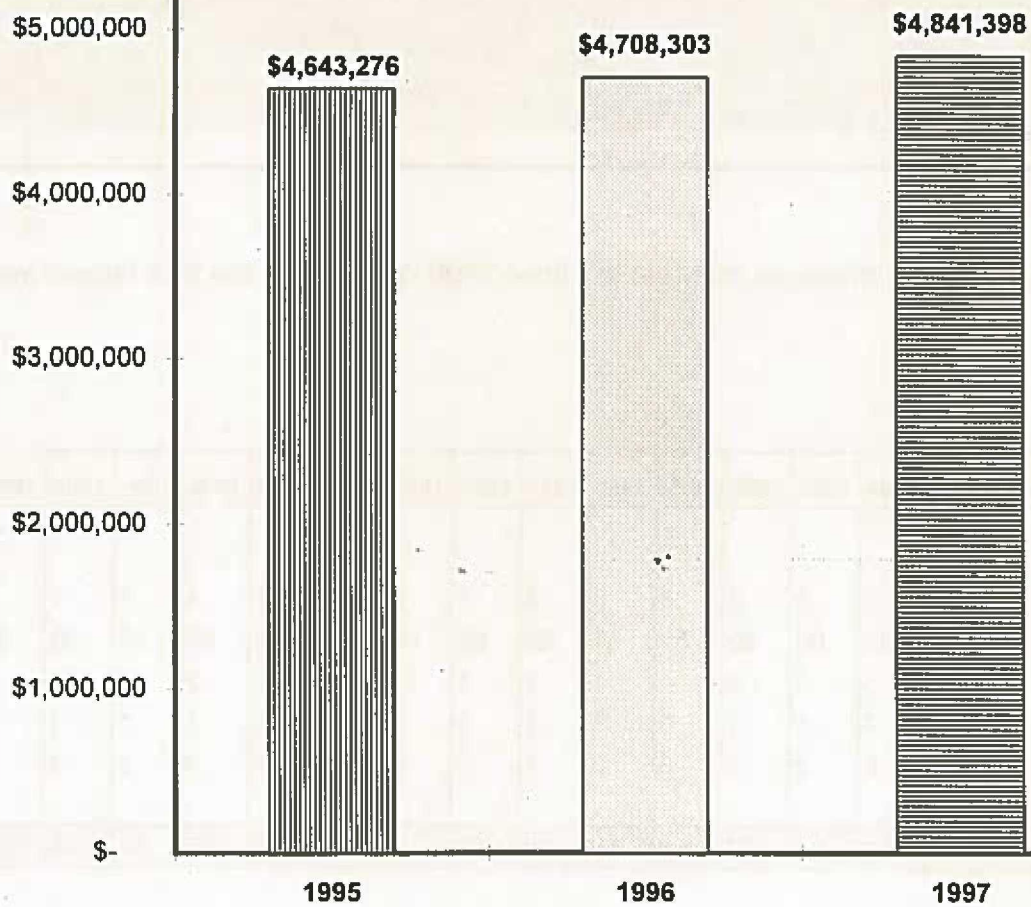
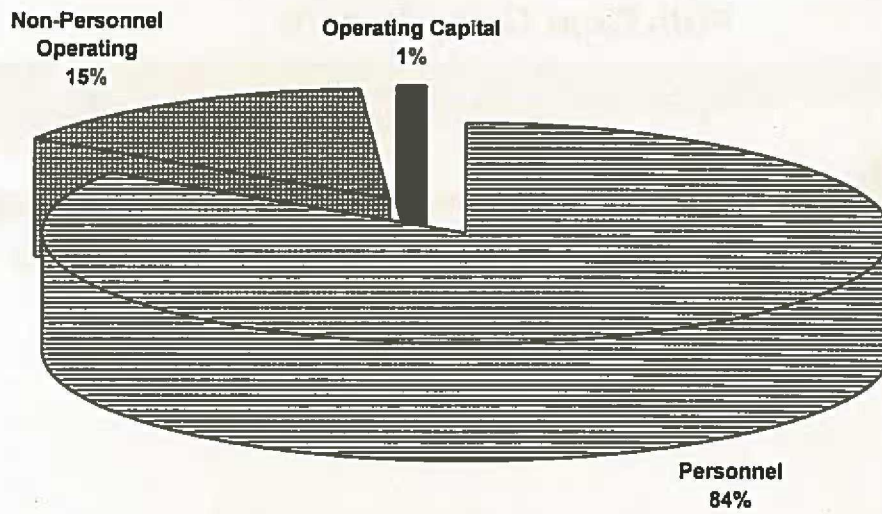
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Operations
Division

Administration
Division

FIRE DEPARTMENT

Operating Budget



FIRE DEPARTMENT

FUNCTION

The Grand Junction Fire Department is a full service organization that continually strives to anticipate the needs 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 **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 include contract negotiation, development of various agreements, billing for hazardous material and out-of-district responses. The *Environmental Services* Office uses information reported by 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.

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

FIRE DEPARTMENT

SIGNIFICANT BUDGET ISSUES

- Liability Insurance increase based on general liability rates provided by Risk Management.
- Equipment Rental rate increases driven by increasing estimated replacement costs of fire apparatus.
- 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 OUTLOOKS

- Creative staffing to meet increasing demands
- New technology that will make us more efficient
- Need for additional stations as growth continues
- Contracting our hazardous materials services to other entities
- Develop more efficient and effective methods for delivery of emergency medical services.
- Continue improvement of customer services

GOALS AND OBJECTIVES 1996 and 1997

DEPARTMENT: Fire

DIVISION: Fire Administration

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

Purpose: To improve customer service to internal and external customers in all department operations.

Objectives:

- ☐ Develop ideas for functions/areas of improvement
- ☐ Establish priorities for functions/areas of improvement
- ☐ Develop action plan for improvements
- ☐ Implementation of action plans
- ☐ Develop survey to determine success of changes

Performance Measures: Survey customers to determine success of changes.

Who: Fire Chief
Customer Service/Process Improvement Team

When: Ongoing

DEPARTMENT: Fire

DIVISION: Fire Administration

GOAL: Automation of all records.

Purpose: Automation of all records in the department will provide consolidated data to assist us in making management decisions.

Objectives:

- ☐ Develop a Request for Proposal
- ☐ Send Request for Proposal to selected vendors
- ☐ Select a vendor based on how well their proposal meets department automation needs
- ☐ Installation of Fire Records Management system

Performance Measures: Select a vendor that will meet the automation needs of the department now and in the future.

Who: Fire Chief
Operations Officer
Selection Committee

When: 1. By March 1996 3. July 1996
2. By May 1996 4. December 1996

GOALS AND OBJECTIVES 1996 and 1997

DEPARTMENT: Fire

DIVISION: Fire Administration

GOAL: Conduct Fire Service Self-Assessment for National Fire Service accreditation.

Purpose: Evaluate Department services and functions against nationally accepted standards.

Objectives:

- ☐ Appoint self-assessment coordinator
- ☐ Assign specific components to staff and line personnel
- ☐ Compile and develop required documents for review
- ☐ Evaluate final document and present results to City Administrator and City Council
- ☐ Consider submission for national accreditation

Performance Measures: Presentation of final document.

Who: Fire Chief
Sr. Administrative Secretary
Staff

When:

January, 1996
February, 1996
March - October 1996
January, 1997
March, 1997

DEPARTMENT: Fire

DIVISION: Administration/
Emergency Medical Services

GOAL: To improve emergency medical response and service delivery to our customers utilizing the most efficient/cost effective combination of Fire Department/private ambulance resources.

Purpose: To determine if EMS services are being duplicated by the City and private ambulance companies and if so, how can they be consolidated to be more effective.

Objective: Research past and current EMS delivery practices; consider total resources, both personnel and equipment; investigate incorporating resources to provide citizens with an acceptable level of care.

Performance Measures: Complete research by mid-year 1996; make recommendation to Council by December, 1996.

Who: EMS Coordinator and staff.

When: Recommendation to Council by December 31, 1996.
Implementation by March 31, 1997.

GOALS AND OBJECTIVES 1996 and 1997

DEPARTMENT: Fire

DIVISION: Administration/HAZMAT

GOAL: Provide Hazardous Materials Technician training and Colorado State Hazardous Materials Certification to the remaining 27 members of the department.

Purpose: Have all Fire Department line personnel certified as hazardous materials technician enabling the department more flexibility in manpower/staffing and increasing the number of personnel qualified to perform at a higher competency level at hazardous materials emergencies.

Objective: In 1995, the department was 100% successful in state-certifying 26 individuals to the technician level, using a nationally recognized curriculum and utilizing in-house certified instructors. The plan is to continue to use this method to train the remaining personnel.

Performance Measures: Twenty four line personnel and three shift commanders will be state certified at the technician level in 1996.

Who: Hazardous Materials Technician instructors will be selected from the department on merit and expertise. Nationally recognized instructors will also be used in the training.

When: Training and state certification of 27 Fire Department line personnel will be completed by December 31, 1996.

DEPARTMENT: Fire

DIVISION: Administration/ Environmental Services

GOAL: Coordinate and compile all hazardous materials facility reporting information into the Computer-Aided Management of Emergency Operations (CAMEO) system.

Purpose: With the addition of the computer on Hazmat 13, hazardous materials information can be accessed by hazmat team responders while they are en route to the incident, providing them with accurate and timely response information.

Objective: As hazardous materials facility pre-plan information is reported, the data will be loaded into the CAMEO system.

Performance Measures: Pe-Priority for data entry will be given to the facilities that present the highest risk potential, followed by facilities with moderate to low-risk potential.

Who: Environmental Services Coordinator and other department members that have received CAMEO training.

When: Data entry will be on-going over the next two years.

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Fire

DIVISION: Administration/Fire Investigations

GOAL: Apply for FEMA audit of our investigation program.

Purpose: To improve the overall quality of our investigations program, highlight problem areas and increase arson arrests and convictions.

Objectives: FEMA will conduct an analysis of all aspects of our investigation program and provide professional recommendations to enhance operations.

Performance Measures: Enhanced performance may result from a professional objective analysis and implementation of recommendations.

Who: Federal Emergency Management Agency (FEMA)

When: Apply by December, 1995. Review dates will be at FEMA's discretion.

DEPARTMENT: Fire

DIVISION: Administration/
Public Education

GOAL: Provide multi-media public education presentations to the largest range of public via multi-media outlets (Local TV, radio, newspaper).

Purpose: To improve the quality of life of the citizens of Grand Junction through fire and life safety education.

Objectives:

- Obtain TV, radio and newspaper support by providing them with project plans and times in advance. Develop pre-packaged video presentations for use on local TV stations. Develop radio presentations or
- schedule regular radio talk shows for information dissemination. Develop packaged articles for local papers for "filler" material.

Performance Measures: Presentation of at least four (4) "packaged" public safety messages through media outlets.

Who: Public Education Officer; line fire personnel; local media outlets.

When: December, 1997

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Fire

DIVISION: Operations

GOAL: Optimize use of existing resources.

Purpose: To better manage usage of City resources dedicated to emergency medical services, fire protection, and other rescue related services.

Objectives:

- ☐ Purchase and deploy a Fire Department Data Analysis System.
- ☐ Collect data.
- ☐ Review current uses of City resources assigned to the department.
- ☐ Develop recommendations to improve resource usage.

Performance Measures: Produce a plan with recommendations to optimize use of resources and project additional resource needs for the next ten years.

Who: Department staff

When: December, 1997

DEPARTMENT: Fire

DIVISION: Operations

GOAL: Serve as host City for the Missouri Valley Division of the International Association of Fire Chiefs annual convention.

Purpose: To demonstrate department professionalism to Division members and provide an additional income opportunity for local businesses.

Objective:

- ☐ Coordinate professional educational events.
- ☐ Coordinate recreational opportunities.

Performance Measures: Attendance by 250 Division members (equal to the top number produced at a single conference over the last 7 years).

Who: Department staff

When: July, 1996

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

PUBLIC WORKS & UTILITIES DIRECTOR
Jim Shanks

The Public Works & Utilities Department recognizes that our number one priority is to provide uncompromising customer service using a personal approach of kindness, professionalism and understanding, and by treating every need as a genuine, legitimate concern. We will strive to enhance the quality of life to the highest degree, in a manner that is both cost-effective and environmentally conscious, while constantly working to improve our effectiveness in the community and nation.

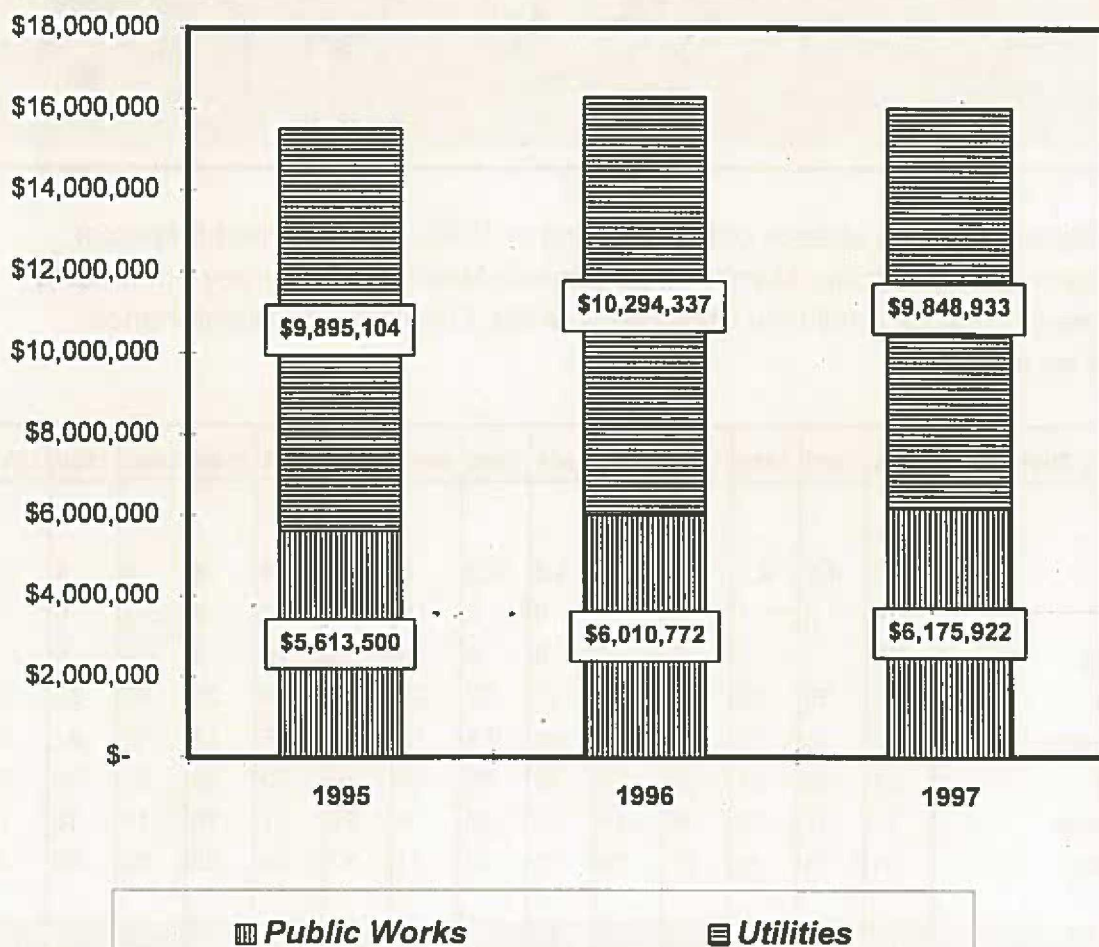
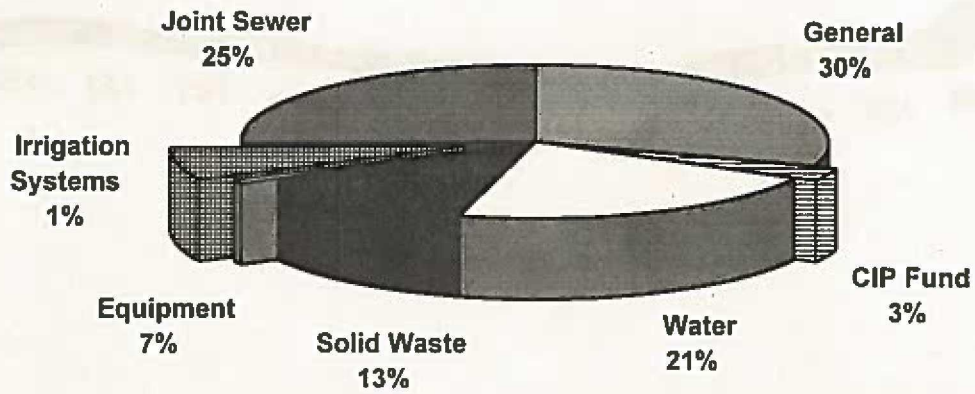
Public Works

Utilities

PUBLIC WORKS and UTILITIES DEPARTMENT

Operating Budget

By Fund



PUBLIC WORKS AND UTILITIES DEPARTMENT

FUNCTION

Public Works Division

The Public Works Division is responsible for five (5) Divisions within the Department of Public Works and Utilities, some of which have further subdivisions: The *Street Systems* Division provides for street maintenance, street cleaning, street lights, street painting, traffic signs, signal maintenance and operations, snow and ice removal, storm drainage, plus special programs such as the fall leaf-pickup and the spring Fresh-as-a-Daisy. The service area for Street Systems is approximately 470 lane-miles of street, or 25 square miles within today's City limits.

The *Project Engineering* Division provides for general engineering services for the City's transportation system and capital construction projects. The Engineering Division manages the construction projects and contractors for projects such as street reconstructions, alley improvement projects, storm sewer improvements, water and sewer line replacements and new sidewalk construction. The expenditures for Public Works and Utility capital projects varies from year to year, but the projects total approximately \$6½ million dollars per year.

The *Property Management* Division provides services including rights-of-way acquisition, formation of improvement districts, land purchases and management of city-owned property leases.

The *Technical Services* Division provides services that include computer aided design and management of the Geographic Information System (GIS).

The *Fleet and Facilities Management* Division is responsible for maintenance and replacement programs for the City's fleet of vehicles and equipment, including the operation of the City's Central Garage. This division is responsible for the maintenance and repair of all City-owned buildings and facilities.

Utilities Division

The Utilities Division is responsible for the five utility services provided by the City of Grand Junction: Water Services, Irrigation Services, Solid Waste Services, Recycling and Wastewater Services (inside and outside the City).

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, water treatment, management of the water quality lab, pipeline maintenance, and water meter reading and maintenance.

Irrigation Services supplies and distributes untreated irrigation water to Ridges Metropolitan District.

Solid Waste Services provides refuse collection services to City residents who were residents of the City prior to April 19, 1994, and commercial service, on a competitive basis with private trash haulers. *Recycling* provides recycling services to City residents through a contract with CRI, Inc.

Wastewater Services owns and operates the 201 Sewer System inside and outside the City limits. Functions of this division include operating the Persigo wastewater treatment plant which services the 201 area, the management of the wastewater lab, and the maintenance and replacement of sewer collection lines. The 201 System provides treatment services to three special sanitation districts on a contract basis.

PUBLIC WORKS AND UTILITIES DEPARTMENT

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.
- The Street System alone consists of an asset worth approximately \$250 million. The 1996 budget includes funds for maintenance and reconstruction of approximately \$6.1 million in general fund public works infrastructure improvements including the reconstruction of North First Street from Orchard Avenue to Patterson Road, contract street overlay, sidewalk repairs, new sidewalk construction, a foot-bridge over the Colorado River on Orchard Mesa, alley reconstruction, storm sewer improvements, traffic signal improvements and environmental cleanup. Project public works general fund capital improvement needs for the years 1996 through 2005 are more than \$65 million.
- No rate increase for water or sewer is anticipated for the 1996 budget.
- A portion of Water Fund debt of \$696,419 per year will be paid off in December of 1996 allowing for no increase in water rates for 1996 and an increase in water line replacements and fire protection upgrades in subsequent years.
- Included in the 1996-1997 budget is \$2,285,000 in water system capital improvements and \$2,881,000 in sewer system capital improvements.
- Full implementation of automated trash collection services in 1996.

FUTURE OUTLOOK

- The 1996-1997 Budget includes a \$11.8 million capital improvement package for major public works infrastructure. The department continues its efforts to automate many functions and procedures including mapping, records, analysis of pavement quality, water distribution, plant maintenance and equipment maintenance.
- Engineering Division drafted the "Transportation Engineering Design Standards", which is a manual setting the requirements for the design of public street infrastructure. The division is working towards the goal of joint adoption of the manual by the City of Grand Junction and Mesa County.
- Technical Services Division will continue its program to develop a geographic information system.
- The Street Systems Division will be investigating the restructuring of the spring cleanup program, which is better known as the "Fresh-as-a-Daisy" program. The present format of the program continues to grow at a rate that influences the division's ability to meet other maintenance objectives. The goal of the restructuring effort is to meet the public's expectations while balancing the other maintenance functions of the division.
- Due to increasing costs of labor and future potential Workman's Compensation claims, Solid Waste will implement, in mid-1996, automated trash collection services which will, over the long term, result in reduced expenditures.
- Water Services continues to explore coordinated services with the Ute Water District and the Clifton Water District. A state-mandated water conservation plan will be submitted to the State of Colorado in July of 1996 after public review and comment. Lost and unaccounted for water is being reduced through leak detection and residential and commercial water meter replacements. Watershed protection is a significant issue to insure that City water supplies remain free from harmful bacteria, giardia and cryptosporidium.
- Wastewater Services' outlook for the next two years involves maintaining services that meet the City discharge permit standards, sewer line replacements, and facilitation of neighborhood sewer improvement districts.

GOALS & OBJECTIVES FOR 1996 & 1997

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: The Public Works Department is responsible for over \$20 million in capital and operating expenditures in 1996 and includes 162.5 full-time equivalent employees responsible for providing an array of maintenance and construction services.

Objective:

- Providing the necessary direction to ensure the completion of all the approved 1996 capital, maintenance, and operating projects.
- Assist division and department managers to plan and lead critical public works functions.
- Insure that the City Council and the public is adequately informed and that Public Works has important feedback on its mission.

Performance Measures

- Completion of 1996 capital projects on time and within budget.
- Plan adequate time for consultations with managers and superintendents.
- Weekly meetings with the Council Committees and the public.

Who: Department Director and Division Managers

When: Ongoing

DEPARTMENT: Public Works & Utilities

DIVISION: Administration

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

Purpose: 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: Structure an implementation strategy that will incorporate the values and vision of the department into the daily work practices of the department.

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.

GOALS AND OBJECTIVES FOR 1996 AND 1997

DEPARTMENT: Public Works and Utilities

DIVISION: Engineering

GOAL: To reduce street reconstruction costs by developing a cold mix design and paving process for using reclaimed asphalt pavement (RAP) for reconstruction of City streets.

Purpose: To reuse valuable RAP materials salvaged from street reconstruction and overlay projects.

Objective:

- Design a cold mix asphalt consisting of RAP, emulsified asphalt and rejuvenating agents, with performance characteristics similar to hot mix asphalt and which will be environmentally safe and economical to produce.
- Develop processes and processing sites for crushing, mixing and stockpiling cold mix asphalt for use in street reconstruction and other improvement projects.

Performance Measures:

- Complete mix design and processing procedures by June 1996.
- Implement cold mix paving for use on 1996 street projects.
- Evaluate costs and cost savings resulting from asphalt recycling program.

Who: Engineering and Streets Divisions, independent testing laboratory, Colorado Dept of Trans.

When: Begin in 1996

DEPARTMENT: Public Works and Utilities

DIVISION: Engineering

GOAL: To plan, design, construct and maintain public transportation and utilities systems to the highest quality possible with available resources.

Purpose: To develop and maintain City infrastructure which is safe and functional; has low maintenance cost and long service life; and provides acceptable levels of service for future growth.

Objective:

- Plan and design CIP projects with capacity for future growth.
- Use innovative design and construction techniques to extend the service life and reduce the cost of maintaining facilities.
- Provide adequate inspection and testing to assure that quality workmanship and materials are used in construction of public improvements.
- Provide staff training in latest design and construction technology.

Performance Measures:

- Monitor construction quality through annual inspections of completed improvements.
- Monitor design quality by tracking change orders, traffic accidents, and maintenance costs.
- Monitor levels of service on new facilities.

Who: Staff engineers and technicians

When: Ongoing

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Public Works and Utilities

DIVISION: Street Systems

GOAL: Maximize the efficient use of traffic control devices & materials into existing and new service areas.

Purpose:

- To respond to the public's request for expanded services.
- To continue to provide a most effective way of moving increasing volumes of traffic.
- To insure operational efficiency of existing equipment through effective maintenance schedules.

Objective:

- Upgrade deficient signal equipment at 10 traffic signal locations during 1996/97.
- Add additional pavement markings to major traveled streets to achieve additional driver safety.
- Develop ongoing routine preventative maintenance cycles for all traffic signals and signs.
- Make additions / changes to present equipment and materials to improve use and effectiveness.

Performance Measures:

- Meet reconstruction schedule of six (6) traffic signals in the downtown area during 1996 and four (4) more in various locations of the City during 1997.
- Meet replacement schedule for upgrading equipment four (4) or more signal locations per year.
- Monitor and compare traffic accident history at locations receiving additional pavement markings and equipment upgrades.

Who: Traffic Services and Transportation Engineering staff.

When: Ongoing.

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Public Works and Utilities

DIVISION: Property Management

GOAL: Develop and implement programs which support the real estate needs of all City agencies.

Purpose:

- ☐ To maximize City real estate for service operations and revenues.
- ☐ To ensure each department has the real estate it needs to function at optimal levels.
- ☐ To centralize real estate procurement, thus allowing each department to fulfill its mission of addressing the needs of the citizenry.

Objective:

- ☐ Clearly define the long-term needs of each City agency.
- ☐ Conduct site selection analysis, valuations, negotiations, contracting & permitting.

Performance Measures:

- ☐ Real estate needs for all City departments are provided by one central agency.
- ☐ User departments will more efficiently serve the citizenry.

Who: All employees within this division.

When: Continuous process throughout the year.

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

GOAL: Reduce over headcosts of the Fleet Maintenance operations.

Purpose: Shop operating costs not directly related to equipment maintenance are a significant cost and need to be reviewed for areas where cost savings can be made.

Objective: Identify all expenses which are not directly charged to specific units and review them for areas where costs can be decreased or where they should be charged to specific units.

Performance Measures: Hold overhead cost increases to 5% less than inflationary increases and identify 5% overhead costs which should be going directly to vehicles. Reduce the ratio of overhead to direct maintenance costs by 20 % over the two year budget period.

Who: This will be a team effort of all Fleet Management personnel.

When: This goal is to be attained through the budget years, 1996 and 1997.

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Utilities

DIVISION: Solid Waste Management

GOAL: Automated trash pick up: We have been studying the idea of picking up residential and some commercial refuse with automated refuse trucks for the past two years. Our goal is to start the program in the last part of 1996 or the first part of 1997.

Purpose: To help control the cost of providing trash pick up. Forty eight percent of the Solid Waste budget is personnel. This program is a reduction of five positions. The larger savings will be realized in eight to ten years after containers are paid off.

Objective: Not decrease the current level of service being provided and change the operation from manual to automated.

Performance Measures: Customer satisfaction. Solid Waste service is one of the top rated services the City provides. Reduction in costs associated with personnel.

Who: Darren Starr

When: Want to be fully automated by the first quarter of 1997.

DEPARTMENT: Utilities

DIVISION: Solid Waste Management

GOAL: Composting: A large portion of refuse being picked up during part of the year is yard debris (grass, tree, trimmings, etc.) which could be eliminated from being landfilled. Our goal over the next few years is to come up with a program to deal with this type of refuse.

Purpose: Eliminate unneeded trips to the landfill and decrease the amount of refuse needing to be landfilled.

Objective: Use a number of programs to achieve our goal, back yard composition, mulching lawn mowers, drop off sites for chipable material, etc.

Performance Measures: Keep track of cubic yards of refuse being hauled and landfilled/waste reduction.

Who: Darren Starr/other departments (Parks, Public Works Street Department)

When: Have background work done for presentation by the end of 1997.

GOALS & OBJECTIVES FOR 1996-1997

DEPARTMENT: Public Works & Utilities

DIVISION: Wastewater Collection Treatment

GOAL: To insure the treatment plant and collection system is operated in the most economically feasible manner, while continuing to produce an effluent that exceeds all regulatory requirements. And to continue to demonstrate the kind of operation, maintenance and management excellence of the Persigo WWTF that facilitated the receipt of the U.S. EPA Region VIII Excellence Award for 1995.

Purpose: To serve the public and protect the environment.

Objective: By staying abreast of all technical advancements made in the field of wastewater treatment and by continuing our very aggressive approach to staff training.

Performance Measures: Maintain compliance with all regulatory agency requirements.

Who: Wastewater Facility Superintendent and staff

When: 1996-1997

DEPARTMENT: Public Works & Utilities

DIVISION: Wastewater Collection Treatment

GOAL: Maximize efficiency and effectiveness in the operation of the Persigo WWTF.

Purpose: Insure that present staff levels are adequate and plant expenditures are kept at a minimum.

Objective: By the continued joint effort of both management and staff to work together in the promotion of excellent sewer service.

Performance Measures: Improved moral and pride in the plant while promoting good will toward one another and the public.

Who: Wastewater Facility Superintendent and staff

When: 1996-1997

PARKS AND RECREATION DEPARTMENT

PARKS & RECREATION DIRECTOR
Joe Stevens

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

PARKS & RECREATION DIRECTOR

Joe Stevens

The City of Grand Junction Parks and Recreation Department is dedicated to facilitating a level of municipal Parks and Recreation services and facilities that the citizens of Grand Junction want and demand in the most efficient and effective manner possible. This includes providing a wide variety of indoor and outdoor activities in attractive, clean and safe surroundings as well as enhancing and preserving the region's natural resources. Courteous and knowledgeable personnel strive for excellence in all aspects of administration, operation and maintenance.

Parks

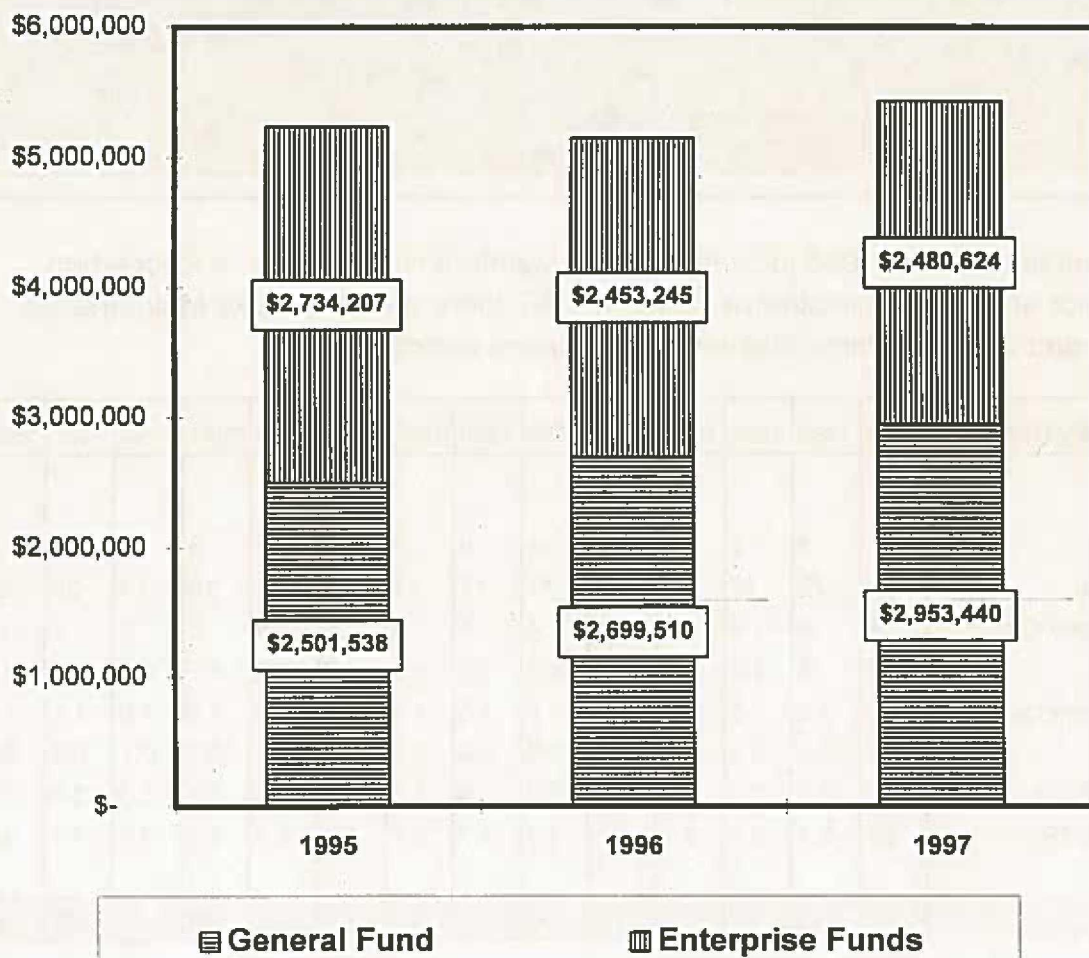
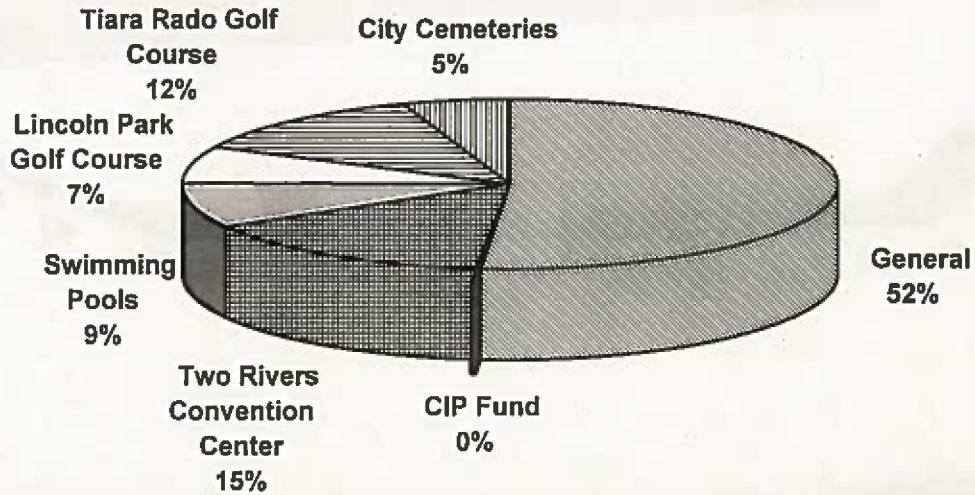
Recreation

Municipal Golf

PARKS and RECREATION DEPARTMENT

Operating Budget

BY FUND



PARKS AND RECREATION DEPARTMENT

FUNCTION:

The Parks and Recreation Department consists of Parks, Recreation, Aquatics, Two Rivers Convention Center, Golf Courses, Cemetery, Older American Center and Cultural Arts.

The **Administrative Division** of the Parks and Recreation Department is responsible for the overall coordination of the City's Parks and Recreation Department encompassing over 896 acres of developed and undeveloped parks and open spaces, golf courses, cemeteries, rivertrail, islands and boulevards, indoor and outdoor swimming pool, the "Barn", Suplizio Field, Stocker Stadium, Older American Center, Two Rivers Convention Center and an R.V. storage facility in the Ridges. This division is also responsible for the implementation of major park improvement programs, park and open space acquisition and fostering relationships with other units of governments, the private sector and the general public. The Administration Division provides administrative support and acts as a liaison with the Parks and Recreation Advisory Board, Riverfront Commission, Urban Trails Committee, Parks Improvement Advisory Board and Parks Development Task Force.

The **Parks Division** is responsible for maintaining over 458 acres of developed parks and open space. Additionally the Parks Division's **Forestry Operation** is responsible for planting and caring for over 11,000 municipal trees. The Parks Division also maintains street boulevards and landscaping at the Visitor and Convention Bureau the Downtown Shopping corridor, City Hall and Older American Center. The Department is responsible for scheduling, maintenance and improvements at Stocker Stadium Football Field and all-weather running track as well as Suplizio Baseball Field. These are major sporting venues for the entire Grand Valley including School District #51 and Mesa State College. The Parks Division works closely with the Riverfront Commission and maintains 6½ miles of the 9.16 mile Riverfront Trail network.

Two Rivers Convention Center is an enterprise operation located in the heart of Grand Junction. The 21,000 sq. ft. facility attracts over 886 rental events annually ranging from major concerts to formal sit down dinners for 1,200 to local sites for business meetings, receptions and significant trade shows.

Grand Junction owns and operates one 9-hole golf course in **Lincoln Park** and an 18-hole facility at **Tiara Rado** just west of the City at the base of the Colorado National Monument. Both courses are utilized extensively and operate on an enterprise basis. Pro-shop and food service operations are contracted at both sites. High level maintenance functions are provided by City staff.

The **Recreation and Aquatics Divisions** provide programming elements for the department and offer comprehensive year-round activities for toddlers through senior citizens. The Recreation Division coordinates programs and activities with the private sector, **Older American Center** and School District #51 as well as special interest groups (i.e.; soccer, baseball, tennis, gymnastics, etc.) in the community.

The **Aquatics Division** provides year-round swimming at **Orchard Mesa Community Center Pool** which is jointly funded with School District 51 and Mesa County. One of the premier outdoor swimming pools on the Western Slope is located in Lincoln Park. The olympic size swimming pool, **Lincoln Park-Moyer Pool and Waterslide**, operates from Memorial Day through Labor Day and features a 350' water slide. Both aquatics sites feature American Red Cross Swimming lessons for thousands of aspiring swimmers. The pools are also home base for the Dolphin and Wave Swim Clubs.

The **Cemetery Operation** is based on an enterprise philosophy and operates as a sub-division of Parks. Internments have dropped from an estimate of 18 per month to revised projections of less than 12 per month.

PARKS AND RECREATION DEPARTMENT

Lincoln Park Moyer-Pool and Waterslide

- Sand volleyball court cost exceeded budget projections causing project cancellation.
- Diving boards were replaced instead of resurfaced due to structural cracks.

Orchard Mesa Community Center Pool

- Major renovations in the fall included installation of a new spa, re-plaster entire pool, install new filter, interior painted, refinish lockerroom floor and installed refrigerated drinking fountain.

Lincoln Park Golf Course/Tiara Rado Golf Course

- Tiara Rado dredged ponds and used fill to improve 7th hole.
- Planted 30 trees at Tiara Rado and 20 at Lincoln Park.
- Used focus groups to construct fee plan.
- Developed and printed new golf brochure.
- Completed golf course survey.

Cemetery

- Burial rate dropped from an average of 16 to 11 per month.

SIGNIFICANT BUDGET ISSUES:

1996...

- Bid awards for Phase I of Canyon View Parks/Sports Complex and construction begins.
- Installation of automated sprinkler system in Lincoln Park.
- Watson Island trail construction project.
- Stadium improvements including asphalt overlay and seal coat on all existing walkways.
- Proposed an admission fee decrease at Lincoln Park-Moyer and Orchard Mesa Pools.
- Revised swimming pool Learn to Swim sessions from three to two weeks.
- HVAC renovation at Orchard Mesa Pool budgeted and designed with Mesa County assistance.
- Continue golf course improvement projects including cart paths, tee expansion and bunkers.

1997...

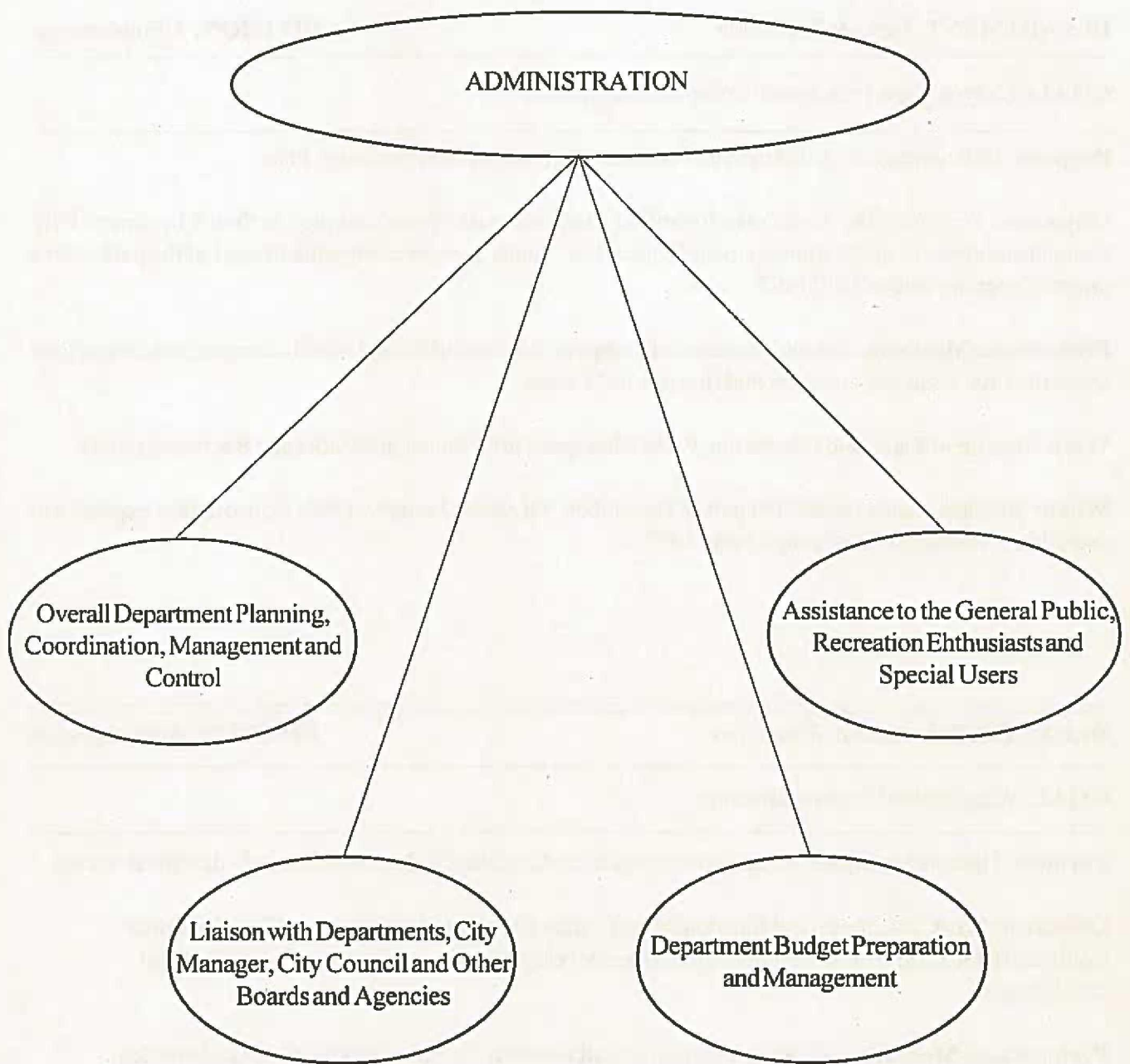
- Canyon View Park/Sports complex comes online.
- Continue park upgrade projects throughout park system.
- Continue golf course improvement projects including range tees and bunkers.

FUTURE OUTLOOK:

THE FUTURE IS BRIGHT! The Parks and Recreation Department has embarked on a park capital improvement program that will have an impact on generations to come. Phase I construction of Canyon View Park/Sports Complex will be constructed and will be the first such regional park expansion project since Lincoln Park was brought online in 1922 — over 73 years ago!

The Riverfront Trail system has maintained a fast track toward the construction of trails linking the system from Palisade, through Grand Junction and on to Fruita. With the assistance of grant awards from Great Outdoors Colorado, City and State funding, along with avid community support, the once dreamed of trail system is becoming a reality. A spin-off of the river trail system is a community trail system linking areas across the valley utilizing canal rights-of-way. A grant to study the feasibility of this aggressive effort has been approved and work is underway. An additional grant was awarded for the construction of a pedestrian bridge linking the south side of the Colorado River (at Eagle Rim Park-Orchard Mesa) to the north side of the river and downtown.

PARKS AND RECREATION DEPARTMENT



GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Parks & Recreation

DIVISION: Administration

GOAL: Determine feasibility of developing recreation trails on the Highline Canal.

Purpose: The City of Grand Junction has obtained a Bureau of Reclamation Grant to study this issue recognizing that scores of residents are utilizing and or wish to utilize existing trails for hiking, jogging and general exercise.

Objective: Feasibility study

Performance Measures: Completion of feasibility study by August 1, 1996.

Who: Director, Park Manager, Park Planner, Parks and Recreation Staff

When: Results of study presented to City Council in late Summer, early Fall, 1996.

DEPARTMENT: Parks & Recreation

DIVISION: Administration

GOAL: Continue working with Parks and Recreation Advisory Board, Park Development Task Force, Riverfront Commission, Urban Trails Committee, Parks Improvement Advisory Board, and Commission on Arts and Culture.

Purpose: To accurately evaluate, integrate and seek input from boards and commissions.

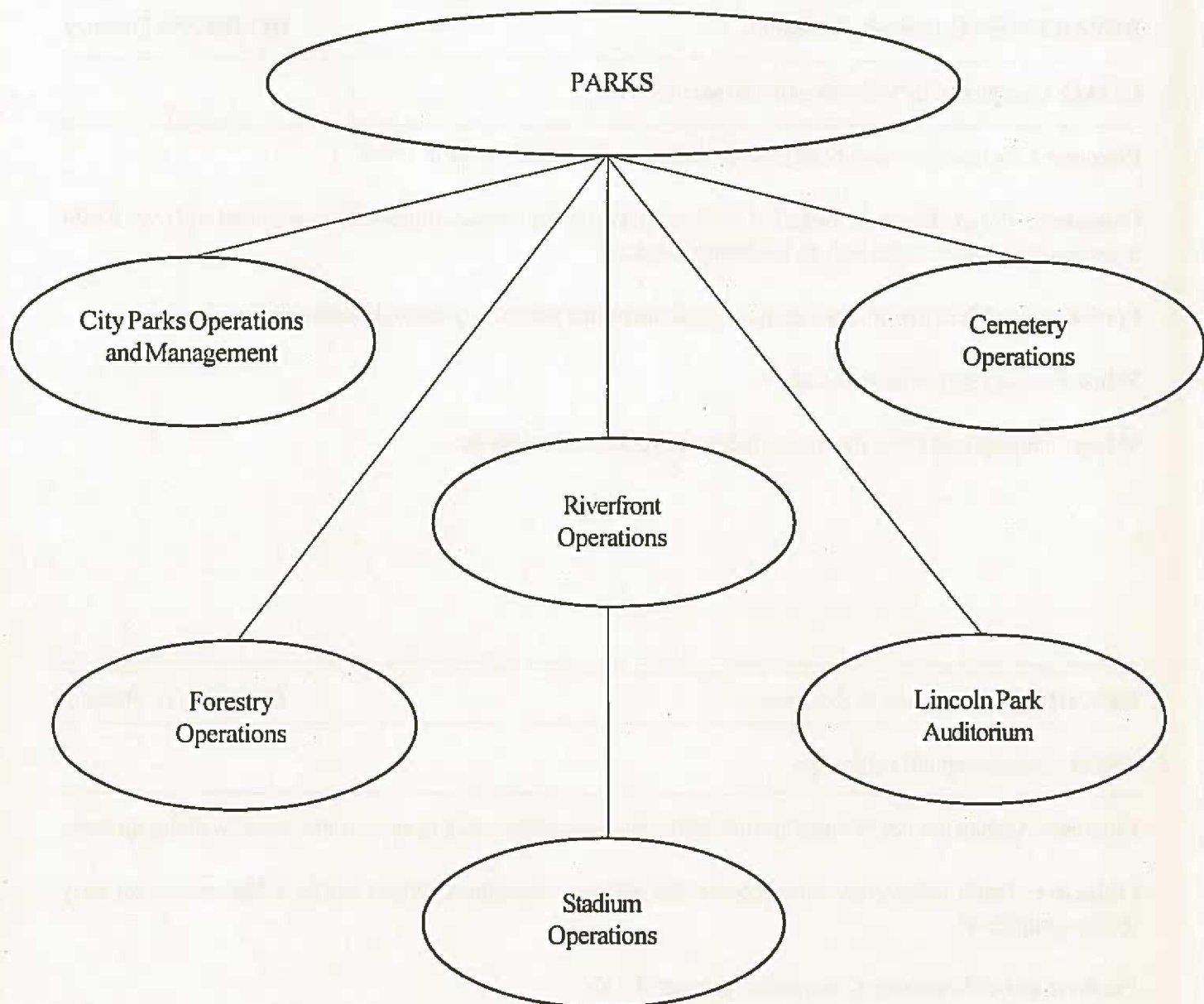
Objective: Meet on a regular basis and special sessions with Boards and Commissions.

Performance Measures: Ability to act on and consider recommendations of all Boards and Commissions that the Parks and Recreation Department works with.

Who: Parks and Recreation Director, Parks Manager, Park Planner and Parks and Recreation Staff.

When: On a daily basis.

PARKS AND RECREATION DEPARTMENT



GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Parks & Recreation

DIVISION: Riverfront

GOAL: Complete Watson Island connecting trails system.

Purpose: Connecting trails are needed between island and parking lot as well as east and west property boundary. GOCO grant in the amount of \$30,000 has been awarded.

Objective: Design will take place mid spring, bid award early summer and construction summer to fall depending upon removal of co-mingled waste by Department of Energy (DOE).

Performance Measures: Completed project.

Who: Park Manager and Park Planner

When: Must be complete by 12/31/96.

DEPARTMENT: Parks & Recreation

DIVISION: Older American Center

GOAL: Broaden the scope of programming and increase participation.

Purpose: The Older American Center is a City funded facility with a membership of 450 which represents a small percentage of seniors living in the valley.

Objective: Expanded programs will interest new members who will become involved in activities. The newly hired part time staff person will be instrumental in initiating programs.

Performance Measures: New program acceptance and increased participation will judge performance.

Who: Recreation Superintendent, part-time staff person and Older American Center Officers and Board Members.

When: 1996 and future years

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Parks & Recreation

DIVISION: Recreation Programs

GOAL: Diversify the operation by utilizing natural resources and implementing novel programs for citizens.

Purpose: To expand curriculum and offer programs which appeal to more people than we are presently accommodating.

Objective: To market programs to residents stimulating interest and participation.

Performance Measures: Acceptance of programs by the community.

Who: Recreation Superintendent, Recreation Supervisor, Clerical and parttime staff.

When: Ongoing

DEPARTMENT: Parks & Recreation

DIVISION: Lincoln Park-Moyer Pool

GOAL: To offer a safe and well maintained seasonal swimming pool operation and aquatic programs for area residents emphasizing customer service at all times.

Purpose: Provide leisure facilities and facilities for the enjoyment of swimming patrons.

Objective: Implement employee training programs to ensure emergencies are handled effectively and efficiently.

Performance Measures: Increased attendance, no serious accidents and fewer minor accidents, would provide a measure of performance within the approved budget guidelines.

Who: Recreation Superintendent, Clerical Staff and all Aquatics personnel.

When: May - September.

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Parks & Recreation

DIVISION: Two Rivers Convention Center

GOAL: Reduce general fund subsidy while improving services provided in a more efficiently

Purpose: Reducing the general fund subsidy is a goal of all enterprise operations to minimize the impact on the public and passing costs on to the user while remaining competitive

Objective: Evaluation of costs associated with each event.

Performance Measures: Reducing general fund subsidy.

Who: Recreation Superintendent, Two Rivers Convention Center Manager,

When: Ongoing

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Parks & Recreation

DIVISION: Lincoln Park Golf Course

GOAL: Improve "teeing" ground size.

Purpose: Provides more variety for a wide range of golf skills. Also, allow for more rotation of tee markers which contributes to better quality turf. Should be able to attract a diverse golf clientele.

Objective: Expand existing tees.

Performance Measures: Budget for tee reconstruction.

Who: Doug Jones, Golf Course Superintendent

When: 1996 through 2001

DEPARTMENT: Parks & Recreation

DIVISION: Lincoln Park Golf Course

GOAL: Continuation of Tree Planting

Purpose: Significant numbers of trees are showing stress and dying at Lincoln Park.

Objective: Continue using calcium to leach salts from root zone. Plant two trees for every one taken down.

Performance Measurers: Tree appearance and number of trees planted.

Who: Doug Jones, Golf Course Superintendent

When: 1996 through 2004

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

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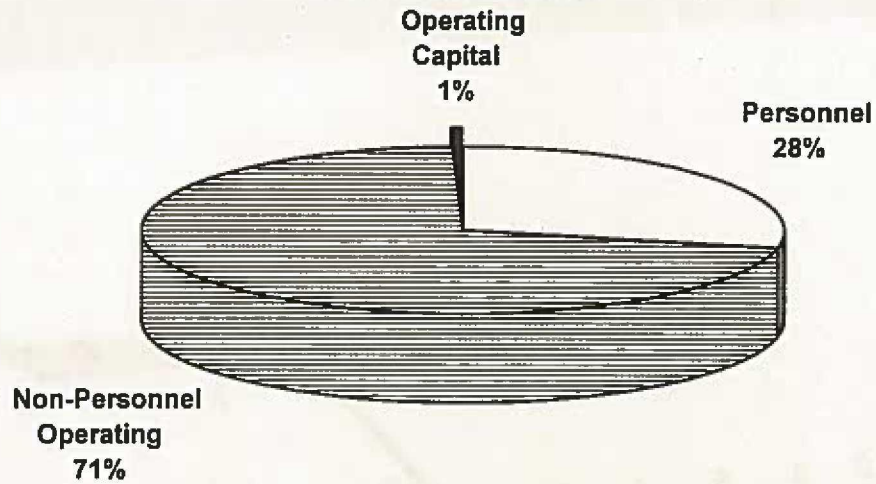
Tourism Marketing

Group Marketing
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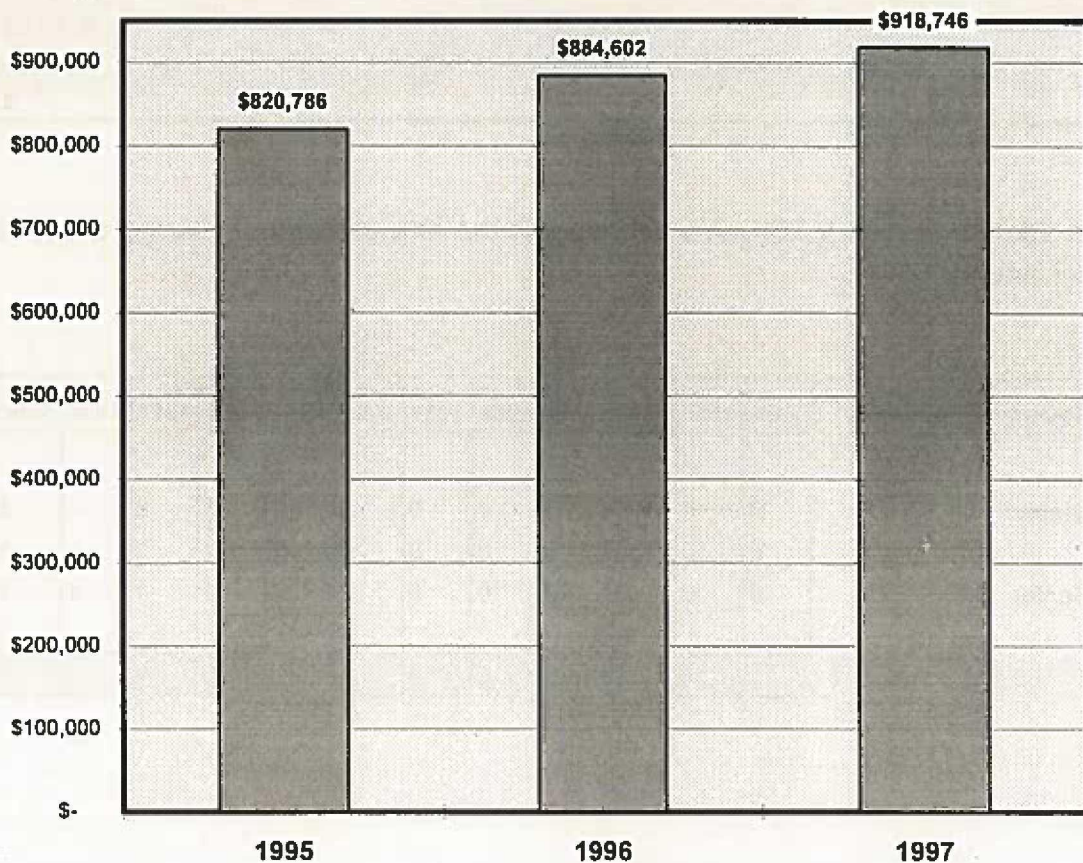
Visitor Center

VISITOR and CONVENTION BUREAU *Operating Budget*

BY CATEGORY



Operating Budget By Year



VISITOR & CONVENTION BUREAU

FUNCTION

The Visitor & Convention Bureau (VCB) provides tourism marketing services for the City of Grand Junction. Since the VCB began operating in 1990, tourism has become an increasingly important part of the local economy. The nature and scope of the VCB's efforts have changed dramatically as the Bureau has developed a strong relationship with tourism industry providers not just in the Grand Valley but throughout Colorado.

While all of the Bureau's marketing efforts are interrelated, 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 television stations and in regional newspapers offering reduced lodging rates. A dedicated public relations campaign, begun in 1994, distributes press releases to local, regional and national publications. Travel writers and other media representatives are hosted in an effort to generate articles and other news reports about Grand Junction. The VCB's Internet website, launched in fall 1995, is an additional marketing tool for the consumer market.

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 75 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. Prospective group clients are developed in a variety of ways:

- ☐ Personal contact with prospects at industry trade shows
- ☐ Direct mail campaigns
- ☐ Co-operative promotions
- ☐ Membership in industry organizations
- ☐ Inquiries received as a result of prospect's awareness of Grand Junction
- ☐ Personal sales calls
- ☐ CINET, an industry lead-sharing database (beginning 1996)
- ☐ Familiarization tours

The **Internet website** will be expanded to include meetings and convention information. This medium will also be utilized to develop prospective group clients.

GOALS & OBJECTIVES FOR 1996 & 1997

DEPARTMENT: Visitor & Convention Bureau

GOAL: Develop and implement a comprehensive 1996 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 annual update of Grand Junction visitor guide; expand distribution of promotional material to include individuals, 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.
- Increase awareness of Grand Junction through the Internet website.
- Continue hotel occupancy study to measure yearly changes and analyze trends.
- Conduct a conversion study to determine the percentage of 800 line inquiries that visit after receiving the Visitor Guide.

Performance Measures:

- Increase the number of inquiries received from each ad placed; monitor effectiveness by tracking monthly inquiries received from each publication.
- Successfully distribute 325,000 copies of the 1996 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.
- Monitor effectiveness of website by tracking number of monthly inquiries as well as geographic analysis of inquiries.
- Complete occupancy study and analyze trends to determine marketing emphases needs in 1997.
- Completion of conversion study and utilization of results to make adjustments in promotional materials in 1997 that will influence the conversion rate in the future.

Who: VCB staff, Tashiro Marketing & Advertising, Diversions Public Relations

When: 12/31/96 - ongoing

GOALS AND OBJECTIVES FOR 1996 and 1997

DEPARTMENT: Visitor & Convention Bureau

GOAL: Coordinate an ongoing 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 as incentives to groups considering holding a meeting in this area.
- Expand local leads utilized in developing group meeting business.
- Promote the use of registration personnel for assisting meetings and conventions.

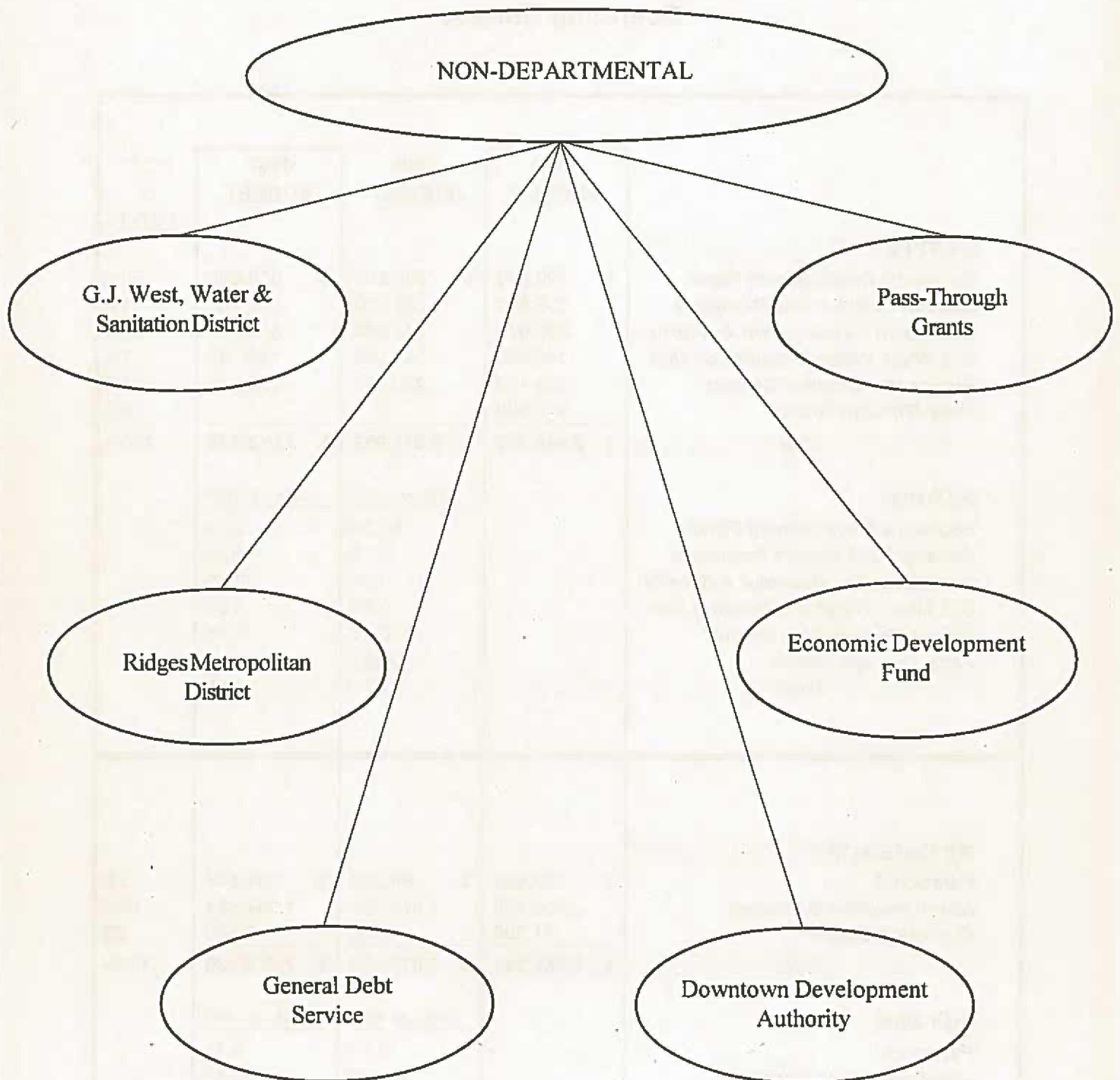
Performance Measures:

- Increased number of client contacts resulting in a 20% increase in sales leads issued in 1996.
- 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.
- Increase the number of groups serviced; continue to provide 15 convention services; work with convention properties to anticipate and address needs of upcoming meetings/conventions.
- Develop a database of local leads, identified by business segment, to be used in on-going sales efforts. Maintain active staff of trained registration personnel.

Who: VCB staff, volunteers, Tashiro Marketing & Advertising

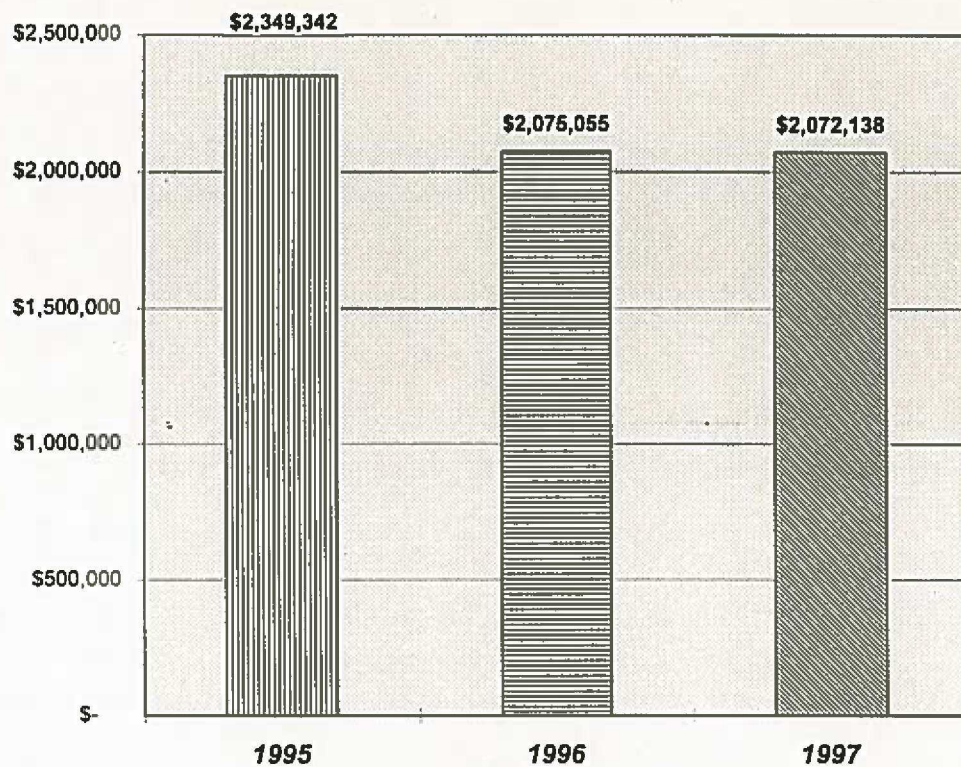
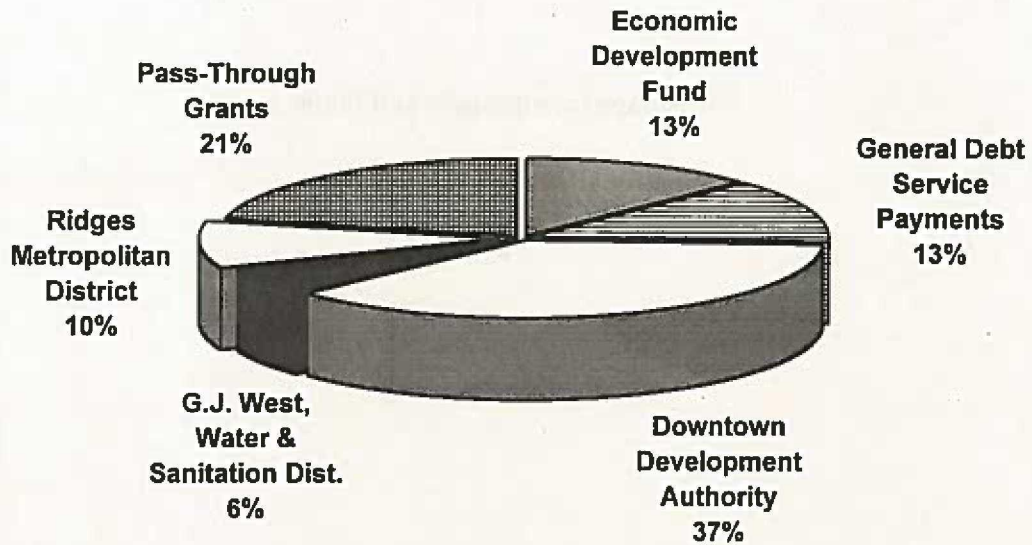
When: 12/31/96

NON-DEPARTMENTAL

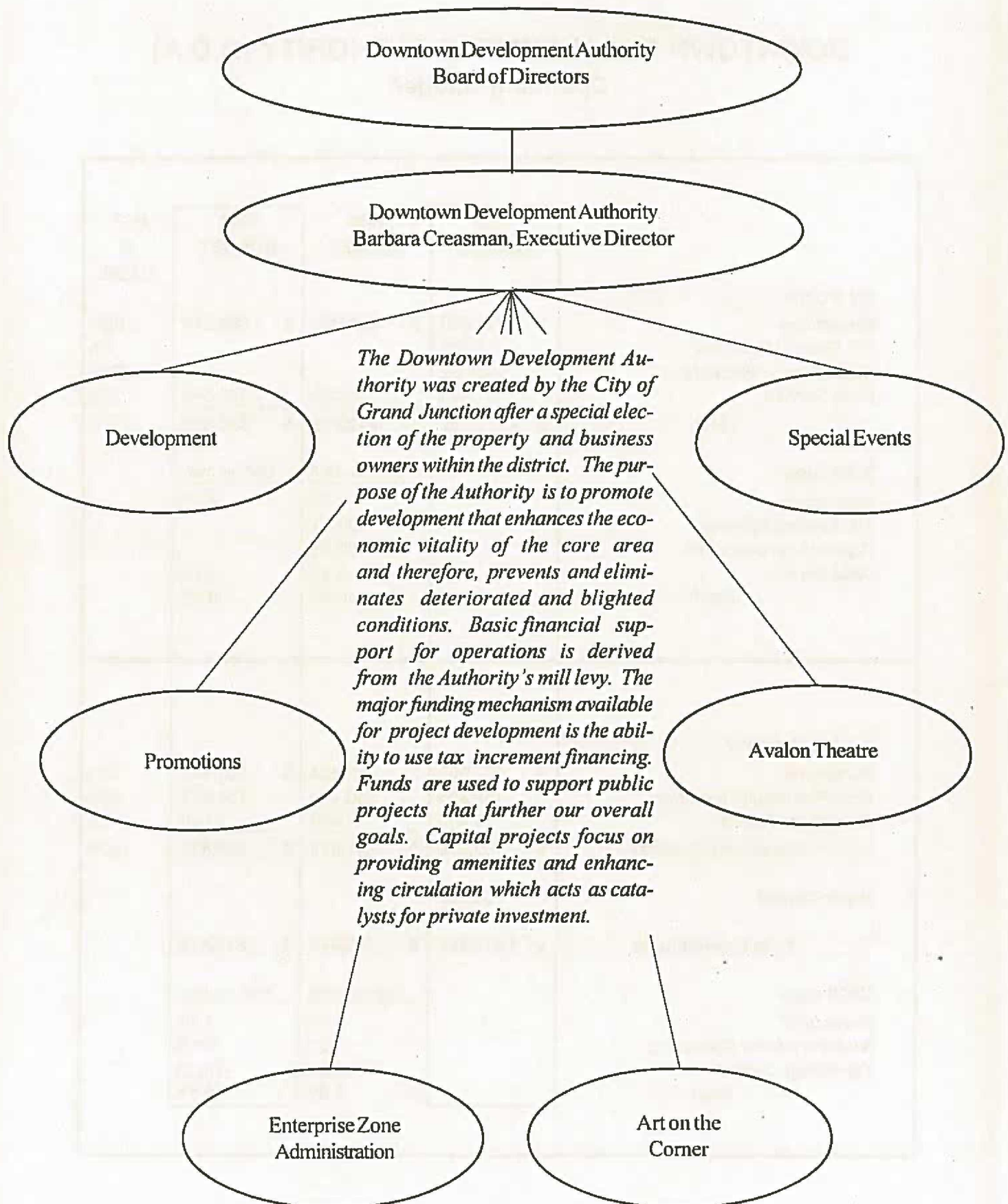


NON-DEPARTMENTAL *Operating Budget*

BY TYPE



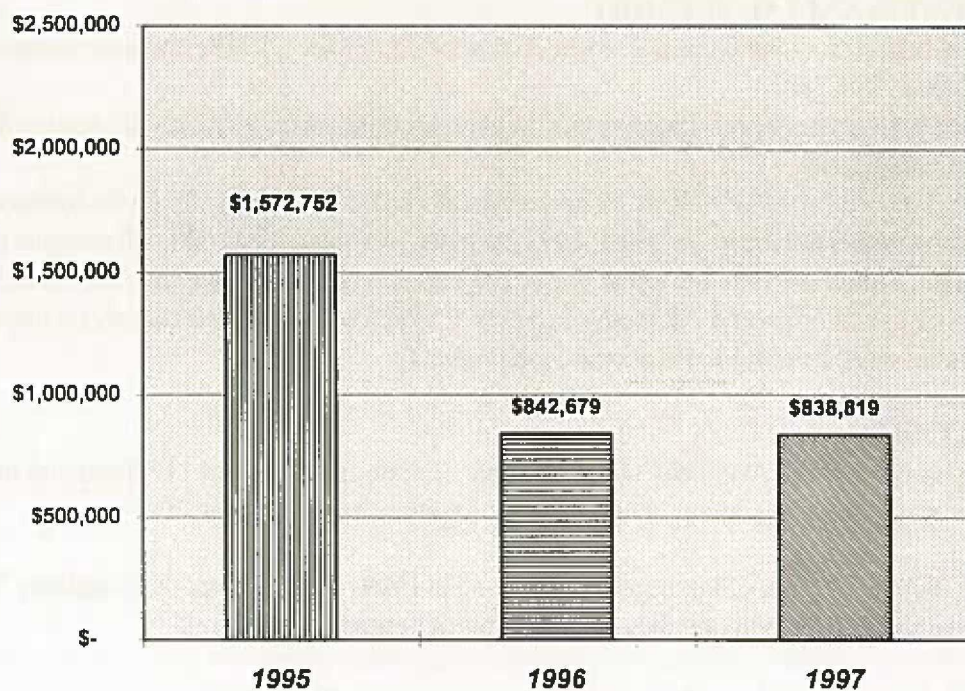
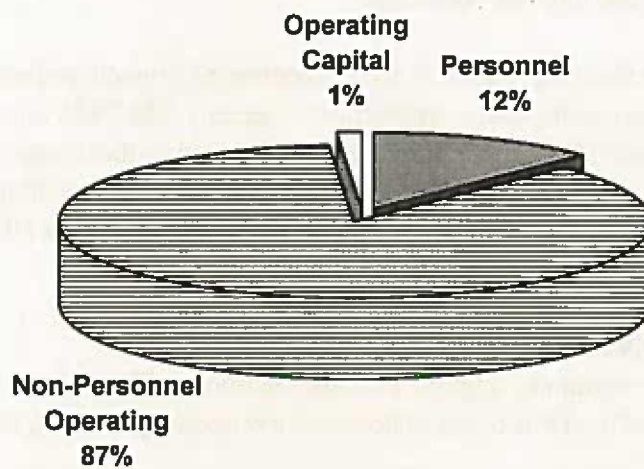
DOWNTOWN DEVELOPMENT AUTHORITY



DOWNTOWN DEVELOPMENT AUTHORITY (D.D.A)

Operating Budget

BY TYPE



GOALS AND OBJECTIVES FOR 1996 AND 1997

THE DOWNTOWN DEVELOPMENT AUTHORITY

GOAL: Acquire and renovate Avalon Theatre.

Purpose: To utilize an unused historically significant property, provide space for community and performing arts events, and add to evening activities in the Downtown area.

Objective: Establish structure ownership/management and process to acquire and develop the property. Initiated the Buy-A-Brick program to support the Avalon Construction Phase II.

Performance Measures: \$900,000 has been raised.

When: Phase II of this project has begun, in 1995.

Who: Executive Director, as Enterprise Zone Administrator, and Staff

THE DOWNTOWN DEVELOPMENT AUTHORITY

GOAL: Assists Downtown Association to develop special events and promotions.

Purpose: To develop business and enhance image of Downtown as a community center.

Objective: Develop events as fun, familiar activities. Must build long-term plan and develop activities and audience, local and tourist, over time.

When: Since most events are annual activities, must build long-term plan and develop activities and audience, local and tourist, over time.

Who: Executive Director and Staff, Downtown Association Board of Directors and Volunteers.

GOALS AND OBJECTIVES FOR 1996 AND 1997

THE DOWNTOWN DEVELOPMENT AUTHORITY

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.

Performance Measures: Acquired two major sculptures for public exhibit in 1995. Have acquired 22 permanent pieces thus far.

When: Ongoing.

Who: Executive Director and Staff, Art On the Corner Committee and Volunteers.

THE DOWNTOWN DEVELOPMENT AUTHORITY

GOAL: Assist business 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.

When: Ongoing process. Next five years major fund-raising for MCEDC and the Museum.

Who: Executive Director, as Enterprise Zone Administrator, and Staff

RELATED INFORMATION

This section presents various information related to the economic and financial concerns of the City of Grand Junction. Included 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. 122-95

A RESOLUTION ADOPTING A BUDGET FOR THE PURPOSE OF DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS ENDING DECEMBER 31, 1996 AND 1997.

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, 1996 and 1997; 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, 1996 and 1997, 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, 1996 and 1997.

ADOPTED AND APPROVED THIS 20th DAY OF DECEMBER, 1995.

ATTEST:


City Clerk

APPROVED:





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 | | \$958,756 |
| Revenue from Data Processing Fund | \$958,756 | |

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 | | \$2,569,096 |
| Revenue from Equipment Fund | \$2,569,096 | |

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 | | \$175,627 |
| Revenue from Stores Fund | \$175,627 | |

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 Workmans Compensation Insurance:

| | | |
|----------------------------------|-----------|-----------|
| For Self Insurance Fund | | \$792,783 |
| Revenue from Self Insurance Fund | \$792,783 | |

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 | | \$1,481,702 |
| Revenue from Communications Cntr Fund | \$1,481,702 | |

SECTION 2. That the following amounts are hereby levied for collection in the year 1996 and for the specific purpose indicated:

| | | |
|--|---------------|-------------|
| For General Fund | 8.071 Mills | \$2,076,529 |
| For Ridges Metropolitan District Fund | | |
| District #1 | 15.840 Mills | \$114,388 |
| District #2 | 271.355 Mills | \$ 30,191 |
| For Grand Junction West Water and Sanitation District Fund | | |
| | 19.601 Mills | \$55,910 |

CITY OF GRAND JUNCTION
1996 CLASSIFICATION AND COMPENSATION SCHEDULE

Updated 4/4/96

| 94 Auth. ee's | 95 Auth. ee's | 96 Auth. ee's | Current Title | Grade | Entry | Inter I | Inter II | Proficient |
|---------------------|---------------------|---------------------|-----------------------------------|-------|-------|---------|----------|------------|
| | | | BENCHMARK: Admin Secretary | | | | | |
| 0 | 0 | 0 | Administrative Clerk I | A01 | 1402 | | | 1612 |
| 4 | 4 | 5 | Administrative Clerk II | A05 | 1548 | | | 1780 |
| 13 | 13 | 7 | Accounting Clerk | A09 | 1709 | | | 1965 |
| 13 | 13 | 14 | Administrative Secretary | A09 | 1709 | | | 1965 |
| 6 | 6 | 6 | Police Records Technician | A09 | 1709 | | | 1965 |
| 0 | 0 | 6 | Service Representative | A11 | 1795 | 1930 | | 2064 |
| 1 | 1 | 1 | VCB Sales Assistant | A11 | 1795 | | | 2064 |
| 1 | 1 | 1 | VCB Service Clerk | A11 | 1795 | | | 2064 |
| 1 | 1 | 1 | Deputy City Clerk | A13 | 1885 | | | 2168 |
| 9 | 9 | 9 | Senior Administrative Secretary | A13 | 1885 | | | 2168 |
| 1 | 1 | 1 | Executive Secretary | A17 | 2082 | | | 2394 |
| 49 | 49 | 51 | | | | | | |

| | | | | | | | | |
|----------|----------|----------|-------------------------------------|-----|------|------|--|------|
| | | | BENCHMARK: Computer Operator | | | | | |
| 2 | 2 | 1 | Computer Operator | B05 | 2082 | | | 2394 |
| 1 | 1 | 1 | Print Shop Operator | B05 | 2082 | 2186 | | 2394 |
| 1 | 1 | 1 | PC Maintenance Technician | B07 | 2187 | | | 2515 |
| 0 | 0 | 2 | PC Support Specialist | B09 | 2297 | | | 2642 |
| 4 | 4 | 5 | | | | | | |

| | | | | | | | | |
|------------|------------|------------|---|------|------|--|--|------|
| | | | BENCHMARK: Sr. Public Works Maintenance Worker | | | | | |
| 1 | 1 | 1 | Stores Clerk | C07 | 1751 | | | 2014 |
| 2 | 2 | 2 | Building Maintenance Worker | C11 | 1933 | | | 2223 |
| 2 | 2 | 0 | Cemetery Groundskeeper | C11 | 1933 | | | 2223 |
| 1 | 1 | 1 | Parking Control Officer | C15a | 2013 | | | 2453 |
| 3 | 3 | 3 | Cemetery Maintenance Worker | C15 | 2133 | | | 2453 |
| 1 | 1 | 1 | Golf Course Maintenance Worker | C15 | 2133 | | | 2453 |
| 1 | 1 | 1 | Parking Meter Service Technician | C15 | 2133 | | | 2453 |
| 3 | 3 | 3 | Parks Maintenance Worker | C15 | 2133 | | | 2453 |
| 25 | 24 | 24 | Public Works Maintenance Wkr | C15 | 2133 | | | 2453 |
| 11 | 11 | 11 | Solid Waste Equipment Operator | C15 | 2133 | | | 2453 |
| 0 | 1 | 1 | Plant Safety Coordinator | C17 | 2242 | | | 2578 |
| 3 | 3 | 3 | Street Sweeper Operator | C17 | 2242 | | | 2578 |
| 3 | 3 | 3 | Sr. Solid Waste Equipment Oper | C17 | 2242 | | | 2578 |
| 2 | 2 | 2 | Forestry Maintenance Worker | C17 | 2242 | | | 2578 |
| 1 | 1 | 1 | Senior Meter Reader | C17 | 2242 | | | 2578 |
| 2 | 2 | 0 | Parks Equipment Mechanic | C19 | 2355 | | | 2708 |
| 3 | 3 | 3 | Senior Forestry Maintenance Wkr | C19 | 2355 | | | 2708 |
| 3 | 3 | 4 | Sr. Golf Course Maintenance Wkr | C19 | 2355 | | | 2708 |
| 7 | 7 | 10 | Sr. Parks Maintenance Worker | C19 | 2355 | | | 2708 |
| 24 | 24 | 24 | Sr. Public Works Maintenance Wkr | C19 | 2355 | | | 2708 |
| 1 | 1 | 1 | Cemetery Maintenance Crew Chief | C23 | 2599 | | | 2989 |
| 1 | 1 | 1 | Golf Course Mtnce Crew Chief | C23 | 2599 | | | 2989 |
| 100 | 100 | 100 | | | | | | |

| 94 Auth. ee's | 95 Auth. ee's | 96 Auth. ee's | Current Title | Grade | Entry | Inter I | Inter II | Proficient |
|---------------------|---------------------|---------------------|--|-------|-------|---------|----------|------------|
| 1 | 1 | 1 | BENCHMARK: Fire Unit Supervisor | | | | | |
| 13 | 13 | 13 | Environmental Specialist | F05 | 3246 | | | 3733 |
| 5 | 5 | 5 | Fire Unit Supervisor | F05a | 3555 | 3642 | | 3733 |
| 1 | 1 | 1 | Administrative Fire Officer | F13 | 4331 | | | 4548 |
| 1 | 1 | 1 | Administration Officer | F17 | 4782 | | | 5021 |
| 1 | 1 | 1 | Operations Officer | F17 | 4782 | | | 5021 |
| 21 | 21 | 21 | | | | | | |

| | | | | | | | | |
|----------|----------|----------|--|-----|------|--|--|------|
| 4 | 4 | 3 | BENCHMARK: Information Services Manager | | | | | |
| 0 | 0 | 1 | Systems/Network Analyst | O07 | 3090 | | | 3553 |
| 1 | 1 | 1 | Systems Support Supervisor | O09 | 3246 | | | 3733 |
| | | | Information Services Manager | O20 | 4259 | | | 4898 |
| 5 | 5 | 5 | | | | | | |

| | | | | | | | | |
|----------|----------|----------|-------------------------------------|-----|------|--|--|------|
| 2 | 2 | 2 | BENCHMARK: Personnel Analyst | | | | | |
| 1 | 1 | 1 | Personnel Analyst | P10 | 3015 | | | 3467 |
| | | | Police Training Coordinator | P10 | 3015 | | | 3467 |
| 3 | 3 | 3 | | | | | | |

| | | | | | | | | |
|-----------|-----------|-----------|----------------------------------|-----|------|------|------|------|
| 2 | 4 | 5 | BENCHMARK: Police Officer | | | | | |
| 53 | 53 | 55 | Civilian Desk Officer | I05 | 2297 | | | 2642 |
| | | | Police Officer | I13 | 2654 | 2787 | 2926 | 3219 |
| 55 | 57 | 60 | | | | | | |

| | | | | | | | | |
|-----------|-----------|-----------|-----------------------------------|------|------|--|--|------|
| 1 | 1 | 1 | BENCHMARK: Police Sergeant | | | | | |
| 10 | 10 | 10 | Volunteer Coordinator | H05 | 3410 | | | 3922 |
| 5 | 5 | 5 | Police Sergeant | H05a | 3735 | | | 3922 |
| 2 | 2 | 2 | Police Lieutenant | H13 | 4551 | | | 4779 |
| | | | Police Captain | H16 | 4901 | | | 5146 |
| 18 | 18 | 18 | | | | | | |

| | | | | | | | | |
|----------|-----------|-----------|------------------------------------|-----|------|--|--|------|
| 1 | 1 | 1 | BENCHMARK: Project Engineer | | | | | |
| 1 | 1 | 1 | Property Agent | L17 | 3246 | | | 3733 |
| 3 | 4 | 4 | Traffic Engineer | L17 | 3246 | | | 3733 |
| 1 | 1 | 1 | Project Engineer | L21 | 3583 | | | 4121 |
| 1 | 1 | 1 | Utility Engineer | L25 | 3955 | | | 4548 |
| 1 | 1 | 1 | City Engineer | L27 | 4156 | | | 4779 |
| 1 | 1 | 1 | Public Works Manager | L30 | 4475 | | | 5146 |
| 1 | 1 | 1 | Utility Manager | L30 | 4475 | | | 5146 |
| 9 | 10 | 10 | | | | | | |

| | | | | | | | | |
|-----------|-----------|-----------|--|-----|------|------|--|------|
| 14 | 19 | 20 | BENCHMARK: Public Safety Telecommunicator | | | | | |
| | | | Public Safety Telecommunicator | S05 | 1981 | 2080 | | 2278 |
| 14 | 19 | 20 | | | | | | |

| | | | | | | | | |
|----------|----------|----------|--------------------------------|-----|------|--|--|------|
| 1 | 1 | 1 | BENCHMARK: Risk Manager | | | | | |
| | | | Risk Manager | N05 | 3583 | | | 4121 |
| 1 | 1 | 1 | | | | | | |

| 94 Auth. ee's | 95 Auth. ee's | 96 Auth. ee's | Current Title | Grade | Entry | Inter I | Inter II | Proficient |
|---------------------|---------------------|---------------------|-------------------------------------|-------|-------|---------|----------|------------|
| | | | Department Heads | | | | | |
| 1 | 1 | 1 | VCB Director | R01 | | | | 4950 |
| 1 | 1 | 1 | Assistant City Manager | R02 | | | | 5867 |
| 1 | 1 | 1 | Community Development Director | R03 | | | | 5292 |
| 1 | 1 | 1 | Parks and Recreation Director | R04 | | | | 5592 |
| 1 | 1 | 1 | Fire Chief | R05 | | | | 5800 |
| 1 | 1 | 1 | City Attorney | R06 | | | | 6458 |
| 1 | 1 | 1 | Police Chief | R07 | | | | 6167 |
| 1 | 1 | 1 | Public Works and Utilities Director | R08 | | | | 6250 |
| 1 | 1 | 1 | City Manager | R09 | | | | 7750 |
| 1 | 1 | 1 | Administrative Services Director | R10 | | | | 5792 |
| 10 | 10 | 10 | | | | | | |

432 447 460

c&comp96.xls

1996 / 1997
List of Approved Operating Capital Items
 (Page 1 of 7)

| Fund | Org | Acct | Actv | DESCRIPTION | Cost 1996 | Cost 1997 |
|--------------------------------------|-----|-------|--------|-----------------------------------|---------------|--------------|
| GENERAL FUND | | | | | | |
| City Administration | | | | | | |
| 100 | 111 | 80140 | 104270 | Camera | 19,124 | 6,124 |
| 100 | 121 | 80110 | n/a | Computers | 500 | 500 |
| 100 | 121 | 80120 | 127475 | CD Rom, Records Mgmt. | 6,508 | - |
| Subtotal: City Administration | | | | | 26,132 | 6,624 |
| Administrative Services | | | | | | |
| 100 | 201 | 80120 | 107140 | LaserJet 4 Printer w/ 10 MB-RAM | 1,700 | - |
| 100 | 211 | 80110 | n/a | Modular Furniture, Senior Acctns. | 5,000 | - |
| 100 | 231 | 80110 | 113400 | Furniture, City Clerks Office | 3,500 | - |
| 100 | 231 | 80120 | 127475 | Scanner, Records Mgmt. Project | 1,500 | - |
| 100 | 231 | 80120 | 127475 | Hard Drive, Records Mgmt. Project | 400 | - |
| 100 | 231 | 80120 | 127475 | Oracle Software, Records Mgmt. | 7,908 | - |
| 100 | 231 | 80120 | 127475 | Scanner, Records Mgmt. Project | - | 1,500 |
| 100 | 231 | 80120 | 127475 | Hard Drive, Records Mgmt. Project | - | 400 |
| 100 | 231 | 80120 | 127475 | PC, Records Mgmt. Project | - | 2,500 |
| 100 | 231 | 80120 | 127475 | Software, Records Mgmt. Project | - | 768 |
| 100 | 231 | 80120 | 132240 | KIOSK w/Computer & Software | - | - |
| 100 | 241 | 80110 | 113420 | Fireproof Cabinets (4), Personnel | 3,800 | - |
| 100 | 241 | 80110 | 113420 | FAX Machine, Personnel | 500 | - |
| 100 | 261 | 80110 | 109400 | Computer Desk, Purchasing | 800 | - |
| 100 | 261 | 80110 | 109400 | Computer Desks, Purchasing | - | 832 |
| Subtotal: Admin. Services | | | | | 25,108 | 6,000 |
| Community Development | | | | | | |
| 100 | 321 | 80110 | 110920 | Overhead Projector | 750 | - |
| 100 | 321 | 80110 | 113420 | Furniture, New Planning Tech. | 3,650 | - |
| 100 | 321 | 80110 | 113420 | Furniture, New Senior Planner | 3,650 | - |
| 100 | 321 | 80120 | 107140 | PC, New Planning Tech. | 2,500 | - |
| 100 | 321 | 80120 | 107140 | PC, New Senior Planner | 2,500 | - |
| 100 | 321 | 80120 | 111600 | Impact AP Software | 2,850 | - |
| 100 | 321 | 80120 | 127475 | Records Mgmt. Project | 1,300 | - |
| 100 | 322 | 80110 | 113420 | Drafting Desk | 550 | - |
| 100 | 322 | 80120 | 125410 | Plotter | - | 9,300 |
| 100 | 331 | 80120 | 132335 | LaserJet Printer | 1,630 | - |
| 100 | 332 | 80140 | 102830 | Flail Mower | 3,400 | - |
| Subtotal: Community Devl. | | | | | 22,780 | 9,300 |
| Police Department | | | | | | |
| 100 | 410 | 80120 | 111600 | FAX Machine | - | 800 |
| 100 | 421 | 80120 | 132240 | Orion Invest Software | 995 | - |
| 100 | 421 | 80120 | 132240 | Orion Invest-Orion Link | - | 2,250 |
| 100 | 421 | 80160 | 111230 | Video Equipment | 1,170 | - |

1996 / 1997
List of Approved Operating Capital Items
 (Page 3 of 7)

| Fund | Org | Acct | Actv | DESCRIPTION | Cost 1996 | Cost 1997 |
|--------------------------------|-------|-------|--------|---------------------------------------|---------------|---------------|
| 100 | 5340 | 80120 | 107140 | Computer for Investigator | 2,049 | - |
| 100 | 52121 | 80115 | 134210 | New Phone Lines (Station 1) | - | 2,200 |
| 100 | 52121 | 80140 | 126530 | Upgrade Speaker System (Station 1) | 1,200 | - |
| 100 | 52121 | 80160 | 127600 | Air Lines (Shop - Station 1) | - | 1,995 |
| 100 | 52122 | 80115 | 134210 | New Phone Lines (T-1 Card) | 12,000 | - |
| 100 | 52122 | 80140 | 103820 | Storage (Station 2) | - | 500 |
| 100 | 52123 | 80110 | 133780 | Conference Table (Station 3) | - | 904 |
| 100 | 52123 | 80140 | 103810 | Rain Gutters (Station 3) | - | 923 |
| 100 | 52123 | 80140 | 103810 | Trench Drain (Station 3) | - | 8,500 |
| 100 | 52123 | 80140 | 103820 | Storage Garage (Station 3) | 3,900 | - |
| 100 | 52123 | 80140 | 107200 | Repair East Drive (Station 3) | 8,000 | - |
| 100 | 52124 | 80140 | 103810 | Rain Gutters (Station 3) | 1,500 | - |
| 100 | 52124 | 80140 | 123340 | Oven (Station 4) | 800 | - |
| 100 | 53325 | 80120 | 107160 | Computer w/Software (PIO) | - | 4,214 |
| Subtotal: Fire | | | | | 60,281 | 40,427 |
| Public Works Department | | | | | | |
| 100 | 6150 | 80120 | 127475 | Scanner for Records Mgmt. | 1,500 | - |
| 100 | 6150 | 80120 | 127475 | Computer for Records Mgmt. | 2,900 | - |
| 100 | 61115 | 80120 | 107140 | Computer, new Eng. Aide | 4,000 | - |
| 100 | 61119 | 80120 | 107140 | Computer Upgrades - CADD Tech-3 | 6,000 | - |
| 100 | 61119 | 80120 | 127475 | Scanner for Records Mgmt. | 14,000 | - |
| 100 | 61119 | 80120 | 132240 | Software Upgrades (4) AutoCAD | - | 1,800 |
| 100 | 61119 | 80120 | 132240 | Software Upgrades - (15) Softdesk | - | 1,875 |
| 100 | 61120 | 80120 | 107090 | 16 MB Memory Upgrades (2 GIS) | 1,200 | - |
| 100 | 61120 | 80120 | 132240 | Software Upgrades (3) AutoCAD | - | 1,725 |
| 100 | 61120 | 80120 | 132240 | Software Upgrades - (3) Softdesk | - | 375 |
| 100 | 61120 | 80120 | 132240 | Software Upgrades CAD Overlay (3) | - | 750 |
| 100 | 61120 | 80120 | 132240 | ArcView PAKages (6) | - | 5,400 |
| 100 | 61219 | 80120 | 107140 | Computer Upgrade + CD ROM | 2,200 | - |
| 100 | 61314 | 80120 | 107090 | 8MB Memory Upgrades (4-Engrs.) | 1,600 | - |
| 100 | 61319 | 80120 | 132240 | Software Upgrades (4) AutoCAD | - | 1,800 |
| 100 | 61319 | 80120 | 132240 | Software Upgrades - (28) Softdesk | - | 3,500 |
| 100 | 61329 | 80110 | 105290 | Desk - Part-Time Inspectors | 500 | - |
| 100 | 61329 | 80110 | 109390 | Office Furniture - Inspection | - | 1,300 |
| 100 | 61329 | 80120 | 107090 | 8MB Memory Upgrade (Survey) | 400 | - |
| 100 | 61329 | 80120 | 132240 | Software Upgrade - AutoCAD | - | 450 |
| 100 | 61329 | 80120 | 132240 | Software Upgrades - (3) Softdesk | - | 375 |
| 100 | 61329 | 80120 | 132240 | Software Upgrade - Survey | - | 350 |
| 100 | 61329 | 80130 | 127130 | Hand Held Radios - Repl. - Inspect. | 800 | - |
| 100 | 61329 | 80130 | 127130 | Hand Held Radio Replacments (2) | - | 800 |
| 100 | 61329 | 80130 | 127170 | Radio - Survey Truck - Replacement | 400 | - |
| 100 | 61329 | 80130 | 127170 | Truck Radio - Replacement - Inspec. | - | 400 |
| 100 | 61329 | 80140 | 101900 | Leica Laser Level, Data Collector,... | - | 6,000 |
| 100 | 61329 | 80140 | 108964 | SDR33 Data Collector - Survey | - | 3,700 |
| 100 | 61329 | 80140 | 109420 | Metal Detector - Inspections | 875 | - |
| 100 | 61329 | 80160 | 110510 | Electronic Balance (Repl-Inspection) | 1,725 | - |
| 100 | 61623 | 80120 | 125990 | Printer HP-855C (Repl.-Snow Desk) | 600 | - |
| 100 | 61625 | 80110 | 113420 | Work Station Upgrade (St-Sys-Sec) | 1,200 | - |
| 100 | 61625 | 80120 | 126030 | Laser Printer | 1,200 | - |
| 100 | 61625 | 80140 | 116400 | Jackhammer #90 - Replacement | 890 | - |

1996 / 1997
List of Approved Operating Capital Items
(Page 5 of 7)

| Fund | Org | Acct | Actv | DESCRIPTION | Cost 1996 | Cost 1997 |
|--|-------|-------|--------|------------------------------------|----------------|----------------|
| 100 | 711 | 80140 | 137750 | Weed-Eaters (4) | 1,920 | - |
| 100 | 711 | 80140 | 137750 | Weed-Eater | - | 960 |
| 100 | 712 | 80140 | 129840 | Chain Saws (2) | 1,540 | - |
| 100 | 712 | 80140 | 129840 | Chain Saws | - | 1,600 |
| 100 | 712 | 80140 | 134990 | Trailer | 2,500 | - |
| 100 | 713 | 80140 | 100600 | Aerator | - | 2,800 |
| 100 | 713 | 80140 | 117900 | Liner | - | 4,200 |
| 100 | 713 | 80140 | 121700 | Trim Mower | 950 | - |
| 100 | 713 | 80140 | 127217 | Grooming Rake | 6,000 | - |
| 100 | 713 | 80140 | 132730 | Sprayer | 2,600 | - |
| 100 | 714 | 80140 | 137750 | Weed Eater | - | 480 |
| 100 | 715 | 80140 | 104710 | Chairs (250) & Carts (5) - Replace | 6,380 | - |
| 100 | 731 | 80110 | 113410 | Furniture; Recreation Suprt. | 1,700 | - |
| 100 | 731 | 80120 | 107140 | Computer; Recreation Suprt. | 2,689 | - |
| 100 | 731 | 80120 | 132450 | Software; Recreation Suprt. | 1,155 | - |
| Subtotal: Parks | | | | | 52,062 | 59,790 |
| TOTAL: GENERAL FUND | | | | | 331,131 | 254,934 |
| Visitor & Convention Bureau | | | | | | |
| 102 | 142 | 80120 | 107140 | Computer, new Sales Assistant | 1,800 | - |
| 102 | 142 | 80140 | 103400 | Trade Show Booth | 1,200 | 1,500 |
| 102 | 142 | 80160 | 111420 | Exhibits | 2,500 | 2,500 |
| TOTAL: VCB Fund | | | | | 5,500 | 4,000 |
| Water Fund | | | | | | |
| 301 | 6241 | 80120 | 0 | Data Line Project for LIM System | 6,250 | - |
| 301 | 6241 | 80140 | 100265 | Microscope Objective | 1,000 | - |
| 301 | 6241 | 80140 | 105115 | Centrifuge Rotor - Replacement | - | 900 |
| 301 | 6241 | 80140 | 110795 | Autoclave - Replacement | - | 3,500 |
| 301 | 6241 | 80140 | 110890 | Filter Manifold | 1,000 | - |
| 301 | 6241 | 80140 | 132690 | Spectrophotometer - Replacement | - | 700 |
| 301 | 61113 | 80120 | 132240 | Software, new Eng. Aide | 1,500 | - |
| 301 | 62121 | 80160 | 112690 | Parshall Flumes | 3,600 | - |
| 301 | 62121 | 80160 | 127440 | Stevens Recorders | - | 3,600 |
| 301 | 62122 | 80160 | 100820 | Electronic Dialer | 2,200 | - |
| 301 | 62122 | 80160 | 100820 | Flowline Monitoring Alarms | 2,200 | - |
| 301 | 62122 | 80160 | 126850 | 40 HP Pump | - | 8,500 |
| 301 | 62122 | 80160 | 127450 | Strip Chart Recorder | - | 1,700 |
| 301 | 62122 | 80160 | 133240 | Storage Garage & Retaining Wall | 5,000 | - |
| 301 | 62122 | 80160 | 136250 | Turbidimeter | - | 1,700 |
| 301 | 62131 | 80140 | 109420 | Gas Detector - 3 Gas | - | 2,000 |
| 301 | 62131 | 80140 | 113730 | Generator | 700 | - |
| 301 | 62131 | 80140 | 114180 | Air Grinder | 1,025 | - |
| 301 | 62131 | 80140 | 116410 | Pavement Cutting Tool | 2,540 | - |
| 301 | 62131 | 80140 | 118140 | Line Locator - Replacement | 2,100 | - |
| 301 | 62131 | 80140 | 129850 | Cutoff Saw | 1,200 | - |
| 301 | 62131 | 80140 | 133970 | Tapping Machine and Accessories | 3,400 | - |
| 301 | 62133 | 80120 | 107140 | Computer | 2,050 | - |
| Total: Water Fund | | | | | 35,765 | 22,600 |

1996 / 1997
List of Approved Operating Capital Items
 (Page 7 of 7)

| Fund | Org | Acct | Actv | DESCRIPTION | Cost 1996 | Cost 1997 |
|-----------------------------------|-------|-------|--------|--------------------------------|----------------|----------------|
| 402 | 61421 | 80140 | 111160 | OTC Test Equipment | 3,492 | - |
| 402 | 61421 | 80140 | 116415 | Jack 10-15 Ton (2) | 2,000 | 2,080 |
| 402 | 61421 | 80140 | 117145 | Lathe, Metal | 4,595 | - |
| 402 | 61421 | 80140 | 117695 | Lift, Auto (2) | 9,000 | - |
| 402 | 61421 | 80140 | 127095 | Hose Reel Rack | - | 7,500 |
| 402 | 61421 | 80140 | 134533 | Tire Changer | - | 3,700 |
| TOTAL: Equipment Fund | | | | | 20,737 | 14,528 |
| Stores Fund | | | | | | |
| 403 | 2631 | 80160 | 111115 | Air Folder | 6,000 | - |
| 403 | 2631 | 80160 | 111115 | Binding Machine | - | 4,000 |
| TOTAL: Stores Fund | | | | | 6,000 | 4,000 |
| Self Insurance Fund | | | | | | |
| 4041 | 2480 | 80110 | n/a | Fireproof File Cabinet | - | 1,650 |
| TOTAL: Self Ins. Fund | | | | | - | 1,650 |
| Communications Center Fund | | | | | | |
| 405 | 442 | 80120 | 132240 | Computer Equip; Eng. Aide | 4,500 | - |
| TOTAL: Comm. Center Fund | | | | | 4,500 | - |
| Joint Sewer Fund | | | | | | |
| 902 | 6242 | 80140 | 109730 | Dishwasher - Replacement | - | 5,000 |
| 902 | 6242 | 80140 | 110890 | Extraction Manifold | 2,500 | - |
| 902 | 6242 | 80140 | 110890 | PH/Ion Electrode Meter - Repl. | 2,500 | - |
| 902 | 6242 | 80140 | 110890 | Digestion Vessels - Repl. | 600 | - |
| 902 | 6242 | 80140 | 115540 | BOD Incubator - Replacement | - | 1,500 |
| 902 | 6242 | 80140 | 127640 | Refrigerator - Replacement | - | 1,000 |
| 902 | 6242 | 80140 | 132690 | Spectrophotometer - Repl. | 1,900 | - |
| 902 | 61113 | 80120 | 132240 | Software; new Eng. Aide | 1,500 | - |
| 902 | 62211 | 80120 | 107140 | Computer - Safety Coordinator | 2,050 | - |
| 902 | 62211 | 80120 | 125990 | Laser Printer - Replacement | 1,450 | - |
| 902 | 62211 | 80140 | 112070 | Fence Storage Area | 1,500 | - |
| 902 | 62211 | 80140 | 120235 | Meters Oxygen Detector - 4 Gas | 2,400 | 2,453 |
| 902 | 62211 | 80140 | 133420 | Storage Cabinet for Paint | 1,401 | - |
| Total: Sewer Fund | | | | | 17,801 | 9,953 |
| D.D.A. Operating Fund | | | | | | |
| 103 | 191 | 80120 | n/a | Computer Equipment | 2,500 | 1,500 |
| 103 | 191 | 80140 | n/a | Other Equipment | 1,500 | 1,500 |
| TOTAL: D.D.A. | | | | | 4,000 | 3,000 |
| GRAND TOTAL | | | | | 798,609 | 609,383 |

VISITOR CONVENTION BUREAU FUND / Long Range Financial Projection

| Projection Rate | | 1994 | 1995 | 1996 | 1997 | PROJECTION | | | | | | | | | |
|--------------------|--|------------|------------|-------------|------------|-------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--|
| | | ACTUAL | REVISED | BUDGET | BUDGET | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | |
| | OPERATING REVENUE | | | | | | | | | | | | | | |
| 4.5% | Taxes | \$ 795,570 | \$ 831,000 | \$ 871,000 | \$ 911,000 | \$ 951,995 | \$ 994,835 | \$ 1,039,602 | \$ 1,086,384 | \$ 1,135,272 | \$ 1,186,359 | \$ 1,239,745 | \$ 1,295,534 | \$ 1,353,833 | |
| n/a | Licenses & Permits | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| n/a | Intergovernmental | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| 4.0% | Charges For Services | 10,355 | 15,100 | 15,946 | 17,257 | 17,947 | 18,665 | 19,412 | 20,188 | 20,996 | 21,836 | 22,709 | 23,617 | 24,562 | |
| 6.0% | Pooled Interest Income | 3,699 | 6,000 | 12,000 | 15,000 | 13,033 | 7,390 | 9,310 | 11,773 | 14,844 | 18,591 | 23,089 | 28,420 | 34,672 | |
| 4.0% | Other Revenue | 72,757 | 2,100 | 2,150 | 2,200 | 2,288 | 2,380 | 2,475 | 2,574 | 2,677 | 2,784 | 2,895 | 3,011 | 3,131 | |
| | Total Operating Revenue | 882,381 | 854,200 | 901,096 | 945,457 | 985,263 | 1,023,270 | 1,070,798 | 1,120,919 | 1,173,788 | 1,229,569 | 1,288,438 | 1,350,582 | 1,416,198 | |
| | OPERATING EXPENSE | | | | | | | | | | | | | | |
| 4.0% | Labor | \$ 204,955 | \$ 219,070 | \$ 259,339 | \$ 268,341 | \$ 279,075 | \$ 290,238 | \$ 301,847 | \$ 313,921 | \$ 326,478 | \$ 339,537 | \$ 353,118 | \$ 367,243 | \$ 381,933 | |
| 4.0% | Non-Personnel Operating | 497,688 | 566,060 | 589,957 | 616,599 | 641,263 | 666,913 | 693,590 | 721,334 | 750,187 | 780,194 | 811,402 | 843,858 | 877,613 | |
| 0.0% | Debt Service | 28,447 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | 29,806 | |
| 4.0% | Operating Equipment | 4,866 | 5,850 | 5,500 | 4,000 | 4,160 | 4,326 | 4,499 | 4,679 | 4,867 | 5,061 | 5,264 | 5,474 | 5,693 | |
| | Total Operating Expense | 735,934 | 820,786 | 884,602 | 918,746 | 954,304 | 991,284 | 1,029,743 | 1,069,740 | 1,111,337 | 1,154,599 | 1,199,590 | 1,246,382 | 1,295,045 | |
| | OPERATING VARIANCE | 146,447 | 33,414 | 16,494 | 26,711 | 30,960 | 31,986 | 41,056 | 51,179 | 62,450 | 74,970 | 88,848 | 104,200 | 121,153 | |
| | Coverage Ratio | 1.20 | 1.04 | 1.02 | 1.03 | 1.03 | 1.03 | 1.04 | 1.05 | 1.06 | 1.06 | 1.07 | 1.08 | 1.09 | |
| | OTHER SOURCES (USES) | | | | | | | | | | | | | | |
| n/a | Debt Proceeds | 200,000 | - | - | - | - | - | - | - | - | - | - | - | - | |
| n/a | Major Capital | (198,520) | - | (28,420) | - | (125,000) | - | - | - | - | - | - | - | - | |
| | | 1,480 | - | (28,420) | - | (125,000) | - | - | - | - | - | - | - | - | |
| | Transfers-In From Other Funds | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Transfers-Out To Other Funds | - | - | - | - | - | - | - | - | - | - | - | - | - | |
| | Net Transfers | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| | TOTAL REVENUE | 1,082,381 | 854,200 | 901,096 | 945,457 | 985,263 | 1,023,270 | 1,070,798 | 1,120,919 | 1,173,788 | 1,229,569 | 1,288,438 | 1,350,582 | 1,416,198 | |
| | TOTAL EXPENSE | 934,454 | 820,786 | 913,022 | 918,746 | 1,079,304 | 991,284 | 1,029,743 | 1,069,740 | 1,111,337 | 1,154,599 | 1,199,590 | 1,246,382 | 1,295,045 | |
| | NET | 147,927 | 33,414 | (11,926) | 26,711 | (94,040) | 31,986 | 41,056 | 51,179 | 62,450 | 74,970 | 88,848 | 104,200 | 121,153 | |
| | TOTAL SOURCES | 1,082,381 | 854,200 | 901,096 | 945,457 | 985,263 | 1,023,270 | 1,070,798 | 1,120,919 | 1,173,788 | 1,229,569 | 1,288,438 | 1,350,582 | 1,416,198 | |
| | TOTAL USES | 934,454 | 820,786 | 913,022 | 918,746 | 1,079,304 | 991,284 | 1,029,743 | 1,069,740 | 1,111,337 | 1,154,599 | 1,199,590 | 1,246,382 | 1,295,045 | |
| | NET SOURCE (USE) OF FUNDS | \$ 147,927 | \$ 33,414 | \$ (11,926) | \$ 26,711 | \$ (94,040) | \$ 31,986 | \$ 41,056 | \$ 51,179 | \$ 62,450 | \$ 74,970 | \$ 88,848 | \$ 104,200 | \$ 121,153 | |
| | ENDING FUNDS AVAILABLE | \$ 169,015 | \$ 202,429 | \$ 190,503 | \$ 217,214 | \$ 123,174 | \$ 155,160 | \$ 196,216 | \$ 247,395 | \$ 309,845 | \$ 384,816 | \$ 473,663 | \$ 577,863 | \$ 699,016 | |
| | Minimum Working Capital (15% Oper. Exp.) | 110,390 | 123,118 | 132,690 | 137,812 | 143,146 | 148,693 | 154,461 | 160,461 | 166,701 | 173,190 | 179,939 | 186,957 | 194,257 | |
| | Variance from M.W.C. | 58,625 | 79,311 | 57,813 | 79,402 | (19,972) | 6,467 | 41,754 | 86,934 | 143,145 | 211,626 | 293,725 | 390,906 | 504,760 | |

PARKLAND EXPANSION FUND / Long Range Financial Projection

FUND # 105

PARKLAND EXPANSION

| | <u>94-ACT</u> | <u>95-REV</u> | <u>96-REQ</u> | <u>97-REQ</u> | <u>1998</u> | <u>1999</u> | <u>2000</u> | <u>2001</u> | <u>2002</u> | <u>2003</u> | <u>2004</u> | <u>2005</u> |
|---------------------------|-------------------|-------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| SOURCES | | | | | | | | | | | | |
| Lottery Proceeds | \$ 248,513 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 310,000 | \$ 320,000 | \$ 330,000 | \$ 340,000 | \$ 350,000 | \$ 360,000 | \$ 370,000 | \$ 380,000 |
| Pooled Interest | 10,471 | 31,000 | 35,000 | 33,000 | 45,353 | 60,455 | 67,570 | 75,927 | 85,607 | 96,697 | 109,287 | 123,476 |
| Open Space Fees | <u>86,242</u> | <u>75,000</u> | <u>75,000</u> | <u>75,000</u> | <u>77,000</u> | <u>79,000</u> | <u>81,000</u> | <u>83,000</u> | <u>85,000</u> | <u>87,000</u> | <u>89,000</u> | <u>91,000</u> |
| Total | 345,226 | 406,000 | 410,000 | 408,000 | 432,353 | 459,455 | 478,570 | 498,927 | 520,607 | 543,697 | 568,287 | 594,476 |
| USES | | | | | | | | | | | | |
| Major Capital | \$ 61,347 | \$ 76,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Matchett Lease Contr. | - | - | - | - | - | - | - | - | - | - | - | - |
| Transfer-Out to CIP | <u>110,000</u> | <u>200,000</u> | <u>350,000</u> | <u>415,978</u> | <u>200,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> | <u>350,000</u> |
| Total | 171,347 | 276,000 | 350,000 | 415,978 | 200,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| NET SOURCE (USE) | \$ 173,879 | \$ 130,000 | \$ 60,000 | \$ (7,978) | \$ 232,353 | \$ 109,455 | \$ 128,570 | \$ 148,927 | \$ 170,607 | \$ 193,697 | \$ 218,287 | \$ 244,476 |
| Beginning Funds Available | \$ 341,831 | | | | | | | | | | | |
| Ending Funds Available | \$ 515,710 | \$ 645,710 | \$ 705,710 | \$ 697,732 | \$ 930,086 | \$ 1,039,540 | \$ 1,168,110 | \$ 1,317,037 | \$ 1,487,645 | \$ 1,681,342 | \$ 1,899,629 | \$ 2,144,105 |

Sales Tax CIP Fund / Balancing Worksheet

| | ACTUAL 1993 | ACTUAL 1994 | ADJUSTED 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | TOTAL 1996-2006 |
|-------------------------------|----------------|----------------|------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|--------------------|
| BEGINNING FUND BALANCE | 2,777,086 | 2,531,214 | 2,515,380 | 3,374,028 | 147,067 | 15,195 | 216,164 | (42,303) | 1,686,107 | 2,077,337 | 3,416,273 | 3,158,144 | 3,331,743 | 2,515,380 |
| CAPITAL REVENUE | 4,290,117 | 5,256,345 | 5,573,368 | 6,635,170 | 7,397,350 | 8,104,124 | 7,056,988 | 6,445,464 | 6,807,230 | 7,543,436 | 7,660,871 | 8,045,199 | 8,479,427 | 77,748,628 |
| TRANSFERS-IN FROM OTHER FUNDS | 1,704,040 | 2,090,278 | 2,293,990 | 1,385,000 | 1,360,978 | 1,620,075 | 705,000 | 715,000 | 725,000 | 735,000 | 745,000 | 755,000 | 765,000 | 11,805,043 |
| TOTAL SOURCES | 5,984,157 | 7,345,622 | 7,867,358 | 8,020,170 | 8,758,328 | 7,724,199 | 7,781,988 | 7,160,464 | 7,532,230 | 8,278,436 | 8,405,871 | 8,800,199 | 9,244,427 | 89,553,671 |
| CAPITAL PROJECT EXPENDITURES | 5,287,686 | 6,334,137 | 6,158,093 | 10,224,000 | 7,824,000 | 6,586,000 | 7,017,000 | 4,462,000 | 6,347,000 | 6,214,000 | 7,925,000 | 7,874,000 | 8,895,000 | 79,526,093 |
| TRANSFERS-OUT TO OTHER FUNDS | 952,343 | 1,027,319 | 850,617 | 1,023,132 | 1,066,200 | 937,230 | 1,003,455 | 970,055 | 794,000 | 725,500 | 738,000 | 752,600 | 424,640 | 9,286,429 |
| TOTAL USES | 6,240,029 | 7,361,456 | 7,008,710 | 11,247,132 | 8,890,200 | 7,523,230 | 8,020,455 | 5,432,055 | 7,141,000 | 6,939,500 | 8,664,000 | 8,626,600 | 9,319,640 | 88,812,522 |
| NET SOURCE (USE) OF FUNDS | (245,872) | (15,834) | 858,648 | (3,226,962) | (131,872) | 200,969 | (258,467) | 1,728,409 | 391,230 | 1,338,936 | (258,129) | 173,599 | (75,213) | 741,149 |
| ENDING FUND BALANCE | 2,631,214 | 2,515,380 | 3,374,028 | 147,067 | 15,195 | 216,164 | (42,303) | 1,686,107 | 2,077,337 | 3,416,273 | 3,158,144 | 3,331,743 | 3,256,529 | 3,256,529 |

Two Rivers Convention Center / Long Range Financial Projection

| | 95-REV | 96-REQ | 97-REQ | PROJECTION | | | | | | | | |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | | | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
| OPER. REVENUE | \$ 520,826 | \$ 554,328 | \$ 581,347 | \$ 604,601 | \$ 628,785 | \$ 653,936 | \$ 680,094 | \$ 707,298 | \$ 735,589 | \$ 765,013 | \$ 795,614 | \$ 827,438 |
| % Change | | 6.4% | 4.9% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| OPER. EXPENSE | | | | | | | | | | | | |
| Personnel | 351,580 | 373,461 | 379,188 | 394,356 | 410,130 | 426,535 | 443,596 | 461,340 | 479,794 | 498,986 | 518,945 | 539,703 |
| Non-Personnel | 391,484 | 395,616 | 415,312 | 431,924 | 449,201 | 467,170 | 485,856 | 505,291 | 525,502 | 546,522 | 568,383 | 591,118 |
| Operating Equipment | 21,285 | 35,579 | 12,660 | 13,166 | 13,693 | 14,241 | 14,810 | 15,403 | 16,019 | 16,660 | 17,326 | 18,019 |
| Total | 764,349 | 804,656 | 807,160 | 839,446 | 873,024 | 907,945 | 944,263 | 982,034 | 1,021,315 | 1,062,167 | 1,104,654 | 1,148,840 |
| % Change | | 5.3% | 0.3% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| OPER. VARIANCE | \$ (243,523) | \$ (250,328) | \$ (225,813) | \$ (234,846) | \$ (244,239) | \$ (254,009) | \$ (264,169) | \$ (274,736) | \$ (285,725) | \$ (297,155) | \$ (309,041) | \$ (321,402) |
| Coverage Ratio | 68.1% | 68.9% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% | 72.0% |
| Major Capital Expenditures | \$ 52,760 | \$ 25,082 | \$ 35,000 | \$ 36,000 | \$ 37,000 | \$ 38,000 | \$ 39,000 | \$ 40,000 | \$ 41,000 | \$ 42,000 | \$ 43,000 | \$ 44,000 |
| Transfers-In | | | | | | | | | | | | |
| Operating Subsidy | \$ 210,183 | \$ 250,328 | \$ 225,813 | \$ 234,846 | \$ 244,239 | \$ 254,009 | \$ 264,169 | \$ 274,736 | \$ 285,725 | \$ 297,155 | \$ 309,041 | \$ 321,402 |
| CIP Fund Transfer | 30,575 | 25,082 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 | 40,000 | 41,000 | 42,000 | 43,000 | 44,000 |
| Total | 240,758 | 275,410 | 260,813 | 270,846 | 281,239 | 292,009 | 303,169 | 314,736 | 326,725 | 339,155 | 352,041 | 365,402 |
| TOTAL SOURCES | \$ 761,584 | \$ 829,738 | \$ 842,160 | \$ 875,446 | \$ 910,024 | \$ 945,945 | \$ 983,263 | \$ 1,022,034 | \$ 1,062,315 | \$ 1,104,167 | \$ 1,147,654 | \$ 1,192,840 |
| TOTAL USES | 817,109 | 829,738 | 842,160 | 875,446 | 910,024 | 945,945 | 983,263 | 1,022,034 | 1,062,315 | 1,104,167 | 1,147,654 | 1,192,840 |
| NET SOURCE (USE) | \$ (55,525) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Working Capital | \$ 56,151 | | | | | | | | | | | |
| Ending Working Capital | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 | \$ 626 |

SWIMING POOLS FUND / Long Range Financial Projection

| Projection | | PROJECTION | | | | | | | | | | | |
|------------|------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | 95-REV | 96-REQ | 97-REQ | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
| | LINCOLN PARK POOL | | | | | | | | | | | | |
| 4.0% | Oper. Revenue | \$ 216,415 | \$ 216,456 | \$ 217,333 | \$ 226,027 | \$ 235,068 | \$ 244,471 | \$ 254,249 | \$ 264,419 | \$ 274,996 | \$ 285,996 | \$ 297,436 | \$ 309,333 |
| | Oper. Expense | | | | | | | | | | | | |
| 4.0% | Personnel | 99,505 | 112,109 | 113,151 | 117,677 | 122,384 | 127,280 | 132,371 | 137,668 | 143,172 | 148,899 | 154,855 | 161,049 |
| 4.0% | Non-Personnel | 99,910 | 106,016 | 103,470 | 107,609 | 111,913 | 116,390 | 121,045 | 125,887 | 130,923 | 136,159 | 141,606 | 147,270 |
| 0.0% | Operating Capital | 4,183 | - | - | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| | Total | 203,598 | 218,125 | 216,621 | 227,286 | 236,297 | 245,669 | 255,416 | 265,553 | 276,095 | 287,059 | 298,461 | 310,319 |
| | Oper. Variance | \$ 12,817 | \$ (1,669) | \$ 712 | \$ (1,259) | \$ (1,230) | \$ (1,199) | \$ (1,167) | \$ (1,133) | \$ (1,099) | \$ (1,063) | \$ (1,025) | \$ (986) |
| | Coverage Ratio | 106.3% | 99.2% | 100.3% | 99.4% | 99.5% | 99.5% | 99.5% | 99.6% | 99.6% | 99.6% | 99.7% | 99.7% |
| 0.0% | Major Capital Expense | \$ 2,585 | \$ - | \$ - | \$ 10,000 | \$ 66,500 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| | ORCHARD MESA POOL | | | | | | | | | | | | |
| 4.0% | Oper. Revenue | \$ 95,787 | \$ 95,965 | \$ 96,580 | \$ 100,444 | \$ 104,461 | \$ 108,640 | \$ 112,985 | \$ 117,505 | \$ 122,205 | \$ 127,093 | \$ 132,177 | \$ 137,464 |
| | Oper. Expense | | | | | | | | | | | | |
| 4.0% | Personnel | 152,952 | 173,425 | 175,452 | 182,470 | 189,769 | 197,360 | 205,254 | 213,465 | 222,003 | 230,883 | 240,119 | 249,723 |
| 4.0% | Non-Personnel | 78,122 | 79,950 | 78,669 | 81,816 | 85,088 | 88,492 | 92,032 | 95,713 | 99,541 | 103,523 | 107,664 | 111,971 |
| 0.0% | Operating Capital | 5,050 | 600 | 600 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| | Total | 236,124 | 253,975 | 254,721 | 265,286 | 275,858 | 286,852 | 298,286 | 310,178 | 322,545 | 335,406 | 348,783 | 362,694 |
| | Oper. Variance | \$ (140,337) | \$ (158,009) | \$ (158,141) | \$ (164,843) | \$ (171,396) | \$ (178,212) | \$ (185,301) | \$ (192,673) | \$ (200,340) | \$ (208,313) | \$ (216,606) | \$ (225,230) |
| | Coverage Ratio | 40.6% | 37.8% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% | 37.9% |
| 0.0% | Major Capital Expense | \$ 82,683 | \$ 77,100 | \$ 8,000 | \$ 10,000 | \$ 7,500 | \$ - | \$ 82,000 | \$ - | \$ - | \$ - | \$ - | \$ - |
| | OTHER FUNDING SOURCES | | | | | | | | | | | | |
| | MESA COUNTY | | | | | | | | | | | | |
| | O.M. Operations | \$ 70,168 | \$ 79,005 | \$ 79,070 | \$ 82,421 | \$ 85,698 | \$ 89,106 | \$ 92,650 | \$ 96,336 | \$ 100,170 | \$ 104,157 | \$ 108,303 | \$ 112,615 |
| | O.M. Capital | 41,342 | 38,550 | 4,000 | 5,000 | 3,750 | - | 41,000 | - | - | - | - | - |
| | Total | \$ 111,510 | \$ 117,555 | \$ 83,070 | \$ 87,421 | \$ 89,448 | \$ 89,106 | \$ 133,650 | \$ 96,336 | \$ 100,170 | \$ 104,157 | \$ 108,303 | \$ 112,615 |
| | CITY SUBSIDY | | | | | | | | | | | | |
| | General Fund Subsidy | \$ 28,304 | \$ 80,674 | \$ 78,358 | \$ 83,681 | \$ 86,928 | \$ 90,306 | \$ 93,817 | \$ 97,470 | \$ 101,269 | \$ 105,219 | \$ 109,328 | \$ 113,601 |
| | CIP Fund Transfer | 41,342 | 38,550 | 4,000 | 15,000 | 70,250 | 20,000 | 61,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| | Total | \$ 69,645 | \$ 119,224 | \$ 82,358 | \$ 98,681 | \$ 157,178 | \$ 110,305 | \$ 154,817 | \$ 117,470 | \$ 121,269 | \$ 125,219 | \$ 129,328 | \$ 133,601 |
| | TOTAL OTHER FUNDING | \$ 181,155 | \$ 236,779 | \$ 165,429 | \$ 186,102 | \$ 246,626 | \$ 199,411 | \$ 288,467 | \$ 213,806 | \$ 221,438 | \$ 229,376 | \$ 237,631 | \$ 246,216 |
| | TOTAL SOURCES | \$ 493,358 | \$ 549,200 | \$ 479,343 | \$ 512,572 | \$ 586,155 | \$ 552,521 | \$ 655,702 | \$ 595,730 | \$ 618,640 | \$ 642,465 | \$ 667,244 | \$ 693,013 |
| | TOTAL USES | 524,970 | 549,200 | 479,343 | 512,572 | 586,155 | 552,521 | 655,702 | 595,730 | 618,640 | 642,465 | 667,244 | 693,013 |
| | NET SOURCE (USE) | \$ (31,612) | \$ 0 | \$ 0 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Beginning Working Capital | \$ 31,612 | | | | | | | | | | | |
| | Ending Working Capital | \$ (0) | \$ 0 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

GOLF COURSE FUNDS / Long Range Financial Projection Summaries

| | ----- PROPOSED ----- | | ----- PROJECTED ----- | | | | | | | | |
|---------------------------------|----------------------|------------|-----------------------|------------|-----------|------------|-------------|-------------|-------------|-------------|-------------|
| | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
| LINCOLN PARK GOLF COURSE | | | | | | | | | | | |
| ***** | | | | | | | | | | | |
| Projected 9 Hole Rounds | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| OPERATING REVENUE: | | | | | | | | | | | |
| Season Ticket Sales | \$63,650 | \$65,450 | \$68,068 | \$70,791 | \$73,622 | \$76,567 | \$79,630 | \$82,815 | \$86,128 | \$89,573 | \$93,156 |
| Green Fees | 270,000 | 279,575 | 290,758 | 302,389 | 314,484 | 327,063 | 340,146 | 353,752 | 367,902 | 382,618 | 397,923 |
| Other Operating Revenue | 15,034 | 16,639 | 18,545 | 20,589 | 22,825 | 25,079 | 27,625 | 30,283 | 33,255 | 36,709 | 40,527 |
| Total: Oper. Revenue | \$348,684 | \$361,664 | \$377,371 | \$393,769 | \$410,931 | \$428,710 | \$447,401 | \$466,850 | \$487,284 | \$508,899 | \$531,605 |
| OPERATING EXPENDITURES: | | | | | | | | | | | |
| Operating & Maintenance | \$319,214 | \$342,583 | \$342,309 | \$356,066 | \$370,379 | \$385,262 | \$400,749 | \$416,857 | \$433,619 | \$451,070 | \$469,230 |
| Debt Service | 44,230 | 44,230 | 44,230 | 44,230 | 44,230 | 44,230 | 0 | 0 | 0 | 0 | 0 |
| Total: Oper. Expense | \$363,444 | \$386,813 | \$386,539 | \$400,296 | \$414,609 | \$429,492 | \$400,749 | \$416,857 | \$433,619 | \$451,070 | \$469,230 |
| OPERATING VARIANCE | (\$14,760) | (\$25,149) | (\$9,168) | (\$6,527) | (\$3,678) | (\$782) | \$46,652 | \$49,994 | \$53,665 | \$57,829 | \$62,375 |
| OTHER SOURCES (USES) | | | | | | | | | | | |
| Major Capital Expense | (12,100) | (15,700) | (16,100) | (16,600) | (19,500) | (19,000) | (21,100) | (20,800) | (18,700) | (18,600) | (19,344) |
| Capital Proceeds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers-In | 44,230 | 44,230 | 44,230 | 44,230 | 44,230 | 44,230 | 0 | 0 | 0 | 0 | 0 |
| NET: Other Sources (Uses) | \$32,130 | \$28,530 | \$28,130 | \$27,630 | \$24,730 | \$25,230 | (\$21,100) | (\$20,800) | (\$18,700) | (\$18,600) | (\$19,344) |
| NET FUND VARIANCE | \$17,370 | \$3,381 | \$18,962 | \$21,103 | \$21,052 | \$24,448 | \$25,552 | \$29,194 | \$34,965 | \$39,229 | \$43,031 |
| Beginning Sources Available | \$41,028 | \$58,398 | \$61,778 | \$80,741 | \$101,843 | \$122,895 | \$147,344 | \$172,896 | \$202,089 | \$237,054 | \$276,284 |
| Ending Sources Available | \$58,398 | \$61,778 | \$80,741 | \$101,843 | \$122,895 | \$147,344 | \$172,896 | \$202,089 | \$237,054 | \$276,284 | \$319,315 |
| ===== | | | | | | | | | | | |
| TIARA RADO GOLF COURSE | | | | | | | | | | | |
| ***** | | | | | | | | | | | |
| Projected 9 Hole Rounds | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 | 82,500 |
| OPERATING REVENUE: | | | | | | | | | | | |
| Season Ticket Sales | \$108,025 | \$111,550 | \$116,012 | \$120,652 | \$125,479 | \$130,498 | \$135,718 | \$141,146 | \$146,792 | \$152,664 | \$158,770 |
| Green Fees | 390,975 | 405,600 | 421,824 | 438,697 | 456,244 | 474,494 | 493,474 | 513,213 | 533,741 | 555,091 | 577,295 |
| Other Operating Revenue | 32,185 | 34,000 | 38,545 | 37,757 | 39,336 | 43,092 | 43,903 | 47,467 | 53,338 | 62,827 | 71,913 |
| Total: Oper. Revenue | \$531,185 | \$551,150 | \$576,380 | \$597,106 | \$621,059 | \$648,084 | \$673,095 | \$701,826 | \$733,871 | \$770,582 | \$807,978 |
| OPERATING EXPENDITURES: | | | | | | | | | | | |
| Operating & Maintenance | \$465,536 | \$470,641 | \$496,386 | \$505,182 | \$525,389 | \$546,405 | \$568,261 | \$590,992 | \$614,631 | \$639,217 | \$664,785 |
| Debt Service | 65,207 | 65,207 | 65,207 | 65,207 | 65,207 | 65,207 | 65,207 | 65,207 | 0 | 0 | 0 |
| Total: Oper. Expense | \$530,743 | \$535,848 | \$561,593 | \$570,389 | \$590,596 | \$611,612 | \$633,468 | \$656,199 | \$614,631 | \$639,217 | \$664,785 |
| OPERATING VARIANCE | \$442 | \$15,302 | \$14,787 | \$26,717 | \$30,462 | \$36,472 | \$39,626 | \$45,627 | \$119,240 | \$131,365 | \$143,193 |
| OTHER SOURCES (USES) | | | | | | | | | | | |
| Major Capital Expense | (24,000) | (39,400) | (69,400) | (54,200) | (30,900) | (72,622) | (42,400) | (18,000) | (42,400) | (52,700) | (54,808) |
| Capital Proceeds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfers-In | 32,604 | 32,604 | 32,604 | 32,604 | 32,604 | 32,604 | 32,604 | 32,604 | 0 | 0 | 0 |
| NET: Other Sources (Uses) | \$8,604 | (\$6,796) | (\$36,796) | (\$21,596) | \$1,704 | (\$40,018) | (\$9,796) | \$14,604 | (\$42,400) | (\$52,700) | (\$54,808) |
| NET FUND VARIANCE | \$9,046 | \$8,506 | (\$22,009) | \$5,121 | \$32,166 | (\$3,546) | \$29,830 | \$60,231 | \$76,840 | \$78,665 | \$88,385 |
| Beginning Sources Available | \$89,636 | \$98,682 | \$107,188 | \$85,179 | \$90,301 | \$122,467 | \$118,920 | \$148,751 | \$208,982 | \$285,822 | \$364,487 |
| Ending Sources Available | \$98,682 | \$107,188 | \$85,179 | \$90,301 | \$122,467 | \$118,920 | \$148,751 | \$208,982 | \$285,822 | \$364,487 | \$452,872 |
| ===== | | | | | | | | | | | |
| Expansion Fund/Ending Source | \$236,236 | \$307,402 | \$409,437 | \$525,716 | \$657,611 | \$806,614 | \$1,018,574 | \$1,254,513 | \$1,516,613 | \$1,807,244 | \$2,096,368 |
| ===== | | | | | | | | | | | |
| COMBINED ENDING SOURCES | 393,316 | 476,369 | 575,357 | 717,860 | 902,973 | 1,072,878 | 1,340,221 | 1,665,584 | 2,039,489 | 2,448,014 | 2,868,554 |

CEMETERY FUND / Long Range Financial Projection

| | 95-REV | 96-REQ | 97-REQ | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| OPER. REVENUE | \$ 178,501 | \$ 182,379 | \$ 189,428 | \$ 196,058 | \$ 202,920 | \$ 210,022 | \$ 217,373 | \$ 224,981 | \$ 232,855 | \$ 241,005 | \$ 249,441 | \$ 258,171 |
| % Change | | 2.2% | 3.9% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% | 3.5% |
| OPER. EXPENSE | | | | | | | | | | | | |
| Personnel | 195,640 | 209,505 | 205,449 | 211,612 | 217,961 | 224,500 | 231,235 | 238,172 | 245,317 | 252,676 | 260,257 | 268,064 |
| Non-Personnel | 73,826 | 72,797 | 74,012 | 76,232 | 78,519 | 80,875 | 83,301 | 85,800 | 88,374 | 91,025 | 93,756 | 96,569 |
| Operating Capital | 3,800 | - | - | - | - | - | - | - | - | - | - | - |
| Total | 273,266 | 282,302 | 279,461 | 287,845 | 296,480 | 305,375 | 314,536 | 323,972 | 333,691 | 343,702 | 354,013 | 364,633 |
| % Change | | 3.3% | -1.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% |
| OPER. VARIANCE | \$ (94,765) | \$ (99,923) | \$ (90,033) | \$ (91,787) | \$ (93,560) | \$ (95,352) | \$ (97,163) | \$ (98,991) | \$ (100,836) | \$ (102,696) | \$ (104,572) | \$ (106,462) |
| Coverage Ratio | 65.3% | 64.6% | 67.8% | 68.1% | 68.4% | 68.8% | 69.1% | 69.4% | 69.8% | 70.1% | 70.5% | 70.8% |
| Major Capital Expenditures | \$ 4,000 | \$ 10,000 | \$ 11,000 | \$ 12,000 | \$ 13,000 | \$ 14,000 | \$ 15,000 | \$ 16,000 | \$ 17,000 | \$ 18,000 | \$ 19,000 | \$ 20,000 |
| Transfers-In | | | | | | | | | | | | |
| Operating Subsidy | \$ 30,842 | \$ 44,923 | \$ 33,033 | \$ 32,382 | \$ 32,271 | \$ 32,113 | \$ 31,908 | \$ 31,656 | \$ 31,356 | \$ 31,007 | \$ 30,608 | \$ 30,158 |
| Perpetual Care Transfer | 53,000 | 55,000 | 57,000 | 59,404 | 61,289 | 63,239 | 65,254 | 67,334 | 69,479 | 71,689 | 73,964 | 76,304 |
| CIP Fund Transfer | - | 10,000 | 11,000 | 12,000 | 13,000 | 14,000 | 15,000 | 16,000 | 17,000 | 18,000 | 19,000 | 20,000 |
| Total | 83,842 | 109,923 | 101,033 | 103,787 | 106,560 | 109,352 | 112,163 | 114,991 | 117,836 | 120,696 | 123,572 | 126,462 |
| TOTAL SOURCES | \$262,343 | \$292,302 | \$290,461 | \$299,845 | \$309,480 | \$ 319,375 | \$ 329,536 | \$ 339,972 | \$ 350,691 | \$ 361,702 | \$ 373,013 | \$ 384,633 |
| TOTAL USES | 277,266 | 292,302 | 290,461 | 299,845 | 309,480 | 319,375 | 329,536 | 339,972 | 350,691 | 361,702 | 373,013 | 384,633 |
| NET SOURCE (USE) | \$ (14,923) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Working Capital | \$ 14,923 | | | | | | | | | | | |
| Ending Working Capital | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| PERPETUAL CARE FUND | | | | | | | | | | | | |
| Revenue | | | | | | | | | | | | |
| Charges For Service | \$ 26,000 | \$ 27,000 | \$ 28,000 | \$ 29,000 | \$ 30,000 | \$ 31,000 | \$ 32,000 | \$ 33,000 | \$ 34,000 | \$ 35,000 | \$ 36,000 | \$ 37,000 |
| Interest Income | 53,000 | 55,000 | 55,000 | 59,404 | 61,289 | 63,239 | 65,254 | 67,334 | 69,479 | 71,689 | 73,964 | 76,304 |
| Total | 79,000 | 82,000 | 83,000 | 88,404 | 91,289 | 94,239 | 97,254 | 100,334 | 103,479 | 106,689 | 109,964 | 113,304 |
| Transfer to Cemetery Fund | 53,000 | 55,000 | 55,000 | 59,404 | 61,289 | 63,239 | 65,254 | 67,334 | 69,479 | 71,689 | 73,964 | 76,304 |
| NET SOURCE (USE) | 26,000 | 27,000 | 28,000 | 29,000 | 30,000 | 31,000 | 32,000 | 33,000 | 34,000 | 35,000 | 36,000 | 37,000 |
| Ending Funds Available | \$ 858,915 | \$ 885,915 | \$ 913,915 | \$ 942,915 | \$ 972,915 | \$ 1,003,915 | \$ 1,035,915 | \$ 1,068,915 | \$ 1,102,915 | \$ 1,137,915 | \$ 1,173,915 | \$ 1,210,915 |

PARKING FUND #308 / Long Range Financial Projection

| | Actual 1993 | Actual 1994 | Revised 1995 | Req. 1996 | Req. 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|--------------------------------------|----------------|----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| OPERATING REVENUE | | | | | | | | | | | | | | |
| Parking Meters | 92,993 | 104,036 | 92,000 | 96,116 | 98,716 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 | 95,000 |
| Parking Violations | 33,706 | 28,740 | 27,800 | 28,912 | 30,068 | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 | 31,000 |
| Pooled Interest Income | 4,154 | 4,123 | 10,000 | 8,000 | 6,000 | 5,996 | 6,213 | 6,114 | 6,052 | 5,678 | 4,962 | 3,866 | 2,354 | 385 |
| Other Misc. | 340 | 1,125 | - | - | - | - | - | - | - | - | - | - | - | - |
| TOTAL OPERATING REVENUE | 131,193 | 138,024 | 129,800 | 133,028 | 134,784 | 131,996 | 132,213 | 132,114 | 132,052 | 131,678 | 130,962 | 129,866 | 128,354 | 126,385 |
| Percentage Change | | 5.2% | -6.0% | 2.5% | 1.3% | -2.1% | 0.2% | -0.1% | 0.0% | -0.3% | -0.5% | -0.8% | -1.2% | -1.5% |
| OPERATING EXPENSE | | | | | | | | | | | | | | |
| Personnel | 76,524 | 79,517 | 83,209 | 76,681 | 79,339 | 82,513 | 85,813 | 89,246 | 92,815 | 96,528 | 100,389 | 104,405 | 108,581 | 112,924 |
| Non-Personnel Operating | 28,794 | 25,978 | 25,485 | 25,204 | 25,626 | 26,651 | 27,717 | 28,826 | 29,979 | 31,178 | 32,425 | 33,722 | 35,071 | 36,474 |
| Operating Capital | 593 | 634 | - | 5,658 | - | - | - | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENSE | 105,911 | 106,129 | 108,694 | 107,543 | 104,965 | 109,164 | 113,530 | 118,071 | 122,794 | 127,706 | 132,814 | 138,127 | 143,652 | 149,398 |
| Percentage Change | | 0.2% | 2.4% | -1.1% | -2.4% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% | 4.0% |
| OPERATING VARIANCE | 25,282 | 31,895 | 21,106 | 25,485 | 29,819 | 22,832 | 18,682 | 14,043 | 9,258 | 3,972 | (1,853) | (8,261) | (15,298) | (23,013) |
| Operating Coverage | 123.9% | 130.1% | 119.4% | 123.7% | 128.4% | 120.9% | 116.5% | 111.9% | 107.5% | 103.1% | 98.6% | 94.0% | 89.4% | 84.6% |
| CAPITAL SOURCES (USES) | | | | | | | | | | | | | | |
| Transfers-In | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Capital Expenditures | - | - | (44,300) | (42,000) | (18,700) | (19,500) | (20,200) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) |
| NET CAPITAL SOURCE (USE) | - | - | (44,300) | (42,000) | (18,700) | (19,500) | (20,200) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) | (15,000) |
| TOTAL REVENUE | 131,193 | 138,024 | 129,800 | 133,028 | 134,784 | 131,996 | 132,213 | 132,114 | 132,052 | 131,678 | 130,962 | 129,866 | 128,354 | 126,385 |
| TOTAL EXPENSE | 105,911 | 106,129 | 152,994 | 149,543 | 123,665 | 128,664 | 133,730 | 133,071 | 137,794 | 142,706 | 147,814 | 153,127 | 158,652 | 164,398 |
| TOTAL VARIANCE | 25,282 | 31,895 | (23,194) | (16,515) | 11,119 | 3,332 | (1,518) | (957) | (5,742) | (11,028) | (16,853) | (23,261) | (30,298) | (38,013) |
| BEGINNING WORKING CAPITAL | 63,659 | 88,941 | 120,836 | 97,642 | 81,127 | 92,246 | 95,578 | 94,061 | 93,103 | 87,361 | 76,333 | 59,481 | 36,220 | 5,923 |
| ENDING WORKING CAPITAL | 88,941 | 120,836 | 97,642 | 81,127 | 92,246 | 95,578 | 84,061 | 93,103 | 87,361 | 76,333 | 59,481 | 36,220 | 5,923 | (32,090) |
| MINIMUM WORKING CAPITAL @ 15 | 15,887 | 15,919 | 16,304 | 16,131 | 15,745 | 16,375 | 17,030 | 17,711 | 18,419 | 19,156 | 19,922 | 20,719 | 21,548 | 22,410 |
| VARIANCE FROM M.W.C. | 73,054 | 104,917 | 81,338 | 64,996 | 76,501 | 79,204 | 77,031 | 75,393 | 68,942 | 57,178 | 39,559 | 15,501 | (15,625) | (54,500) |
| Capital Improvement Projects: | | | | | | | | | | | | | | |
| 6-159: 3rd & Main Improvements | - | - | 27,000 | - | - | - | - | - | - | - | - | - | - | - |
| 6-180: Parking Lot Maintenance | - | - | - | - | - | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| 6-170: Parking Lot Landscaping | - | - | 17,300 | 18,000 | 18,700 | 19,500 | 20,200 | - | - | - | - | - | - | - |
| 6-214: Parking Lot Signs: D.D.A. | - | - | - | 24,000 | - | - | - | - | - | - | - | - | - | - |

UTILITY FUNDS / Long Range Financial Projection Summaries

I -- REVISED --]----- PROPOSED -----]----- PROJECTED -----

1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005

IRRIGATION FUND: #309

| | | | | | | | | | | | |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Rate Adjustment | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% |
| Operating Revenue | \$135,098 | \$134,887 | \$138,640 | \$134,260 | \$134,581 | \$134,586 | \$133,592 | \$133,183 | \$132,384 | \$131,533 | \$130,248 |
| - Regular Operating Expense | \$103,029 | \$117,011 | \$119,572 | \$124,355 | \$129,329 | \$134,502 | \$139,882 | \$139,882 | \$145,477 | \$145,478 | \$151,297 |
| - Debt Service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subtotal: | \$103,029 | \$117,011 | \$119,572 | \$124,355 | \$129,329 | \$134,502 | \$139,882 | \$139,882 | \$145,477 | \$145,478 | \$151,297 |
| Operating Variance | \$32,069 | \$17,876 | \$19,068 | \$9,905 | \$5,252 | \$84 | -\$6,290 | -\$6,699 | -\$13,093 | -\$13,945 | -\$21,049 |
| Capital Expenditures | \$4,000 | \$0 | \$0 | \$25,000 | \$0 | \$0 | \$10,000 | \$0 | \$0 | \$0 | \$0 |
| NET FUND VARIANCE | \$28,069 | \$17,876 | \$19,068 | -\$15,095 | \$5,252 | \$84 | -\$16,290 | -\$6,699 | -\$13,093 | -\$13,945 | -\$21,049 |
| Beginning Funds Available | \$42,972 | \$71,041 | \$88,917 | \$107,985 | \$92,890 | \$98,142 | \$98,226 | \$81,936 | \$75,237 | \$62,144 | \$48,199 |
| Ending Funds Available | \$71,041 | \$88,917 | \$107,985 | \$92,890 | \$98,142 | \$98,226 | \$81,936 | \$75,237 | \$62,144 | \$48,199 | \$27,150 |

SEWER FUND: #902

| | | | | | | | | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Rate Adjustment | 3.80% | 0.00% | 3.50% | 3.50% | 3.50% | 3.50% | 3.50% | 4.00% | 4.00% | 4.00% | 4.00% |
| Operating Revenue | \$5,029,540 | \$5,417,965 | \$4,934,734 | \$5,071,320 | \$5,263,935 | \$5,471,566 | \$5,688,479 | \$5,940,976 | \$6,211,265 | \$6,500,149 | \$6,809,834 |
| - Regular Operating Expense | \$3,062,304 | \$3,193,253 | \$3,232,436 | \$3,361,733 | \$3,496,203 | \$3,636,051 | \$3,781,493 | \$3,932,753 | \$4,090,063 | \$4,253,665 | \$4,423,812 |
| - Debt Service | \$798,145 | \$871,545 | \$869,325 | \$869,650 | \$857,700 | \$858,885 | \$932,648 | \$919,848 | \$914,973 | \$897,413 | \$1,217,275 |
| Subtotal: | \$3,860,449 | \$4,064,798 | \$4,101,761 | \$4,231,383 | \$4,353,903 | \$4,494,936 | \$4,714,141 | \$4,852,601 | \$5,005,036 | \$5,151,078 | \$5,641,087 |
| Operating Variance | \$1,169,091 | \$1,353,167 | \$832,973 | \$839,937 | \$910,032 | \$976,630 | \$974,338 | \$1,088,375 | \$1,206,229 | \$1,349,071 | \$1,168,747 |
| Capital Expenditures | \$848,217 | \$2,315,925 | \$732,274 | \$927,663 | \$902,431 | \$968,066 | \$934,598 | \$965,982 | \$998,622 | \$1,032,567 | \$1,067,869 |
| NET FUND VARIANCE | \$320,874 | -\$962,758 | \$100,699 | -\$87,726 | \$7,601 | \$8,564 | \$39,740 | \$122,393 | \$207,607 | \$316,504 | \$100,878 |
| Beginning Funds Available | \$6,181,478 | \$6,502,352 | \$5,539,594 | \$5,640,293 | \$5,552,567 | \$5,560,168 | \$5,568,732 | \$5,608,472 | \$5,730,865 | \$5,938,472 | \$6,254,976 |
| Ending Funds Available | \$6,502,352 | \$5,539,594 | \$5,640,293 | \$5,552,567 | \$5,560,168 | \$5,568,732 | \$5,608,472 | \$5,730,865 | \$5,938,472 | \$6,254,976 | \$6,355,854 |

DATA PROCESSING FUND / Long Range Financial Projection

August 15, 1995

| | ACTUAL 1994 | REVISED 1995 | BUDGET 1996 | BUDGET 1997 | 1998 | 1999 | 2000 | 2001 | PROJECTED 2002 | 2003 | 2004 | 2005 | 2006 |
|-------------------------------|-----------------|-----------------|----------------|------------------|----------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
| OPERATING REVENUES | | | | | | | | | | | | | |
| City D.P. Charges | 536,569 | 574,276 | 852,215 | 939,205 | 861,391 | 904,461 | 949,684 | 997,168 | 1,047,026 | 1,099,377 | 1,154,346 | 1,212,064 | 1,272,667 |
| Interest Earnings | 4,346 | 9,000 | 9,000 | 9,000 | 9,294 | 9,198 | 9,815 | 9,282 | 9,545 | 5,991 | 7,866 | 10,934 | 15,365 |
| Telephone Revenue | 79,061 | 78,136 | 92,736 | 96,696 | 100,564 | 104,586 | 108,770 | 113,121 | 117,645 | 122,351 | 127,245 | 132,335 | 137,629 |
| Other/Transfer Income | 305,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL OPER REVENUE | 924,976 | 661,412 | 953,951 | 1,044,901 | 971,248 | 1,018,245 | 1,068,268 | 1,119,571 | 1,174,217 | 1,227,719 | 1,289,458 | 1,355,332 | 1,425,661 |
| OPERATING EXPENSES | | | | | | | | | | | | | |
| ADMINISTRATION | | | | | | | | | | | | | |
| Salaries | 54,474 | 57,348 | 58,776 | 60,539 | 62,961 | 65,479 | 68,098 | 70,822 | 73,655 | 76,601 | 79,665 | 82,852 | 86,166 |
| Benefits | 10,946 | 13,614 | 12,550 | 13,102 | 13,626 | 14,171 | 14,738 | 15,327 | 15,941 | 16,578 | 17,241 | 17,931 | 18,648 |
| Operating Expenses | 11,884 | 21,030 | 17,868 | 18,157 | 18,883 | 19,639 | 20,424 | 21,241 | 22,091 | 22,974 | 23,893 | 24,849 | 25,843 |
| Total Administration | 77,304 | 91,992 | 89,194 | 91,798 | 95,470 | 99,289 | 103,260 | 107,391 | 111,686 | 116,154 | 120,800 | 125,632 | 130,657 |
| PROGRAMMING | | | | | | | | | | | | | |
| Salaries | 154,224 | 158,352 | 165,456 | 170,419 | 177,236 | 184,325 | 191,698 | 199,366 | 207,341 | 215,634 | 224,260 | 233,230 | 242,559 |
| Benefits | 33,163 | 37,303 | 35,966 | 37,924 | 39,441 | 41,019 | 42,659 | 44,366 | 46,140 | 47,986 | 49,905 | 51,902 | 53,978 |
| Operating Expenses | 3,551 | 1,800 | 4,536 | 4,541 | 4,723 | 4,912 | 5,108 | 5,312 | 5,525 | 5,746 | 5,976 | 6,215 | 6,463 |
| Total Programming | 190,938 | 197,455 | 205,958 | 212,884 | 221,399 | 230,255 | 239,466 | 249,044 | 259,006 | 269,366 | 280,141 | 291,346 | 303,000 |
| OPERATIONS | | | | | | | | | | | | | |
| Salaries | 84,202 | 83,400 | 122,318 | 156,508 | 162,768 | 169,279 | 176,050 | 183,092 | 190,416 | 198,033 | 205,954 | 214,192 | 222,760 |
| Benefits | 18,041 | 19,953 | 29,291 | 38,411 | 39,947 | 41,545 | 43,207 | 44,935 | 46,733 | 48,602 | 50,546 | 52,568 | 54,671 |
| Operating Expenses | 52,755 | 69,352 | 115,321 | 76,754 | 79,824 | 83,017 | 86,338 | 89,791 | 93,383 | 97,118 | 101,003 | 105,043 | 109,245 |
| Maintenance Contracts | 24,479 | 5,665 | 55,000 | 57,750 | 60,060 | 62,462 | 64,961 | 67,559 | 70,262 | 73,072 | 75,995 | 79,035 | 82,196 |
| Total Operations | 179,477 | 178,370 | 321,930 | 329,423 | 342,600 | 356,304 | 370,556 | 385,378 | 400,793 | 416,825 | 433,498 | 450,838 | 468,872 |
| TELEPHONE | | | | | | | | | | | | | |
| Telephone Fees | 71,119 | 76,660 | 85,091 | 100,819 | 104,852 | 109,046 | 113,408 | 117,944 | 122,662 | 127,568 | 132,671 | 137,978 | 143,497 |
| Subtotal Telephone | 71,119 | 76,660 | 85,091 | 100,819 | 104,852 | 109,046 | 113,408 | 117,944 | 122,662 | 127,568 | 132,671 | 137,978 | 143,497 |
| TOTAL OPER EXPENSE | 518,838 | 544,477 | 702,173 | 734,924 | 764,321 | 794,894 | 826,690 | 859,757 | 894,147 | 929,913 | 967,110 | 1,005,794 | 1,046,026 |
| GROSS OPERATING INCOME | 406,138 | 116,935 | 251,778 | 309,977 | 206,927 | 223,351 | 241,579 | 259,813 | 280,069 | 297,806 | 322,348 | 349,538 | 379,635 |
| CAPITAL EXPENDITURES | | | | | | | | | | | | | |
| PC Replacement Program | 67,918 | 28,673 | 157,734 | 157,734 | 148,137 | 155,544 | 163,321 | 171,487 | 180,061 | 189,065 | 198,518 | 208,444 | 218,866 |
| PC Upgrade Program | 0 | 0 | 98,849 | 98,849 | 0 | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Financial Systems | 396,775 | 106,388 | 0 | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 207,963 |
| Vehicles | 11,059 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Telephone Systems | 0 | 0 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 70,000 | 10,000 | 10,000 | 10,000 | 70,000 |
| TOTAL MAJOR CAPITAL | 475,752 | 135,061 | 256,583 | 256,583 | 208,137 | 215,544 | 248,321 | 256,487 | 325,061 | 274,065 | 283,518 | 293,444 | 521,829 |
| INC/DEC FUND BAL | (69,614) | (18,126) | (4,805) | 53,394 | (1,210) | 7,807 | (6,742) | 3,326 | (44,992) | 23,741 | 38,830 | 56,095 | (142,194) |
| BEG FUND BALANCE | 156,791 | 87,177 | 69,051 | 64,246 | 117,640 | 116,430 | 124,238 | 117,495 | 120,822 | 75,829 | 99,571 | 138,401 | 194,495 |
| END FUND BALANCE | 87,177 | 69,051 | 64,246 | 117,640 | 116,430 | 124,238 | 117,495 | 120,822 | 75,829 | 99,571 | 138,401 | 194,495 | 52,301 |
| MIN WORK CAPITAL | 25,942 | 27,224 | 35,109 | 36,746 | 38,216 | 39,745 | 41,334 | 42,988 | 44,707 | 46,496 | 48,355 | 50,290 | 52,301 |
| VAR OVER/UNDER | 61,235 | 41,827 | 29,137 | 80,894 | 78,214 | 84,493 | 76,161 | 77,834 | 31,122 | 53,075 | 90,045 | 144,206 | 0 |

DATA PROCESSING FUND / Long Range Financial Projection

August 15, 1995

| | ACTUAL 1994 | REVISED 1995 | BUDGET 1996 | BUDGET 1997 | 1998 | 1999 | 2000 | 2001 | PROJECTED 2002 | 2003 | 2004 | 2005 | 2006 |
|-------------------------------|-----------------|-----------------|----------------|------------------|----------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
| OPERATING REVENUES | | | | | | | | | | | | | |
| City D.P. Charges | 536,569 | 574,276 | 852,215 | 939,205 | 861,391 | 904,461 | 949,684 | 997,168 | 1,047,026 | 1,099,377 | 1,154,346 | 1,212,064 | 1,272,667 |
| Interest Earnings | 4,346 | 9,000 | 9,000 | 9,000 | 9,294 | 9,198 | 9,815 | 9,282 | 9,545 | 5,991 | 7,866 | 10,934 | 15,365 |
| Telephone Revenue | 79,061 | 78,136 | 92,736 | 96,696 | 100,564 | 104,586 | 108,770 | 113,121 | 117,645 | 122,351 | 127,245 | 132,335 | 137,629 |
| Other/Transfer Income | 305,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL OPER REVENUE | 924,976 | 661,412 | 953,951 | 1,044,901 | 971,248 | 1,018,245 | 1,068,268 | 1,119,571 | 1,174,217 | 1,227,719 | 1,289,458 | 1,355,332 | 1,425,661 |
| OPERATING EXPENSES | | | | | | | | | | | | | |
| ADMINISTRATION | | | | | | | | | | | | | |
| Salaries | 54,474 | 57,348 | 58,776 | 60,539 | 62,961 | 65,479 | 68,098 | 70,822 | 73,655 | 76,601 | 79,665 | 82,852 | 86,166 |
| Benefits | 10,946 | 13,614 | 12,550 | 13,102 | 13,626 | 14,171 | 14,738 | 15,327 | 15,941 | 16,578 | 17,241 | 17,931 | 18,648 |
| Operating Expenses | 11,884 | 21,030 | 17,868 | 18,157 | 18,883 | 19,639 | 20,424 | 21,241 | 22,091 | 22,974 | 23,893 | 24,849 | 25,843 |
| Total Administration | 77,304 | 91,992 | 89,194 | 91,798 | 95,470 | 99,289 | 103,260 | 107,391 | 111,686 | 116,154 | 120,800 | 125,632 | 130,657 |
| PROGRAMMING | | | | | | | | | | | | | |
| Salaries | 154,224 | 158,352 | 165,456 | 170,419 | 177,236 | 184,325 | 191,698 | 199,366 | 207,341 | 215,634 | 224,260 | 233,230 | 242,559 |
| Benefits | 33,163 | 37,303 | 35,966 | 37,924 | 39,441 | 41,019 | 42,659 | 44,366 | 46,140 | 47,986 | 49,905 | 51,902 | 53,978 |
| Operating Expenses | 3,551 | 1,800 | 4,536 | 4,541 | 4,723 | 4,912 | 5,108 | 5,312 | 5,525 | 5,746 | 5,976 | 6,215 | 6,463 |
| Total Programming | 190,938 | 197,455 | 205,958 | 212,884 | 221,399 | 230,255 | 239,466 | 249,044 | 259,006 | 269,366 | 280,141 | 291,346 | 303,000 |
| OPERATIONS | | | | | | | | | | | | | |
| Salaries | 84,202 | 83,400 | 122,318 | 156,508 | 162,768 | 169,279 | 176,050 | 183,092 | 190,416 | 198,033 | 205,954 | 214,192 | 222,760 |
| Benefits | 18,041 | 19,953 | 29,291 | 38,411 | 39,947 | 41,545 | 43,207 | 44,935 | 46,733 | 48,602 | 50,546 | 52,568 | 54,671 |
| Operating Expenses | 52,755 | 69,352 | 115,321 | 76,754 | 79,824 | 83,017 | 86,338 | 89,791 | 93,383 | 97,118 | 101,003 | 105,043 | 109,245 |
| Maintenance Contracts | 24,479 | 5,665 | 55,000 | 57,750 | 60,060 | 62,462 | 64,961 | 67,559 | 70,262 | 73,072 | 75,995 | 79,035 | 82,196 |
| Total Operations | 179,477 | 178,370 | 321,930 | 329,423 | 342,600 | 356,304 | 370,556 | 385,378 | 400,793 | 416,825 | 433,498 | 450,838 | 468,872 |
| TELEPHONE | | | | | | | | | | | | | |
| Telephone Fees | 71,119 | 76,660 | 85,091 | 100,819 | 104,852 | 109,046 | 113,408 | 117,944 | 122,662 | 127,568 | 132,671 | 137,978 | 143,497 |
| Subtotal Telephone | 71,119 | 76,660 | 85,091 | 100,819 | 104,852 | 109,046 | 113,408 | 117,944 | 122,662 | 127,568 | 132,671 | 137,978 | 143,497 |
| TOTAL OPER EXPENSE | 518,838 | 544,477 | 702,173 | 734,924 | 764,321 | 794,894 | 826,690 | 859,757 | 894,147 | 929,913 | 967,110 | 1,005,794 | 1,046,026 |
| GROSS OPERATING INCOME | 406,138 | 116,935 | 251,778 | 309,977 | 206,927 | 223,351 | 241,579 | 259,813 | 280,069 | 297,806 | 322,348 | 349,538 | 379,635 |
| CAPITAL EXPENDITURES | | | | | | | | | | | | | |
| PC Replacement Program | 67,918 | 28,673 | 157,734 | 157,734 | 148,137 | 155,544 | 163,321 | 171,487 | 180,061 | 189,065 | 198,518 | 208,444 | 218,866 |
| PC Upgrade Program | 0 | 0 | 98,849 | 98,849 | 0 | 0 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Financial Systems | 396,775 | 106,388 | 0 | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 207,963 |
| Vehicles | 11,059 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Telephone Systems | 0 | 0 | 0 | 0 | 10,000 | 10,000 | 10,000 | 10,000 | 70,000 | 10,000 | 10,000 | 10,000 | 70,000 |
| TOTAL MAJOR CAPITAL | 475,752 | 135,061 | 256,583 | 256,583 | 208,137 | 215,544 | 248,321 | 256,487 | 325,061 | 274,065 | 283,518 | 293,444 | 521,829 |
| INC/DEC FUND BAL | (69,614) | (18,126) | (4,805) | 53,394 | (1,210) | 7,807 | (6,742) | 3,326 | (44,992) | 23,741 | 38,830 | 56,095 | (142,194) |
| BEG FUND BALANCE | 156,791 | 87,177 | 69,051 | 64,246 | 117,640 | 116,430 | 124,238 | 117,495 | 120,822 | 75,829 | 99,571 | 138,401 | 194,495 |
| END FUND BALANCE | 87,177 | 69,051 | 64,246 | 117,640 | 116,430 | 124,238 | 117,495 | 120,822 | 75,829 | 99,571 | 138,401 | 194,495 | 52,301 |
| MIN WORK CAPITAL | 25,942 | 27,224 | 35,109 | 36,746 | 38,216 | 39,745 | 41,334 | 42,988 | 44,707 | 46,496 | 48,355 | 50,290 | 52,301 |
| VAR OVER/UNDER | 61,235 | 41,827 | 29,137 | 80,894 | 78,214 | 84,493 | 76,161 | 77,834 | 31,122 | 53,075 | 90,045 | 144,206 | 0 |

STORES FUND / Long Range Financial Projection

| | ACTUAL 1994 | [-REVISED-] 1995 | [-PROPOSED-] 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|----------------------------------|----------------|---------------------|----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| STORES OPERATIONS: | | | | | | | | | | | | | |
| REVENUE | | | | | | | | | | | | | |
| Charges For Service-City | 389,905 | 380,000 | | | | | | | | | | | |
| Charges For Service-Other | 15,746 | 13,613 | 12,100 | 12,100 | 13,087 | 13,611 | 14,155 | 14,722 | 15,310 | 15,923 | 16,560 | 17,222 | 17,911 |
| Stores Overhead | 84,992 | 88,333 | 76,492 | 79,555 | 76,858 | 79,287 | 81,794 | 84,382 | 87,052 | 89,808 | 92,653 | 95,589 | 98,619 |
| Sale of Surplus Property | 2,313 | | | | | | | | | | | | |
| Subtotal: Revenue | 492,956 | 481,946 | 88,592 | 91,655 | 89,945 | 92,898 | 95,950 | 99,103 | 102,363 | 105,731 | 109,213 | 112,811 | 116,530 |
| EXPENDITURES | | | | | | | | | | | | | |
| Personnel | 64,168 | 62,230 | 60,521 | 62,623 | 64,502 | 66,437 | 68,430 | 70,483 | 72,597 | 74,775 | 77,018 | 79,329 | 81,709 |
| Non-Personnel Operating | 18,336 | 18,834 | 11,179 | 11,881 | 12,356 | 12,850 | 13,365 | 13,899 | 14,455 | 15,033 | 15,635 | 16,260 | 16,910 |
| Cost-Of-Goods-Sold | 387,387 | 375,018 | 10,000 | 10,400 | 10,816 | 11,249 | 11,699 | 12,167 | 12,653 | 13,159 | 13,686 | 14,233 | 14,802 |
| Operating Capital | | | | | | | | | | | | | |
| Major Capital | | | | | | | | | | | | | |
| Subtotal: Expense | 469,891 | 456,082 | 81,700 | 84,904 | 87,674 | 90,536 | 93,493 | 96,548 | 99,705 | 102,968 | 106,339 | 109,822 | 113,422 |
| VARIANCE | 23,065 | 25,864 | 6,892 | 6,751 | 2,271 | 2,362 | 2,457 | 2,555 | 2,657 | 2,763 | 2,874 | 2,989 | 3,109 |
| PRINT SHOP OPERATIONS: | | | | | | | | | | | | | |
| REVENUE | | | | | | | | | | | | | |
| Charges For Service-City | 54,417 | 58,000 | 60,000 | 62,400 | 65,643 | 67,875 | 70,185 | 72,575 | 75,048 | 77,608 | 80,256 | 82,997 | 85,833 |
| Charges For Service-Other | 9,433 | 6,000 | 6,250 | 6,500 | 6,760 | 7,030 | 7,312 | 7,604 | 7,908 | 8,225 | 8,554 | 8,896 | 9,252 |
| Copy Charges | 25,952 | 27,500 | 28,000 | 28,500 | 29,640 | 30,826 | 32,059 | 33,341 | 34,675 | 36,062 | 37,504 | 39,004 | 40,564 |
| Transfers-In | | 14,000 | | | | | | | | | | | |
| Subtotal: Revenue | 89,802 | 105,500 | 94,250 | 97,400 | 102,043 | 105,731 | 109,555 | 113,520 | 117,631 | 121,894 | 126,314 | 130,897 | 135,649 |
| EXPENDITURES | | | | | | | | | | | | | |
| Personnel | 36,392 | 36,172 | 36,889 | 38,183 | 39,328 | 40,508 | 41,724 | 42,975 | 44,265 | 45,592 | 46,960 | 48,369 | 49,820 |
| Non-personnel Operating | 21,674 | 33,314 | 34,813 | 36,302 | 37,754 | 39,264 | 40,835 | 42,468 | 44,167 | 45,934 | 47,771 | 49,682 | 51,669 |
| Cost-Of-Goods-Sold | 20,061 | 15,600 | 18,225 | 16,875 | 17,550 | 18,252 | 18,982 | 19,741 | 20,531 | 21,352 | 22,206 | 23,095 | 24,018 |
| Operating Capital | 1,700 | 1,995 | 6,000 | 4,000 | 2,000 | 2,080 | 2,163 | 2,250 | 2,340 | 2,433 | 2,531 | 2,632 | 2,737 |
| Major Capital | | 14,000 | | | | | | | | | | | |
| Subtotal: Expense | 79,827 | 101,081 | 93,927 | 95,360 | 96,633 | 100,105 | 103,704 | 107,435 | 111,302 | 115,312 | 119,468 | 123,777 | 128,245 |
| VARIANCE | 9,975 | 4,419 | 323 | 2,040 | 5,410 | 5,626 | 5,851 | 6,086 | 6,329 | 6,582 | 6,845 | 7,119 | 7,404 |
| TOTALS | | | | | | | | | | | | | |
| TOTAL REVENUE | 582,758 | 587,446 | 182,842 | 189,055 | 191,988 | 198,629 | 205,505 | 212,623 | 219,994 | 227,625 | 235,526 | 243,708 | 252,179 |
| TOTAL EXPENDITURES | 549,718 | 557,163 | 175,627 | 180,264 | 184,307 | 190,640 | 197,197 | 203,983 | 211,008 | 218,279 | 225,807 | 233,599 | 241,666 |
| TOTAL VARIANCE | 33,040 | 30,283 | 7,215 | 8,791 | 7,681 | 7,989 | 8,308 | 8,640 | 8,986 | 9,346 | 9,719 | 10,108 | 10,512 |
| BEGINNING WORKING CAPITAL | | | | | | | | | | | | | |
| BEGINNING WORKING CAPITAL | 213,789 | 246,829 | 277,112 | 284,327 | 293,118 | 300,799 | 308,788 | 317,096 | 325,737 | 334,723 | 344,068 | 353,788 | 363,896 |
| ENDING WORKING CAPITAL | 246,829 | 277,112 | 284,327 | 293,118 | 300,799 | 308,788 | 317,096 | 325,737 | 334,723 | 344,068 | 353,788 | 363,896 | 374,408 |
| ENDING INVENTORY | | | | | | | | | | | | | |
| Ending Inventory | 306,228 | 275,000 | 250,000 | 260,000 | 270,400 | 281,216 | 292,465 | 304,163 | 316,330 | 328,983 | 342,142 | 355,828 | 370,061 |
| Other Sources Available | (59,399) | 2,112 | 34,327 | 33,118 | 30,399 | 27,572 | 24,631 | 21,573 | 18,393 | 15,085 | 11,645 | 8,068 | 4,347 |

SELF INSURANCE FUND / Long Range Financial Projection

| | --ACTUAL-- | --REVISED-- | --BUDGET-- | --BUDGET-- | | | PROJECTED | | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
| 042: PROPERTY/LIABILITY: | | | | | | | | | | | | |
| Expenditures | | | | | | | | | | | | |
| Risk Management Charges | \$26,717 | \$26,903 | \$27,506 | \$28,780 | \$30,859 | \$32,093 | \$33,377 | \$34,712 | \$36,101 | \$37,545 | \$39,046 | \$40,608 |
| Insurance costs | \$50,232 | \$24,730 | \$78,500 | \$93,250 | \$106,095 | \$112,243 | \$118,754 | \$125,648 | \$132,949 | \$138,267 | \$143,798 | \$149,550 |
| Loss Payments | \$79,086 | \$80,000 | \$82,000 | \$84,000 | \$89,233 | \$92,803 | \$96,515 | \$101,374 | \$106,928 | \$111,205 | \$115,653 | \$120,279 |
| Total Expenditures | \$156,035 | \$131,633 | \$188,006 | \$206,030 | \$226,187 | \$237,139 | \$248,645 | \$261,735 | \$275,978 | \$287,017 | \$298,498 | \$310,438 |
| Revenues | | | | | | | | | | | | |
| Interfund Charges | \$218,306 | \$227,039 | \$240,661 | \$252,694 | \$265,329 | \$278,595 | \$292,525 | \$307,151 | \$322,508 | \$338,634 | \$355,566 | \$373,344 |
| Interest Income | \$34,888 | \$85,096 | \$94,047 | \$102,619 | \$107,674 | \$116,771 | \$126,571 | \$137,062 | \$148,261 | \$160,863 | \$174,537 | \$189,372 |
| Other | \$1,276 | \$82,734 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Revenues | \$254,470 | \$394,869 | \$334,708 | \$355,313 | \$373,003 | \$395,366 | \$419,095 | \$444,213 | \$470,769 | \$499,497 | \$530,102 | \$562,716 |

041: WORKERS COMPENSATION:

| Expenditures | | | | | | | | | | | | |
|-------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Risk Management Charges | \$53,433 | \$53,807 | \$55,011 | \$57,561 | \$60,695 | \$63,123 | \$65,648 | \$68,274 | \$71,005 | \$73,845 | \$76,799 | \$79,871 |
| Insurance Costs | \$23,853 | \$27,952 | \$29,734 | \$31,640 | \$32,906 | \$34,222 | \$35,591 | \$37,014 | \$38,495 | \$40,035 | \$41,636 | \$43,302 |
| Contracts/Fees | \$39,505 | \$59,757 | \$61,595 | \$65,585 | \$68,208 | \$70,937 | \$73,774 | \$76,725 | \$79,794 | \$82,986 | \$86,305 | \$89,758 |
| Claims Paid | <u>\$241,545</u> | <u>\$293,196</u> | <u>\$445,502</u> | <u>\$447,889</u> | <u>\$457,377</u> | <u>\$473,272</u> | <u>\$488,260</u> | <u>\$503,100</u> | <u>\$517,940</u> | <u>\$533,478</u> | <u>\$549,483</u> | <u>\$565,967</u> |
| Total Expenditures | \$358,336 | \$434,712 | \$591,843 | \$602,675 | \$619,186 | \$641,553 | \$663,273 | \$685,113 | \$707,234 | \$730,344 | \$754,223 | \$778,897 |
| Revenues | | | | | | | | | | | | |
| Interfund Charges | \$520,418 | \$540,485 | \$562,104 | \$578,968 | \$584,758 | \$590,605 | \$596,511 | \$602,476 | \$608,501 | \$614,586 | \$620,732 | \$626,939 |
| Interest Income | \$42,275 | \$91,707 | \$100,315 | \$101,946 | \$106,681 | \$111,297 | \$115,318 | \$118,732 | \$121,501 | \$123,931 | \$126,409 | \$128,937 |
| Other | <u>\$0</u> | <u>\$5,113</u> | <u>\$5,000</u> | <u>\$5,000</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> | <u>\$0</u> |
| Total Revenues | \$562,693 | \$637,305 | \$667,419 | \$685,914 | \$691,438 | \$701,902 | \$711,829 | \$721,208 | \$730,002 | \$738,517 | \$747,141 | \$755,877 |

COMBINED FUND BALANCES:[illegible]

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.

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.