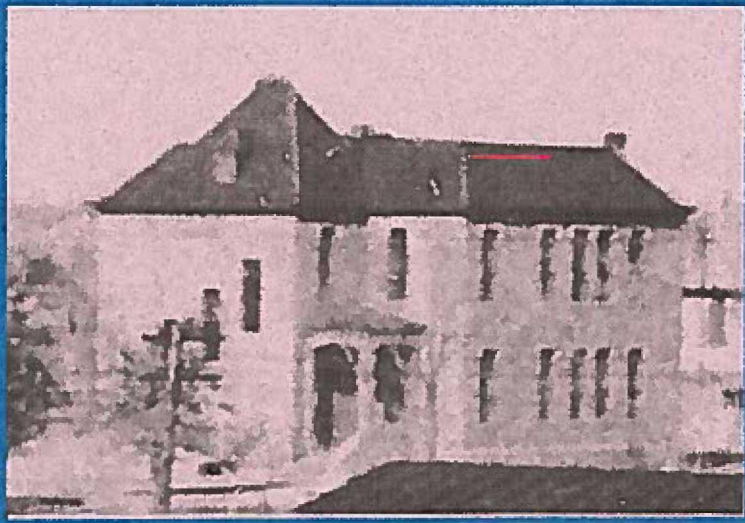
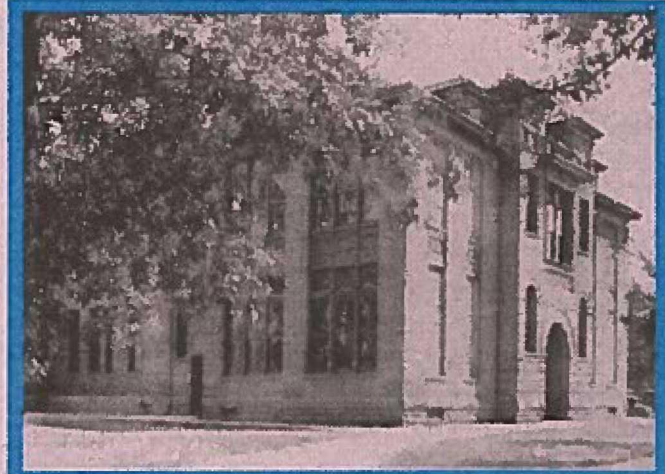


CITY OF GRAND JUNCTION



1892



1924



1938

1998 - 1999 BIENNIAL BUDGET



1950

The Changing Face of City Hall

The Stories a 114 Year Old Building Could Tell

City Hall was actually born Lowell Grade School in 1884. What began as a two-story, four room building grew along with the community into a much larger affair. Additions in 1899 and 1907 added ten rooms to the original building. Mesa Junior College began classes in the building in 1924 and occupied the property until 1940. After the Colleges departure, the old Lowell Grade School was used for various agency offices.

Unfortunately the building fell into disrepair and the School District planned to tear it down. The City of Grand Junction, upon hearing of the imminent demise of the old building, came to the rescue with plans to remodel it into City Hall. However, a little trivia, today's City Hall is a combination of two separate buildings. The other building?...

The City/County Library was built in 1937 and is presently the north end of City Hall. The building was utilized by the Library until the mid 70s when they moved to their present location on Grand Avenue. Meanwhile, the City of Grand Junction was busy with the old Lowell Grade School. The top floor was removed and, after extensive remodeling, the present day look of City Hall was born. In 1972, the old Lowell Grade School Building and the old City/County Library building were connected making up today's structural configuration.

But this 114 year long story is not over yet. Plans to "update" today's City Hall are on the drawing board. A higher level of proficiency, improved productivity and a greater, more citizen friendly climate encompass the vision of a "new" City Hall. A brilliant, new countenance on a comfortable, old body. Here's looking to another 114 years.

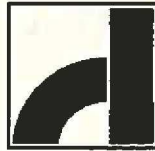
A very special thanks to the Museum of Western Colorado for the pictures that appear on the front cover.

1892: "Museum of Western Colorado", Daily Sentinel Collection,
1994.27 #1

1924: "Museum of Western Colorado", F-829

1938: "Museum of Western Colorado", Mesa County Public
Library District Collection, 1988.40 #1

1950: "Museum of Western Colorado", Grand Junction City
Clerk's Collection, 1991.126



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
City of Grand Junction,
Colorado

For the Biennium Beginning
January 1, 1996

Arthur R. Lynch *Jeffrey L. Esser*
President Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Grand Junction for its biennial budget for the fiscal years beginning January 1, 1998.

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

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

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INTRODUCTION

The City of Grand Junction's Biennial 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.

March 23, 1998



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

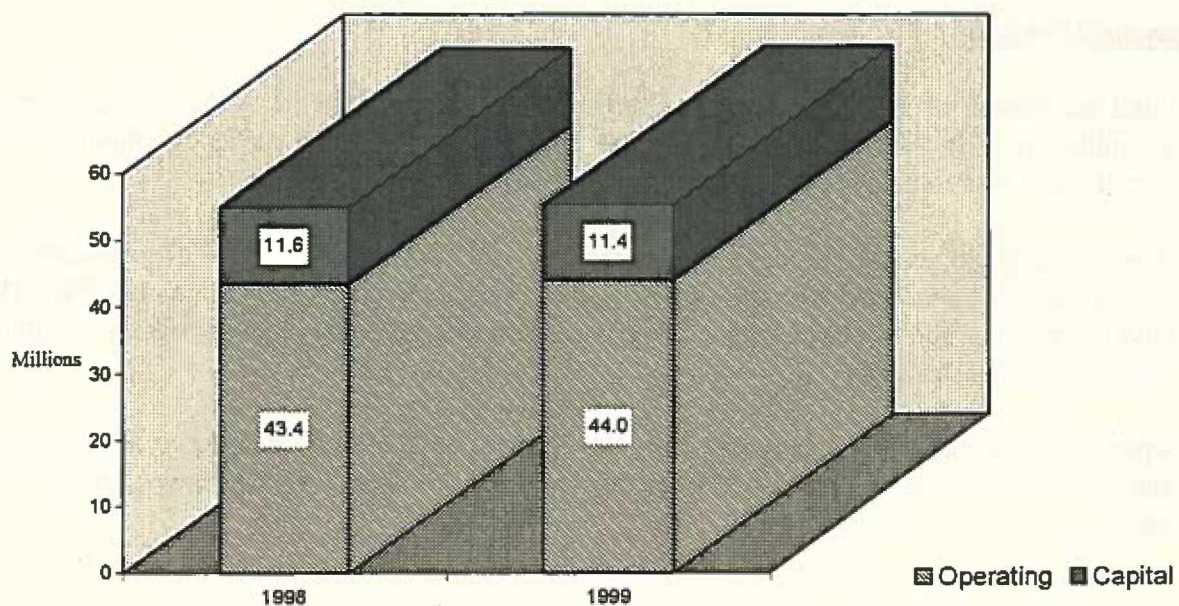
Honorable Mayor and Members of the City Council:

I am pleased to present to you the Biennial Budget for the two fiscal years 1998 and 1999. 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 1998-1999 document includes enhancements from the previous report. One of these important improvements is the inclusion of our new Performance Measurement data sheets for major work units and primary service objectives of our organization.

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 1998 and 1999.

As adopted by the City Council on December 17, 1997, the total appropriation for the year beginning January 1, 1998 is \$67,755,073. The budget for fiscal year 1999 totals \$67,072,449. The use of ten year financial projections for each of the major funds continues to be an important 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



The following are just a few of the important indicators of the growth of service demand and the level of general economic activity that has taken place in our community over the last seven years. To some extent, this activity drives the revenue projections and expenditure levels found in this budget.

Key Statistical Measures

	1990	1997	% Change	Rate Of Annual Growth
Sales Tax Licenses	1,933	3,335	72.5%	8.1%
Lane Miles of Streets	380	507	33.5%	4.2%
Acres	9,240	18,089	95.8%	10.1%
Population	29,034	41,000	41.2%	5.1%
Development Activity	365	838	129.6%	12.6%
Police Calls For Service	29,163	44,462	52.5%	6.2%
Number of Housing Units	13,698	17,958	31.1%	3.9%
Trash Customers	9,375	*11,506	22.7%	3.0%

Average Growth of these Indicators	59.9%	6.6%
------------------------------------	-------	------

Full-Time City Employees	370	467	26.2%	3.4%
--------------------------	-----	-----	-------	------

**Note: This number excludes those residents inside areas annexed since April 19, 1994 that are not served by the City Solid Waste Department.*

This document contains a wealth of information about the City's financial processes, policies and controls, together with revenue and expenditure summaries by fund, department, organization and category. The following section identifies the highlights of our financial and operating plan for the next two years.

Financial Highlights

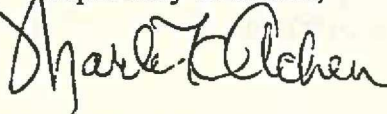
- Fund balances of all funds are projected to decrease by \$.8 million in 1998, and increase by \$.7 million in 1999; while fund balance of the general fund will decrease \$2.0 million in 1998 as planned for continued capital funding and increase \$.9 million in 1999.
- Overall municipal services revenues are expected to be \$54 million in 1998 or a decrease of 2.3% over 1997; while 1999 is expected to grow to only \$56 million or 3.8% over 1998. The 1998 decrease is the result of reductions in outside funding of the capital program including State and Federal Grants.
- Operating costs for all Municipal services before capital costs are expected to be \$43.4 million and \$44.0 million in 1998 and 1999 respectively or 6.9% and 1.4% increases for the two years.

- City Sales Tax Revenue is expected to stabilize in future years at a lower level projected to grow at 7.14% in 1998 and 6.67% in 1999.
- Property tax revenue continues to grow in 1998 through new construction and inclusions and is expected to increase by \$98,000 or 4.5% at the 8 mill levy.
- Based on the annual market survey and projected market changes, wages in the aggregate are expected to increase by 3.46% and 3.50% for 1998 and 1999 respectively.
- Of the requested 33, the budget includes funding for 22 new positions with 21 being added in 1998 and an additional one in 1999. Three positions were deleted at the end of 1997 so that the net increases are 18 for 1998 and 1 for 1999. Twenty of these are all either 100% general fund positions or partly funded by the general fund. Two other positions were added; one in the Water Fund and another in the Tiara Rado Golf Course.
- No utility rate increases are being proposed for 1998 for any of the utilities, Water, Sewer and Solid Waste. Needs for 1999 will be evaluated in late 1998.
- A 4% rate increase is being recommended in Golf for season tickets only in 1998, with a like 4% increase in per round fees only in 1999. A 10% rate increase is being proposed for both pools in 1998 only.
- The Major Capital spending plans for 1998 and 1999 are \$13.2 and \$13.2 million respectively, with another \$1.4 million in operating capital needs over the next two years.

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, while tracking our progress through the performance measurement system and other data gathering techniques.

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

INTRODUCTION

-City Council Goals for 1998 & 1999-

I. Continue Parks Expansion

The last several years the City has made a substantial investment in its parks system. Several additional sites have been acquired, new parks completed and several site plans have been prepared.

Recent Acquisitions and Developments

Over the past few years, the City has acquired Matchett, Saccomanno, Las Colonias, Horizon, Canyon View and Eagle Rim Park sites for future parks development. Additionally, 85 acres were purchased adjacent to Tiara Rado Golf Course for future course expansion. In 1994, master plans were developed for eight park sites. These include Canyon View, Saccomanno, Burkey, Arlington and Oxford, Horizon, Pine Ridge and Eagle Rim.

Over the past two years, Grand Junction has made significant improvements to numerous existing parks. Improvements include playground equipment at Riverside, Sherwood, Columbine, Darla Jean and Lincoln Parks as well as Wingate Elementary School. A skate park was constructed at Westlake Park and basketball pads were added at Paradise Hills, Darla Jean and Columbine Parks. Phase I of Canyon View Park was completed in 1997 at a cost of \$6.5 million.

Currently funded improvements

1998 should see the completion of a master plan for Los Colonias Park funded by DDA (\$7,500) and a Legacy Grant for \$13,000. Completion of Parks Improvement Advisory Board sponsored baseball field and Suplizio Baseball Field re-lighting projects will occur in 1998 as will the seeding of three new soccer fields in Canyon View Park. The projected cost of the baseball and lighting project is \$956,000 and the soccer field cost is \$250,000.

The budget includes \$150,000 in 1998 and \$650,000 in 1999 for the initial development of Eagle Rim Park. Funding for a marketing, operations and design study for Two Rivers Convention Center, Matchett Park Master Plan, upgrades to two existing neighborhood parks and the possible development of a driving range at Tiara Rado Golf Course.

Projects without funds

There are numerous parks projects for which funding has not been identified. These total approximately \$40 million.

Canyon View final phase, Jarvis Trail, Saccomanno Park, Burkey Park, Matchett Park, Horizon Park, Las Colonias Park, Westlake Park, Wingate Park, Recreation/Senior Center, Tiara Rado 9 new holes and Arlington and Oxford Park.

II. Complete Downtown Riverfront Development

Now that the mill tailings project is basically completed the time may be right to proceed with this goal. The City-owned property along the river is at a point where it is ready to be put to a more beneficial use.

Define the area

There are numerous properties in this area that could be considered part of this goal. Some properties that could be included may not be currently owned by the City. This area could be defined to include the Jarvis, Dunn and Lewis properties, Las Colonias Park and the Watson Island Area. It is also possible to expand the boundaries and include other City-owned property and/or privately-held property especially along the

INTRODUCTION

-City Council Goals for 1998 & 1999-

5th Street corridor which has been a past priority for improvement. Determining the scope of this project is probably the first issue to be addressed by the City Council and staff.

Review existing development plans and improvements

In conjunction, the United States Fish and Wildlife Service's plans to utilize a portion of the city's Jarvis site for its endangered fish program, the City has a pending \$74,000 Colorado State Trails Grant request. If successful, this project will move us closer to connecting the final section of the Colorado Riverfront Trail within Grand Junction's downtown. A study or master plan of what to do with the remainder of the Jarvis site has not been developed. The dedication of the Old Mill Bridge on August 14, 1997 was a major achievement for the city and the Riverfront Commission. The dedication of the Botanical Gardens has also helped to rejuvenate efforts to complete the Downtown Riverfront Trail system. Completion of this trail link remains the #1 priority of the Riverfront Commission.

Community Development will complete the South Downtown Plan (includes the Riverfront and El Poso neighborhoods) in 1998. This plan was started before the adoption of the Growth Plan and needs to be updated and completed. Approximately \$8,800 has been budgeted as most of the work will be done by City staff.

III. Improve Multi-Modal Ground Transportation

Street improvements to provide additional capacity as outlined in the 10-year CIP

The following street improvement projects are currently scheduled in the next 10 years. Bike lanes are included based upon the "Urban Trails Master Plan".

- 1998: 12th Street, Bonita to Horizon
Unawee, 27 3/8 Road to 28.5 Road
- 1999: 24 Road, Patterson to I-70
Independent Avenue, 25.5 Road to 1st Street
25.5 Road, Patterson to F.5 (timed with developer improvements)
29 Road, I-70B to Orchard Ave. (joint City/County project)
- 2000: 27.5 Road, Patterson to G Road
Bookcliff Ave., 9th St. to 12th St.
25.5 Road, Independent to Patterson
- 2001: Horizon Drive, 7th St. to 12th St.
Horizon Drive, 12th St. to G Road
25 Road, Hwy 50 to Patterson
- 2002: 27 Road, Hwy 50 to Unawee
- 2003: 28 Road, Grand to Belford
Ute, Pitkin, 1st Street, 1st St. to 12th St.
28 Road, Patterson to Courtland
- 2004: 28.5 Road, I-70B to Orchard
Courtland, 27.5 Road to 28 Road
- 2005: I-70 Interchange
B.5 Road, Hwy 50 to 28 Road

Separate bicycle/pedestrian corridors for use as transportation alternatives or for recreation

The Riverfront Commission's number one priority is completion of the trail from Riverside Park to 5th Street. This is through City property that was acquired in 1991 and is noted under the parks section above as the Jarvis Trail.

The Parks and Recreation Department has completed a study of the feasibility of constructing trails along irrigation canals. The Urban Trails Committee has worked with all of the affected interests, including each of the canal companies and the Bureau of Reclamation to determine the feasibility of constructing trails along existing canal routes. To date this has produced no agreement with these interests to allow trail usage.

On-Street Bike Lanes

The "Urban Trails Master Plan" for bicycle and pedestrian corridors has been adopted. The Urban Trails Committee's first priority is to provide routes along existing streets where bikes and pedestrians are compatible with the motorized vehicle traffic. The City has been installing these as streets are overlaid and chip-sealed by adding pavement markings. There appear to be concerns of at least some motorists and neighboring property owners about these improvements. Additionally, some projects have been undertaken each year to widen and pave road shoulders for bicycle and pedestrian use. The Public Works Department works with Mesa County to do these jointly to achieve continuity of these routes between the City and unincorporated areas.

Staff has worked with the Urban Trails Committee to develop the next list of priorities for on-street bike land improvements. After several meetings, a work schedule was developed for 1998. Future projects were also identified for 1999 and later years. Some of the projects in future years will require participation by Mesa County. The Urban Trails Committee agreed to approach Mesa County about their participation with the proposed projects.

Public Transportation for the Elderly & Handicapped

The Grand Junction/Mesa County Metropolitan Planning Organization (MPO) adopted a new Transit Development Plan (TDP) in the fall of 1997 for the years 1998 through 2002. The TDP maintains the services to the elderly and handicapped and institutes a limited fix route system in the year 2000.

Obtaining trail access from new developments

New developments that are located where important trail linkages are needed have been required to provide access to and through the developments. This often includes access onto their underlying ownership of canal rights-of-way. This has, of course, been controversial but generally developers have cooperated.

Develop I-70 as an urban corridor

In 1998 there is a City/County project to determine street improvement priorities for the west side of the urbanized area. A similar study for the east side was completed recently. The study will examine greater use of I-70 as an east-west corridor which would require additional interchanges.

IV. Continue/Develop Policies to Encourage Economic Growth and Job Importation

The City has historically, actively supported job growth primarily through the work of the Mesa County Economic Development Council. With the 1988 addition of the three quarter cent sales tax, the Council committed \$300,000 annually to economic development efforts. Since then, incentive payments have totaled \$3.1 million, and another \$2.2 million in future commitments have been made. The Visitors and Convention Bureau (VCB) encourages economic growth through their mission "to pro-actively market the Grand Junction area resulting in the positive economic impact of visitor dollars." The City is committed to the VCB and the various efforts summarized below.

INTRODUCTION

-City Council Goals for 1998 & 1999-

Mesa County Economic Development Council (MCEDC)

The MCEDC is a privately funded non-profit, economic development organization. This group works with the City, other governmental entities, Mesa State College, UTEC, School District 51 and IDI/Grand Junction Area Chamber of Commerce. MCEDC attempts to relocate businesses to the area that pay at least 175% of the national minimum wage and that export most of their product. They are currently emphasizing recruitment of firms engaged in advanced composites, agriculture, information technologies, and medical technologies. Thirty-six priority targets within these four groups have been chosen. Incentives, based on the number of jobs created and the wage rates, have been an important aspect of MCEDC's recruitment. These have included real estate, site improvements, infrastructure improvements, loans, grants and tax incentives/credits.

Industrial Developments Incorporated (IDI)

Industrial Developments Incorporated is a non-profit sister organization to the Grand Junction Area Chamber of Commerce. The main focus of IDI is industrial land development. IDI has provided land to many of MCEDC's business relocation's and for UTEC.

Western Colorado Business Development Corporation (WCBDC)

WCBDC serves the area's small business owners through the Small Business Incubator and the Small Business Development Center. The Incubator at 304 West Main houses numerous small businesses to assist them during the difficult start-up phase. The Small Business Development Center provides consultation and educational seminars. The City has provided funding to the WCBDC, \$20,000 in 1996 and 1997 and has increased funding to \$25,000 for 1998 and 1999. The City has also been a sponsor of CDBG grant applications for the WCBDC.

Mesa State College Expansion

The City has committed \$250,000 annually through 2005 to help Mesa State College expand through property purchases. The General Fund provides \$100,000 per year and \$150,000 comes from the Economic Development Fund. The College is required to match these funds annually to obtain them and has already raised more that \$1.5 million toward that purpose.

Grand Junction Area Chamber of Commerce

The Chamber administers a Local Business Expansion Incentive Program to help businesses obtain funding from the City. During the past four years only three businesses have requested funding from this program, Ametek-Dixson being the most recent. The Chamber has indicated it plans to re-evaluate the criteria for this program and recommend changes to the City Council in 1998.

The economic vitality of the Valley is critical to the City's financial success. The constant growth and decline of businesses directly affects us, so economic development is an approach to nurturing this vital relationship.

V. Improve and Maintain Intergovernmental Relationships

Existing Intergovernmental Relationships

The City has established relations with the following entities. Some form of periodic evaluation to ensure these relationships meet the City's needs might be useful.

Mesa County: All City operating departments have either written or informal verbal agreements with Mesa County entities. These address issues ranging from development requirements to open space to public

INTRODUCTION
-City Council Goals for 1998 & 1999-

safety. Agreements with the County are aimed at improved services, the exchange of services or the efficiency of services.

Educational Entities: Several City Departments have relationships with entities such as District #51 and Mesa State College. These include the Orchard Mesa Swimming Pool, school resource officers, maintenance exchanges, shared facilities and shared training, public education and joint planning.

Special Districts: The City has a variety of relationships with special districts. These relationships take the form of services provided at a cost such as the Fire Department's provision of emergency services to the Grand Junction Rural Fire Protection District. Other relationships such as, Administrative Services Department and Orchard Mesa and Central Grand Valley Sanitation Districts, exist for billing and collection of wastewater fees in addition to agreements for the processing of wastewater for the Districts.

Public Safety: Intergovernmental relationships with public safety entities are an important part of the community's safety. Relationships include all local public safety entities, police and fire, in the form of mutual and/or automatic aid agreements. These agreements establish the process used to either obtain or provide assistance between public safety entities.

Other Local Organizations: The City has relationships with entities such as Ute Water Conservancy District, Clifton Water District, local ditch companies, the Chamber of Commerce, Mesa County Economic Development Council, Riverfront Commission, Museum of Western Colorado, Metropolitan Planning Organization, Grand Valley Irrigation Company, St. Mary's Medical Center, and Community Hospital's Wellness Center.

State Government: Relationships with State Government provide the City with specialized services ranging from skilled analysis such as traffic exchange and right-of-way mapping to inspection of City owned dam facilities and regulation of water diversions. State agencies also extend services such as control of wildlife on City property and Colorado State Patrol in traffic enforcement assistance. The City, by contract, maintains traffic signals, stripes and performs some maintenance on State Highways within our limits.

Federal Government: Relationships include Fire Department Hazardous Material Response to BLM lands, Police Department, BLM, and Forest Service range officers for drug enforcement, and BLM assistance with the Grand Mesa Slopes project. Relationships also exist with agencies like the Environmental Protection Agency, Federal Bureau of Investigations, Drug Enforcement Agency, Internal Revenue Service, and Immigration and Naturalization Service.

Consider new intergovernmental relationships

New or expanded relationships might include areas or topics such as:

Planning: The Community Development Department will continue to work with County Planning staff to develop similar zoning regulations. The two staffs also have begun work, and will increase efforts at the conclusion of the Persigo talks, to develop Intergovernmental Agreements for the complete implementation of the Growth Plan. Funds for both of these efforts have been included in the Department's 1998 budget.

Training: Training is a resource intensive effort for all employers, government is no exception. Cooperation in joint scheduling of training by area public and private sector organizations could lead to

INTRODUCTION
-City Council Goals for 1998 & 1999-

more efficient use of limited resources as well as improved training for employees. Public safety organizations in the region all suffer from the lack of adequate training facilities. Development of a multi-disciplined public safety training facility could be accomplished through a joint effort of local governments and would lead to increased skills offered by public safety employees.

Services: Services such as automated records management could lead to a savings in fiscal and human resources. In addition, consolidation of areas such as purchasing, printing services, and stores may result in cost reductions via economies of scale. Consolidation of some services provided by a variety of districts, such as public safety, may also provide an opportunity to reduce service related costs while maintaining or increasing the quality of services.

Parks and Recreation: City, County, School District, Mesa State, PIAB and GMYSCA have established time lines and funding for the continued development of recreational opportunities. New soccer fields, a new baseball field, enhanced baseball lighting, coordinated planning and a coordinated network of trails are on-going examples that varied entities and interests are working together. Cooperative efforts to extend the trail system to possibly include canal and ditch banks have not proved as fruitful.

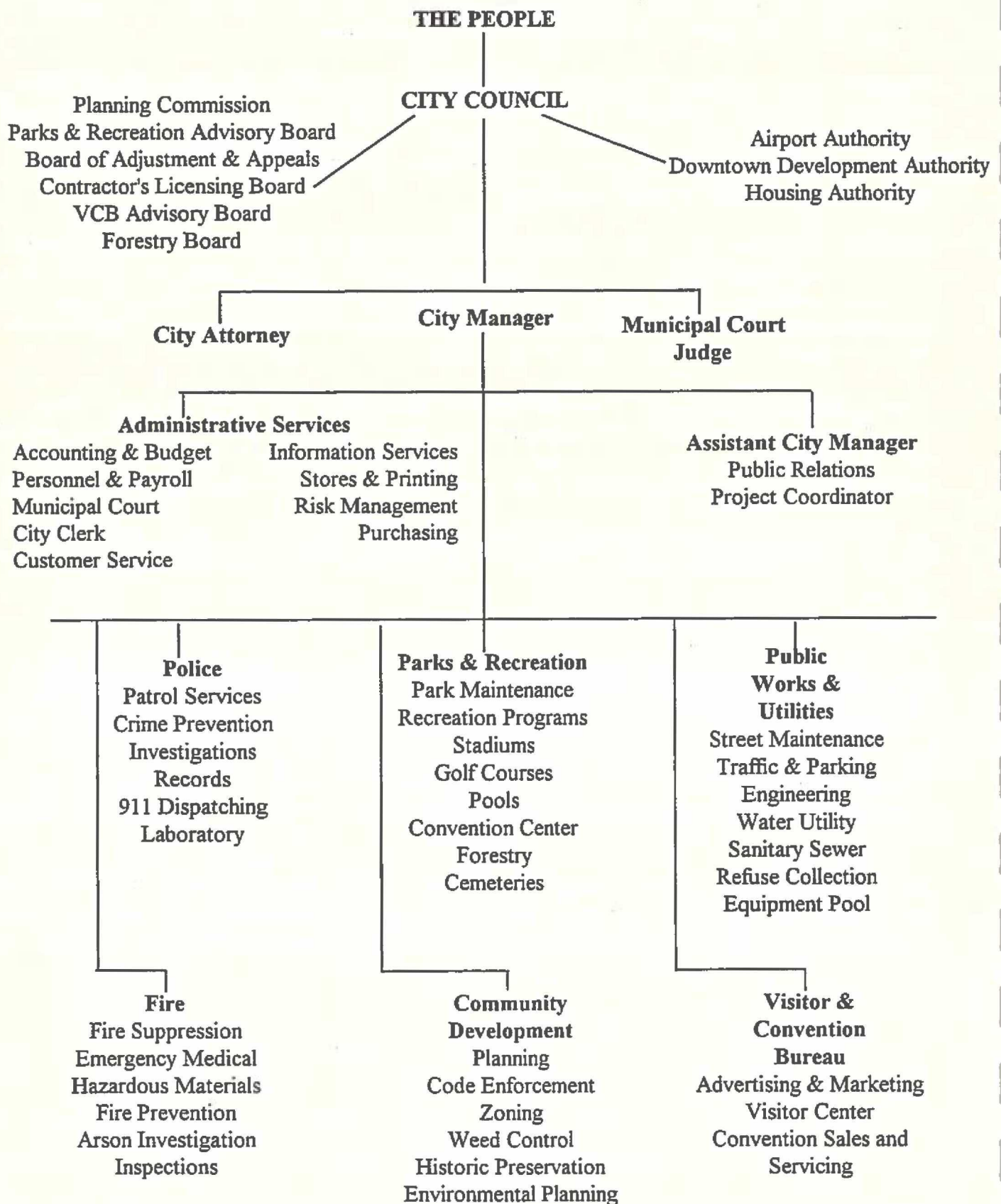
Visitors and Convention Bureau: Continues to actively participate in the Natural Resources Tourism Council, (made up of the area's federal, state and local land manager's) to ensure that effort's to promote the area's attraction's are targeted appropriately. The group also continues to consolidate financial resources to print collateral material that directs visitors to points of interest throughout the Grand Valley.

VI. Create Attractive, Affordable Incentives for Unincorporated Areas to Annex into the City
This goal is being considered in the City/County sewer discussions. Incentives might include differential tap fees, consistent impact fees throughout the urbanized area and joint capital projects. This goal will presumably be refined during and following the sewer discussions.

VII. Expand Services and Infrastructure Only with Available Long-Range Financing Plans
The ten year financial projections for each operating fund, the analysis of operating costs associated with all capital projects and the use of business plans for enterprise and internal service funds have been our primary tools. In addition, minimum working capital, reserves for debt service and capital replacement, contingency levels and historical revenue and spending patterns are closely monitored. While the City has infrequently used debt for capital and never for operations, Councils have generally kept this as an option to consider.

The impacts on the City of the tax limitation amendment, TABOR, have been limited primarily because the City has been growing through annexation. Most other cities and governments have sought voter approval to deal with these difficulties which have primarily been excess revenue due to the robust economy.

CITY OF GRAND JUNCTION, COLORADO
ORGANIZATION CHART



**CITY OF GRAND JUNCTION,
COLORADO**
as of December 31, 1997

ELECTED OFFICIALS

City Council	Expires
Cindy Enos-Martinez - District A	May 2001
Mike Sutherland - District B	May 1999
Reford Theobald - District C	May 1999
Jack Scott - District D	May 2001
Earl Payne - District E	May 2001
Janet Terry, Mayor - At Large	May 1999
Gene Kinsey - At Large	May 2001

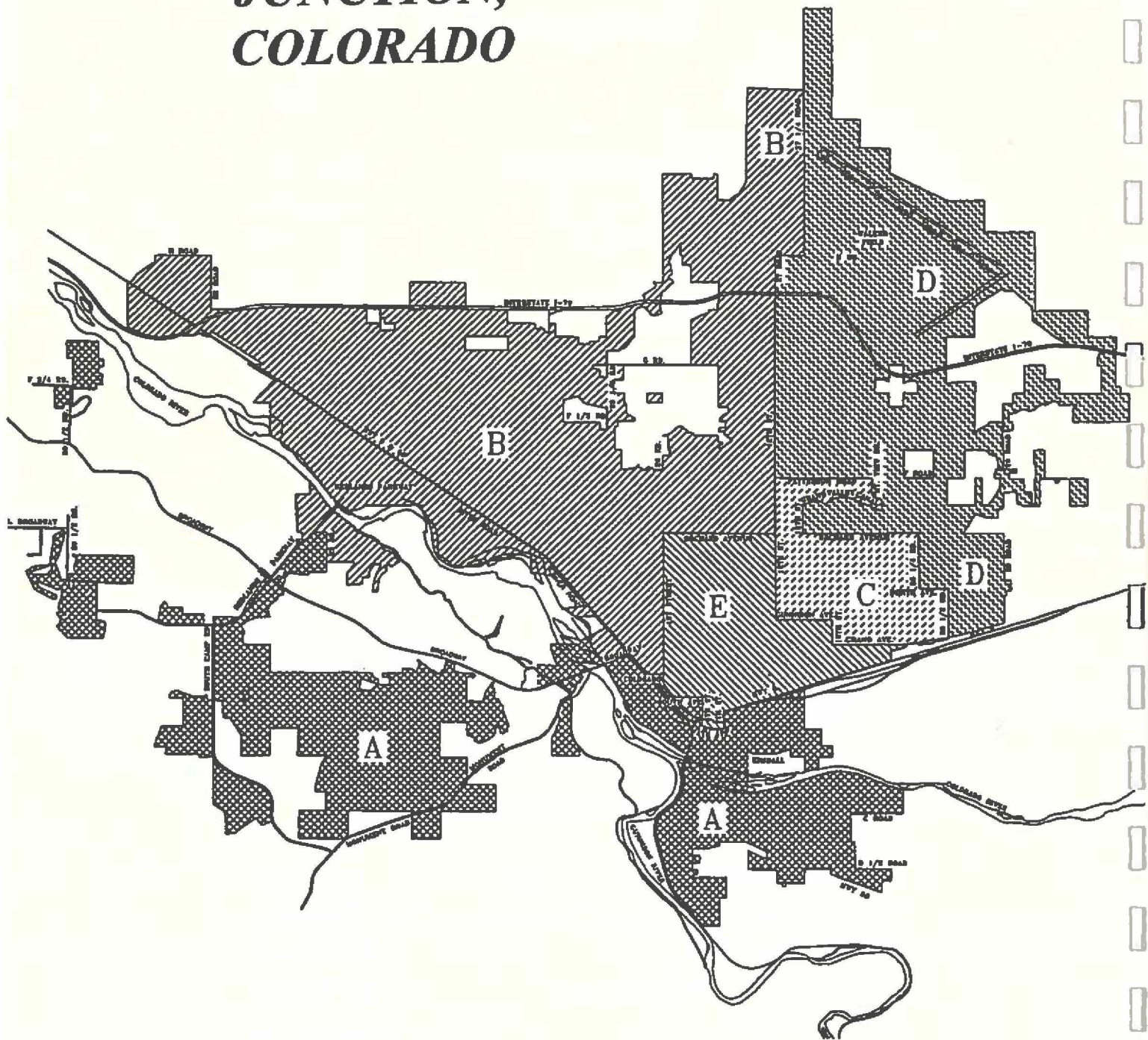
APPOINTED OFFICIALS

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

DEPARTMENT DIRECTORS

Administrative Services Director	Ron Lappi
Community Development Director	Scott Harrington
Fire Chief	Rick Beaty
Parks & Recreation Director	Joe Stevens
Police Chief	Gary Konzak
Public Work Director	Jim Shanks
Visitor and Convention	Debbie Kovalik

CITY OF GRAND JUNCTION, COLORADO



***ELECTION DISTRICT BOUNDARIES
APRIL, 1997***

Form of Government

Council / City Manager

Population

City proper 40,140

Urbanized 95,308

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.

Mesa State College

A four 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.

Two Rivers Plaza

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.

National Attractions

The Colorado National Monument on the West, Grand Mesa and Uncompahgre National Forest 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 formation. Hiking, backpacking, picnicking, and camping (without reservations) are encouraged. Rim Rock Drive, the scenic 23-mile route across the Monument, is also popular with bicycle enthusiasts.

Open year-round, the park's Visitor Center features exhibits of the geology, plants, animals, and history of the area. A 12 minute slide program starts every 30 minutes or on request. Campfire programs are presented nightly in the Saddlehorn Amphitheater.

The Grand Mesa is the world's largest flattop mountain with 34,000 acres of timber and over 200 lakes and ponds. Approximately 120 of the lakes on Grand Mesa are stocked with rainbow, native and brook trout and are a fisherman's paradise. Fishing gear, supplies and boats are available. In season, deer, bear and elk are hunted. Recreational facilities, public campgrounds and rental cabins are available. The Powderhorn ski area operates for five months in the year-round playground.

A 100 mile drive circles from Grand Junction via the town of Mesa over the top on the Skyway Drive and back over land's End Road to Grand Junction. At Land's End Shelter House, the panorama of the Grand Valley with orchards and ranches one mile below can be seen. On the

horizon are the Wilson and Ragged Wilderness areas, the Uncompahgre and San Miguel Mountains in Colorado and the LaSalle and Blue Mountains in Utah.

Sports and Recreation

Athletic Clubs, golf courses, swimming pools, numerous tennis courts, bowling lanes, river rafting, mountain and road biking, camping, fishing, hunting and many other recreational opportunities are available for Grand Junction residents and visitors. There are numerous teams for such sports as baseball, softball, football, basketball, soccer, tennis and track in their appropriate seasons. A fine lighted athletic field and stadium is kept in first class condition at all times. Suplizio Field is the site of the annual National Junior College Baseball. Newly completed Canyon View Park is a true sports complex with soccer fields, lighted baseball fields and even an in-line skating area. There are also developed river front bike and hiking trails.

Some of the major special events include Dinosaur Days, Colorado Stampede Rodeo, Renaissance Fair and Colorado Mountain Winefest.

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.

Theaters and The Arts

Western Colorado Center for the Arts the Avalon Theater and the Mesa State College Theater all 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

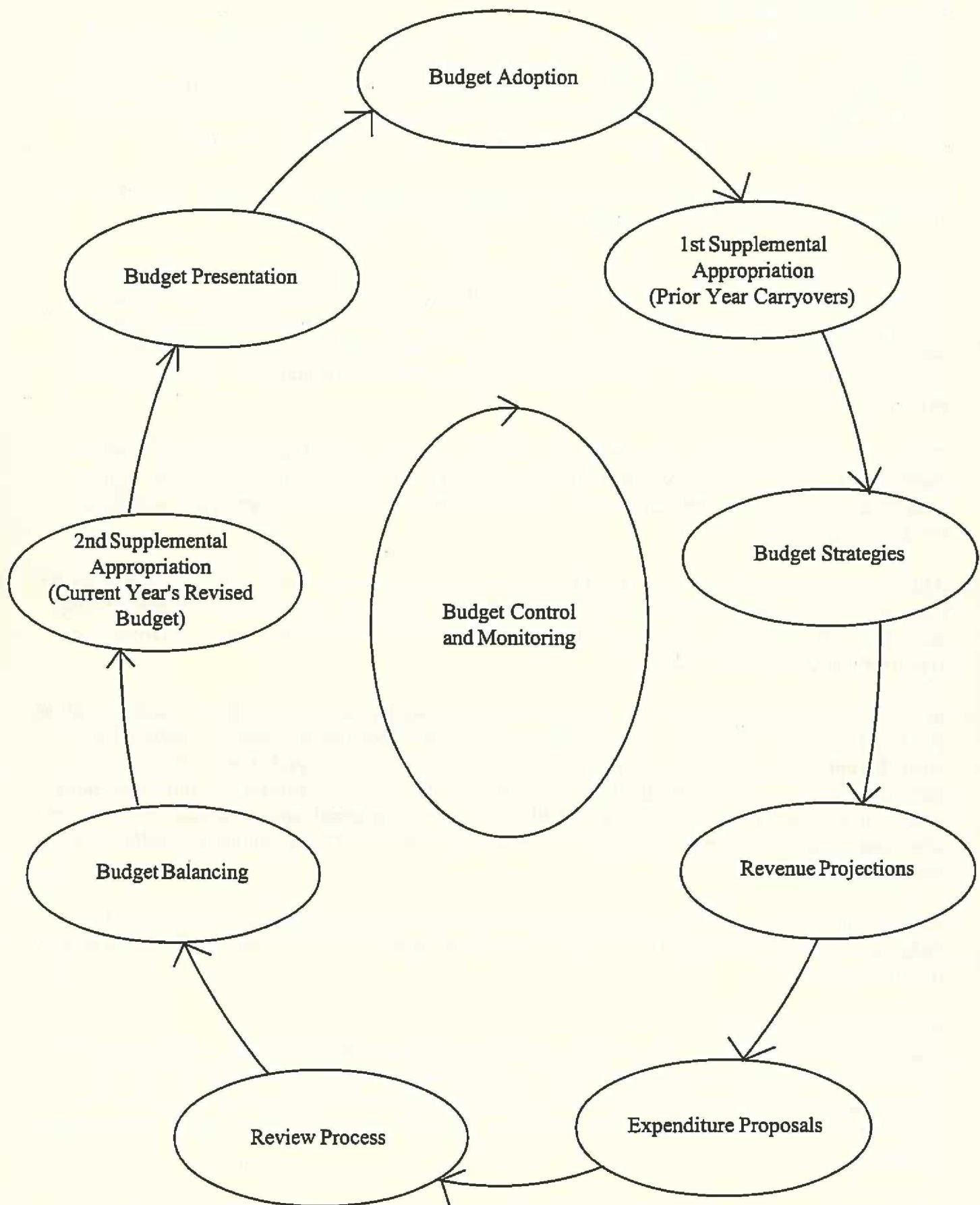
Grand Junction is noted for its musical opportunities and musical programs. Studios, with competent instructors, offer courses in piano, voice, wind and string instruments and organ. Band, orchestra and glee club groups are open to students interested in these activities. The Community Concert Association 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 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, 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.

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 a discussion about the City's budget process including budget development, review, approval, changes and control.



LEGAL REQUIREMENTS

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

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

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

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

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

In November of 1992, the people of Colorado adopted a Constitutional Amendment of Article X, Section 20 of the Colorado Constitution. This amendment, known as Tabor, restricts local governments and others from the issuance of debt and increases in tax rates without a subsequent vote of the taxpayers affected. It also restricts the growth of Property Tax Revenue and overall general government revenues to the annual growth in the Denver/Boulder CPI plus the growth in actual value of all real property from new construction and industry. See page 24 for the calculation of the City's continued compliance with the Tabor Amendment.

A copy of the resolution adopting the budget for 1998 and 1999 and the ordinance appropriating the budgeted amounts for each Fund for the fiscal year ending December 31, 1998 are included in the Related Information section.

BUDGET STRATEGIES

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

Realizing that there will always be imbalances between service demands and available resources, solutions to potential budget problems must involve a combination of four actions on the behalf of the City; 1) enhance the stability of local revenue sources by maintaining the current tax rates and increasing user charges as deemed appropriate, 2) reducing operating costs through productivity improvements which include technological enhancements and progressive personnel practices, 3) maintaining a high level of commitment to improve and protect the City's important investment in infrastructure, and 4) adjusting the level, rather than the quality, of City services provided. 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 292 through 310 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 rational 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.

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

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

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

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

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

TWO-YEAR BUDGETING

The City's fiscal year starts on January 1st and ends on December 31st of each year. Although the City legally appropriates its budget on an annual basis, a **two-year budget** process has been developed which results in the City Council approving a two-year budget plan by Resolution. This two-year budget will be the third time the process has been used by the City. The genesis of the two-year budget process stems from the enormous amount of staff time and resources required to produce the annual budget at the level of quality and detail necessary to determine the most effective allocation of our resources. In general, detail line item budget requests are prepared in alternate years by each department for the current year revised, next year proposed budget, and a second year proposed budget for the year after. During other

years, only revisions due to unforeseen events, pay plan modifications, and program or operational changes which effect the current and subsequent budget are reviewed.

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

The concept of a two-year officially adopted budget is a product of the 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.

As departments are completing their action plans, detail budget preparation materials are provided to each department in the form of the *Budget Preparation Guide*. Materials include worksheets for budget

preparation, capital improvements, staffing changes, and detail line item justifications. Departments use these materials to quantify estimated costs and revenues for revising the current year's budget and for the development of proposed expenditure budgets.

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

Department supervisors are responsible for preparing the detail for each line item by listing individual items, estimated quantities, and by forecasting each cost based on unit prices provided by either the Purchasing Division or from the actual vendor. Historical data is used in conjunction with planned objectives and goals to determine specific items and quantities needed. The Department Directors and their management staff review each revenue and expenditure line item until a consensus is reached regarding need, quantity, and probable cost or revenue. Since this process requires numerous meetings and extensive research. This process takes several weeks to complete.

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

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

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

Capital Improvement Project costs are submitted by each department; the management team analyzes and priorities these requests on a City-wide basis. Results are presented to a City Council subcommittee for review and direction.

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

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 item is properly itemized and justified, and allows each department to compare their actual expenditures against approved uses at a detailed level.

BUDGET BASIS

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

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

BUDGET & ACCOUNTING CONTROL

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

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

Proper systems for recording, controlling, and reporting expenses have been developed and will be maintained using generally accepted accounting principles and financial records are audited annually by a certified public accounting firm. In addition, the Purchasing, Risk Management and Personnel policies and practices are reviewed annually to assure proper control of expenditures.

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

- Formal written bids are required for all purchases of \$10,000 or more.
- Informal bidding is required for all purchases greater than \$1,000 and less than \$10,000.
- All individual items costing \$500 or more and having a useful life of one year or more are capitalized and inventoried.
- The accounting system uses a modified accrual under generally accepted accounting principles.
- Encumbrance accounting is used to ensure expenditures do not exceed appropriations on a line item basis.
- The purchasing function is performed by a central Purchasing Division to assure quality products at the lowest price.
- The automated payroll system provides control on changes to approved staffing and individual pay levels.

BUDGET POLICIES AND DEVELOPMENT

- All contracts of \$50,000 or more 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 \$50,000 must be authorized by City Council, with all transfers less than \$50,000 requiring the City Managers approval.

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.

CITY OF GRAND JUNCTION TABOR AMENDMENT COMPLIANCE REVENUE GROWTH LIMITATION

	1994 ACTUAL	1995 ACTUAL	1996 ACTUAL	1997 REVISED	1998 REQUEST	1999 REQUEST
Denver Boulder CPI for Previous Year	4.20%	4.40%	4.30%	3.50%	3.50%	3.40%
Growth in City Property Value from Annexations and New Construction	<u>10.20%</u>	<u>5.04%</u>	<u>6.75%</u>	<u>7.67%</u>	<u>3.83%</u>	<u>3.00%</u>
Limit	<u><u>14.40%</u></u>	<u><u>9.44%</u></u>	<u><u>11.05%</u></u>	<u><u>11.17%</u></u>	<u><u>7.33%</u></u>	<u><u>6.40%</u></u>
Proposed Budget Growth	<u><u>11.42%</u></u>	<u><u>8.15%</u></u>	<u><u>7.15%</u></u>	<u><u>9.80%</u></u>	<u><u>1.04%</u></u>	<u><u>5.18%</u></u>
Margin: Percent	2.98%	1.29%	3.90%	1.37%	6.29%	1.22%
Dollar	840,000	589,364	1,320,817	500,882	2,509,298	490,922

Notes:

The Denver Boulder CPI is available in August of each year for that year.

The same percentage limitations, noted above for the total revenues, is also specifically applied to the property tax revenues. Using current estimates, the mill levy for 1997 may generate slightly more property tax revenue than may be allowed under the limitation. The amount could vary due to estimates of abatements, assessed valuation, collections, inflation, and other factors. Should the limit be exceeded, the City Council could levy a credit refund on the 1998 mill levy.

BUDGET SCHEDULE

Page 1 of 2

DATE	DESCRIPTION	TIME	LOCATION
June 30th	Time Allocation Worksheets will be distributed by the Personnel Division.		
July 7th	Equipment Replacement Requests are due to the Facilities Superintendent.		
July 21st	Time Allocation Worksheets for currently approved positions are due to the Personnel Division.		
July 26th	Personnel Adjustment Request Forms for <i>New Positions, Reclassifications, and Retirements</i> are due to the Personnel Division.		
July 29th	Equipment Replacement Review	9:00 a.m.	Conference Room-B
July 31st	Revenue Projections should be entered into the budget system and the revenue review materials are due to the Controller.		
August 1st	The following Internal Service Fund Charges are to be entered into the budget system by the respective Internal Service Fund Managers, and detail provided to the departments. <i>Data Processing Charges, Equipment Rental & Vehicle Fuel, Stores Overhead, Worker's Compensation and Property & Liability Insurance, and Police & Fire Communication Center Charges.</i>		
AUGUST 2ND	CITY COUNCIL PRE-BUDGET WORKSHOP	7:30 a.m. 8:00 a.m.	Refreshments Two Rivers C.C.
August 8th	Major Capital request entry into the Oracle CIP System should be complete.		
AUGUST 11TH	REVIEW TEAM ORIENTATION & REVENUE REVIEW MEETING	9:00 a.m.	Police/Training Room
August 15th	Interfund Charges derived from revenues will be calculated and entered into the budget system by the Controller.		
August 18th	The Banner Budget System will be closed. All operating and operating capital expenditure requests (excluding those associated with new positions and capital projects) should be entered into the system.		
AUGUST 19TH	STAFF CAPITAL IMPROVEMENT PLANNING MEETING	9:00 a.m.	Conference Room-A
August 20th	Pay & Benefit Plan presented to the Management Team by the Personnel Manager		
August 22nd	Payroll Projections will be transferred into the budget system.		
AUGUST 27TH	COUNCIL CIP TOUR	9:00 a.m.	City Hall
September 1st	The Department Presentation Materials are due to the respective Review Team Members		
SEPTEMBER 4TH thru SEPTEMBER 25TH	DEPARTMENT PRESENTATIONS and budget reviews will take place during this three week period. The review schedule is as follows.		
Team # 1	September 4th: Parks & Recreation; Parks Division	9:00 a.m.	Police Training Room
Team # 1	September 8th: Parks & Recreation; Recreation Division	9:00 a.m.	Police Training Room
Team # 3	September 11th: Administrative Services	9:00 a.m.	Police Training Room
Team # 3	September 15th: Police Department	9:00 a.m.	Police Training Room
Team # 2	September 16th: Community Development Department	9:00 a.m.	Police Training Room
Team # 1	September 18th: Fire Department	9:00 a.m.	Police Training Room
Team # 1	September 22nd: Visitor & Convention Bureau	9:00 a.m.	Police Training Room
Team # 3	September 22nd: City Attorneys Office	2:00 p.m.	Police Training Room
Team # 2	September 23rd: Public Works & Utilities; Administration and Public Works	9:00 a.m.	Police Training Room
Team # 2	September 25th: Public Works & Utilities; Utilities Division	9:00 a.m.	Police Training Room

BUDGET SCHEDULE

Page 2 of 2

DATE	DESCRIPTION	TIME	LOCATION
SEPTEMBER 9TH	COUNCIL CIP MEETING	5:30 p.m.	Dinner Two Rivers C.C.
September 29th	Department's Operating Capital Lists , prioritized by fund, are due to the Budget Coordinator.		
September 29th thru October 1st	The Banner Budget System will be open for department's to enter changes resulting from the review team meetings. The Budget Coordinator will input operating expenditures changes related to approved capital projects.		
OCTOBER 7TH	PRELIMINARY BALANCING & OPERATING CAPITAL MEETING	9:00 a.m.	Police Training Room
OCTOBER 9TH	NEW PERSONNEL REQUEST MEETING	9:00 a.m.	Police Training Room
October 13th	Payroll Projections are updated to include new positions and rolled to the budget system. The Budget Coordinator will input additional non-personnel operating expenditures related to new positions.		
October 13th	1997 2nd Supplemental Appropriation is presented at the Council Workshop		
October 15th	First Reading of the 1997 2nd Supplemental Appropriation Ordinance		
OCTOBER 17TH	FINAL BALANCING MEETING	9:00 a.m.	Police Training Room
October 29th	Second Reading / Adoption of the 1997 2nd Supplemental Appropriation Ordinance		
NOVEMBER 15TH	*** BUDGET PRESENTATION TO CITY COUNCIL *** (Televised)	7:30 a.m. 8:00 a.m.	Refreshments Council Chambers
NOVEMBER 24TH	*** CITIZEN BUDGET FORUM *** (Televised)	6:00 p.m.	Council Chambers
DECEMBER 1ST	FINAL BUDGET BALANCING MEETING w/ CITY COUNCIL	7:00 p.m.	Two Rivers C.C.
December 3rd	First Reading of the Appropriation Ordinance		
December 17th	Second Reading: Adoption 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.

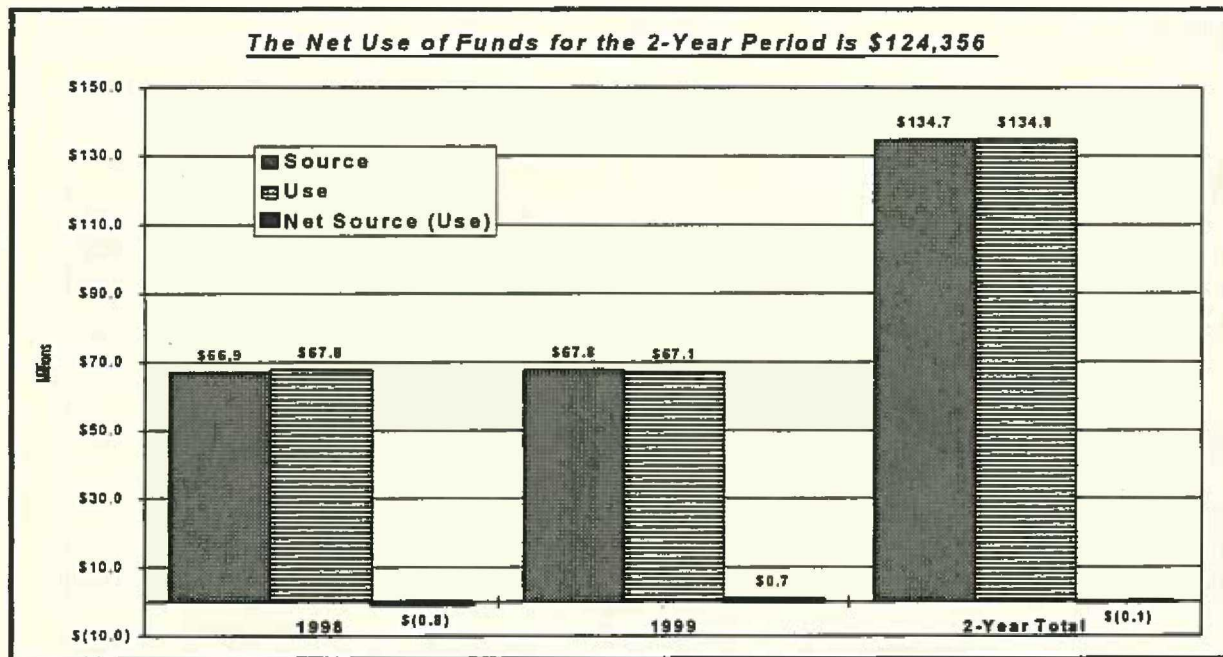
Two subsections are also included which provide additional information on the General Fund (the major operating fund of the City) and another section that focuses on the City's general Capital Improvement Program.

FINANCIAL OVERVIEW

As we begin 1998 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.



A net decrease in total fund balances of approximately \$100,000 is budgeted over the next two years. During the next two years approximately \$3 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 1998 and 1999 include the completion of the reconstruction of Unaweep Avenue, the reconstruction of 12th Street from Bonita to Horizon and the lighting and streetscape on 5th Street. The most visible capital improvement project is the remodel of City Hall in 1999.

The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 1998 and 1999. Additional detail information can be found in the Fund and Department summary sections of this document.

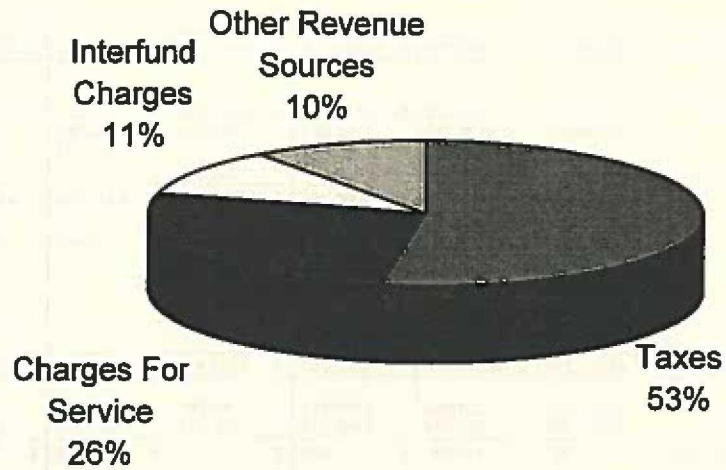
City Of Grand Junction

Fund Summary

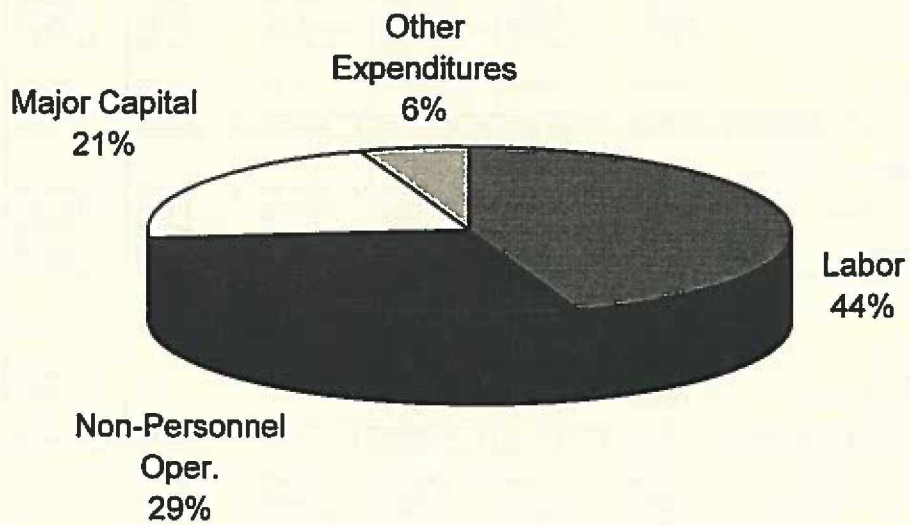
TOTAL: ALL FUNDS

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 28,347,585	\$ 30,143,382	\$ 32,089,750	\$ 33,971,250
Licenses & Permits	95,862	101,657	104,021	104,833
Intergovernmental	713,798	4,353,806	2,263,889	2,429,033
Charges For Services	16,485,686	16,257,079	16,448,228	16,801,271
Interfund Charges	6,009,364	6,246,584	6,584,490	6,685,834
Interest & Investments	2,290,502	2,282,869	2,152,593	2,149,076
Other Revenue	1,917,123	1,891,174	958,296	797,164
Total Operating Revenue	55,859,919	61,276,551	60,601,267	62,938,461
Capital Proceeds	3,519,787	1,295,474	1,072,228	932,332
TOTAL REVENUE	\$ 59,379,706	\$ 62,572,025	\$ 61,673,495	\$ 63,870,793
EXPENDITURES				
Labor	\$ 23,827,355	\$ 25,445,449	\$ 27,419,808	\$ 28,305,641
Non-Personnel Operating	16,343,268	17,201,467	18,267,414	18,337,502
Debt Service	3,827,271	2,599,694	2,599,343	2,597,853
Operating Equipment	679,660	743,016	811,005	557,668
Total Operating Expense	44,677,554	45,989,626	49,097,570	49,798,664
Major Capital	13,150,857	19,324,718	13,230,382	13,172,029
Other Uses				
-Contingency	-	19,441	530,000	540,000
-Estimated Budget Savings	-	(335,000)	(345,000)	(355,000)
TOTAL EXPENDITURES	\$ 57,828,412	\$ 64,998,785	\$ 62,512,952	\$ 63,155,693
Transfers-In From Other Funds	4,034,338	4,699,564	5,242,121	3,916,756
Transfers-Out To Other Funds	4,034,338	4,699,564	5,242,121	3,916,756
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	63,414,044	67,271,589	66,915,616	67,787,549
TOTAL USES	61,862,750	69,698,349	67,755,073	67,072,449
NET SOURCE (USE) OF FUNDS	\$ 1,551,295	\$ (2,426,760)	\$ (839,457)	\$ 715,100
ENDING FUNDS AVAILABLE	\$ 35,769,241	\$ 33,342,482	\$ 32,503,026	\$ 33,218,126

Revenue By Major Category



Expense By Major Category



1996 ACTUAL

	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
REVENUE							
Taxes	\$ 27,787,495	\$ -	\$ 27,787,495	\$ -	\$ 560,090	\$ 28,347,585	50.7%
Licenses & Permits	95,612	250	95,862	-	-	95,862	0.2%
Intergovernmental	140,501	534,297	674,798	-	39,000	713,798	1.3%
Charges For Services	2,524,216	12,869,212	15,393,428	1,037,743	54,515	16,485,686	29.5%
Interfund Charges	851,570	422,994	1,274,564	4,734,800	-	6,009,364	10.8%
Interest & Investments	1,042,630	671,696	1,714,325	462,135	114,042	2,290,502	4.1%
Other Revenue	713,455	367,154	1,080,609	122,561	713,953	1,917,123	3.4%
Total Operating Revenue	33,155,478	14,865,603	48,021,081	6,357,238	1,481,600	55,859,919	100.0%
Capital Proceeds	-	-	-	-	-	-	0.0%
TOTAL REVENUE	\$ 33,155,478	\$ 14,865,603	\$ 48,021,081	\$ 6,357,238	\$ 1,481,600	\$ 55,859,919	100.0%
EXPENDITURES							
Labor	\$ 16,382,667	\$ 5,250,022	\$ 21,632,708	\$ 2,077,834	\$ 116,813	\$ 23,827,355	41.2%
Non-Personnel Operating	8,346,486	5,549,778	13,896,264	1,766,020	680,985	16,343,268	28.3%
Debt Service	400,364	1,953,064	2,353,428	-	1,473,843	3,827,271	6.6%
Operating Equipment	266,937	101,558	368,494	307,052	4,114	679,660	1.2%
Total Operating Expense	25,396,473	12,854,421	38,250,894	4,150,905	2,275,755	44,677,554	77.3%
Major Capital	8,205,240	3,147,596	11,352,835	1,630,979	167,043	13,150,857	22.7%
Other Uses	-	-	-	-	-	-	0.0%
-Contingency	-	-	-	-	-	-	0.0%
-Estimated Budget Savings	-	-	-	-	-	-	0.0%
TOTAL EXPENDITURES	\$ 33,601,713	\$ 16,002,017	\$ 49,603,730	\$ 5,781,884	\$ 2,442,798	\$ 57,828,412	100.0%
Transfers-In From Other Funds	3,107,612	301,059	3,408,671	288,591	337,076	4,034,338	
Transfers-Out To Other Funds	3,278,709	129,074	3,407,783	288,591	337,964	4,034,338	
Net Transfers	\$ (171,097)	\$ 171,985	\$ 888	\$ -	\$ (888)	\$ -	
TOTAL SOURCES	36,263,090	15,168,662	51,429,752	6,646,829	1,818,676	59,894,257	
TOTAL USES	36,880,422	16,131,091	53,011,513	6,070,475	2,780,762	61,862,750	
NET SOURCE (USE) OF FUNDS	\$ (617,332)	\$ (964,429)	\$ (1,581,760)	\$ 575,354	\$ (962,086)	\$ (1,968,492)	
ENDING FUNDS AVAILABLE	\$ 14,738,874	\$ 10,963,329	\$ 25,702,203	\$ 8,125,639	\$ 1,941,399	\$ 35,769,241	

1997 REVISED

	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
REVENUE							
Taxes	\$ 29,488,932	\$ -	\$ 29,488,932	\$ -	\$ 654,450	\$ 30,143,382	48.2%
Licenses & Permits	101,057	400	101,457	-	200	101,657	0.2%
Intergovernmental	4,193,728	138,078	4,331,806	-	22,000	4,353,806	7.0%
Charges For Services	2,017,926	13,063,402	15,081,328	1,118,751	57,000	16,257,079	26.0%
Interfund Charges	800,570	405,553	1,206,123	5,040,481	-	6,246,584	10.0%
Interest & Investments	1,001,576	877,331	1,878,907	475,962	128,000	2,282,869	3.6%
Other Revenue	1,408,870	279,953	1,688,823	47,851	154,500	1,891,174	3.0%
Total Operating Revenue	39,012,659	14,564,717	53,577,376	6,683,025	1,016,150	61,276,551	97.9%
Capital Proceeds	300,000	920,245	1,220,245	56,729	18,500	1,295,474	2.1%
TOTAL REVENUE	\$ 39,312,659	\$ 15,484,962	\$ 54,797,621	\$ 6,739,754	\$ 1,034,650	\$ 62,572,025	100.0%
EXPENDITURES							
Labor	\$ 17,746,338	\$ 5,319,961	\$ 23,066,299	\$ 2,249,448	\$ 129,702	\$ 25,445,449	39.1%
Non-Personnel Operating	9,506,451	5,506,088	15,012,539	1,976,007	212,921	17,201,467	26.5%
Debt Service	625,504	1,403,650	2,029,154	-	570,540	2,599,694	4.0%
Operating Equipment	382,350	83,252	465,602	274,414	3,000	743,016	1.1%
Total Operating Expense	28,260,643	12,312,951	40,573,594	4,499,869	916,163	45,989,626	70.8%
Major Capital	13,475,787	3,663,185	17,138,972	1,189,154	996,592	19,324,718	29.7%
Other Uses	-	-	-	-	-	-	0.0%
-Contingency	19,441	-	19,441	-	-	19,441	0.0%
-Estimated Budget Savings	(335,000)	-	(335,000)	-	-	(335,000)	-0.5%
TOTAL EXPENDITURES	\$ 41,420,871	\$ 15,976,136	\$ 57,397,007	\$ 5,689,023	\$ 1,912,755	\$ 64,998,785	100.0%
Transfers-In From Other Funds	3,131,045	727,559	3,858,604	469,590	371,370	4,699,564	
Transfers-Out To Other Funds	3,742,624	252,230	3,994,854	443,340	261,370	4,699,564	
Net Transfers	\$ (611,579)	\$ 475,329	\$ (136,250)	\$ 26,250	\$ 110,000	\$ -	
TOTAL SOURCES	42,443,704	16,212,521	58,656,225	7,209,344	1,406,020	67,271,589	
TOTAL USES	45,163,495	16,228,366	61,391,861	6,132,363	2,174,125	69,898,349	
NET SOURCE (USE) OF FUNDS	\$ (2,719,791)	\$ (15,845)	\$ (2,735,636)	\$ 1,076,981	\$ (768,105)	\$ (2,425,760)	
ENDING FUNDS AVAILABLE	\$ 12,019,083	\$ 10,947,484	\$ 22,966,568	\$ 9,202,620	\$ 1,173,294	\$ 33,342,482	

1998 BUDGET

	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
REVENUE							
Taxes	\$ 31,390,300	\$ -	\$ 31,390,300	\$ -	\$ 699,450	\$ 32,089,750	52.0%
Licenses & Permits	103,321	400	103,721	-	300	104,021	0.2%
Intergovernmental	2,171,642	92,247	2,263,889	-	-	2,263,889	3.7%
Charges For Services	2,054,517	13,053,420	15,107,937	1,280,791	59,500	16,448,228	26.7%
Interfund Charges	808,583	409,000	1,217,583	5,366,907	-	6,584,490	10.7%
Interest & Investments	825,124	700,931	1,526,055	518,038	108,500	2,152,593	3.5%
Other Revenue	676,734	244,062	920,796	25,500	12,000	958,296	1.6%
Total Operating Revenue	38,030,221	14,500,060	52,530,281	7,191,236	679,750	60,601,267	98.3%
Capital Proceeds	145,000	874,844	1,019,844	35,884	16,500	1,072,228	1.7%
TOTAL REVENUE	\$ 38,175,221	\$ 15,374,904	\$ 53,550,125	\$ 7,227,120	\$ 896,250	\$ 61,673,495	100.0%
EXPENDITURES							
Labor	\$ 19,256,502	\$ 5,606,428	\$ 24,862,930	\$ 2,378,764	\$ 178,113	\$ 27,419,807	43.9%
Non-Personnel Operating	10,331,585	5,612,196	15,943,781	2,246,405	77,228	18,267,414	29.2%
Debt Service	625,639	1,396,094	2,021,733	-	577,610	2,599,343	4.2%
Operating Equipment	366,905	183,785	550,690	257,315	3,000	811,005	1.3%
Total Operating Expense	30,580,631	12,798,503	43,379,134	4,882,484	835,951	49,097,569	78.5%
Major Capital	9,202,087	2,438,281	11,640,368	1,580,014	-	13,230,382	21.2%
Other Uses							
-Contingency	530,000	-	530,000	-	-	530,000	0.8%
-Estimated Budget Savings	(345,000)	-	(345,000)	-	-	(345,000)	-0.6%
TOTAL EXPENDITURES	\$ 39,967,718	\$ 15,236,784	\$ 55,204,502	\$ 6,472,498	\$ 835,951	\$ 62,512,951	100.0%
Transfers-In From Other Funds	3,482,333	681,508	4,163,841	798,010	280,270	5,242,121	
Transfers-Out To Other Funds	3,950,611	224,230	4,174,841	798,010	269,270	5,242,121	
Net Transfers	\$ (468,278)	\$ 457,278	\$ (11,000)	\$ -	\$ 11,000	\$ -	
TOTAL SOURCES	41,657,554	16,056,412	57,713,966	8,025,130	1,178,520	66,915,816	
TOTAL USES	43,918,329	15,461,014	59,379,343	7,270,508	1,185,221	67,755,072	
NET SOURCE (USE) OF FUNDS	\$ (2,260,775)	\$ 595,398	\$ (1,665,377)	\$ 754,622	\$ 71,299	\$ (839,456)	
ENDING FUNDS AVAILABLE	\$ 9,758,308	\$ 11,542,882	\$ 21,301,191	\$ 9,957,242	\$ 1,244,593	\$ 32,503,026	

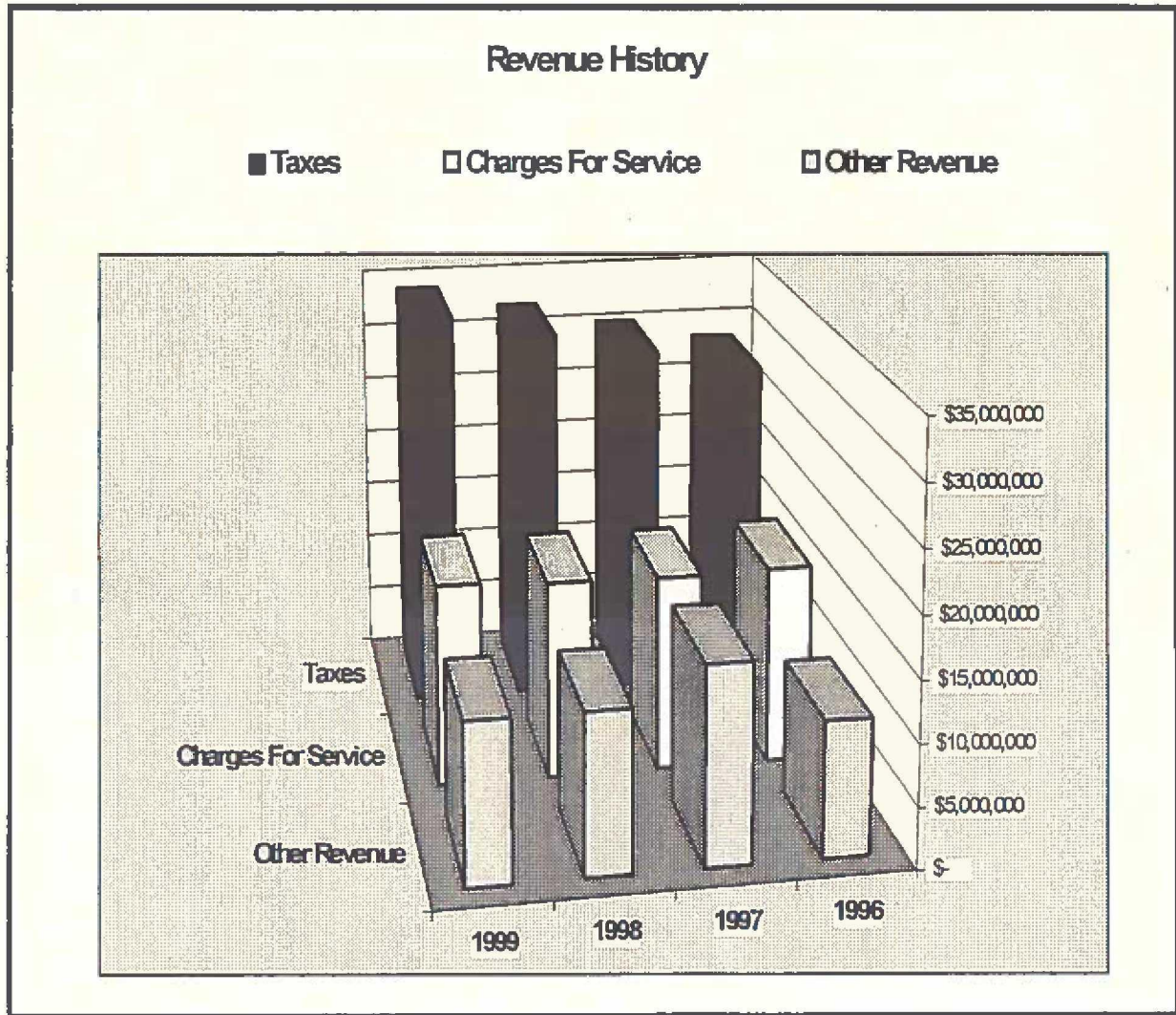
1999 BUDGET

	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
REVENUE							
Taxes	\$ 33,262,800	\$ -	\$ 33,262,800	\$ -	\$ 708,450	\$ 33,971,250	53.2%
Licenses & Permits	104,133	400	104,533	-	300	104,833	0.2%
Intergovernmental	2,326,177	102,856	2,429,033	-	-	2,429,033	3.8%
Charges For Services	2,137,147	13,277,033	15,414,180	1,327,591	59,500	16,801,271	26.3%
Interfund Charges	828,693	413,000	1,241,693	5,444,141	-	6,685,834	10.5%
Interest & Investments	818,725	710,731	1,529,456	527,120	92,500	2,149,076	3.4%
Other Revenue	567,775	191,889	759,664	25,500	12,000	797,164	1.2%
Total Operating Revenue	40,045,450	14,695,909	54,741,359	7,324,352	872,750	62,938,461	98.5%
Capital Proceeds	-	859,932	859,932	55,900	16,500	932,332	1.5%
TOTAL REVENUE	\$ 40,045,450	\$ 15,555,841	\$ 55,601,291	\$ 7,380,252	\$ 889,250	\$ 63,870,793	100.0%
EXPENDITURES							
Labor	\$ 19,912,418	\$ 5,784,943	\$ 25,697,361	\$ 2,461,978	\$ 146,302	\$ 28,305,641	44.8%
Non-Personnel Operating	10,206,885	5,734,734	15,941,619	2,320,349	75,534	18,337,502	29.0%
Debt Service	629,084	1,380,290	2,009,374	-	588,479	2,597,853	4.1%
Operating Equipment	178,408	155,474	333,880	221,788	2,000	557,668	0.9%
Total Operating Expense	30,926,793	13,055,441	43,982,234	5,004,115	812,315	49,798,664	78.9%
Major Capital	8,923,522	2,466,507	11,390,029	1,782,000	-	13,172,029	20.9%
Other Uses							
-Contingency	540,000	-	540,000	-	-	540,000	0.9%
-Estimated Budget Savings	(355,000)	-	(355,000)	-	-	(355,000)	-0.6%
TOTAL EXPENDITURES	\$ 40,035,315	\$ 15,521,948	\$ 55,557,263	\$ 6,786,115	\$ 812,315	\$ 63,155,693	100.0%
Transfers-In From Other Funds	2,622,778	635,210	3,257,988	372,478	286,290	3,916,756	
Transfers-Out To Other Funds	3,046,758	223,230	3,269,988	372,478	274,290	3,916,756	
Net Transfers	\$ (423,980)	\$ 411,980	\$ (12,000)	\$ -	\$ 12,000	\$ -	
TOTAL SOURCES	42,668,228	16,491,061	59,159,289	7,752,730	1,176,540	67,787,549	
TOTAL USES	43,082,073	15,745,178	58,827,251	7,158,593	1,088,605	67,072,449	
NET SOURCE (USE) OF FUNDS	\$ (413,845)	\$ 445,873	\$ 332,038	\$ 594,137	\$ 88,935	\$ 715,100	
ENDING FUNDS AVAILABLE	\$ 9,344,463	\$ 11,988,755	\$ 21,333,219	\$ 10,551,379	\$ 1,333,528	\$ 33,218,126	

FINANCIAL OVERVIEW

-Revenue-

Total revenue for the City of Grand Junction is projected at \$62 million for 1998 (a 1.4% decrease over 1997) and \$64 million in 1999 (a 3.6% increase over 1998). Total revenue for Municipal Services (which excludes Internal Service Operations and Special Districts) equals \$53.6 million and \$55.6 million for the two years, respectively.

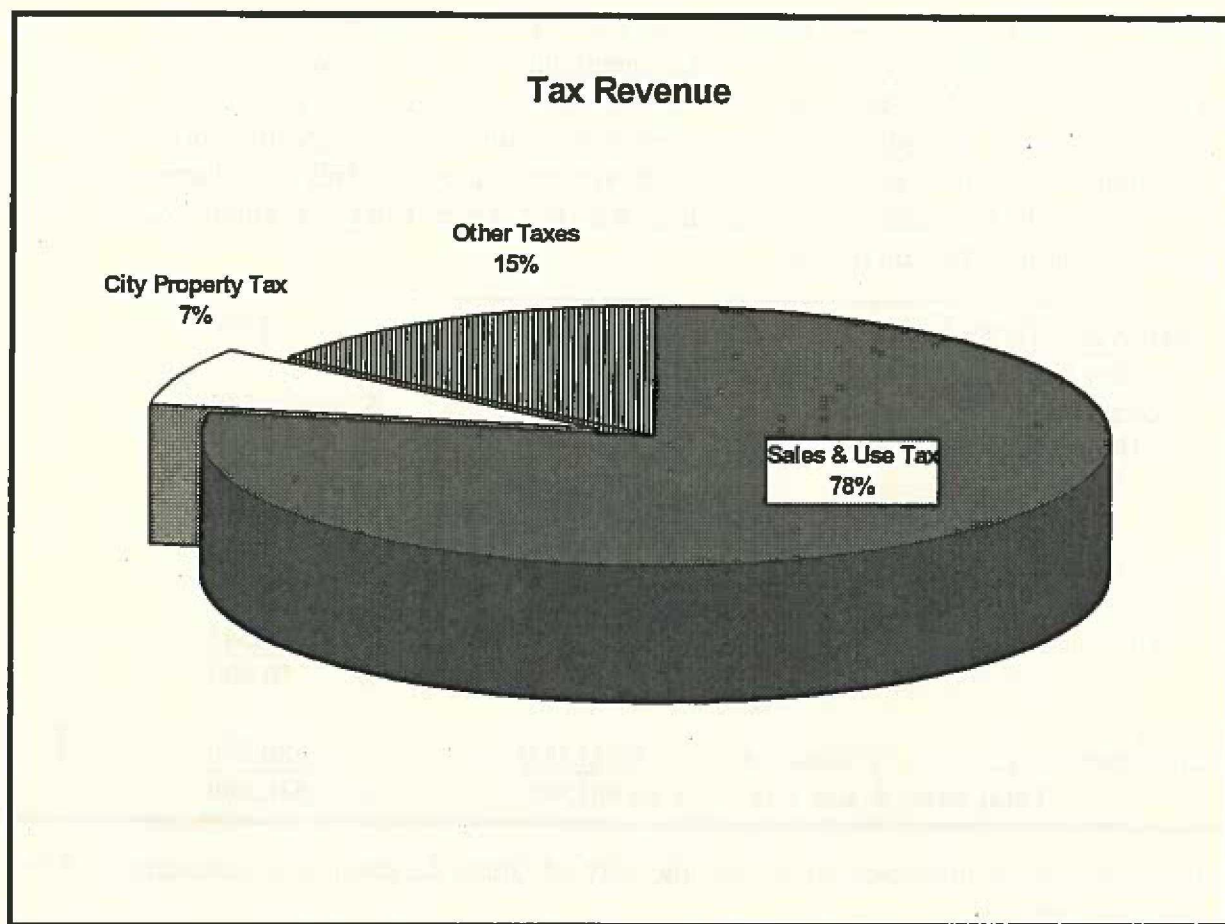


The revenue source experiencing the most growth is sales and use tax collections. Charges for Services are also projected to grow steadily over the next two years, corresponding with a growing customer base. The projected increase in both of these major revenue sources is a direct result of what is happening in the local economy. All other revenue sources (including property tax revenue) are projected to remain relatively flat in 1998 and 1999.

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

FINANCIAL OVERVIEW

-Revenue-



Taxes

The City of Grand Junction anticipates collecting approximately \$66.1 million, or fifty-three percent (53%) of its total revenues, through an assortment of taxes in 1998 and 1999. The chart and table below depicts the amount and type of taxes projected for the two budget years.

TAXES	1998	1999	% Of Total
Sales & Use Tax	\$ 24,961,000	\$ 26,538,000	78%
City Property Tax	2,283,000	2,385,000	7%
Highway Users Tax	1,333,000	1,439,000	4%
Franchise Fees	1,140,500	1,184,000	4%
Lodging Tax	638,000	670,000	2%
Special District Taxes	699,450	708,450	2%
Other Taxes	1,034,800	1,046,800	3%
Total	\$ 32,089,750	\$ 33,971,250	100%

Sales & Use Tax

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

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

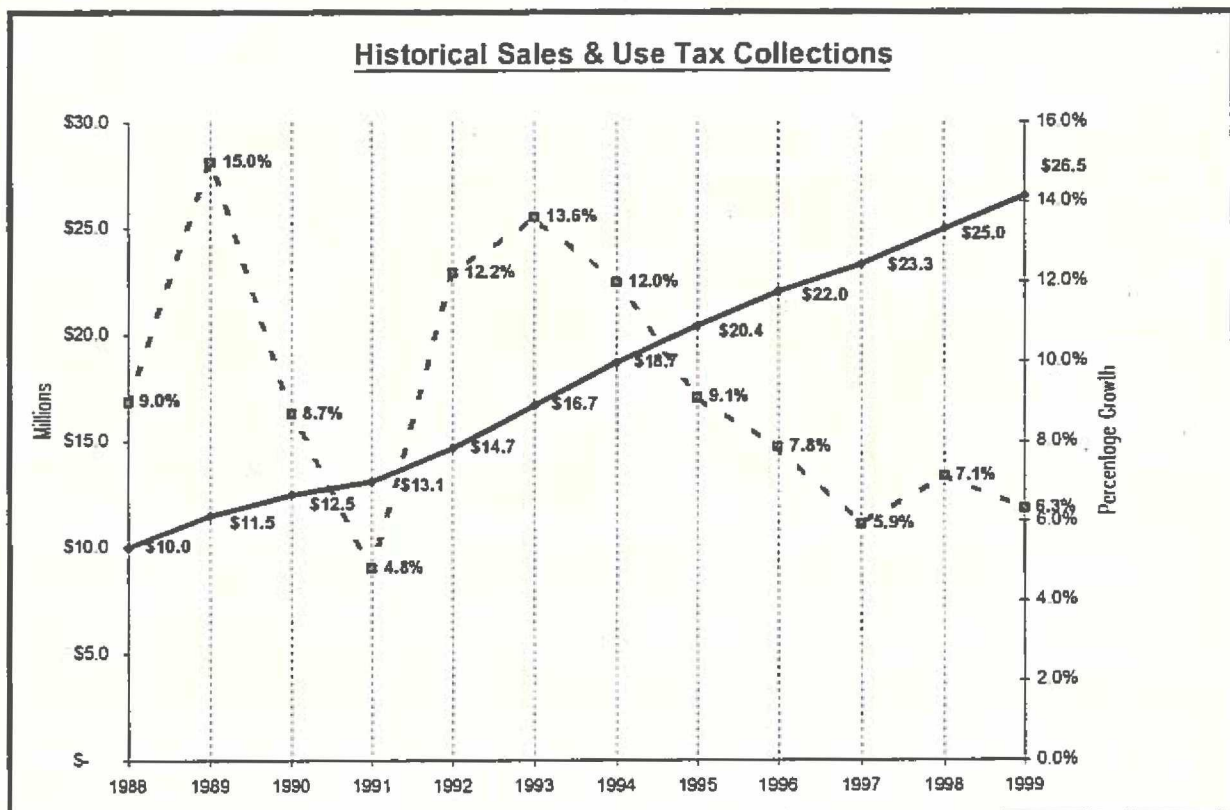
FINANCIAL OVERVIEW

-Revenue-

The .75% portion (the 3/4 Cent Sales & Use Tax) is collected in the Sales Tax Capital Improvement Projects Fund. In 1987, the Grand Junction City Council adopted an ordinance which increased the City Sales and Use Tax rate by 3/4 of one percent, from 2.0 to 2.75 percent. This tax increase, as supported by the voters, was instituted for the specific purpose of funding economic development and general capital improvement projects. This annual stream of revenue has sufficiently replaced the revenue that was lost when Congress eliminated the Federal Revenue Sharing Program in 1987.

<u>SALES & USE TAX</u>	<u>1998</u>	<u>1999</u>
City Sales Tax		
-General Fund 2.00%	\$ 15,028,364	\$ 16,030,545
-CIP Fund 0.75%	5,635,636	6,011,455
-VCB Fund Vendors Fee	336,000	358,000
Subtotal: City Sales Tax	\$ 21,000,000	\$ 22,400,000
City Use Tax		
-General Fund 2.00%	\$ 545,455	\$ 545,455
-CIP Fund 0.75%	204,545	204,545
Subtotal: City Sales Tax	\$ 750,000	\$ 750,000
City Share of the County's Sales Tax	3,211,000	3,388,000
Total Sales & Use Tax	\$ 24,961,000	\$ 26,538,000

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



FINANCIAL OVERVIEW

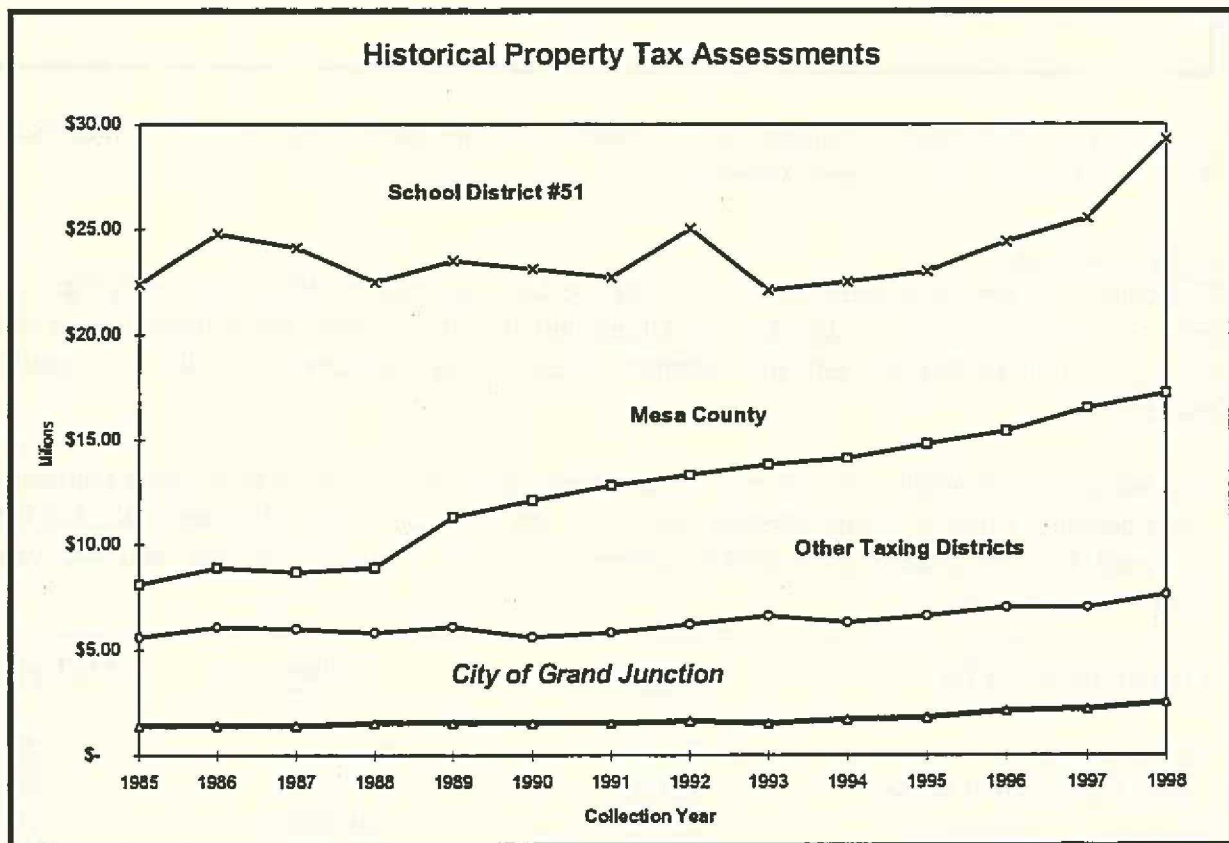
-Revenue-

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.

City Property Tax

The City's Property Tax rate for the levy years 1998 and 1999 will remain at 8.000 mills. All property tax revenue from this levy is included in the General Fund.

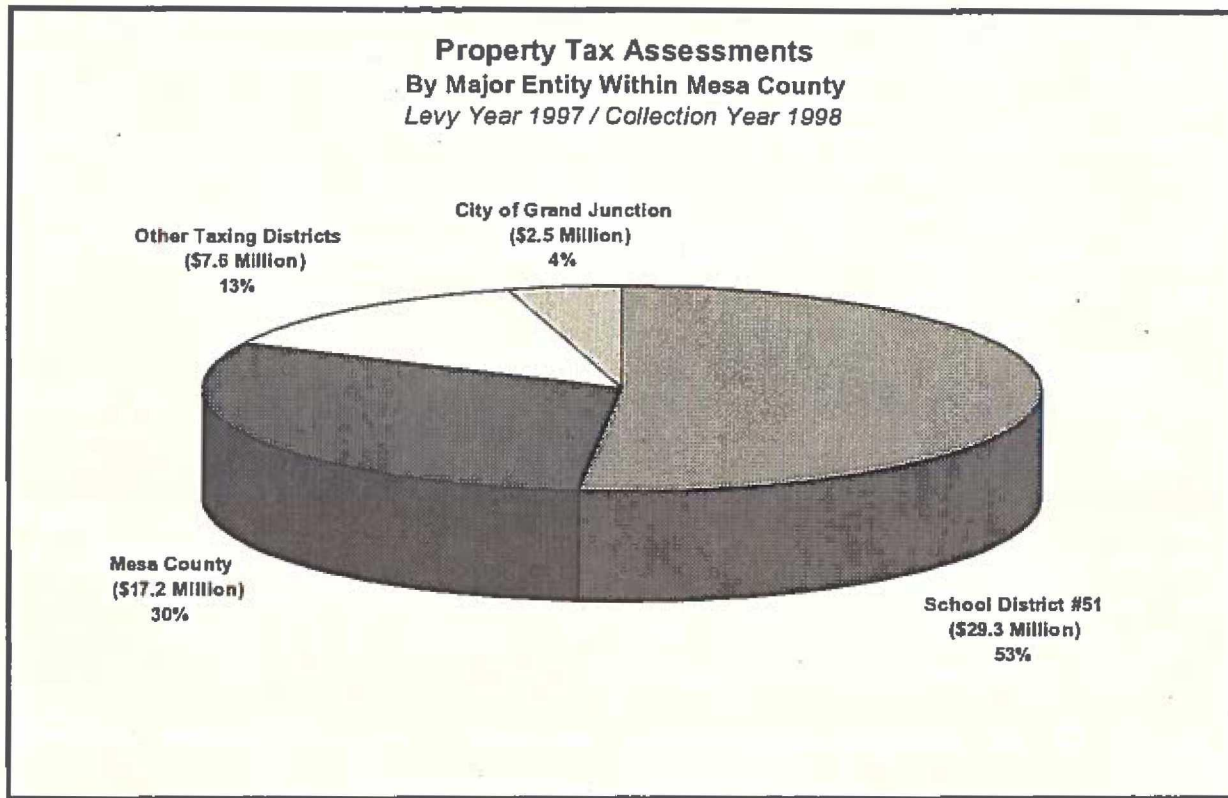
As depicted in the graph below, the City of Grand Junction has held its property tax collections relatively constant for the past ten years. In 1991, the City Council passed a resolution stating that the increase in Property Taxes levied by the City cannot exceed the increase due to new construction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



City Property Tax revenue will amount to \$2.3 million in 1998 and \$2.4 million in 1999. As depicted on the accompanying chart, the City is not property tax driven like many government entities. The City's levy constitutes approximately 9% of the average citizens property tax bill and less than 9% for those who own property in any of the special taxing districts.

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 \$2.3 million over the next two years from Franchise Fees.

<u>FRANCHISE FEES</u>	<u>1998</u>	<u>1999</u>	<u>% Of Total</u>
Public Service	\$ 909,000	\$940,000	80%
Grand Valley Rural Power	68,000	75,000	6%
Telephone Company	48,000	48,000	4%
Cable Television	115,500	121,000	10%
Total	\$ 1,140,500	\$1,184,000	100%

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

FINANCIAL OVERVIEW

-Revenue-

Lodging Tax

The voters approved a Hotel/Motel Lodging Tax which became effective January 1, 1990. These funds are collected in the Visitor & Convention Bureau Fund and is dedicated for direct promotional activities and projects. The City expects to collect approximately \$650,000 in each of the next two years from this source.

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

Special District Taxes

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

<u>SPECIAL DISTRICT TAXES</u>	<u>1998</u>	<u>1999</u>	<u>% Of Total</u>
Downtown Development Authority	\$ 466,250	\$ 475,250	67%
Grand Jct. West, Water & Sanitation District	70,000	70,000	10%
Ridges Metropolitan District	163,200	163,200	23%
Total	\$ 699,450	\$708,450	100%

PROJECTION METHOD: Special District property taxes are based on the assessed values as determined by the Mesa County Assessor and the appropriate district's mill levy. Projections for other taxes are based on historical data and known changes in the base and/or allocation formulas.

Other Taxes

Other types of taxes the City of Grand Junction is expected to receive are identified in the table below. The majority of these revenues are taxes collected by the state then partially shared with local governments based on population or street miles; for example the Highway Users and Cigarette Tax.

<u>OTHER TAXES</u>	<u>1998</u>	<u>1999</u>	<u>% Of Total</u>
Highway Users Tax	\$ 1,333,000	\$ 1,439,000	57%
Cigarette Tax	360,000	350,000	15%
Miscellaneous	674,800	696,800	28%
Total	\$ 2,367,800	\$ 2,485,800	100%

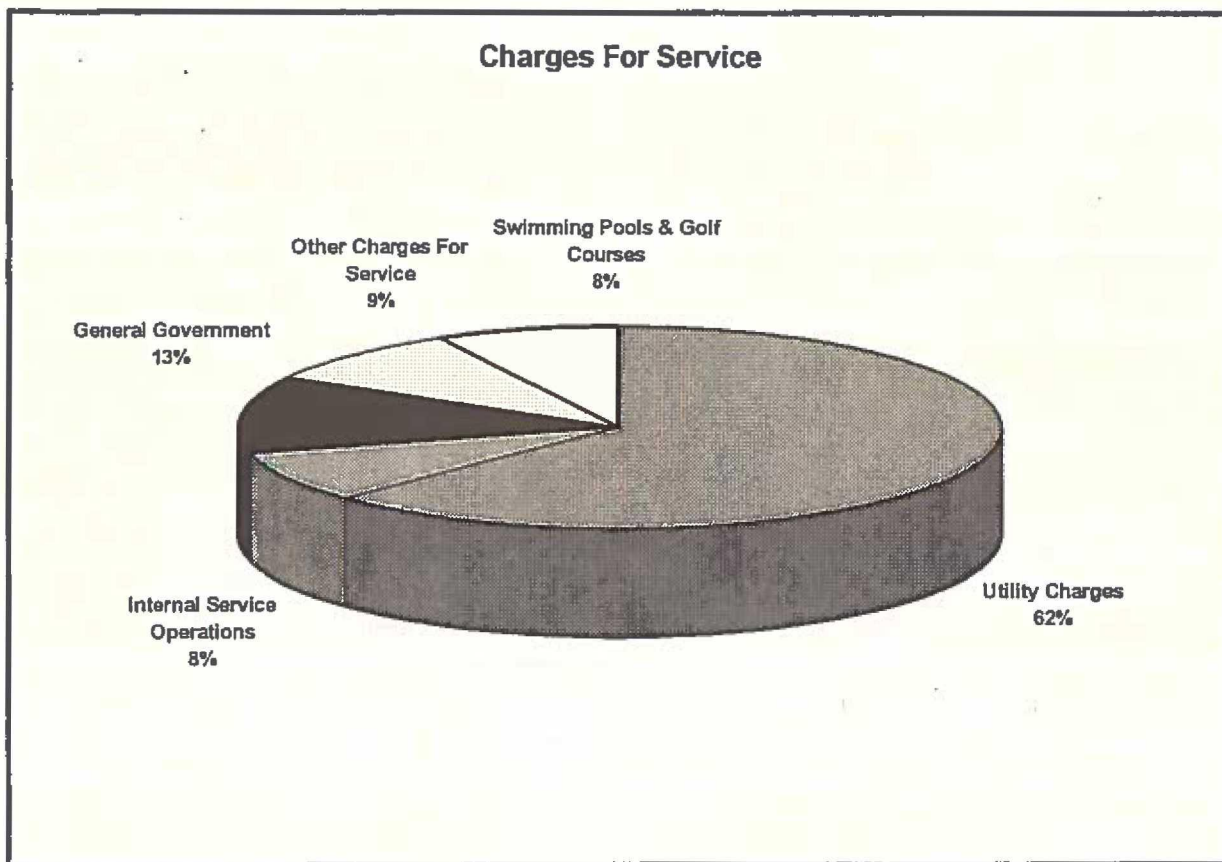
PROJECTION METHOD: Projections for state shared taxes are based on estimates from the State Department of Revenue, population and area changes, historical data, and known changes in the allocation formulas.

FINANCIAL OVERVIEW

-Revenue-

Charges for Service

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 \$23.0 and \$23.5 million, in user charges, for 1998 and 1999, respectively. This equates to thirty six percent (26%) of total City revenue.



Approximately 87% of all user charges will be collected in the 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	1998	1999	
Utility Charges			
-Water Services	\$ 3,895,038	\$ 3,929,658	24%
-Refuse Removal	2,002,901	2,085,664	12%
-Sewer Charges	4,489,754	4,497,806	27%
Subtotal Utilities	10,387,693	10,513,128	63%
General Government	2,054,517	2,137,147	13%
Swimming Pools & Golf Courses	1,283,055	1,329,004	8%
Other Proprietary Funds	2,722,963	2,821,992	17%
Total	\$16,448,228	\$16,801,271	100%

FINANCIAL OVERVIEW

-Revenue-

Utility Charges

The largest share (63%) of revenue from service charges is generated by the City's water, sewer and sanitation utilities. The Water Fund anticipates collecting \$7.8 million in user fees for 1998 and 1999 from water sales and other user charges. The Water Fund also bills the Solid Waste Removal and Joint Sewer funds for providing monthly utility billing services. The City/County Joint Sewer Fund is projecting \$9.0 million from monthly service charges over the two year period. The Sanitation Division has projected over \$2 million per year in the Solid Waste Removal Fund for residential and commercial refuse removal charges.

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

General Government Charges For Services

Charges for service in this category range from recreation programs to special police and fire services. The City anticipates collecting approximately \$2.1 million per year in revenues for providing these services. The largest single source, approximately \$1 million per year, stems from a service contract with the Grand Valley Rural Fire Protection District.

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

Swimming Pools & Golf Courses

The City of Grand Junction owns and operates two municipal golf courses and the Lincoln Park-Moyer Swimming Pool. In addition, in conjunction with School District #51 the City operates the Orchard Mesa Community Swimming Pool. User Fees from these enterprise operations for the next two budget years total \$753,000 in swimming pool and water slide admissions, \$705,000 and \$1.2 million in green fees, season passes, and cart rentals from the Lincoln Park and Tiara Rado Golf Courses, respectively.

Other User Fees:

Other user fees totaling approximately \$2.8 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. The cost for providing these services is arrived at on detailed budget basis, the number of users or occurrences is estimated, and the rate necessary to recoup these costs is derived.

Internal Service Fund Charges

Interfund Charges totaling \$6.6 million in 1998 and \$6.7 million in 1999 represents funds received by one fund for services rendered to another. Internal Service Funds are used to account for the financing of goods and services provided by one department to other City departments, on a cost-reimbursement basis. For example, the Data Processing Department bills each of the operating departments for their respective share of the total cost of providing centralized

FINANCIAL OVERVIEW

-Revenue-

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.

The General Fund receives annual revenue from each of the major operating funds in order to partially recoup the cost of providing city-wide general administrative, legal, accounting and financial services. This amount totals approximately \$800,000 annually and is calculated based on a percentage of the respective fund's projected operating 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 10% of total City revenue, or \$6.5 million per year. The types of revenue included in this category are identified in the table below.

Other Revenue (Table)	1998	1999	% Of Total
Licenses & Permits	\$ 104,021	\$ 104,833	2%
Intergovernmental	2,263,889	2,429,033	33%
Pooled Interest Income	2,152,593	2,149,076	30%
Capital Proceeds	1,072,228	932,332	5%
Miscellaneous	958,296	797,164	30%
Total	\$6,551,027	\$6,412,438	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.

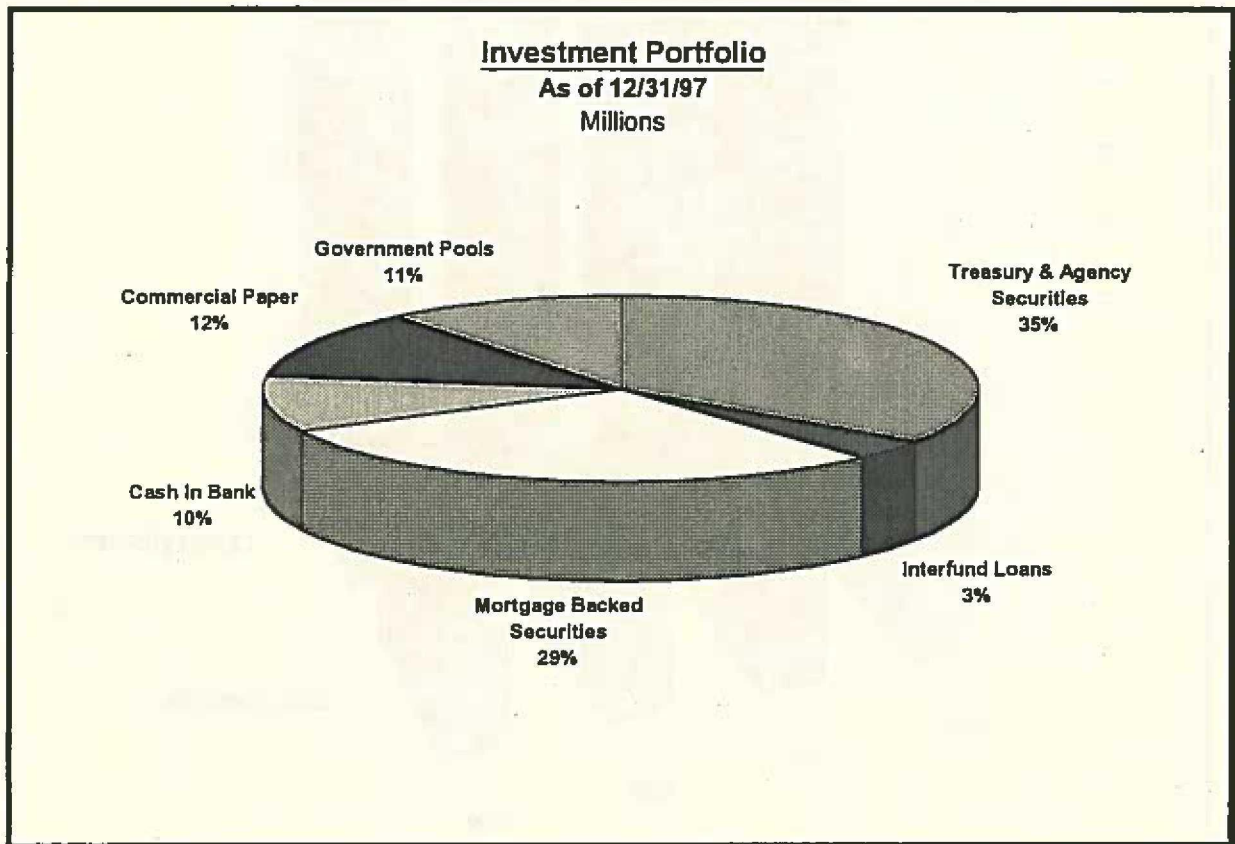
Capital Proceeds	Revenue Source	1998	1999
Sales Tax CIP Fund	Sale of Land	\$ 145,000	\$ 0
Water Fund	Tap Charges	70,000	35,000
Irrigation Fund	Tap Charges	1,300	1,300
Joint Sewer Fund	Tap Charges	803,544	823,632
Equipment Fund	Sale of Equipment	33,884	53,900
Stores Fund	Sale of Equipment	2,000	2,000
Grand Jct. West W&S Dist.	Tap Charges	1,000	1,000
Ridges Metro District	Tap Charges	15,500	15,500
Total		\$1,072,228	\$932,332

FINANCIAL OVERVIEW

-Revenue-

Pooled Interest Income

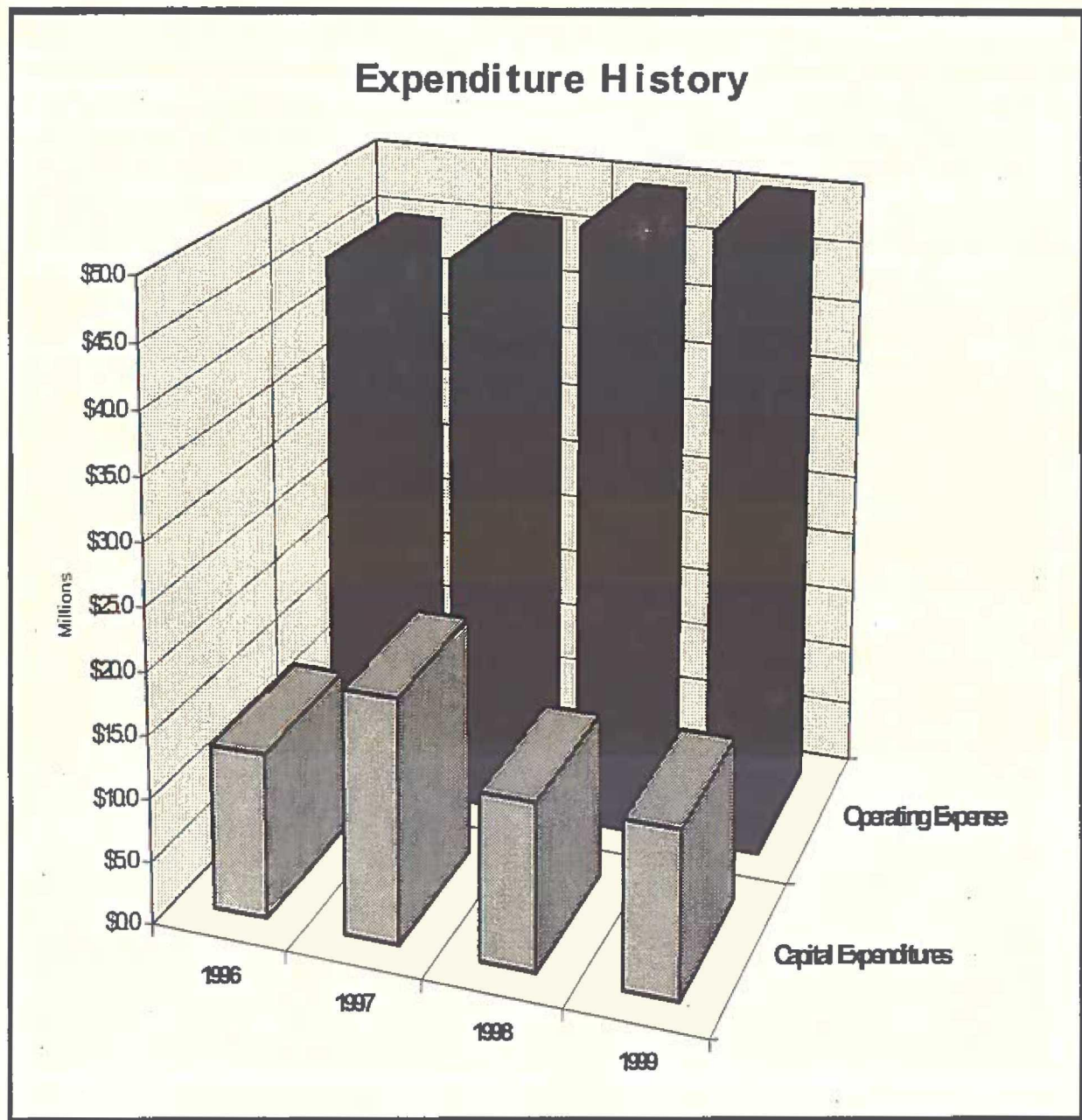
Pooled interest income totaling approximately \$2.2 million annually (3% of total revenue) represents interest earnings on all of the City's short and long-term cash investments. Cash balances in each of the City's accounting funds are pooled and invested in various financial instruments in a manner consistent with the City of Grand Junction's official investment policies. The City also employs the assistance of an Investment Advisory Committee. This committee is comprised of three local citizens appointed by the City Manager to 3-year overlapping terms. The graph below depicts the make-up of the City of Grand Junction's investment portfolio.



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

FINANCIAL OVERVIEW

-Expenditures-



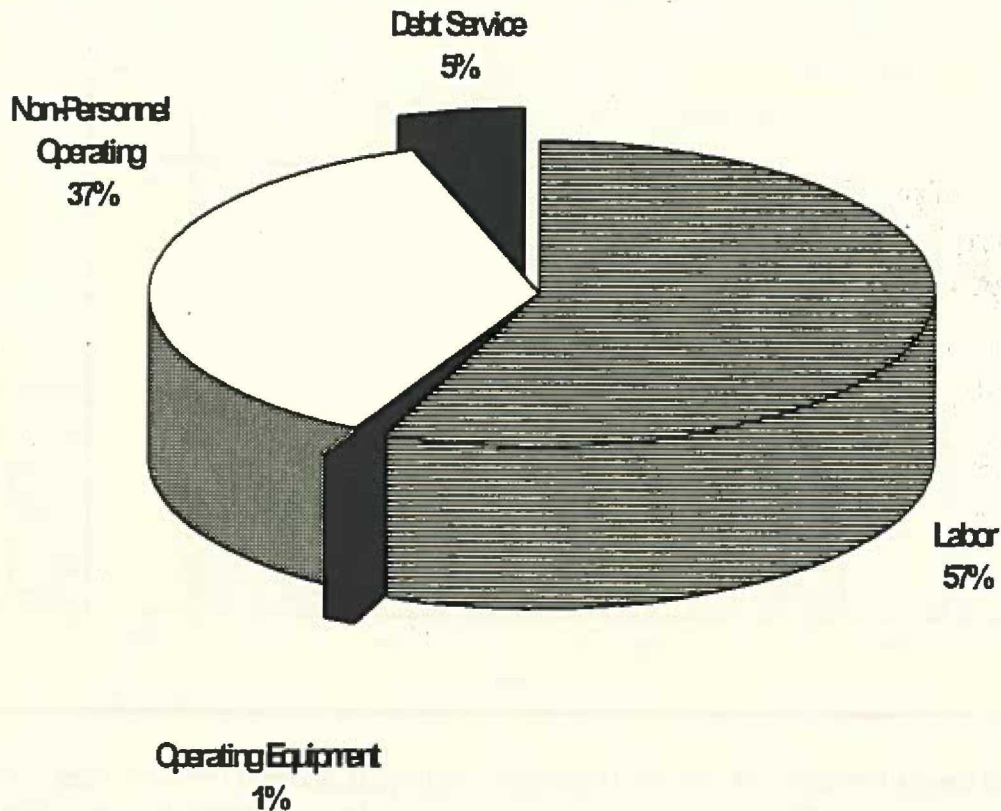
The City of Grand Junction has budgeted expenditures for all funds totaling approximately \$62.5 million in 1998, and \$63.2 million in 1999 (excluding budgeted transfers from one fund to another). However, these figures include amounts budgeted in the Internal Service Funds and therefore over-states the City's planned use of resources. The budget for Municipal Services totals \$55.2 million and \$55.6 million in 1998 and 1999 respectively. Capital improvement represents approximately 20% of budgeted expenditures over the next two years.

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 expenses by department and category, additional expenditure data can be found throughout the Department and Fund Summary sections of this document.

FINANCIAL OVERVIEW

-Expenditures-

Operating Expense by Category



Operating Expenses

The operating budget for all funds, totaling \$49.1 million in 1998 and \$49.8 million in 1999, constitutes 80% of the total budget. Operating expenditures are budgeted to increase 6.8% in 1998 and 1.4% in 1999.

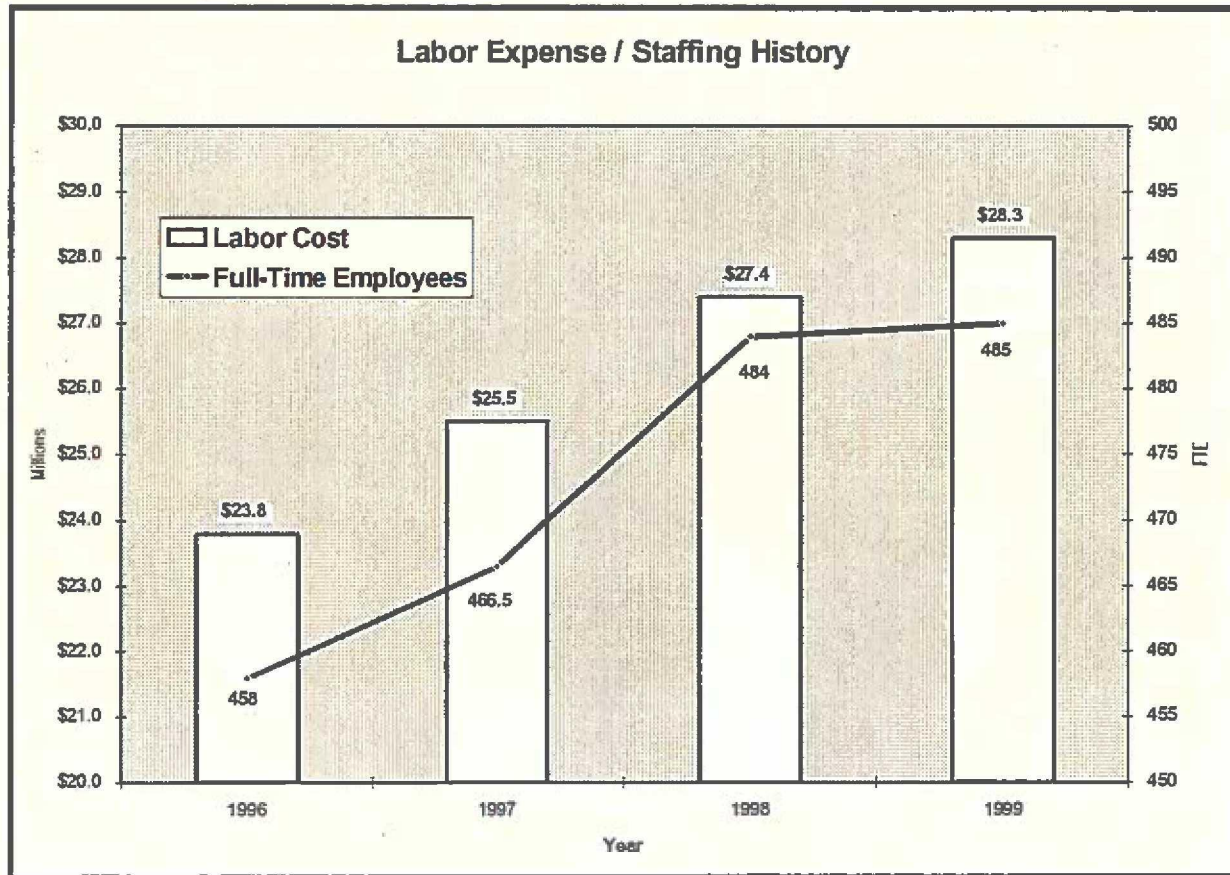
<u>OPERATING EXPENSE</u>	<u>1998</u>	<u>1999</u>	<u>% Of Total</u>
Labor	\$ 27,419,807	\$ 28,305,641	56%
Non-Personnel Operating	18,267,414	18,337,502	37%
Debt Service	2,599,343	2,597,853	5%
Operating Equipment	811,005	557,668	1%
Total	\$ 49,097,569	\$ 49,798,664	100%

FINANCIAL OVERVIEW

-Expenditures-

Labor Costs

Personnel services represent the largest expenditure category requiring \$55.7 million over the next two years, 56% of operating expenditures, 44% 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) represent approximately 12%, and employer contributions (social security, worker's compensation, etc.) account for 9% of the total expense for personnel services.

<u>DEPARTMENTAL LABOR COSTS</u>	<u>1998</u>	<u>1999</u>	<u>% Of Total</u>
City Administration	\$ 619,681	\$ 646,334	2%
Administrative Services	2,301,206	2,377,559	8%
Community Development	961,246	988,593	3%
Police Department	7,170,334	7,409,582	26%
Fire Department	4,407,861	4,550,743	16%
Public Works Department	7,743,953	8,008,124	28%
Parks and Recreation	3,746,331	3,876,414	14%
Visitor & Convention Bureau	291,083	301,989	1%
Non-Departmental (D.D.A.)	178,113	146,302	1%
Total	\$ 27,419,808	\$ 28,305,640	100%

FINANCIAL OVERVIEW

-Expenditures-

The \$27.4 million 1998 budget for personnel expenditures represents a 7.8% increase over 1997 while the \$28.3 million 1999 personnel budget reflects a 3.2% increase over 1998. These changes are primarily due to the items identified below:

- Based on the annual market survey and projected market changes, the average wage increase for 1998 will be 3.5%, a \$630,000 impact. An increase of 3.5% is also estimated for 1999. These estimates exclude the impact of new positions.
- Departments requested 33 full-time positions for the 1998-99 budget. These requests were prioritized giving consideration to the justifications given for the need, the cost-benefit and potential service advantage, and potential alternatives to adding each position. As a result of the foregoing process and review and approval by City Council, it was recommended that 18 new full-time positions be funded beginning in 1998 and an additional position in 1999.

All of the positions requests were prompted by increased workload and service demands, including those prompted by annexation and park development. The cost is \$1.02 million for new positions in 1998, plus an additional \$27,000 for the new position approved in 1999. These additional positions will bring the City's full-time complement to 484 in 1998 and 485 in 1999.

The new positions which were approved are listed below:

1998

Administration	Addition of 1 Staff Attorney
Administrative Services	Addition of 1 Senior Customer Service Representative
Police	Addition of 2 Patrol Officers (Traffic Division)
	Elimination of 1 Patrol Officer (Mesa State College)
	Addition of 1 Civilian Desk Clerk (Traffic Division)
	Addition of 1 Sergeant (Traffic Division)
	Addition of 1 Public Safety Telecommunicator
Fire	Addition of 1 Fire Prevention Officer
	Addition of 3 Firefighters
Public Works & Utilities	Elimination of 1 Traffic Engineer
	Addition of 1 Transportation Engineer
	Addition of 1 Transportation Systems Analyst
	Addition of 1 Project Engineer
	Addition of 1 Senior Engineering Technician
	Addition of 1 Construction Inspector
	Addition of 1 Cross Connection Control Coordinator
Parks & Recreation	Addition of 1 Parks Maintenance Supervisor (Canyon View)
	Addition of 1 Aquatics Coordinator
	Addition of 1 Golf Course Groundskeeper
	Addition of 1 Building Maintenance Worker
	Elimination of 1 Cemetery Maintenance Worker

FINANCIAL OVERVIEW

-Expenditures-

1999

Parks & Recreation

Addition of 1 Administrative Clerk II

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 272 through 276 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 29% of all budgeted operating expenditures, or \$18.3 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.

<u>NON-PERSONNEL COSTS</u>	<u>1998</u>	<u>1999</u>
Supplies & Materials	\$ 2,612,881	\$ 2,717,026
Repairs & Maintenance	606,347	614,229
Printing & Publishing	522,202	508,742
Utilities	2,556,618	2,637,649
Rent	88,331	89,657
Insurance	806,894	838,241
Travel & Training	835,214	801,506
Contract & Purchased Services	2,358,052	2,132,169
Other Fees & Services	315,251	319,360
Interfund Charges	5,964,147	6,070,990
Other	1,601,477	1,607,933
Total	\$ 18,267,414	\$ 18,337,502

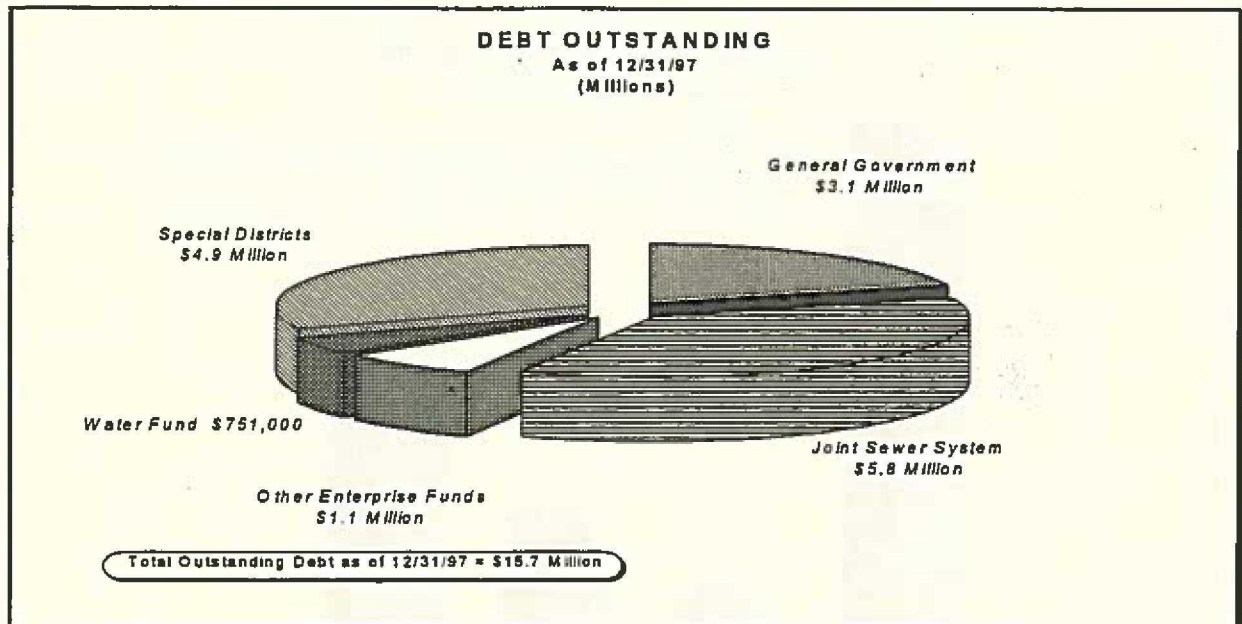
Debt Service

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

The City has traditionally adhered to a conservative debt management policy that carefully controls the amount of outstanding debt. Because of our strong capital improvement budgeting process and a pay-as-you-go approach, the City has been able to maintain and improve its infrastructure while avoiding unreasonable debt burdens. Bonds issued by the City continue to receive a rating of A2 from Moody's Investment and A+ from Standard & Poors rating service.

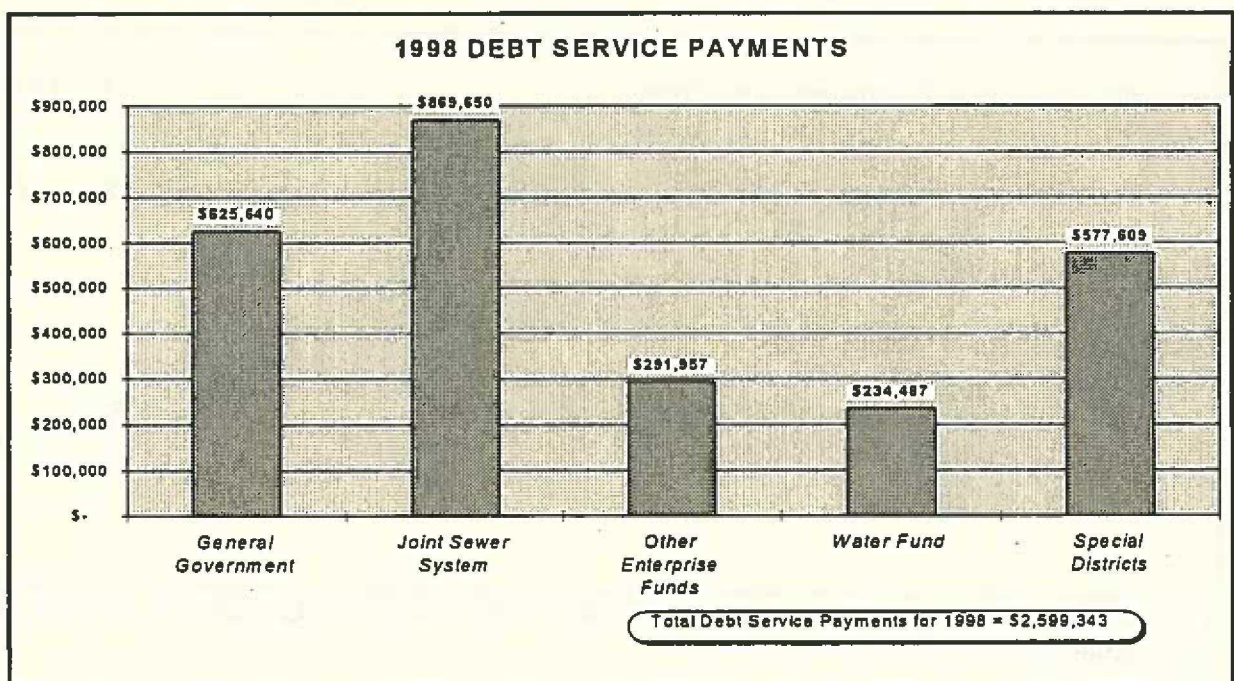
FINANCIAL OVERVIEW

-Expenditures-



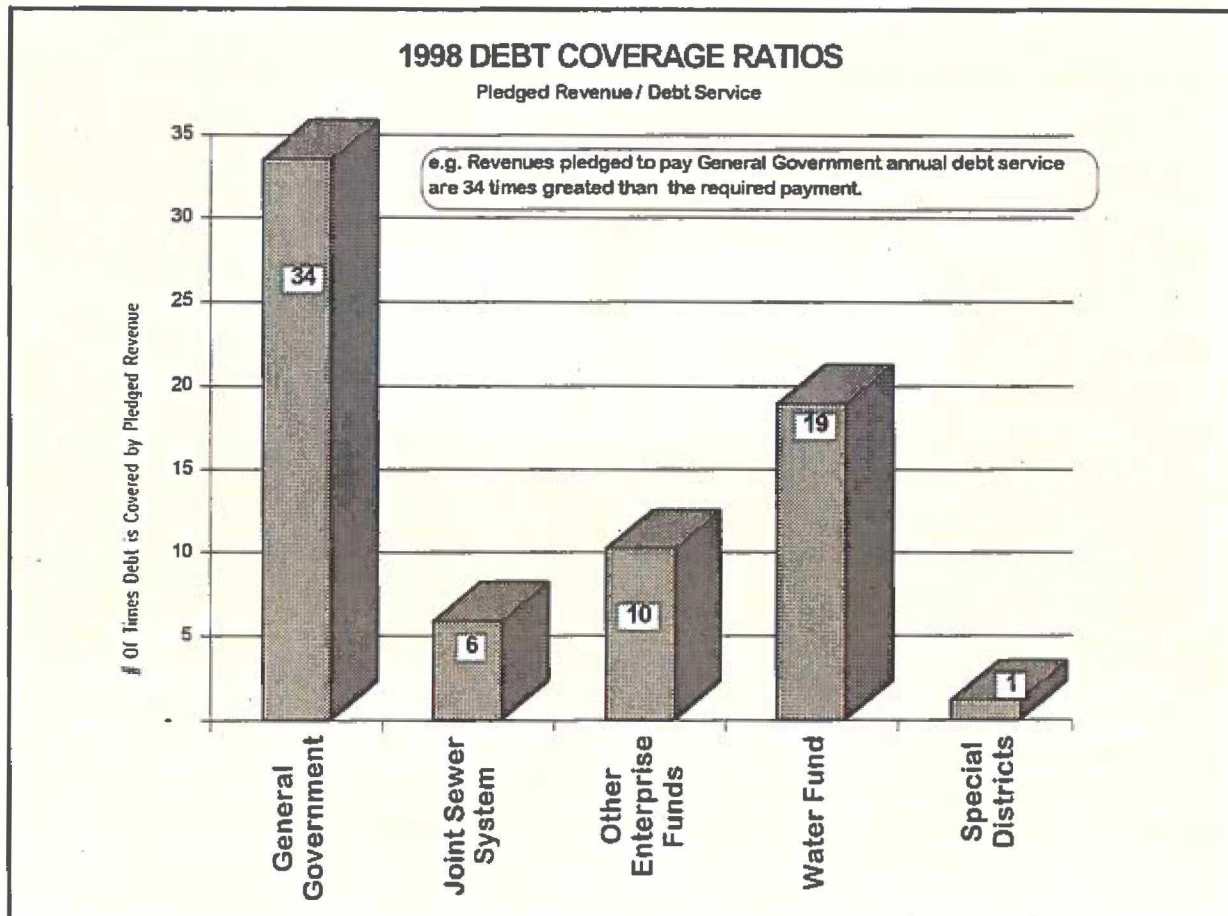
As of December 31, 1997, The City of Grand Junction and its related entities has \$15.7 million in outstanding debt. Of this amount only \$3.1 million represents General Government debt. The largest portion, \$5.8 million is the liability of the City of Grand Junction / Mesa County Joint Sewer Utility Fund. The special taxing districts have a combined total of approximately \$4.9 million in debt. The remaining \$1.9 million in outstanding debt is in the enterprise funds, including \$750,000 in the City's Water Utility Fund.

Total Debt Service payments of approximately \$2.6 million in 1998 and in 1999, represents 4% of total operating expenditures. General Government annual debt service payments of \$630,000 is 2.0% of the total operating expenditures budgeted for general governmental type services.



FINANCIAL OVERVIEW

-Expenditures-



Colorado State Statutes limit the total amount of General Obligation debt to three percent (3%) of the jurisdictions actual 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)		\$ 1,871,921,590
		0.03
Legal Debt Limit = 3% of Actual Value		\$ 56,157,648
Total General Obligation Debt:	\$ 3,936,665	
Less:		
Debt Exempted by Law (Water Bonds)	\$ (595,000)	
Special Taxing District Debt	\$ (3,341,665)	
Total Applicable to the Legal Debt Margin		\$ -
LEGAL DEBT MARGIN		<u>\$ 56,157,648</u>

For additional information see the consolidated debt schedule, page 291 of the Related Information section.

FINANCIAL OVERVIEW

-Expenditures-

Operating Capital

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

Operating equipment items in the 1998 budget total \$811,000 and includes such items as personal computers, construction and maintenance equipment, and specialty police and fire equipment. Approximately \$558,000 is included in the 1999 budget for these types of expenditures.

A complete listing of approved equipment purchases, by fund and department, is included in the Related Information section beginning on page 277.

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, \$530,000 and \$540,000 has been budgeted in 1998 and 1999 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 \$50,000 for any purpose deemed necessary. 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 re 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.

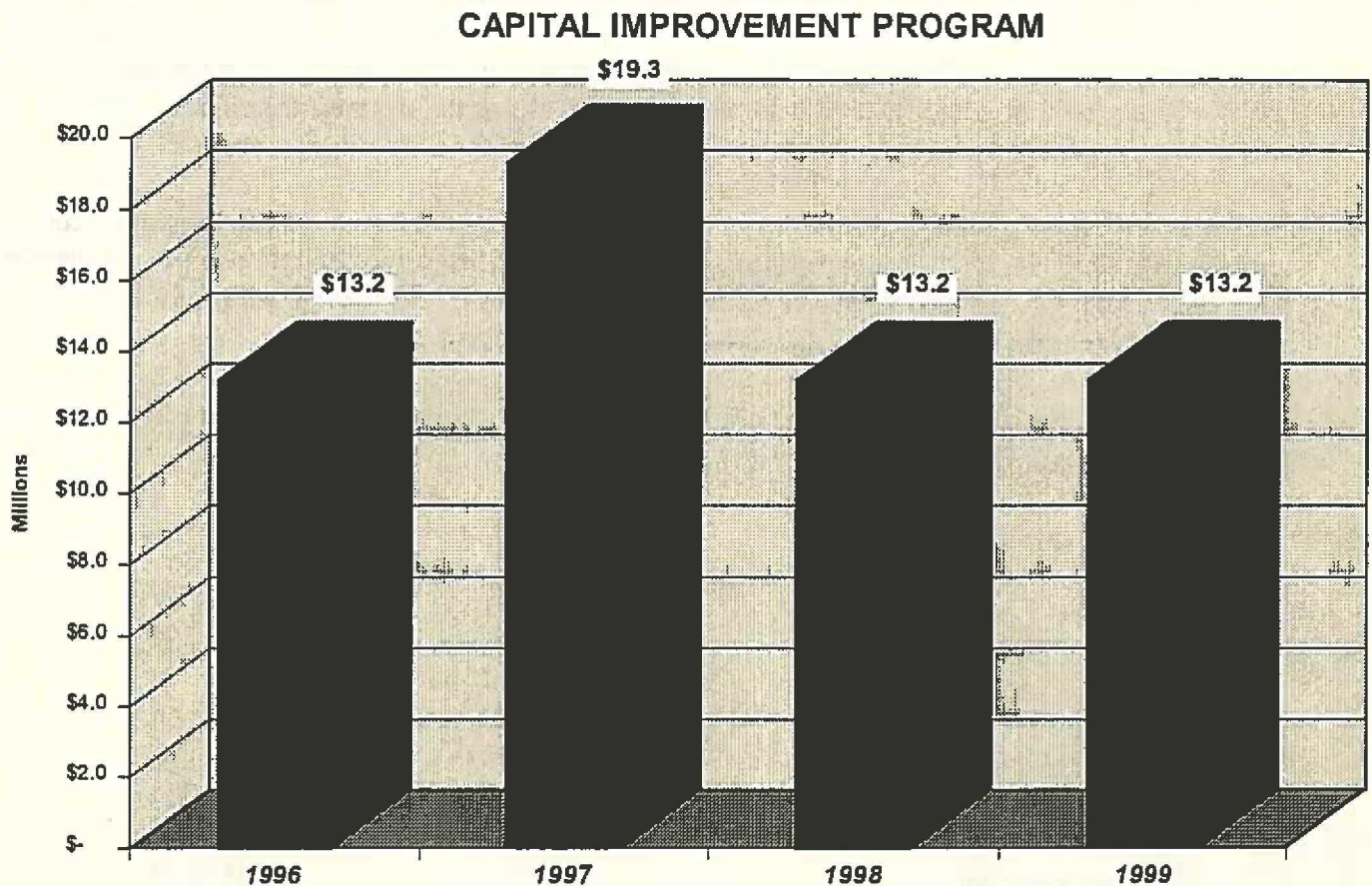
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CAPITAL IMPROVEMENTS

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 PROJECTS



The second largest expenditure category for the City continues to be Capital Outlay. Capital improvement projects totaling \$26.4 million over the next two years represents twenty one percent (21%) 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.

Determining which of the proposed capital projects get approved is the result of committee meetings, which include members of the City Council, to prioritize the City's current and future capital needs.

CAPITAL PROJECTS

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

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

The following table identifies the most significant projects approved in the City's Ten-Year Capital Improvement Program for the next two years.

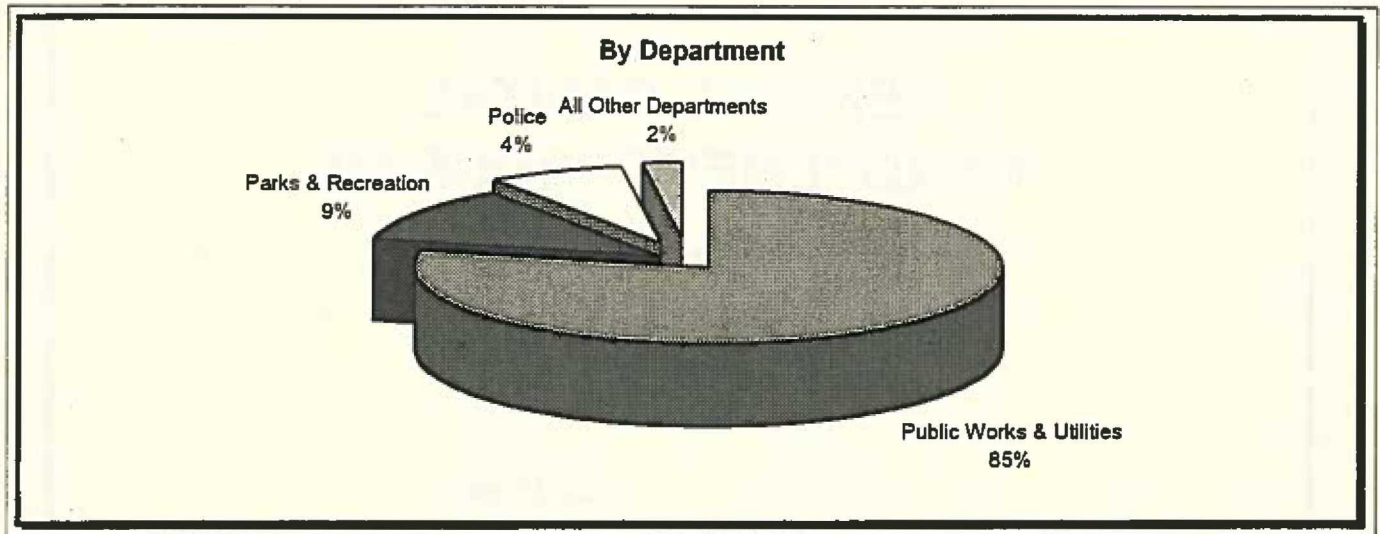
	<u>1998</u>	<u>1999</u>
12th Street: Bonita to Horizon	\$ 950,000	\$ 0
24 Road: F to I-70	80,000	1,036,000
5th Street Lighting & Streetscape	953,000	0
Eagle Rim Park	200,000	650,000
Baseball Field Lighting	297,515	0
27 1/2 Road Reconstruction	100,000	1,800,000
Unaweeep Avenue	792,000	0
City Hall Remodel	0	2,475,000
Contract Street Maintenance	1,451,000	1,509,000
Equipment Replacement	926,900	1,540,000
Water & Sewer Line Improvement	1,482,408	829,770
All Other	<u>5,997,559</u>	<u>3,332,259</u>
	\$13,230,382	\$13,172,029

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

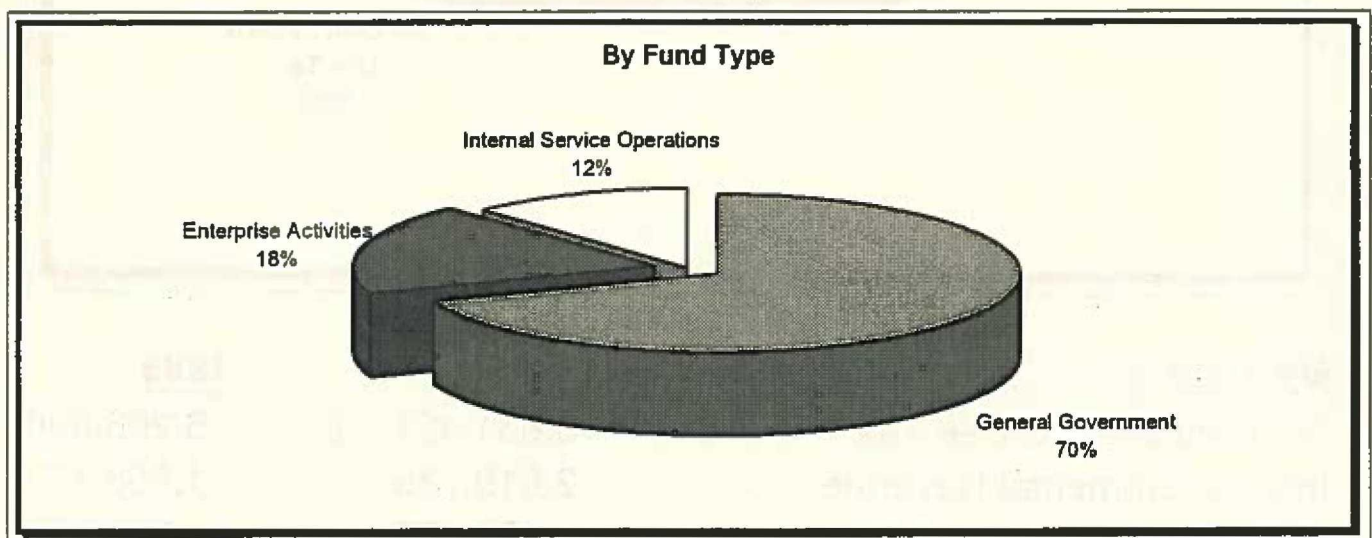
The Public Works & Utilities Department employs a sophisticated pavement management program which provides vital information about the life expectancy and structural soundness of the over 160 miles of paved streets. The results and recommendations received from this system are subsequently incorporated into the Ten Year CIP as part of the street reconstruction and overlay program.

The remainder of this section contains graphs and tables which depict the types and amounts of capital projects and the source of revenue for the General Capital Improvement Program. Also included is a capital improvement project listing, by fund and department, for all projects approved in the 1996 - 1997 biennial budget, plus a list of the operating impacts.

Capital Improvement Program Expenditures

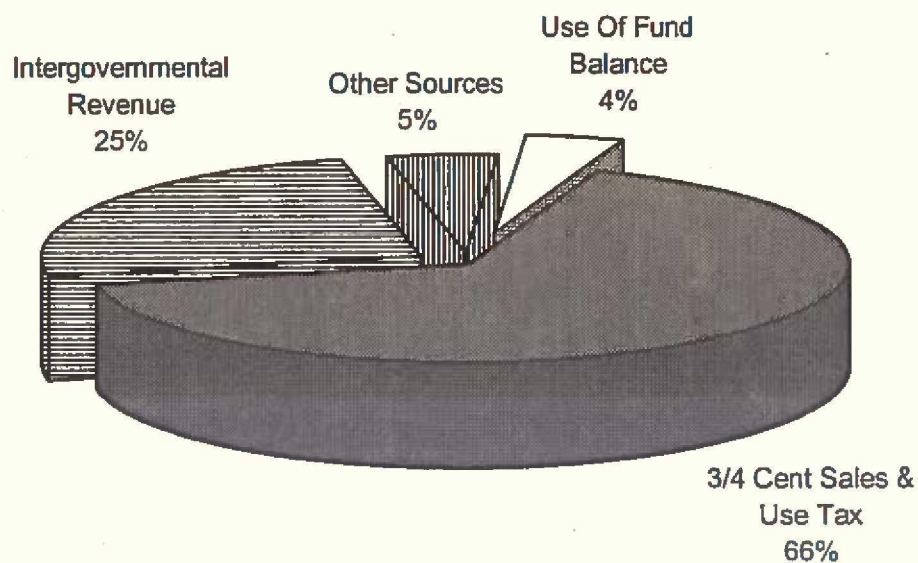


Department	1998	1999
Public Works & Utilities	10,413,108	11,901,029
Parks & Recreation	1,527,285	908,700
Police	990,275	150,000
All Other Departments	299,714	212,300
Total	13,230,382	13,172,029



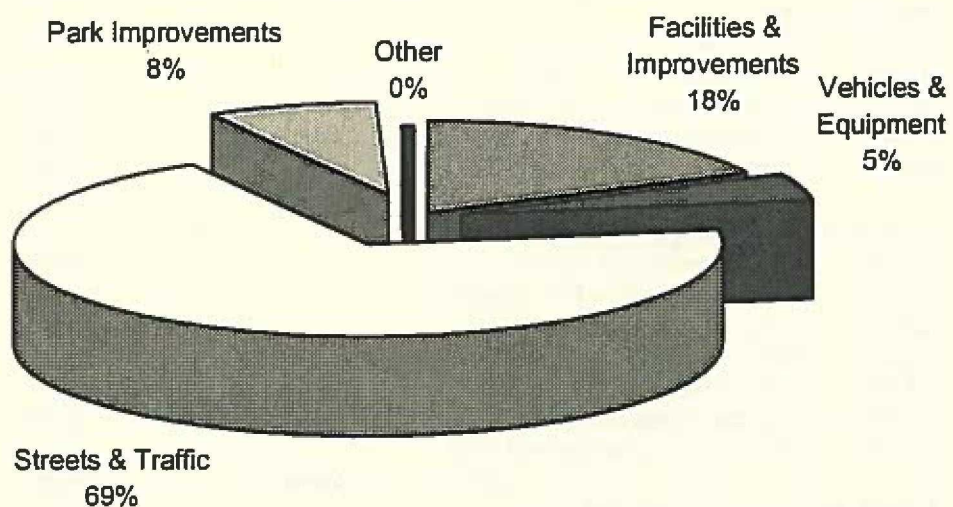
Fund Type	1998	1999
General Government	9,202,087	8,923,522
Enterprise Activities	2,438,281	2,466,507
Internal Service Operations	1,590,014	1,782,000
Total	13,230,382	13,172,029

GENERAL CAPITAL IMPROVEMENT PROGRAM Sources By Type



By Type		1998		1999
3/4 Cent Sales & Use Tax	\$	5,831,481	\$	6,206,800
Intergovernmental Revenue		2,619,735		1,858,172
Other Sources		629,882		243,979
Use Of Fund Balance		120,989		614,571
Total	\$	9,202,087	\$	8,923,522

GENERAL CAPITAL IMPROVEMENT PROGRAM Uses by Type



By Type		1998		1999
Facilities & Improvements	\$	560,000	\$	2,650,000
Vehicles & Equipment		758,645		89,508
Streets & Traffic		7,120,442		5,441,014
Park Improvements		693,000		723,000
Other		70,000		20,000
Total	\$	9,202,087	\$	8,923,522

City of Grand Junction
Capital Improvement Project Listing

Page 1 of 6

I. D. #	PROJECT DESCRIPTION	1998 BUDGET	1999 BUDGET
GENERAL FUND #100			
Police Department			
D01700	MDC System for Patrol Vehicle	\$162,000	\$0
D03800	Infrared Spectrophotometer	17,500	0
D03900	Patrol Cars	23,205	0
D04000	Gas Chromatograph/Mass Spectrophotomet	95,000	0
D04100	Automatic Fingerprint ID System (AFIS)	75,000	0
D04700	2 Patrol Cars / Traffic	46,570	0
	<i>Subtotal: Police</i>	419,275	0
Fire Department			
E01000	Cardiac Monitor Replacement Program	21,800	11,300
E01100	SCBA Replacement Program	120,000	0
E02100	Confined Space Rescue Team	45,000	0
E02400	Thermal Imaging Helmet	25,000	0
E02600	Vehicle, Fire Inspector, NP	15,800	0
	<i>Subtotal: Fire</i>	227,600	11,300
Public Works & Utilities Department			
F26400	Small Extended Cab Pickup	15,450	0
F26500	Replacement of Blue Print Machine	0	10,400
F27600	1/2 Ton Pickup Truck	0	18,096
F28300	Slide in Water Tank	0	26,000
F28600	3/4 Ton Pickup w/Utility Bed		23,712
F29400	Used Car (Police Sedan)	3,500	0
F31900	Small Pickup; Const. Inspector NP	14,250	0
	<i>Subtotal: Public Works</i>	33,200	78,208
Parks & Recreation Department			
G22800	Leaf Vacuum - Canyon View Park	26,000	0
G24600	New Equipment - Self Contained Sprayer	20,500	0
G28800	1/2 Ton Truck for Main Street Division	16,270	0
G29100	1/2 Ton Pickup; Parks Suprv. NP	15,800	0
	<i>Subtotal: Parks & Recreation</i>	78,570	0
TOTAL: GENERAL FUND		\$758,645	\$89,508

SALES TAX CAPITAL IMPROVEMENT FUND #201

Fire Department			
E01900	Station 3 Remodel	\$0	\$85,000
E02200	Replace Station #1 Apron	\$0	\$24,000
	<i>Subtotal: Parks & Recreation</i>	0	109,000
Public Works & Utilities Department			
F00400	Contract Street Maintenance	1,451,000	1,509,000
F00700	Alley Improvement District	296,000	308,000
F00900	Curb, Gutter & Sidewalk Replacement	296,000	308,000
F01300	Sidewalk Improvements	144,000	150,000
F01700	27 1/2 Rd.: F Rd. to G Rd. Reconstruction	100,000	1,800,000
F02000	Accessibility Improvements	50,000	50,000
F02100	Unawep: Hwy 50 to 28 1/2 Rd.	792,000	0
F02200	29 Rd: I-70B to F Rd.	0	60,000

City of Grand Junction
Capital Improvement Project Listing

Page 2 of 6

<u>I. D. #</u>	<u>PROJECT DESCRIPTION</u>	<u>1998 BUDGET</u>	<u>1999 BUDGET</u>
F02600	25 Rd.: Hwy 6&50 to F Rd.	350,000	100,000
F02700	12th St.: Bonita to Horizon & Traffic Signal	950,000	0
F03800	24 Rd.: F Rd. to I-70	80,000	1,036,000
F06900	Street Light Installations	79,000	82,000
F07000	Traffic Signal Controllers - Upgrade	20,000	21,000
F11200	7th St. & Gunnison Ave. - Signal Reconstruction	84,000	0
F11300	3rd & Main St. - Signal Reconstruction	84,000	0
F15400	5th St. Lighting & Streetscape	953,000	0
F15800	Ute Fire Line Upgrades	50,000	0
F16400	Paradise Hills Road Extension	200,000	0
F20200	Signal Reconstruction - S.T.M. Grant	0	180,000
F20400	Traffic signal Equipment Upgrade	44,000	46,000
F21500	Multi-Modal Striping/Signs	49,000	49,000
F22600	Police Department Re-Roof	0	24,000
F22900	25 1/2 Rd. Reconstruction F Rd. to G Rd.	275,000	0
F23700	Horizon Drive Trail	138,000	0
F24100	Land Purchase; Old County Jail	285,000	0
F25600	Traffic Calming Improvements	25,000	25,000
F26300	Bus Depot Lot Purchase/Parking Construction	140,000	0
F28400	12th St. Signal Upgrade	20,000	0
F28800	Hazardous Materials Storage	14,500	0
F28900	Fire Station #1 Radiant Heaters	22,000	0
F29000	Equipment Storage Exhaust System	14,500	0
F30200	Equipment Washdown Station	16,000	0
F30400	Operations Center Drainage Pan	24,000	0
F31000	South Ave: 5th to 9th	345,000	0
F31100	City Hall Remodel	0	2,475,000
F31700	24 Rd. Pedestrian & Bicycle Path	100,000	200,000
	<i>Subtotal: Public Works</i>	7,491,000	8,423,000
<u>Parks & Recreation Department</u>			
F21700	Lincoln Park Barn Re-Roof	0	42,000
G10300	Columbine Parking Lot Overlay	46,000	0
G11100	Stadium Restroom Construction	84,000	0
G16800	West Lake Park	160,000	0
G17900	Power Lines, Stoker Stadium	150,000	0
G23100	Eagle Rim Park (O.M.)	200,000	650,000
G23200	Park Development- Existing Parks	150,000	0
G24400	Backflow Prevention	20,000	20,000
G24500	Seal Coating of Existing Trails	30,000	0
G24800	Playground Protective Surfacing	33,000	23,000
G25800	Resurface Tennis Courts - Ridges	0	25,000
G25900	Basketball Court Resurfacing	0	25,000
G29500	TRCC Study	100,000	0
	<i>Subtotal: Parks & Recreation</i>	973,000	785,000
TOTAL: SALES TAX CIP FUND		\$8,464,000	\$9,317,000
Less Labor		(\$610,654)	(\$631,643)
Total Major Capital		\$7,853,346	\$8,685,357

City of Grand Junction
Capital Improvement Project Listing

Page 3 of 6

I. D. #	PROJECT DESCRIPTION	1998 BUDGET	1999 BUDGET
STORM DRAINAGE IMPROVEMENT FUND #202			
Public Works & Utilities Department			
F12900	Storm Drainage Improvements	\$350,000	\$208,000
	TOTAL: STORM DRAINAGE FUND	\$350,000	\$208,000
	Less Labor	(\$57,419)	(\$59,343)
	Total Major Capital	\$292,581	\$148,657
WATER FUND #301			
Public Works & Utilities Department			
F04800	Water Line Replacements	\$573,000	\$837,250
F04900	Fire Protection Upgrades / Water Line Replacement	90,750	140,750
F05200	Kannah Creek Flow Line / Pipe Replacement	25,000	0
F05400	Loop Dead-End Lines	25,000	0
F05600	Fire / Fill / Sampling Hydrants	5,000	0
F05700	Water Rights Purchase	2,000	2,000
F05800	Move Kannah Creek Flowline thru Orchard Mesa	0	70,000
F05900	Finish Water Tank Painting	350,000	0
F06000	Water Treatment Plant Modifications	0	25,000
F07800	Cathodic Protection - Corrosion Control	9,651	0
F12700	Ion Chromatograph	32,000	0
F19600	Residential Water Meters	41,700	43,368
F26000	Kannah Creek Fencing	8,304	0
F26500	Replacement of Blue Print Machine	0	3,120
F26700	Water Service Utility Truck	16,000	0
F26800	Gunnison Pump Station Rehabilitation	0	22,000
	TOTAL: WATER FUND	\$1,178,405	\$1,143,488
TWO RIVERS CONVENTION CENTER FUND #303			
Parks & Recreation Department			
G26200	Two Rivers Kitchen Equipment	\$33,000	\$0
G26300	Two Rivers - Chair Replacement	0	26,000
	TOTAL: TWO RIVERS C.C.	\$33,000	\$26,000
LINCOLN PARK GOLF COURSE FUND #305			
Parks & Recreation Department			
G03500	Tree Planting - Lincoln Park Golf Course	\$0	\$2,300
G21400	Bunkers - Lincoln Park Golf Course	2,200	1,200
	TOTAL: LINCOLN PARK GOLF	\$2,200	\$3,500
TIARA RADO GOLF COURSE FUND #306			
Parks & Recreation Department			
G20000	Tee Improvements - Tiara Rado	\$3,000	\$0
G21100	Tree Planting - Tiara Rado	0	2,200
G28400	Tee Mowers	16,000	16,000
	TOTAL: TIARA RADO GOLF	\$19,000	\$18,200

City of Grand Junction
Capital Improvement Project Listing

Page 4 of 6

<u>I. D. #</u>	<u>PROJECT DESCRIPTION</u>	<u>1998 BUDGET</u>	<u>1999 BUDGET</u>
CEMETERY FUND #307			
<u>Parks & Recreation Department</u>			
G08100	Cemetery Development	44,000	0
TOTAL: CEMETERY FUND		\$44,000	\$0
DATA PROCESSING FUND #401			
<u>Administrative Services Department</u>			
B01700	Banner Fileserver Replacement	\$0	\$92,000
B01800	Telephone System Upgrade	40,000	0
B02000	Records Management System Upgrade	32,114	0
TOTAL: DATA PROCESSING FUND		\$72,114	\$92,000
EQUIPMENT FUND #402			
<u>Public Works & Utilities Department</u>			
F15000	Equipment Replacement	\$926,900	\$1,540,000
F29100	Maintenance Shop Paving Repair	20,000	0
TOTAL: EQUIPMENT FUND		\$946,900	\$1,540,000
COMMUNICATION CENTER FUND #405			
<u>Police Department</u>			
D01900	Comm Center Equipment Replacement	\$200,000	\$0
D02000	C.A.D. System Interface	\$366,000	\$150,000
D04300	Wireless 911	5,000	0
TOTAL: COMM. CENTER FUND		\$571,000	\$150,000
P.I.A.B. FUND #703			
<u>Parks & Recreation Department</u>			
G28900	Baseball Field Lighting - Suplizio Field	\$297,515	\$0
TOTAL: P.I.A.B. FUND		\$297,515	\$0
JOINT SEWER SYSTEM FUND #904			
<u>Public Works & Utilities Department</u>			
F06400	Plant Backbone Improvements	\$22,354	\$98,608
F10100	Interceptor Repair & Replacement	162,240	168,730
F12500	WWTF Laboratory Expansion	28,416	189,440
F27000	Sludge Pilot Project	94,099	0
F27100	Flow Monitoring Stations	43,264	89,989
F27700	Level Wind Winch	12,657	0
F27800	Back Up Generator	20,000	0
F27900	Heat Exchanger	42,000	42,000
F28000	Slide Gates F.E. Basin	16,000	0
F30100	Ferrous Chloride Building	10,500	0
F31400	Polymer Feed Pumps	44,346	0
TOTAL: JOINT SEWER FUND		\$495,876	\$588,767

City of Grand Junction
Capital Improvement Project Listing

Page 5 of 6

I. D. #	PROJECT DESCRIPTION	1998 BUDGET	1999 BUDGET
JOINT SEWER SYSTEM FUND #905			
Public Works & Utilities Department			
F10200	Sewer Line Replacement in Collection System	\$417,643	\$385,504
F10300	Sewer Line Replacement / Alley Reconstruction	\$123,157	\$176,928
F26500	Replacement of Blue Print Machine	0	3,120
TOTAL: JOINT SEWER SYSTEM FUND		\$540,800	\$565,552
LINCOLN PARK SWIMMING POOL FUND #3041			
Parks & Recreation Department			
G04100	Bathhouse Floor Replacement - LP Moyer Pool	\$40,000	\$0
G19500	Diving Boards and Stands Replacement - LP	\$0	\$12,000
G27300	LP Pool - Light Pole Replacement	0	8,000
TOTAL: LP SWIMMING POOL FUND		\$40,000	\$20,000
ORCHARD MESA SWIMMING POOL FUND #3042			
Parks & Recreation Department			
G19000	Orchard Mesa Pool Deck Resurface	\$40,000	\$0
G27500	Locker Room / Entry Floor Replacement - OM Pool	\$0	\$26,000
G27600	Locker Replacement - OM Pool	0	30,000
TOTAL: OM SWIMMING POOL FUND		\$40,000	\$56,000
PARKING CONTROL OPERATIONS FUND #3080			
Public Works & Utilities Department			
F17000	Parking Lot Landscaping	\$45,000	\$45,000
TOTAL: PARKING CONTROL OPER FUND		\$45,000	\$45,000
TOTAL: ALL FUNDS		\$13,230,382	\$13,172,029

City of Grand Junction
Capital Improvement Project Listing

Page 6 of 6

I. D. #	PROJECT DESCRIPTION	1998 BUDGET	1999 BUDGET
<u>TOTAL BY FUND</u>			
	General Fund #100	\$758,645	\$89,508
	Sales Tax CIP Fund #201	7,853,346	8,685,357
	Storm Drainage Improvement Fund #202	292,581	148,657
	Water Fund #301	1,178,405	1,143,488
	Two Rivers Convention Center Fund #303	33,000	26,000
	Lincoln Park Golf Course Fund #305	2,200	3,500
	Tiara Rado Golf Course Fund #306	19,000	18,200
	Cemetery Fund #307	44,000	0
	Data Processing Fund #401	72,114	92,000
	Equipment Fund #402	946,900	1,540,000
	Communication Center Fund #405	571,000	150,000
	P.I.A.B. Fund #703	297,515	0
	Joint Sewer Fund #900	495,876	588,767
	Joint Sewer Fund #905	540,800	565,552
	Lincoln Park Swimming Pool Fund #3041	40,000	20,000
	Orchard Mesa Swimming Pool Fund #3042	40,000	56,000
	Parking Control Operations Fund #3080	45,000	45,000
TOTAL: ALL FUNDS		\$13,230,382	\$13,172,029
<u>TOTAL BY DEPARTMENT</u>			
	Administrative Services	\$72,114	\$92,000
	Police	990,275	150,000
	Fire	227,600	120,300
	Public Works & Utilities	10,413,108	11,901,029
	Parks & Recreation	1,527,285	908,700
TOTAL: ALL DEPARTMENTS		\$13,230,382	\$13,172,029

The Operating Impacts of Major Capital Expenditures

This table is presented to reflect the on-going impact on the operating budget from the capital expenditures approved in the 1998/1999 biennial budget. The budgets for individual funds have been properly adjusted to account for these additional operating costs. Example of these types of expenses include; vehicle fuel, accruals for equipment replacement, utility costs, and equipment maintenance. The largest impact on operations will result from maintenance and replacement accrual for the mobile data terminals being purchased by the Police Department for the Patrol Cars. Another significant impact is going to be a property lease in 1999 for the temporary relocation of City Hall services while the building is being re-constructed.

Project				
<u>I.D. #</u>	<u>Description</u>		<u>1998</u>	<u>1999</u>
D01700	Mobile Data Terminals	\$	63,800	\$ 88,000
D03900	Patrol Cars		29,800	29,800
D04000	Gas Chromatograph		11,336	840
E01100	SCBA Replacements		12,000	12,000
E02100	Confined Space Rescue Team Equip.		4,000	4,148
F06900	Street Light Installations		11,200	11,650
F21500	Multi-Modal Striping / Signs		1,036	1,080
F26400	Small Extended Cab Pickup		2,050	2,132
F26500	Blue Print Machine			1,274
F27600	1/2 Ton Pickup			2,246
F28300	Slide-In Water Tank			3,134
F28600	3/4 Ton Pickup w/ Utility Bed			2,507
F29400	Used Sedan		200	208
F31100	City Hall Remodel			80,000
G22800	Leaf Vacuum - Canyon View Park		3,392	3,392
G24600	Self Contained Sprayer		4,050	4,050
G22800	1/2 ton Truck for Main Street Division		2,410	2,410
TOTAL \$			145,274 \$	248,871

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 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.

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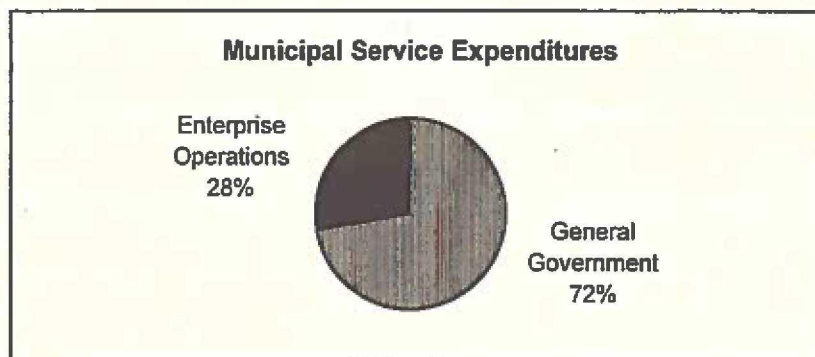
This section is divided into two major subsections; General Government and Enterprise Activities.

MUNICIPAL SERVICES

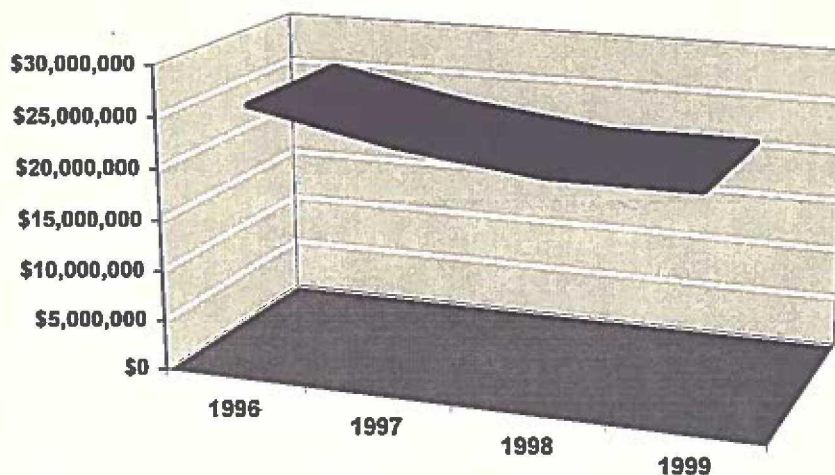
TOTAL: ALL MUNICIPAL SERVICE FUNDS

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.



Ending Funds Available



MUNICIPAL SERVICES

TOTAL: ALL MUNICIPAL SERVICE FUNDS

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 27,787,495	\$ 29,488,932	\$ 31,390,300	\$ 33,262,800
Licenses & Permits	95,862	101,457	103,721	104,533
Intergovernmental	674,798	4,331,806	2,263,889	2,429,033
Charges For Services	15,393,428	15,081,328	15,107,937	15,414,180
Interfund Charges	1,274,584	1,206,123	1,217,583	1,241,693
Interest & Investments	1,714,325	1,678,907	1,526,055	1,529,456
Other Revenue	1,080,609	1,688,823	920,796	759,664
Total Operating Revenue	48,021,081	53,577,376	52,530,281	54,741,359
Capital Proceeds	1,721,637	1,220,245	1,019,844	859,932
TOTAL REVENUE	\$ 49,742,718	\$ 54,797,621	\$ 53,550,125	\$ 55,601,291
EXPENDITURES				
Labor	\$ 21,632,708	\$ 23,066,299	\$ 24,862,930	\$ 25,697,361
Non-Personnel Operating	13,896,264	15,012,539	15,943,781	15,941,619
Debt Service	2,353,428	2,029,154	2,021,733	2,009,374
Operating Equipment	368,494	465,602	550,690	333,880
Total Operating Expense	38,250,894	40,573,594	43,379,134	43,982,234
Major Capital	11,352,835	17,138,972	11,640,368	11,390,029
Other Uses				
-Contingency	-	19,441	530,000	540,000
-Estimated Budget Savings	-	(335,000)	(345,000)	(355,000)
TOTAL EXPENDITURES	\$ 49,603,730	\$ 57,397,007	\$ 55,204,502	\$ 55,557,263
Transfers-In From Other Funds	3,408,671	3,858,604	4,163,841	3,257,988
Transfers-Out To Other Funds	3,407,783	3,994,854	4,174,841	3,269,988
Net Transfers	\$ 888	\$ (136,250)	\$ (11,000)	\$ (12,000)
TOTAL SOURCES	53,151,389	58,656,225	57,713,966	58,859,279
TOTAL USES	53,011,513	61,391,861	59,379,343	58,827,251
NET SOURCE (USE) OF FUNDS	\$ 139,877	\$ (2,735,636)	\$ (1,665,377)	\$ 32,028
ENDING FUNDS AVAILABLE	\$ 25,702,203	\$ 22,966,568	\$ 21,301,191	\$ 21,333,219

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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
- Parkland Expansion
- Wood Stove Replacement Incentive
- Economic Development Fund
- Sales Tax Capital Improvement Projects Fund
- Storm Drainage Development Fund
- Future Street Improvement Fund
- General Debt Service Fund

MUNICIPAL SERVICES

-General Government-

This group of funds is used to account for the revenues and expenditures associated with providing all general governmental types 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.

MUNICIPAL SERVICES

General Governmental Funds

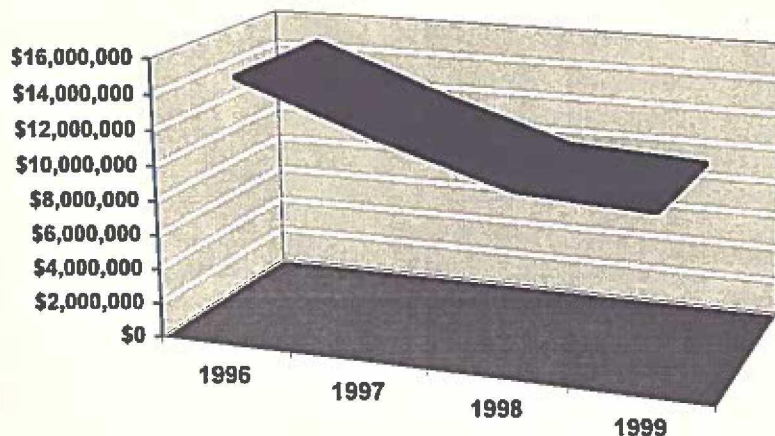
TOTAL: GENERAL GOVERNMENT FUNDS

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
Wood Stove Replacement Incentive
Sales Tax Capital Improvement Project Fund
Storm Drainage Improvement Fund
Future Street Improvement Fund
Parks Improvement Advisory Board
General Debt Service Fund

Ending Funds Available



MUNICIPAL SERVICES

General Governmental Funds

TOTAL: GENERAL GOVERNMENT FUNDS

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 27,787,495	\$ 29,488,932	\$ 31,390,300	\$ 33,262,800
Licenses & Permits	95,612	101,057	103,321	104,133
Intergovernmental	140,501	4,193,728	2,171,642	2,326,177
Charges For Services	2,524,216	2,017,926	2,054,517	2,137,147
Interfund Charges	851,570	800,570	808,583	828,693
Interest & Investments	1,042,630	1,001,576	825,124	818,725
Other Revenue	713,455	1,408,870	676,734	567,775
Total Operating Revenue	33,155,478	39,012,659	38,030,221	40,045,450
Capital Proceeds	222,347	300,000	145,000	-
TOTAL REVENUE	\$ 33,377,825	\$ 39,312,659	\$ 38,175,221	\$ 40,045,450
EXPENDITURES				
Labor	\$ 16,382,687	\$ 17,746,338	\$ 19,256,502	\$ 19,912,418
Non-Personnel Operating	8,346,486	9,506,451	10,331,585	10,206,885
Debt Service	400,364	625,504	625,639	629,084
Operating Equipment	266,937	382,350	366,905	178,406
Total Operating Expense	25,396,473	28,260,643	30,580,631	30,926,793
Major Capital	8,205,240	13,475,787	9,202,087	8,923,522
Other Uses				
-Contingency	-	19,441	530,000	540,000
-Estimated Budget Savings	-	(335,000)	(345,000)	(355,000)
TOTAL EXPENDITURES	\$ 33,601,713	\$ 41,420,871	\$ 39,967,718	\$ 40,035,315
Transfers-In From Other Funds	3,107,612	3,131,045	3,482,333	2,622,778
Transfers-Out To Other Funds	3,278,709	3,742,624	3,950,611	3,046,758
Net Transfers	\$ (171,097)	\$ (611,579)	\$ (468,278)	\$ (423,980)
TOTAL SOURCES	36,485,437	42,443,704	41,657,554	42,668,228
TOTAL USES	36,880,422	45,163,495	43,918,329	43,082,073
NET SOURCE (USE) OF FUNDS	\$ (394,985)	\$ (2,719,791)	\$ (2,260,775)	\$ (413,845)
ENDING FUNDS AVAILABLE	\$ 14,738,874	\$ 12,019,083	\$ 9,758,308	\$ 9,344,463

MUNICIPAL SERVICES

General Governmental Funds

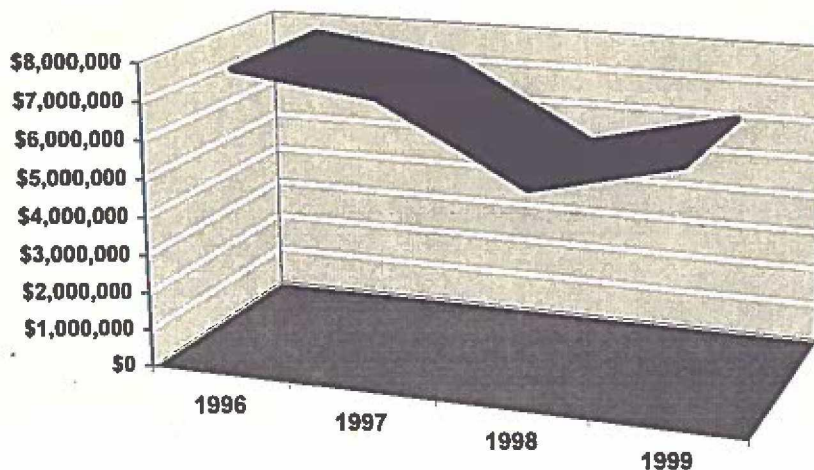
GENERAL FUND #100

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

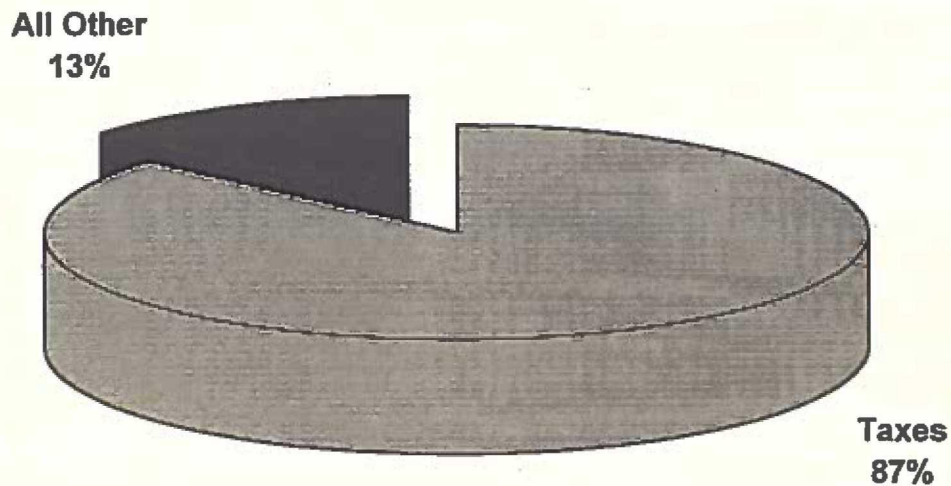


MUNICIPAL SERVICES
General Governmental Funds

GENERAL FUND #100

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 21,756,063	\$ 23,104,770	\$ 24,584,819	\$ 26,028,000
Licenses & Permits	95,612	101,057	103,321	104,133
Intergovernmental	110,870	62,122	142,642	27,177
Charges For Services	1,713,658	1,652,699	1,812,843	1,891,240
Interfund Charges	835,770	800,570	808,583	828,693
Interest & Investments	578,554	583,000	583,000	583,000
Other Revenue	405,797	429,030	404,634	404,675
Total Operating Revenue	25,496,324	26,733,248	28,439,842	29,866,918
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 25,496,324	\$ 26,733,248	\$ 28,439,842	\$ 29,866,918
EXPENDITURES				
Labor	\$ 15,734,173	\$ 16,949,978	\$ 18,297,346	\$ 18,919,443
Non-Personnel Operating	6,895,280	7,807,879	8,673,123	8,533,708
Debt Service	-	-	-	-
Operating Equipment	264,418	366,270	358,505	157,726
Total Operating Expense	22,893,870	25,124,127	27,328,973	27,610,877
Major Capital	387,015	726,860	758,645	89,508
Other Uses				
-Contingency	-	19,441	530,000	540,000
-Estimated Budget Savings	-	(335,000)	(345,000)	(355,000)
TOTAL EXPENDITURES	\$ 23,280,885	\$ 25,535,428	\$ 28,272,618	\$ 27,885,385
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	1,902,011	1,663,947	2,153,278	1,054,980
Net Transfers	\$ (1,902,011)	\$ (1,663,947)	\$ (2,153,278)	\$ (1,054,980)
TOTAL SOURCES	25,496,324	26,733,248	28,439,842	29,866,918
TOTAL USES	25,182,896	27,199,375	30,425,896	28,940,365
NET SOURCE (USE) OF FUNDS	\$ 313,427	\$ (466,127)	\$ (1,986,054)	\$ 926,553
ENDING FUNDS AVAILABLE	\$ 7,726,581	\$ 7,260,454	\$ 5,274,400	\$ 6,200,953

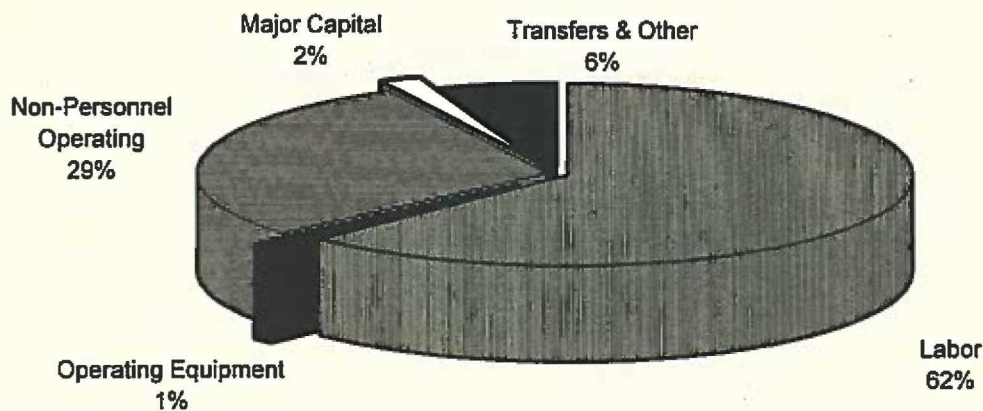
GENERAL FUND REVENUE By Type



REVENUE BY TYPE	1997	1998	1999	% Of Total
Taxes	\$ 23,104,770	\$ 24,584,819	\$ 26,028,000	87%
Interfund Charges	800,570	808,583	828,693	3%
Other Charges for Service	1,652,699	1,812,843	1,891,240	6%
Interest Income	583,000	583,000	583,000	2%
Other Revenue	592,209	650,597	535,985	2%
Total Revenue	\$ 26,733,248	\$ 28,439,842	\$ 29,866,918	100%

TAXES BY TYPE	1997	1998	1999	% Of Total
Sales & Use Tax	\$ 17,585,636	\$ 18,761,818	\$ 19,940,000	76%
Franchise Fees	1,095,000	1,140,500	1,184,000	5%
Property Tax	2,492,500	2,608,500	2,729,500	11%
Other Taxes	1,931,634	2,074,001	2,174,500	8%
Total Taxes	\$ 23,104,770	\$ 24,584,819	\$ 26,028,000	100%

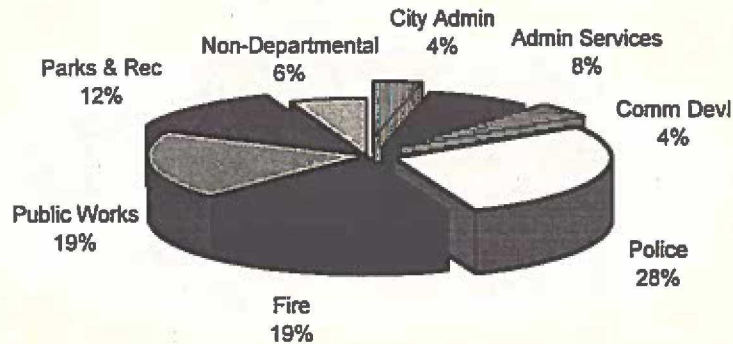
GENERAL FUND EXPENSE By Category



GENERAL FUND BUDGET BY CATEGORY				% Of Total
	1997	1998	1999	
Labor	\$ 16,949,978	\$ 18,297,346	\$ 18,919,443	63%
Non-Personnel Operating	7,807,879	8,673,122	8,533,708	29%
Operating Equipment	366,271	358,505	157,726	1%
Subtotal: Operating	25,124,127	27,328,973	27,610,877	92%
Major Capital	726,860	758,645	89,508	2%
Total Departmental	\$ 25,850,987	\$ 28,087,618	\$ 27,700,385	94%
Transfers & Other Uses	1,348,388	2,338,278	1,239,980	6%
TOTAL USES	27,199,375	30,425,896	28,940,365	100%

Percentage Change	1997 - 1998	1998 - 1999	Annualized
Labor	7.9%	3.4%	5.7%
Non-Personnel Operating	11.1%	-1.6%	4.5%
Operating Equipment	-2.1%	-56.0%	-34.4%
Subtotal: Operating	8.8%	1.0%	4.8%
Major Capital	4.4%	-88.2%	-64.9%
Total Departmental	8.7%	-1.4%	3.5%
Transfers & Other Uses	73.4%	-47.0%	-4.1%
TOTAL USES	11.9%	-4.9%	3.2%

GENERAL FUND EXPENSE By Department



GENERAL FUND BUDGET BY DEPARTMENT

	1997	1998	1999	% Of Total
City Administration	\$ 985,435	\$ 1,039,345	\$ 1,036,305	4%
Administrative Services	2,190,644	2,215,876	2,293,240	8%
Community Development	1,249,368	1,348,532	1,273,650	4%
Police	7,649,877	8,482,637	8,191,057	28%
Fire	5,120,994	5,600,276	5,477,646	19%
Public Works	5,445,579	5,603,820	5,759,828	19%
Parks & Recreation	3,209,090	3,797,132	3,668,658	12%
Total Departmental	\$ 25,850,987	\$ 28,087,618	\$ 27,700,384	94%
Transfers & Other Uses	1,348,388	2,338,278	1,239,980	6%
TOTAL USES	27,199,375	30,425,896	28,940,365	100%

Percentage Change	1997 - 1998	1998 - 1999	Annualized
City Administration	5.5%	-0.3%	2.5%
Administrative Services	1.2%	3.5%	2.3%
Community Development	7.9%	-5.6%	1.0%
Police	10.9%	-3.4%	3.5%
Fire	9.4%	-2.2%	3.4%
Public Works	2.9%	2.8%	2.8%
Parks & Recreation	18.3%	-3.4%	6.9%
Total Departmental	8.7%	-1.4%	3.5%
Transfers & Other Uses	73.4%	-47.0%	-4.1%
TOTAL USES	11.9%	-4.9%	3.2%

GENERAL FUND HISTORICAL SUMMARY

By Department

	1994 Actual	1995 Actual	1996 Actual	1997 Revised	1998 Budget	1999 Budget
TOTAL BY DEPARTMENT						
City Administration	\$ 703,257	\$ 835,914	\$ 825,103	\$ 992,728	\$ 1,041,566	\$ 1,033,305
Administrative Services	1,725,181	1,821,503	1,948,282	2,192,440	2,220,890	2,293,240
Community Development	816,679	1,072,527	1,082,621	1,250,581	1,345,050	1,273,650
Police	5,926,675	6,474,890	6,968,993	7,653,860	8,409,785	8,266,057
Fire	4,238,424	4,415,486	4,686,597	5,113,580	5,572,151	5,474,146
Public Works	4,163,223	4,495,677	5,098,412	5,450,325	5,603,417	5,759,828
Parks & Recreation	2,340,269	2,423,482	2,670,937	3,208,893	3,796,840	3,668,658
Subtotal Departmental:	19,913,708	21,539,479	23,280,945	25,862,408	27,989,700	27,768,885
Non-Departmental	2,364,882	2,497,496	1,902,011	1,661,738	2,033,278	1,039,980
TOTAL	\$ 22,278,590	\$ 24,036,975	\$ 25,182,956	\$ 27,524,146	\$ 30,022,978	\$ 28,808,865

	1994-to-1995	1995-to-1996	1996-to-1997	1997-to-1998	1998-to-1999	Average
\$ CHANGE BY DEPARTMENT						
City Administration	\$ 132,657	\$ (10,811)	\$ 167,625	\$ 48,838	\$ (8,261)	\$ 66,010
Administrative Services	96,322	126,779	244,158	28,450	72,350	113,612
Community Development	255,848	10,094	167,960	94,469	(71,400)	91,394
Police	548,215	494,103	684,867	755,925	(143,728)	467,876
Fire	177,062	271,111	426,983	458,571	(98,005)	247,144
Public Works	332,454	602,735	351,913	153,092	156,411	319,321
Parks & Recreation	83,213	247,455	537,956	587,947	(128,182)	265,678
Subtotal Departmental:	1,625,771	1,741,466	2,581,463	2,127,292	(220,815)	1,571,035
Non-Departmental	132,614	(595,485)	(240,273)	371,540	(993,298)	(264,980)
TOTAL	\$ 1,758,385	\$ 1,145,981	\$ 2,341,190	\$ 2,498,832	\$ (1,214,113)	\$ 1,306,055

	1994-to-1995	1995-to-1996	1996-to-1997	1997-to-1998	1998-to-1999	Annualized
% CHANGE BY DEPARTMENT						
City Administration	18.9%	-1.3%	20.3%	4.9%	-0.8%	8.0%
Administrative Services	5.6%	7.0%	12.5%	1.3%	3.3%	5.9%
Community Development	31.3%	0.9%	15.5%	7.6%	-5.3%	9.3%
Police	9.2%	7.6%	9.8%	9.9%	-1.7%	6.9%
Fire	4.2%	6.1%	9.1%	9.0%	-1.8%	5.3%
Public Works	8.0%	13.4%	6.9%	2.8%	2.8%	6.7%
Parks & Recreation	3.6%	10.2%	20.1%	18.3%	-3.4%	9.4%
Subtotal Departmental:	8.2%	8.1%	11.1%	8.2%	-0.8%	6.9%
Non-Departmental	5.6%	-23.8%	-12.6%	22.4%	-48.9%	-15.2%
TOTAL	7.9%	4.8%	9.3%	9.1%	-4.0%	5.3%

MUNICIPAL SERVICES

General Governmental Funds

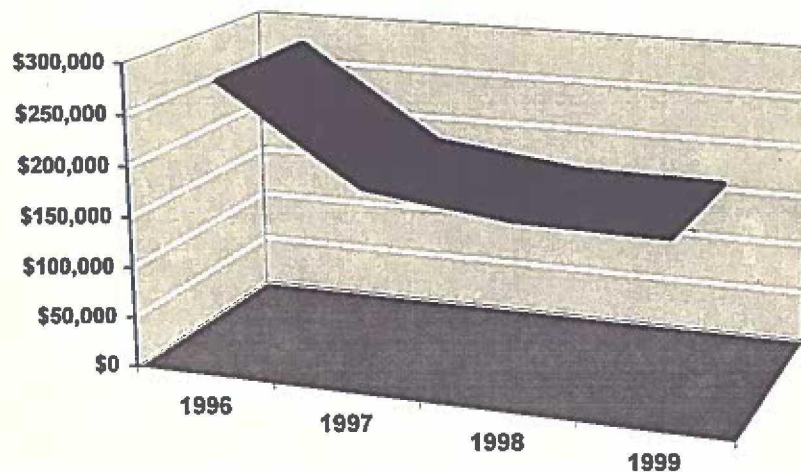
VISITOR & CONVENTION BUREAU #102

DESCRIPTION:

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

Lodging Tax receipts account for approximately 67% of this fund's revenue while the vendor's fee portion of the City Sales Tax constitutes 30%.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

VISITOR & CONVENTION BUREAU #102

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 870,976	\$ 928,000	\$ 974,000	\$ 1,028,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	13,721	12,377	12,824	12,977
Interfund Charges	-	-	-	-
Interest & Investments	14,103	15,000	8,000	8,000
Other Revenue	1,199	2,000	2,200	2,200
Total Operating Revenue	899,999	957,377	997,024	1,051,177
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 899,999	\$ 957,377	\$ 997,024	\$ 1,051,177
EXPENDITURES				
Labor	\$ 253,348	\$ 276,154	\$ 291,083	\$ 301,989
Non-Personnel Operating	554,862	602,072	685,562	700,221
Debt Service	29,843	29,806	29,806	29,806
Operating Equipment	2,519	16,080	8,400	20,680
Total Operating Expense	840,572	924,112	1,014,852	1,052,696
Major Capital	28,284	125,000	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 868,856	\$ 1,049,112	\$ 1,014,852	\$ 1,052,696
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	899,999	957,377	997,024	1,051,177
TOTAL USES	868,856	1,049,112	1,014,852	1,052,696
NET SOURCE (USE) OF FUNDS	\$ 31,143	\$ (91,735)	\$ (17,828)	\$ (1,519)
ENDING FUNDS AVAILABLE	\$ 278,519	\$ 186,784	\$ 168,956	\$ 167,437

MUNICIPAL SERVICES

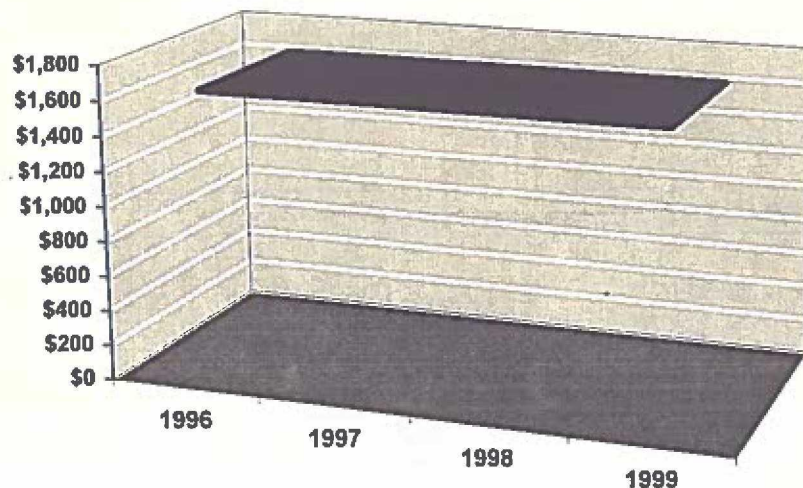
General Governmental Funds

GRANT DISTRIBUTIONS #104

DESCRIPTION:

The Community Development Fund is used to account for the resources and expenditures of the rental housing rehabilitation program grant administered by the Energy Office, a revolving loan fund grant administered by the Western Colorado Business Development Corporation, and other pass through grants applied for and received on behalf of other agencies.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

GRANT DISTRIBUTIONS #104

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	1,631	500,000	500,000	500,000
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	1,631	500,000	500,000	500,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 1,631	\$ 500,000	\$ 500,000	\$ 500,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	500,000	500,000	500,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	500,000	500,000	500,000
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ 500,000	\$ 500,000	\$ 500,000
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	1,631	500,000	500,000	500,000
TOTAL USES	-	500,000	500,000	500,000
NET SOURCE (USE) OF FUNDS	\$ 1,631	\$ -	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ 1,631	\$ 1,631	\$ 1,631	\$ 1,631

MUNICIPAL SERVICES

General Governmental Funds

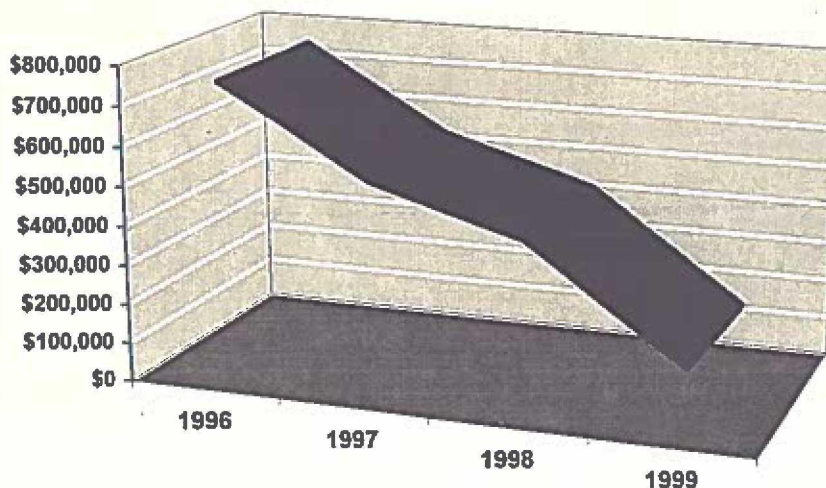
PARKLAND EXPANSION #105

DESCRIPTION:

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

These funds are used to acquire and improve parks and green space within the City of Grand Junction. Prior accumulations and future receipts of lottery proceeds are currently designated to help fund the implementation of the Parks Master Plan including Canyon View Park. These funds are transferred to the Sales Tax Capital Improvement Fund from which the resources are expended for park acquisition and development.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

PARKLAND EXPANSION #105

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	320,000	333,000	346,000
Charges For Services	327,398	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	41,511	38,000	35,000	32,000
Other Revenue	123,004	80,000	80,000	80,000
Total Operating Revenue	491,913	438,000	448,000	458,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 491,913	\$ 438,000	\$ 448,000	\$ 458,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	90,338	20,000	21,400	21,456
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	90,338	20,000	21,400	21,456
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 90,338	\$ 20,000	\$ 21,400	\$ 21,456
Transfers-In From Other Funds	80,358	-	-	-
Transfers-Out To Other Funds	411,521	632,998	535,603	712,323
Net Transfers	\$ (331,163)	\$ (632,998)	\$ (535,603)	\$ (712,323)
TOTAL SOURCES	572,271	438,000	448,000	458,000
TOTAL USES	501,859	652,998	557,003	733,779
NET SOURCE (USE) OF FUNDS	\$ 70,412	\$ (214,998)	\$ (109,003)	\$ (275,779)
ENDING FUNDS AVAILABLE	\$ 750,058	\$ 535,060	\$ 426,057	\$ 150,278

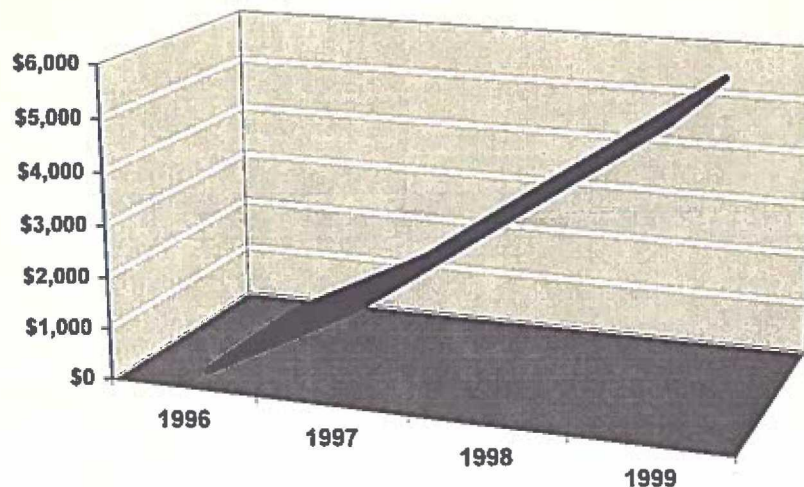
MUNICIPAL SERVICES
General Governmental Funds

WOOD STOVE REPLACEMENT INCENTIVE #106

DESCRIPTION:

The City of Grand Junction passed an ordinance in February of 1997 regulating wood stoves and fireplaces, authorizing incentives and grants to eliminate existing devices. The Wood Stove Incentive Replacement Fund was established to specifically account for \$25,000 that was appropriated in 1997 to help pay for removing non-EPA certified stoves and replacing them with certified wood burning or gas burning devices.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

WOOD STOVE REPLACEMENT INCENTIVE #106

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	1,500	2,000	2,000
Other Revenue	-	-	-	-
Total Operating Revenue	-	1,500	2,000	2,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE \$	-	\$ 1,500	\$ 2,000	\$ 2,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	25,000	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	25,000	-	-
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES \$	-	\$ 25,000	\$ -	\$ -
Transfers-In From Other Funds	-	25,000	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers \$	-	\$ 25,000	\$ -	\$ -
TOTAL SOURCES	-	26,500	2,000	2,000
TOTAL USES	-	25,000	-	-
NET SOURCE (USE) OF FUNDS \$	-	\$ 1,500	\$ 2,000	\$ 2,000
ENDING FUNDS AVAILABLE	\$ -	\$ 1,500	\$ 3,500	\$ 5,500

MUNICIPAL SERVICES

General Governmental Funds

ECONOMIC DEVELOPMENT #108

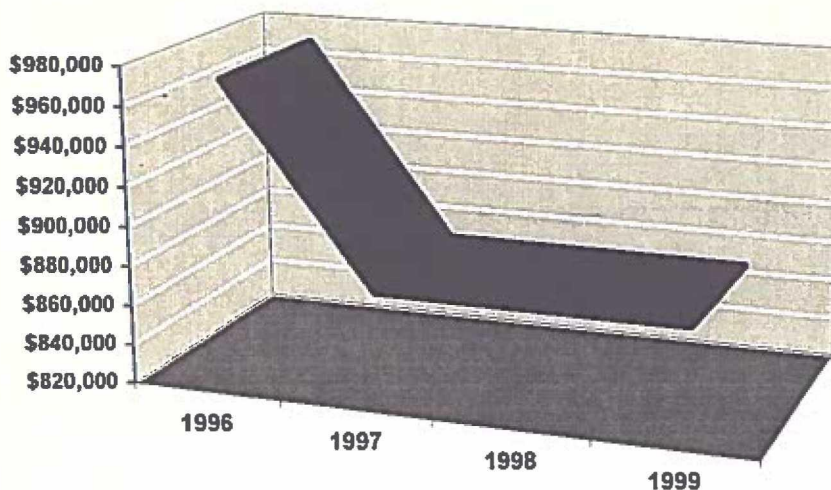
DESCRIPTION:

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

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

The majority of these funds that have been expended, has been through the Mesa County Economic Development Council as incentives for businesses locating to this area. Beginning in 1996, an annual amount of \$250,000 for the next ten years has been identified to assist Mesa State College with land acquisition and expansion. The disbursement of these funds will be dependent upon the college meeting specific criteria as established by the City Council.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

ECONOMIC DEVELOPMENT #108

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	5,000	-	-	-
Total Operating Revenue	5,000	-	-	-
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 5,000	\$ -	\$ -	\$ -
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	797,891	550,000	450,000	450,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	797,891	550,000	450,000	450,000
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 797,891	\$ 550,000	\$ 450,000	\$ 450,000
Transfers-In From Other Funds	450,000	450,000	450,000	450,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
TOTAL SOURCES	455,000	450,000	450,000	450,000
TOTAL USES	797,891	550,000	450,000	450,000
NET SOURCE (USE) OF FUNDS	\$ (342,891)	\$ (100,000)	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ 971,143	\$ 871,143	\$ 871,143	\$ 871,143

MUNICIPAL SERVICES

General Governmental Funds

SALES TAX CIP FUND #201

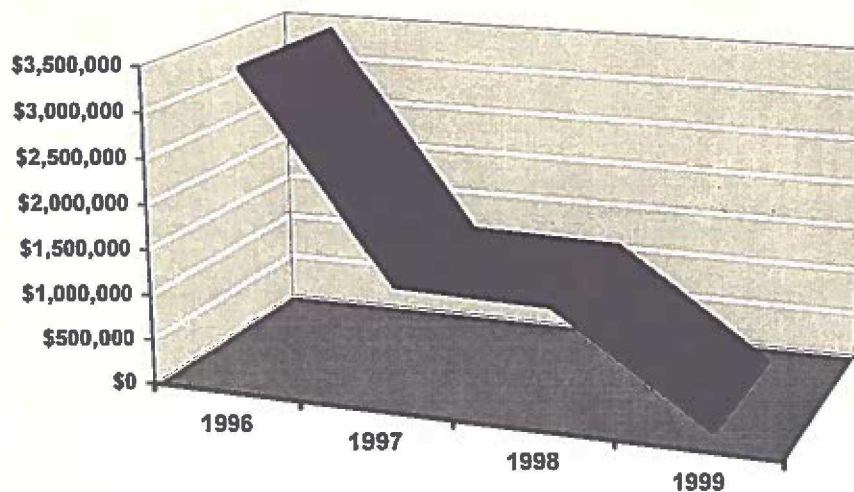
DESCRIPTION:

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

The large net use of funds, in 1996 and 1997 respectively, represent the accumulation and subsequent expenditure of funds for the development of park land, pursuant to the adopted Parks Master Plan.

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

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

SALES TAX CIP FUND #201

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 5,160,456	\$ 5,456,162	\$ 5,831,481	\$ 6,206,800
Licenses & Permits	-	-	-	-
Intergovernmental	-	3,283,606	1,168,000	1,425,000
Charges For Services	170,290	103,000	-	-
Interfund Charges	15,800	-	-	-
Interest & Investments	317,146	235,000	90,448	87,049
Other Revenue	172,455	410,840	69,900	70,900
Total Operating Revenue	5,836,147	9,488,608	7,159,829	7,789,749
Capital Proceeds	-	300,000	145,000	-
TOTAL REVENUE	\$ 5,836,147	\$ 9,788,608	\$ 7,304,829	\$ 7,789,749
EXPENDITURES				
Labor	\$ 381,989	\$ 484,626	\$ 610,654	\$ 631,643
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	381,989	484,626	610,654	631,643
Major Capital	7,574,431	11,755,033	7,853,346	8,685,357
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 7,956,420	\$ 12,239,659	\$ 8,464,000	\$ 9,317,000
Transfers-In From Other Funds	2,010,758	1,605,847	2,142,000	1,315,000
Transfers-Out To Other Funds	932,587	1,375,679	1,019,730	944,455
Net Transfers	\$ 1,078,171	\$ 230,168	\$ 1,122,270	\$ 370,545
TOTAL SOURCES	7,846,905	11,394,455	9,446,829	9,104,749
TOTAL USES	8,889,007	13,615,338	9,483,730	10,261,455
NET SOURCE (USE) OF FUNDS	\$ (1,042,102)	\$ (2,220,883)	\$ (36,901)	\$ (1,156,706)
ENDING FUNDS AVAILABLE	\$ 3,427,768	\$ 1,206,885	\$ 1,169,984	\$ 13,278

MUNICIPAL SERVICES

General Governmental Funds

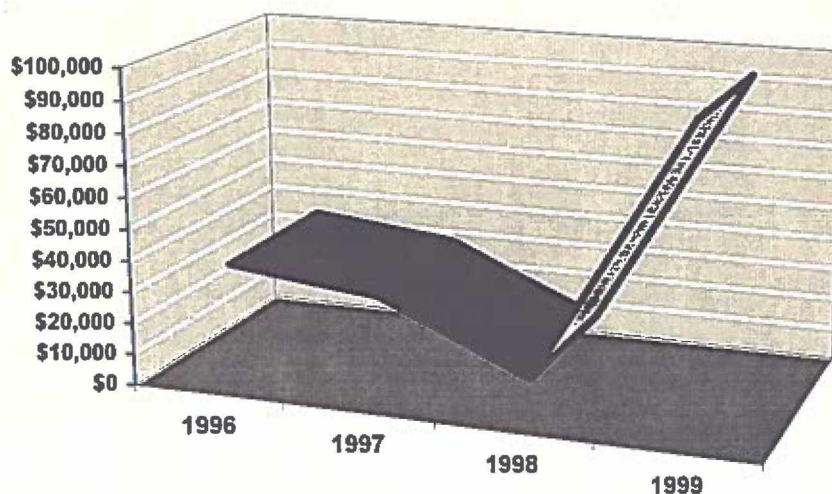
STORM DRAINAGE IMPROVEMENTS #202

DESCRIPTION:

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

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

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

STORM DRAINAGE IMPROVEMENTS #202

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	75,414	75,000	76,500	78,030
Interfund Charges	-	-	-	-
Interest & Investments	6,473	12,000	10,000	8,000
Other Revenue	-	-	-	-
Total Operating Revenue	81,887	87,000	86,500	86,030
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 81,887	\$ 87,000	\$ 86,500	\$ 86,030
EXPENDITURES				
Labor	\$ 13,177	\$ 35,580	\$ 57,419	\$ 59,343
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	13,177	35,580	57,419	59,343
Major Capital	191,352	207,674	292,581	148,657
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 204,529	\$ 243,254	\$ 350,000	\$ 208,000
Transfers-In From Other Funds	97,000	151,000	243,000	205,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 97,000	\$ 151,000	\$ 243,000	\$ 205,000
TOTAL SOURCES	178,887	238,000	329,500	291,030
TOTAL USES	204,529	243,254	350,000	208,000
NET SOURCE (USE) OF FUNDS	\$ (25,642)	\$ (5,254)	\$ (20,500)	\$ 83,030
ENDING FUNDS AVAILABLE	\$ 36,769	\$ 31,515	\$ 11,015	\$ 94,045

MUNICIPAL SERVICES

General Governmental Funds

FUTURE STREET IMPROVEMENTS #207

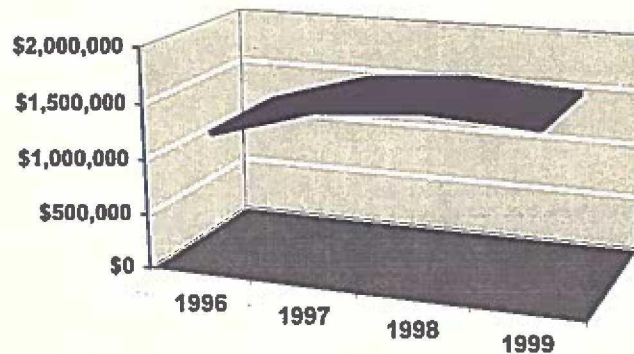
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

FUTURE STREET IMPROVEMENTS #207

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	199,085	150,000	127,500	130,050
Interfund Charges	-	-	-	-
Interest & Investments	72,209	96,400	93,000	95,000
Other Revenue	-	-	-	-
Total Operating Revenue	271,294	246,400	220,500	225,050
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 271,294	\$ 246,400	\$ 220,500	\$ 225,050
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	-	-	-
Major Capital	12,110	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 12,110	\$ -	\$ -	\$ -
Transfers-In From Other Funds	98,000	102,000	50,000	52,000
Transfers-Out To Other Funds	19,590	70,000	200,000	335,000
Net Transfers	\$ 78,410	\$ 32,000	\$ (150,000)	\$ (283,000)
TOTAL SOURCES	369,294	348,400	270,500	277,050
TOTAL USES	31,700	70,000	200,000	335,000
NET SOURCE (USE) OF FUNDS	\$ 337,594	\$ 278,400	\$ 70,500	\$ (57,950)
ENDING FUNDS AVAILABLE	\$ 1,209,186	\$ 1,487,586	\$ 1,558,086	\$ 1,500,136

MUNICIPAL SERVICES

General Governmental Funds

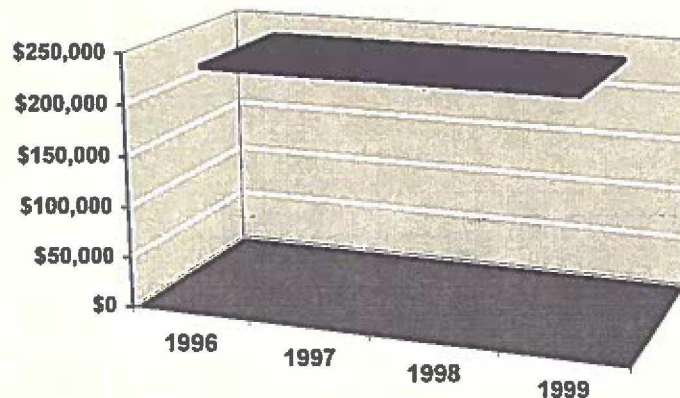
GENERAL DEBT SERVICE #610

DESCRIPTION:

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

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

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

GENERAL DEBT SERVICE #610

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	5,878	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	5,878	-	-	-
Capital Proceeds	222,347	-	-	-
TOTAL REVENUE	\$ 228,225	\$ -	\$ -	\$ -
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	500	1,500	1,500	1,500
Debt Service	370,521	595,698	595,833	599,278
Operating Equipment	-	-	-	-
Total Operating Expense	371,021	597,198	597,333	600,778
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 371,021	\$ 597,198	\$ 597,333	\$ 600,778
Transfers-In From Other Funds	371,496	597,198	597,333	600,778
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 371,496	\$ 597,198	\$ 597,333	\$ 600,778
TOTAL SOURCES	599,721	597,198	597,333	600,778
TOTAL USES	371,021	597,198	597,333	600,778
NET SOURCE (USE) OF FUNDS	\$ 228,700	\$ -	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ 233,733	\$ 233,733	\$ 233,733	\$ 233,733

MUNICIPAL SERVICES

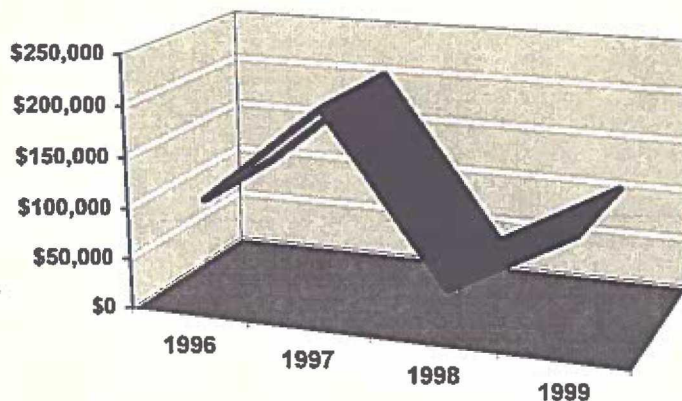
General Governmental Funds

PARKS IMPROVEMENT ADVISORY BOARD #703

DESCRIPTION:

The Parks Improvement Advisory Board (P.I.A.B.) Fund is an agency type fund that is used to provide the custodial function of accounting for operations of the PIAB Board. The source of revenue includes contributions from; Mesa State College, Mesa County Valley School District #51, the National Junior College Athletic Association, and the City Of Grand Junction. These resources are used for improvements to Stocker Stadium, Suplizio Field, and other city parks.

Ending Funds Available



MUNICIPAL SERVICES
General Governmental Funds

PARKS IMPROVEMENT ADVISORY BOARD #703

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	28,000	28,000	28,000	28,000
Charges For Services	24,650	24,850	24,850	24,850
Interfund Charges	-	-	-	-
Interest & Investments	6,756	20,676	3,676	3,676
Other Revenue	6,000	487,000	120,000	10,000
Total Operating Revenue	65,406	560,526	176,526	66,526
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 65,406	\$ 560,526	\$ 176,526	\$ 66,526
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	7,615	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	7,615	-	-	-
Major Capital	12,047	661,220	297,515	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 19,662	\$ 661,220	\$ 297,515	\$ -
Transfers-In From Other Funds	-	200,000	-	-
Transfers-Out To Other Funds	13,000	-	42,000	-
Net Transfers	\$ (13,000)	\$ 200,000	\$ (42,000)	\$ -
TOTAL SOURCES	65,406	760,526	176,526	66,526
TOTAL USES	32,662	661,220	339,515	-
NET SOURCE (USE) OF FUNDS	\$ 32,743	\$ 99,306	\$ (162,989)	\$ 66,526
ENDING FUNDS AVAILABLE	\$ 103,486	\$ 202,792	\$ 39,803	\$ 106,329

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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.

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

MUNICIPAL SERVICES

-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.

MUNICIPAL SERVICES

Enterprise Fund Activity

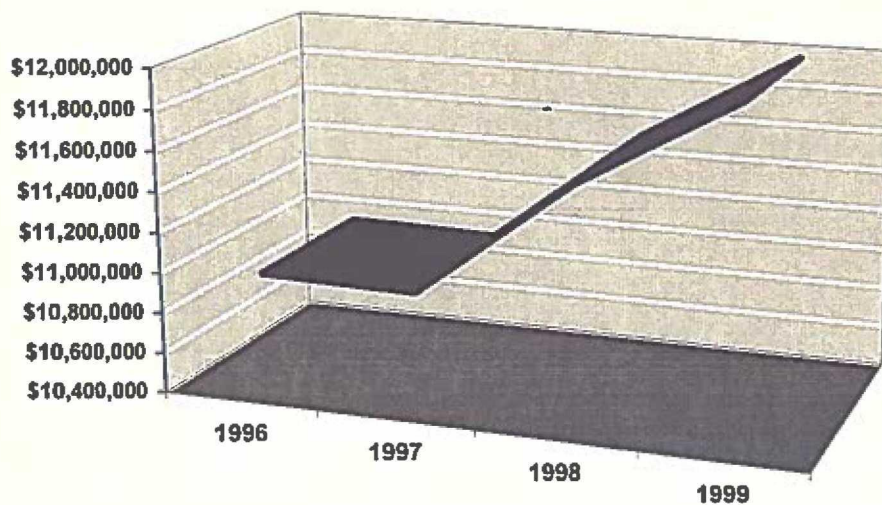
TOTAL: ENTERPRISE FUND ACTIVITY

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 goods and services to public on a continuing basis be financed or recovered by those who use the service through user charges. The following list identifies the funds included in this section.

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

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

TOTAL: ENTERPRISE FUND ACTIVITY

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	250	400	400	400
Intergovernmental	534,297	138,078	92,247	102,856
Charges For Services	12,869,212	13,063,402	13,053,420	13,277,033
Interfund Charges	422,994	405,553	409,000	413,000
Interest & Investments	671,696	677,331	700,931	710,731
Other Revenue	367,154	279,953	244,062	191,889
Total Operating Revenue	14,865,603	14,564,717	14,500,060	14,695,909
Capital Proceeds	1,499,290	920,245	874,844	859,932
TOTAL REVENUE	\$ 16,364,893	\$ 15,484,962	\$ 15,374,904	\$ 15,555,841
EXPENDITURES				
Labor	\$ 5,250,022	\$ 5,319,961	\$ 5,606,428	\$ 5,784,943
Non-Personnel Operating	5,549,778	5,506,088	5,612,196	5,734,734
Debt Service	1,953,064	1,403,650	1,396,094	1,380,290
Operating Equipment	101,558	83,252	183,785	155,474
Total Operating Expense	12,854,421	12,312,951	12,798,503	13,055,441
Major Capital	3,147,596	3,663,185	2,438,281	2,466,507
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 16,002,017	\$ 15,976,136	\$ 15,236,784	\$ 15,521,948
Transfers-In From Other Funds	301,059	727,559	681,508	635,210
Transfers-Out To Other Funds	129,074	252,230	224,230	223,230
Net Transfers	\$ 171,985	\$ 475,329	\$ 457,278	\$ 411,980
TOTAL SOURCES	16,665,952	16,212,521	16,058,412	16,191,051
TOTAL USES	16,131,091	16,228,366	15,481,014	15,745,178
NET SOURCE (USE) OF FUNDS	\$ 534,861	\$ (15,845)	\$ 595,398	\$ 445,873
ENDING FUNDS AVAILABLE	\$ 10,963,329	\$ 10,947,484	\$ 11,542,882	\$ 11,988,755

MUNICIPAL SERVICES

Enterprise Fund Activity

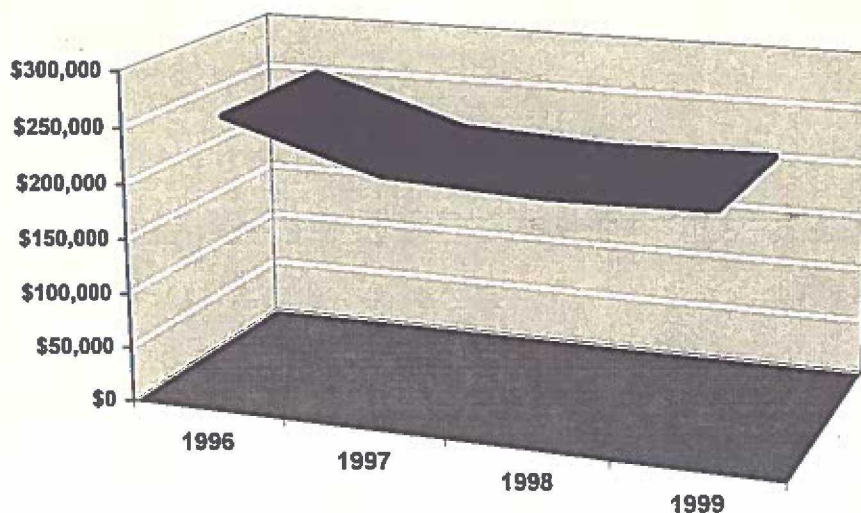
GOLF COURSE EXPANSION FUND #107

DESCRIPTION:

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

The use of these funds is reflected as transfers-out to the Lincoln Park and Tiara Rado golf course funds and are currently being used to pay a portion of the debt service related to Clubhouse improvements.

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

GOLF COURSE EXPANSION FUND #107

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	144,693	138,000	144,000	149,000
Interfund Charges	-	-	-	-
Interest & Investments	14,022	16,000	14,000	15,000
Other Revenue	-	-	-	-
Total Operating Revenue	158,715	154,000	158,000	164,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 158,715	\$ 154,000	\$ 158,000	\$ 164,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	-	-	-
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	76,834	195,230	164,230	161,230
Net Transfers	\$ (76,834)	\$ (195,230)	\$ (164,230)	\$ (161,230)
TOTAL SOURCES	158,715	154,000	158,000	164,000
TOTAL USES	76,834	195,230	164,230	161,230
NET SOURCE (USE) OF FUNDS	\$ 81,881	\$ (41,230)	\$ (6,230)	\$ 2,770
ENDING FUNDS AVAILABLE	\$ 255,801	\$ 214,571	\$ 208,341	\$ 211,111

MUNICIPAL SERVICES

Enterprise Fund Activity

WATER FUND #301

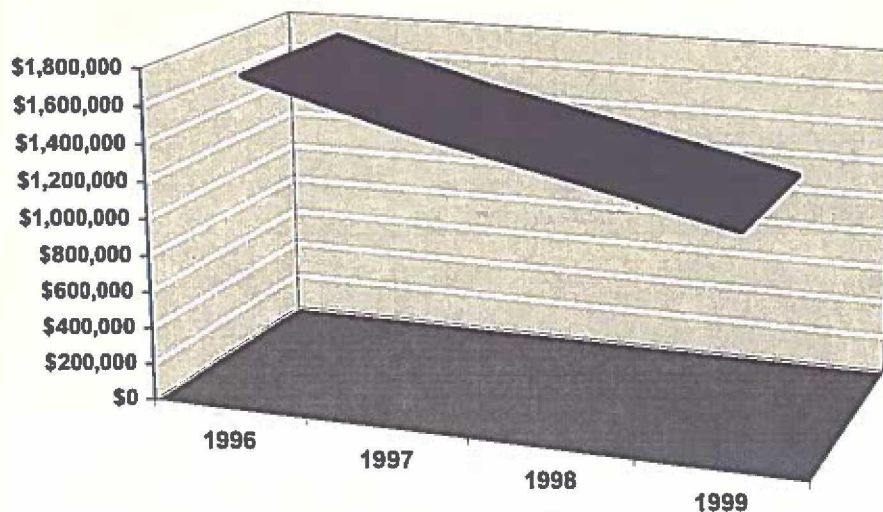
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

WATER FUND #301

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	4,147,237	4,039,228	3,895,038	3,929,658
Interfund Charges	369,703	325,553	329,000	333,000
Interest & Investments	100,373	87,931	87,931	87,931
Other Revenue	56,870	63,931	63,021	63,021
Total Operating Revenue	4,674,183	4,516,643	4,374,990	4,413,610
Capital Proceeds	132,729	135,000	70,000	35,000
TOTAL REVENUE	\$ 4,806,912	\$ 4,651,643	\$ 4,444,990	\$ 4,448,610
EXPENDITURES				
Labor	\$ 1,469,855	\$ 1,542,533	\$ 1,667,590	\$ 1,723,138
Non-Personnel Operating	1,632,150	1,509,169	1,475,864	1,476,129
Debt Service	933,505	237,088	234,487	235,912
Operating Equipment	37,674	25,862	64,583	54,680
Total Operating Expense	4,073,184	3,314,651	3,442,524	3,489,859
Major Capital	747,779	1,560,406	1,178,405	1,143,488
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 4,820,963	\$ 4,875,057	\$ 4,620,929	\$ 4,633,347
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	4,806,912	4,651,643	4,444,990	4,448,610
TOTAL USES	4,820,963	4,875,057	4,620,929	4,633,347
NET SOURCE (USE) OF FUNDS	\$ (14,051)	\$ (223,414)	\$ (175,939)	\$ (184,737)
ENDING FUNDS AVAILABLE	\$ 1,735,071	\$ 1,511,657	\$ 1,335,718	\$ 1,150,981

MUNICIPAL SERVICES

Enterprise Fund Activity

SOLID WASTE FUND #302

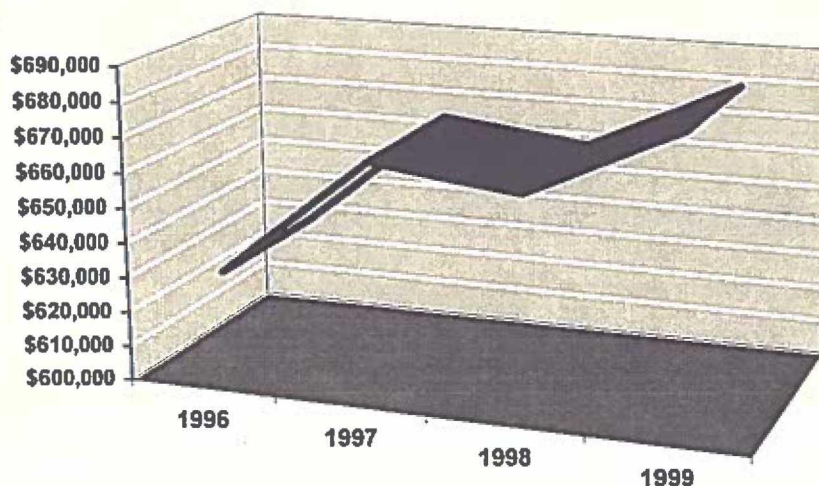
DESCRIPTION:

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

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

The Solid Waste Division will be converting to an automated refuse collection system in 1996. The \$660,000 capital expenditure represents the purchase of automated containers for all residential customers.

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

SOLID WASTE FUND #302

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	1,969,764	1,964,645	2,002,901	2,085,664
Interfund Charges	-	-	-	-
Interest & Investments	31,439	41,000	56,000	60,000
Other Revenue	-	-	-	-
Total Operating Revenue	2,001,203	2,005,645	2,058,901	2,145,664
Capital Proceeds	660,000	-	-	-
TOTAL REVENUE	\$ 2,661,203	\$ 2,005,645	\$ 2,058,901	\$ 2,145,664
EXPENDITURES				
Labor	\$ 705,908	\$ 567,654	\$ 597,228	\$ 617,676
Non-Personnel Operating	1,185,545	1,256,431	1,320,273	1,364,145
Debt Service	36,308	132,963	127,683	122,404
Operating Equipment	7,076	16,174	18,686	20,913
Total Operating Expense	1,934,837	1,973,222	2,063,870	2,125,138
Major Capital	643,777	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 2,578,614	\$ 1,973,222	\$ 2,063,870	\$ 2,125,138
Transfers-In From Other Funds	11,000	3,000	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 11,000	\$ 3,000	\$ -	\$ -
TOTAL SOURCES	2,672,203	2,008,645	2,058,901	2,145,664
TOTAL USES	2,578,614	1,973,222	2,063,870	2,125,138
NET SOURCE (USE) OF FUNDS	\$ 93,589	\$ 35,423	\$ (4,969)	\$ 20,526
ENDING FUNDS AVAILABLE	\$ 629,814	\$ 665,237	\$ 660,268	\$ 680,794

MUNICIPAL SERVICES

Enterprise Fund Activity

TWO RIVERS CONVENTION CENTER FUND #303

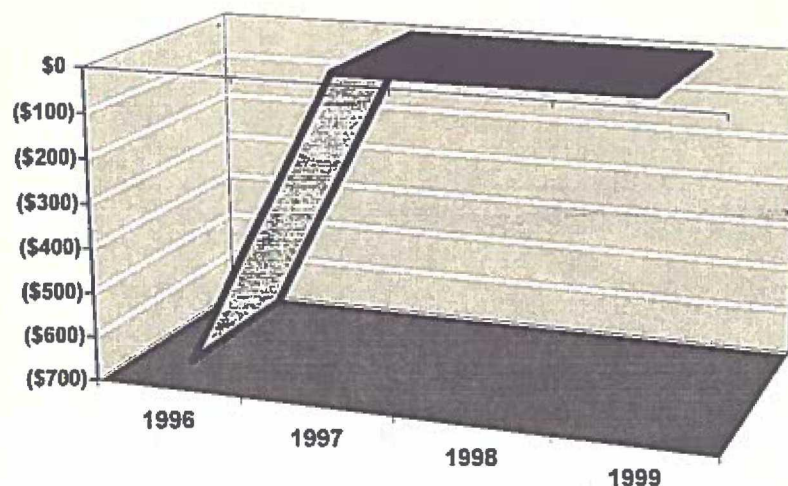
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

TWO RIVERS CONVENTION CENTER FUND #303

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	678,152	695,413	728,329	761,298
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	678,152	695,413	728,329	761,298
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 678,152	\$ 695,413	\$ 728,329	\$ 761,298
EXPENDITURES				
Labor	\$ 418,723	\$ 425,590	\$ 451,926	\$ 467,079
Non-Personnel Operating	471,607	482,371	504,664	523,526
Debt Service	-	-	-	-
Operating Equipment	27,731	12,660	17,430	11,711
Total Operating Expense	918,060	920,621	974,020	1,002,316
Major Capital	26,749	83,482	33,000	26,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 944,808	\$ 1,004,103	\$ 1,007,020	\$ 1,028,316
Transfers-In From Other Funds	149,108	309,365	278,691	267,018
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 149,108	\$ 309,365	\$ 278,691	\$ 267,018
TOTAL SOURCES	827,260	1,004,778	1,007,020	1,028,316
TOTAL USES	944,808	1,004,103	1,007,020	1,028,316
NET SOURCE (USE) OF FUNDS	\$ (117,548)	\$ 675	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ (675)	\$ -	\$ -	\$ -

MUNICIPAL SERVICES

Enterprise Fund Activity

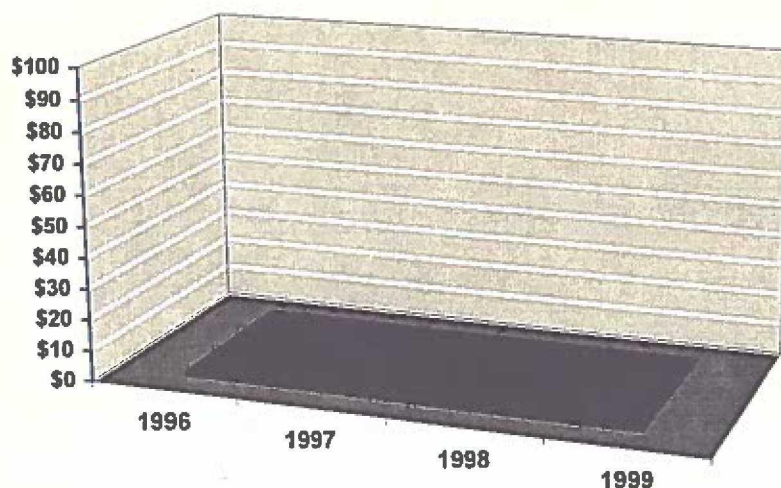
SWIMMING POOLS FUND #304

DESCRIPTION:

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

SWIMMING POOLS FUND #304

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	74,830	138,078	92,247	102,856
Charges For Services	330,584	322,251	365,011	388,272
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	6,532	6,570	6,611	6,841
Total Operating Revenue	411,946	466,899	463,869	497,969
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 411,946	\$ 466,899	\$ 463,869	\$ 497,969
EXPENDITURES				
Labor	\$ 274,532	\$ 317,289	\$ 346,668	\$ 350,700
Non-Personnel Operating	159,307	182,386	193,788	199,231
Debt Service	-	-	-	-
Operating Equipment	3,350	600	-	17,000
Total Operating Expense	437,189	500,275	540,456	566,931
Major Capital	20,577	125,588	80,000	76,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 457,766	\$ 625,863	\$ 620,456	\$ 642,931
Transfers-In From Other Funds	23,741	158,964	156,587	144,962
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 23,741	\$ 158,964	\$ 156,587	\$ 144,962
TOTAL SOURCES	435,687	625,863	620,456	642,931
TOTAL USES	457,766	625,863	620,456	642,931
NET SOURCE (USE) OF FUNDS	\$ (22,079)	\$ -	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ -	\$ -	\$ -	\$ -

MUNICIPAL SERVICES

Enterprise Fund Activity

LINCOLN PARK GOLF COURSE FUND #305

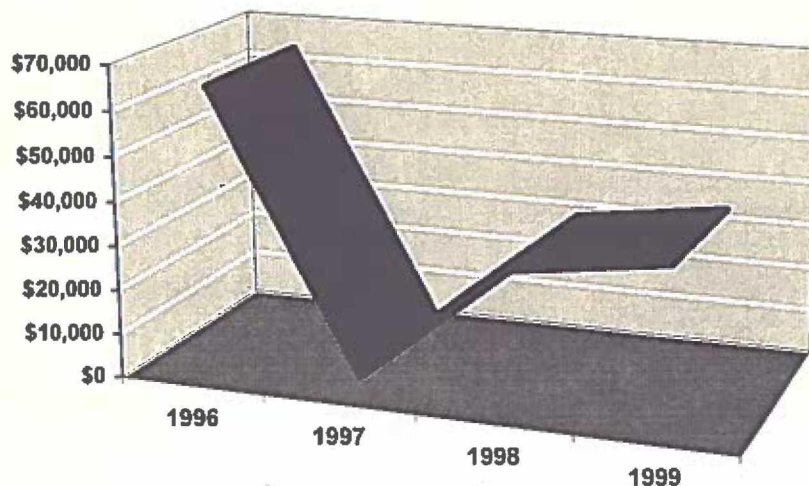
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

LINCOLN PARK GOLF COURSE FUND #305

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	357,353	344,885	349,149	356,162
Interfund Charges	-	-	-	-
Interest & Investments	5,251	8,000	9,000	5,000
Other Revenue	-	-	-	-
Total Operating Revenue	362,604	352,885	358,149	361,162
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 362,604	\$ 352,885	\$ 358,149	\$ 361,162
EXPENDITURES				
Labor	\$ 197,543	\$ 206,103	\$ 182,471	\$ 200,982
Non-Personnel Operating	134,822	140,731	133,516	137,172
Debt Service	44,272	44,230	44,230	44,230
Operating Equipment	7,761	11,066	12,200	14,700
Total Operating Expense	384,398	402,130	372,417	397,084
Major Capital	9,461	93,100	2,200	3,500
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 393,859	\$ 495,230	\$ 374,617	\$ 400,584
Transfers-In From Other Funds	44,230	80,230	44,230	44,230
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 44,230	\$ 80,230	\$ 44,230	\$ 44,230
TOTAL SOURCES	406,834	433,115	402,379	405,392
TOTAL USES	393,859	495,230	374,617	400,584
NET SOURCE (USE) OF FUNDS	\$ 12,975	\$ (62,115)	\$ 27,762	\$ 4,808
ENDING FUNDS AVAILABLE	\$ 64,452	\$ 2,337	\$ 30,099	\$ 34,907

MUNICIPAL SERVICES

Enterprise Fund Activity

TIARA RADO GOLF COURSE FUND #306

DESCRIPTION:

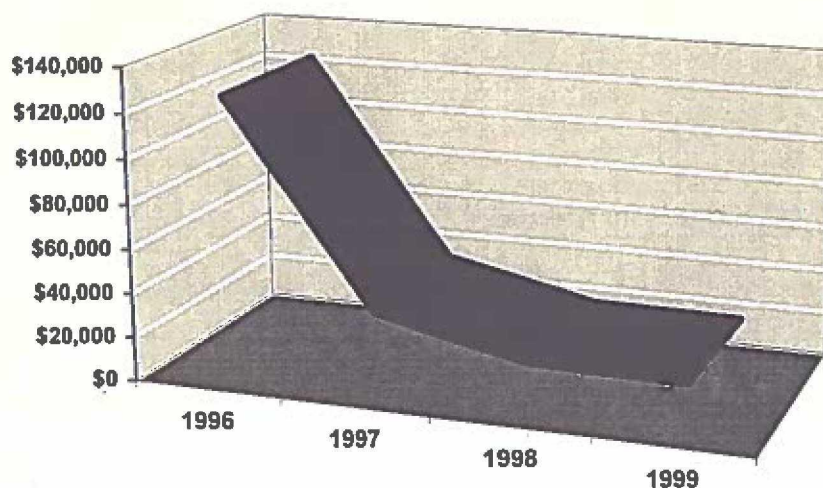
The purpose of this fund is to account for the revenues and expense associated with the operation and maintenance of the municipally owned Tiara Rado Golf Course.

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

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

Property adjacent to the existing course was acquired in 1993 and funds will be accumulated through increased rates to finance the development of an additional nine holes. The General Fund contributed \$400,000 in 1995 towards the purchase of this property.

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

TIARA RADO GOLF COURSE FUND #306

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	557,808	562,465	568,895	584,570
Interfund Charges	-	-	-	-
Interest & Investments	9,094	5,500	9,000	5,000
Other Revenue	-	-	-	-
Total Operating Revenue	566,901	567,965	577,895	589,570
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 566,901	\$ 567,965	\$ 577,895	\$ 589,570
EXPENDITURES				
Labor	\$ 277,150	\$ 285,949	\$ 312,353	\$ 306,816
Non-Personnel Operating	212,972	231,500	244,803	251,622
Debt Service	65,327	120,044	120,044	120,044
Operating Equipment	12,284	4,809	16,800	10,500
Total Operating Expense	567,733	642,302	694,000	688,982
Major Capital	10,511	130,630	19,000	18,200
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 578,244	\$ 772,932	\$ 713,000	\$ 707,182
Transfers-In From Other Funds	32,604	115,000	120,000	117,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 32,604	\$ 115,000	\$ 120,000	\$ 117,000
TOTAL SOURCES	599,505	682,965	697,895	706,570
TOTAL USES	578,244	772,932	713,000	707,182
NET SOURCE (USE) OF FUNDS	\$ 21,261	\$ (89,967)	\$ (15,105)	\$ (612)
ENDING FUNDS AVAILABLE	\$ 125,297	\$ 35,330	\$ 20,225	\$ 19,613

MUNICIPAL SERVICES

Enterprise Fund Activity

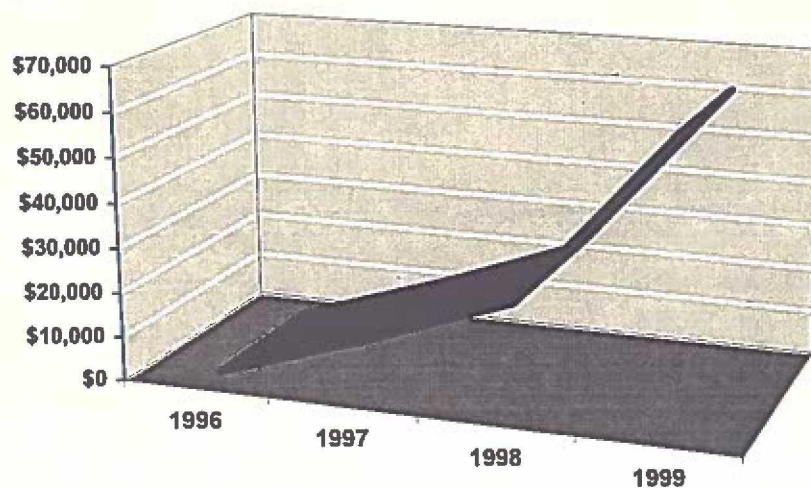
CITY CEMETERIES FUND #307

DESCRIPTION:

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

The Cemetery Fund receives an annual transfer from the Cemetery Perpetual Care Trust Fund, equal to the interest income earned by the trust fund. However, operating revenue is not sufficient to cover on-going expenditures. Consequently, an annual subsidy from the General Fund is required.

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

CITY CEMETERIES FUND #307

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	250	400	400	400
Intergovernmental	-	-	-	-
Charges For Services	210,360	210,653	245,343	257,603
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	210,610	211,053	245,743	258,003
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 210,610	\$ 211,053	\$ 245,743	\$ 258,003
EXPENDITURES				
Labor	\$ 187,403	\$ 184,196	\$ 182,808	\$ 187,962
Non-Personnel Operating	74,030	72,884	88,602	87,041
Debt Service	-	-	-	-
Operating Equipment	-	-	-	6,200
Total Operating Expense	261,434	257,080	271,410	281,203
Major Capital	-	4,000	44,000	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 261,434	\$ 261,080	\$ 315,410	\$ 281,203
Transfers-In From Other Funds	40,376	61,000	82,000	62,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 40,376	\$ 61,000	\$ 82,000	\$ 62,000
TOTAL SOURCES	250,986	272,053	327,743	320,003
TOTAL USES	261,434	261,080	315,410	281,203
NET SOURCE (USE) OF FUNDS	\$ (10,448)	\$ 10,973	\$ 12,333	\$ 38,800
ENDING FUNDS AVAILABLE	\$ -	\$ 10,973	\$ 23,306	\$ 62,106

MUNICIPAL SERVICES

Enterprise Fund Activity

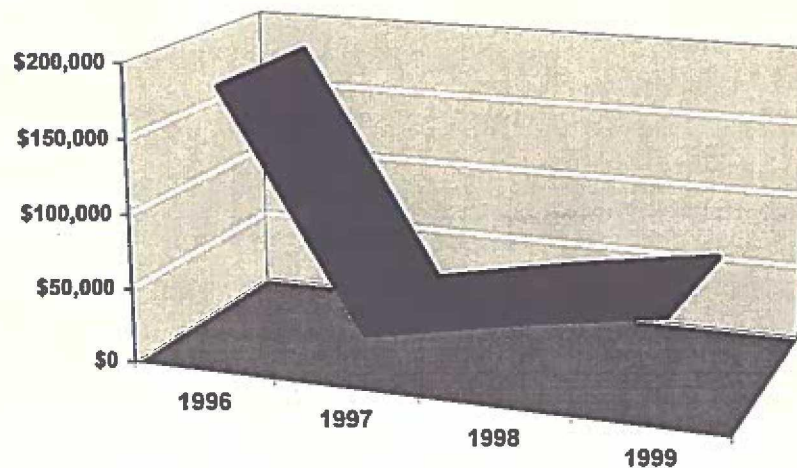
PARKING FUND #308

DESCRIPTION:

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

PARKING FUND #308

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	108,186	110,000	110,000	110,000
Interfund Charges	-	-	-	-
Interest & Investments	13,207	13,000	8,000	8,000
Other Revenue	70,562	70,000	70,000	70,000
Total Operating Revenue	191,955	193,000	188,000	188,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 191,955	\$ 193,000	\$ 188,000	\$ 188,000
EXPENDITURES				
Labor	\$ 85,722	\$ 76,925	\$ 86,691	\$ 89,696
Non-Personnel Operating	23,322	28,489	36,910	37,303
Debt Service	-	-	-	-
Operating Equipment	5,682	-	-	-
Total Operating Expense	114,726	105,415	123,601	126,999
Major Capital	76,878	244,056	45,000	45,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 191,604	\$ 349,471	\$ 168,601	\$ 171,999
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	191,955	193,000	188,000	188,000
TOTAL USES	191,604	349,471	168,601	171,999
NET SOURCE (USE) OF FUNDS	\$ 351	\$ (156,471)	\$ 19,399	\$ 16,001
ENDING FUNDS AVAILABLE	\$ 181,524	\$ 25,053	\$ 44,452	\$ 60,453

MUNICIPAL SERVICES

Enterprise Fund Activity

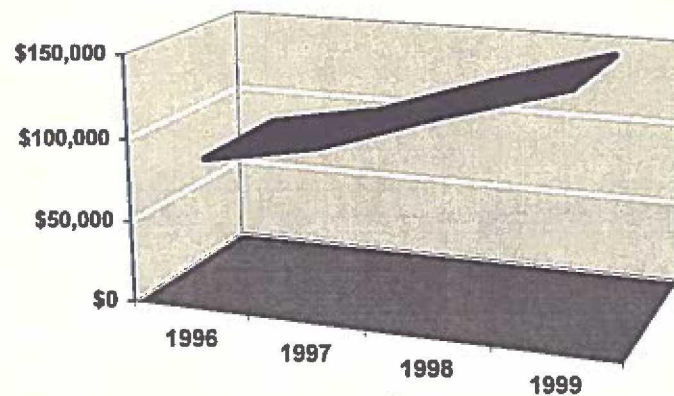
IRRIGATION SYSTEMS FUND #309

DESCRIPTION:

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

IRRIGATION SYSTEMS FUND #309

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	119,334	125,000	126,000	127,000
Interfund Charges	-	-	-	-
Interest & Investments	4,773	5,400	5,000	4,800
Other Revenue	2,600	-	-	-
Total Operating Revenue	126,707	130,400	131,000	131,800
Capital Proceeds	-	1,300	1,300	1,300
TOTAL REVENUE	\$ 126,707	\$ 131,700	\$ 132,300	\$ 133,100
EXPENDITURES				
Labor	\$ 68,353	\$ 77,928	\$ 62,262	\$ 64,436
Non-Personnel Operating	39,117	40,567	45,954	47,566
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	107,470	118,495	108,216	112,002
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 107,470	\$ 118,495	\$ 108,216	\$ 112,002
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	126,707	131,700	132,300	133,100
TOTAL USES	107,470	118,495	108,216	112,002
NET SOURCE (USE) OF FUNDS	\$ 19,237	\$ 13,205	\$ 24,084	\$ 21,098
ENDING FUNDS AVAILABLE	\$ 85,340	\$ 98,545	\$ 122,629	\$ 143,727

MUNICIPAL SERVICES

Enterprise Fund Activity

CEMETERY PERPETUAL CARE FUND #704

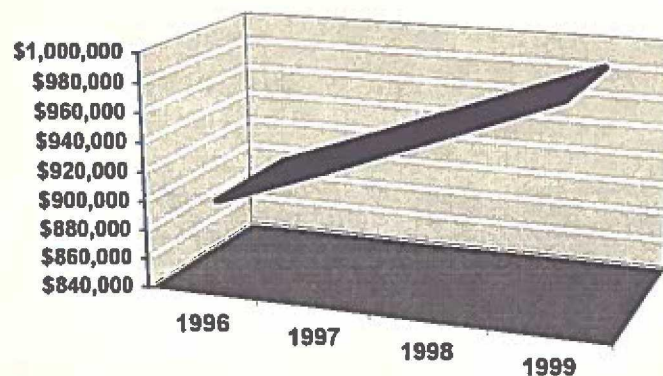
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES
Enterprise Fund Activity

CEMETERY PERPETUAL CARE FUND #704

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	36,590	28,000	29,000	30,000
Interfund Charges	-	-	-	-
Interest & Investments	52,240	57,000	60,000	62,000
Other Revenue	-	-	-	-
Total Operating Revenue	88,830	85,000	89,000	92,000
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 88,830	\$ 85,000	\$ 89,000	\$ 92,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	-	-	-
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	52,240	57,000	60,000	62,000
Net Transfers	\$ (52,240)	\$ (57,000)	\$ (60,000)	\$ (62,000)
TOTAL SOURCES	88,830	85,000	89,000	92,000
TOTAL USES	52,240	57,000	60,000	62,000
NET SOURCE (USE) OF FUNDS	\$ 36,590	\$ 28,000	\$ 29,000	\$ 30,000
ENDING FUNDS AVAILABLE	\$ 897,335	\$ 925,335	\$ 954,335	\$ 984,335

MUNICIPAL SERVICES

Enterprise Fund Activity

JOINT SEWER FUND #900

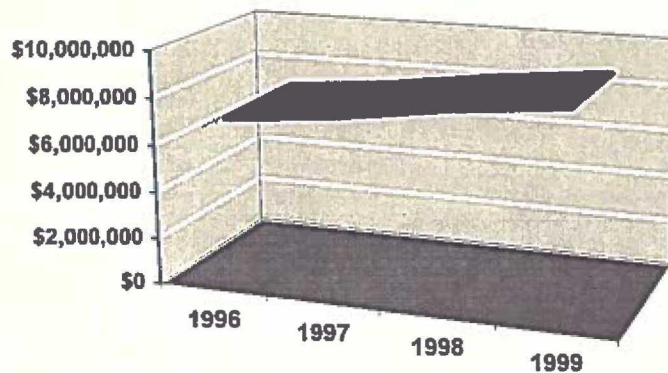
DESCRIPTION:

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

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

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

Ending Funds Available



MUNICIPAL SERVICES

Enterprise Fund Activity

JOINT SEWER FUND #900

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	459,467	-	-	-
Charges For Services	4,209,152	4,522,862	4,489,754	4,497,806
Interfund Charges	53,291	80,000	80,000	80,000
Interest & Investments	441,297	443,500	452,000	463,000
Other Revenue	230,590	139,452	104,430	52,027
Total Operating Revenue	5,393,797	5,185,814	5,126,184	5,092,833
Capital Proceeds	706,561	783,945	803,544	823,632
TOTAL REVENUE	\$ 6,100,358	\$ 5,969,759	\$ 5,929,728	\$ 5,916,465
EXPENDITURES				
Labor	\$ 1,564,833	\$ 1,635,794	\$ 1,716,431	\$ 1,776,458
Non-Personnel Operating	1,616,906	1,561,561	1,567,822	1,610,999
Debt Service	873,652	869,325	869,650	857,700
Operating Equipment	-	12,081	54,086	19,770
Total Operating Expense	4,055,391	4,078,760	4,207,989	4,264,927
Major Capital	1,611,864	1,421,923	1,036,676	1,154,319
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 5,667,255	\$ 5,500,683	\$ 5,244,665	\$ 5,419,246
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	6,100,358	5,969,759	5,929,728	5,916,465
TOTAL USES	5,667,255	5,500,683	5,244,665	5,419,246
NET SOURCE (USE) OF FUNDS	\$ 433,103	\$ 469,076	\$ 685,063	\$ 497,219
ENDING FUNDS AVAILABLE	\$ 6,989,370	\$ 7,458,446	\$ 8,143,509	\$ 8,640,728

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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.

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

MUNICIPAL SERVICES

-Internal Service-

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.

INTERNAL SERVICE FUNDS

TOTAL: INTERNAL SERVICE FUNDS

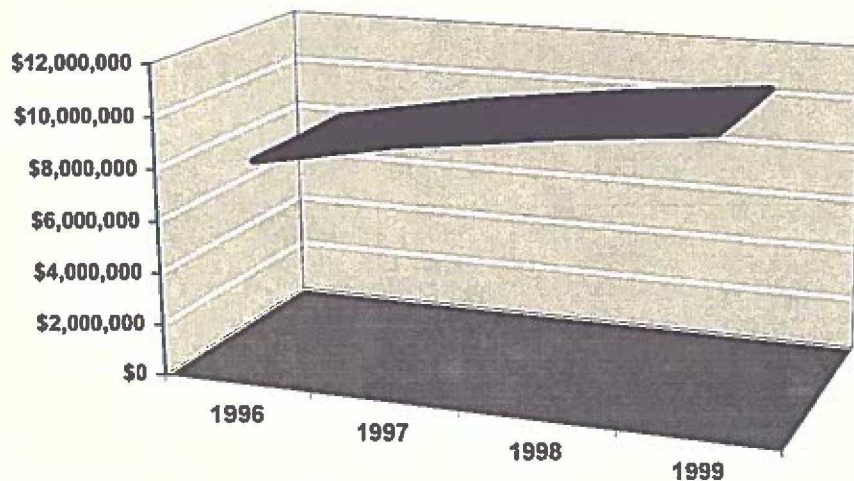
DESCRIPTION:

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 FUNDS

TOTAL: INTERNAL SERVICE FUNDS

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	1,037,743	1,118,751	1,280,791	1,327,591
Interfund Charges	4,734,800	5,040,461	5,366,907	5,444,141
Interest & Investments	462,135	475,962	518,038	527,120
Other Revenue	122,561	47,851	25,500	25,500
Total Operating Revenue	6,357,238	6,683,025	7,191,236	7,324,352
Capital Proceeds	57,153	56,729	35,884	55,900
TOTAL REVENUE	\$ 6,414,391	\$ 6,739,754	\$ 7,227,120	\$ 7,380,252
EXPENDITURES				
Labor	\$ 2,077,834	\$ 2,249,448	\$ 2,378,764	\$ 2,461,978
Non-Personnel Operating	1,766,020	1,976,007	2,246,405	2,320,349
Debt Service	-	-	-	-
Operating Equipment	307,052	274,414	257,315	221,788
Total Operating Expense	4,150,905	4,499,869	4,882,484	5,004,115
Major Capital	1,630,979	1,189,154	1,590,014	1,782,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 5,781,884	\$ 5,689,023	\$ 6,472,498	\$ 6,786,115
Transfers-In From Other Funds	288,591	469,590	798,010	372,478
Transfers-Out To Other Funds	288,591	443,340	798,010	372,478
Net Transfers	\$ -	\$ 26,250	\$ -	\$ -
TOTAL SOURCES	6,702,982	7,209,344	8,025,130	7,752,730
TOTAL USES	6,070,475	6,132,363	7,270,508	7,158,593
NET SOURCE (USE) OF FUNDS	\$ 632,507	\$ 1,076,981	\$ 754,622	\$ 594,137
ENDING FUNDS AVAILABLE	\$ 8,125,639	\$ 9,202,620	\$ 9,957,242	\$ 10,551,379

INTERNAL SERVICE FUNDS

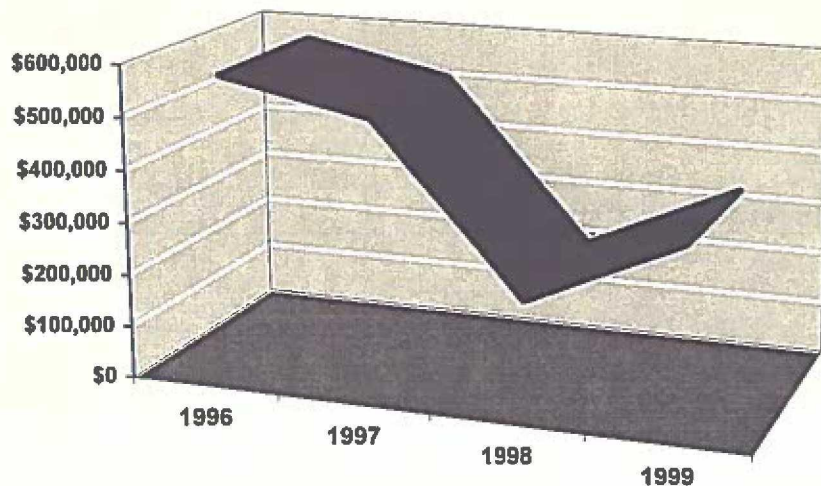
ENHANCED 911 SPECIAL REVENUE FUND #101

DESCRIPTION:

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

ENHANCED 911 SPECIAL REVENUE FUND #101

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	326,489	346,854	461,665	480,048
Interfund Charges	-	-	-	-
Interest & Investments	31,404	38,000	25,000	25,000
Other Revenue	-	-	-	-
Total Operating Revenue	357,893	384,854	486,665	505,048
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 357,893	\$ 384,854	\$ 486,665	\$ 505,048
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	-	-	-
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	288,591	443,340	798,010	372,478
Net Transfers	\$ (288,591)	\$ (443,340)	\$ (798,010)	\$ (372,478)
TOTAL SOURCES	357,893	384,854	486,665	505,048
TOTAL USES	288,591	443,340	798,010	372,478
NET SOURCE (USE) OF FUNDS	\$ 69,302	\$ (58,486)	\$ (311,345)	\$ 132,570
ENDING FUNDS AVAILABLE	\$ 570,729	\$ 512,243	\$ 200,898	\$ 333,468

INTERNAL SERVICE FUNDS

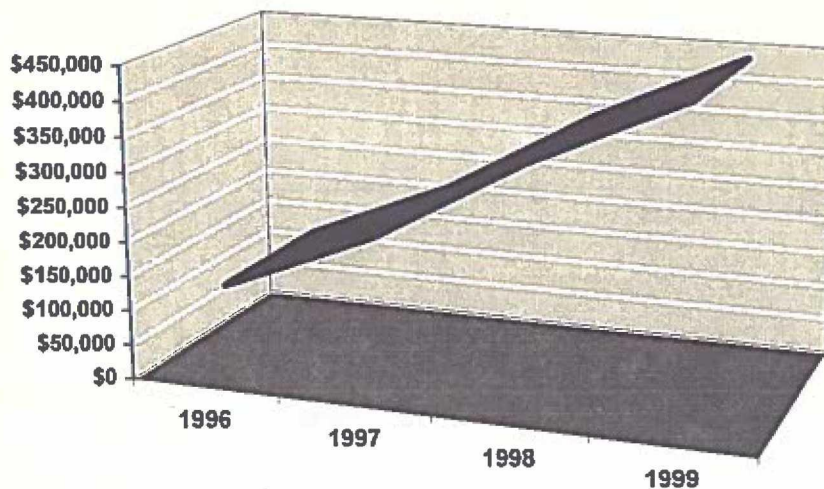
DATA PROCESSING FUND #401

DESCRIPTION:

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

DATA PROCESSING FUND #401

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	86,009	106,712	109,678	115,162
Interfund Charges	858,192	958,220	1,128,004	1,119,719
Interest & Investments	8,898	12,000	9,000	9,000
Other Revenue	-	-	-	-
Total Operating Revenue	953,099	1,076,932	1,246,682	1,243,881
Capital Proceeds	5,000	-	-	-
TOTAL REVENUE	\$ 958,099	\$ 1,076,932	\$ 1,246,682	\$ 1,243,881
EXPENDITURES				
Labor	\$ 430,315	\$ 497,261	\$ 538,259	\$ 557,433
Non-Personnel Operating	205,812	255,820	276,244	283,161
Debt Service	-	-	-	-
Operating Equipment	278,431	258,784	235,500	211,300
Total Operating Expense	914,558	1,011,865	1,050,003	1,051,894
Major Capital	35,628	-	72,114	92,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 950,186	\$ 1,011,865	\$ 1,122,117	\$ 1,143,894
Transfers-In From Other Funds	-	26,250	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ 26,250	\$ -	\$ -
TOTAL SOURCES	958,099	1,103,182	1,246,682	1,243,881
TOTAL USES	950,186	1,011,865	1,122,117	1,143,894
NET SOURCE (USE) OF FUNDS	\$ 7,913	\$ 91,317	\$ 124,565	\$ 99,987
ENDING FUNDS AVAILABLE	\$ 127,253	\$ 218,570	\$ 343,135	\$ 443,122

INTERNAL SERVICE FUNDS

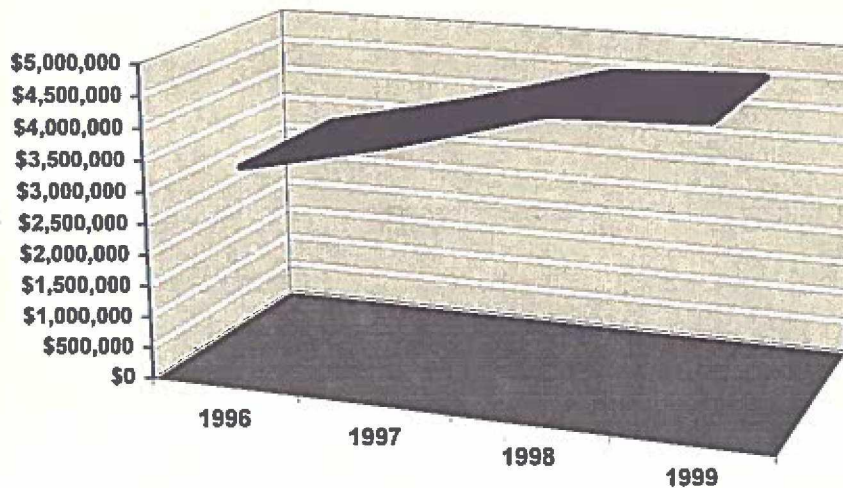
EQUIPMENT FUND #402

DESCRIPTION:

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

EQUIPMENT FUND #402

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	18,068	20,600	21,500	22,400
Interfund Charges	2,257,524	2,374,320	2,525,236	2,571,422
Interest & Investments	205,097	215,000	210,000	205,000
Other Revenue	1,856	36	-	-
Total Operating Revenue	2,482,544	2,609,956	2,756,736	2,798,822
Capital Proceeds	49,995	54,729	33,884	53,900
TOTAL REVENUE	\$ 2,532,539	\$ 2,664,685	\$ 2,790,620	\$ 2,852,722
EXPENDITURES				
Labor	\$ 388,648	\$ 441,756	\$ 443,841	\$ 459,389
Non-Personnel Operating	667,595	743,192	736,606	765,499
Debt Service	-	-	-	-
Operating Equipment	13,026	13,735	7,585	1,588
Total Operating Expense	1,069,269	1,198,683	1,188,032	1,226,476
Major Capital	1,456,769	920,799	946,900	1,540,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 2,526,038	\$ 2,119,482	\$ 2,134,932	\$ 2,766,476
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	2,532,539	2,664,685	2,790,620	2,852,722
TOTAL USES	2,526,038	2,119,482	2,134,932	2,766,476
NET SOURCE (USE) OF FUNDS	\$ 6,501	\$ 545,203	\$ 655,688	\$ 86,246
ENDING FUNDS AVAILABLE	\$ 3,309,694	\$ 3,854,897	\$ 4,510,585	\$ 4,596,831

INTERNAL SERVICE FUNDS

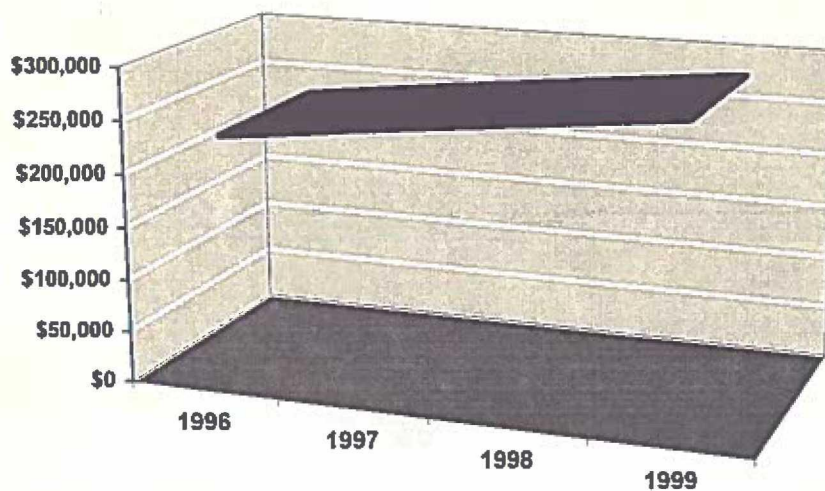
STORES FUND #403

DESCRIPTION:

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

STORES FUND #403

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	116,445	116,100	120,475	125,198
Interfund Charges	76,493	79,555	60,000	62,300
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	192,938	195,655	180,475	187,498
Capital Proceeds	2,158	2,000	2,000	2,000
TOTAL REVENUE	\$ 195,096	\$ 197,655	\$ 182,475	\$ 189,498
EXPENDITURES				
Labor	\$ 103,025	\$ 99,916	\$ 85,178	\$ 88,152
Non-Personnel Operating	102,745	79,287	80,317	83,064
Debt Service	-	-	-	-
Operating Equipment	8,995	1,295	700	3,000
Total Operating Expense	214,765	180,498	166,195	174,216
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 214,765	\$ 180,498	\$ 166,195	\$ 174,216
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	195,096	197,655	182,475	189,498
TOTAL USES	214,765	180,498	166,195	174,216
NET SOURCE (USE) OF FUNDS	\$ (19,669)	\$ 17,157	\$ 16,280	\$ 15,282
ENDING FUNDS AVAILABLE	\$ 231,368	\$ 248,525	\$ 264,805	\$ 280,087

INTERNAL SERVICE FUNDS

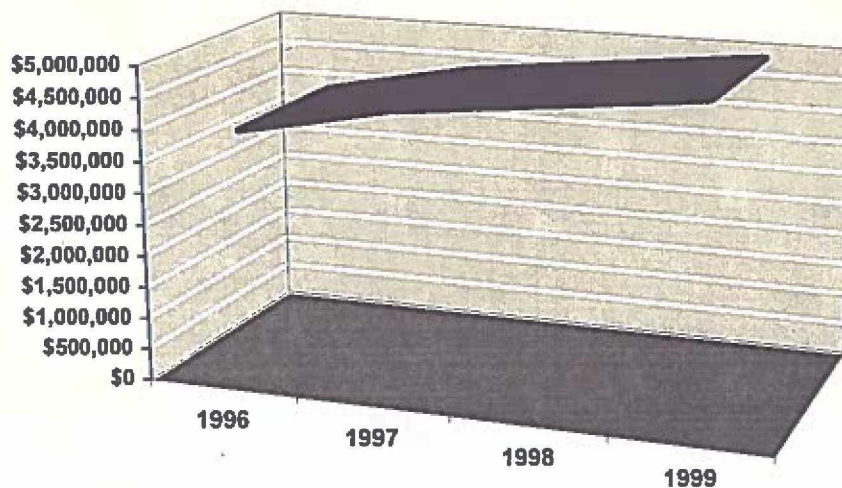
SELF INSURANCE FUND #404

DESCRIPTION:

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

SELF INSURANCE FUND #404

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	837,889	872,991	842,476	853,477
Interest & Investments	216,208	210,354	273,288	287,370
Other Revenue	120,705	47,215	24,500	24,500
Total Operating Revenue	1,174,802	1,130,560	1,140,264	1,165,347
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 1,174,802	\$ 1,130,560	\$ 1,140,264	\$ 1,165,347
EXPENDITURES				
Labor	\$ 77,164	\$ 86,195	\$ 87,073	\$ 89,541
Non-Personnel Operating	504,500	562,575	783,757	813,854
Debt Service	-	-	-	-
Operating Equipment	-	-	-	1,900
Total Operating Expense	581,664	648,770	870,830	905,295
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 581,664	\$ 648,770	\$ 870,830	\$ 905,295
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	1,174,802	1,130,560	1,140,264	1,165,347
TOTAL USES	581,664	648,770	870,830	905,295
NET SOURCE (USE) OF FUNDS	\$ 593,138	\$ 481,790	\$ 269,434	\$ 260,052
ENDING FUNDS AVAILABLE	\$ 3,920,900	\$ 4,402,690	\$ 4,672,124	\$ 4,932,176

INTERNAL SERVICE FUNDS

COMMUNICATIONS CENTER FUND #405

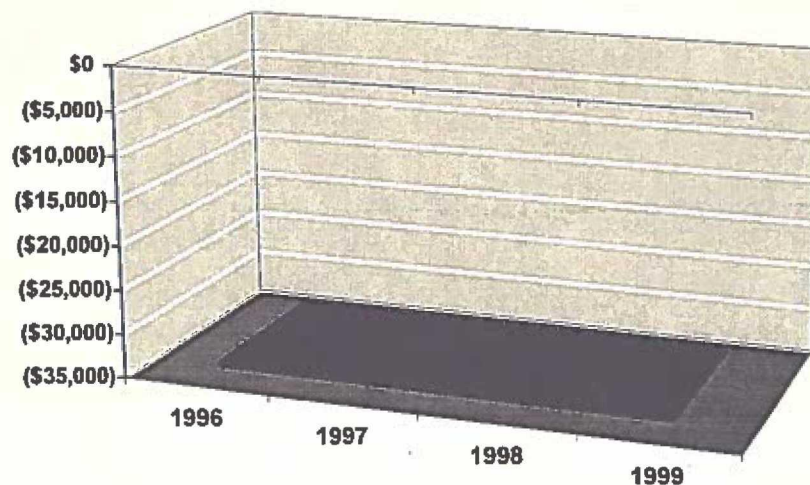
DESCRIPTION:

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

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

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

Ending Funds Available



INTERNAL SERVICE FUNDS

COMMUNICATIONS CENTER FUND #405

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	490,732	528,485	567,473	584,783
Interfund Charges	704,702	755,375	811,191	837,223
Interest & Investments	528	608	750	750
Other Revenue	-	600	1,000	1,000
Total Operating Revenue	1,195,962	1,285,068	1,380,414	1,423,756
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 1,195,962	\$ 1,285,068	\$ 1,380,414	\$ 1,423,756
EXPENDITURES				
Labor	\$ 1,078,682	\$ 1,124,320	\$ 1,224,413	\$ 1,267,463
Non-Personnel Operating	285,368	335,133	369,481	374,771
Debt Service	-	-	-	-
Operating Equipment	6,600	600	13,530	4,000
Total Operating Expense	1,370,649	1,460,053	1,607,424	1,646,234
Major Capital	138,582	268,355	571,000	150,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 1,509,231	\$ 1,728,408	\$ 2,178,424	\$ 1,796,234
Transfers-In From Other Funds	288,591	443,340	798,010	372,478
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 288,591	\$ 443,340	\$ 798,010	\$ 372,478
TOTAL SOURCES	1,484,553	1,728,408	2,178,424	1,796,234
TOTAL USES	1,509,231	1,728,408	2,178,424	1,796,234
NET SOURCE (USE) OF FUNDS	\$ (24,678)	\$ -	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ (34,305)	\$ (34,305)	\$ (34,305)	\$ (34,305)

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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

MUNICIPAL SERVICES
-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 charges directly to those who receive the benefit or service.

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.

SPECIAL TAXING DISTRICT FUNDS

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.

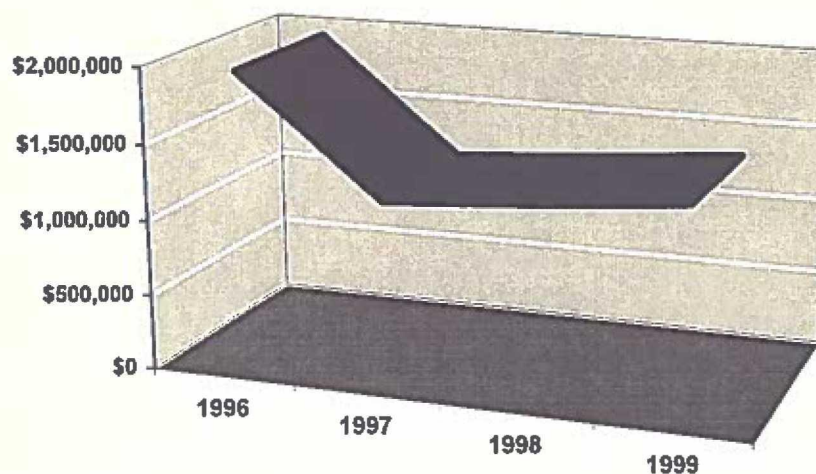
Downtown Development Authority Funds:

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 DISTRICT FUNDS

TOTAL: SPECIAL TAXING DISTRICTS

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 560,090	\$ 654,450	\$ 699,450	\$ 708,450
Licenses & Permits	-	200	300	300
Intergovernmental	39,000	22,000	-	-
Charges For Services	54,515	57,000	59,500	59,500
Interfund Charges	-	-	-	-
Interest & Investments	114,042	128,000	108,500	92,500
Other Revenue	713,953	154,500	12,000	12,000
Total Operating Revenue	1,481,600	1,016,150	879,750	872,750
Capital Proceeds	1,740,997	18,500	16,500	16,500
TOTAL REVENUE	\$ 3,222,597	\$ 1,034,650	\$ 896,250	\$ 889,250
EXPENDITURES				
Labor	\$ 116,813	\$ 129,702	\$ 178,113	\$ 146,302
Non-Personnel Operating	680,985	212,921	77,228	75,534
Debt Service	1,473,843	570,540	577,610	588,479
Operating Equipment	4,114	3,000	3,000	2,000
Total Operating Expense	2,275,755	916,163	835,951	812,315
Major Capital	167,043	996,592	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 2,442,798	\$ 1,912,755	\$ 835,951	\$ 812,315
Transfers-In From Other Funds	337,076	371,370	280,270	286,290
Transfers-Out To Other Funds	337,964	261,370	269,270	274,290
Net Transfers	\$ (888)	\$ 110,000	\$ 11,000	\$ 12,000
TOTAL SOURCES	3,559,673	1,406,020	1,176,520	1,175,540
TOTAL USES	2,780,762	2,174,125	1,105,221	1,086,605
NET SOURCE (USE) OF FUNDS	\$ 778,911	\$ (768,105)	\$ 71,299	\$ 88,935
ENDING FUNDS AVAILABLE	\$ 1,941,399	\$ 1,173,294	\$ 1,244,593	\$ 1,333,528

SPECIAL TAXING DISTRICT FUNDS

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

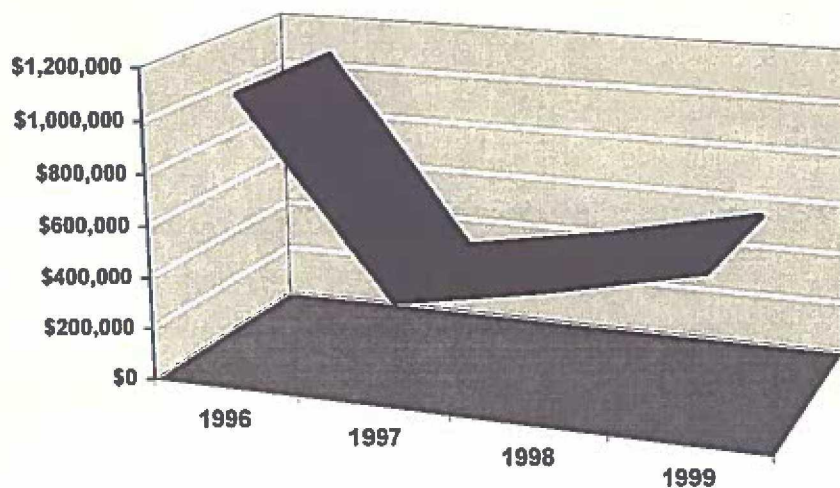
DESCRIPTION:

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

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

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

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 332,174	\$ 425,250	\$ 466,250	\$ 475,250
Licenses & Permits	-	200	300	300
Intergovernmental	39,000	22,000	-	-
Charges For Services	17,992	21,000	22,500	22,500
Interfund Charges	-	-	-	-
Interest & Investments	58,471	74,000	57,500	43,500
Other Revenue	713,153	154,500	12,000	12,000
Total Operating Revenue	1,160,790	696,950	558,550	553,550
Capital Proceeds	1,712,117	-	-	-
TOTAL REVENUE	\$ 2,872,907	\$ 696,950	\$ 558,550	\$ 553,550
EXPENDITURES				
Labor	\$ 116,813	\$ 129,702	\$ 178,113	\$ 146,302
Non-Personnel Operating	676,628	208,421	72,528	70,834
Debt Service	1,107,970	207,420	212,320	216,340
Operating Equipment	4,114	3,000	3,000	2,000
Total Operating Expense	1,905,525	548,543	465,961	435,476
Major Capital	167,043	996,592	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 2,072,568	\$ 1,545,135	\$ 465,961	\$ 435,476
Transfers-In From Other Funds	337,076	371,370	280,270	286,290
Transfers-Out To Other Funds	337,964	261,370	269,270	274,290
Net Transfers	\$ (888)	\$ 110,000	\$ 11,000	\$ 12,000
TOTAL SOURCES	3,209,983	1,068,320	838,820	839,840
TOTAL USES	2,410,532	1,806,505	735,231	709,766
NET SOURCE (USE) OF FUNDS	\$ 799,451	\$ (738,185)	\$ 103,589	\$ 130,074
ENDING FUNDS AVAILABLE	\$ 1,081,804	\$ 343,619	\$ 447,208	\$ 577,282

SPECIAL TAXING DISTRICT FUNDS

D.D.A. OPERATING FUND #103

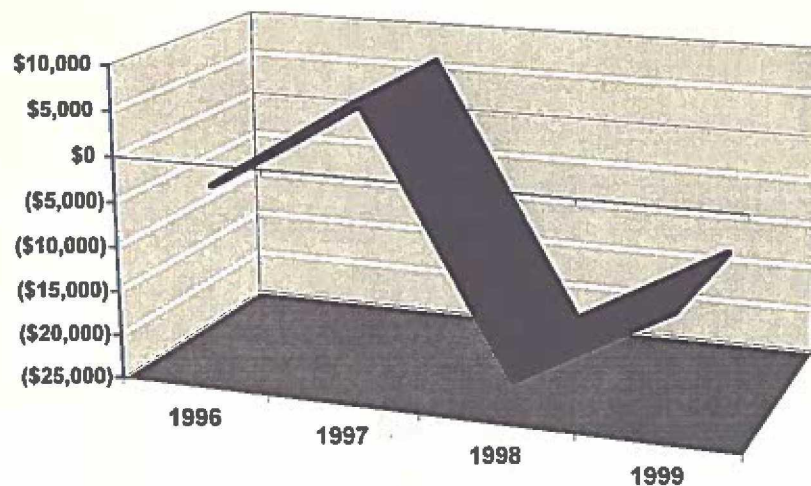
DESCRIPTION:

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

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

D.D.A. OPERATING FUND #103

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 98,069	\$ 114,750	\$ 121,750	\$ 124,750
Licenses & Permits	-	200	300	300
Intergovernmental	39,000	1,000	-	-
Charges For Services	17,992	21,000	22,500	22,500
Interfund Charges	-	-	-	-
Interest & Investments	1,813	4,000	4,500	4,500
Other Revenue	533,153	134,500	12,000	12,000
Total Operating Revenue	690,027	275,450	161,050	164,050
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 690,027	\$ 275,450	\$ 161,050	\$ 164,050
EXPENDITURES				
Labor	\$ 116,813	\$ 129,702	\$ 178,113	\$ 146,302
Non-Personnel Operating	605,407	186,121	65,728	64,034
Debt Service	-	-	-	-
Operating Equipment	3,559	3,000	3,000	2,000
Total Operating Expense	725,779	318,823	246,841	212,336
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 725,779	\$ 318,823	\$ 246,841	\$ 212,336
Transfers-In From Other Funds	40,158	53,900	56,900	57,900
Transfers-Out To Other Funds	4,000	-	-	-
Net Transfers	\$ 36,158	\$ 53,900	\$ 56,900	\$ 57,900
TOTAL SOURCES	730,185	329,350	217,950	221,950
TOTAL USES	729,779	318,823	246,841	212,336
NET SOURCE (USE) OF FUNDS	\$ 406	\$ 10,527	\$ (28,891)	\$ 9,614
ENDING FUNDS AVAILABLE	\$ (3,816)	\$ 6,711	\$ (22,180)	\$ (12,566)

SPECIAL TAXING DISTRICT FUNDS

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

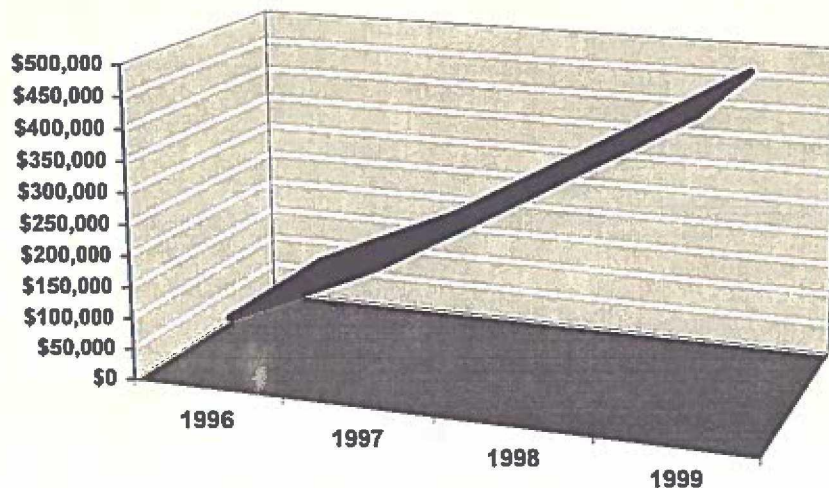
DESCRIPTION:

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

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

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

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 234,105	\$ 310,500	\$ 344,500	\$ 350,500
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	23,258	20,000	23,000	24,000
Other Revenue	-	-	-	-
Total Operating Revenue	257,363	330,500	367,500	374,500
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ 257,363	\$ 330,500	\$ 367,500	\$ 374,500
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	4,875	7,250	6,750	6,750
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	4,875	7,250	6,750	6,750
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 4,875	\$ 7,250	\$ 6,750	\$ 6,750
Transfers-In From Other Funds	9,112	10,000	11,000	12,000
Transfers-Out To Other Funds	307,064	227,470	235,370	240,390
Net Transfers	\$ (297,952)	\$ (217,470)	\$ (224,370)	\$ (228,390)
TOTAL SOURCES	266,475	340,500	378,500	386,500
TOTAL USES	311,939	234,720	242,120	247,140
NET SOURCE (USE) OF FUNDS	\$ (45,464)	\$ 105,780	\$ 136,380	\$ 139,360
ENDING FUNDS AVAILABLE	\$ 89,453	\$ 195,233	\$ 331,613	\$ 470,973

SPECIAL TAXING DISTRICT FUNDS

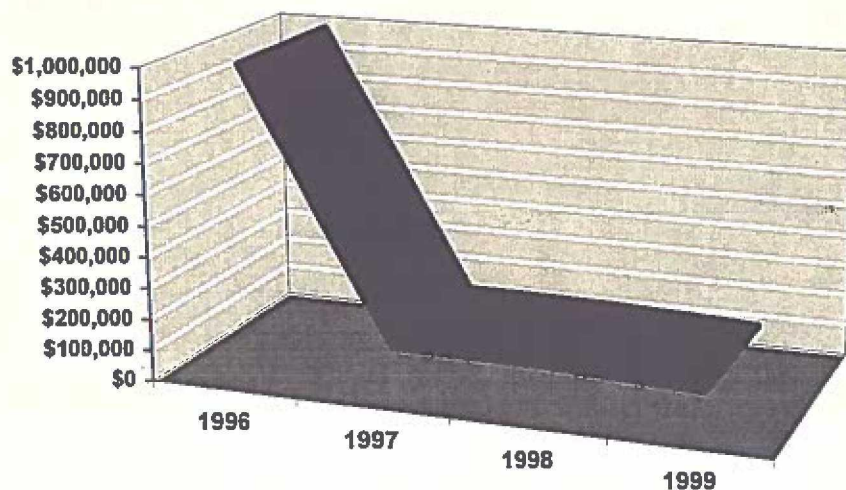
D.D.A. CAPITAL IMPROVEMENT FUND #203

DESCRIPTION:

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

D.D.A. CAPITAL IMPROVEMENT FUND #203

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	21,000	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	33,400	50,000	30,000	15,000
Other Revenue	180,000	20,000	-	-
Total Operating Revenue	213,400	91,000	30,000	15,000
Capital Proceeds	1,712,117	-	-	-
TOTAL REVENUE	\$ 1,925,517	\$ 91,000	\$ 30,000	\$ 15,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	66,296	15,000	-	-
Debt Service	980,532	-	-	-
Operating Equipment	555	-	-	-
Total Operating Expense	1,047,383	15,000	-	-
Major Capital	167,043	996,592	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 1,214,426	\$ 1,011,592	\$ -	\$ -
Transfers-In From Other Funds	160,318	100,000	-	-
Transfers-Out To Other Funds	26,900	33,900	33,900	33,900
Net Transfers	\$ 133,418	\$ 66,100	\$ (33,900)	\$ (33,900)
TOTAL SOURCES	2,085,835	191,000	30,000	15,000
TOTAL USES	1,241,326	1,045,492	33,900	33,900
NET SOURCE (USE) OF FUNDS	\$ 844,509	\$ (854,492)	\$ (3,900)	\$ (18,900)
ENDING FUNDS AVAILABLE	\$ 996,167	\$ 141,675	\$ 137,775	\$ 118,875

SPECIAL TAXING DISTRICT FUNDS

D.D.A. DEBT SERVICE FUND #611

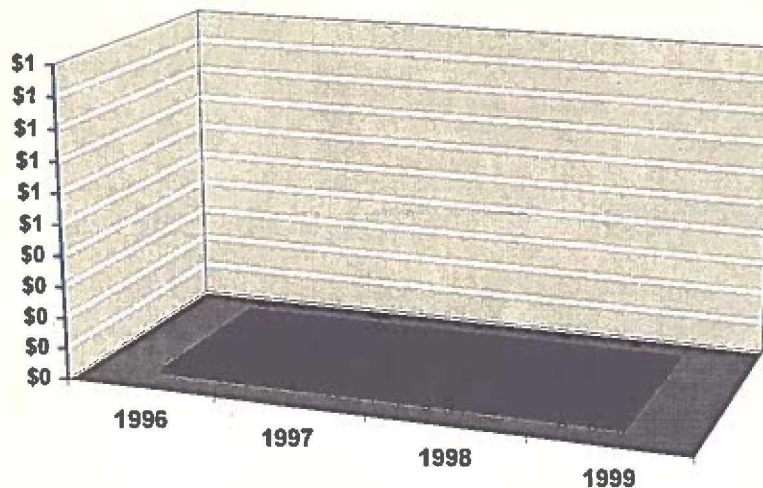
DESCRIPTION:

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

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

In 1990 the City, in accordance with the Plan of Development, issued a second series of TIF Bonds for \$1.3 million, maturing annually through 2004.

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

D.D.A. DEBT SERVICE FUND #611

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	-	-	-	-
Capital Proceeds	-	-	-	-
TOTAL REVENUE	\$ -	\$ -	\$ -	\$ -
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	50	50	50	50
Debt Service	127,438	207,420	212,320	216,340
Operating Equipment	-	-	-	-
Total Operating Expense	127,488	207,470	212,370	216,390
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 127,488	\$ 207,470	\$ 212,370	\$ 216,390
Transfers-In From Other Funds	127,488	207,470	212,370	216,390
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 127,488	\$ 207,470	\$ 212,370	\$ 216,390
TOTAL SOURCES	127,488	207,470	212,370	216,390
TOTAL USES	127,488	207,470	212,370	216,390
NET SOURCE (USE) OF FUNDS	\$ -	\$ -	\$ -	\$ -
ENDING FUNDS AVAILABLE	\$ -	\$ -	\$ -	\$ -

SPECIAL TAXING DISTRICT FUNDS

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

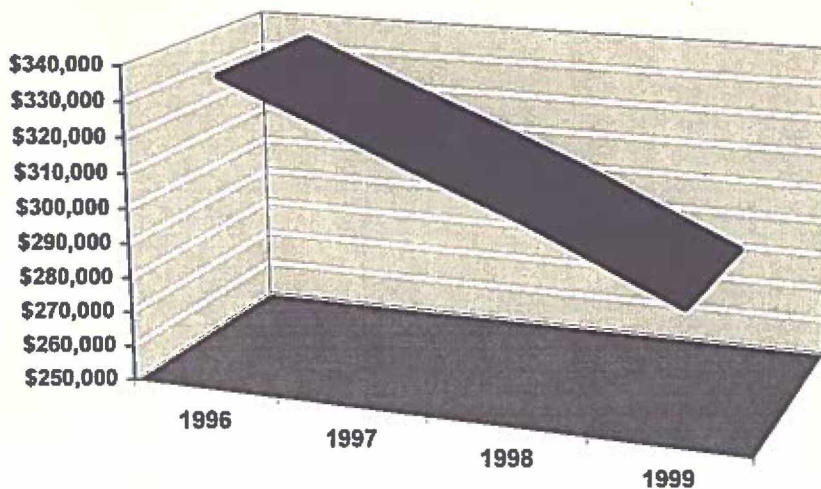
DESCRIPTION:

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

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

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

	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 63,331	\$ 66,000	\$ 70,000	\$ 70,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	36,523	36,000	37,000	37,000
Interfund Charges	-	-	-	-
Interest & Investments	22,053	21,000	19,000	18,000
Other Revenue	800	-	-	-
Total Operating Revenue	122,707	123,000	126,000	125,000
Capital Proceeds	2,000	3,000	1,000	1,000
TOTAL REVENUE	\$ 124,707	\$ 126,000	\$ 127,000	\$ 126,000
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	1,135	1,200	1,400	1,400
Debt Service	139,990	141,147	142,397	143,746
Operating Equipment	-	-	-	-
Total Operating Expense	141,125	142,347	143,797	145,146
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 141,125	\$ 142,347	\$ 143,797	\$ 145,146
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	124,707	126,000	127,000	126,000
TOTAL USES	141,125	142,347	143,797	145,146
NET SOURCE (USE) OF FUNDS	\$ (16,418)	\$ (16,347)	\$ (16,797)	\$ (19,146)
ENDING FUNDS AVAILABLE	\$ 335,760	\$ 319,413	\$ 302,616	\$ 283,470

SPECIAL TAXING DISTRICT FUNDS

RIDGES METRO DISTRICT DEBT SERVICE FUND #613

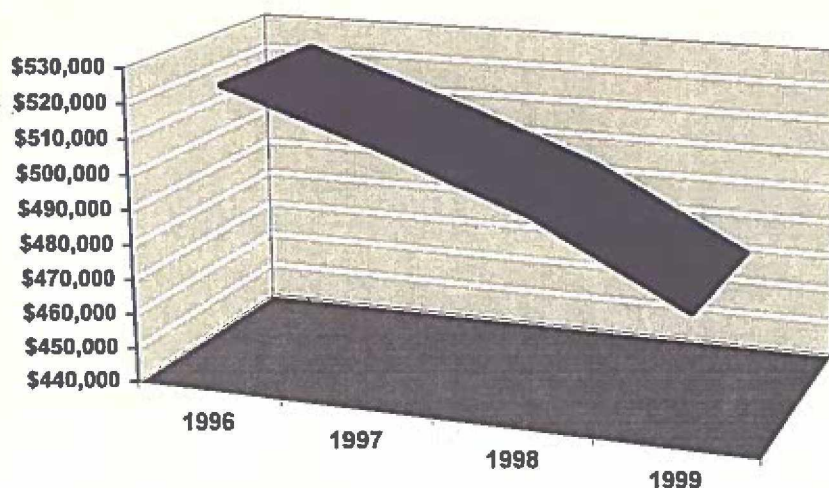
DESCRIPTION:

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

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

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

Ending Funds Available



SPECIAL TAXING DISTRICT FUNDS

RIDGES METRO DISTRICT DEBT SERVICE FUND #613

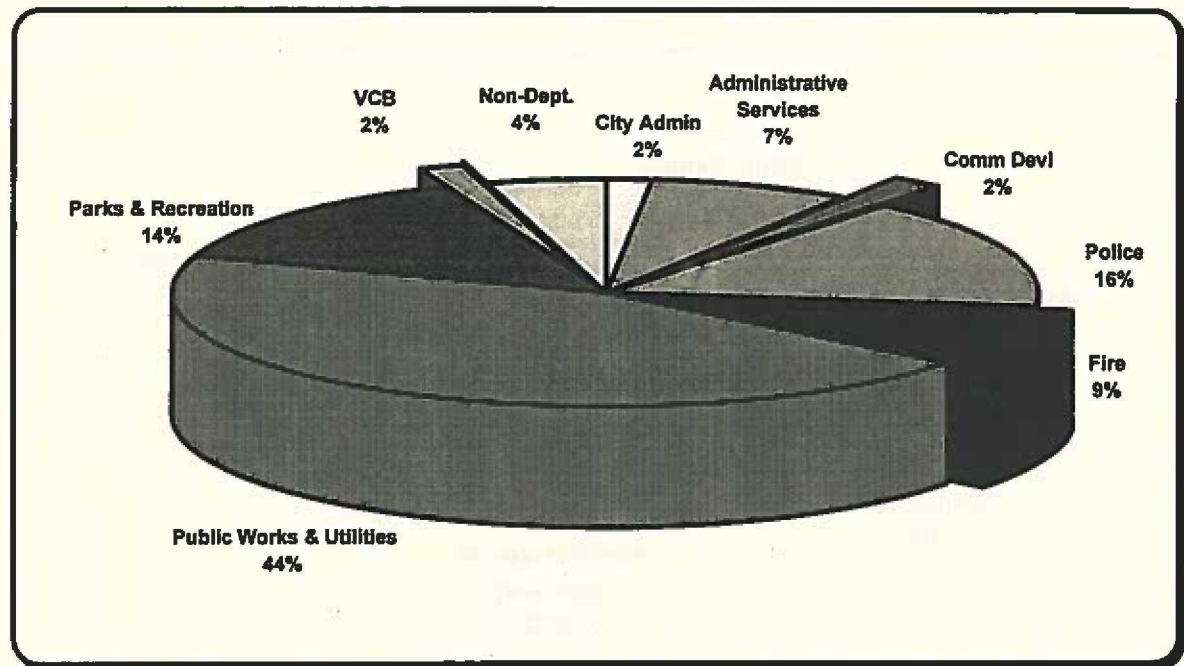
	1996 ACTUAL	1997 REVISED	1998 BUDGET	1999 BUDGET
REVENUE				
Taxes	\$ 164,585	\$ 163,200	\$ 163,200	\$ 163,200
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	33,518	33,000	32,000	31,000
Other Revenue	-	-	-	-
Total Operating Revenue	198,103	196,200	195,200	194,200
Capital Proceeds	26,880	15,500	15,500	15,500
TOTAL REVENUE	\$ 224,983	\$ 211,700	\$ 210,700	\$ 209,700
EXPENDITURES				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	3,222	3,300	3,300	3,300
Debt Service	225,883	221,973	222,893	228,393
Operating Equipment	-	-	-	-
Total Operating Expense	229,105	225,273	226,193	231,693
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
TOTAL EXPENDITURES	\$ 229,105	\$ 225,273	\$ 226,193	\$ 231,693
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
TOTAL SOURCES	224,983	211,700	210,700	209,700
TOTAL USES	229,105	225,273	226,193	231,693
NET SOURCE (USE) OF FUNDS	\$ (4,122)	\$ (13,573)	\$ (15,493)	\$ (21,993)
ENDING FUNDS AVAILABLE	\$ 523,835	\$ 510,262	\$ 494,769	\$ 472,776

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DEPARTMENT SUMMARIES

The following section is offered to assist in the understanding of the scope and magnitude of each of the City's departments. This section includes an overview of operating expenditures by department, division and category, along with historical personnel information. 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.

Departmental Summary

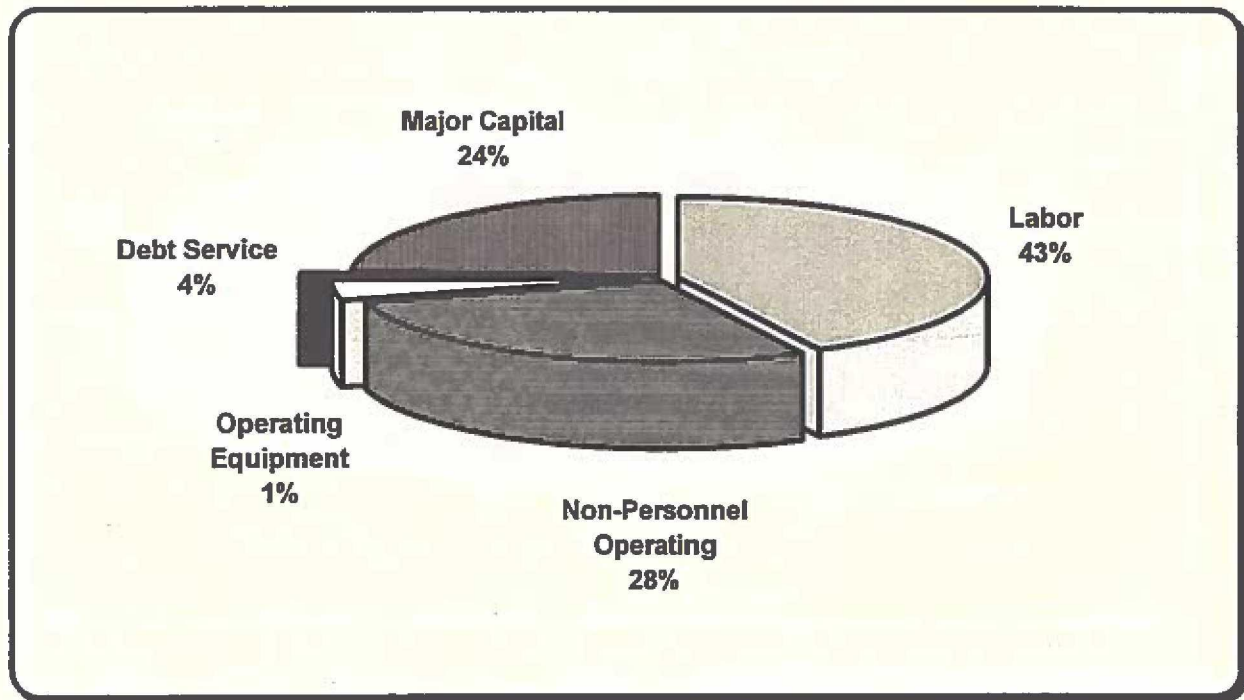


Budget By Department	1997	1998	1999
City Administration	\$ 985,435	\$ 1,039,345	\$ 1,036,305
Administrative Services	4,462,597	4,832,504	4,993,138
Community Development	1,249,368	1,348,532	1,273,650
Police	9,378,286	10,661,061	9,987,291
Fire	5,120,994	5,600,276	5,586,646
Public Works & Utilities	28,873,533	27,328,548	29,184,542
Parks & Recreation	10,610,067	8,119,550	7,493,331
Visitor & Convention Bureau	1,049,112	1,014,852	1,052,696
Total: City Departments	61,729,392	59,944,668	60,607,599
Non-Departmental	3,269,393	2,568,284	2,548,094
TOTAL	\$ 64,998,785	\$ 62,512,952	\$ 63,155,693

% Change	1997 - 1998	1998 - 1999	Annualized
City Administration	5.5%	-0.3%	2.5%
Administrative Services	8.3%	3.3%	5.8%
Community Development	7.9%	-5.6%	1.0%
Police	13.7%	-6.3%	3.2%
Fire	9.4%	-0.2%	4.4%
Public Works & Utilities	-5.4%	6.8%	0.5%
Parks & Recreation	-23.5%	-7.7%	-16.0%
Visitor & Convention Bureau	-3.3%	3.7%	0.2%
Total: City Departments	-2.9%	1.1%	-0.9%
Non-Departmental	-21.4%	-0.8%	-11.7%
TOTAL	-3.8%	1.0%	-1.4%

Total: All Departments

Budget Summary by Major Category



Budget By Major Category	1997	1998	1999
Labor	\$ 25,445,449	\$ 27,419,808	\$ 28,305,640
Non-Personnel Operating	17,201,468	18,263,914	18,337,502
Debt Service	2,599,694	2,599,343	2,597,853
Operating Equipment	743,016	811,005	557,668
Subtotal Operating	\$ 45,989,626	\$ 49,094,070	\$ 49,798,664
Major Capital	19,324,718	13,233,882	13,172,029
Unallocated Appropriations	(315,559)	185,000	185,000
TOTAL	\$ 64,998,785	\$ 62,512,952	\$ 63,155,693

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	7.8%	3.2%	5.5%
Non-Personnel Operating	6.2%	0.4%	3.2%
Debt Service	0.0%	-0.1%	0.0%
Operating Equipment	9.2%	-31.2%	-13.4%
Subtotal Operating	6.8%	1.4%	4.1%
Major Capital	-31.5%	-0.5%	-17.4%
TOTAL	-3.8%	1.0%	-1.4%

PERSONNEL HISTORY & RECOMMENDED CHANGES

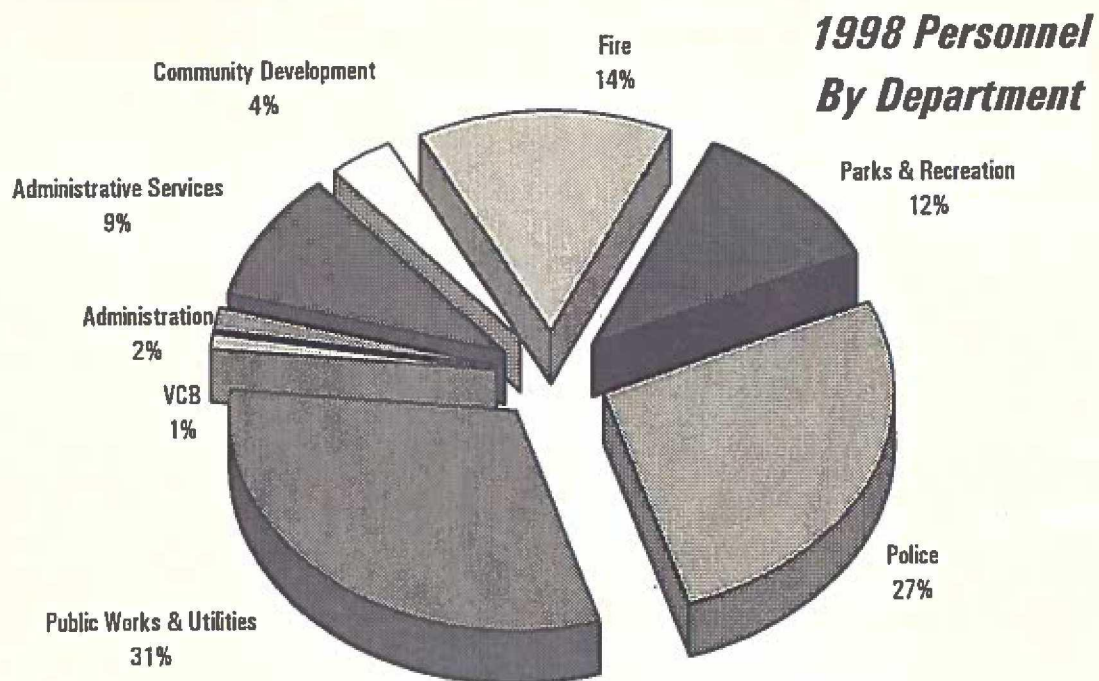
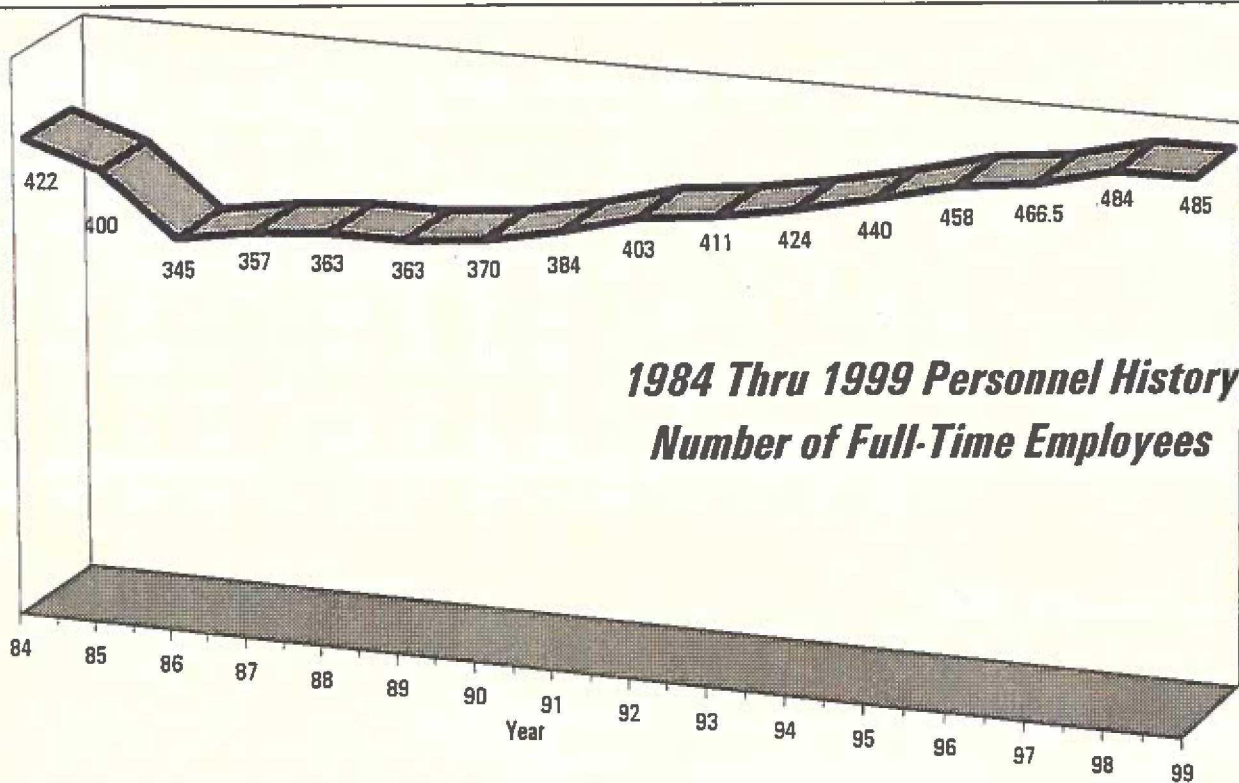
Department	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	6	5	4	4	4	4	5	6	6	6	6	7	7	7	8	8
VCB	0	0	0	0	0	0	2	3	4	5	5	5	6	6	6	6
Administrative Services	48	47	40	41	39	41	41	40	40	41	42	42	43	45	46	46
Police	104	99	83	89	95	94	97	99	107	108	110	118	123.5	126	130	130
Fire	66	65	57	60	60	60	60	62	65	65	66	66	66	66	70	70
Public Works & Utilities	142	131	117	119	122	121	121	127	132	135	141	144	148.5	147.5	152	152
Community Development	9	8	7	6	5	5	6	8	9	11	13	15	17	17	17	17
Parks & Recreation	47	45	37	38	38	38	38	39	40	40	41	43	47	52	55	56
TOTALS	422	400	345	357	363	363	370	384	403	411	424	440	458	466.5	484	485

Description of changes for 1998

Administration	Addition of 1 Staff Attorney
Administrative Services	Addition of 1 Senior Customer Service Representative
Police	Addition of 2 Patrol Officers (Traffic Division) Elimination of 1 Patrol Officer (Mesa State College) Addition of 1 Civilian Desk Clerk (Traffic Division) Addition of 1 Sergeant (Traffic Division) Addition of 1 Public Safety Telecommunicator
Fire	Addition of 1 Fire Prevention Officer Addition of 3 Firefighters
Public Works & Utilities	Elimination of 1 Traffic Engineer Addition of 1 Transportation Engineer Addition of 1 Transportation Systems Analyst Addition of 1 Project Engineer Addition of 1 Senior Engineering Technician Addition of 1 Construction Inspector Addition of 1 Cross Connection Control Coordinator
Parks & Recreation	Addition of 1 Parks Maintenance Supervisor (Canyon View) Addition of 1 Aquatics Coordinator Addition of 1 Golf Course Groundskeeper Addition of 1 Building Maintenance Worker Elimination of 1 Cemetery Maintenance Worker

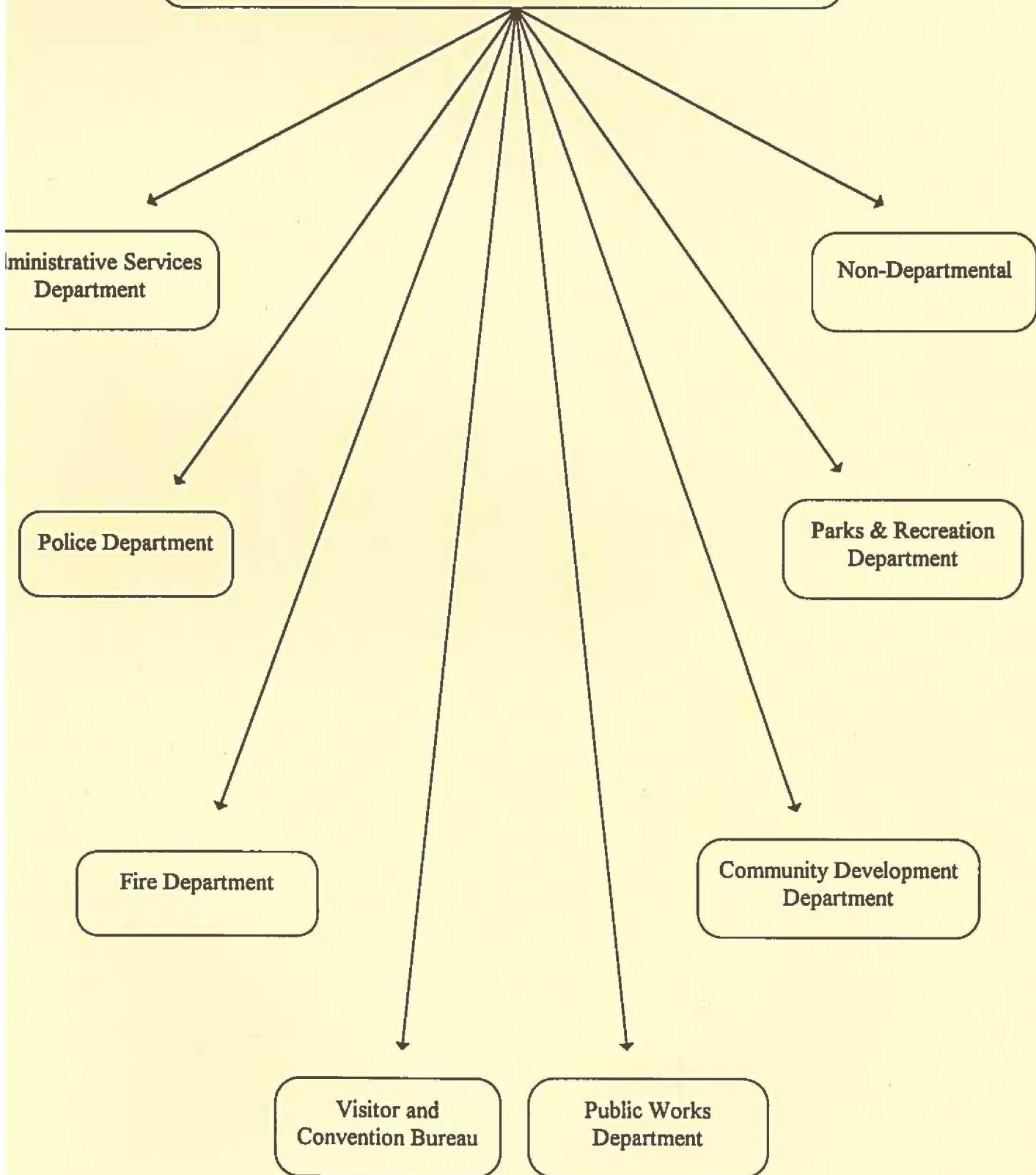
Description of changes for 1999

Parks & Recreation	Addition of 1 Administrative Clerk II
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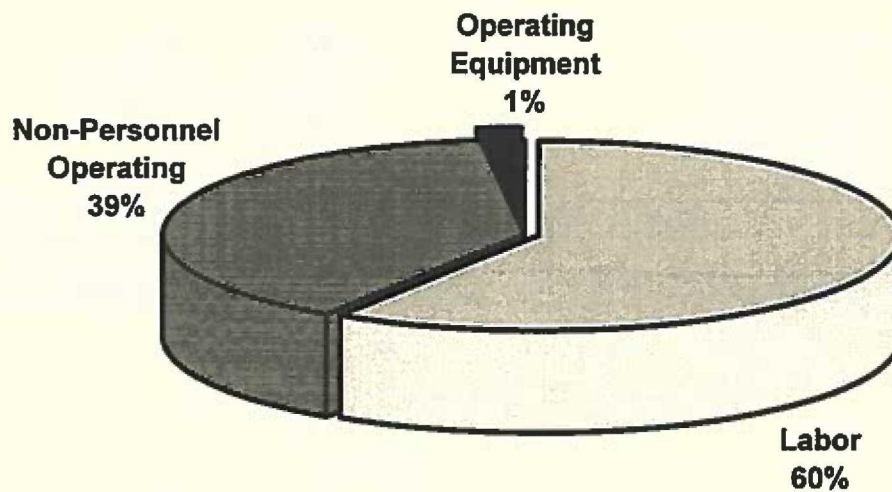
CITY OF GRAND JUNCTION

CITY ADMINISTRATION



City Administration

Budget Summary



Budget By Major Category

	1997	1998	1999
Labor	\$ 543,893	\$ 619,681	\$ 646,334
Non-Personnel Operating	393,267	411,909	387,971
Debt Service	-	-	-
Operating Equipment	48,276	7,755	2,000
Subtotal Operating	\$ 985,435	\$ 1,039,345	\$ 1,036,305

Major Capital

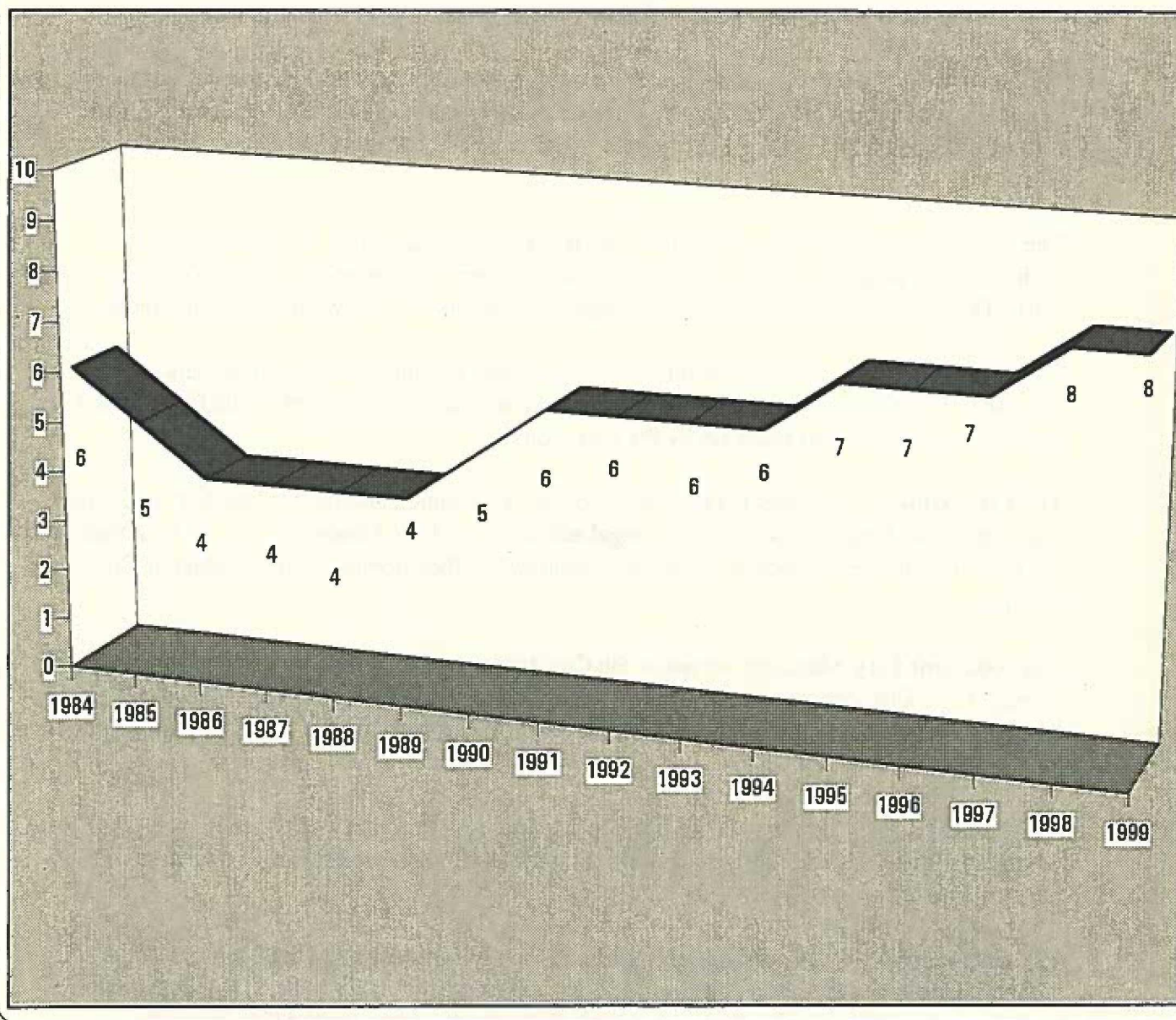
TOTAL	\$ 985,435	\$ 1,039,345	\$ 1,036,305
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<u>% Change</u>	<u>1997 - 1998</u>	<u>1998 - 1999</u>	<u>Annualized</u>
Labor	13.9%	4.3%	9.0%
Non-Personnel Operating	4.7%	-5.8%	-0.7%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-83.9%	-74.2%	-79.6%
Subtotal Operating	5.5%	-0.3%	2.5%
Major Capital	0.0%	0.0%	0.0%
TOTAL	5.5%	-0.3%	2.5%

City Administration
Budget Summary by Fund and Organization Code

<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
100	111	City Council	\$ 349,334	\$ 301,007	\$ 283,362
100	121	City Manager	379,617	403,033	411,020
100	122	Public Relations	6,200		
100	131	City Attorney	250,284	335,305	341,924
Subtotal: General Fund			985,435	1,039,345	1,036,305
Department Total			\$ 985,435	\$ 1,039,345	\$ 1,036,305

City Administration Full-Time Complement



City Administration will add 1 Staff Attorney in 1998.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
City Manager	2.5	2.5	2.5	2.5	2.5	2.5	2.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
City Attorney	2.5	1.5	1.5	1.5	1.5	1.5	2.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0
Public Information	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Total	6.0	5.0	4.0	4.0	4.0	4.0	5.0	6.0	6.0	6.0	6.0	7.0	7.0	7.0	8.0	8.0

DEPARTMENT SUMMARIES

-City Administration-

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 and two members are elected at large. The Mayor and Mayor Pro Tempore are selected from among the Council Members 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 governmental units, employees and citizens.

The **Assistant City Attorney** is the prosecuting attorney for municipal prosecutions, is the legal counsel for the Liquor Licensing Authority and the Planning Commission and advises City departments on various 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's newsletter.

Major Accomplishments

- In April, voters reelected one incumbent Council Member and three new Council Members.
- Adopted a Growth Plan for the City after an extensive two year process that involved significant public participation and coordination with Mesa County and the development of their plan.
- Opened and dedicated the new Canyon View Park featuring 110 acres with softball, soccer, volleyball, street hockey, playgrounds and basketball facilities.
- The Parks Department worked with the local skate community to design and construct a new skatepark located in the Westlake area.

DEPARTMENT SUMMARIES

-City Administration-

- The Public Works Department began and completed numerous street projects including First Street and a major reconstruction of Unaweep Avenue.
- Began the process to enter into Intergovernmental Agreements with Mesa County, Fruita and Palisade to create a buffer zone for areas between the cities.
- Provided MCEDC with \$120,000 for the relocation of Job Site.
- Provided \$54,400 to Amatek Dixson to help with their expansion efforts.
- Contributed \$193,636 to the Unified Technical Education College for the purchase of equipment for their new building.
- Authorized \$100,000 for a loan fund for businesses along 25 Road that were damaged during unusually high rainfall.
- Provided \$439,981 to Mesa State College for their expansion efforts.
- Adopted a clean air ordinance to help address the problem of air pollution caused by wood stove and contributed \$25,000 to set up the wood stove replacement incentive fund to assist low/moderate income homeowners.
- Administered the City's Community Development Block Grant Program which purchased four residential lots for low/moderate income housing for Habitat for Humanity and helped the Grand Valley Catholic Outreach open the City's first Day Center for the homeless.
- Appointed a new Police Chief and a new Community Development Director.
- Began live cablecasting of City Council and Planning Commission meetings.

Significant Budget Issues

- Proposing to add a staff attorney in 1998 to help with the increasing workload being experienced in Municipal Court and other departments within the City.
- Continuing to balance the demand for increased services and capital projects with available financial resources.

Future Outlook

- Funding additional parks improvements projects and other capital needs and demands will continue to be a high priority.
- Updating the City's Development Code to incorporate the vision and goals that were identified in the City's Growth Plan will be a significant project for 1998.
- Finding the proper balance between the demands of growth and the desire for a high quality of life will continue to be a challenge.
- The City looks forward to an amiable resolution of the sewer discussions.

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ADMINISTRATIVE SERVICES DEPARTMENT

ADMINISTRATIVE SERVICES DIRECTOR

Ronald M. Lappi

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.

Accounting

City Clerk

Personnel / Risk
Management

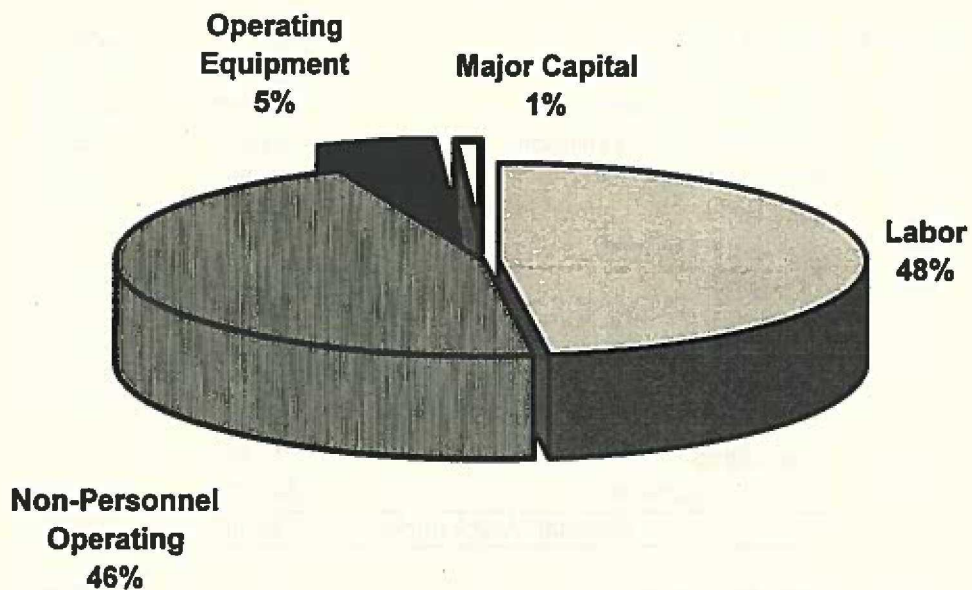
Purchasing

Information Services

Customer Service

Administrative Services Department

Budget Summary



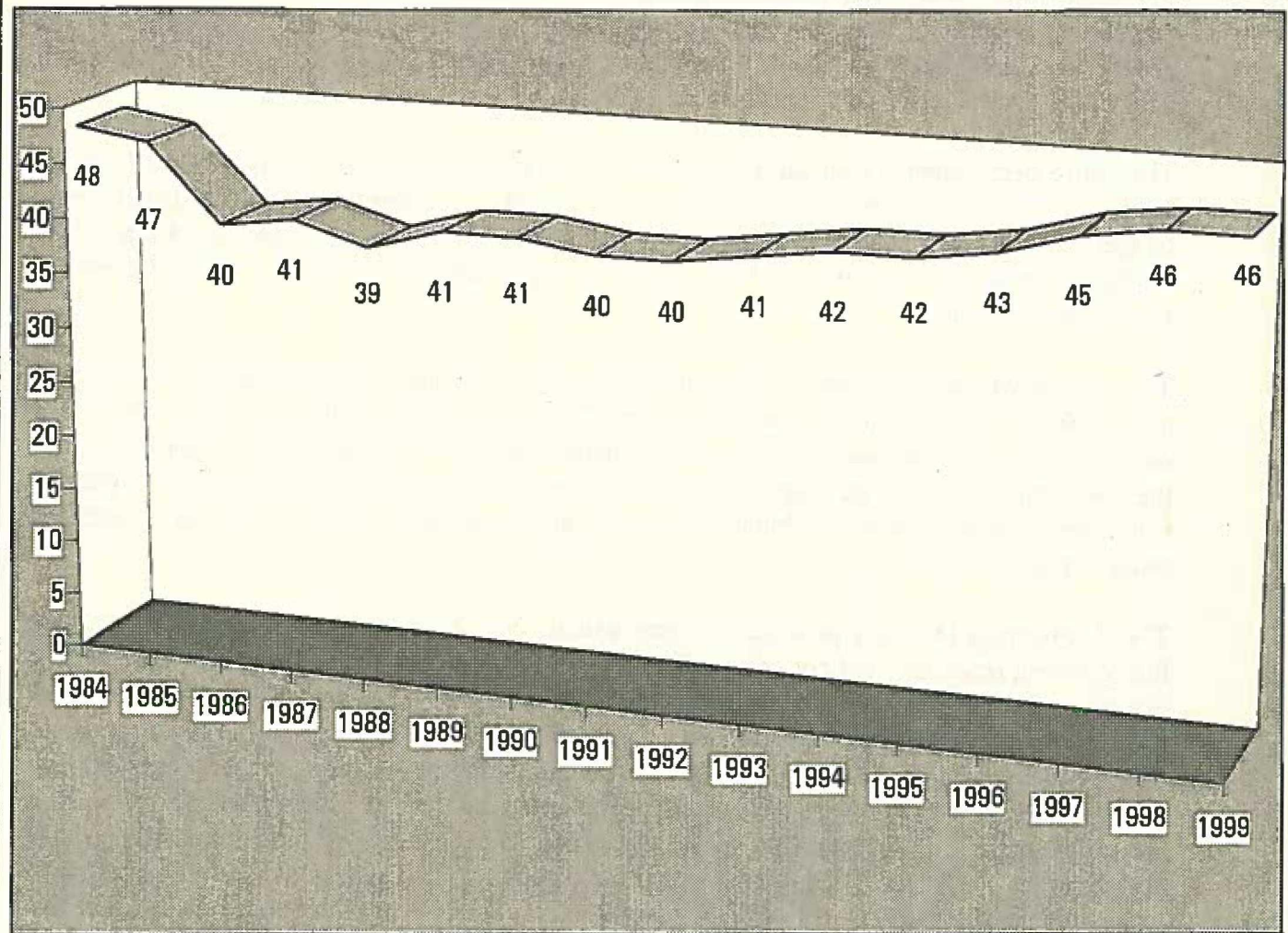
Budget By Major Category	1997	1998	1999
Labor	\$ 2,147,610	\$ 2,301,206	\$ 2,377,559
Non-Personnel Operating	2,026,569	2,215,520	2,305,049
Debt Service	-	-	-
Operating Equipment	276,260	243,665	218,530
Subtotal Operating	\$ 4,450,438	\$ 4,760,390	\$ 4,901,138
Major Capital	12,159	72,114	92,000
TOTAL	\$ 4,462,597	\$ 4,832,504	\$ 4,993,138

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	7.2%	3.3%	5.2%
Non-Personnel Operating	9.3%	4.0%	6.6%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-11.8%	-10.3%	-11.1%
Subtotal Operating	7.0%	3.0%	4.9%
Major Capital	493.1%	27.6%	175.1%
TOTAL	8.3%	3.3%	5.8%

Administrative Services
Budget Summary by Fund and Organization Code

FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
100	201	Office of the Director	\$ 229,028	\$ 245,181	\$ 240,131
100	210	Accounting Division	488,273	494,192	512,665
100	220	Customer Service Division	163,487	116,100	120,201
100	222	Municipal Court	66,386	172,362	178,583
100	231	City Clerk	295,181	277,477	280,084
100	232	City Clerk Elections	7,485	20	24,922
100	241	Personnel	363,655	398,112	400,212
100	245	Personnel General Items	379,990	291,479	306,752
100	261	General Purchasing	197,157	220,955	229,690
Subtotal: General Fund			2,190,644	2,215,876	2,293,240
301	210	Accounting	32,902	-	-
301	220	Customer Service	292,503	343,539	359,496
Subtotal: Water Fund			325,406	343,539	359,496
308	223	Parking Control	-	190,983	116,997
3080	223	Parking Control	105,415	(77,036)	-
Subtotal: Parking Fund			105,415	113,946	116,997
401	251	Administration - Information Services	93,644	110,201	113,109
401	252	Technical Services	217,009	228,522	236,690
401	253	Customer Support	600,393	689,946	696,777
401	259	Telephone Clearing-Info Services	100,819	93,448	97,319
Subtotal: Data Processing Fund			1,011,865	1,122,117	1,143,894
403	262	Stores Activities	84,263	68,248	70,340
403	2631	Print Shop Printing	63,795	63,856	68,426
403	2632	Copiers Management	32,440	34,091	35,449
Subtotal: Stores Fund			180,498	166,195	174,216
4041	2480	Risk Manager	89,137	100,198	105,069
4041	2481	Worker's Compensation	327,297	517,183	534,050
4042	2482	General Property and Liability	232,336	253,449	266,176
Subtotal: Self Insurance Fund			648,770	870,830	905,295
Department Total			\$ 4,462,597	\$ 4,832,504	\$ 4,993,138

Administrative Services Department Full-Time Complement



Changes in personnel for the Administrative Services Department include the addition of 1 Senior Customer Service Representative in 1998.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3
Accounting	8	8	7	7	7	8	8	8	8	8	8	8	6	6	6	6
Customer Service	12	11	9	9	9	10	10	7	7	7	7	7	9	9	10	10
Personnel/Risk Mgmt	4	4	3	2.5	4.5	4.5	5	6	6	7	7	7	7	7	7	7
Information Services	11	11	9	10	8	8	8	8	8	8	8	8	9	11	11	11
Stores / Print Shop	8	8	7	7.5	6.5	6.5	6	6	6	6	6	6	6	6	6	6
City Clerk	3	3	3	3	2	2	2	2	2	2	3	3	3	3	3	3
Total	48	47	40	41	39	41	41	40	40	41	42	42	43	45	46	46

DEPARTMENT SUMMARIES

-Administrative Services-

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 divisions including Administration, Accounting, Customer Service, City Clerk, Personnel & Risk Management, Information Services, and Purchasing.

The entire department's General Fund budget is proposed at approximately \$2.2 million for 1998 and \$2.3 million for 1999, increases of 1.3% and 3.3% respectively. The department's budget including self insurance, data processing and stores funds is requested at \$4.8 and \$5.0 million respectively for 1998 and 1999. This is an increase over 1997 of 7.6% and 3.9% for each of the two years.

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 to all departments with focus on the budget and related special projects.

The **Accounting Division** provides services which can be segregated into accounting, cash management, reporting, and controlling functions. Accounting includes adjusting journal entries, expenditure control and recording through purchase order entry and invoicing, petty cash check control and processing, accounts receivable functions, delinquency and bad check collections, debt payments, and wire transfers; budget control and balancing throughout the budget process; and fixed asset recording. Cash Management includes revenue and expenditure processes, bank reconciliation's, and investments. Financial reports are prepared for many individuals and organizations. The most significant report prepared by this division is the Comprehensive Annual Financial Report. Controlling functions are included in all of the above as internal controls. Also included is the enforcement process for sales and use taxes and franchise fees.

The **Customer Service Division** is comprised of the five functional areas of Utility Billing, Sales Tax, Cashiering, Municipal Court, and Parking Control. The division is staffed by nine employees and managed by one Customer Service Manager who reports to the Administrative Services Director. In March of 1996, the Collections Division and part of the Accounting Division were re-organized into the Customer Service Division. The goal of the re-organization was to provide better service to both internal and external customers by extensively cross-training the service representatives to assist customers with their needs in any or all of the five areas. Although all service reps work in all areas, specific people have been allocated to specific funds to simplify budgeting and personnel processes.

The **City Clerk's Office** consists of three full-time employees. Their primary functions are to maintain the City's official records and the City's Code of Ordinances, conduct municipal elections, process and issue liquor licenses, prepare and staff City Council meetings and administer sales and records for the City Cemeteries. In addition, this division responds to a major portion of citizen inquiries concerning City policies, ordinances and procedures and provides centralized mail processing.

DEPARTMENT SUMMARIES

-Administrative Services-

The **Personnel/Risk Management Division** provides a wide range of services to ensure effective selection, development and retention of the City's work force and to otherwise support each department's efforts in providing quality services to the community. The more traditional services provided include recruitment, testing and selection; salary and fringe benefit administration; policy and procedure development; and payroll processing. Additional services include coordination of City-wide training programs; administration of recognition and incentive programs; employee counseling; development of work place safety and loss control programs; and property and liability claims management. The division is staffed with a manager, two personnel analysts, a risk manager who manages the safety, loss control and property/liability programs and the City's self-funded worker's compensation program, and four clerical/support personnel. This division was involved in hiring and replacement of 43 full time and 93 part-time employees in 1996.

The **Information Services Division** currently supports the data information processing and voice communications services for all of the City's departments.

The data information processing needs are met City wide by a networked system connected by a sophisticated system of leased lines, modems, network hubs, and multi-protocol routers. The systems include Financial, Human Resource, Utility Billing, Sales Tax, E-mail, GIS, Word Processing, Spreadsheet, Database, AutoCad, Citation Management, Cemetery Management, ISYS Records Management and other programs.

Voice communications are supported through the use of several programmable PBX systems which have been linked into a City wide network through the use of leased dedicated extension lines, digital T1 lines, and City owned lines.

Both of these systems are currently supported by a staff of one manger and ten full-time employees. In addition to support of all of the basic hardware and software, they also provide user education and custom programming support for the approximately 400+ City employees. Support is provided for 12 network file servers and approximately \$1 million in computer hardware and \$2 million in computer software.

The **Purchasing Division** is comprised of three operational areas; purchasing, stores, and print shop. *Purchasing* responsibilities include the administration of the City's formal bid processes for the procurement of fixed assets, cost control and monitoring of general purchasing within the City government, and purchasing stock for City stores. *City stores* is a maintained inventory of frequently used or essential materials and issues such materials to City departments and occasionally other purchasers. There were 123,000 items issued in 1996. *Print Shop* provides central duplicating service including the preparation of an extensive variety of books, pamphlets, binders, and forms for the various City departments totaling more than 640 print jobs in 1996. The purchasing agent manages this division and the operational areas are staffed by five full time employees.

DEPARTMENT SUMMARIES

-Administrative Services-

Significant Budget Issues

- Funding for a market, class and compensation study was included in this revised and proposed budget.
- Our revised budget for 1997 is up from the current 1997 budget due to the study mentioned above, City wide increases in unemployment costs, some additional part-time costs, and the cost of two department head recruitment's in 1997.
- A new position of Senior Service Representative was added to the Customer Service Division which will allow the division to more effectively handle the increased work load primarily from municipal court.
- A new 3/4 time Administrative Secretary position dedicated to Risk Management has been added in 1998, because of their continued growth in claims activity and the need for continuity in this work unit.
- Resources have been included in 1999 to pay the cost of a mail ballot in April instead of the traditional polling place election.
- We have requested a major upgrade to the city wide Records Management System in 1998 to include a separate file server, software upgrade and compact disk mass storage device.
- Other Information Services upgrades include an upgrade to our Message Handling Software for E-mail Microsoft Office and the telephone system.
- Proposal to increase Municipal Court fines by adopting the state fine schedule and a court cost increase schedule, both of which will generate an additional \$150,000 estimated revenue, is recommended by staff, and can be implemented by the Judge's authority.

Major Accomplishments

- Adoption and implementation of the new Purchasing Policy Manual and its related Purchasing Card program was a very important undertaking.
- The development, publication and national awards for our Biennial Budget Documents for 1996 and 1997 were major success stories.
- Personnel completed work on City wide training and wellness programs, as well as, spearheading our creation of an employee recognition program.
- The utility system conversion to a totally new system under Banner's relational data base structure was a very difficult project.
- A new Customer Service Division was created to provide one stop service to the general public in the areas of utility billing, sales tax, municipal court and cashiering.
- We received our 13th award for excellence in financial reporting.

Future Outlook

- We expect to continue to be challenged by the communications and compatibility problems associated with our cutting edge technology utilizing client server distributed processing under our 12 networks.
- The Administrative Services Department is looking forward to the remodeled City Hall and additional space gains which will allow us to more effectively serve our internal and external customers.
- The city wide performance measurement project tied to measurable goals and objectives should be done in 1998.

Administrative Services / Accounting

FINANCIAL ACCURACY

(Year End 1997)

PRIMARY OBJECTIVE: Many individuals access the City's financial information on the computer. To the extent that revenues and/or expenses are not recorded timely and/or accurately, that data is incorrect. The object is to increase the accuracy of the financial information.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 521,178	\$11,850
Total # of FTE's in the Division		5.00	5.00
Total Man-hours @ 2,080 per FTE		10,400	10,400
% Of Budget Allocated To This Program		20%	20%
% Of FTE's/Man-hours Utilized By This Program		25%	25%
Average Cost per Written Journal Entry		\$15	\$15
Accounting Policies and Procedures Manual		1	1

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$104,235	\$102,830
Program FTE's		1.3	1.3
Program Man-hours		2,600	2,600

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total Transaction Dollars		142,063,761	128,658,915
Total Number Of Written Journal Entries		957	957
Number Of Correcting Journal Entries		325	325.00

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Correction Cost as a Percent of Program Expenses		4.68%	4.78%

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Correction Cost to Per \$1,000 of Total Transaction Dollars		3.43%	3.85%
Percentage of Correcting Entries to Total Written Entries		33.96%	33.96%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Correction Cost to Total Number of Written Journal Entries		\$5.09	\$5.09

ACTION PLAN FOR CONTINUOUS IMPROVEMENT: Accounting Division Personnel will visit the work sites of employees responsible for determining and/or entering transactions. The visits will provide information on their practices, procedures, and requirements. This information will be used to improve our procedures and programs, and if appropriate, to provide suggestions on how they might improve their processes. Training seminars will be developed to increase understanding of the financial system, forms, and processes. An accounting procedures manual is being prepared for usage in the training. It will be updated as practices and procedures are improved. New hires will be identified for initial training.

Administrative Services / Accounting

CASH MANAGEMENT

(Year End 1997)

PRIMARY OBJECTIVE:

While investing within the policy guidelines for safety and liquidity, the primary objective is to maximize the return on funds available by investing as much cash as possible and by meeting or exceeding the investment indexes.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 521,176	\$ 511,650
Total # of FTE's In the Division		5.00	5.00
Total Man-hours @ 2,080 per FTE		10,400	10,400
% Of Budget Allocated To This Program		5%	5%
% Of FTE's/Man-hours Utilized By This Program		1%	1%
Short-term Investment Index		5.21%	5.21%
Long-term Investment Index		6.67%	6.67%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$26,059	\$25,583
Program FTE's		0.1	0.1
Program Man-hours		104	104
Average Balance of Cash and Investments		\$ 37,181,568	\$ 37,181,568

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Average Balance Of Short-term Investments		\$ 11,682,098	\$ 11,682,098
Average Balance Of Long-term Investments		\$ 25,519,472	\$ 25,519,472
Percentage of Cash Invested		100.00%	100.00%
Yield On Short-term Investments		5.71%	5.32%
Yield On Long-term Investments		6.67%	6.84%
Weighted Average Yield Of Investments		6.37%	6.36%

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Short-term Yield's - Variance From Index		0.500%	0.110%
Long-term Yield's - Variance From Index		0.000%	0.170%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Weighted Yield's - Variance From Index		0.157%	0.151%

ACTION PLAN FOR CONTINUOUS IMPROVEMENT: The performance of the various short-term investment tools will be monitored for the most advantages mix of investments. Long-term investments will remain in the three to five year initial investment until rates increase, or the yield curve changes to provide an adequate increase in return for the an increase in investment life.

Administrative Services / Customer Service
SALES TAX
 (Actual 1997-Projected 1998)

PRIMARY OBJECTIVE:

To process sales tax returns in a efficient and effective manner.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Annual Sales Tax Revenues		\$ 20,664,000	\$ 17,094,031
Annual Operating Expense for the Division (General Fund)		\$ 116,099	\$ 117,338
Total Number of FTE's in the Division		1	1
Total Number of Man-Hours @ 2,080 per FTE	-	2,080	2,080
# Of Sales Tax Accounts (End of Period)		3,465	3,159
% Of Budget Allocated to this Function		75%	75%
% Of FTE's/Man-Hours Utilized by this Function		75%	75%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
YTD Program Expenditures	\$ -	\$ 87,074	\$ 88,003
Program FTE's	-	0.75	0.75
Program Man-Hours	-	1,560	1,560

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	ACTUAL YTD	PROJECTED	
Total Number of Sales Tax Returns Processed		22,440	\$ 20,400

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Sales Tax Return Processed		\$ 3.88	\$ 4.31
Minutes per Sales Tax Return Processed		4.17	4.59

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Sales Tax Returns Processed Correctly		\$ 20,870	\$ 18,564
Accuracy Rate Of Returns Processed		93%	91%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Correctly Processed Sales Tax Return		\$ 4.17	\$ 4.74
Minutes per Correctly Processed Sales Tax Return		4.48	5.04

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To limit distractions and interruptions that increase the time, errors, and the resulting cost of processing.
 Survey our external customers to determine a satisfaction rating and suggestions for improvement.

Administrative Services / Customer Service
UTILITY BILLING
 (Actual 1997-Projected 1998)

PRIMARY OBJECTIVE:

To process utility billing and receipts in a efficient and effective manner.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Annual Utility Revenue		\$ 9,712,061	\$ 9,560,006
Annual Operating Expense for the Division (Water Fund)		\$ 343,539.00	\$ 286,221
Total Number of FTE's in the Division		4	4
Total Number of Man-Hours @ 2,080 per FTE	-	8,320	8,320
Total Number of Utility Accounts		23,100	21,150
% Of Budget Allocated to this Function		25%	25%
% Of FTE's/Man-Hours Utilized by this Function		25%	25%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
YTD Program Expenditures	\$ -	\$ 85,885	\$ 71,555
Program FTE's	-	1	1
Program Man-Hours @2,080 per FTE	-	2,080	2,080

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	ACTUAL YTD	PROJECTED	
Number of Utility Bills Issued		233,861	231,909
Number of Utility Receipts Processed		232,405	230,862
Total # Account Transactions	-	466,066	462,571

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Transaction		\$ 0.18	\$ 0.15
Minute per Transaction		0.268	0.270

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Bills Issued Correctly	-	231,909	\$ 229,580
Number of Receipts Processed Correctly	-	230,662	\$ 229,509
Total Number of Accurate Transactions	-	462,571	\$ 459,099
Overall Accuracy Rate		99.25%	99.25%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Correctly Processed Transaction		\$ 0.19	\$ 0.16
Minute per Correctly Processed Transaction		0.270	0.272

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To limit distractions and interruptions that increase the time, errors, and the resulting cost of processing.
 Survey both our internal and external customers to determine a satisfaction rating and suggestions for improvement.

Administrative Services / Customer Service
MUNICIPAL COURT
 (Actual 1997-Projected 1998)

PRIMARY OBJECTIVE:

To input tickets issued by the Police Department in a timely manner with a high degree of accuracy.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Municipal Court Fine Revenue Collected		\$ 300,000	\$ 277,287
Annual Operating Expense for the Division (General Fund)		\$ 172,362	\$ 102,848
Total Number of FTE's in the Division		2	2
Total Number of Man-Hours @ 2,080 per FTE	-	4,160	4,160
Number of Tickets Issued		7,417	6,743
% Of Budget Allocated to this Function		12.5%	12.5%
% Of FTE's/Man-Hours Utilized by this Function		12.5%	12.5%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures	-	\$ 21,545	\$ 12,856
Number of FTE's	-	0	0
Number of Man-Hours @ 2,080 per FTE	-	520	520

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	ACTUAL YTD	PROJECTED	
Number of Tickets Entered		7,343	6,547

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Ticket Entered		\$ 2.93	\$ 1.96
Number of Tickets Entered per Minute		4.25	4.77

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Percent of Tickets Issued that were Entered		99%	97%
Number of Tickets Entered w/o Errors		7,194	6,351
Accuracy Rate		98%	97%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Muni-Court Cost per Correctly Entered Ticket		\$ 2.99	\$ 2.02
Tickets Entered Correctly per Minute		4.34	4.91

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To limit distractions and interruptions that increase the time and resulting cost of entering tickets.
 Continue to enhance data base capabilities and automated functions.

Administrative Services / City Clerk
COUNCIL PACKETS
 (Year End 1997)

PRIMARY OBJECTIVE:

To provide the City Council with Workshop Packets on-time (72 hours prior to the meeting) and without errors.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 277,477	\$ 248,243
Total # of FTE's in the Division		3.00	3.19
Total Man-Hours @ 2,080 per FTE		6,240	6,635
% Of Budget Allocated To This Program		5%	5%
% Of FTE's/Man-Hours Utilized By This Program		10%	10%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	ACTUAL
Program Expenditures		\$ 13,874	\$ 12,412
Program FTE's		0.30	0.32
Program Man-Hours		624	664

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
# Of Packet Distributions		24	25

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
Average Cost Per Packet		\$ 578	\$ 498
Average # Of Man-Hours Utilized Per Packet Distribution		26	27

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
# Of Packets Distributed Without Errors		24	21
% Distributed Without Errors		100%	84%
# Of Packets Distributed On-Time (72 Hours Prior To Workshop/Meeting)		24	25
% Distributed On-Time		100%	100%
# Of Packets Distributed On-Time & Without Errors		24	21
% Distributed On-Time & Without Errors		100%	84%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
Cost Per Packet Distributed On-Time & Without Errors		\$ 578	\$ 591
# Of Man-Hours Utilized Per Packet Distributed On-Time & Without Errors		26	32

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

1. Have staff available Thursday afternoons for packet preparation.
2. Review packet Thursday 4:00 pm.
3. Have staff be familiar with packet materials in order to catch errors prior to distribution.

Administrative Services / City Clerk
RECORDS MANAGEMENT
 (Year End 1997)

PRIMARY OBJECTIVE:

To have records accessible and retrievable within 15 minutes by having them available electronically on a network database.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 277,477	\$ 248,243
Total # of FTE's in the Division		3.00	3.19
Total Man-Hours @ 2,080 per FTE		6,240	6,535
% Of Budget Allocated To This Program		12%	15%
% Of FTE's/Man-Hours Utilized By This Program		20%	28%
Total Number Of Records On File (Beginning Of The Year)		16,750	18,200
Total # Of Records Available Electronically (Beginning Of The Year)		8,148	3,375
# of Backlog Records		8,600	12,825
% Of Records Available Electronically (Beginning Of The Year)		49%	21%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	ACTUAL
Program Expenditures		\$ 33,297	\$ 37,236
Program FTE's		0.80	0.83
Program Man-Hours		1,248	1,725

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
# Of New Records Received		500	550
# Of New Records Entered		500	519
# of Backlog Records Entered		1,500	4,254
Total # of Records Entered		2,000	4,773

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
Average Cost Per Entry		\$ 18.65	\$ 7.80
Average # Of Man-Hours Utilized Per Entry		0.62	0.36

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
Total # Of Records On File		17,250	16,750
Total # Of Records Available Electronically		10,000	8,148
% of New Records Available Electronically		100%	94%
% of Backlog Records Available Electronically		17%	33%
% of Total Records Available Electronically		58%	49%
% Increase in Total Records Available Electronically		9.3%	27.8%
Increase in Total # of Records Available		2,000	4,773

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	ACTUAL
Cost per 1% Increase in Total Records Available		\$ 3,570	\$ 1,339
Man-hours for 1% Increase in Total Records Available		134	62

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

1. Continue the scanning and input of documents to expand databases.
2. Additional training of input and retrieval methods.
3. Purchase a dedicated file server to accommodate more documents.

Administrative Services / Personnel
EMPLOYEE RECRUITMENT
 (Year End 1997)

PRIMARY OBJECTIVE:

To help ensure that each vacancy is filled with a quality applicant who fulfills the requirements of the job and contributes to the quality of the overall organization.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Personnel Division		\$ 400,000	\$ 385,000
Total # of FTE's in the Division		6.25	6.25
Total Man-Hours @ 2,080 per FTE		13,000	13,000
% Of Budget Allocated For Filling Vacancies		25%	25%
% Of FTE's/Man-Hours Used to Fill Vacancies		20%	20%
Number of Full-Time Employees Authorized City-Wide		466	466

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$100,000	\$ 101,263
Program FTE's		1.3	1.30
Program Man-Hours		2,600	2,600

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Recruitments		35	38
Number of Positions Filled		44	44
# Of Employee Separations		34	34
Employee Turnover Rate		7%	7%

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost To Fill A Vacancy		\$ 2,273	\$ 2,301
Average Number Of Man-Hours per Position Filled		\$ 59	\$ 59

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
# Of New Hires Obtaining Satisfactory Rating from the Supervisor within introductory period.		44	42
% Of New Hires Obtaining Satisfactory Rating from the Supervisor within introductory period.		100%	95%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per New Hire Obtaining a Satisfactory Rating		\$2,273	\$ 2,411
# Of Man-Hours Utilized Per New Hire Who Obtained a Satisfactory Rating		59	62

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Administrative Services / Information Services

TECHNICAL SUPPORT

(Year End 1997)

PRIMARY OBJECTIVE:

To increase efficiency and effectiveness of the Technical Support functions of supporting and maintaining the City's computer networks and communication systems.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 228,000	\$ 214,000
Total # of FTE's in the Division		4.00	4.00
Total Man-Hours @ 2,080 per FTE		8,320	8,320
% Of Budget Allocated To This Program		90%	90%
% Of FTE's/Man-Hours Utilized By This Program		90%	90%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$205,200	\$ 182,800
Program FTE's		3.6	3.8
Program Man-Hours		7,488	7,488

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Hardware Maintenance: (Consumes an estimated 30% of total resources)			
- # Of Fileservers Maintained: (Weight Factor 60%)		11	10
- # Of Personal Computers Deployed: (Weight Factor 10%)		375	350
- # Of Telecommunication Lines Maintained: (Weight Factor 30%)		15	15
-Weighted Number of Hardware Workunits		48.6	45.5
Software Maintenance: (Consumes an estimated 70% of total resources)			
- # Of Operating Systems Maintained: (Weight Factor 40%)		386	380
- # Of Telecommunication Systems: (Weight Factor 20%)		15	15
- # Of Software Applications Supported: (Weight Factor 40%)		28	25
-Weighted Number of Software Workunits		168.6	157.0
Total Number of Weighted Workunits		217.2	202.5

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Hardware Maintenance: (30%)			
- Cost Per Workunit		\$ 1,267	\$ 1,270
- Manhours Per Workunit		46.2	49.4
Software Maintenance: (70%)			
- Cost Per Workunit		\$ 852	\$ 859
- Manhours Per Workunit		31	33
Cost Per Total Weighted Workunit		\$ 945	\$ 951
Manhours Per Total Weighted Workunit		34.5	37.0

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Annual Customer Survey Rating		5.0	4.2

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Workunit / Rating		\$ 189	\$ 226
Manhours Per Workunit / Rating		6.9	8.8

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Establish a formal plan of continuing education for the Technical Support staff members to increase their efficiency in administering the various network operating systems and applications software.

Administrative Services / Information Services

USER TRAINING

(Year End 1997)

PRIMARY OBJECTIVE:

To increase efficiency and effectiveness in the use of personal computer systems by providing formal user training.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 133,000	\$ 111,000
Total # of FTE's in the Division		4.00	4.00
Total Man-Hours @ 2,080 per FTE		8,320	8,320
% Of Budget Allocated To This Program		10%	10%
% Of FTE's/Man-Hours Utilized By This Program		10%	10%
Number Of PC Users		400	400

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$13,300	\$ 11,100
Program FTE's		0.4	0.4
Program Man-Hours		832	832

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Of Training Classes Held		20	10
# Of Different Types of Training Classes		3	2
Total # Of Users Who Attended Training		100	50

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost Per Training Class		\$ 665	\$ 1,110
Average Cost Per User Trained		\$ 133	\$ 222
Average # Of Users Trained Per Training Class		5	5

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Calls For Service		8,000	\$ 10,000
Average # Of Calls Per User		20	25

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Average # Of Calls Per User / Average # Of Users Per Training Class		4.0	5.0

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Establish a yearly class schedule with curriculums and dates so that customers will have the opportunity to plan ahead and schedule themselves into a wider variety of training sessions. This should increase the average number of attendees and result in fewer help desk calls and need for one-on-one assistance.

Administrative Services / City Purchasing
STORES OPERATION
 (Year 1998)

PRIMARY OBJECTIVE:

Total customer satisfaction by providing City departments with quality products in an efficient and cost effective manner.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 57,848	\$ 77,507.00
Total # of FTE's in the Division		1.50	1.50
Total Man-Hours @ 2,080 per FTE		3,120	3,120
% Of Budget Allocated To This Program		75%	75%
% Of FTE's/Man-Hours Utilized By This Program		75%	75%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$43,386	\$ 58,130.00
Program FTE's		1.1	1.10
Program Man-Hours		2,340	2,340.00

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Requisitions Filled		3,800	3,917
Number Of Items Issued		125,000	113,294.00

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost Per Requisition		\$ 11.42	\$ 14.84
Manhour Per Requisition		0.62	0.60

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Requisitions Filled within 24 hours and Delivered as Scheduled		3,762	3,917
% Filled On-Time		99%	100%
Number Of Requisitions Satisfied During Initial Request (not backordered or cancelled)		3,762	3,723.00
% Satisfied During Initial Request		99%	95%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Requisition Satisfied and On-Time		\$ 11.53	\$ 15.61
Manhour Per Requisition Satisfied and On-Time		0.62	0.63

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Continuously review commodity usage to reduce inventory costs and maintain a good warehouse operation that stocks supplies needed on a recurring basis but does not laden its shelves with seldom used items. This will also reduce stock-outs.

Administrative Services / City Purchasing
PURCHASING
 (Year 1998)

PRIMARY OBJECTIVE:

Process customer purchase requisitions in an efficient and effective manner while maximizing price competition for goods and services procured by the City.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR
Total Expenditures for the Division		\$ 220,955	\$ 196,845.00
Total # of FTE's in the Division		2.30	2.30
Total Man-Hours @ 2,080 per FTE		4,784	4,784
% Of Budget Allocated To This Program		50%	50%
% Of FTE's/Man-Hours Utilized By This Program		75%	75%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$110,478	\$ 98,423
Program FTE's		1.7	1.7
Program Man-Hours		3,588	3,588

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Of Requisitions Processed		900	908
# Of Purchase Orders Issued		850	891
# Of Informal Quotations / Proposals -Under \$10K		800	883
# Of Formal Bids / Proposals -Over \$10K		70	56
Total # Of Work Units		870	939

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Work Unit		\$ 127	\$ 105
Man-hour Per Workunit		4.1	3.8

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
# Of Informal Quotations Processed Accurately & On-Time		800	839
# Of Formal Bids / Proposals Completed Accurately & On-Time		70	54
Total # Of Work Units Completed Accurately & On-Time		870	893
% Of Work Units Completed Accurately & On-Time		100%	95%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Workunit Completed Accurately & On-Time		\$ 127	\$ 110
Man-hour Per Workunit Completed Accurately & On-Time		4.1	4.0

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Division buyers have been given responsibility for specific departments and product groups to allow for more specialization which we expect to result in better serving our customers by improving requisition processing time and reducing our need to acquire specialized knowledge via the customer.

Administrative Services / City Purchasing
PRINT SHOP
 (Year 1998)

PRIMARY OBJECTIVE:

To process print shop requests in a efficient and effective manner and provide low cost photocopier services.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 44,096	\$ 46,163.00
Total # of FTE's in the Division		1.00	1.00
Total Man-Hours @ 2,080 per FTE		2,080	2,080
% Of Budget Allocated To Printing Services		75%	75%
% Of FTE's/Man-Hours Utilized By Printing Services		75%	75%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$33,072	\$ 34,622.00
Program FTE's		0.75	0.75
Program Man-Hours		1,560	1,560

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Print Shop Requests Completed		650	680

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Avg. Cost Per Print Shop Request		\$ 51	\$ 51.00
Avg. Man-hour per Print Shop Request		2.4	2.30

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Print Shop Requests Completed On-Time & Without Error		650	673
Satisfaction Rate		100%	99%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Request Completed On-Time & Without Errors		\$50	\$ 51.00
Man-hour Per Request Completed On-Time & Without Errors		2.3	2.30

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Better use of volunteers and employees doing "light duty" work to assist Printer in routine duties, thus allowing Printer to concentrate on press work.

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COMMUNITY DEVELOPMENT DEPARTMENT

COMMUNITY DEVELOPMENT DIRECTOR
E. Scott Harrington

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.

Administration

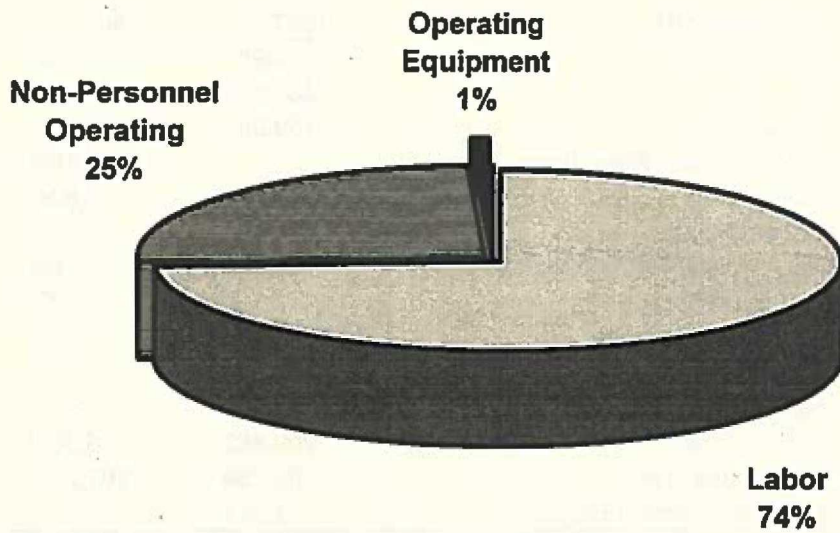
Code Enforcement /
Weed Abatement

Development Services

Community Planning

Community Development Department

Budget Summary



Budget By Major Category	1997	1998	1999
Labor	\$ 908,885	\$ 961,246	\$ 988,593
Non-Personnel Operating	330,263	373,876	279,707
Debt Service	-	-	-
Operating Equipment	10,220	13,410	5,350
Subtotal Operating	\$ 1,249,368	\$ 1,348,532	\$ 1,273,650

Major Capital

- - -

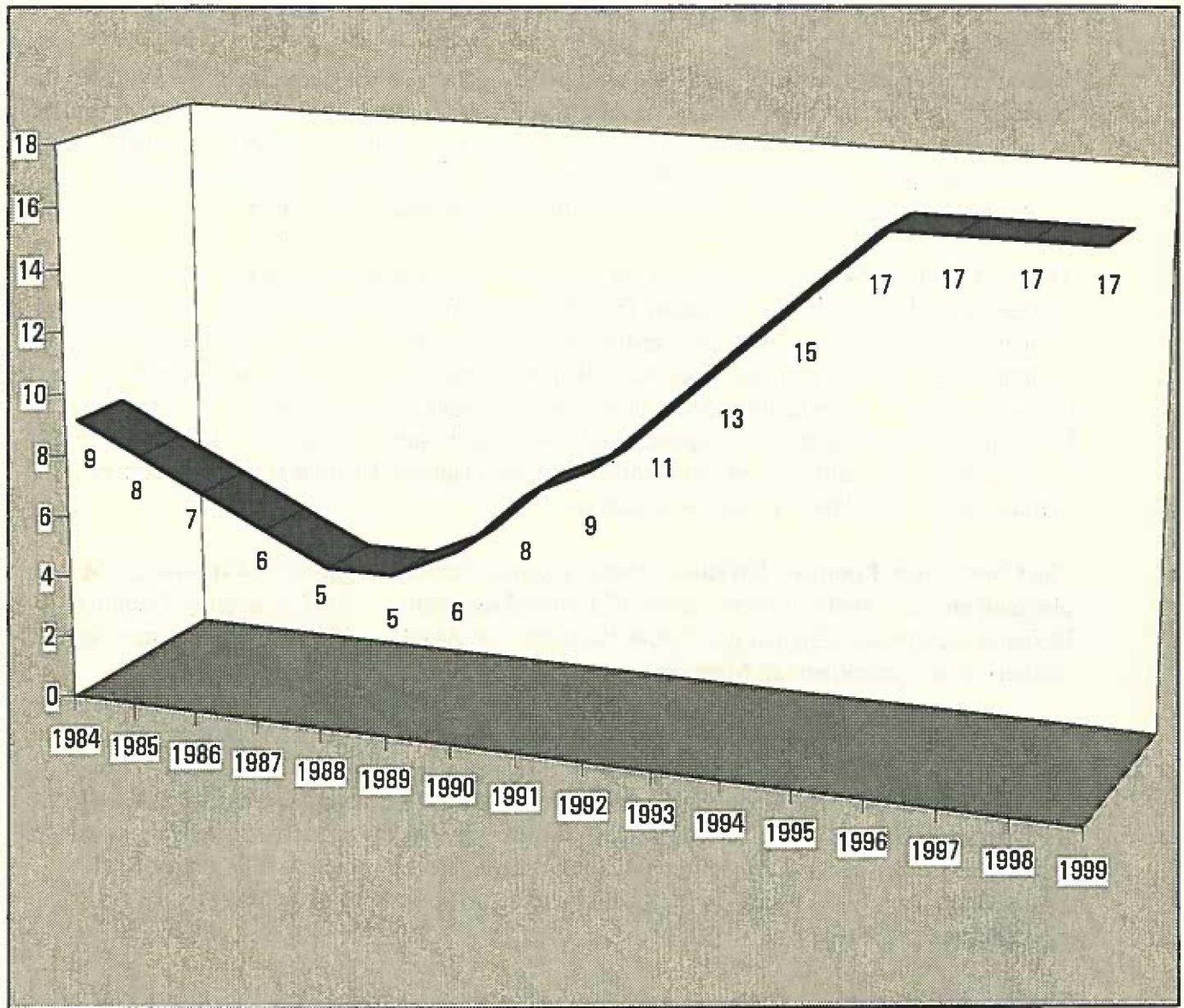
TOTAL \$ 1,249,368 \$ 1,348,532 \$ 1,273,650

<u>% Change</u>	<u>1997 - 1998</u>	<u>1998 - 1999</u>	<u>Annualized</u>
Labor	5.8%	2.8%	4.3%
Non-Personnel Operating	13.2%	-25.2%	-8.0%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	31.2%	-60.1%	-27.6%
Subtotal Operating	7.9%	-5.6%	1.0%
Major Capital	0.0%	0.0%	0.0%
TOTAL	7.9%	-5.6%	1.0%

Community Development
Budget Summary by Fund and Organization Code

FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
100	311	Administration	\$ 215,987	\$ 220,784	\$ 217,113
100	321	Planning	481,628	672,854	688,857
100	322	Annexation	159,090	-	-
100	3230	Neighborhood / Area Plans	-	22,560	23,196
100	3231	S Downtown	-	8,804	-
100	3232	Orchard Mesa	-	-	4,026
100	3233	Growth Plan / Code Revision	97,722	64,784	-
100	3234	24 Rd Corridor	-	24,032	-
100	3235	Historic Preservation	3,580	1,139	2,527
100	3236	GIS Interface	8,863	-	-
100	3238	Parking Model	210	-	-
100	331	Code Enforcement	200,452	226,301	228,968
100	332	Weed Abatement	80,759	107,274	108,963
100	33301	Code Enforcement Project	1,077	-	-
Subtotal: General Fund			1,249,368	1,348,532	1,273,650
Department Total			\$ 1,249,368	\$ 1,348,532	\$ 1,273,650

Community Development Department Full-Time Complement



There are no personnel changes for 1998 and 1999 in Community Development.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	0	0	0	0	0	2	2	2	2	2	2	2	2	2	2	2
Planning	9	8	7	6	5	3	3	4	4	6	7	9	11	11	11	11
Code Enforcement	0	0	0	0	0	0	1	2	3	3	4	4	4	4	4	4
Total	9	8	7	6	5	5	6	8	9	11	13	15	17	17	17	17

DEPARTMENT SUMMARIES

-Community Development-

Function

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

Administration provides overall direction and coordination for the department. In addition, the administrative staff 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 **Development Services Division's** main functions include development review and processing of development applications for subdivision, 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, provides technical assistance to City Council, the Planning Commission, Board of Appeals and other boards and commissions. The Development Services division is currently assigned three full-time Planning Technicians, one Associate Planner, one Senior Planner and one Supervisor.

The **Community Planning Division's** main functions include neighborhood/special area planning projects, Historic Preservation, CDBG and annexation. The Community Planning Division is currently assigned two Senior Planners, one Associate Planner, one Engineering Technician and one Planning Manager.

The **Code Enforcement Division's** main functions are 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 which include enforcement of the recently passed woodburning ordinance.

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 of Colorado 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 other City-owned property.

There are four full-time employees in this Division consisting of a Code Enforcement Supervisor, two Code Enforcement Officers and an Administrative Secretary. Six part-time seasonal employees assist with the Weed Abatement Program.

Significant Budget Issues

- The South Downtown, Riverside and El Poso Neighborhood (SDT) Plan encompasses the

DEPARTMENT SUMMARIES

-Community Development-

South Downtown area between the City Shops, the Railroad yard, Colorado River and 27 1/2 Road, including the El Poso and Riverside neighborhoods. The SDT Plan was initiated several years ago but its completion was delayed while staff focused their efforts on finishing the Growth Plan. In 1998, \$8,804 is budgeted to complete the South Downtown, Riverside and El Poso Neighborhood Plan, finalizing the preferred alternatives identified through the Downtown, Riverside and El Poso Neighborhood Plan, finalizing the preferred alternatives identified through the original planning process and the Growth Plan process. The area plan will also identify land use alternatives for the City-owned properties along the River.

- In 1998, \$24,032 is budgeted to develop a fairly detailed plan for the 24 Road Corridor between the I-70 Interchange and Highway 6 & 50. Issues to be addressed include land use, zoning, access control, building setbacks, sign controls, landscaping requirements and bicycle/pedestrian routes. This project was originally budgeted for in 1995 but has been delayed due to unavailability of staff time to work on it. It is anticipated that staff will be able to proceed with this project in early 1998. with the completion and opening of Canyon View Park, it is anticipated that development pressure on the land in the 24 Road Corridor will intensify in the near future. There is no assurance that development would be of the type consistent with the long-term best interest of the area and community. It is important that a fairly detailed plan be developed and adopted as soon as possible.
- In 1998, \$22,560 is budgeted for a plan for the downtown area. The plan would focus in on land use, design and standards for the central business district and surrounding area. It is anticipated that the Downtown Development Authority will contribute a similar level of funding for the project.
- One of the additional area plans identified in the Growth Plan is the Mesa State College area. This plan will encompass not only the Mesa State College campus but also the surrounding residential and commercial area. In 1999, \$23,196 is budgeted to complete this plan.
- Other major projects the Community Development Department expects to undertake are updating the Orchard mesa Neighborhood Plan, completing the Zoning and Development code rewrite project and completing an intergovernmental agreement with Mesa County to implement the Growth Plan.
 - ⇒ The original Orchard Mesa Neighborhood Plan was a joint City/County neighborhood plan that was finalized and adopted by City Planning Commission and City Council in 1995. Goal 9, Action Item #43 of the Growth Plan, directs that the Orchard Mesa Plan be updated also as a joint city/county project in 1999. Updating the plan will include notifying and working with residents, property and business owners on Orchard Mesa, assessing the current plan, gathering public input and conducting public hearings for any proposed plan amendments. In 1999, \$4,026 is budgeted to update the plan as required. Mesa County has agreed to contribute an equal or greater amount of funding for updating this plan.
 - ⇒ Grand Junction Zoning and Development Code will be revised as needed to help assure implementation of the adopted Growth Plan. The City has contracted with Freilich, Leitner & Carlisle to rewrite the Zoning and Development Code. The Code rewrite is underway with a full draft anticipated by the end of the year and adoption by Spring of 1998. the total contract cost for this project is \$76,700.
 - ⇒ An Intergovernmental Agreement (IGA) will be prepared by City and County staffs to address several items identified by the Growth Plan as needing agreement to ensure successful implementation of the Plan. while staff intends to do much of the

DEPARTMENT SUMMARIES

-Community Development-

work, the existing contract with Freilich, Leitner & Carlisle provides an option for their assistance as desired by City staff or the Council. Because some of the work is already done, staff has reduced the 1998 contract amount to \$42,300.

Major Accomplishments - 1997

Administration and Planning

- Community Development began scanning records as part of the Citywide record's management project.
- A Code Rewrite Focus Group was formed. The Focus Group and City staff are engaged in a comprehensive review and rewrite of the Code. It is anticipated that the final draft will be ready for adoption in early 1998.
- The City Zoning wall map and book were completed.
- Staff has input various data into GIS, including current zoning, floodplain information, power-of-attorneys, airport zones, transportation capacity payments, future land use, census data and non-conforming use information.
- The Community Development Department office hours were extended from 8:00 a.m.-5:00 p.m. to 7:30 a.m.-5:30 p.m. to better serve the public.

Historic Preservation

- The Historic Preservation Board and the City Council designated three buildings (The Raso Building at 461 Main Street, the Hotel Melrose at 337 Colorado and a residence at 625 Chipeta) and a residential district (The Lincoln Park Historic Residential District) on the City Register of Historic Sites, Structures and Districts.

Annexation

- Annexation staff facilitated the completion of fifteen annexations including: Matchett Park, Bookcliff Country Club Enclave, Airport West Enclave, Country Club Park West #2, Stassen 1,2 & 3, Hytech Hydronics Systems Inc., Tiara Rado Golf Course, East Tiara Rado Golf Course 1 & 2, Westwood Ranch, Ritter/Bilerio, Hetzel, Smith/Ashley/Crowley/Robinson, Applewood Heights, Climax Mill #2 and Northfield Estates Enclave. These annexations are comprised of approximately 412 acres of commercial/industrial property, 260 acres of residential property and 495 acres of public land.

Code Enforcement

- A "DUNK THE JUNK" campaign was initiated in 1997 to proactively encourage neighborhood cleanup. Two residential areas were targeted and resulted in the removal of more than 170 piles of junk by the Spring Cleanup crews.
- Procedures for enforcement and sole source heat exemptions were implemented and a public information brochure was developed on the passage of a woodburning ordinance.
- Thirty Temporary Use Permit applications were processed.
- Staff assisted the Mesa County Building Department in the removal process of dilapidated buildings.
- Staff assisted the Communications Coordinator in organization of a City booth at the annual Home Builders' Association Home and Garden Show.
- Several Home Owner Association meetings were attended by Code Enforcement staff to assist neighborhoods in understanding zoning issues including home occupations, fences and

DEPARTMENT SUMMARIES

-Community Development-

maintenance of vacant lots.

- One property junk abatement was conducted and seven other potential abatements were arranged but not performed. The owners of the seven properties with junk violations cleaned their properties prior to City abatement.

Future Outlook

The citywide Growth Plan, adopted in 1996, is a guide for public and private growth decisions through the year 2010. The basis of the Growth Plan encompasses community values, ideas and desires and will be used as a tool to manage growth and change to achieve the community's desired quality of life. Unlike specific area/neighborhood plans, the Growth Plan encompasses broad policy recommendations for a variety of elements such as land use compatibility, balancing between urban development and open space, assuring adequate public facilities, improving coordination between service providers and enhancing visual appeal of major corridors in the community. Area/neighborhood plans may be broad in scope, addressing the same elements that are incorporated in the Growth Plan, but at a smaller and more detailed scale. Usually an area/neighborhood plan focuses its goals and implementation strategies on one to five year time frame. Issues that may be addressed in area/neighborhood plans are specific problems or concerns related to the neighborhood such as historic preservation, crime, infill development, transportation and circulation, parks and open space, land use and zoning.

Over the next few years the Community Development Department will be shifting some of its staff resources to focus more on long-range planning projects, i.e. area/neighborhood plans as part of the implementation process of the Growth Plan. Four specific area/neighborhood plans that are proposed to be initiated and completed over the next two years are the South Downtown, Riverside and El Poso Neighborhood Plan, the Orchard Mesa Plan update, the 24 Road Corridor Plan, a Downtown Area Plan and a Mesa State Area Plan.

In addition, Community Development staff, along with other City staff, will continue to refine and improve the development review process for the benefit of the general public, applicants, and reviewing boards such as the City Planning Commission and the City Council.

Efforts to assist in the preservation of historic sites and structures will continue with the nominations of buildings and neighborhoods to the City Register of Historic Sites, Structures and Districts. The Community Development staff views historic preservation as a enhancing our neighborhoods and commercial centers, particularly in the downtown area. The ongoing improvement of properties through historic designation can raise property values, advocate community pride, attract more local and tourism business and create a positive impact on the economy.

The Department's Code Enforcement Division will continue its targeted approach to assisting neighborhoods in the elimination of trash and junk. The goals of this campaign are to clean up blighted areas of the City, broaden the public's awareness of City codes, and above all, support the residents' pride in maintaining a beautiful community. It is anticipated that the community will continue its demand for increased code enforcement activity.

Community Development Department

1997 Actual / 1998 Projected

PRIMARY OBJECTIVE:

To review and process development applications; to provide long-range plans for neighborhoods, areas and the City as a whole; and to enforce the City's Zoning and Development Code and the Municipal Code as it relates to weeds, junk, rubbish and other nuisance ordinances.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Development Activity (No. of Development Applications & Planning Clearances)		\$ 1,158	1,103
Permit Activity (No. of Permits Issued)		961	836
Customer Contacts (Development Services Division Telephone & Counter)		31,933	31,307
Code Enforcement (New Cases)		784	825
Weed Abatements		216	246

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Expenditures		\$1,417,656	\$ 1,027,651
Manhours		41,184	39,104
FTE's		19.8	18.8
FTE's (based on actual work hours)		16.5	15.6

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
EXPENDITURES:			
Community Planning		\$ 566,581	\$ 347,078
Development Services		\$ 517,500	\$ 418,616
Code Enforcement		\$ 333,575	\$ 261,957
MANHOURS:			
Community Planning		9,884	6,257
Development Services		17,709	17,988
Code Enforcement		13,591	14,860

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
MANHOURS (Variance from Goal)			
Community Planning: (Goal 24%, 1997 16%)		0%	-8%
Development Services: (Goal 43%, 1997 46%)		0%	3%
Code Enforcement: (Goal 33%, 1997 38%)		0%	5%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To shift some staff resources to the Community Planning Division to focus efforts on completing long-range planning projects budgeted in 1998 including South Downtown/EI Poso/Riverside Neighborhood Plan, Downtown Area Plan and the 24 Road Corridor Plan.

Community Development Development Services

1997 Actual, 1998 Projected

PRIMARY OBJECTIVE:

To recover an increasing percentage of the cost of processing permits and development applications through development fees.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Customer Contacts		\$ 31,933	31,307
Planning Clearances		905	879
Sign Permits		387	352
Fence Permits		309	281
Home Occupation Permits		130	118
Site Plan Review		65	62

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Expenditures		\$517,500	\$ 418,616
FTE's		8.50	8.6
Budgeted Manhours (2,080 = 1 FTE)		17,680	17,888

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Workload Measures:			
Total Number of Development Applications Processed (Weight 80%)		1,158	1,103
Total Number of Permit Applications Processed (Weight 10%)		961	836
TOTAL APPLICATIONS PROCESSED		2,120	1,939
Total Weighted # of Workunits		1,138	1,076

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Weighted Workunit		\$ 454.56	\$ 388.94
Manhour per Weighted Workunit		15.5	16.6

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Development Fee Revenue		\$ 113,111	\$ 96,453
Average Fee per Work Unit		\$ 99	\$ 90

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Recovery Rate		22%	23%

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To decrease the City Taxpayer subsidy of development by increasing development fees.

**Community Development
Code Enforcement**
1997 Actual / 1998 Projected

PRIMARY OBJECTIVE:

To enforce the City's Zoning and Development Code, and the Municipal Code as it relates to weeds, junk, rubbish and other nuisance ordinances.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Coverage Area / # of Acres		18203	18,103
Total Housing Units		18,265	17,965
Population		41,750	41,000

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Expenditures		\$333,575	\$ 281,957
FTE's		4.0	4.00
Manhours (2,080 = 1 FTE)		8,320	8,320

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Workload Measures:			
-Number of Outstanding Cases from Prior Year		12	-
-Number of New Code Cases		784	825
Total Number of Active Cases (Weight = 85%)		796	825
Total Number of Weed Violation Notices (Weight = 15%)		726	784
TOTAL CODE & WEED CASES		1,522	1,589
Total Weighted # of Workunits		785	816

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Weighted Workunit		\$ 424.80	\$ 321.08
Manhour per Weighted Workunit		10.6	10.2

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Code Violations Cleared / Resolved		788	813
Number of Weed Violations Resolved without Abatement		581	518
Total Number Cleared		1,368	1,331
Number of Weighted Workunits Cleared		757	769
Code Violation Clearance Rate		99%	99%
Weed Violation Clearance Rate		80%	68%
Total Clearance Rate		90%	84%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Cleared Workunit		\$ 440.82	\$ 340.76
Manhour per Cleared Workunit		11.0	10.8

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

POLICE DEPARTMENT

POLICE ADMINISTRATION

Chief Gary Konzak

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. 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.

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.

Patrol

Investigations

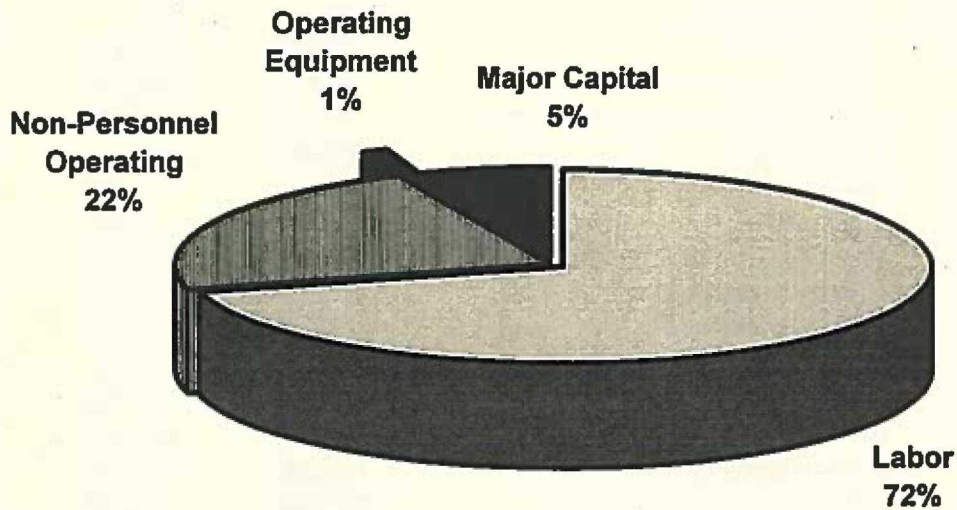
**Records / Crime
Lab**

**Communications
Center**

**Professional
Standards**

Police Department

Budget Summary



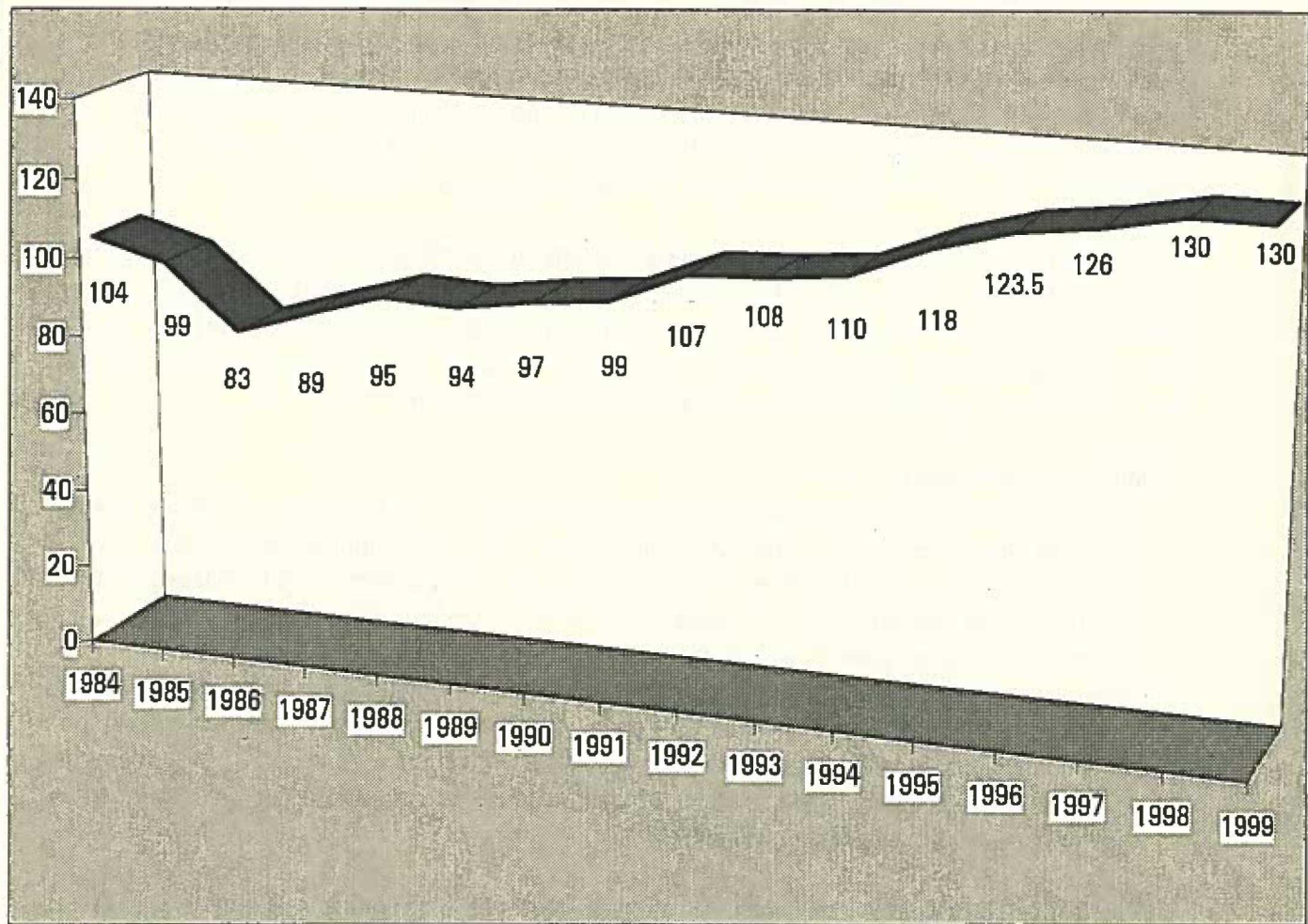
Budget By Major Category	1997	1998	1999
Labor	\$ 6,722,277	\$ 7,170,334	\$ 7,409,582
Non-Personnel Operating	2,057,076	2,341,725	2,352,804
Debt Service	-	-	-
Operating Equipment	105,661	158,726	74,905
Subtotal Operating	\$ 8,885,015	\$ 9,670,786	\$ 9,837,291
Major Capital	493,271	990,275	150,000
TOTAL	\$ 9,378,286	\$ 10,661,061	\$ 9,987,291

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	6.7%	3.3%	5.0%
Non-Personnel Operating	13.8%	0.5%	6.9%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	50.2%	-52.8%	-15.8%
Subtotal Operating	8.8%	1.7%	5.2%
Major Capital	100.8%	-84.9%	-44.9%
TOTAL	13.7%	-6.3%	3.2%

Police Department
Budget Summary by Fund and Organization Code

<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
100	410	Chief of Police	\$ 331,620	\$ 327,869	\$ 332,152
100	411	Volunteer Coordinator	94,613	68,204	70,133
100	421	Operations Division Commander	98,279	126,279	130,114
100	422	Uniform Patrol	3,765,453	4,440,102	4,252,804
100	4221	SWAT	43,648	61,342	57,531
100	4231	Traffic Safety	9,531	9,926	10,379
100	4233	Victim Assistance Program	15,032	6,930	7,101
100	4241	General Investigations	874,836	932,023	945,197
100	4242	Special Investigations	2,300	2,390	2,490
100	431	Division Commander	38,350	7,232	7,297
100	433	Professional Standards	215,666	241,194	233,356
100	434	Crime Prevention	198,577	148,600	152,348
100	435	School Resource	164,595	170,002	175,682
100	436	Lab	285,434	488,055	323,900
100	437	Records and Crime Analysis	674,976	558,231	569,376
100	441	Communications Center	667,424	705,896	728,690
100	450	Non-Personnel	169,544	188,363	192,507
Subtotal: General Fund			7,649,877	8,482,637	8,191,057
405	441	Communications Center	1,285,068	1,380,414	1,423,756
405	442	Enhanced 911	443,340	798,010	372,478
Subtotal: Comm Center Fund			1,728,408	2,178,424	1,796,234
Department Total			\$ 9,378,286	\$ 10,661,061	\$ 9,987,291

Police Department Full-Time Complement



Additions to the Police Department include; 2 Patrol Officers, 1 Civilian Desk Clerk, 1 Sergeant and 1 Public Safety Telecommunicator in 1998. They will also eliminate 1 Patrol Officer in 1998.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	7	9	8	9	9	9	9	9	10	10	10	10	9	8	8	
Services	17	15	14	16	18	18	19	19	19	19	20	20	12	13	13	1
Patrol	51	46	38	39	39	38	40	42	46	46	47	49	57	59	62	6
Investigations	13	13	10	12	13	13	13	13	13	13	13	13	17	17	17	1
Comm. Center	16	16	13	13	16	16	16	16	19	20	20	26	28.5	29	30	3
Total	104	99	83	89	95	94	97	99	107	108	110	118	123.5	126	130	13

DEPARTMENT SUMMARIES

-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. The police department has several major areas of operation including the Investigations Section, the Records Section, the Crime Laboratory and Property, the Uniformed Patrol Section, the Professional Standards Section, a School Resource Officer Unit, a Crime Prevention Unit, the county-wide 9-1-1 Communications Center, and an Administrative Section.

The Administrative Section of the department consists of the office of the Chief of Police and the Deputy Chief of Police. The office of the Chief of Police is responsible for overall leadership, coordination and management of the department. This office also is the liaison with other City departments, city manager, city council and other agencies. The office of the Deputy Chief of Police is responsible for the operational supervision of the department.

Major Accomplishments - 1997

- Paula Anderson was hired as the Volunteer Coordinator to replace Dr. Otis Testerman who retired in December, 1996. With the change in leadership the volunteer program is undergoing a change in direction. The program under Dr. Testerman took on more of a counseling and chaplaincy role for both the department and victims of trauma in our community. The program now has greater focus on recruiting and utilizing civilian volunteers to perform an array of community services. The recently established Trail Host program is an example of the types of programs this unit is pursuing. The volunteer coordination program, through its Victim Assistance component, is presently developing a program to assist the elderly in reducing their risk of crime victimization. This program is expected to be fully implemented in 1998.
- The Police Department, through the combined efforts of the Special Investigations Unit and the Patrol Canine program, expanded its drug interdiction program to the bus depot. We have made several significant seizures of illegal drugs through this effort which have culminated in a number of individuals being arrested for the illegal distribution of narcotics.
- Rebecca Maloney was hired as a drug analyst in the Crime Laboratory. Her background and training expands our capability to identify illegal drugs which will assist us in preparing more cases for prosecution within the time frames mandated by law.

Significant Budget Issues

- The department is looking forward to the procurement of an Automated Fingerprint Information System (AFIS) in 1999. This device will enable us to electronically compare fingerprints taken from various crime scenes against a local and statewide electronic data base. This machine, used for years by law enforcement agencies, has historically resulted in significant increases in arrests by matching fingerprints from crime scenes against those in the data base. The purchase price for an AFIS machine is about \$137,000. We have \$75,000 reserved for the purchase in the 1999 budget and are presently seeking grant funding for the remaining \$62,000 needed.

DEPARTMENT SUMMARIES

-Police Department-

- We are on track with procuring Mobile Data Computers (MDC) for our marked patrol fleet in the 1998 budget. The computers and their supporting equipment cost \$6,000 each. We will need to purchase twenty seven of the MDCs to accommodate the marked patrol fleet, at total purchase price of \$162,000.
- The Police Department is also purchasing a Gas Chromatograph/Mass Spectrophotometer in the 1998/1999 budget for \$95,000. This device is used for analyzing various types of physical evidence including drugs. It automatically performs functions in drug analysis which must be performed manually with our current technology. This reduction in manual analysis will allow us to process more drug related cases. This increase in drug processing will enable us to keep pace with our increasing workload.

Future Outlook

- Three committees have been formed to review the various operating aspects of the Police Department. The final recommendations of the committees are due in January, 1998, and will result in some reorganization of the department's organizational structure and functionality.
- The department is proceeding with obtaining a fourth canine to augment our existing canine capability. This fourth dog will aid our drug interdiction efforts and provided increased availability of a dog for patrol purposes.
- The department is proceeding with expanding its accreditation level by seeking national accreditation through Commission on Accreditation of Law Enforcement Agencies (CALEA). National accreditation is expected by 1999 if all goes as expected.
- The Police Records Management System is expected to be fully implemented by May, 1998. This brings our long awaited automation efforts to fruition. The department is continuing with its automation efforts by pursuing Mobile Data Computers for all marked patrol units in the 1998 and 1999 budget. With the installation of new equipment in the Communications Center, these mobile data computers will receive calls for service direct from the dispatch center. Officers will also have the ability to make their own on-line queries for warrants and registrations from the computers, as well as computerize their police reports in the field. The reports will be electronically entered into the Records Management System thereby increasing processing efficiency.
- The department has been successful in funding for a Traffic Unit in 1998. This unit will be staffed with two uniformed officers, a uniformed sergeant and a civilian desk officer. It is being created to expand the department's capability to respond to citizen concerns on traffic matters. The department is examining various methods to expand this unit by two officers utilizing existing personnel resources.

Police Department - Communication Center
(Year end 1997)

PRIMARY OBJECTIVE:

To provide a prompt, efficient and professional communication link between citizens of Mesa County and Public Safety Responders through direct service and communication support.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Number of L.E. and EMS Billable Transactions		85,312	83,639
Number of Non-Billable Transactions		55,552	48,683
Number of CCIC/NCIC Queries Performed			
Number of Telephone calls processed (Planning for 1999 availability of information.)			

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Communication Center Budget (less Operating Capital)		\$1,267,199	\$1,240,916
Total FTE Telecommunicators		20	20

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total of All Transactions per Telecommunicator		7,043	6,516

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Billable Transaction		<\$15.00	\$14.84

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Average Law Enforcement Emergency Call Dispatch Time		1.50	1.44
Average Fire/EMS Emergency Call Dispatch Time		1.50	1.18
Percent of Hits per CCIC/NCIC Query			
Number of Hazardous Location Entries for L.E.		75	28
Number of Hazardous Location Entries for Fire/EMS		815	800

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Telecommunicator Personnel Turnover Rate		<10.00%	
Average Number of Billable Transaction per Telecommunicator		<4,000	4,182.00

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

To monitor total number of transactions per Telecommunicator to ensure timely dispatching of emergency calls. To monitor Telecommunicator work load, shift schedules, and other working conditions to minimize employee turnover.

Police Department / Patrol Section

(Year End 1997)

PRIMARY OBJECTIVE:

To provide 24 hour emergency and non-emergency police services for the protection of life and property, traffic management, and the identification and apprehension of violators and criminals.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Calls for Service		45,750	44,208

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Patrol Budget (less Operating Capital)		\$ 3,710,145	\$ 3,714,219
Total FTEs - Patrol Officers		39	41
Total FTEs - Civilian Desk Officers		8	4
Total FTEs (Patrol Officer and CDO)		45	45

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total Calls for Service Handled by Patrol Officers		34,750	
Total Calls for Service Handled by Civilian Desk Officers		11,000	

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost per Call for Service		\$ 81.10	\$ 84.02
Average Man-hours per Call for Service per Patrol Officer		0.43	0.40
Average Man-hours per Call for Service per Civilian Desk Officer		0.88	1.20
Average Man-hours per Call for Service (Total)		0.49	0.47

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Clearance Rate for All Crimes Reported		66.00%	63.36%
Average Response Time to Emergency Calls for Service		<5.00	4.14
Total Crimes Reported		11,500	11,374

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Average Calls for Service per Patrol Officer per Year		<900	
Average Calls for Service per Civilian Desk Officer		1,833.33	2,485.50
Percent of Calls for Service Diverted to Civilian Desk Officers		24.04%	22.58%

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor work load to ensure timely response to emergency calls for service; to divert appropriate calls for service to Civilian Desk Officers; to maintain Patrol Officer work load within acceptable and effective parameters.

Police Department / Investigation Section
(Year End 1997)

PRIMARY OBJECTIVE:

To investigate, identify, apprehend and provide information and testimony for the prosecution of criminals and their related activities.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Number of Cases Referred		1,297	1,253
Number of Cases Assigned Using Solvability Factors		1,000	941
Number of Cases Generated by the Special Investigations Unit			

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Investigation Section Budget (less Operating Capital)		\$ 863,311	\$ 1,013,919
Number of General Investigators		8	8
Number of Civilian Desk Officers		1	1
Number of Special Investigators		4	4

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total Number of Cases Assigned to General Investigators		750	684
Total Number of Cases Assigned to Civilian Desk Officers		250	257
Total Number of Cases Assigned to Special Investigators		200	

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Case Assigned / Generated		\$ 863.31	\$ 1,077.49
Average Man-hours per Case per General Investigator		22.19	24
Average Man-hours per Case per Civilian Desk Officer		8.32	8
Average Man-hours per Case per Special Investigator		41.60	

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Clearance Rate for Cases Assigned to General Investigators		85.00%	82.75%
Clearance Rate for Cases Assigned to Civilian Desk Officers		90.00%	91.83%
Clearance Rate for Cases Assigned to Special Investigators		95.00%	
Percent of Cases Assigned Using Solvability Factors		75.00%	75.00%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Average Case Load per General Investigator		93.75	85.50
Average Case Load per Civilian Desk Officer		250.00	257.00
Average Case Load per Special Investigator		50.00	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor case load type and assignments to ensure optimal opportunity for timely and successful investigation and prosecution.

FIRE DEPARTMENT

FIRE ADMINISTRATION

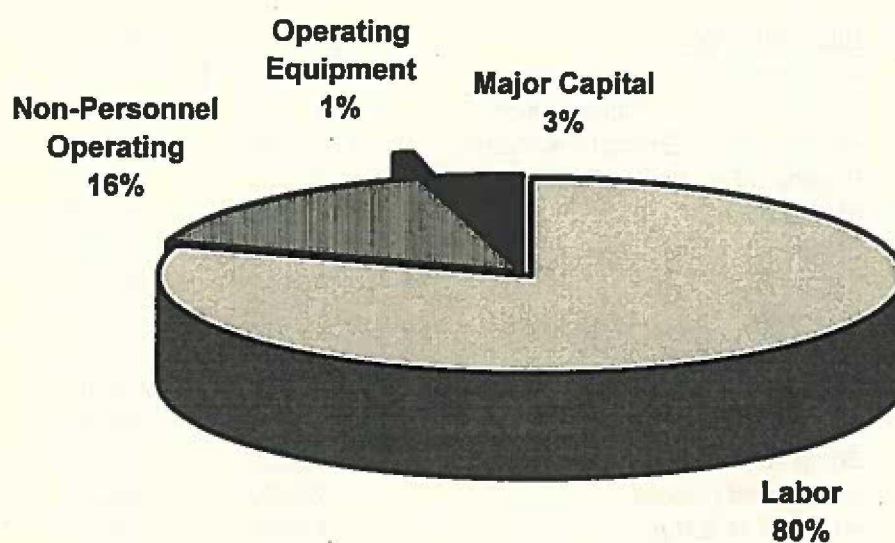
Chief Rick Beaty

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 portntial emergencies hrough educational programs, fire loss prevention, and emergency response.

Operations

Administration

Fire Department Budget Summary



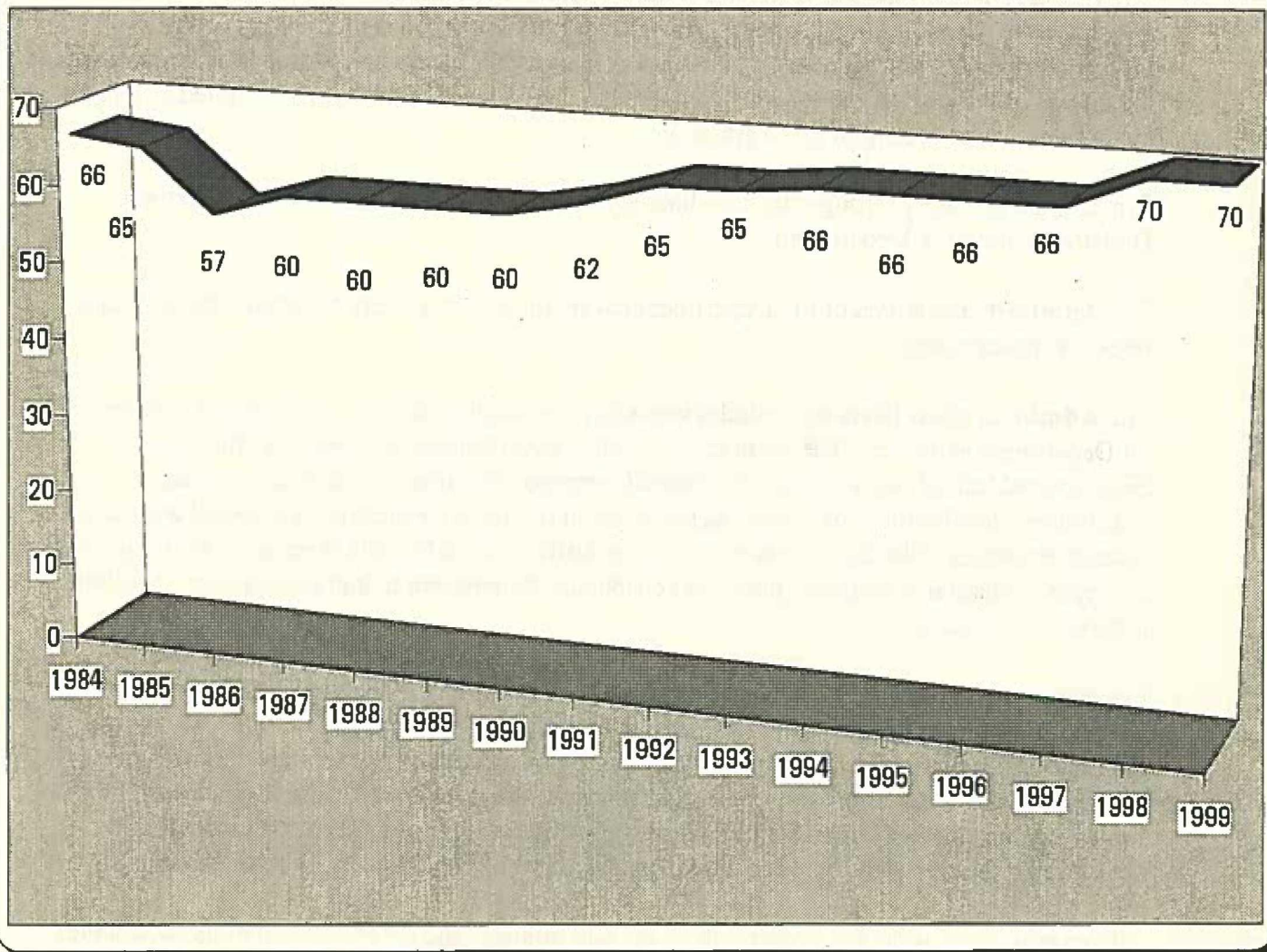
Budget By Major Category	1997	1998	1999
Labor	\$ 4,076,162	\$ 4,407,861	\$ 4,550,743
Non-Personnel Operating	751,933	919,875	889,303
Debt Service	-	-	-
Operating Equipment	70,599	44,940	26,300
Subtotal Operating	\$ 4,898,694	\$ 5,372,676	\$ 5,466,346
Major Capital	222,300	227,600	120,300
TOTAL	\$ 5,120,994	\$ 5,600,276	\$ 5,586,646

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	8.1%	3.2%	5.7%
Non-Personnel Operating	22.3%	-3.3%	8.8%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-36.3%	-41.5%	-39.0%
Subtotal Operating	9.7%	1.7%	5.6%
Major Capital	2.4%	-47.1%	-26.4%
TOTAL	9.4%	-0.2%	4.4%

Fire Department
Budget Summary by Fund and Organization Code

FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
100	511	Administration	\$ 437,064	\$ 323,352	\$ 301,459
100	521	Emergency Oper Administration	12,076	153,873	8,883
100	5210	Personnel-Fire Emerg Oper Admin	3,329,876	3,595,207	3,634,507
100	5211	Reserves-Fire Emerg Oper Admin	44,862	48,873	49,116
100	52121	Station #1	45,634	42,159	42,930
100	52122	Station #2	73,134	22,029	20,931
100	52123	Station #3	45,042	24,106	19,788
100	52124	Station #4	15,997	16,766	19,165
100	5213	Communications	6,133	1,150	3,500
100	5214	Operations	292,879	374,050	365,931
100	522	Emergency Medical Services	61,741	83,359	73,363
100	5231	Equipment Repair	5,321	5,775	5,655
100	524	Specialized Rescue	24,423	103,242	60,151
100	5252	HAZMAT D.E.R.A.	54,097	38,019	40,158
100	531	Non-Emergent Administration	111,399	115,199	119,080
100	5311	Computers	3,076	2,989	3,112
100	5312	Physical Fitness	4,681	14,050	14,522
100	5320	Personnel-Non-Emergent	59,926	144,692	129,295
100	5330	Administration-Public Information	54,668	51,014	52,811
100	53321	Schools-Public Education	2,076	2,166	2,253
100	53323	Business-Public Education	8,228	8,376	8,613
100	53325	General-Public Education	9,616	7,490	6,382
100	5333	Juvenile Fire Setters-Public Educ	2,820	3,109	3,228
100	5340	Personnel-Sv Invs	66,755	69,642	70,413
100	5350	Admin-Training	128,454	169,315	165,027
100	5351	Emergency Medical-Training	149,279	100,713	177,133
100	5353	Special Rescue-Training	-	50	50
100	5360	Admin-HAZMAT Support	57,264	59,557	61,663
100	53612	Sara Cntrct-Preplanning	11,552	18,077	16,576
100	537	Youth Auxiliary	2,921	1,878	1,951
Subtotal: General Fund			5,120,994	5,600,276	5,477,645
2011	52121	Station #1	-	-	24,000
2011	52123	Station #3	-	-	85,000
Subtotal: Sales Tax CIP Fund			-	-	109,000
Department Total			\$ 5,120,994	\$ 5,600,276	\$ 5,586,645

Fire Department Full-Time Complement



Changes for the Fire Department include the addition of 1 Fire Prevention Officer and 3 Firefighters in 1998.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	2	2	2	3	3	3	3	3	4	4	4	4	4	4	4	4
Fire Suppression	63	60	52	52	52	52	52	54	55	55	56	56	56	56	59	59
EMS / HAZMAT	0	0	0	1	1	1	1	1	2	2	2	2	2	2	2	2
Fire Training	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Fire Prevention	0	2	2	3	3	3	3	3	3	3	3	3	3	3	4	4
Total	66	65	57	60	60	60	60	62	65	65	66	66	66	66	70	70

DEPARTMENT SUMMARIES

-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.

Services are provided through the coordinated efforts of the Operations and Administration Divisions within the Department:

The **Administration** area of the Department covers the major aspects of service delivery and resource management.

The **Administration Division** includes non-emergent service delivery and support services for all Department activities. The sections included in this Division are: Support functions for *Emergency Medical and Hazardous Materials* response services and includes contract negotiation, development of various agreements, and 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 Investigations Team cooperates with law enforcement agencies in determining the cause and origin of fires, conducting interviews and prosecuting arsonists.

Citizen education about the prevention of fire and injuries, and appropriate actions should they encounter problems, are considered an integral part of the Department's mission. 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 Fire Setters 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;

DEPARTMENT SUMMARIES

-Fire Department-

Emergency Medical Services - 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 requested service accounts for approximately 75 percent of our total emergency response; *Hazardous Materials Response* - Hazardous materials are continuously moving through our community. In 1987, the City responded to this threat of danger by forming the Hazardous Materials Response Team. The Team is comprised of specially trained and equipped fire fighters and is considered one of the best in the region; *Specialized Rescue* - Composed of a team of fire fighters who perform rescue with ropes, mountain climbing gear, water safety equipment, and special rescue tools serve to meet these specific needs.

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

Major Accomplishments - 1996

Administration:

- Continued discussion of the formation of an IGA for the Communications Center.
- Continued participation by the Chief in Governor's Hazardous Materials Certification Board as Chair.
- Implemented Secretarial Team concept which includes cross-training.
- Initiated self-assessment in Fire Department accreditation process.
- Collected preliminary data for ISO (Insurance Services Office) for community fire rating.
- Participated in development of new written fire fighter entry exam with CWH Research.

Operations Division:

- Drafted and released RFP for Records Management System; selected vendor and awarded bid.
- Responded to 5,800 emergency calls for service.
- Hosted the Missouri Valley Fire Chiefs' Conference.
- Completed Hazardous Materials Technician training. Total of State-certified Technicians brought from 26 to 54.
- Completed pilot program for EMS Rollout course.

Administration Division:

- Modified upgrade requirements for water line replacement/improvements.
- Presented 1994 Fire Code to the Grand Junction Rural Fire Protection District which the Board adopted. Board of City Commissioners ratification is required for enforcement (pending).
- Fire Investigator assignment becomes permanent.
- Fire Investigator and Hazardous Materials Coordinator completed Peace Officer II certification.
- Conducted a total of 3,498 inspections and reinspections.
- Conducted approximately 300 education programs with approximately 13,200 people attending.

DEPARTMENT SUMMARIES

-Fire Department-

- Participated in four high-school DUI program presentations.

Significant Budget Issues

- City/Rural District Cost Share Analysis: The 1997 Revised budget includes \$17,500 for a consultant to analyze the cost allocation between the City and Grand Junction Rural Fire District.
- Fire Station #2 landscaping: The 1997 revised budget reflects and increase from \$30,000 to \$45,000 to complete landscaping at Fire Station #2.
- Medical Services Analysis: The proposed 1998 budget includes a request of \$25,000 for consulting services. There are a variety of issues local and national which are impacting the delivery of emergency medical services.
- Fire Records and Data Analysis System: This is a capital project under way for 1997 and impacts the proposed budget. The impact for 1998 is \$37,403 which includes an annual maintenance agreement of \$22,200, 42% of a 3/4 time PC Support Specialist, and \$2,457 server replacement accrual. Costs will carry through in following budget years.
- Code Enforcement Officer position: The addition of one full time Code Enforcement Officer is proposed for 1998. The position is needed due to steadily increasing activity in fire prevention.
- Fire Operations Staffing: Three firefighter positions are included in the 1998 proposed budget. Emergency service requests along with support work functions continue to grow at approximately 5% annually. The positions are needed to help maintain staffing levels at station #2.
- Confined Space Rescue: Proposes addition of confined space rescue as an expanded level of service for 1998. Currently there are limited to absent resources available in the region to provided this service. Initial costs of the program are budgeted at \$45,000 in equipment with an additional \$25,000 for training.
- Communication Center charges: The Fire Department pays approximately 7% of the communications center operating budget. Fire's cost are projected to increase by \$12,941 in 1998 and by \$3238 in 1999.

Future Outlook

- There will be implications of the ISO (Insurance Services Office) rating due out in 1998.
- Fire Service Accreditation will indicate potential changes needed for the improvement of services.
- Changes in the health care industry along with legislative measures may cause a re-evaluation of the method of delivery of EMS.
- Community growth will increase the need to work closely with other emergency services agencies in the delivery of services.
- Station relocation and additional station sites may be required.

Fire Department / Operations Division
Emergency Response
 (Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

To service an increasing number of calls without incurring a commensurate increase in funding.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Emergency Responses (City)	775	4,840	4,825
Fire Calls	191	1,269	1,214
EMS Calls	584	3,571	3,611
Total Emergency Responses (Rural District)	202	1,363	1,358
Fire Calls	37	433	410
EMS Calls	165	930	948
Total all Districts, all Calls (Fire and EMS)	977	6,203	6,183

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
F.D. Operations Budget (excludes facilities and certain overhead costs)	\$595,352	\$4,252,264	\$3,757,095

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Average Response Time (City)		4.00	5.17
Average Response Time (Rural)		6.00	7.48
Average Response Time (All Areas)		5.00	5.89

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Call	\$ 609.37	\$ 608.00	\$607.85

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Fire Loss / 1,000 Assessed Valuation			\$1.20
Fire Responses / 1,000 in Population			9.25
EMS Responses / 1,000 in Population			25.00

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Continue to examine ways in which to reduce/maintain costs. Further refine efficiency and effectiveness measures.

FIRE INVESTIGATIONS

PRIMARY OBJECTIVE:

To respond to and investigate all fires within our jurisdiction to determine cause and origin.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total expenditures for division		\$ 71,662	\$ 62,391
Total # of FTE's in the division		1	1
Total man-hours		2,433	2,401
% budget allocated to this program		100%	100%
% FTE's/man-hours spent on investigation		115.4	115.4

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program FTE's		1	1
Program staff hours		2,433	2,401

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total fires		450	447
Total fires requiring investigations		240	238
Total investigation hours - crew		428.6	425
Total investigation hours - division		2,004	1,976

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Hours per investigation - crew		1.8	1.8
Hours per investigation - division		28.25	28.25
Staff cost per investigation - crew		25.38	24.84
Staff cost per investigation - division		674.50	655.40
Total staff cost for investigations		\$ 53,980.70	\$ 51,789.92

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Investigations cleared		230	228
% of investigations cleared		95.80	95.80

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Total cost per investigation cleared		\$ 234.70	227.15

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

HAZMAT INVESTIGATIONS

PRIMARY OBJECTIVE:

To respond to, mitigate, and investigate all hazardous materials releases of reportable quantities as defined by EPA.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total expenditures for division		\$ 79,519	\$ 81,793
Total # of FTE's in the division		1	1
Total staff hours @2,080 per FTE		2,080	2,080
% FTE/staff hours spent on investigations		64	63

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program FTE's		1	1
Program staff hours		1,331	1,310

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total investigations		35	34
Total investigation hours		1,331	1,310
Total staff cost		\$ 31,805.60	\$ 30,392

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average staff hours per investigation		38.0	38.5
Average staff cost per investigation		\$ 908.00	\$ 893.20

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Investigations cleared		30	27
% of investigations cleared		85.7%	79.4%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Total staff cost per investigation cleared		\$ 1,060.19	\$ 1,125.63

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

**Fire Department
Code Compliance**
(Actual 1997 / Projected 1998)
Page 1 of 2

PRIMARY OBJECTIVE: To enforce codes and ordinances relating to life safety and property protection in the built environment within the City limits and the Grand Junction Rural Fire Protection District, using nationally recognized standards as benchmarks.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total expenditures for the Division		\$ 152,904	147,023
Total number of FTE's in the Division		2.00	
Total Man-hours @ 1920 per FTE(4 weeks per year used for PTO)		3,840	
% of Budget allocated to this program		100%	
% of FTE's/Man-Hours Utilized by this program.		100%	

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
New Constuction: 55% of resources allocated to this program.		55%	80%
Program FTE's		1.1	1.8
Existing Buildings: 25% of resources allocated to this program.		25%	10%
Program FTE's		0.5	0.2
Administration, Training, and Planning: 20% of resources allocated to this program.		20%	10%
Program FTE's		0.4	0.2

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
	Total Number of Reviews or Inspections	# of Hours per Review or Inspection	Total Number of Reviews or Inspections
New Construction: Consumes an estimated 55% of total resources.			
Development Plan Reviews		1.5	253
Building Plan Reviews		1.5	247
Fire Alarm System Reviews		4	39
Fire Sprinkler Reviews		6	51
Hood Extinguishing System Reviews		2	16
Spray Booth System Reviews		2	4
AST/UST Installation Reviews		4	34
New Development Inspections: 50% of projects require a site inspection		1.5	126.5
Building Inspections: 50% of building plan reviews require an inspection		1.5	123.5
Fire Alarm System Inspections: 3 inspections @ 1.5 hours per inspection		1.5	117
Fire Sprinkler System Inspections: 5 inspections @ 1.5 hours per inspection		1.5	255
Hood Extinguishing System Inspections: 1 inspection at 1.5 hours		1.5	16
Spray Booth System Inspections: 1 inspection at 1.5 hours		1.5	4
AST/UST Installation Inspections: 3 inspections at 1.5 hours per inspection		1.5	102
Special Projects: Large projects requiring detailed review and inspection: 250 hours/project.		250.0	2
Reinspections: 30% of inspections require a reinspection due to inadequacies.		1.5	185.85
Existing Buildings: Consumes an estimated 25% of Total Resources			
Regular Inspections: Schools, College, Day Care, Group Homes, Change of Use		2.0	100
Liquor License Inspections		2.0	75
Reinspections		1.5	50
Hazard Complaints		2.0	60
Referrals: Company inspections with technical or compliance issues		3.0	60
Certificate of Occupancy Inspections: Begins the regular inspection program.		1.5	250

**Fire Department
Code Compliance**
(Actual 1997 / Projected 1998)
Page 2 of 2

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Total Man-hours required to meet Quality Standard: New Construction		2112	3283
Total Man-hours required to meet Quality Standard: Existing Buildings		960	1100
Total Man-hours required to meet Quality Standard: Admin., Training, Planning.		768	768
Total Man-hours expended to meet Quality Standard: New Construction		2112	2880
Total Man-hours expended to meet Quality Standard: Existing Buildings		960	576
Total Man-hours expended to meet Quality Standard: Admin., Training, Planning.		768	384
EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
New Construction Prior Year Effectiveness Percentage		100%	73%
Existing Buildings Prior Year Effectiveness Percentage		100%	60%
Administration, Training, Planning Effectiveness		100%	50%
OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Man-hour shortfall/surplus: New Construction		0	-768
Man-hour shortfall/surplus: Existing Buildings		0	-384
Man-hour shortfall/surplus: Admin., Training, Planning		0	-384
Total Man-hour shortfall/surplus		0	-1536

ACTION PLAN FOR CONTINUOUS IMPROVEMENT: Increase available man-hours to reach acceptable work quality standards.

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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.

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 signalization. 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
MANAGER**
Mark Relph

City Engineer

Fleet & Facilities
Management

Property
Management

Street Systems

Fleet & Facilities
Management

**UTILITIES
MANAGER**
Greg Trainor

Laboratory Services

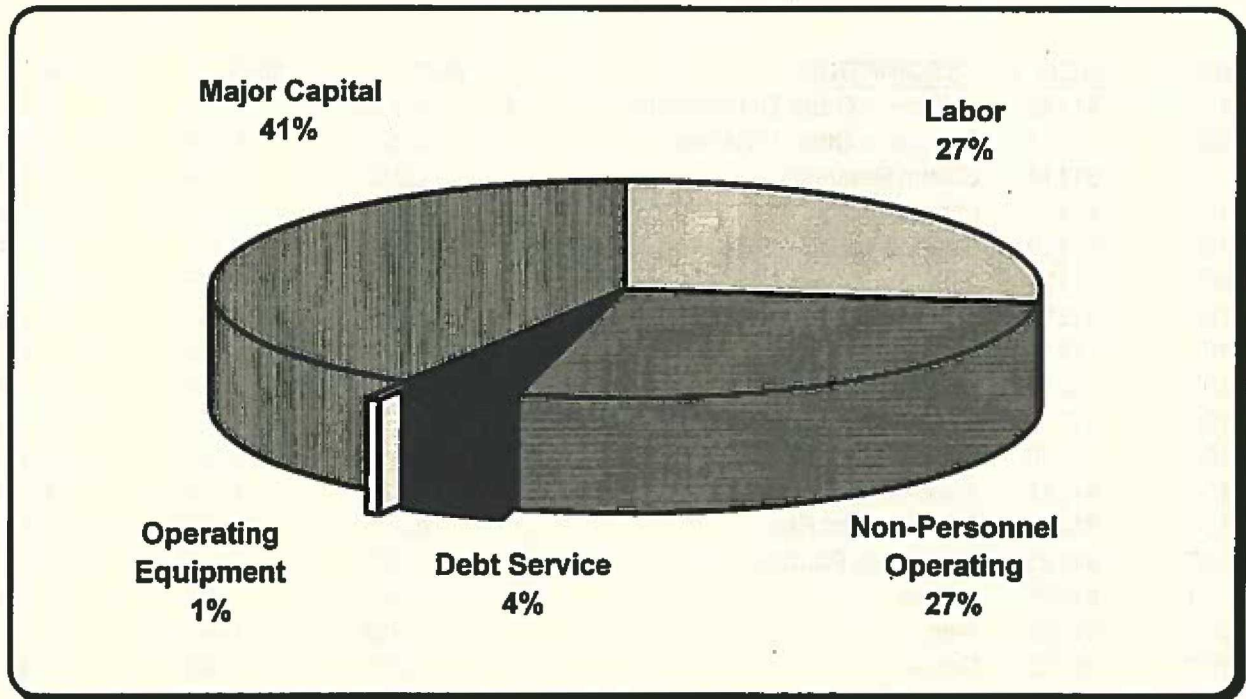
Solid Waste Services

Wastewater Services

Water Services

Public Works and Utilities Department

Budget Summary



Budget By Major Category	1997	1998	1999
Labor	\$ 7,258,748	\$ 7,743,953	\$ 8,008,124
Non-Personnel Operating	7,542,079	7,717,598	7,908,692
Debt Service	1,242,176	1,231,820	1,216,016
Operating Equipment	128,921	218,569	108,681
Subtotal Operating	\$ 16,171,924	\$ 16,911,940	\$ 17,241,513
Major Capital	12,701,609	10,416,608	11,943,029
TOTAL	\$ 28,873,533	\$ 27,328,548	\$ 29,184,542

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	6.7%	3.4%	5.0%
Non-Personnel Operating	2.3%	2.5%	2.4%
Debt Service	-0.8%	-1.3%	-1.1%
Operating Equipment	69.5%	-50.3%	-8.2%
Subtotal Operating	4.6%	1.9%	3.3%
Major Capital	-18.0%	14.7%	-3.0%
TOTAL	-5.4%	6.8%	0.5%

Public Works & Utilities
Budget Summary by Fund and Organization Code

Page 1 of 4

<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
100	61112	Service to Other Departments	\$ 9,012	\$ 6,048	\$ 6,266
100	61113	Service to Other Divisions	12,924	6,048	6,266
100	61114	Citizen Requests	4,212	2,604	2,699
100	61115	Project Design	17,134	7,641	7,914
100	61119	General Tech Services	68,723	84,592	102,448
100	61120	GIS	334,331	235,525	235,866
100	61211	Land Acquisitions	1,965	3,823	3,846
100	61212	Land Sales	814	838	711
100	61213	Land Leases	2,195	1,276	1,322
100	61214	Land Maintenance	6,750	4,171	4,210
100	61219	General Land	58,889	56,842	52,899
100	61221	Annexations	23,827	4,391	4,548
100	61222	Development Rev	4,805	11,465	11,880
100	61223	Revocable Permits	591	1,071	1,110
100	61231	Streets	1,961	480	498
100	61232	Alleys	913	1,440	1,492
100	61233	Sewer	913	480	498
100	61241	Streets-ROW Easements	2,989	5,523	5,720
100	61244	Storm Drainage-ROW Easements	1,013	1,071	1,110
100	61245	Enforcement-ROW Easements	733	738	761
100	61311	Service to Other Departments-Eng	4,472	763	789
100	61312	Service to Other Divisions-Eng	5,689	763	789
100	61313	Citizen Requests-Eng	23,632	32,242	33,374
100	61314	Project Design-Eng	-	37,516	12,403
100	61319	General Engineering Office	138,007	153,530	146,848
100	61321	Service to Other Dept-Field	5,115	-	-
100	61322	Serve to Other Div-Field	4,512	-	-
100	61323	Citizen Requests-Field	12,312	-	-
100	61324	ROW Work Permits-Field	21,856	33,720	34,921
100	61325	Project Design-Field	3,225	-	-
100	61329	General Engineering-Field	165,838	155,769	142,853
100	61331	Plan Review	86,968	78,641	81,449
100	61332	Construction Engineering	33,464	45,927	47,526
100	614101	City Hall	153,739	142,808	147,865
100	614111	Fire Station #1	14,817	14,158	12,410
100	614112	Fire Station #2	6,003	6,988	7,160
100	614113	Fire Station #3	11,132	10,458	9,200
100	614114	Fire Station #4	7,078	7,558	8,329
100	614131	Older American Center	4,483	6,440	6,160
100	614132	Lincoln Park Barn	4,195	5,527	5,614
100	614133	Parks & Rec Office	3,634	4,307	4,484
100	614141	Shops-Operations	49,665	50,098	52,273
100	614142	Shops-Service	24,734	32,667	34,040
100	614143	Engineering Lab	5,678	5,871	6,069
100	614161	Police Station	82,690	83,394	89,676
100	6150	Public Works Administration	255,234	330,781	293,783
100	6160	Street System Services	-	-	11,650
100	61610	Street Cleaning Section	402,105	447,378	480,911

Public Works & Utilities

Budget Summary by Fund and Organization Code

Page 2 of 4

FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
100	61621	Trash Removal	168,485	223,271	226,299
100	61622	Leaf Removal	51,481	50,070	51,685
100	61623	Snow & Ice Removal	176,524	157,389	162,264
100	61624	Preventive Street Maintenance	450,875	443,151	509,737
100	61625	Street Patching	929,407	879,732	961,917
100	61626	Storm Drainage Maintenance	142,461	124,875	126,471
100	61627	Irrigation System Maintenance	95,863	65,283	67,386
100	61630	Service to Others-Streets	4,567	4,192	4,335
100	61631	General Service to Others-Streets	7,645	13,477	13,911
100	61632	Flood Control	9,188	9,777	10,107
100	61641	Street Painting	198,707	213,201	220,258
100	61642	Traffic Signals	232,005	241,057	231,148
100	61643	Traffic Signs	182,322	235,000	234,050
100	61650	Transportation Section	1,686	-	208
100	616510	Street Lighting	585,039	608,896	621,820
100	616521	General Transportation Engineering	124,349	211,078	195,596
Subtotal: General Fund			5,445,579	5,603,820	5,759,828
2011	61115	Project Design-CADD	46,856	73,507	76,163
2011	61211	Land Acquisitions-Prop Mgmt	3,500	325,000	-
2011	61231	Streets-Improv Dist	2,875	2,031	2,105
2011	61232	Alleys-Improv Dist	18,601	17,875	18,523
2011	61241	Streets-ROW Easements	41,047	61,382	63,592
2011	61244	Storm Drainage-ROW Easements	591	1,071	1,110
2011	61314	Project Design-Engineering Office	(325,865)	(244,399)	1,444,091
2011	61325	Project Design-Engineering Field	195,497	168,781	173,982
2011	61340	Project Construction-Engineering	8,019,190	6,595,000	3,746,000
2011	61410	Building & Plant	32,108	-	66,000
2011	614111	Fire Station #1	-	22,000	-
2011	6150	Public Works Administration	300,000	-	2,475,000
2011	616141	Street Cleaning	-	53,000	-
2011	61624	Preventive Street Maintenance	-	16,000	-
2011	61641	Street Painting	87,420	49,000	49,000
2011	61642	Traffic Signals	170,484	271,752	267,434
2011	61650	Transportation Section	76,000	-	82,000
2011	616510	Street Lighting	10,807	79,000	-
Subtotal: Sales Tax CIP Fund			8,679,110	7,491,000	8,465,000
202	61115	Project Design-CADD	3,116	4,945	5,125
202	61314	Project Design-Engineering Office	15,191	21,204	21,959
202	61325	Project Design-Field	15,982	31,270	32,259
202	61340	Project Construction	207,674	292,581	148,657
202	61625	Street Patching	1,291	-	-
Subtotal: Storm Drain Dev Fund			243,254	350,000	208,000
301	61113	Service to Other Div-CADD	8,233	6,048	6,266
301	61114	Citizen Requests-CADD	4,212	10,560	10,942
301	61115	Project Design-CADD	8,424	9,226	9,560

Public Works & Utilities
Budget Summary by Fund and Organization Code

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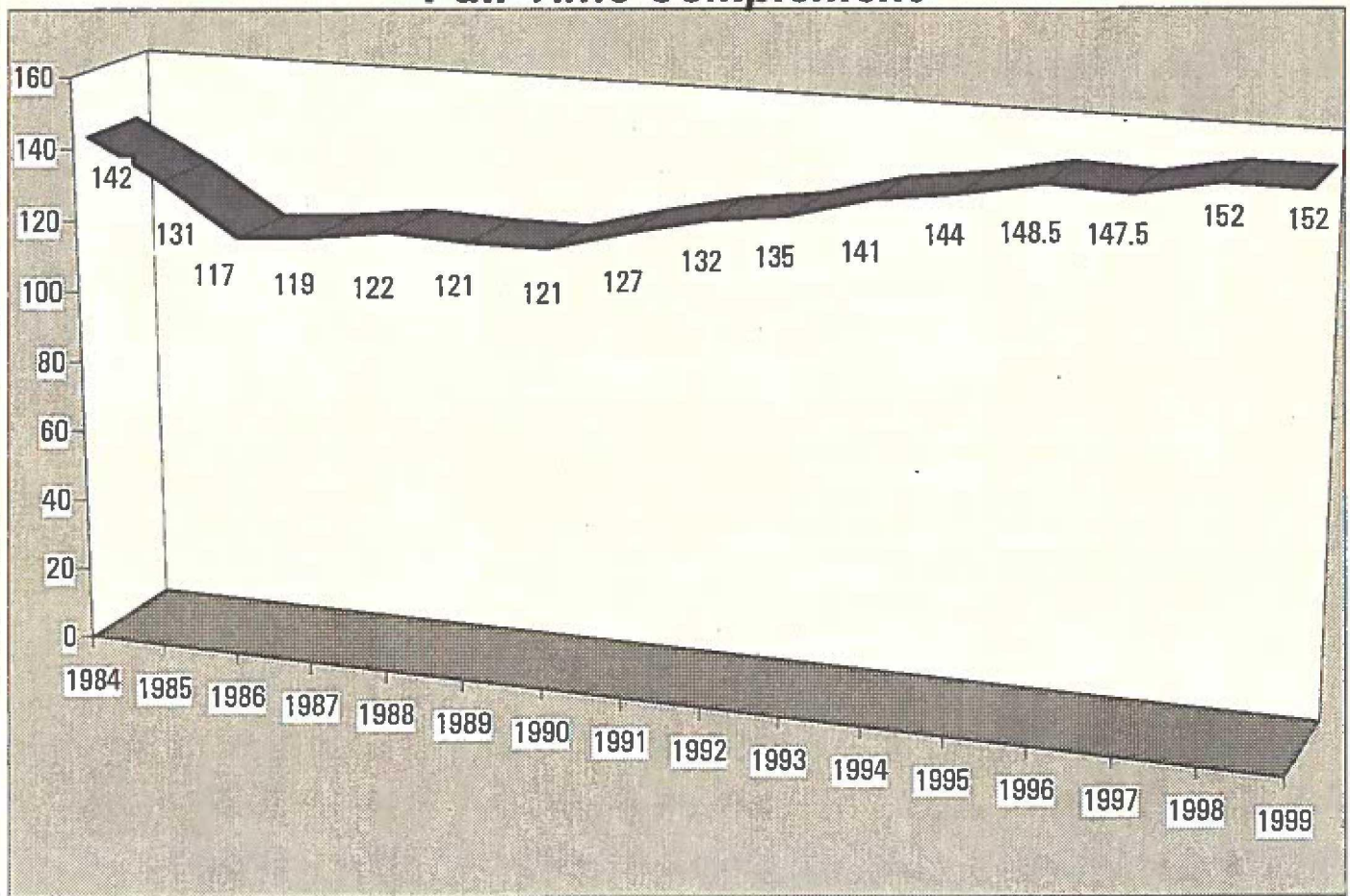
<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
301	61119	General Tech Services	-	-	3,120
301	61120	GIS	4,432	-	-
301	61211	Land Acquisition	-	638	661
301	61212	Land Sales	-	638	661
301	61213	Land Leases	1,182	1,276	1,322
301	61214	Land Maintenance	1,013	1,071	1,110
301	61219	General Land	2,956	1,709	1,770
301	61242	Water-ROW Easements	1,469	1,551	1,607
301	61314	Project Design-Engineering Office	107,666	61,534	63,733
301	61322	Service to Other Div	366	-	-
301	61325	Project Design-Field	39,312	51,339	52,871
301	61340	Project Construction	1,238,578	663,750	1,048,000
301	62110	Water Administration	145,491	130,920	134,961
301	62121	Water Supply	271,023	218,269	213,169
301	62122	Water Treatment	759,956	1,133,574	833,426
301	62131	Pipeline Maintenance	1,162,530	1,269,407	1,266,104
301	62133	Meter Repair	257,117	208,461	215,386
301	62170	Water Engineering	80,667	-	-
301	621710	Water Supply Engineering	-	33,304	-
301	621725	Water Dist Engineering	-	39,651	-
301	62311	Non-Automated Coll	25,992	-	-
301	6241	Water Lab	190,945	199,976	173,271
301	904	Debt Service	238,088	234,487	235,912
Subtotal: Water Fund			4,549,652	4,277,389	4,273,851
302	62311	Non-Automated Coll	1,840,259	1,936,187	2,002,734
302	904	Debt Service	132,963	127,683	122,404
Subtotal: Solid Waste Remove Fund			1,973,222	2,063,870	2,125,138
308	61115	Project Design	-	1,736	1,799
308	61314	Project Design	-	5,442	5,636
308	61325	Project Design	-	2,477	2,566
308	61340	Project Construction	-	45,000	45,000
3080	61340	Project Construction	244,056	-	-
Subtotal: Parking Fund			244,056	54,655	55,002
309	62160	Irrigation Systems	118,495	108,216	112,002
Subtotal: Irrigation Systems Fund			118,495	108,216	112,002
402	61421	Fleet Maintenance	2,119,482	2,134,932	2,766,476
Subtotal: Equipment Fund			2,119,482	2,134,932	2,766,476
902	61113	Service to Other Div	12,265	6,048	6,266
902	61114	Citizen Request	4,212	10,560	10,942
902	61115	Project Design	-	1,311	1,359
902	61243	Sewer	1,469	1,551	1,607
902	61322	Service to Other Div	732	-	-
902	61325	Project Design	7,358	-	-

Public Works & Utilities
Budget Summary by Fund and Organization Code

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FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
902	61332	Construction Engineering	6,340	-	-
902	62211	Plant Operation	1,627,296	1,677,138	1,715,683
902	62212	Interceptors	10,417	10,637	11,011
902	62221	Collection System Maintenance	1,012,783	1,049,478	1,061,057
902	62222	Lift Stations	45,267	46,497	48,129
902	62223	Industrial Pretreatment	101,699	108,680	112,531
902	6242	Wastewater Lab	301,295	325,884	334,706
902	904	Debt Service	871,125	869,650	857,700
Subtotal: Joint Sewer Operations			4,002,259	4,107,433	4,160,992
903	61243	Sewer	-	1,551	1,607
903	61314	Project Design	7,834	-	-
903	61325	Project Design	9,695	-	-
903	62230	Wastewater Engineering	265,672	-	-
Subtotal: Sanitary Svc Ext Fund			283,201	1,551	1,607
904	61115	Project Design	842	1,565	1,621
904	61314	Project Design	-	14,464	14,980
904	61325	Project Design	7,221	11,421	11,821
904	62170	Water Engineering	22,715	-	-
904	62211	Plant Operations	227,194	272,563	230,597
904	62221	Collection Systems Maintenance	-	32,657	-
904	62230	Wastewater Engineering	150,000	-	168,730
904	622312	Backbone Line Rep	-	162,240	-
904	6242	Wastewater Lab	-	28,416	189,440
Subtotal: Sewer Backbone Fund			407,973	523,326	617,189
905	61115	Project Design	4,212	4,752	4,923
905	61119	General Tech Services	-	-	3,120
905	61120	GIS	4,432	-	-
905	61233	Sewer	5,158	3,905	4,046
905	61243	Sewer	-	1,551	1,607
905	61314	Project Design	42,909	25,761	26,681
905	61325	Project Design	14,318	27,526	28,299
905	61340	Project Construction	444,243	540,800	562,432
Subtotal: Sewer Collections Fund			515,272	604,295	631,109
906	61115	Project Design	-	1,736	1,799
906	61314	Project Design	-	3,441	3,564
906	61325	Project Design	-	2,882	2,986
906	62230	Wastewater Engineering	291,979	-	-
Subtotal: Sewer Improvement Dist.			291,979	8,060	8,350
Subtotal: All Sewer Funds			5,500,683	5,244,665	5,419,246
Department Total			\$ 28,873,533	\$ 27,328,548	\$ 29,184,542

Public Works Department Full-Time Complement



Public Works will add 1 Transportation Engineer, 1 Transportation Systems Analyst, 1 Project Engineer, 1 Senior Engineering Technician, 1 Construction Inspector and 1 Cross Connection Control Coordinator in 1998. They will also eliminate 1 Traffic Engineer in 1998.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	4	4	4	4	4	4	4	4	4	5	5	5	5	5	5	5
Facilities & Equip	10	7	7	8	8	8	8	8	8	9	9	9	10	10	10	10
Streets & Traffic	40	35	29	30	29	27	27	26	27	29	32	33	34	35	36	36
Projects & Engineer	16	14	13	13	13	10	10	13	14	17	17	19	22.5	25.5	28	28
Water Services	24	23	21	22	24	25	25	29	30	26	27	27	26	26	27	27
Sanitation Services	17	17	15	15	16	16	16	16	16	17	18	18	18	13	13	13
Wastewater Treat	31	31	28	27	29	31	31	31	33	32	33	33	33	33	33	33
Total	142	131	117	119	122	121	121	127	132	135	141	144	148.5	147.5	152	152

DEPARTMENT SUMMARIES

-Public Works Department-

Function

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

Public Works Division

The Public Works Division manages five operational divisions which include Street Systems, City Engineering, Property Management, Technical Services and Fleet & Facilities Management. The Fleet is an internal service fund and is managed using a ten-year financial projection of revenues and expenditures.

Street Systems 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" trash removal program. The service area for Street Systems is approximately 499 lane-miles of street, or 28.3 square miles within today's City limits.

City Engineering is responsible for planning and managing the City's capital improvement program for the construction and rehabilitation of transportation and utility systems. The Division provides surveying, design, construction administration and consultant management services for the improvement projects including streets and alleys, bridges, storm drainage facilities, sewage collection and water distribution systems and water supply facilities.

Property Management is responsible for acquiring, managing, leasing and selling real estate interests for all City agencies, including roads, water & sewer lines, drainage facilities, fire & police facilities, parks & open space, trails and lands whose water rights are necessary to meet present and future demands of the City. This Division also administers special improvement districts for streets, alleys and sanitary sewer improvements.

Technical Services provides CADD (Computer Aided Design and Drafting) services for all City agencies, maintains as-built engineering plans (14,000+ drawings), provides information to the public on the City's infrastructures and GIS (Geographic Information System) services for the City. The Division also provides department wide budget support and computer advice.

Fleet and Facilities Management 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 most City-owned buildings and facilities.

Utilities Division

The Utilities Division manages four separate enterprise funds which include, Water Services, Irrigation Services for the Ridges Subdivision, Solid Waste and Recycling Services and Wastewater Services (inside and outside the City within the 201 sewer service area). Water and Wastewater also include the Quality Control Laboratories Division. Each of these enterprise funds are operated on revenues received from the services provided. The Utilities Division manages these funds using a ten-year financial projection of revenues and expenditures.

DEPARTMENT SUMMARIES

-Public Works Department-

Water Services supplies treated water to the residents of the City and untreated water to contract customers near Kannah Creek. The functions of this division include watershed management, transporting raw water to the water treatment plant, water treatment, pipeline maintenance, and water meter reading and maintenance.

Irrigation Services supplies and distributes untreated irrigation water to the Ridges Metropolitan District, on the Redlands.

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, and the maintenance and replacement of sewer collection lines. The 201 System provides treatment services to three special sanitation districts on a contract basis.

Laboratory Services provide water and wastewater analytical data and support services to treatment plant operations, utility management, state and federal governments, and local water and wastewater users. The laboratories provide an independent assessment of treatment plant operations and ensure compliance with federal environmental safeguards.

Major Accomplishments - 1997

Public Works Division

- Completed the annual Spring clean-up Program (Fresh as a Daisy) within the assigned two week period with volume increases of 39% (Note: 62% increase in volumes during the past two years (1996 & 97).
- Installed 196 street lights from requests for street lighting, bringing the total number of city street lights to 3,418.
- Installation of two new traffic signals, one at Columbus School on Orchard Mesa, the other at Windgate School on the Redlands plus the reconstruction of four existing traffic signals on both city streets and State Highways..
- Continue to meet the 10-year maintenance cycle for seal coating city streets even as the City increases in service area. The seal coating program has been broadened to include the paving of roadway for pedestrians and bicycles, plus fog sealing of all sealcoated areas for higher visibility of pavement markings and better adhesion of rock material.
- Completion of 1997 capital improvement projects, including the Colorado River (Old Mill) pedestrian/bicycle bridge and trail project, North First Street reconstruction from Orchard Avenue to Patterson Road, Unawep Avenue reconstruction from Highway 50 to 27 3/8 Road, street overlay contract, curb, gutter and sidewalk replacements and water and sewer line replacements.
- Acquired 34 right-of-way parcels, 29 easement parcels and 36 temporary construction easements, enabling the reconstruction of North First Street.
- Acquired 27 right-of-way parcels, 42 easement parcels and 56 temporary construction easements, enabling the reconstruction of Unawep Avenue, Phase I.

DEPARTMENT SUMMARIES

-Public Works Department-

- Created improvement districts for the reconstruction of 3,764 lineal feet of alleys.
- Facilitated conveyance to the Colorado Riverfront Foundation of an option to purchase conservation easements across Somerville Ranch for the Grand Mesa Slopes Special Management Area.
- Completed the entry of the City's water system (140.8 miles of pipe, 2416 valves and 806 fire hydrants) into the GIS.
- Completed the conversion of the City's total station survey system to a GPS (Global Positioning System) allowing the reduction of our survey crew size saving \$208,833 over the next three years.
- Completed 4,980 repair orders in the past year which accounts for 830 repair orders per mechanic on an annual basis.
- For the first six months of 1997 for the entire Police & Fire Fleets vehicle availability of 97.2% was achieved.

Utilities Division

- Completion in 1997 of \$1,421,923 in sewer system capital improvements including line replacements, plant improvements, trunk line extensions, and sewer improvement districts in developed areas not served by sewer.
- Completion in 1997 of \$1,633,112 in water system capital improvements, including line replacements, fire protection upgrades, and meter replacements. The department tested innovative "pipe bursting" construction techniques to reduce interruption of traffic on busy streets. While old pipes were burst open using a pressured splitting tool, high density polyethylene water pipe was pulled into and through the void was the first full year of automated trash collection. 11,500 accounts were served with a minimum of complaint, with a reduction of 5 full-time persons, and with rates not increasing. Recycling continued to collect recyclables, finding direct market outlets for products, such as glass, when local collection centers refused to service the City account.
- Utilities staff continued to work to protect the City's Grand Mesa watershed areas by working cooperatively with the BLM, Town of Palisade, and the United States Forest Service.
- Utility billing changed the billing format for utilities as well as instituted a new utility billing system.
- Completed 32,690 analyses in accurate, timely manner. Successfully analyzed 100% of USEPA drinking water and wastewater parameters. Completed distribution system customer lead and copper analyses. Remodeled drinking water laboratory.

Significant Budget Issues

- The Street System alone consists of an asset worth approximately \$260 million. The 1998 budget includes funds for maintenance and reconstruction of approximately \$6.6 million in 2011 fund public works infrastructure improvements including the reconstruction of 12th Street Bonito to Horizon Drive, contract street overlay, sidewalk repairs, new sidewalk construction, completion of Unaweep Avenue from Highway 50 to ½ Road, alley reconstruction, storm sewer improvements, traffic signal improvements and environmental cleanup. Projected public works 2011 fund capital improvement needs for the years 1998 through 2008 are more than \$75 million.
- The City Engineering Division is requesting three new positions that will be needed in

DEPARTMENT SUMMARIES

-Public Works Department-

- 1998 to manage capital improvement projects. These positions include a Project Engineer, Senior Engineering Technician and Construction Inspector.
- Positions that will be eliminated in 1998 include two GIS Survey Technicians and one part time Construction Inspector.
 - No rate increase for water or sewer is anticipated for the 1998-1999 budget.
 - The Somerville Ranch purchase debt will be "called" in February 1998. The three remaining annual payments will be paid in advance saving the water fund two years of interest payments.
 - Included in the 1998-1999 budget is \$2,321,773 in water system capital improvements and \$2,190,878 in sewer system capital improvements.
 - The recycling program is planning to acquire a baler and to market recycled products to a municipal cooperative (SPRA). This action will eliminate the middle man and insure that the City receives the most from it's recycled material.
 - The water fund continues to reduce it's "lost and unaccounted for" water through its meter replacement program. What was once undermetered water returned \$30,000 additional revenue to the water fund in 1996. Undermetered water will continue to decrease in 1997,98, and 99. Water fund expenditures were down 2.6% from 1996 to revised 1997.

Future Outlook

- The Street Systems Division will continue fine tuning the restructured 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 fine tuning effort is to meet the public's expectations while balancing the other maintenance functions of the division.
- The ten year sealcoat program will see an unusually large area (500,000 sq.yds.) being sealcoated in the ninth cycle year (1999). This is due in-part to annexation growth in the outer areas and apportionment to fit logistic needs.
- The addition of a Professional Traffic Engineer and Traffic Analyst will represent a vast improvement in services and capabilities to obtain traffic grants, developments reviews, multi-modal activities, services the public and other departments and entities.
- The trend of increasing size and number of capital improvement projects will require an increase in the number of consultants that will be needed to provide design services. In order to manage and complete 27 budgeted construction contracts in 1998, approximately 16 (60%) of these projects will need to be designed by outside consulting firms.
- Technical Services Division will continue its program to develop and enhance the geographic information system.
- The Fleet and Facilities Management Division will begin benchmarking with other CCG Fleet Maintenance Data Base User Groups.
- Due to increasing costs of labor and future potential Workman's Compensation claims, Solid Waste implemented, in mid-1996, automated trash collection services. This will, over the long term, result in reduced expenditures and lower rate increases.
- Water Services continues to explore coordinated services with the Ute Water District and the Clifton Water District. Lost and unaccounted for water is being reduced through leak detection and residential and commercial water meter replacements.

DEPARTMENT SUMMARIES

-Public Works Department-

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.
- Increase laboratory productivity and efficiency through automation of instrumentation and data. Examine additional ways to exchange laboratory services with neighboring water districts to save capital and labor expenditures.

**Public Works and Utilities
Traffic Services Division
Thermo-plastic
1998**

3/18/98

MISSION/GOAL(S) - 1998

TO MAKE THE CITY ROADWAYS AS SAFE AS POSSIBLE FOR THE PUBLIC. THIS IS ACCOMPLISHED BY INSTALLING AND MAINTAINING TRAFFIC CONTROL DEVICES IN A SAFE AND EFFICIENT MANNER.

SPECIFIC OBJECTIVES: RE-SURFACE 35 % OF THE CROSSWALKS ANNUALLY

TOTAL # CROSSWALKS	35 %	MATERIAL REQUIRED ANNUALLY
402	145	11 TONS

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
TOTAL NUMBER OF CROSSWALKS IN THE SYSTEM		402	398

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$ 19,734	\$ 15,698
Number of man-hours		471	409

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL BENCHMARK	
NUMBER OF CROSSWALKS RE-SURFACED		145	133
TONS OF MATERIAL APPLIED		10.9	9.4

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL BENCHMARK	
Cost per crosswalk	#VALUE!	\$ 136.10	\$ 118.03
Number of man-hours per crosswalk	#VALUE!	3.25	3.1
Pounds of material applied per crosswalk	#VALUE!	150	141

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance. (Number of crosswalks resurfaced) / benchmark	ACTUAL YTD	GOAL BENCHMARK	
	#VALUE!	100%	111%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL BENCHMARK	
Cost per man-hour per crosswalk	#VALUE!	\$0.29	\$0.29

**Public Works and Utilities
Traffic Services Division
Striping
1998**

3/18/98

MISSION/GOAL(S) - 1998

TO MAKE THE CITY ROADWAYS AS SAFE AS POSSIBLE FOR THE PUBLIC. THIS IS ACCOMPLISHED BY PAINTING AND MAINTAINING TRAFFIC CONTROL LANES IN A SAFE AND EFFICIENT MANNER.

SPECIFIC OBJECTIVE

Stripe the traffic lanes as required: as an average, total lane miles are striped 1.2 times annually.

SERVICE DATA SECTION:		ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
TOTAL NUMBER OF LANE MILES IN THE SYSTEM			281	271
INPUTS: Measure the resources used in performing the work or rendering the service.		ACTUAL YTD	PROJECTED	
Program Expenditures			\$75,825	\$ 80,641
MAN-HOURS REQUIRED FOR STRIPING			1,020	1,114
GALLONS OF PAINT APPLIED			6,066	6,362
OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.		ACTUAL YTD	GOAL/ BENCHMARK	
NUMBER OF LANE MILES STRIPED			337	354
EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.		ACTUAL YTD	GOAL/ BENCHMARK	
COST PER LANE MILE STRIPED		#DIV/0!	\$ 225.00	\$ 227.80
COST PER GALLON OF PAINT APPLIED		#DIV/0!	\$ 12.50	\$ 12.68
MAN-HOURS REQUIRED PER LANE MILE		#DIV/0!	3.03	3.15
EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.		ACTUAL YTD	GOAL/ BENCHMARK	
LANE MILES STRIPED PER BENCHMARK		0%	100%	109%
OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.		ACTUAL YTD	GOAL/ BENCHMARK	
Cost per man-hour per lane-mile striped		#DIV/0!	\$0.22	\$0.20

**Street Maintenance Division
Spring Cleanup Program
1998**

MISSION/GOAL(S) - 1998

To provide a cost effective and quality service oriented method to remove spring clean up debris for all City residents

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Number of Full Time Employees		30	30
Total Number of Full Time Employees Hours		62400	62,400
% of Hours Utilized For Program		7.4%	6.5%
Total Division Expenditures		\$ 2,020,833	\$ 1,883,742
% of Total Expenditures Utilized for Program		11.0%	10.1%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$ 223,271	\$ 190,713
Program Man-hours		4,632	4,028

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total Cubic Yards of Debris Collected		13,254	11,525

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Cubic Yard Collected	#DIV/0!	\$ 16.85	\$ 16.55
Cost per Man Hour	#DIV/0!	\$ 48.20	\$ 47.35
Cubic Yards of Debris per Man Hour	#DIV/0!	2.86	2.86
Man Hours per Cubic Yard Collected	#DIV/0!	0.35	0.35

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Cubic Yards Collected per Benchmark	0.0%	100%	128.1%
Cost per Cubic Yard per Benchmark	#DIV/0!	100%	88.4%
Cost per Man Hour per Benchmark	#DIV/0!	100%	98.1%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Man Hour per 1000 Cubic Yards Debris Collected	#DIV/0!	\$3.64	\$4.11

Street Maintenance Division
Leaf Pickup Program
1998

3/18/98

MISSION/GOAL(S) - 1998

To provide a cost effective and quality service oriented method to remove spring clean up debris for all City residents

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Number of Full Time Employees		18	18
% of Full Time Employees allocated to the Removal Program		44%	44%
Total Days Utilized in Program		38	38
Total Division Expenditures		\$ 2,020,833	\$ 1,883,742
% of Total Expenditures for Program		2.5%	3.3%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$ 50,070	\$ 61,550
Program Man-hours		1,637	1,461

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Total Cubic Yards of Debris Collected		6,271	5,599

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Cubic Yard Collected	#DIV/0!	\$ 7.98	\$ 10.99
Cost per Man Hour	#DIV/0!	\$ 30.59	\$ 42.13
Cubic Yards of Debris per Man Hour	#DIV/0!	3.83	3.83
Man Hours per Cubic Yard Collected	#DIV/0!	0.26	0.26

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Cubic Yards Collected per Benchmark	0.0%	100%	160.0%
Cost per Cubic Yard per Benchmark	#DIV/0!	100%	74.7%
Cost per Man Hour per Benchmark	#DIV/0!	100%	147.3%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Man Hour per 1000 Cubic Yards Debris Collected	#DIV/0!	\$4.88	\$7.52

**Street Maintenance Division
Seal Coating Program
1998**

3/18/98

PRIMARY OBJECTIVE: 1998

TO PROVIDE A QUALITY CHIPSEAL PROGRAM WITHIN THE CITY OF GRAND JUNCTION

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Number of Full Time Employees		\$ 18	18
% of Full Time Employees allocated to the Removal Program		100%	100%
Total Full Time Labor Hours		37,440	37,440
% of Full Time Labor Hours for Program		12.5%	12.4%
Total Division Expenditures		\$ 2,020,833	\$ 1,883,742
% of Total Expenditures for Program		21.9%	23.9%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$443,150	450,875
Program Labor Hours		5,000	4,648

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL BENCHMARK	
Total Square Yards Chipsealed		500,000	384,916

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL BENCHMARK	
Cost per Sq.Yd. Chipsealed	#DIV/0!	\$ 0.89	\$ 1.17
Cost per Labor Hour	#DIV/0!	\$ 88.63	\$ 97.00
Sq.Yd's. per Labor Hour	#DIV/0!	100.0	82.8

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL BENCHMARK	
Sq. Yd. Chipsealed per Benchmark	-	100%	107%
Cost per Sq.Yd. per Benchmark	#DIV/0!	100%	94%
Cost per Labor Hour per Benchmark	#DIV/0!	100%	75%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL BENCHMARK	
Cost per Labor Hour per 1000 Sq.Yd's. Chipsealed	#DIV/0!	\$0.18	\$ 0.25

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

**Public Works and Utilities
Fleet Maintenance Division
1998**

3/18/98

PRIMARY OBJECTIVE:

To provide Fleet Maintenance repair requests in an efficient and effective manner through proactive scheduled repairs versus reactive unscheduled repairs maintaining cost effectiveness as budgeted.

SERVICE DATA SECTION:	ACTUAL YTD	PERCENTAGE	PRIOR YEAR ACTUAL
Total Expenditures for the Division		\$ 970,583	\$ 893,860
Total # of FTE		8.20	8.20
Total man-hours @ 1996 Equipment related hours		15,465	15,465
% Of Scheduled Repairs		64%	55%
% Of Un-Scheduled Repairs		36%	45%
% Of Repairs Completed		100%	100%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PERCENTAGE	
Program Expenditures		\$ 970,583	\$893,860
Program FTE's		8.2	8.2
Program man-hours		15,465	15,465

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Scheduled Fleet Maintenance Repairs		3,981	3,306
Number Of Un-Scheduled Fleet Maintenance Repairs		2,240	2,676
Total Number Of Repairs Completed		6,221	5,982

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost Per Repair Performed	#DIV/0!	\$ 156.02	\$ 149.42
Expenditures per man-hour	#DIV/0!	\$ 62.76	\$ 57.80
Expenditures per FTE	#DIV/0!	\$ 118,364	\$ 109,007

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Repair Requests Completed On-Time & Without Error		6,221	5,959
Number Of Repair Requests Completed With Error (Re-Work)		0	23
Satisfaction Rate	0.0%	100.0%	99.3%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost Per Request Completed On-Time & Without Errors	#DIV/0!	\$ 156.02	\$ 150.00
Average Man-hour Per Request Completed On-Time & Without Errors	#DIV/0!	2.5	2.6

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Effectiveness Measures for Re-work were not available prior to 1997. Will Continue to have re-work measurement available from 1997 forward. Continue to monitor Scheduled to Non-Scheduled Maintenance Repairs with the goal of reaching 68% Scheduled Repair to 32% Non-Scheduled Repairs. Maintain records to analyze data to ensure progress of goal and accountability.

**Public Works and Utilities
Street Cleaning Division
1998**

3/18/98

MISSION/GOAL(S) - 1998

To provide clean and safe streets for the citizens of Grand Junction and the motoring public.

PURPOSE:

Always strive to provide quality service and eliminate street hazards by utilizing street cleaning equipment, personal skills, ability and knowledge. Identify and implement ideas and concepts that will change and improve service to the community as growth occurs. Respect and acknowledge personal and organizational values (as expressed and defined by Public Works Employees) while working as a team to meet or exceed expectations.

SPECIFIC SWEEPING OBJECTIVES:

Residential Arterial/Collector Commercial Chipseal
7 Cycles 22 Cycles 42 Cycles As required

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Curb Lane Miles Within the City Limits		407	397
Residential		213	208
Arterial/Collector		119	114
Commercial		75	75

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$447,378	\$ 402,554
Program man-hours		12,050	12,247

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL BENCHMARK	
Residential Curb Lane Miles Swept		1,491	3,956
Arterial/Collector CLM Swept		2,618	1,424
Commercial CLM Swept		3,150	3,247
Chipseal/Misc. CLM Swept		1,200	1,069
Total Curb Lane Miles Swept		8,459	9,696

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL BENCHMARK	
Cost per Curb Lane Mile Swept		\$ 52.89	\$ 41.47
Cost per man-hour	#DIV/0!	\$ 37.13	\$ 32.87
Man-hours per curb-lane mile swept	#DIV/0!	1.42	1.26

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL BENCHMARK	
Curb Lane Miles Swept Above the Goal/Standard		-	1,513
% Above Standard		0.0%	18.5%
Chipseal per total CLM swept	#DIV/0!	14.2%	11.0%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL BENCHMARK	
Cost per man-hour per 1000 curb-lane miles swept	#DIV/0!	\$4.39	\$3.39

Public Works and Utilities / Utilities Division
Water Meter Reading
 (Year End 1997)

PRIMARY OBJECTIVE:

To gather, record, and input into the Utility Billing System the consumption data required to help insure timely and accurate billing for all water service customers on a monthly basis, which includes tasks associated with delinquent accounts and new customer reads. We aim to provide this service in the most productive means possible by working to improve the efficiency and effectiveness through the continual evaluation of our operation and the processes used.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
# Of Customers/Meters		10,100	10,072

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Operating Budget - Labor based on hourly (\$18.35)		\$ 99,090	\$ 105,678
Total # of Manhours to Perform Tasks		5,400	5,759
Total Number of FTE's (Total Manhours / 2,080)		2.6	2.8

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Meters Read		121,200	120,864

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per Meter Read		\$ 0.80	\$ 0.87
Number Of Meters Read Per Manhour		25.0	21.0

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
# Of Meter Reading Errors		0	250
Meter Reading Accuracy Rate		100%	99.79%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Property Read Meter		\$ 0.80	\$ 0.88
# Of Property Read Meters Per Manhour		25.0	20.94

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

With implementation of Banner Customer Information System we will re-sequence meter reading routes to make the process of gathering monthly consumption data more efficient. Over the course of many years new customers have been added to routes in an order that requires a meter reader to back track or bypass a meter reading because it is not in the route being read.

Public Works and Utilities / Utilities Division
Water Treatment
 (Year End 1997)

PRIMARY OBJECTIVE: Current State and Federal regulations, such as Surface Water Treatment Rule now in place, require water treatment plants to produce water of a certain quality. The current regulations require a finished water quality of 0.50 NTU (Nephelometric Turbidity Unit), which is a measure of water clarity. Industry practice and the desire of treatment plant operators to produce water of highest quality at all times has led to a self imposed desired goal of 0.10 NTU for finished water leaving the City water treatment plant while maintaining an efficient operation.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Operating Expenditures For The Division		\$ 783,574	\$ 789,882
Number Of Active Accounts		9,900	9,867

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED BUDGET	
Chemical Costs (Average Daily Chemical Costs x Treated Water Production)		\$ 69,780	\$ 67,522
Electrical Costs (Actual Yearly Budget Expenditure)		\$ 34,278	\$ 32,832
Total Treatment Costs (Less Bulk Water Purchases)		\$ 372,203	\$ 367,172

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Treated Water Production - Million Gallons Per Year		1,980	2,084
Treated Water Consumption - Million Gallons Per Year		1,731	1,820

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
(a) Chemical Costs Per Million Gallons Water Produced		\$ 30.00	\$ 32.40
(b) Electrical Costs Per Million Gallons Water Produced		\$ 13.00	\$ 15.75
Total Treatment Costs Per Million Gallons Water Produced		\$ 187.98	\$ 176.19

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Percent Unaccounted For Water		12.6%	12.7%
Percent Of Turbidity Readings In Compliance With Federal Standards - 0.50 NTU		100.0%	100.0%
Percent Of Turbidity Readings In Compliance With Maximum Internal Treatment Goal - 0.20 NTU		100.0%	100.0%
(c) Percent Of Turbidity Readings In Compliance With Desired Internal Treatment Goal - 0.10 NTU		70.0%	62.5%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Variance From Desired Internal Treatment Goal Of 0.10 NTU		0.0%	2.5%
Water Treatment Efficiency Factor. (a + b) / c / 43 (43 = Average 5 year cost for chemicals and electricity)		1.43	1.79

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:
 Continue to modify and improve treatment processes until internal goal of 0.10 NTU is reached 100 percent of time and Water Treatment Efficiency Factor reaches 1.00.

Public Works Utilities / Utility Division
SOLID WASTE REMOVAL
 (Actual-1997 / Projected-1998)

PRIMARY OBJECTIVE:

To provide quality (timely and consistent) service to our customers at a more than competitive price by striving to maintain the efficiency of our operations.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Operating Revenue For The Division		\$ 2,058,801	\$ 2,037,518
Operating Expenditures For The Division		\$ 2,063,870	\$ 1,968,529
Operating Profit (Loss)		\$ (4,989)	\$ 68,989
Total Number Of FTE's In The Division (Includes Administration)		9.63	9.25
Number Of Residential Customers (Weekly Average)		8,000	7,850
Number Of Commercial Customers (Weekly Average)		850	810
Total Number Of Customers Served (Weekly Average)		8,850	8,660
Average Monthly Residential Rate		\$ 9.25	\$ 9.25
Average Rate Of Other Service Providers		\$ 10.75	\$ 10.75

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Weekly Operating Expense (Total Expense / # Of Weeks)		\$ 39,690	\$ 37,858
Collection Manhours (Weekly Average)		285	270
Collection FTE's (Manhours / 40)		7.13	6.76
Number Of Collection Trucks		10	10

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Residential Containers Served (Weekly Average)		12,500	12,387
Number Of Commercial Containers Served (Weekly Average)		1,100	1,082
Total Number Of Containers Served (Weekly Average)		13,600	13,449

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Container (Weekly Average)		\$ 2.92	\$ 2.81
Number Of Containers Served Per Manhour		47.7	49.7

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number Of Call Backs For Missed Containers		4	4
City Rate As A % Of Other Collection Service Providers		86%	86%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
(A) Average Number Of Containers Served Per Manhour - Number Of Call Backs		43.7	45.7
(B) Cost Per Container X City's Rate As A % Of Other Service Providers		2.51	2.42
A / B (The Higher The Number The Better Overall Performance)		17.41	18.88

ACTION PLAN FOR CONTINUOUS IMPROVEMENT: CONTINUE TO WORK WITH CUSTOMERS, EQUIPMENT, AND PERSONNEL TO IMPROVE OUR PRODUCTIVITY TO ACHIEVE OR STAY ABOVE OUR EFFECTIVENESS MEASURES.

**Public Works / Utilities
Wastewater Treatment
(Year End 1997)**

PRIMARY OBJECTIVE:

Provide a cost effective wastewater treatment operation, that will safeguard public health and the environment.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Population Served		64,000	56,000
Sewer Taps		20,000	18,470
Miles of Sewage Collection System Maintained		333	307

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Operational Budget		\$3,145,737	\$3,018,611
Total Number of Full Time Employees		34	33
Total Number of Man-hours		70,720	68,640

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Gallons of Wastewater Treated		2,828,750,000	2,628,000,000
Miles of Sewer Line Cleaned		220	213

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Per Million Gallons of Wastewater Treated		<4% increase	\$1,149
Miles of Sewer Line Cleaned Per Man-hour		1% increase	

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Discharge Violations		0	1

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Compliance With Effluent Water Quality Discharge Limitations		100%	99.7%

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Continue to research all technical advancements in the field of wastewater treatment, and maintain a highly trained work force.

Department / Division
Laboratory
 (Year End 1997)

PRIMARY OBJECTIVE: Increase the efficiency of the drinking water lab by adding ion chromatography (IC) instrumentation. This instrument will automate the analyses of seven individual labor-intensive tests. Current labor and supply costs of performing the seven tests is \$11,500/year. Anticipated costs with the instrument will be \$2,500/ year. The purchase price of the instrument (\$32,000) will be recouped in 2.8 years.

SERVICE/DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Number of drinking water quality analyses		17864	16,210

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Staff time performing analyses		1,220	10,334
Cost of chemicals and supplies		\$1,280	\$900

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Numbers of laboratory analyses per year (related to IC)		600	565
Additional number of various lab tests performed due to extra staff time		1,624	1,526

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Annual savings of staff time (to be applied to additional tests and projects)		27%	0%

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Annual savings of staff time		\$10,600	0

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Increase efficiency of lab to take on more analyses without increasing staff		\$10,600	0

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:
 Monitor labor and supply costs of ion chromatography analyses.

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PARKS AND RECREATION DEPARTMENT

PARKS AND RECREATION DIRECTOR
Joe Stevens

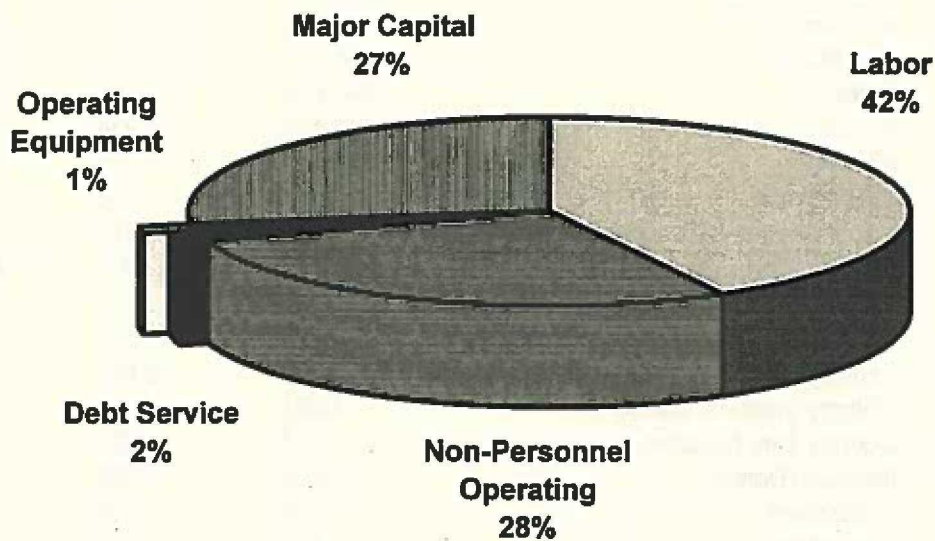
The City of Grand Junction Parks and Recreation Department is dedicated to facilitating a level of municipal Parks and Recreation services and facilities that the citizens of Grand Junction want and demand in the most efficient and effective manner possible. This includes providing a wide variety of 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 Budget Summary



Budget By Major Category	1997	1998	1999
Labor	\$ 3,382,018	\$ 3,746,331	\$ 3,876,414
Non-Personnel Operating	2,205,988	2,569,120	2,486,721
Debt Service	164,274	164,274	164,274
Operating Equipment	84,000	112,540	99,222
Subtotal Operating	\$ 5,836,280	\$ 6,592,265	\$ 6,626,631
Major Capital	4,773,787	1,527,285	866,700
TOTAL	\$ 10,610,067	\$ 8,119,550	\$ 7,493,331

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	10.8%	3.5%	7.1%
Non-Personnel Operating	16.5%	-3.2%	6.2%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	34.0%	-11.8%	8.7%
Subtotal Operating	13.0%	0.5%	6.6%
Major Capital	-68.0%	-43.3%	-57.4%
TOTAL	-23.5%	-7.7%	-16.0%

Parks & Recreation

Budget Summary by Fund and Organization Code

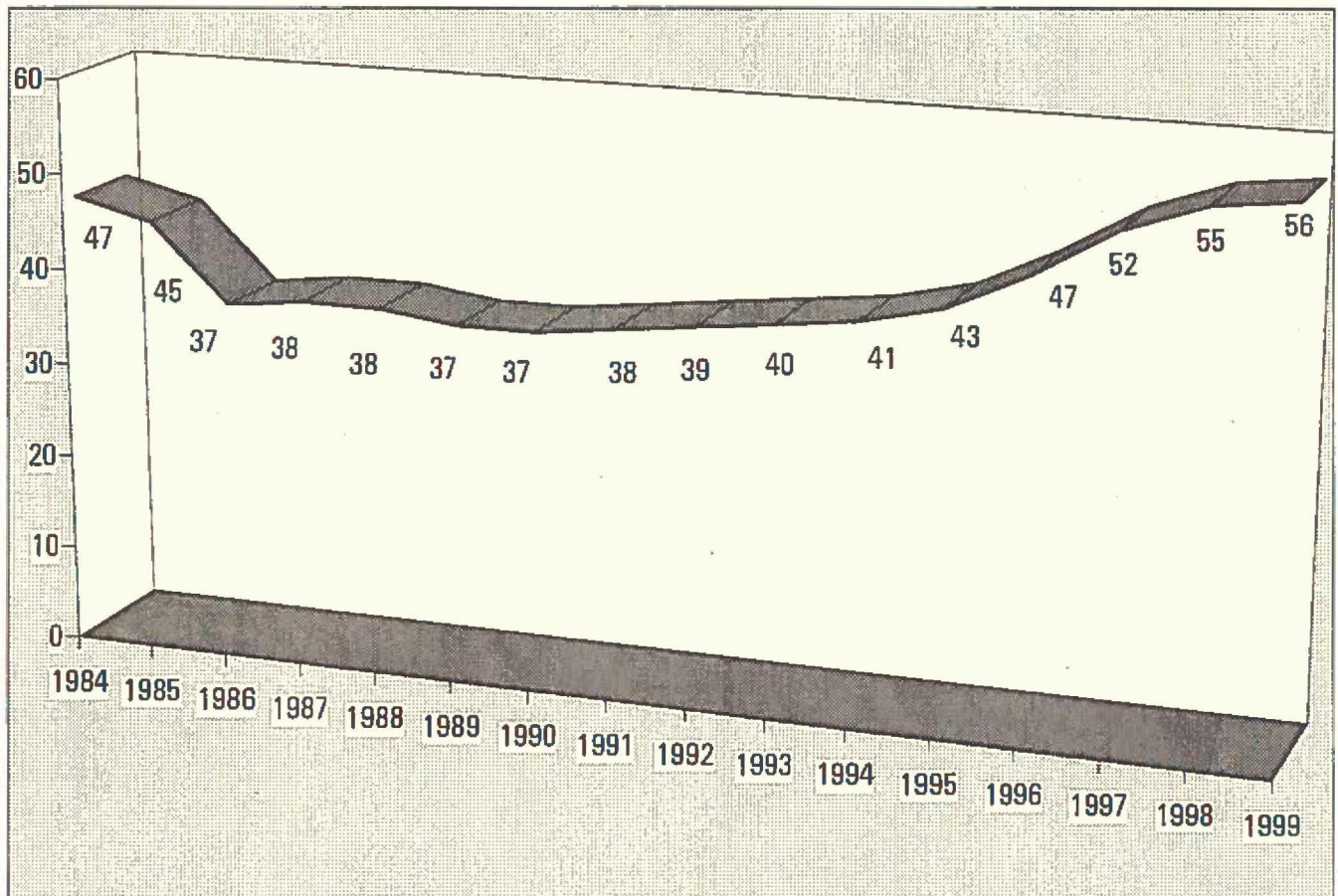
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<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
100	700	Administration	\$ 400,076	\$ 586,584	\$ 476,550
100	711	Operations	1,656,544	1,444,530	1,392,492
100	712	Forestry	391,818	425,342	434,526
100	713	Stadium	226,416	256,234	248,500
100	714	Riverfront	60,687	57,726	69,708
100	7141	Urban Trails	-	400	400
100	715	Lincoln Park Auditorium	25,055	21,391	21,881
100	716	Canyon View Park	-	399,974	404,202
100	731	Recreation Administration	159,320	242,749	252,990
100	73210	Special Events	477	553	574
100	73230	Tennis	9,927	6,817	6,918
100	73234	Country Western Dance	4,581	5,130	5,340
100	73235	Country Line Dancing	812	927	969
100	73236	Ballroom Dance	3,455	3,266	3,393
100	73238	Photography	499	609	632
100	73239	Jazzercise	1,138	1,183	1,298
100	73240	Jazzercise	4,782	4,550	4,725
100	73241	Yoga	874	820	859
100	73242	Tai Chi Chi	1,338	1,539	1,679
100	73243	Landscape	168	-	168
100	73245	Creative Wellness	1,352	1,730	2,310
100	73248	Drama	-	300	394
100	73249	Drawing	88	-	-
100	73250	Creative Art	103	-	-
100	73251	Tot Tumbling	2,300	-	-
100	73252	Hiking/Walking	1,732	1,858	1,917
100	73255	Biking	574	283	284
100	73256	Fishing	1,638	760	783
100	73257	Pets	229	188	188
100	73259	Youth Education	935	700	720
100	73260	Adult Education	206	236	255
100	73261	Music	560	769	861
100	73262	Culinary	122	361	478
100	73300	Adult Basketball	7,584	16,971	17,087
100	73301	Youth Basketball	19,477	26,291	26,911
100	733010	Equipment Rental	200	208	216
100	73302	Youth Wrestling	4,554	4,725	4,869
100	73303	Summer Softball	43,094	66,842	67,137
100	73304	Fall Softball	16,257	39,916	40,044
100	73305	Fall Volleyball	18,199	17,039	17,307
100	73306	Spring Volleyball	7,534	11,227	11,385
100	73308	Track	1,540	2,732	2,785
100	73309	Summer Volleyball	500	1,731	1,764
100	73310	Symnastics	7,293	4,288	4,454
100	73311	Disadvantaged Children	114	-	-
100	73312	Rafting	1,000	1,511	1,571
100	73314	Special Events	4,820	4,639	4,733
100	73320	Arts and Crafts	2,779	3,153	3,248

Parks & Recreation
Budget Summary by Fund and Organization Code
Page 2 of 2

FUND #	ORGN. #	DESCRIPTION	1997	1998	1999
100	73332	Dog Obedience	13,792	9,816	10,215
100	73335	Sign Language	749	-	-
100	73336	Think Tank	1,360	1,414	1,470
100	73337	Bowling	1,170	1,488	1,547
100	73338	Dream Class	251	-	-
100	73339	Rock Climbing	3,045	3,471	3,611
100	73340	STARS Program	491	16,373	16,614
100	735	Senior Recreation Center	36,132	40,185	41,055
100	736	Arts Commission	59,349	55,604	54,642
Subtotal: General Fund			3,209,090	3,797,132	3,668,658
105	792	Lottery and Open Space	20,000	21,400	21,456
Subtotal: Parkland Expansion Fund			20,000	21,400	21,456
2011	700	Administration	-	100,000	-
2011	711	Operations	3,121,919	843,000	743,000
2011	713	Stadium	80,400	-	-
2011	714	Riverfront	358,230	30,000	-
Subtotal: Sales Tax CIP Fund			3,560,549	973,000	743,000
303	761	Convention Center Operations	549,697	532,773	536,992
303	762	Convention Center Catering	454,406	474,247	491,325
Subtotal: Two Rivers Fund			1,004,103	1,007,020	1,028,316
3041	741	Pool Operations	174,611	228,379	222,999
3041	742	Learn to Swim	30,355	39,232	39,636
3041	743	Waterslide	27,791	37,284	33,298
Subtotal: Lincoln Park Pool Fund			232,757	304,895	295,934
3042	741	Pool Operations	343,400	271,260	302,151
3042	742	Learn to Swim	49,706	44,301	44,846
Subtotal: Orchard Mesa Pool Fund			393,105	315,561	346,997
305	750	Golf Operations	451,000	330,387	356,354
305	904	Debt Service	44,230	44,230	44,230
Subtotal: Lincoln Park Golf Fund			495,230	374,617	400,584
306	750	Golf Operations	652,888	592,956	587,138
306	904	Debt Service	120,044	120,044	120,044
Subtotal: Tiara Rado Golf Fund			772,932	713,000	707,182
307	770	Cemetery Operations	261,080	315,410	281,203
Subtotal: Cemeteries Fund			261,080	315,410	281,203
703	711	Parks Operations	661,220	297,515	-
Subtotal: PIAB			661,220	297,515	-
Department Total			\$ 10,610,067	\$ 8,119,550	\$ 7,493,331

Park & Recreation Department Full-Time Complement



Personnel additions in 1998 include: 1 Parks Maintenance Supervisor, 1 Aquatics Coordinator, 1 Golf Course Groundskeeper, and 1 Building Maintenance Worker. They will eliminate 1 Cemetery Maintenance Worker. In 1999 they will add 1 Administrative Clerk II.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	3	3	3	4	4	4	4	4	5	5	5	6	6	6	6	7
Parks, General	24	22	17	17	17	17	17	17	17	17	18	19	21	26	27	27
Two Rivers Conv Ctr	6	6	4	4	4	4	4	5	5	5	5	5	6	6	7	7
Cemeteries	4	4	4	4	4	4	4	4	4	4	4	4	4	4	3	3
Recreation, General	3	3	2	2	2	2	2	2	2	2	2	2	3	3	4	4
Municipal Golf, LP	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Municipal golf, TR	4	4	4	4	4	3	3	3	3	4	4	4	4	4	5	5
Total	47	45	37	38	38	37	37	38	39	40	41	43	47	52	55	56

DEPARTMENT SUMMARIES

-Parks and Recreation Department-

Function

The Parks and Recreation Department consists of Parks, Recreation, Aquatics, Two Rivers Convention Center, Golf Courses, Cemetery, Senior Recreation 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 opens spaces, golf courses, cemeteries, riverfront trails, island and boulevards, indoor and outdoor swimming pools, the "Barn", Stocker Stadium, Suplizio Baseball Field, the Senior Recreation Center, Two Rivers Convention Center and an RV 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 819 acres of developed parks and open space. Additionally, the Park 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 , the Downtown Shopping corridor, City Hall and Senior Recreation 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 11.68 miles of the 19 mile Riverfront Trail network from Fruita to Palisade.

The **Recreation Division** provides programming elements for the department and offers approximately 460 recreation programs annually serving more than 54,830 participants. The Recreation Division coordinates programs and activities with the private sector and business community, School District 51, Mesa State College and a variety of special interest groups and sports leagues and programs (i.e., soccer, baseball, tennis, flag football, gymnastics, etc.). The largest segment of programming comes from athletics, both adult and youth. Adult softball currently has more than 4,800 individuals playing on 380 teams in over 30 leagues, in both summer and fall seasons. Adult basketball and volleyball leagues are run each of the five weeknights, over fall and winter seasons. Youth basketball provides programming to more than 1,000 4th-6th graders through two seasons.

Additionally, the division works cooperatively with a private board of directors to operate the **Senior Recreation Center**, which is host to over 60 recreation programs annually for individuals over the age of 55. The number of programs has more than quadrupled in the past year. Currently, more than 2,000 visits per month are recorded at the Center. The Center is also a daily lunch meal site for the Gray Gourmet, a senior reduced fee meal program.

The **Commission on Arts and Culture** was established by the City Council in 1990. The Commission and its half-time Coordinator, act as a "clearing house" to disseminate information

DEPARTMENT SUMMARIES

-Parks and Recreation Department-

on the Arts in Grand Junction. Additionally, the Commission on Arts and Culture promotes and provides technical assistance and support to local artists and cultural arts organizations in the community. The Commission also administers the City's 'One Percent for the Arts' program to oversee selection and installation of art work for major capital improvement projects involving buildings and parks.

Two Rivers Convention Center is an enterprise operation located in the heart of Grand Junction, on Main Street. The 21,000 square foot facility annually attracts over 880 rental events ranging from major musical concerts, outdoor shows, home and garden shows, arts and crafts fairs, to wedding receptions, pubic dances, formal sit-down banquets and business meetings. Approximately 70% of the Center's regular and local use is as the host site for local service clubs, who hold their weekly luncheons at the Center. The largest formal dining event is the annual JUCO World Series banquet, which seats over 1,200 individuals. Two Rivers Convention Center is booked with one or more events on approximately 330 days per year and is open approximately 4,332 hours annually.

During the fall of 1997, Two Rivers Convention Center conducted two focus groups and provided input to staff for potential improvements in operations and capital development to the Center. Staff will be attempting to implement as many as possible of these suggestions into the next two years' operational plans.

In 1997, The Downtown Development Authority contracted with a private consultant to review the general uses and potential increased uses of Two Rivers Convention Center. Because Two Rivers is considered by the DDA as a major catalyst for economic development on the west end of Main Street, the focus of the study was on updating the facility to help generate additional downtown development. At present, the DDA and City Council are reviewing four recommendations for expansion, each of which, is expected to cost approximately \$488,000 minimally, up to \$4.62 million.

The **Aquatics Division** provides year-round swimming opportunities at two community pools. Orchard Mesa Community Center Pool is jointly funded with School District 51 and Mesa County, and is on the Orchard Mesa Middle School campus. The pool, besides serving as a community aquatics facility for public swim and learn-to-swim programs, is also a practice and meet site for area high schools and two local competitive age-group swim clubs. 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 during the summer season from Memorial Day to Labor Day and features a 350' waterslide. Its swim meet capabilities are one of the three best in the state of Colorado, and in 1997, through the efforts of Colorado Swimming, Inc., was selected as the meet location for the 1998 Western Zone Swim Meet. The meet will attract over 1,200 swimmers from the 14 western zones of United States swimming. Both pools' operations are professionally licensed through Ellis and Associates and offer Ellis/National Safety Council lesson programs.

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

DEPARTMENT SUMMARIES

-Parks and Recreation Department-

service operations are contracted at both sites. High level maintenance functions are provided by City staff.

The **Cemetery Division** is operated as an enterprise fund as a sub-division of Parks. Declining burials and interest earnings has caused the fund to have to be subsidized for the past few years. In an effort to eliminate this subsidy, several changes will be implemented. In 1997, fees will be increased by an average of 5%. The need for future fee adjustments will be analyzed annually. Based in part on declining burials and a need to reduce costs, one full-time Cemetery Maintenance Worker (vacant because of retirement) will not be replaced in 1997 but there will be an increase in the use of seasonal workers to assist with the on-going maintenance at the Cemetery. In 1998, a 64 niche columbarium will be purchased and a "Memorial Forest" and rose garden with memorial walls, for the scattering of ashes will be established. In addition to cremation areas, direct burial sites will need to be developed within the next seven to ten years depending upon the rate other sections are filled.

Major Accomplishments - 1996 and 1997

Administration

- Dedicated Canyon View Park, Grand Junction's largest and first regional park since 1922. Canyon View Park was recognized as the 1997 Starburst Award recipient by the Colorado Lottery and the Colorado Parks and Recreation Association. This is a first for Grand Junction and the first time a Category 4 award has been awarded to a Western Slope municipality
- Broke ground for a new baseball field in Canyon View Park
- Dedicated the largest public skatepark in Colorado at Westlake Park
- Installed a trail from Eagle Rim Park to 5th Street with GOCO Legacy, GOCO trails grants, State Parks and City funds.
- Assisted with the 10 year anniversary celebration of the Riverfront Commission
- Initiated installation of a new lighting system at Suplizio Baseball Field in Lincoln Park
- Assisted the Riverfront Commission and Public Works Department with the dedication of Old Mill Bridge
- Designed, bid and installed new playground equipment in Sherwood, Riverside and Lincoln Park as well as Wingate Elementary School
- Broke ground for three new soccer fields in Canyon View Park. Funding sources include Gates Foundation (\$200,000) and Grand Mesa Youth Soccer Association (\$50,000)
- Initiated master planning efforts for Las Colonias Park
- Selected as host city for the 1998 Colorado Parks and Recreation Association's Annual Conference

Parks Operations

- The National Arbor Day Foundation named the City of Grand Junction's "ARBORFEST '96" as the recipient of the National Arbor Day Foundation Celebration Award. Each year the Foundation recognizes outstanding Arbor Day events that best serve as examples of excellence as to the importance of trees and the spirit of the tree planters' holiday.
- Stocker Stadium sports facility experienced an outstanding year of maintenance. From early February to mid August, Suplizio baseball field hosted 171 games yet maintained the atmosphere of a professional field. The football field maintained a level of turf excellence as never before seen even though it also experienced extensive use.

DEPARTMENT SUMMARIES

-Parks and Recreation Department-

Senior Recreation Center

- Developed a formal volunteer program and manual to assist in Center operations
- Added over 40 new programs in senior recreation

Commission on Arts and Culture

- Parks and Recreation Department assumed responsibility for the oversight of the Commission on Arts and Culture in 1995. Expanded Business in the Arts awards from one to two annual recipients (a small business and a large business) which were awarded to First Federal Bank and Frameworks.
- Commission nominee Bill Robinson, former Mesa State College Theater department head, awarded the 1995 Governor's Award for Excellence in the Arts.
- Hosted the Art Mind/Business Mind Conference in Grand Junction for artists.
- Formalized granting process and awarded \$7,5000 in City and State funding for arts events and programs.

Recreation Division

- Increased programming
- Completed implementation of division reorganization

Two Rivers Convention Center

- Installed new roadside electric marquee
- Installed/painted new building signs
- Completed minor exterior building painting and facade improvements
- Installed new concourse/room signs
- Conducted focus groups to provide suggestions for changes and improvements to daily operations and facility design
- Built new storage building in underground parking garage
- Completed several procedure changes

Lincoln Park-Moyer Pool and Waterslide

- Completed re-roofing project
- Completed exterior restroom improvements
- Implemented Ellis & Associates licensing program and learn-to-swim program

Orchard Mesa Community Center Pool

- Completed HVAC renovation
- Implemented Ellis & Associates licensing program and learn-to-swim program (Fall, 1996)

Lincoln Park and Tiara Rado Municipal Golf Courses

- Installed computerized irrigation control systems at both courses
- Rebuilt 9,12,17 tee areas at Tiara Rado
- Used two fairway mowers to decrease time mowing fairways
- Pinyon Grill almost doubled concession revenue from previous concessionaire

Significant Budget Issues - 1998

- First full year of Canyon View Park operations

DEPARTMENT SUMMARIES

-Parks and Recreation Department-

- First full year of Old Mill Bridge - 5th Street Riverfront Trail network
- Growing public participation in recreation programs
- Evaluation/possible implementation of focus group ideas at Two Rivers Convention Center
- Update comprehensive Parks and Recreation master plan
- Develop a driving range at Tiara Rado Municipal Golf Course
- Hire 3/4 time Youth Sports/Special Events Coordinator
- Hire Full-time Aquatics Coordinator
- Continue to evaluate recreation program delivery and reduce the impact on the General Fund
- Implement fee increase at pools
- Implement fees/charges and use policies at Canyon View Park
- Implement new concessions operation at Canyon View Park
- Re-bid bi-annual Recreation Program Brochure
- Implement new fees/charges and use policy at Two Rivers Convention Center
- Implement operations change at Senior Recreation Center
- Establish program direction and strategies for programming areas not currently serviced (e.g., therapeutic recreation, early childhood, teens)
- Establish scholarship program guidelines
- Plan to repay golf debt by 2001. This is six years early.
- Developing plans to build and operate driving range at Tiara Rado.

Budget Issues 1999

- Get past 1998.....
- Complete 2000-2001 budget document
- Living up to public perceptions and expectations

Parks and Recreation
PARKS
(Year End 1997)

PRIMARY OBJECTIVE:

To maintain the City of Grand Junction Park open space and public restrooms in an efficient and timely manner.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total budget for the Division	\$ 1,317,429	\$ 1,359,561	
Total number of FTE's in the Division		16375.00	19675.00
Total man hours at 2080/FTE		34,080	40,768
% of budget allocated to this function		30%	50%
% of FTE's utilized by this function		50%	50%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$658,714	\$677,780
Program FTE's		8.2	4.8
Program man hours		17,030	20,384

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of acres maintained / work 65%		94	90
Number of restrooms maintained / cleaned (1 day 35%)		18	11

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Turf maintained cost		\$ 428,164.00	448,857
Turf maintained man hours		\$ 11,089.00	13,249
Restrooms maintained cost		\$ 230,549.00	237,923
Restrooms maintained man hours		5,960.00	7,134.00

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Acres of diseased turf (1 year)		9	
Number of complaints for restroom cleanliness		10	

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per acre of maintained turf		\$ 4,555.00	
Man hours		117.75	
Cost per maintained restrooms (1 day)		53	
Man hours		1.4	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Keep accurate records of turf disease instances when, where and how severe. This will let us know how well we are taking care of the cultural aspects of the turf. Keep track of complaints regarding restroom cleanliness.

Parks and Recreation
STADIUM
 (Year End 1997)

PRIMARY OBJECTIVE:

To provide the best possible athletic fields and facilities for both baseball and football.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total budget for the Division		\$ 162,033	138,626
Total number of FTE's in the Division		3.50	3.50
Total man hours at 2080/FTE		7,280	7,280
% of budget allocated to this function		80	80
% of FTE's utilized by this function		80	80

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$129,626	\$110,900
Program FTE's		2.8	2.8
Program man hours		5,824	5,824

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of baseball games played 80%		210	210
Number of football games played 80%		28	28

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Baseball cost / season		\$ 103,700.00	88,720
Baseball man hours / season		4,659	4,659
Football cost / season		\$ 25,925.00	22,180
Football Man hours / season		1,164.00	1,164.00

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Square feet of sod replayed (1 year)		7,000	11,000
Number of injuries due to field conditions			
Number of complaints cleanliness of facility			

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per baseball game		\$ 493.00	422
Man hours per baseball game		22.00	22
Cost per football game		\$ 925.00	782
Man hours per football game		41	41

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Keep accurate records of all cultural maintenance of the turf. This will allow us the ability to look back and see what has worked and what has not. Keep the track of complaints regarding overall facility.

Parks and Recreation
FORESTRY
 (Year End 1997)

PRIMARY OBJECTIVE:

To provide the most efficient and professional response to requests for tree service.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Budget for the Division		421192	
Total Number of FTE's in the Division		6	
Total Number of Man hours at 2080 per FTE		12480	
% of Budget Allocated to Tree Request Response - 10%		21600	
% of FTE's/ Man Hours Utilized by Tree Request Response - 20%		6800	

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures - 10%		\$42,119	
Program FTE'S - 20%		1.2	
Program Man Hours - 20%		2,485	

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of Requests for Tree Service Orders		850	
Average Number of Days Response Time		2	

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Avg. cost per work order received			
Avg. Man hours per work order received			

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of request for tree service orders completed on-time & without call backs.		850	
Number of complaints, call backs, in response to request for tree service orders		10	

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per request for tree service orders completed on-time & without call backs.			
Man-hour per request completed on-time & without call backs.			

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Organize work orders as to the day received and a one and a half day response time. Assign crew members, allow sufficient time and train crew members to the divisions policies regarding response to requests for tree service orders.

Parks and Recreation
CANYON VIEW
 (Year End 1997)

PRIMARY OBJECTIVE:

To provide the best possible athletic fields possible for softball and soccer/ multi purpose.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total budget for the Division		\$ 344,209	
Total number of FTE's in the Division		6.50	
Total man hours at 2080/FTE		13,520	
% of budget allocated to this function		70	
% of FTE's utilized by this function		70	

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$240,948	
Program FTE's		4.5	
Program man hours		9,464	

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of softball games including tournaments 60%		1,684	
Number of soccer games 35%		300	

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Softball cost / season		\$ 144,567.00	
Man hours / season		5,678.00	
Soccer cost / season		\$ 96,378.00	
Man hours / season		3,785.00	

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Acres of diseased turf - softball		1	
Acres of diseased turf - soccer		400%	
Soft of worn out turf - softball		2,000	
Soft of worn out turf - soccer		500000%	

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per softball game		\$ 83.00	
Man hours per softball game		3.30	
Cost per soccer		321	
Man hours per soccer		12.6	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Keep accurate records of all cultural maintenance of the turf by area. This will allow us the ability to look back and see what has worked and what has not.

Parks and Recreation
RIVERFRONT
 (Year End 1997)

PRIMARY OBJECTIVE:

To maintain 12 miles of trail including , sweeping of the trails, cutting brush back away from the trails edges

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total budget for the Division		\$ 57,725	60
Total number of FTE's in the Division		1.00	1.00
Total man hours at 2080/FTE		2,080	2,080
% of budget allocated to this function		70	70
% of FTE's utilized by this function		70	70

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$40,407	\$42,144
Program FTE's		0.70	0.70
Program man hours		1,456	1,456

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of times trails are swept (1 year) 40%		32	32
Number of times weeds are controlled either mechanically or chemically 60%		20	

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Sweeping trails cost		\$ 16,162.00	16,857
Sweeping trails man hours		582	582
Controlling weeds cost		\$ 24,244.00	25,286
Controlling weeds man hours		873	873.00

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Number of complaints regarding cleanliness of trails			
Number of times weed observed encroaching the trail edges			

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per per sweeping of trail		\$ 310.00	324
Man hours of sweeping trails		11.00	11.00
Cost per time controlling weeds		121	1,284.00
Man hours per time controlling weeds		43.0	43.00

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Regular inspections to determine the condition of the trails and identify any safety hazards.

Parks and Recreation
CEMETERY
 (Year End 1997)

PRIMARY/OBJECTIVE:

To significantly lower the hand trimming time around head stones by using a growth regulator.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Budget for the Division		\$ 271,410	
Total Number of FTE's in the Division		3.00	
Total Number of Man hours at 2080 per FTE		6,240	
% of Budget Allocated to applying growth regulator - 3%		\$8,142	
% of FTE'S / Man hours Utilized for applying growth regulators - 5%		\$312	
% of Budget utilized for trimming around head stones - 25%		2,500	
% of FTE'S / Man hours utilized for trimming around head stones - 25%		1,560	

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$75,994	
Program FTE'S - 28%		0.8	
Program man hours - 30%		1,672	

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Number of irrigated acres maintained		52	
Average number of applications of growth regulator per year		4	2
Average number of times head stones are trimmed per year		4	8.00
Number of head stones trimmed and edged around.			

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Avg. cost per application of growth regulator			
Average number of man hours per application of growth regulator			
Average number of man hours required to trim around head stones			

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Average number of man hours required to trim around head stones before G. R.			
Average number of man hours required to trim around head stones after G.R.			

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per year for growth regulator and application			
Number of man hours required for stone trimming			

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Develop an action plan for applying growth regulator throughout the growing season following manufacturers recommendations. Train Employees to the proper procedures and monitor turf growth, health and the amount of trimming needed throughout the growing season.

Parks and Recreation
General Recreation
 (Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

Provide a diverse range of general recreation programs to an increasing number of participants of all ages.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Recreation Division Expenditures		\$ 840,723	744,682
Total Recreation Division Revenues		821,755	746,948
Total # FTEs within the Recreation Division		28.36	26.42
Total hours @ 2,080 per FTE		58,989	54,954
Total # Volunteer Hours		37,502	30,852
% of Budget Allocated to Recreation Division		100.00	100.00

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
General Recreation Program Expenditures		\$ 73,959	\$ 61,875
General Recreation Program Revenues		90,367	77,201
% of Total Recreation Division Allocated to General Recreation		0.09	0.08
General Recreation Program FTEs		2.89	2.39
General Recreation Volunteer FTEs		0.52	0.28

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# of Program sessions offered		223	171
# of Program sessions canceled		17	42
# of Program session participants (duplicated)		29,760	26,337

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
General Recreation Program Cost		\$ 73,959	\$ 61,875
Average Cost to participant		3.04	2.93
# of Potential Participants		135,000	135,000
% of Target Population Actually serviced		0.22	0.20

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
% of Canceled Programs		0.08	0.25
% of Satisfied Customers			
Cost Recovery Ratio (Expense to Revenue Ratio)		0.82	0.80

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost of participant per program		\$ 2.49	\$ 2.35

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations, and continue to finetune performance measures.

**Parks and Recreation
Acquatics**
(Actual 1997 / Projected 1998)

PRIMARY/OBJECTIVE:

Operate and maintain two public aquatic facilities, one seasonal (outdoor) pool complex and one year-around (indoor) pool and effectively program to ensure participants of all ages the opportunity to build and maintain life-long aquatic skills and enjoyment.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Recreation Division Expenditures		\$ 840,723	744,882
Total Recreation Division Revenues		821,755	746,948
Total # FTEs within the Recreation Division		28.36	26.42
Total hours @ 2,080 per FTE		59,989	54,954
Total # Volunteer Hours		37,502	30,852
% of Budget Allocated to Recreation Division		100.00	100.00

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Aquatics Program Expenditures		\$540,458	508,993
Aquatics Program Revenues		488,243	472,130
% of Total Recreation Division Allocated to Aquatics		0.64	0.68
Aquatics Program FTEs		15.14	15.04

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# of Program sessions offered		17	18
# of Program sessions canceled		56	33
# of Program session participants (duplicated)		127,500	123,408
# of Program classes offered		561	536

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Aquatics Program Cost		\$540,458	508,993
Average Cost to participant		3.67	3.83
# of Potential Participants		135,000	135,000
% of Target Population Actually serviced		0.94	0.91
Cost Recovery Ratio			

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
% of Canceled Programs		0.10	0.08
% of Satisfied Customers		100%	0.954

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost to participant per program		\$ 4.24	\$ 4.12

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations; provide for appropriate professional and technical training.

Parks and Recreation
Adult Sports
 (Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

To offer programs available to adults at a reasonable rate encouraging an active lifestyle for the citizens of the Mesa County area.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Recreation Division Expenditures		\$ 840,723	744,582
Total Recreation Division Revenues		821,755	746,948
Total # FTEs within the Recreation Division		28.36	26.42
Total Hours @ 2,080 per FTE		58,989	54,954
Total # Volunteer Hours		37,602	30,852
% of P&R Budget Allocated to Recreation Services		100.00	100.00

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Adult Sports Program Expenditures		\$152,375	104,455
Adult Sports Program Revenues		213,894	151,380
% of Total Recreation Division Budget Allocated to Adult Sports		0.18	0.14
Adult Sports Program FTEs		5.01	4.23
Volunteer FTEs		0	0

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Programs Offered		89	68
# Programs Canceled		1	11
# Participants (Duplicated)		10,204	6,834.00

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Program Cost		\$ 152,375	\$ 104,455.00
Cost to Participant		\$ 20.96	\$ 22.15
# of Potential Participants age 18 - 55		46,387	46,387
% of Participants serviced of entire target population		0.22	0.15

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Recovery Ratio (Exp/Rev)		0.71	0.69
% of Canceled Programs		1%	16%
% of Satisfied Customers		98%	0.93

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost to participant per program (Exp/part/prog)		\$ 14.93	\$ 15.28

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations.

**Parks and Recreation
Youth Sports
(1997 Actual / 1998 Projected)**

PRIMARY OBJECTIVE:

To offer programs to youth at a low cost to encourage life-long positive activities.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Recreation Division Expenditures		\$ 840,723	744,882
Total Recreation Division Revenues		821,755	746,949
Total # FTEs within the Recreation Division		28.36	26.42
Total Hours @ 2,080 per FTE		58,989	54,954
Total # Volunteer Hours		37,502	30,852
% of P&R Budget Allocated to Recreation Services		100.00	100.00

INPUTS: Measure the resources used in performing the work the service.	ACTUAL YTD	PROJECTED	
Youth Sports Program Expenditures		\$33,748	34,067
Youth Sports Program Revenues		37,847	37,347
% of Total Recreation Division Budget Allocated to Youth Sports		0.04	0.05
Youth Sports Program FTEs		1.46	1.11
Volunteer FTEs		14.15	11.39

OUTPUTS/OUTCOMES: Indicate the amount of work performed of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Programs Offered		21	18
# Programs Canceled		-	-
# Participants (Duplicated)		2,335	1,941

EFFICIENCY MEASURES: Reflect the relationship between the performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Program Cost		\$ 33,748	\$ 34,067
Cost to Participant		\$ 16.21	\$ 19.24
# of Potential Participants age 18 - 55		21,000	21,000
% of Participants serviced of entire target population		0.11	0.09

EFFECTIVENESS MEASURES: Depict the degree to which pe are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Cost Recovery Ratio (Exp/Rev)		0.89	0.91
% of Canceled Programs		0%	0%
% of Satisfied Customers		98%	93%

OVERALL PERFORMANCE MEASURES: Combine the efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost to participant per program (Exp/part/prog)		\$ 14.45	\$ 17.55

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations.

Parks and Recreation
Senior Recreation
 (Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

Provide diverse range of senior recreation services to an increasing number of seniors (age 50+) primarily through the operations of the Senior Recreation Center, currently managed completely by volunteers in cooperation with the Recreation Supervisor.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Recreation Division Expenditures		\$ 840,723	744,682
Total Recreation Division Revenues		821,755	746,946
Total # FTEs within the Recreation Division		28.36	26.42
Total Hours @ 2,080 per FTE		58,989	54,954
Total # Volunteer Hours		37,502	30,852
% of P&R Budget Allocated to Recreation Services		100.00	100.00

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program Expenditures		\$40,185	35,292
Program Revenues		11,404	8,890
% of Total Recreation Division Budget Allocated to Senior Recreation		0.05	0.05
Program FTEs		\$ 3.86	3.85

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Programs Offered		60	50
# Programs Canceled		6	8
# Participants (Duplicated)		35,000	33,265.00

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Program Cost		\$ 40,185.00	35,292
Cost to Participant		\$ 0.33	\$ 0.27
# of Potential Participants		\$ 24,934.00	24,934
% of Participants serviced of entire target population		1.40	1.33

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Expense to Revenue		3.52	3.97
% of Canceled Programs		10%	16%
% of Satisfied Customers		90%	

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost of participant per program		\$ 1.15	\$ 1.06

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations.

**Parks and Recreation
Lincoln Park Golf Course**
(Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

To provide the public a quality golf course, at a competitive price, while recovering at least 100% of the operating and maintenance costs.

SERVICE DATA SECTION:		ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Lincoln Park 9 hole rate	all rates 1997		\$ 10.00	\$ 10.00
Adobe			\$ 11.00	\$ 11.00
Chipeta			\$ 10.00	\$ 10.00
Montrose			\$ 14.00	\$ 14.00
Rifle			\$ 16.00	\$ 16.00
Delta			\$ 10.00	\$ 10.00
Battlement Mesa			\$ 16.00	\$ 16.00
Deer Creek Village			\$ 10.00	\$ 10.00
Rangely			\$ 5.00	\$ 5.00
Glenwood Springs			\$ 17.00	\$ 17.00
Average other area courses			\$ 12.11	\$ 12.11

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Operating Expense		\$329,330	\$ 318,875
Improvement Expense		\$14,400	\$ 78,808
Total Expense		\$43,730	\$ 395,683

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# Of Rounds Played		55,000	52,437

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average Cost Per Round Played		\$ 5.98	\$ 6.08

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
Our Rate As A % Of Average Competitors		83%	83%
Operating Revenue		\$358,149	\$ 371,820
Operating Coverage Ratio		1.09	1.17

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Operating Coverage Ratio		1.09	1.17

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

The operating ratio that is desired is at least 1.02. This allows the coverage of operating expense and accrual of funds for capital projects. A quality golf course is one that has the following components: properly fertilized and watered, mowing weekly criteria- greens 7 times, fairways 3 times, rough 2 times, tees 3 times, trimming as needed, ball washers always filled/clean tee towels, proper cultivation to insure consistent growth with limited pests, clean, maintained buildings, raked sand bunkers, trash picked up, diverse plantings. These criteria related to the peak season (April-Sept). The criteria are modified as needed during the nonpeak periods.

Parks and Recreation
Tiara Rado Golf Course
 (Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

To provide the public a quality golf course, at a competitive price, while recovering at least 100% of the operating and maintenance costs.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR-YEAR ACTUAL
Tiara Rado 9 hole rate all rates 1997		\$ 10.00	\$ 10.00
Adobe		\$ 11.00	\$ 11.00
Chilpeta		\$ 10.00	\$ 10.00
Montrose		\$ 14.00	\$ 14.00
Rifle		\$ 16.00	\$ 16.00
Delta		\$ 10.00	\$ 10.00
Battlement Mesa		\$ 16.00	\$ 16.00
Deer Creek Village		\$ 10.00	\$ 10.00
Rangely		\$ 5.00	\$ 5.00
Glenwood Springs		\$ 17.00	\$ 17.00
Average other area courses		\$ 12.11	\$ 12.11

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED
Operating Expense		\$524,812 \$ 550,971
Improvement Expense		\$35,800 \$ 127,115
Total Expense		560,612 \$ 678,086

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK
# Of Rounds Played		82,500 85,269

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK
Average Cost Per Round Played		\$ 6.36 \$ 6.46

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK
Our Rate As A % Of Average Competitors		83% 83%
Operating Revenue		\$577,895 \$ 585,301
Operating Coverage Ratio		1.10 1.08

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK
Operating Coverage Ratio		1.10 1.08

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

The operating ratio that is desired is at least 1.02. This allows the coverage of operating expense and accrual of funds for capital projects. A quality golf course is one that has the following components: properly fertilized and watered, mowing weekly criteria- greens 7 times, fairways 3 times, rough 2 times, tees 3 times, trimming as needed, ball washers always filled/clean tee towels, proper cultivation to insure consistent growth with limited pests, clean, maintained buildings, raked sand bunkers, trash picked up, diverse plantings. These criteria related to the peak season (April-Sept). The criteria are modified as needed during the nonpeak periods.

**Parks and Recreation
Two Rivers Convention Center
(Year End 1997)**

PRIMARY OBJECTIVE:

Provide a convention/community facility allows for use by community individuals and groups and that also attracts out-of-town users and contributes to the economic development of the city of GJ through meetings, seminars, trade shows and entertainment events, meals and banquets, etc. Respond to changing needs of diverse customer base while operating efficiently, continually striving to eliminate the facility subsidy.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total Expenditures for Two Rivers Convention Center		\$ 1,007,329	982,267
Total Revenues for TRCC		748,329	743,643
Total # FTEs in TRCC			
Total hours @ 2,080 per FTE			
Total # Volunteer Hours			

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Total cost of labor - all events		\$454,055	451,183
Total food cost - all events		163,069	184,324
Total liquor cost - all events		38,800	36,221
Total operating cost - all other		\$ 350,404	310,539.00

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# of service club participants		20,000	18,333
# of trade shows, concerts, entertainment events		63	60
Cost of service club events			
Cost of trade show events			
Cost of all other events			

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average cost per service club plate (meal)			
Average cost of trade shows and entertainment event (per event)			
Average cost of all other types of event (per event)			

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
% of satisfied customers		80%	75%
Cost recovery ratio - all events averaged		74%	76%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Implement consistent customer service surveys and employee training in service deficiencies.
Implement food inventory and cost-control measures.
Implement liquor inventory and cost-control measures.
Re-engineer menu (including prices) to minimize food waste and cost overruns.

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VISITOR AND CONVENTION BUREAU

VISITOR & CONVENTION BUREAU DIRECTOR

Debbie Flynn Kovalik

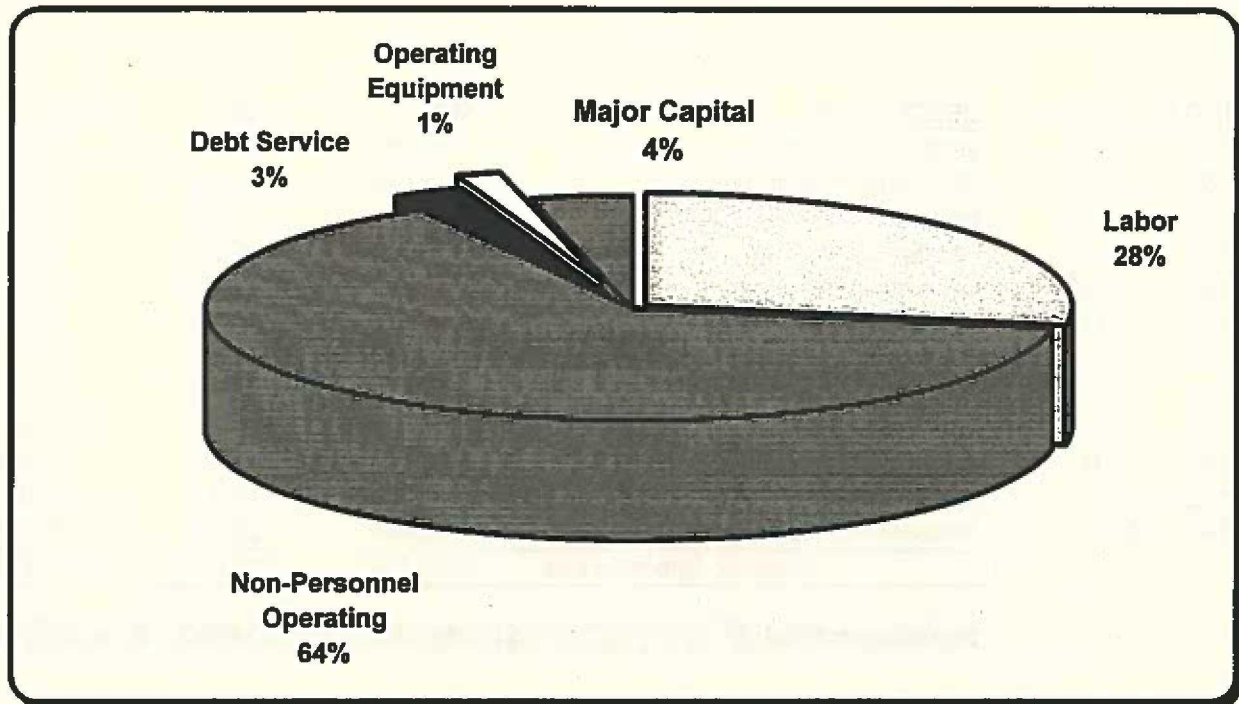
*The Grand Junction
Visitor & Convention
Bureau is a department of
the City of Grand Junction
whose purpose is to
proactively market the
Grand Junction area in
external markets resulting
in the positive economic
impact of visitor dollars.*

Tourism Marketing

**Group Marketing
Convention Servicing**

Visitor Center

Visitor and Convention Bureau Budget Summary



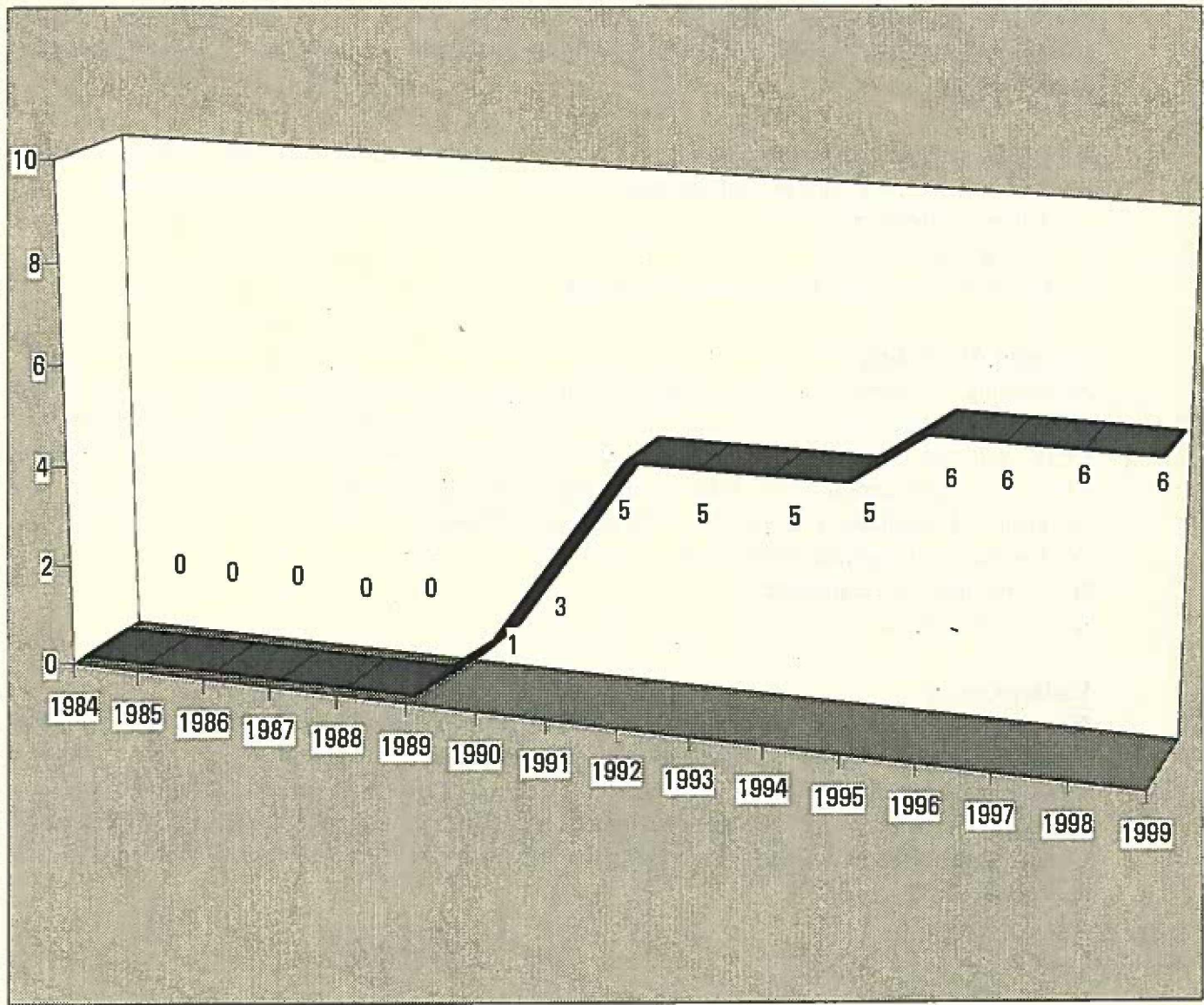
Budget By Major Category	1997	1998	1999
Labor	\$ 276,154	\$ 291,083	\$ 301,989
Non-Personnel Operating	602,072	685,562	700,221
Debt Service	29,806	29,806	29,806
Operating Equipment	16,080	8,400	20,680
Subtotal Operating	\$ 924,112	\$ 1,014,852	\$ 1,052,696
Major Capital	125,000	-	-
TOTAL	\$ 1,049,112	\$ 1,014,852	\$ 1,052,696

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	5.4%	3.7%	4.6%
Non-Personnel Operating	13.9%	2.1%	7.8%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-47.8%	146.2%	13.4%
Subtotal Operating	9.8%	3.7%	6.7%
Major Capital	-100.0%	#DIV/0!	-100.0%
TOTAL	-3.3%	3.7%	0.2%

Visitor & Convention Bureau
Budget Summary by Fund and Organization Code

<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
102	14121	Marketing Brochure	\$ 49,065	\$ 57,000	\$ 51,930
102	14122	Marketing Photography	4,028	7,300	2,300
102	14123	Marketing Summer Promotion	750	750	750
102	14131	Familiarization Trips	3,860	5,375	5,375
102	14132	Convention Servicing	3,812	12,907	12,406
102	14133	Printing	5,800	300	5,800
102	14134	Pow Wow	1,138	1,570	1,450
102	14135	Facilities Guide	-	2,950	-
102	142	Administration	930,034	876,088	921,417
102	1431	Volunteers	10,818	10,806	11,462
102	902	Contingency and Reserves	10,000	10,000	10,000
102	904	Debt Service-Non Departmental	29,806	29,806	29,806
Subtotal: General Fund			1,049,112	1,014,852	1,052,696
Department Total			\$ 1,049,112	\$ 1,014,852	\$ 1,052,696

Visitor & Convention Bureau Full-Time Complement



There are no personnel changes for the VCB in 1998 and 1999.

Employees by Division	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999
Administration	0	0	0	0	0	0	1	2	3	3	3	3	3	3	3	3
Sales	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2	2
Visitor Center	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1
Total	0	0	0	0	0	0	1	3	5	5	5	5	6	6	6	6

DEPARTMENT SUMMARIES

-Visitor and Convention Bureau-

Function

MISSION STATEMENT

The Visitor & Convention Bureau is a department of the City of Grand Junction whose purpose is to pro-actively market the Grand Junction area, resulting in the positive economic impact of visitor dollars.

The VCB provides tourism marketing services for the City of Grand Junction. While all of the Bureau's marketing efforts are interrelated, operation's are focused in three distinct areas:

- Tourism Marketing
- Visitor Center
- Group Marketing and Convention Servicing

Tourism Marketing

Advertising in selected national, regional and state-wide publications focuses on attracting leisure travelers to the Grand Valley. Potential visitors respond to these ads by calling the VCB's toll-free number to request a free visitor guide; over 14,000 calls have been received in 1997. The major components of the tourism marketing segment are:

- Print and distribute over 300,000 Official Visitor Guides annually
- National and regional advertising
- Public relations campaign
- Internet website

Visitor Center

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. Open 7 days a week year-round, the Visitor Center is staffed by 80 volunteers who serve as local ambassadors, providing visitors with an introduction to our community. Visitation at the Center has increased slightly since state-wide marketing ending in 1993, but the demographics of our visitors has changed significantly:

	1993	1996
Total Visitors	33,813	34,382
Out of State	29,074	26,510
In State	3,981	6,065
International	758	1,807

Group Marketing and Convention Servicing

The Group Sales Division focuses 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

DEPARTMENT SUMMARIES

-Visitor and Convention Bureau-

○ Educational/familiarization tours

Utilizing the sales methods listed above, the Group Sales Division has built a database of over 1,000 contacts. The sales staff continuously prospects, qualifies and works with these clients to convince them to bring a group or groups to Grand Junction. Once the sales staff confirms the client will consider bringing business to this area, information about the group is sent to all local lodging properties in the form of a sales lead; it then becomes the responsibility of each individual property to respond directly to the client to obtain the business. The sales staff continues to work with the client to insure that his or her needs have been met and the business has become a confirmed booking at a local lodging property. Seventy-five percent of the sales leads issued in 1996 have resulted in confirmed businesses; through the third quarter of 1997, 52% of sales leads issued have resulted in confirmed business.

Lodging tax revenues and the VCB's marketing projects grow hand in hand: the VCB budget grows as tourism business grows. From 1991 to 1997 revenues increased from \$587,000 to \$957,000 and marketing projects expanded proportionate to revenue growth. The current period of flattened growth brings the VCB to a crossroads of re-energizing our image and expanding special market opportunities. We will do that in 1998 through:

- New Logo
- New Tagline
- Re-directed Marketing

Re-direction of the creative campaign will be incorporated into the 1998 general marketing contract with Hill & Tashiro Marketing and Advertising. This new direction will strengthen the VCB's ability to be competitive in key markets: the Front Range; regional; national; and international.

Budget Highlights

The most significant impacts on the 1998-1999 budgets occur in 1997:

- The final payment on the 5-year land lease for the Visitor Center
- Exercising the option to purchase the land

Elimination of the lease payment provides an additional \$15,000 per year for direct marketing efforts. The land buy-out allows the VCB to adopt a more aggressive marketing posture after 5 years of relatively conservative budgeting that built up the fund balance to accommodate the land purchase. Thus, the 1998-1999 budgets more accurately reflect the correct proportion of funds spent on direct marketing programs.

Revenue

1997 lodging tax receipts were originally forecast at a modest 3% increase over 1996. Based on receipts through July 31st, year-end revenues were revised to a 6% increase; through October 31st, receipts are up 6.2% over 1996. Lodging tax revenue growth in 1997 has been due to a strong growth in the average daily rate paid. In 1998, projected revenues remain conservative. The new LaQuinta will add 120 rooms to the market, which likely will stimulate competition and lower the average daily rate collected. That, combined with a limited growth market, results in a projection of lodging tax revenue of 4% in 1998 and 5% in 1999.

DEPARTMENT SUMMARIES

-Visitor and Convention Bureau-

Non-Personnel Operating Expenses

Non-Personnel Operating expenses increase 14% for 1998 as increased revenues and elimination of land payment obligations make additional funds available for direct marketing. New or expanded programs for 1998-1999 include:

- Integrate new creative campaign into all marketing programs
- Participation in a local TV travel channel available in hotels
- Pre and post convention mailers that will encourage convention attendees to spend additional days in Grand Junction either before or after their meeting
- Event promotional flyers to be mailed with Visitor Guides
- Increase in Special Event funding for local events
- Design and print new promotional pieces to send to potential clients as additional follow-up to sales calls
- Expand international marketing efforts

Operating Equipment

Small equipment purchases during the next two years include a computer, a scanner, and two new printers. Improvements to Visitor Center exhibits and the trade show booth are also planned. The 1997 Revised budget includes the purchase of a new telephone system. Since moving into the Visitor Center in 1994, the VCB has operated with a small system originally used by Community Development. The VCB's needs have outgrown the system's capabilities and the high level of responses to the toll-free number can no longer be adequately handled by standard answering machines. The scope of client services provided by staff continues to increase, as does the number of clients served. Most of the client contact is on the phone with approximately 14,000 calls to the 800 number each year. Business line usage is increasing also, as we anticipate the need for at least one more line, possibly two.

Challenges for the Future

Tourism in Colorado faces an uncertain future. Tax funded state-wide promotion ended in June 1993 and Colorado currently ranks 50th in the nation in terms of state promotion dollars. The VCB has been successful in developing strategies to compensate for the absence of state marketing but the lack of Colorado promotions is a factor that must be considered when evaluating the loss of market share and tax dollars generated by tourists. Since 1993, Colorado has lost 33% of its market share as a vacation destination; consequently, marketing to in-state visitors had become increasingly competitive. 1996 in-state traffic at the Visitor Center increased 52% over 1993 and 19% over 1995. International visitation to the United States continues to be strong and Grand Junction has achieved recognition in that market as evidenced by the dramatic increase in foreign visitors assisted at the Visitor Center: 49% in 1996 vs 1995 and 138% in 1996 vs 1993.

The VCB monitors the numerous factors that affect the tourism industry by accessing information sources from all sectors of the industry. Staying abreast of travel/trade issues enables the VCB to identify emerging trends, exploit opportunities and adjust programs to respond to changing consumer interests and demands. The VCB's 1998 marketing campaign is an aggressive promotional program that will result "...in the positive economic impact of visitor dollars."

**VISITOR CONVENTION BUREAU
TOURISM
(Year End 1997)**

PRIMARY/OBJECTIVE:

To carry out the VCB's mission statement: "...to proactively market the Grand Junction area, resulting in the positive economic impact of visitor dollars."

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR-YEAR ACTUAL
Total department expenditures		\$ 1,018,025	\$ 1,049,205
% Budget allocated to this program		70%	70%
Total Number of Rooms Available		2,345	2,230
Occupancy rate		85%	85.5%
Lodging tax revenues		638,000	610,594
Total advertising circulation		21,586,253	21,508,253

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$ 711,218	\$ 734,444
Program FTE's		8.7	8.8
Program man-hours		18,092	17,804

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
Advertising responses - telephone inquiries		15,500	15,188
Advertising responses - brochure mailings		42,000	40,132
Total Advertising Response		57,500	55,298
Visits to Visitor Center		35,000	33,196
Total Customers Served		92,500	88,494

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average cost per Customer Served		\$ 7.69	\$ 8.30
Average man-hours per Customer Served		0.20	0.20

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL / BENCHMARK	
ESTIMATED ECONOMIC IMPACT:			
Estimated # of Room Nights Sold (# Of Rooms X OC Rate X 365)		556,351	533,137
Ratio of People Per Room Night		3.40	3.40
Estimated Number of Visitors		1,891,594	1,812,667
Estimated \$ Spent per Person		\$ 43.00	\$ 43.00
Economic Impact		\$ 81,338,553	\$ 77,944,686
		6.01	6.02

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Cost per \$1,000,000 in Economic Impact		\$ 8,744	\$ 9,423

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

1. Develop annual Marketing Plan that identifies target markets and develop strategies to increase awareness of Grand Junction as a vacation destination.
2. Monitor, evaluate and revise media plan in an effort to increase the number of advertising responses.
3. Conduct research to determine effectiveness of advertising materials and ability to convert respondents to visitors.

VISITOR CONVENTION BUREAU SALES DIVISION

(Actual 1997 / Projected 1998)

PRIMARY OBJECTIVE:

To increase the economic impact of meetings, conventions and group tours to Grand Junction by increasing the contact conversion ratio, number of confirmed bookings and lead conversion ratio.

SERVICE DATA SECTION:	ACTUAL YTD	PROJECTED	PRIOR YEAR ACTUAL
Total department expenditures		\$ 1,018,025	\$ 1,049,205
% Budget allocated to this division		30%	30%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	PROJECTED	
Program expenditures		\$ 304,808	\$ 314,782
Program FTE's		2.8	2.8
Program man-hours @ 2,080 per FTE		5,720	5,720

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	GOAL / BENCHMARK	
# OF CONTACTS:			
From Trade Shows		196	242
From Sales Missions		207	207
From Direct Sales Calls		45	10
From Other/Miscellaneous Sources		248	248
From Telemarketing (Follow-up contacts)		800	772
TOTAL # OF CONTACTS		1,496	1,479

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	GOAL / BENCHMARK	
Average cost per Contact		\$ 203.75	\$ 212.82
Average man-hours per Contact		3.8	3.9

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	GOAL/ BENCHMARK	
# Of Leads From Contacts		130	126
Contact Conversion Ratio (% Of Contacts Resulting in a Lead)		9%	8%
# Of Confirmed Bookings		62	60
Lead Conversion Ratio		48%	48%

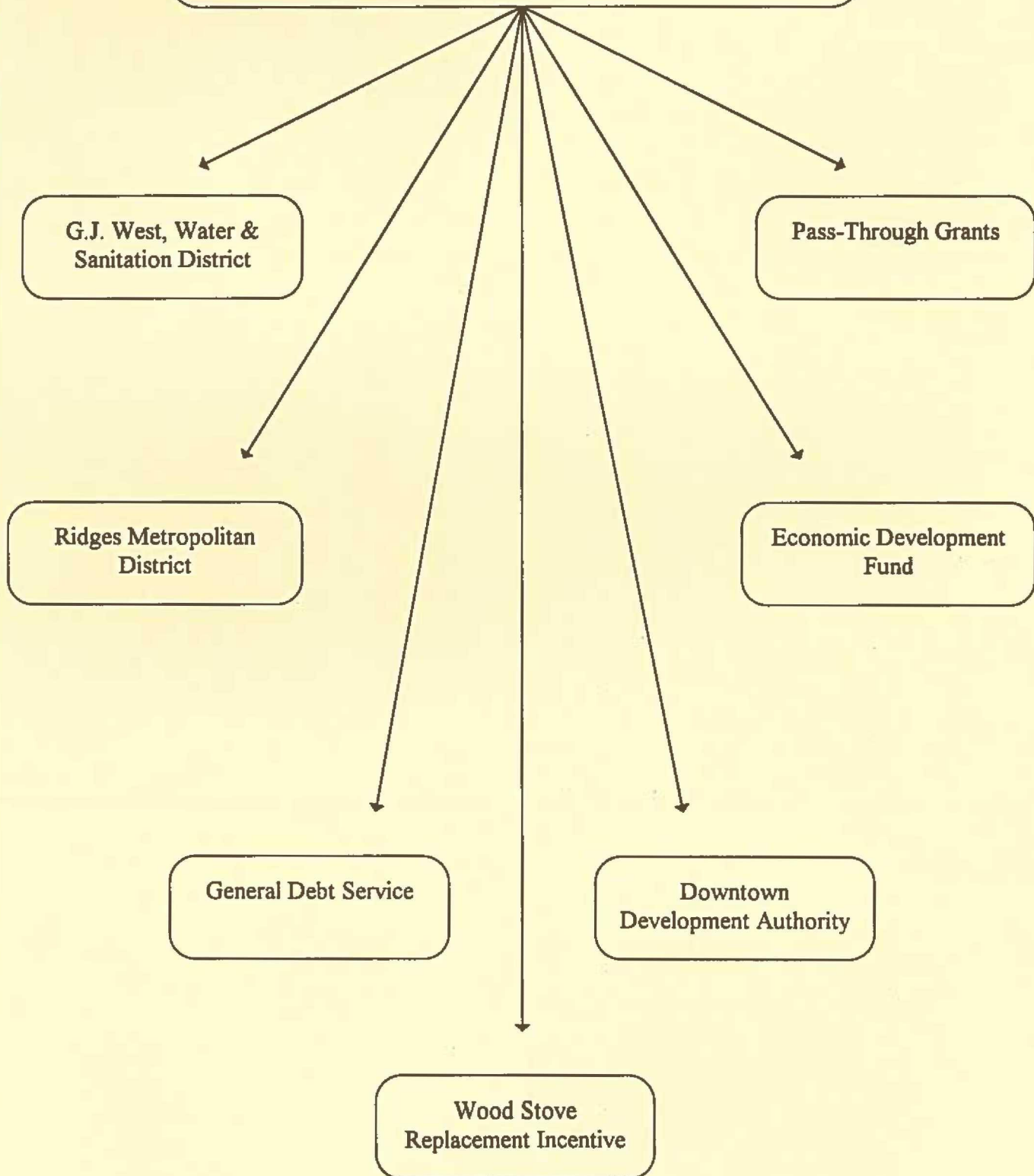
OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	GOAL / BENCHMARK	
Average cost per Confirmed Booking		\$ 4,916	\$ 5,246
Average man-hours per Confirmed Booking		92.3	95.3

ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

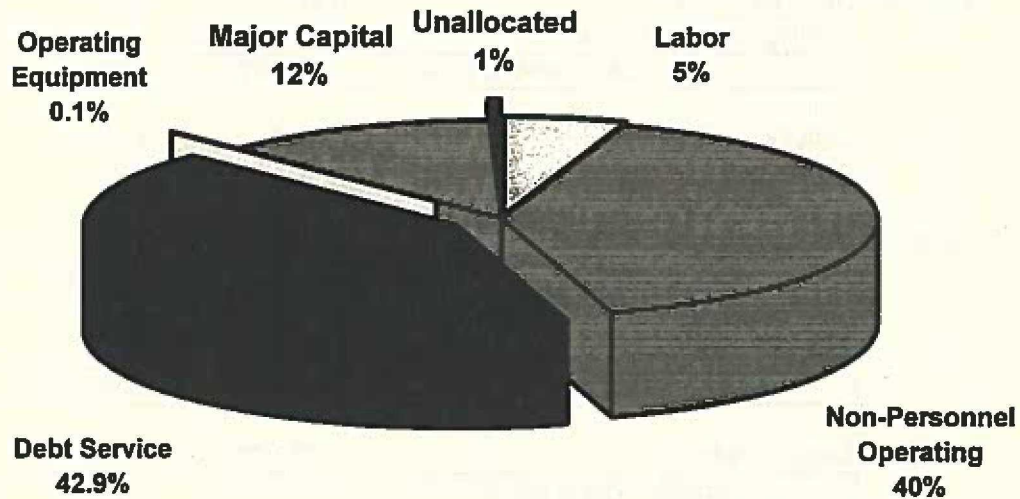
1. Identify target markets, develop and monitor sales strategies that will present the Grand Junction product to meeting planners and tour operators through trade show attendance, advertising, direct mail campaigns, sales missions and direct sales.
2. Monitor, evaluate and refine follow-up procedures in an effort to increase both the sales lead conversion rate and the economic impact.

NON-DEPARTMENTAL

NON-DEPARTMENTAL



Non-Departmental Budget Summary



Budget By Major Category	1997	1998	1999
Labor	\$ 129,702	\$ 178,113	\$ 146,302
Non-Personnel Operating	1,292,221	1,028,729	1,027,034
Debt Service	1,163,438	1,173,443	1,187,757
Operating Equipment	2,999	3,000	2,000
Subtotal Operating	\$ 2,588,360	\$ 2,383,284	\$ 2,363,094
Major Capital	996,592	-	-
Unallocated Appropriations	(315,559)	185,000	185,000
TOTAL	\$ 3,269,393	\$ 2,568,284	\$ 2,548,094

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	37.3%	-17.9%	6.2%
Non-Personnel Operating	-20.4%	-0.2%	-10.8%
Debt Service	0.9%	1.2%	1.0%
Operating Equipment	0.0%	-33.3%	-18.3%
Subtotal Operating	-7.9%	-0.8%	-4.5%
Major Capital	-100.0%	0.0%	0.0%
TOTAL	-21.4%	-0.8%	-11.7%

Non-Departmental
Budget Summary by Fund and Organization Code

<u>FUND #</u>	<u>ORGN. #</u>	<u>DESCRIPTION</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
100	902	Contingency and Reserves	\$ (315,559)	\$ 185,000	\$ 185,000
		Subtotal: General Fund	(315,559)	185,000	185,000
103	191	DDA Operations	198,323	246,841	212,336
103	192	DDA Tax Increment	2,000	-	-
103	1942	Art on the Corner	18,500	-	-
103	902	Contingency	100,000	-	-
		Subtotal: DDA Fund	318,823	246,841	212,336
104	9031	CDBG	500,000	500,000	500,000
		Subtotal: Comm Dev Fund	500,000	500,000	500,000
106	903	Development	25,000	-	-
		Subtotal: Wood Stove Fund	25,000	-	-
108	903	Development	550,000	450,000	450,000
		Subtotal: Economic Dev Fund	550,000	450,000	450,000
109	192	DDA Tax Increment	6,500	6,000	6,000
109	904	Debt Service	750	750	750
		Subtotal: DDA Tax Increment Fund	7,250	6,750	6,750
203	191	DDA Operations	519,244	-	-
203	192	DDA Tax Increment	355,000	-	-
2031	1941	Avalon Theatre	115,000	-	-
2031	1946	Downtown Site Market Analysis	10,000	-	-
2031	1947	DDA Other Projects	12,348	-	-
		Subtotal: DDA Capital Fund	1,011,592	-	-
610	904	Debt Service	597,198	597,333	600,778
		Subtotal: General Debt Service Fund	597,198	597,333	600,778
611	904	Debt Service	207,470	212,370	216,390
		Subtotal: DDA Debt Service	207,470	212,370	216,390
612	904	Debt Service	142,347	143,797	145,146
		Subtotal: GJWWSD Fund	142,347	143,797	145,146
613	904	Debt Service	225,273	226,193	231,693
		Subtotal: Ridges Metro Dist Fund	225,273	226,193	231,693
Department Total			\$ 3,269,393	\$ 2,568,284	\$ 2,548,094

DOWNTOWN DEVELOPMENT AUTHORITY

DOWNTOWN DEVELOPMENT AUTHORITY
Board of Directors



DOWNTOWN DEVELOPMENT AUTHORITY
Barbara Creasman, Executive Director



The Downtown Development Authority was created by the City of Grand Junction after a special election of the property and business owners within the district. The purpose of the Authority is to promote development that enhances the economic vitality of the core area and therefore, prevents and eliminates deteriorated and blighted conditions. Basic financial support for operations is derived from the Authority's mill levy. The major funding mechanism available for project development is the ability to use tax increment financing. Funds are used to support public projects that further our overall goals. Capital projects focus on providing amenities and enhancing circulation which acts as catalysts for private investment.

Development

Special Events

Promotions

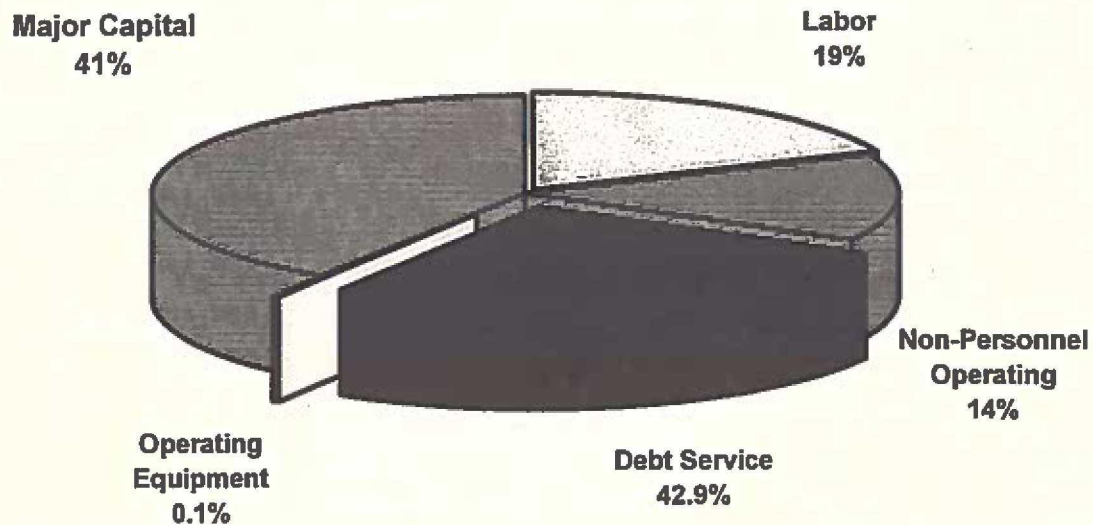
Avalon Theater



Art on the Corner

Downtown Development Authority

Budget Summary



Budget By Major Category	1997	1998	1999
Labor	\$ 129,702	\$ 178,113	\$ 146,302
Non-Personnel Operating	208,421	72,528	70,834
Debt Service	207,420	212,320	216,340
Operating Equipment	2,999	3,000	2,000
Subtotal Operating	\$ 548,543	\$ 465,961	\$ 435,476

Major Capital	996,592	-	-
TOTAL	\$ 1,545,135	\$ 465,961	\$ 435,476

% Change	1997 - 1998	1998 - 1999	Annualized
Labor	37.3%	-17.9%	6.2%
Non-Personnel Operating	-65.2%	-2.3%	-41.7%
Debt Service	2.4%	1.9%	2.1%
Operating Equipment	0.0%	-33.3%	-18.3%
Subtotal Operating	-15.1%	-6.5%	-10.9%
Major Capital	-100.0%	0.0%	0.0%
TOTAL	-69.8%	-6.5%	-46.9%

NON-DEPARTMENTAL

-Downtown Development Authority-

Function

The Downtown Development Authority (DDA) was created in 1977 by the City of Grand Junction after a special election of the property and business owners within the district by City Council Ordinance No. 1669, pursuant to part 8 of Article 25 of Title 31, Colorado Revised Statutes, 1973, as amended. The DDA is a body corporate and subject to Part 8, Article 25 of Title 31 and has all powers customarily vested in the board of directors of a corporation and those powers expressly given by statute.

The purpose of the DDA is to promote development that enhances the economic vitality of the core area and therefore, prevents and eliminates deteriorated and blighted conditions.

- The DDA is responsible for studying, planning and implementing projects and activities that further the public purposes of promoting health, safety, prosperity and security. The DDA is also dedicated to halting or preventing deterioration and blight and restoring economic health to the downtown area. The work the DDA performs will be of special benefit to properties within the boundaries of the Authority.
- The Grand Junction City Council and the City Planning Commission approved the DDA's Plan of Development, which is the master plan for downtown development.

Major Accomplishments

- 3rd & Main MiniPark Amphitheater fountain completed.
- Acquisition and assembly of over one block of downtown property; providing land for a major anchor project.
- Avalon Theater has raised \$1.2 million for acquisition and renovation. Phases I, II, and III have been completed.
- Acquired 41 major sculptures for permanent public exhibit in the Art on the Corner program.
- Union Depot renovation, Phase I completed. Phase II is under contract.

Budget Issues / Financial Support

- Basic financial support for operations is from the Authority's 5 mill levy, 1998 estimated revenues from taxes and fees, \$151,450.
- Limited base tax revenues necessitate expansion of DDA boundaries, can only be accomplished on a voluntary, individual basis.
- The major funding mechanism available for project development is the ability to use tax increment financing approved by voters in December 1981, 1998 estimated revenue, \$208,450. All revenue committed to debt payment. Funds are used to support public projects that further our overall goals. Capital projects focus on providing amenities and enhancing circulation, which act as catalysts for private investment.
- Special revenues must be obtained to accomplish projects.

Future Outlook

Outlook is very positive and the Authority has recently issued an additional TIF bond and will invest those proceeds in public projects, further strengthening Downtown and attracting private investment. It is still estimated that the DDA could issue a new TIF bond in 1999 of approximately \$2 million. Without an additional bond issue, the DDA will only be able to operate at a maintenance level.

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RELATED INFORMATION

This section presents various information related to the economic and financial concerns of the City of Grand Junction. Included 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. 88-97

A RESOLUTION ADOPTING A BUDGET FOR THE PURPOSE OF DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS ENDING DECEMBER 31, 1998 AND 1999.

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, 1998 and 1999; 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:

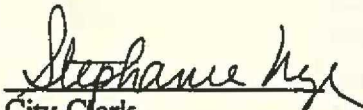
That the budget estimate of the revenues and expenses of conducting the affairs of said City for the fiscal years ending December 31, 1998 and 1999, as submitted by the City Manager, be and the same is hereby adopted and approved as the budget for defraying the expenses of and liabilities against the City of Grand Junction, Colorado, for the fiscal years ending December 31, 1998 and 1999.

ADOPTED AND APPROVED THIS 17th day of December, 1997.

APPROVED:


President of the Council Pro Tem

APPROVED:


City Clerk

ORDINANCE NO. 3040

THE ANNUAL APPROPRIATION ORDINANCE APPROPRIATING CERTAIN SUMS OF MONEY TO DEFRAY THE NECESSARY EXPENSES AND LIABILITIES OF THE CITY OF GRAND JUNCTION, COLORADO, THE RIDGES METROPOLITAN DISTRICT, AND THE GRAND JUNCTION WEST WATER AND SANITATION DISTRICT, FOR THE YEAR BEGINNING JANUARY 1, 1998, AND ENDING DECEMBER 31, 1998.

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

SECTION 1. That the following sums of money, or so much thereof as may be necessary, be and the same are hereby appropriated for the purpose of defraying the necessary expenses and liabilities, and for the purpose of establishing emergency reserves of the City of Grand Junction, for the fiscal year beginning January 1, 1998, and ending December 31, 1998, said sums to be derived from the various funds as indicated for the expenditures of:

	<u>Operating</u>	<u>Emergency Reserve</u>
General Fund.....	\$ 30,425,986	\$ 1,300,000
Enhanced 911 Fund.....	798,010	
Visitors and Conventions Fund.....	1,014,852	
Downtown Development Authority Operating Fund	246,841	
Community Development Fund.....	500,000	
Parkland Expansion Fund.....	557,003	
Golf Course Expansion Fund.....	164,230	
Economic Development Fund.....	450,000	
DDA Tax Increment Fund.....	242,120	
Sales Tax Capital Improvement Fund.....	9,483,730	
Storm Drainage Development Fund.....	350,000	
DDA TIF Capital Improvement Fund.....	33,900	
Street Assessment Projects Fund.....	200,000	
Water Fund.....	4,618,641	
Solid Waste Removal Fund.....	2,063,870	
Joint Sewer System Fund.....	5,244,665	
Two Rivers Convention Center Fund.....	1,007,020	
Swimming Pools Fund.....	620,456	
Lincoln Park Golf Course Fund.....	374,617	
Tiara Rado Golf Course Fund.....	713,000	
Cemeteries Fund.....	315,410	
Parking Fund.....	168,601	
Irrigation Systems Fund.....	108,216	
General Debt Service Fund.....	597,333	
DDA Debt Service Fund.....	212,370	
G.J.W.W.S.D. Debt Service Fund.....	143,797	
Ridges Metropolitan District Debt Service Fund.....	226,193	
Cemetery Perpetual Care Fund.....	60,000	
	<u>\$ 60,940,771</u>	<u>\$ 1,300,000</u>

SECTION 2. That the following amounts are hereby levied for collection in the year 1998 and for the specific purpose indicated:

For General Fund
8.000 Mills

\$ 2,501,919

For Ridges Metropolitan District Fund

District #1 15.007 Mills

\$ 117,835

District #2 267.862 Mills

\$ 26,644

For Grand Junction West Water and Sanitation District Fund

14.430 Mills

\$ 63,000

For Downtown Development Authority Operations Fund

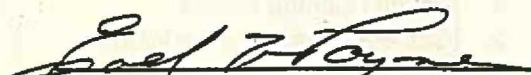
5.000 Mills

\$ 114,899


SECTION 3. That commencing January 1, 1998, the annual salary of the City Manager of the City of Grand Junction, Colorado, shall be \$ 98,400.

INTRODUCED ON FIRST READING this 3rd day of December, 1997.

PASSED AND ADOPTED this 17th day of December, 1997


President of the Council Pro Tem

Attest:


City Clerk

1998 CLASSIFICATION AND COMPENSATION SCHEDULE

1/1/98

96 Rev. ee's	97 Auth. ee's	98 Auth. ee's		Grade	Entry	Inter I	Inter II	Proficient
			BENCHMARK: Admin Secretary					
0	0	0	Administrative Clerk I	A01	1548			1780
5	5	4	Administrative Clerk II	A05	1709			1966
7	7	6	Accounting Clerk	A09	1888			2170
13	13	13	Administrative Secretary	A09	1888			2170
6	6	7	Police Records Technician	A09	1888			2170
6	6	7	Service Representative	A11	1981			2278
1	1	1	VCB Sales Assistant	A11	1981			2278
1	1	1	VCB Service Clerk	A11	1981			2278
1	1	1	Deputy City Clerk	A13	2080			2394
9	9	9	Senior Administrative Secretary	A13	2080			2394
0	0	1	Sr. Service Representative	A15	2186			2515
1	1	1	Executive Secretary	A17	2297			2643
50	50	51						

			BENCHMARK: Computer Operator					
1	1	1	Computer Operator	B05	2005			2305
1	1	1	Print Shop Operator	B05	2005			2305
1	1	1	PC Maintenance Technician	B07	2215			2546
2	4	4	PC Support Specialist	B09	2572			2957
5	7	7						

			BENCHMARK: Sr. Public Works Maintenance Worker					
1	1	1	Stores Clerk	C07	1773			2038
1	1	1	Service Technician	C11	1957			2250
2	2	3	Building Maintenance Worker	C11	1957			2250
0	0	1	GC Groundskeeper	C11	1957			2250
1	1	1	Parking Control Officer	C15a	2037			2482
3	3	2	Cemetery Maintenance Worker	C15	2160			2482
1	1	1	Golf Course Maintenance Worker	C15	2160			2482
1	1	1	Parking Meter Service Technician	C15	2160			2482
3	6	6	Parks Maintenance Worker	C15	2160			2482
24	25	25	Public Works Maintenance Wkr	C15	2160			2482
6	6	0	Solid Waste Equipment Operator	C15	2160			2482
0	0	1	Parts Person	C15	2160			2482
0	0	1	Cross Connection Control Coord.	C17	2269			2609
3	3	3	Street Sweeper Operator	C17	2269			2609
3	3	9	Solid Waste Equipment Oper (Sr.)	C17	2269			2609
2	2	1	Forestry Maintenance Worker	C17	2269			2609
1	1	1	Senior Meter Reader	C17	2269			2609
5	5	4	Mechanic II	C19	2383			2740
0	0	0	Parks Equipment Mechanic	C19	2383			2740
5	5	5	Plant Mechanic	C19	2383			2740
1	1	1	Plant Safety Coordinator	C19	2383			2740
3	3	4	Senior Forestry Maintenance Wkr	C19	2383			2740
5	5	5	Sr. Golf Course Maintenance Wkr	C19	2383			2740
10	12	12	Sr. Parks Maintenance Worker	C19	2383			2740
24	24	24	Sr. Public Works Maintenance Wkr	C19	2383			2740

1998 CLASSIFICATION AND COMPENSATION SCHEDULE

1/1/98

1	1	1	Cemetery Maintenance Crew Chief	C23	2631			3025
1	1	1	Senior Mechanic	C23	2631			3025
0	0	0	Golf Course Mtnc Crew Chief	C23	2631			3025
1	1	1	Chef	C25	2763			3179
108	114	116						

			BENCHMARK: Accountant					
0	0	0	Accountant	D05	2798			3218
1	1	1	City Auditor	D09	3089			3552
2	2	2	Sr. Buyer	D13	3409			3921
1	1	1	Budget Coordinator	D15	3582			4119
1	1	1	Senior Accountant	D15a	3744			4119
1	1	1	City Clerk	D18	3857			4437
1	1	1	Customer Service Manager	D19	3954			4547
1	1	1	Purchasing Agent	D19	3954			4547
1	1	1	Comptroller	D25	4585			5273
1	1	1	Personnel Manager	D27	4940			5681
10	10	10						

			BENCHMARK: Associate City Attorney					
0	0	1	Staff Attorney	Q39	3583			4121
1	1	1	Assistant City Attorney	Q41	4366			5021
1	1	2						

			BENCHMARK: Construction Inspector					
2	3	1	Engineering Aide	E05	2298			2642
5	5	7	Engineering Technician	E09	2534			2915
1	1	2	Senior Engineering Technician	E11	2664			3063
2	2	2	Survey Technician	E11	2664			3063
2	2	3	Construction Inspector	E13	2799			3217
1	1	1	Development Inspector	E13	2799			3217
1	1	1	Quality Assurance Technician	E13	2799			3217
1	1	1	Realty Specialist	E13	2799			3217
1	1	1	Senior Construction Inspector	E15	2941			3382
1	1	1	Senior Survey Technician	E15	2941			3382
0	0	1	Transportation Systems Analyst	E15	2941			3382
1	1	1	Construction Supervisor	E17	3089			3553
18	19	22						

			BENCHMARK: Firefighter					
17	17	20	Firefighter	G05	2672	2805	2970	3298
12	12	12	Fire Engineer	G09	3312	3577		3640
10	10	10	Firefighter/Paramedic	G09b	2914	3087	3274	3640
1	1	1	Fire Inspector	G11	3479			3825
1	1	2	Fire Prevention Officer	G11	3479			3825
41	41	45						

			BENCHMARK: Fire Unit Supervisor					
1	1	1	Fire Investigator	F05	3496			4020
1	1	1	Environmental Specialist	F05	3496			4020
12	12	12	Fire Unit Supervisor	F05a	3829	3732		4021
0	1	1	EMS Coordinator	F09	3859			4438

1998 CLASSIFICATION AND COMPENSATION SCHEDULE

1/1/98

5	4	4	Administrative Fire Officer	F13	4664			4898
1	1	1	Administration Officer	F17	5150			5407
1	1	1	Operations Officer	F17	5150			5407
20	20	20						

3	3	3	BENCHMARK: Information Services Manager					
1	1	1	Systems/Network Analyst	O07	3369			3874
1	1	1	Systems Support Supervisor	O09	3539			4070
1	1	1	Information Services Manager	O20	4644			5340
5	5	5						

2	2	2	BENCHMARK: Personnel Analyst					
1	1	1	Personnel Analyst	P10	3129			3598
0	0	0	Volunteer Coordinator	P10	3129			3598
0	0	0	Police Training Coordinator					
2	3	3						

5	5	6	BENCHMARK: Police Officer					
55	57	58	Civilian Desk Officer	I05	2472			2843
			Police Officer	I13	2857	2999	3148	3465
60	62	64						

10	10	11	BENCHMARK: Police Sergeant					
1	1	1	Police Sergeant	H05a	4073			4276
5	5	5	Professional Standards Administ.	H07	3907			4494
0	0	0	Police Lieutenant	H13	4963			5212
1	1	1	Police Captain					
1	1	1	Deputy Police Chief	H18	5128			5896
17	17	18						

1	1	0	BENCHMARK: Project Engineer					
1	1	1	Traffic Engineer	L17	3583			4121
4	6	7	Property Agent	L19	3764			4329
	0	1	Project Engineer	L21	3955			4549
1	1	1	Transportation Engineer	L25	4366			5020
1	1	1	Utility Engineer	L25	4366			5020
1	1	1	City Engineer	L27	4588			5275
1	1	1	Public Works Manager	L30	4940			5680
1	1	1	Utility Manager	L30	4940			5680
10	12	13						

0	0	1	BENCHMARK: Public Works Superintendent					
5	5	5	Aquatics Coordinator	M1.5	2269			2610
1	1	1	Communications Shift Supervisor	M18	3167			3642
1	1	1	VCB Group Sales Manager	M19	3247			3734
1	1	1	Communications Coordinator	M19	3247			3734
1	1	1	Ass't Convention Center Mgr.	M19	3247			3734
1	1	1	Equipment Mince. Supervisor	M21	3411			3922

1998 CLASSIFICATION AND COMPENSATION SCHEDULE

1/1/98

2	2	3	Parks Maintenance Supervisor	M21	3411		3922
6	6	6	Public Works Mtnce Supervisor	M21	3411		3922
2	2	2	Recreation Supervisor	M21	3411		3922
1	1	1	Wastewater Mtnce Supervisor	M21	3411		3922
1	1	1	Water Supply Supervisor	M21	3411		3922
1	1	1	Technical Services Supervisor	M23	3583		4121
1	1	1	Convention Center Manager	M23	3583		4121
1	1	1	Facility Superintendent	M25	3765		4329
1	1	1	Quality Control Lab Superintendent	M27	3956		4549
1	1	1	Golf Course Superintendent	M27	3956		4549
1	1	1	Support Services Manager	M27	3956		4549
1	1	1	Communications Center Mgr.	M27	3956		4549
2	2	2	Public Works Superintendent	M27	3956		4549
1	1	1	Recreation Superintendent	M27	3956		4549
1	1	1	Wastewater Svcs Superintendent	M27	3956		4549
1	1	1	Water Resources Superintendent	M27	3956		4549
1	1	1	Asst Parks and Rec Director	M31	4366		5021
34	34	36					

20	20	21	BENCHMARK: Public Safety Telecommunicator				
			Public Safety Telecommunicator	S05	2160	2267	2484
20	20	21					

1	1	1	BENCHMARK: Risk Manager				
			Risk Manager	N05	3765		4330
1	1	1					

3	3	3	BENCHMARK: Senior Planner				
			Planning Technician	J05	2446		2810
2	2	2	Code Enforcement Officer	J07	2567		2952
2	2	2	Associate Planner	J13	2978		3425
3	3	3	Senior Planner	J17	3287		3780
1	1	1	Senior Planner/Annexations	J19	3454		3971
1	1	1	Parks Planner	J19	3454		3971
1	1	1	Code Enforcement Supervisor	J21	3540		4071
1	1	1	Planning Supervisor	J23	3719		4276
14	14	14					

1	1	1	BENCHMARK: Treatment Plant Operator IV				
			Police Lab & Evidence Assistant	K05	1910		2196
1	1	1	Evidence Custodian	K13	2328		2676
2	2	2	Stationary Equipment Operator	K15	2444		2811
1	1	1	Wastewater Trtmt Plant Oper III	K17	2567		2952
5	5	5	Wastewater Trtmt Plant Oper IV	K21	2834		3259
4	4	4	Water Treatment Plant Oper IV	K21	2834		3259
1	1	1	Ass't Indust Pre-Treat Coord.	K23	2978		3425
3	3	3	Quality Control Lab Analyst	K23a	2978		3425
2	2	2	Quality Control Lab Chemist	K27	3288		3781

1998 CLASSIFICATION AND COMPENSATION SCHEDULE

1/1/98

1	1	1	Water Quality Specialist	K27	3288		3781
2	2	2	Police Crime Lab Technician	K28	3370		3872
1	1	1	Industrial Pre-Treatment Coord.	K29	3454		3972
1	1	1	Criminalist	K32	3720		4276
25	25	25					

			Department Heads				
1	1	1	VCB Director	R01			5317
1	1	1	Assistant City Manager	R02			6308
1	1	1	Community Development Director	R03			5793
1	1	1	Parks and Recreation Director	R04			6225
1	1	1	Fire Chief	R05			6092
1	1	1	City Attorney	R06			6880
1	1	1	Police Chief	R07			6250
1	1	1	Public Works and Utilities Director	R08			6817
1	1	1	City Manager	R09			8200
1	1	1	Administrative Services Director	R10			6275
10	10	10					

452 466 484

Operating Capital Summary

	<u>1998</u>	<u>1999</u>	<u>2-Year Total</u>	<u>% Of Total</u>
GENERAL FUND				
City Administration	\$ 7,755	\$ 2,000	\$ 9,755	1.9%
Administrative Services	7,465	2,330	9,795	1.9%
Community Development	13,410	5,350	18,760	3.6%
Police Department	145,196	70,905	216,101	41.9%
Fire Department	44,940	26,300	71,240	13.8%
Public Works & Utilities	73,629	11,730	85,359	16.5%
Parks & Recreation	66,110	39,111	105,221	20.4%
TOTAL	\$ 358,505	\$ 157,726	\$ 516,231	100.0%
OTHER FUNDS				
VCB Fund	\$ 8,400	\$ 20,680	\$ 29,080	
DDA Operating	3,000	2,000	5,000	
Water Services	64,583	54,680	119,263	
Solid Waste	18,686	20,913	39,599	
Two Rivers Convention Center	17,430	11,711	29,141	
Swimming Pools	-	17,000	17,000	
Lincoln Park Golf Course	12,200	14,700	26,900	
Tiara Rado Golf Course	16,800	10,500	27,300	
City Cemeteries	-	6,200	6,200	
Data Processing Fund	235,500	211,300	446,800	
Equipment	7,585	1,588	9,173	
Store / Print Shop	700	3,000	3,700	
Self Insurance	-	1,900	1,900	
Communications Center	13,530	4,000	17,530	
Sewer	54,086	19,770	73,856	
TOTAL OTHER FUNDS	\$ 452,500	\$ 399,942	\$ 852,442	
TOTAL ALL FUNDS	\$ 811,005	\$ 557,668	\$ 1,368,673	

City Administration

Operating Capital List

Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	111	80140	111165	Television Broadcast Equip.	1,000	1,000
100	111	80140	116747	Kiosk	1,500	
100	121	80110	0	Office Furniture	1,000	1,000
100	121	80120	126030	Laser Printer	1,500	
100	131	80110	109390	Desk, Staff Attorney	705	
100	131	80120	107140	Computer, Staff Attorney	2,050	
				Total: Fund #100	7,755	2,000
				TWO-YEAR TOTAL	9,755	

Administrative Services

Operating Capital List

Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	201	80110	113420	Office Furniture, Director		1,500
100	201	80110	125990	LaserJet-4 Printer, Replcmnt.	1,085	
100	222	80120	107140	Computer	2,050	
100	222	80120	125990	Printer	1,130	
100	231	80120	126030	Laser Printer		830
100	241	80110	104070	File Cabinets	3,200	
				Total: Fund #100	7,465	2,330
				TWO-YEAR TOTAL		9,795
Data Processing Fund						
401	253	80140	104116	CSU/DSU Comm. Hardware		10,000
401	253	80140	107166	PC Replacements	148,000	158,000
401	253	80140	107167	PC Upgrades	20,000	20,000
401	253	80140	122401	Router Communication Hrdwr.		20,000
401	253	80140	122403	UPS - Network Fileservers		800
401	253	80140	132341	Software, Internet Access	2,500	2,500
401	253	80140	132366	MHS Communication Software	5,000	
401	253	80140	132452	Microsoft Office Upgrade	60,000	
				TOTAL: Fund #401	235,500	211,300
Stores / Print Shop Fund						
403	2631	80160	109515	Die Cutter, Dies, Accessories	700	
403	2631	80160	111115	Equipment, Shop		3,000
				TOTAL: Fund #403	700	3,000
Self Insurance Fund						
4041	2480	80110	104070	File Cabinet, Fire Proof		1,900
				TOTAL: Fund #404	-	1,900
				DEPARTMENT TOTAL	243,665	218,530

Community Development

Operating Capital List

Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	321	80120	104847	CD ROM Writer	800	
100	321	80120	107125	"L" Memory Drive	1,800	
100	321	80120	115265	4-Port Hub		700
100	321	80120	125990	HP DeskJet Color Printer	660	
100	321	80120	125990	HP DeskJet 5M Printer	1,950	
100	321	80120	129881	Digital Scanner		1,050
100	331	80110	113420	Office Furniture	8,200	3,600
				Total: Fund #100	13,410	5,350
				TWO-YEAR TOTAL		18,760

Police Department

Operating Capital List

Page 1 of 2

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	410	80110	105290	Chair	250	
100	410	80120	107166	Computer	2,150	
100	422	80110	110095	Drafting Table	1,000	
100	422	80110	113420	Office Furniture	6,000	-
100	422	80120	107140	Computers	4,100	
100	422	80120	132240	Software	1,000	-
100	422	80130	127140	Portable Radios	19,700	17,745
100	422	80130	136880	Vehicle Radios	7,500	7,800
100	422	80160	100640	K-9 Air Coolers	2,000	
100	422	80160	101020	Rifle Ammo	2,350	
100	422	80160	101380	Body Armor	19,668	4,368
100	422	80160	101385	Armorer's Kit	735	
100	422	80160	102625	Bicycles		2,400
100	422	80160	111210	K-9 Rapid Deploy	3,000	
100	422	80160	112310	Rifles	8,750	
100	422	80160	127115	Radar Units	10,800	6,600
100	422	80160	129550	Gun Safe	2,500	
100	422	80160	136980	Tack Strips		1,800
100	422	80160	137710	Hand Guns	6,000	4,200
100	422	80160	137720	Drag Bags	980	
100	4221	80120	107150	Laptop Computer	5,300	
100	4221	80120	132240	Software	1,200	
100	4221	80160	104293	Digital Camera	5,400	
100	4221	80160	111240	Night Scope		8,000
100	4221	80160	112310	Machine Guns	2,000	1,000
100	4241	80120	107150	Computer	3,080	
100	4241	80140	127425	Cassette Recorder	550	
100	4241	80160	110793	Audio Recorders	14,700	
100	4241	80160	111170	Tracking Transmitters		4,900
100	4241	80160	132240	Penlink Software	4,500	
100	433	80140	110960	Red Man Suit		1,200
100	433	80160	134130	Target System		2,355
100	436	80120	132240	Sketch Program	520	
100	436	80140	104080	File Cabinet	1,394	907
100	436	80140	104080	MP4 Camera		6,505
100	436	80140	105115	Centrifuge	535	
100	436	80140	115165	Fume Hood	2,362	
100	436	80140	118160	Wall Cabinet	570	
100	436	80140	120440	Stereo Microscope		1,125

Police Department

Operating Capital List

Page 2 of 2

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
100	436	80140	129550	Evidence Safe	1,130	
100	437	80140	111600	Fax Machine	600	
100	450	80140	110920	Telephone Port	2,872	
Total: Fund #100					145,196	70,905
TWO-YEAR TOTAL					216,101	
Communication Center Fund						
405	442	80140	105290	Chairs	9,200	
405	442	80140	134532	Time Synchronization	4,330	
405	442	80140	126050	Color LaserJet Printer		4,000
TOTAL: Fund #405					13,530	4,000

Fire Department Operating Capital List

Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	52122	80140	110850	Battery Charging System	1,460	
100	52123	80140	103810	Building Repairs	2,062	
100	52123	80140	103810	Plumbing For Deep Sink	1,350	
100	52123	80140	103810	Bathroom Wall Heaters	880	
100	5213	80130	127140	Headsets (2)	1,150	
100	5213	80130	127140	Headsets (2)		1,150
100	5213	80130	127140	Portable Radio		2,350
100	5214	80130	104890	Digital Cellular Phones	3,750	2,500
100	5214	80130	111160	Battery Analyzers	3,200	
100	5214	80160	111160	Hose Tester	1,700	
100	5214	80160	111160	SCBA Tester		5,300
100	5214	80160	122750	1 1/2" Nozzles	3,000	
100	5214	80160	126840	Slip-In Pump		5,000
100	5214	80160	129580	Incident Mgmt. System	3,368	
100	5214	80160	133940	Class "A" Foam Tank	500	
100	5312	80160	111190	Stair Climbers	10,000	
100	5312	80160	111190	Treadmills		10,000
100	5320	80120	107140	Computer	2,700	
100	5320	80130	127130	Radios, Hand Held	800	
100	53325	80160	111030	"Pluggie" Repair	1,350	
100	5340	80160	109420	Arson Accelerant Detector	1,520	
100	5350	80120	135050	Fire Fighter-1 Training Program	3,500	
100	5350	80140	135573	Safety Officer Program	650	
100	53612	80160	109420	Combustible Gas Indicator	2,000	
				Total: Fund #100	44,940	26,300
				TWO-YEAR TOTAL	71,240	

Public Works
Operating Capital List
Page 1 of 3

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	61119	80120	107165	100BaseT computer network.		4,400
100	61120	80120	132240	GIS Software	4,800	
100	61120	80140	113730	Generator (Survey)	1,200	
100	61314	80110	109390	Desk	1,200	
100	61314	80120	107140	Computer	2,100	
100	61314	80120	109390	Software	6,000	
100	61314	80130	127130	Radios, Hand Held	445	
100	61319	80110	109390	Desk	1,200	
100	61319	80120	107140	Computer	2,100	
100	61319	80120	109390	Software	6,000	
100	61319	80130	127130	Radios, Hand Held	445	
100	61329	80110	109390	Office Furniture (Inspection)	1,352	1,500
100	61329	80120	126030	Laser Printer HP 5M with network connection	1,200	
100	61329	80140	101900	Laser Level with tripod and rod (Inspection)	1,700	
100	61329	80140	102780	Bit for asphalt drill (Survey)	685	
100	61621	80140	103785	Grapple Buckets/Skid Loader (4 ea. @ \$2,600)	5,200	
100	61624	80140	113730	Generator (St. Maint)		2,500
100	61625	80130	127130	2 Way Radios - Hand Held (St. Maint.) (2 ea. @ \$ 625.00)		1,250
100	61625	80130	127160	Truck Radio Replacements (St. Maint.) (4 ea. @ \$500)	2,000	2,080
100	61642	80125	132240	Traffic Signal Info. Retrieval - Software	9,950	
100	61642	80140	101875	Hole Auger Bits - for Backhoe 24" Diameter (Traffic Ser.)	1,500	
100	61642	80140	118140	U/G Wire Locator Replacement	3,000	
100	61642	80140	131770	School Flasher (mid point - Tope School)	3,000	
100	61643	80120	104293	Camera - Digital (Traffic Signs)	700	
100	61643	80130	127160	Truck Radio Replacements (Traffic) (2 ea. @ \$676)	1,352	
100	616521	80110	113420	Office Furniture	1,200	
100	616521	80115		Office Equipment	400	
100	616521	80120	107140	Computer	2,900	
100	616521	80120	111230	Video Camera (Trans. Eng.)	1,000	
100	616521	80120	125410	Plotters	2,500	
100	616521	80120	132240	Traffic Engineering Software	3,000	
100	616521	80140	108290	Traffic Counters (5 ea. @ \$1,100)	5,500	
Total: Fund #100					73,629	11,730
TWO-YEAR TOTAL						85,359

Public Works
Operating Capital List
Page 2 of 3

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
Water Fund						
301	6241	80140	110890	Replacement PH/ISE Meter purchased in 1993.	2,000	
301	6241	80140	110890	Top loading balance.	1,000	
301	6241	80140	110890	Replacement Autoclave purchased in 1984.		3,500
301	6241	80140	110890	Total Nitrogen and Phosphorus Digestor.		700
301	62121	80140	121730	Lawn Mower	2,500	
301	62121	80160	127444	Stevens Recorder		3,700
301	62122	80140	107040	Replacement Air Compressor	2,500	
301	62122	80140	120590	Gas Detector	1,700	
301	62122	80140	133900	Replacement Alum Tanks		6,000
301	62122	80140	136685	Pump Line Control Valve		6,500
301	62122	80160	105470	Chlorine Switchover System	5,500	
301	62122	80160	105470	Backwash Chlorinator		4,500
301	62122	80160	120360	Replacement Influent Flow Meter	2,800	
301	62122	80160	120360	Replacement Kannah Cr. Flow Meter	2,800	
301	62122	80160	120360	Replacement Purdy Mesa Flow Meter	2,800	
301	62122	80160	120360	Replacement Pump Line Flow Meter	2,800	
301	62122	80160	126853	Replacement Alum Pumps	2,500	
301	62122	80160	126853	Replacement Polymer Pump	1,250	
301	62122	80160	127450	Replacement Filter #1 Recorder		2,900
301	62122	80160	127450	Replacement Filter #2 Recorder		2,900
301	62122	80160	127450	Replacement Filter #3 Recorder		2,900
301	62122	80160	127450	Replacement Filter #4 Recorder		2,900
301	62131	80130	127170	Replacement Radios - Trucks - 5	2,500	
301	62131	80140	101900	Automatic Level - Tripod		1,950
301	62131	80140	107010	Replacement Wacker Rammer		2,900
301	62131	80140	108780	Hydraulic Cutter - 2-8 inch	1,158	
301	62131	80140	109515	Replacement 6" Shell Cutter - Taps	1,379	
301	62131	80140	109515	Replacement 8" Shell Cutter - Taps	1,761	
301	62131	80140	113730	3000 Watt DC Inverters - 2	1,800	
301	62131	80140	114530	Air Chipping Hammer	950	
301	62131	80140	116400	Replacement Jack Hammer	1,330	1,330
301	62131	80140	120590	Gas Detector		1,700
301	62131	80140	126855	Replacement 2 inch Diaphragm Pump - 2		3,000
301	62131	80140	126910	Replacement 2 inch Trash Pump - 2		2,400
301	62131	80140	129850	Replacement Gas Pipe Saws	2,400	2,400
301	62131	80140	131430	Trenching - Shields	4,500	
301	62131	80140	134990	Trenching - Enclosed Trailer	8,500	
301	62131	80140	134990	Equipment Trailer		2,500
301	62131	80140	135910	Trenching - Speed Shores	5,500	
301	62131	80140	136685	Electric Valve Actuator	2,000	
301	62131	80140	137830	MIG Welder for Service Truck	655	
TOTAL: Fund #301					64,583	54,680

Public Works
Operating Capital List
Page 3 of 3

Fund	Org	Acct	Activ	DESCRIPTION	1998	1999
Solid Waste Fund						
302	62311	80130	120540	Radio for Replacement of Unit #1302 and Unit #1075		1,000
302	62311	80140	123590	Airless Painter (Dumpsters)		800
302	62311	80160	108033	Automated Refuse Containers 150	8,000	8,000
302	62311	80160	110260	Trash Dumpsters 2- Yd. - 8 Yd	10,686	11,113
				TOTAL: Fund #302	18,686	20,913
Equipment Fund						
402	61421	80120	125990	HP 1100 Printer	520	
402	61421	80140	111160	Equipment Test	2,500	1,000
402	61421	80140	114181	Surface Grinder	4,000	
402	61421	80140	116415	15 Ton Service Jack	565	588
				TOTAL: Fund #402	7,585	1,588
Sewer Fund						
902	6242	80120	107140	Laptop computer.		3,000
902	6242	80120	132240	BOD software Automates manual BOD process.		3,000
902	6242	80140	110890	Replacement PH/ISE Meter purchased in 1993.	4,000	
902	6242	80140	110890	Replacement Hotplates 4	1,200	
902	6242	80140	110890	Replacement Dispenser purchased in 1990.	800	
902	6242	80140	110890	Incubator Replacement		2,000
902	62211	80120	132240	Software for New Maintenance / Parts Inventory System	9,000	
902	62211	80140	104710	Cart Utility	4,500	
902	62211	80140	108797	Cutter Plasma		2,710
902	62211	80140	110150	Replacement Drill Press	2,300	
902	62211	80140	115093	Hoist Gantry	2,800	
902	62211	80140	120235	Meters	6,200	2,000
902	62211	80140	129835	Saw Ban		2,900
902	62211	80140	137830	TIG Welder Electric	2,725	
902	62221	80120	132240	Software for TV Inspection Data Base	8,802	
902	62221	80140	104295	Camera Transporter	7,599	
902	62221	80140	108793	Root and Tap Cutter	4,160	4,160
				TOTAL: Fund #902	54,086	19,770

Parks & Recreation

Operating Capital List

Page 1 of 2

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
General Fund						
100	700	80110	123360	Storage Bin & Sorter		1,000
100	700	80120	107140	Computer		2,132
100	700	80120	132240	Software		500
100	700	80120	132350	Software, League Scheduler	4,500	
100	711	80110	113410	Furniture	2,000	
100	711	80120	107140	Computer	2,050	
100	711	80120	107166	Personal Computer		2,209
100	711	80120	132435	Network Accessories	180	
100	711	80130	127140	Radios, Portable	1,900	
100	711	80140	102410	Barricades		3,000
100	711	80140	102795	Box Blade	700	
100	711	80140	104710	Utility Cart	7,800	
100	711	80140	112185	Irrigation Filtering System		4,500
100	711	80140	113147	Floating Fountain	3,000	
100	711	80140	113230	Front End Loader Attachment		3,500
100	711	80140	121700	Hand Mower	1,700	
100	711	80140	125135	Pipe Ditch - Columbine Park		9,500
100	711	80140	129450	Rototiller		3,800
100	711	80140	136680	Footvalves	2,500	
100	711	80140	137750	Weedeater/Trimmer	950	
100	712	80140	127130	Hand Held Radios (4)	2,680	
100	712	80140	127170	Truck Mounted Radios (3)	2,400	
100	712	80140	129840	Chain Saws (2) Replacement	1,600	
100	712	80140	129840	Chain Saws (3) Replacement		1,770
100	713	80140	103890	Storage Area - stadium	500	
100	713	80140	104710	Utility Cart	7,800	
100	713	80140	121702	Infield Mower	6,000	
100	716	80140	104710	Utility Cart	7,800	
100	716	80140	110130	Top Dresser		7,200
100	716	80140	121702	Infield Mower	6,000	
100	731	80110	113420	Office Furniture	2,000	
100	731	80120	107140	Computer	2,050	
303	761	80140	110793	Audio Equipment	6,000	
303	761	80140	133790	Tables	7,030	7,311
303	762	80140	102595	Beverage Servers	4,400	4,400
3041	741	80140	134860	Water Toys-LP		8,500
3042	741	80140	134860	Water Toys-OM		8,500
Total: Fund #100					83,540	67,822
Subtotal: General Fund					66,110	39,111
Subtotal: 2-Rivers					17,430	11,711
Subtotal: Swimming Pools					-	17,000
TOTAL					83,540	67,822
TWO-YEAR TOTAL						151,362

Parks & Recreation

Operating Capital List

Page 2 of 2

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
LP Golf Course						
305	750	80140	100640	Air Conditioning	1,100	
305	750	80140	104705	Cart	10,200	
305	750	80140	112610	Floors - bathroom	900	
305	750	80140	104700	Carpet		7,500
305	750	80140	110130	Top Dresser		7,200
TOTAL: Fund #305					12,200	14,700
TR Golf Course						
306	750	80140	104705	Cart	15,300	
306	750	80140	112610	Floors - bathroom	1,500	
306	750	80140	104705	Cart		9,000
306	750	80140	108407	Cover		1,500
TOTAL: Fund #306					16,800	10,500
City Cemeteries						
307	770	80140	108800	Sod Cutter		3,500
307	770	80140	137430	Washer, Hotsy		2,700
TOTAL: Fund #307					-	6,200

VCB
Operating Capital List
Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
VCB Fund						
102	142	80120	107140	Personal Computer	2,000	
102	142	80140	103400	Trade Show Booth		7,500
102	142	80140	111100	Scanner	1,400	
102	142	80140	126050	LaserJet Printer		1,280
102	142	80160	111420	Exhibits (Visitor Center)	5,000	2,500
102	142	80160	131880	Outdoor Sign		9,400
				Total: Fund #102	8,400	20,680
				TWO-YEAR TOTAL	29,080	

DDA
Operating Capital List
Page 1 of 1

Fund	Org	Acct	Actv	DESCRIPTION	1998	1999
VCB Fund						
103	191	80120		Computer Equipment	1,500	1,000
103	191	80140		Other Equipment	1,500	1,000
				Total: Fund #103	3,000	2,000
				TWO-YEAR TOTAL	5,000	

**City of Grand Junction and Related Entities
Debt Service Requirements**

	<u>Original Principal Amount</u>	<u>Principal Amount Outstanding 12/31/97</u>	<u>Remaining Interest to be Paid to Maturity</u>	<u>Total Debt Service Requirements Remaining</u>	<u>Budgeted Debt Service Payments</u>	
					<u>1998</u>	<u>1999</u>
GENERAL OBLIGATION BONDS						
Payable from Water Revenues:						
G.O. Water Bonds, Series 1990, Ranch/Water Rights	\$1,600,000	\$595,000	\$65,050	\$660,050	\$220,585	\$222,010
Payable from Special District Tax Revenues:						
Ridges Metro District, G.O. Refunding Series 1992	2,590,000	2,255,000	1,314,963	3,569,963	222,893	228,393
G.J.W.W.S.D., G.O. Refunding Bonds, Series 1987 A&B	1,590,000	1,086,665	412,938	1,499,603	142,397	143,746
Subtotal: General Obligation Bonds	\$5,780,000	\$3,936,665	\$1,792,951	\$5,729,616	\$585,874	\$594,149
SPECIAL REVENUE BONDS:						
Sales Tax C.I.P. Bonds, Series 1991	\$2,000,000	\$720,000	\$88,740	\$808,740	\$268,230	\$269,955
Joint Sewer System, Refunding Series 1992	8,200,000	5,830,000	1,638,390	7,468,390	869,650	857,700
D.D.A. Tax Increment Financing Bonds, Series 1996	1,700,000	1,540,000	460,525	2,000,525	212,320	216,340
Subtotal: Special Revenue Bonds	\$11,900,000	\$8,090,000	\$2,187,655	\$10,277,655	\$1,350,200	\$1,343,995
PROMISSORY NOTES:						
Riverfront Project, Dunn Property Note, 1989	\$351,327	\$272,793	\$189,207	\$462,000	\$42,000	\$42,000
Water Fund: Water Supply Flowline, CWCB, 1989	195,930	156,729	79,606	236,334	13,902	13,902
Subtotal: Promissory Notes	\$547,257	\$429,522	\$268,812	\$698,334	\$55,903	\$55,902
CAPITAL LEASE OBLIGATIONS						
Certificates of Participation; Matchett Property	\$2,155,000	\$1,985,000	\$580,085	\$2,565,085	\$285,603	\$287,323
GENERAL FUND ADVANCES:						
Lincoln Park Golf: 1991 Clubhouse Loan, 10y, 9%	\$283,853	\$111,959	\$20,731	\$132,690	\$44,230	\$44,230
Tiara Rado Golf: 1991 Clubhouse Loan, Refinanced-95&97, 5y, 9%	626,378	388,907	91,267	480,174	120,044	120,044
Solid Waste Removal: 1993 Equip. Loan, 8y, 8%	81,390	36,500	5,990	42,490	14,163	14,164
Solid Waste Removal: 1996 Equip. Loan, 10y, 8%	660,000	565,236	221,639	786,875	113,520	108,240
V.C.B.: 1993 General Fund Loan, 10y, 8%	200,000	119,006	30,023	149,029	29,806	29,806
Subtotal: General Fund Advances	\$1,851,621	\$1,221,608	\$369,650	\$1,591,258	\$321,784	\$316,484
GRAND TOTAL						
	\$22,233,878	\$15,662,795	\$5,199,153	\$20,861,948	\$2,599,343	\$2,597,853
DEBT SERVICE REQUIREMENTS BY FUND:						
# 102 VISITOR & CONVENTION BUREAU FUND	\$ 200,000	\$ 119,006	\$ 30,023	\$ 149,029	\$ 29,806	\$ 29,806
# 301 WATER ENTERPRISE FUND	1,795,930	751,729	144,655	896,384	234,487	235,912
# 302 SOLID WASTE REMOVAL FUND	741,390	601,736	227,629	829,365	127,683	122,404
# 305 LINCOLN PARK GOLF ENTERPRISE FUND	283,853	111,959	20,731	132,690	44,230	44,230
# 306 TIARA RADO GOLF ENTERPRISE FUND	626,378	388,907	91,267	480,174	120,044	120,044
# 610 GENERAL DEBT SERVICE FUND	4,506,327	2,977,793	858,032	3,835,825	595,833	599,278
# 611 D.D.A. DEBT SERVICE FUND	1,700,000	1,540,000	460,525	2,000,525	212,320	216,340
# 612 G.J.W.W.S. DISTRICT FUND	1,590,000	1,086,665	412,938	1,499,603	142,397	143,746
# 613 RIDGES METROPOLITAN DISTRICT FUND	2,590,000	2,255,000	1,314,963	3,569,963	222,893	228,393
# 902 JOINT SEWER ENTERPRISE FUND	8,200,000	5,830,000	1,638,390	7,468,390	869,650	857,700
TOTAL	\$22,233,878	\$15,662,795	\$5,199,153	\$20,861,948	\$2,599,343	\$2,597,853

GENERAL FUND / Ten Year Financial Projection

" 97 REVISED / 98-99 Original"

	Proj. Rate	Actual 1994	Actual 1995	Actual 1996	Revised 1997	Proposed 1998	Proposed 1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
REVENUE																
Taxes																
Property Tax	4.1%	1,908,423	2,010,719	2,254,440	2,492,500	2,608,600	2,729,500	2,852,328	2,980,682	3,114,813	3,254,880	3,401,454	3,554,519	3,714,472	3,881,824	4,056,287
Sales & Use Taxes	8.1%	14,070,084	15,321,433	16,575,730	17,585,836	18,781,818	19,940,000	21,036,700	22,193,719	23,414,373	24,702,184	26,060,783	27,494,128	29,008,302	30,601,849	32,284,740
Franchise Fees	4.0%	915,171	952,853	1,120,653	1,095,000	1,140,500	1,184,000	1,243,200	1,305,360	1,370,628	1,439,159	1,511,117	1,586,673	1,666,007	1,749,307	1,836,773
Other Taxes	4.0%	1,578,480	1,716,251	1,905,240	1,931,834	2,074,001	2,174,500	2,281,480	2,351,939	2,446,017	2,543,857	2,645,812	2,751,438	2,861,494	2,975,953	3,094,992
Subtotal: Taxes		18,472,158	20,001,256	21,755,063	23,104,170	24,584,819	26,028,000	27,393,708	28,831,700	30,345,831	31,940,100	33,618,065	35,386,754	37,248,275	39,208,533	41,272,801
Licenses & Permits																
Licenses & Permits	4.1%	98,082	93,583	85,812	101,057	103,321	104,133	108,818	113,716	118,833	124,181	129,788	135,808	141,711	148,088	154,762
Intergovernmental	2.0%	94,588	59,824	110,870	82,122	142,842	27,177	27,721	28,275	28,840	29,417	30,006	30,608	31,218	31,842	32,479
Charges For Service	2.1%	1,802,038	1,847,741	1,713,858	1,652,899	1,612,843	1,591,240	1,538,521	1,588,984	2,038,658	2,087,575	2,139,764	2,193,259	2,248,090	2,304,292	2,361,900
Interfund Charges	5.0%	718,045	748,118	635,770	600,570	808,583	828,693	870,128	913,634	959,318	1,007,282	1,057,648	1,110,528	1,166,054	1,224,357	1,285,575
Interest & Investments	4.1%	387,132	858,609	578,554	583,000	583,000	583,000	403,062	365,048	412,510	469,870	530,387	600,328	678,158	764,128	858,011
Other Revenue	5.0%	288,975	304,342	405,787	429,030	404,834	404,875	424,909	448,154	468,462	491,885	518,479	542,303	569,418	597,888	627,784
SUBTOTAL		21,539,998	23,510,683	25,498,324	26,733,248	28,439,842	29,868,918	31,188,666	32,685,509	34,370,450	36,150,169	38,023,026	40,065,386	42,232,922	44,573,129	47,075,300
Operating Transfers-In		37,782	33,248	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal: Operating Revenue		21,577,780	23,543,931	25,498,324	26,733,248	28,439,842	29,868,918	31,188,666	32,685,509	34,370,450	36,150,169	38,023,026	40,065,386	42,232,922	44,573,129	47,075,300
% Change from Prior Year		9.1%	8.6%	8.3%	4.8%	6.4%	5.0%	4.4%	4.9%	5.2%	5.2%	5.2%	5.4%	5.4%	5.5%	5.6%
Non-Recurring Items																
TOTAL SOURCES		21,577,780	23,543,931	25,498,324	26,733,248	28,439,842	29,868,918	31,188,666	32,685,509	34,370,450	36,150,169	38,023,026	40,065,386	42,232,922	44,573,129	47,075,300
EXPENDITURES																
OPERATING																
Labor	4.0%	13,718,754	14,730,147	15,734,173	16,949,978	18,297,348	19,819,443	20,814,221	20,814,760	21,847,381	22,513,278	23,413,607	24,350,360	25,324,374	26,337,340	27,390,643
Non-Personnel Operating	4.0%	5,723,851	6,370,569	6,895,280	7,807,879	8,873,122	9,533,708	8,875,056	8,230,059	9,589,281	9,843,231	10,382,581	10,787,863	11,229,778	11,878,088	12,148,127
Operating Equipment	n/a	254,917	230,657	264,418	368,270	358,505	157,728	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	330,000
SUBTOTAL OPERATING		19,698,522	21,331,373	22,893,871	25,126,127	27,529,573	29,510,879	29,939,277	30,304,819	31,716,662	32,778,508	34,086,388	35,448,223	36,864,152	38,535,418	39,868,770
% Change from Prior Year		2.7%	8.3%	7.3%	8.7%	8.8%	1.0%	5.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Major Capital																
Major Capital	n/a	215,188	208,203	387,015	726,860	758,845	89,508	500,000	525,000	550,000	575,000	600,000	625,000	650,000	675,000	700,000
TOTAL DEPARTMENTAL		19,913,710	21,539,576	23,280,886	25,853,987	28,288,418	29,600,387	30,439,277	30,829,819	32,266,662	33,351,508	34,686,388	36,073,223	37,514,152	39,210,418	40,568,770
Contingency (2% of Oper. Exp.)		-	-	-	19,441	530,000	540,000	582,788	608,097	630,333	655,530	681,727	708,984	737,283	766,728	797,339
Budget Savings		-	-	-	(335,000)	(345,000)	(355,000)	(365,000)	(375,000)	(385,000)	(395,000)	(405,000)	(415,000)	(425,000)	(435,000)	(445,000)
TOTAL EXPENDITURES		19,913,710	21,539,576	23,280,886	25,838,428	28,272,818	29,885,385	29,857,063	31,060,816	32,311,975	33,611,538	34,986,388	36,363,223	37,826,435	39,340,444	40,919,310
TRANSFERS TO OTHER FUNDS																
Other Transfers		175,148	124,985	69,470	181,250	11,000	12,000	12,668	13,358	14,091	14,868	15,684	16,548	17,458	18,418	19,428
Operating Subsidies:		-	-	-	-	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	-	-
-Economic Devt. (MSC)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-Recycling		38,188	21,938	11,000	3,000	-	-	-	-	-	-	-	-	-	-	-
-Two Rivers Convention Center		258,541	210,183	178,308	225,883	245,931	241,918	250,000	260,000	270,000	280,000	290,000	300,000	310,000	320,000	330,000
-Swimming Pools		42,848	28,304	13,879	87,967	98,882	98,882	82,000	96,000	100,000	104,000	108,000	112,000	116,000	120,000	124,000
-City Cemeteries		4,291	30,842	(11,884)	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal: Subsidies		344,868	291,265	180,373	316,850	492,278	497,880	492,000	506,000	520,000	534,000	548,000	562,000	576,000	590,000	604,000
Transfer to the Sales Tax CIP Fund		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-From Contingency		-	68,000	474,390	240,847	-	-	-	-	-	-	-	-	-	-	-
-Prior Year Additional Revenue		355,418	-	131,478	-	-	-	-	-	-	-	-	-	-	-	-
-Budgeted Savings		300,000	312,000	325,000	335,000	345,000	355,000	365,000	375,000	385,000	395,000	405,000	415,000	425,000	435,000	445,000
-2% Reserve		188,953	201,266	192,300	110,000	-	-	-	-	-	-	-	-	-	-	-
-One Time Revenue		1,102,487	1,500,000	500,000	500,000	1,305,000	200,000	1,025,000	-	260,000	880,000	-	215,000	-	-	780,000
Subtotal: CIP Transfer		1,844,868	2,081,266	1,672,168	1,185,847	1,850,000	555,000	1,390,000	375,000	845,000	1,055,000	405,000	630,000	425,000	435,000	1,205,000
SUBTOTAL TRANSFERS		2,364,882	2,497,489	1,902,011	1,983,847	2,153,278	1,054,880	1,894,668	894,358	1,179,991	1,603,888	968,884	1,208,548	868,458	883,418	1,878,429
TOTAL USES		22,278,592	24,037,065	25,182,897	27,822,375	30,441,696	30,655,268	31,791,733	31,944,351	33,486,653	34,915,396	36,054,772	37,676,771	39,082,610	40,393,867	42,747,199
NET SOURCE (USE) OF FUNDS		(660,812)	(493,134)	(684,573)	(1,089,127)	(1,801,854)	(886,350)	(603,067)	(258,842)	871,533	834,262	1,068,247	1,488,612	1,558,311	4,182,661	4,477,591
BEGINNING FUNDS AVAILABLE		8,567,028	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING FUNDS AVAILABLE		7,906,194	7,413,154	7,228,581	7,260,454	5,274,400	6,200,953	5,815,087	6,346,305	7,225,889	8,159,955	9,251,202	10,740,854	12,278,865	16,815,654	25,093,118
MINIMUM WORKING CAPITAL		3,492,532	3,718,707	3,988,750	4,400,204	4,863,190	4,799,841	5,131,383	5,338,535	5,549,588	5,770,838	6,000,807	6,239,242	6,482,047	6,718,489	6,988,002
VARIANCE FROM M.W.C.		4,443,663	3,694,447	3,239,831	2,860,250	411,210	1,401,112	484,734	1,007,768	1,676,301	2,388,119	4,250,395	4,501,612	4,246,818	10,097,165	18,105,116
M.W.C. = .151 * (Total Uses - One-Time Transfers)																

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Lodging Tax and Vendors Fee are shown on cash/budget basis as opposed to accrual.

FUND # 105

PARKLAND EXPANSION

	94-ACT	95-ACT	96-ACT	97-REV	1998-BUD	1999-BUD	2000	2001	2002	2003	2004	2005	2006	TOTALS 1998-2006
SOURCES														
Lottery Proceeds	\$ 248,513	\$ 307,864	\$ 327,398	\$ 320,000	\$ 333,000	\$ 346,000	\$ 358,000	\$ 370,000	\$ 382,000	\$ 394,000	\$ 406,000	\$ 418,000	\$ 430,000	\$ 4,084,398
Pooled Interest	10,471	36,886	41,511	38,000	35,000	32,000	9,768	1,146	2,652	4,917	5,129	6,462	8,715	185,300
Open Space Fees	86,242	71,325	123,004	80,000	80,000	80,000	82,500	85,000	87,500	90,000	92,500	95,000	97,500	993,004
Rental Income	-	7,238	-	-	-	-	-	-	-	-	-	-	-	-
GF Contingency Transfer	-	-	80,358	-	-	-	-	-	-	-	-	-	-	80,358
Total	345,226	423,113	572,271	438,000	448,000	458,000	450,268	456,146	472,152	488,917	503,629	519,462	536,215	5,343,060
USES														
Major Capital	\$ 61,347	\$ 59,177	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Issuance Costs	-	-	80,338	-	-	-	-	-	-	-	-	-	-	80,338
Management Fee	-	-	10,000	20,000	21,400	21,456	-	-	-	-	-	-	-	72,856
Transfer to Debt Service	-	-	61,521	282,998	285,603	287,323	282,918	282,973	287,313	285,653	283,116	284,798	58,038	2,682,252
Transfer to CIP Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-Canyon View	110,000	200,000	200,000	200,000	200,000	350,000	300,000	150,000	150,000	200,000	200,000	200,000	200,000	2,350,000
-Other	-	-	150,000	150,000	50,000	75,000	-	-	-	-	-	-	-	425,000
Total	171,347	259,177	501,859	652,998	557,003	733,779	582,918	432,973	437,313	485,653	483,116	484,798	258,038	5,610,446
NET SOURCE (USE)	\$ 173,879	\$ 163,936	\$ 70,412	\$ (214,998)	\$ (109,003)	\$ (275,779)	\$ (132,649)	\$ 23,173	\$ 34,840	\$ 3,264	\$ 20,511	\$ 34,665	\$ 278,178	(267,386)
Beginning Fund Balance	\$ 341,830													
Ending Fund Balance	\$ 515,709	\$ 678,645	\$ 750,058	\$ 535,060	\$ 426,057	\$ 150,278	\$ 17,629	\$ 40,802	\$ 75,642	\$ 78,906	\$ 99,417	\$ 134,082	\$ 412,260	\$ 412,260
Reserve for Land Debt														
Beginning			\$ 738,782	\$ 667,261	\$ 364,264	\$ 57,281								
Ending			\$ 667,261	\$ 364,264	\$ 57,281	\$ -								
Funds Available, End of Year			\$ 82,796	\$ 170,796	\$ 368,796	\$ 150,278	\$ 17,629	\$ 40,802	\$ 75,642	\$ 78,906	\$ 99,417	\$ 134,082	\$ 412,260	

Sales Tax CIP Fund / Balancing Worksheet

As Of 3/19/98

	ACTUAL 1995	ACTUAL 1996	REVISED 1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	TOTAL 1997-2008
BEGINNING FUND BALANCE	2,430,380	4,469,869	3,427,768												3,427,768
SOURCES															
TAXES, INTEREST & OTHER FUND REVENUE	5,008,490	5,525,214	5,716,163	5,946,829	6,318,849	6,561,989	6,938,552	7,333,457	7,711,284	8,129,768	8,594,300	9,038,591	9,528,010	10,064,695	91,900,566
OUTSIDE (PROJECT SPECIFIC) FUNDING	600,853	310,933	4,072,446	1,357,900	1,470,900	64,900	65,900	87,900	69,900	71,900	64,000	66,000	418,000	52,000	7,841,746
TRANSFERS-IN FROM OTHER FUNDS	2,368,736	2,010,758	1,605,847	2,142,000	1,315,000	2,016,000	725,000	645,000	1,305,000	655,000	680,000	475,000	485,000	1,255,000	13,502,847
TOTAL SOURCES	7,978,079	7,846,908	11,394,456	9,446,829	8,104,749	8,661,889	7,729,452	8,246,357	9,086,184	8,856,668	9,338,300	9,577,591	10,431,010	11,371,695	113,245,159
USES															
CAPITAL PROJECT EXPENDITURES	5,066,652	7,956,420	12,239,658	8,464,000	9,317,000	7,718,000	6,868,000	7,751,000	8,400,000	7,805,000	9,028,000	8,868,000	9,469,000	10,997,000	106,784,659
TRANSFERS-OUT TO OTHER FUNDS	851,938	932,587	1,375,879	1,019,730	944,455	947,055	775,000	788,000	687,000	696,000	668,000	683,000	652,000	666,000	8,901,918
TOTAL USES	5,938,590	8,889,007	13,615,338	9,483,730	10,261,455	8,665,055	7,443,000	8,539,000	9,087,000	8,501,000	9,696,000	9,571,000	10,141,000	11,663,000	118,686,578
NET SOURCE (USE) OF FUNDS	2,039,489	(1,042,102)	(2,220,882)	(38,901)	(1,156,706)	(3,186)	286,452	(292,643)	(816)	355,668	(357,700)	6,591	290,010	(291,305)	(3,421,419)
ENDING FUND BALANCE	4,469,869	3,427,768	1,206,885	1,168,984	13,278	10,092	296,644	3,900	3,084	358,762	1,062	7,842	297,843	6,348	6,349

WATER FUND #301

YEAR	1997	1998	1999	PROJECTION							
	REVISED 0.00%	BUDGET 0.00%	BUDGET 0.00%	2000 2.50%	2001 2.00%	2002 2.00%	2003 2.00%	2004 2.00%	2005 2.00%	2006 2.00%	2007 2.00%
PROJECTED RATE INCREASES											
Current Revenues (collected by rates)	3,771,500	3,747,938	3,728,558	3,877,122	3,954,884	4,032,758	4,114,433	4,198,721	4,280,850	4,368,288	4,453,584
Current Revenues (not affected by rates)	875,285	872,680	880,555	888,381	882,224	888,148	884,128	880,189	881,271	882,434	888,858
Other Revenues (Tap Fees, etc.)	135,080	70,000	35,000	35,350	35,704	36,081	36,421	36,785	37,153	37,525	37,880
Expenses	2,848,538	2,958,274	3,105,020	3,198,171	3,284,118	3,382,838	3,484,727	3,589,588	3,707,558	3,818,783	3,933,348
TOTAL: NET REVENUE	1,833,257	1,432,344	1,203,083	1,300,882	1,288,478	1,288,478	1,275,025	1,280,254	1,244,107	1,228,524	1,207,444
DEBT SERVICE	237,088	844,487	13,802	13,802	13,802	13,802	13,802	13,802	13,802	13,802	13,802
Transfer from G. Fund/Summer Bond Revenue	0	0	0	0	0	0	0	0	0	0	0
CAPITAL OUTLAY & PROJECTS	1,833,112	1,181,405	1,140,388	1,188,343	1,118,877	2,107,800	1,072,400	1,082,800	1,128,884	1,219,858	1,218,853
SURPLUS / DEFICIT	(238,843)	(383,548)	138,823	108,417	157,587	(848,877)	173,852	148,605	85,758	(22,117)	(45,748)
CASH AVAILABLE AT BEGINNING OF YEAR	1,858,858	1,724,884	1,417,890	1,858,888	1,878,111	2,188,884	1,408,375	1,885,178	1,958,848	2,188,888	2,288,418
BALANCE BEFORE INTEREST	1,818,713	1,331,448	1,558,813	1,784,423	2,038,708	1,322,417	1,582,327	1,831,783	2,038,887	2,148,888	2,248,887
INTEREST EARNED	105,281	88,544	101,183	114,888	132,388	85,857	102,851	118,888	132,378	138,547	145,843
End of Year Balance (Deficit)	1,724,884	1,417,890	1,858,888	1,878,111	1,878,111	2,188,884	1,408,375	1,885,178	1,958,848	2,188,888	2,288,418
MINIMUM FUND BALANCE	477,844	558,414	487,838	481,811	481,811	488,283	511,828	528,284	542,821	558,218	574,883
FINANCIAL RATIOS:											
Current Revenues/Current Expenses	142.88%	121.72%	143.14%	142.53%	141.45%	138.48%	137.42%	138.32%	135.14%	133.88%	132.44%
Total Revenues/Total Expenses	87.27%	89.71%	105.84%	105.83%	108.55%	88.21%	108.84%	105.88%	104.58%	102.33%	101.83%

SOLID WASTE REMOVAL FUND #302

	19.75	19.18	19.48	19.48	19.48	9.84	PROJECTION						
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
	ACTUAL	ACTUAL	ACTUAL	REVISED	BUDGET	BUDGET							
PROJECTED RATE INCREASES													
Residential	0.38%	4.00%	4.00%	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Commercial	0.38%	4.00%	4.00%	0.00%	0.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
OPERATING REVENUE													
Residential Charges	968,670	1,000,809	1,050,093	1,063,868	1,063,868	1,108,423	1,150,680	1,186,707	1,244,575	1,294,358	1,346,132	1,399,978	1,455,877
Commercial Charges	782,558	825,471	865,712	870,438	879,142	923,099	869,254	1,017,717	1,068,603	1,122,033	1,178,135	1,237,042	1,296,894
Recycling Charges	37,040	53,939	45,959	45,000	74,865	80,389	88,113	91,837	87,581	100,488	103,582	108,608	108,868
Pooled Interest Income	11,227	29,253	31,438	41,000	58,000	54,737	57,882	82,088	68,438	78,823	85,898	95,859	108,518
Other Miscellaneous	10,830	188	880,388	0	0	0	0	0	0	0	0	0	0
TOTAL OPER. REVENUE	1,820,348	1,917,758	2,861,571	2,020,308	2,073,875	2,184,648	2,263,828	2,368,347	2,478,177	2,593,502	2,713,485	2,839,288	2,971,195
OPERATING EXPENDITURES													
Personnel Expense	728,895	727,130	705,717	587,295	598,868	617,378	643,840	671,570	700,558	730,885	762,555	795,697	830,363
Supplies & Materials	363,182	374,477	401,881	483,988	488,218	478,871	485,426	515,243	535,953	557,287	578,578	602,761	626,872
Professional Services	3,987	4,188	14,138	14,031	13,488	13,753	12,535	13,037	13,558	14,180	14,884	15,251	15,861
Landfill Charges	387,454	381,062	385,378	425,843	451,383	478,477	507,188	537,817	588,874	604,066	640,310	678,728	719,452
Interfund Charges	173,745	188,475	180,285	175,588	178,248	184,101	228,383	238,835	247,818	259,350	271,347	283,829	297,118
Recycling Program	89,540	84,800	123,852	148,378	210,843	210,843	185,878	191,647	188,814	198,159	204,005	212,185	228,852
Debt Service	14,183	14,183	38,308	132,883	127,883	122,403	117,710	99,375	85,887	92,371	89,441	88,838	84,521
Operating Capital	10,250	8,575	850,853	18,174	18,688	20,913	21,750	22,620	23,524	24,485	25,444	26,482	27,520
TOTAL OPER. EXPENSE	1,772,293	1,780,881	2,578,422	1,972,288	2,063,508	2,124,838	2,210,708	2,287,943	2,375,588	2,478,683	2,587,344	2,701,828	2,822,368
NET OPERATING VARIANCE	48,055	136,877	283,149	48,020	10,367	69,810	53,120	80,404	102,589	114,819	126,141	137,460	148,827
OTHER SOURCES & (USES)													
Capital Proceeds	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expense	0	(3,108)	0	0	0	0	0	0	0	0	0	0	0
Recycling Subsidy	38,188	21,838	11,000	3,000	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
NET OTHER SOURCES (USES)	38,188	18,730	11,000	3,000	0	0	0	0	0	0	0	0	0
TOTAL SOURCES	1,858,534	1,936,588	2,872,571	2,023,308	2,073,875	2,184,648	2,263,828	2,368,347	2,478,177	2,593,502	2,713,485	2,839,288	2,971,195
TOTAL USES	1,772,293	1,780,881	2,578,422	1,972,288	2,063,508	2,124,838	2,210,708	2,287,943	2,375,588	2,478,683	2,587,344	2,701,828	2,822,368
TOTAL FUND VARIANCE	86,241	155,707	294,149	51,020	10,367	59,810	53,120	80,404	102,589	114,819	126,141	137,460	148,827
OTHER ADJUSTMENTS													
NET CHANGE IN SOURCES AVAILABLE													
BEGINNING SOURCES AVAILABLE	305,568	381,809	537,514	831,883	882,703	892,878	732,879	785,899	888,304	989,915	1,084,755	1,210,877	1,348,334
ENDING SOURCES AVAILABLE	391,809	537,514	831,883	882,703	892,878	732,878	785,899	888,304	989,915	1,084,755	1,210,877	1,348,334	1,497,169
MINIMUM WORKING CAPITAL	285,844	268,832	388,783	295,840	308,526	318,728	331,808	343,181	358,335	371,799	388,102	405,274	423,354
VARIANCE FROM M.W.C.	125,965	268,682	244,800	386,863	383,344	413,953	454,093	523,112	613,580	712,955	822,775	943,060	1,073,815
FINANCIAL RATIOS:													
Ending Balance / M.W.C.	1.47	2.00	1.83	2.31	2.24	2.30	2.37	2.52	2.72	2.82	3.12	3.33	3.54
Oper Revenue/Oper Expense	1.03	1.07	1.03	1.02	1.00	1.02	1.02	1.04	1.04	1.05	1.05	1.05	1.05
Total Revenue/Total Expense	1.05	1.08	1.04	1.03	1.00	1.02	1.02	1.04	1.04	1.05	1.05	1.05	1.05

Two Rivers Convention Center / Long Range Financial Projection

3/19/98

	95-ACT	96-ACT	97-CUR	97-REV	98-PROP	99-PROP	PROJECTION								
							2000	2001	2002	2003	2004	2005	2006	2007	2008
OPER. REVENUE	\$ 629,971	\$ 878,152	\$ 841,450	\$ 695,413	\$ 728,329	\$ 761,288	\$ 781,750	\$ 823,420	\$ 856,357	\$ 890,611	\$ 926,235	\$ 963,285	\$ 1,001,816	\$ 1,041,889	\$ 1,083,564
% Change		7.6%	-5.4%	2.5%	4.7%	4.5%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
OPER. EXPENSE															
Personnel	376,944	418,723	412,760	425,590	451,926	467,079	485,782	505,193	525,400	546,416	568,273	591,004	614,644	639,230	664,799
New Position Requests							-	-	-	-	-	-	-	-	-
Non-Personnel	425,431	471,607	468,709	482,371	504,664	523,526	544,467	566,246	588,896	612,451	636,949	662,427	688,925	716,481	745,141
Operating Equipment	7,833	27,731	12,680	12,680	17,430	11,711	12,179	12,667	13,173	13,700	14,248	14,818	15,411	16,027	16,668
Total	810,008	918,060	892,129	920,621	974,020	1,002,318	1,042,409	1,084,105	1,127,489	1,172,568	1,219,471	1,268,249	1,318,979	1,371,739	1,426,608
% Change		13.3%	-2.8%	0.3%	5.8%	2.9%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
OPER. VARIANCE	\$ (180,037)	\$ (239,907)	\$ (250,679)	\$ (225,208)	\$ (245,691)	\$ (241,018)	\$ (250,659)	\$ (260,685)	\$ (271,112)	\$ (281,957)	\$ (293,235)	\$ (304,965)	\$ (317,183)	\$ (329,850)	\$ (343,044)
Coverage Ratio	77.8%	73.9%	71.9%	75.5%	74.8%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%	78.0%
Major Capital Expenditures	\$ -	\$ 26,749	\$ 83,982	\$ 83,482	\$ 33,000	\$ 26,000	\$ 26,000	\$ 25,000	\$ 44,000	\$ 44,000	\$ 42,000	\$ 43,000	\$ 45,000	\$ -	\$ -
Transfers-In															
Operating Subsidy	\$ 210,183	\$ 176,308	\$ 251,364	\$ 225,883	\$ 245,691	\$ 241,018	\$ 250,659	\$ 280,685	\$ 271,112	\$ 281,957	\$ 293,235	\$ 304,965	\$ 317,183	\$ 329,850	\$ 343,044
CIP Fund Transfer	30,575	(27,200)	83,982	83,482	33,000	28,000	28,000	25,000	44,000	44,000	42,000	43,000	45,000	-	-
Total	240,758	149,108	335,336	309,365	278,691	269,018	276,659	285,685	315,112	325,957	335,235	347,965	362,183	329,850	343,044
% Of Total Expense				31%	28%	26%	26%	26%	27%	27%	27%	27%	27%	24%	24%
TOTAL SOURCES	\$ 870,729	\$ 827,260	\$ 976,788	\$ 1,004,778	\$ 1,007,020	\$ 1,028,318	\$ 1,088,409	\$ 1,109,105	\$ 1,171,469	\$ 1,216,568	\$ 1,261,471	\$ 1,311,249	\$ 1,363,979	\$ 1,371,739	\$ 1,426,608
TOTAL USES	810,008	944,808	876,111	1,004,103	1,007,020	1,028,318	1,088,409	1,109,105	1,171,469	1,216,568	1,261,471	1,311,249	1,363,979	1,371,739	1,426,608
NET SOURCE (USE)	\$ 60,721	\$ (117,548)	\$ 875	\$ 676	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Working Capital	\$ 56,151														
Ending Working Capital	\$ 116,873	\$ (875)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

SWIMMING POOLS FUND / Long Range Financial Projection

3/19/98

Projection		PROJECTION														
		95-ACT	96-ACT	97-CUR	97-REV	98-PROP	99-PROP	2000	2001	2002	2003	2004	2005	2006	2007	2008
LINCOLN PARK POOL																
4.0%	Oper. Revenue	\$ 218,826	\$ 224,899	\$ 221,193	\$ 211,871	\$ 240,555	\$ 253,828	\$ 263,961	\$ 274,540	\$ 285,522	\$ 296,943	\$ 308,821	\$ 321,173	\$ 334,020	\$ 347,381	\$ 361,278
	Oper. Expense															
4.0%	Personnel	101,481	94,044	109,295	120,583	160,798	182,092	168,576	175,319	182,331	189,625	197,210	205,098	213,302	221,834	230,707
4.0%	Non-Personnel	92,467	90,181	103,470	95,788	104,087	105,342	109,556	113,938	118,495	123,235	128,165	133,291	138,623	144,168	149,935
0.0%	Operating Capital	4,182	2,850	-	-	-	8,500	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
	Total	198,130	187,075	212,765	216,352	264,895	275,934	281,131	292,357	304,027	316,160	328,774	341,889	355,525	369,702	384,442
	Oper. Variance	\$ 20,696	\$ 37,824	\$ 8,428	\$ (4,481)	\$ (24,340)	\$ (22,108)	\$ (17,150)	\$ (17,816)	\$ (18,505)	\$ (19,217)	\$ (19,954)	\$ (20,716)	\$ (21,505)	\$ (22,321)	\$ (23,166)
	Coverage Ratio	110.4%	120.2%	104.0%	97.9%	90.8%	92.0%	93.9%	93.9%	93.9%	93.9%	93.9%	93.9%	94.0%	94.0%	94.0%
0.0%	Major Capital Expense	\$ -	\$ 7,035	\$ 19,565	\$ 16,405	\$ 40,000	\$ 20,000	\$ 30,000	\$ 130,000	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ORCHARD MESA POOL																
4.0%	Oper. Revenue	\$ 86,958	\$ 112,217	\$ 107,130	\$ 116,950	\$ 131,068	\$ 141,286	\$ 146,937	\$ 152,815	\$ 158,928	\$ 165,285	\$ 171,896	\$ 178,772	\$ 185,923	\$ 193,360	\$ 201,094
	Oper. Expense															
4.0%	Personnel	141,508	180,488	178,308	196,705	185,870	188,808	198,152	203,998	212,158	220,645	229,470	238,649	248,195	258,123	268,448
4.0%	Non-Personnel	69,483	69,126	78,669	88,617	89,891	93,889	97,645	101,550	105,612	109,837	114,230	118,800	123,552	128,494	133,633
0.0%	Operating Capital	3,769	500	600	600	-	8,500	3,000	3,100	3,200	3,300	3,400	3,500	3,600	3,700	3,800
	Total	214,758	250,114	257,575	283,922	275,661	290,997	298,797	308,649	320,971	333,782	347,101	360,949	375,347	390,317	405,881
	Oper. Variance	\$(117,802)	\$(137,897)	\$(150,445)	\$(168,972)	\$(144,493)	\$(149,711)	\$(149,859)	\$(155,834)	\$(162,043)	\$(168,497)	\$(175,205)	\$(182,177)	\$(189,424)	\$(196,957)	\$(204,787)
	Coverage Ratio	45.1%	44.9%	41.6%	41.2%	47.6%	48.6%	49.5%	49.5%	49.5%	49.5%	49.5%	49.5%	49.5%	49.5%	49.5%
0.0%	Major Capital Expense	\$ 83,018	\$ 13,542	\$ 103,640	\$ 109,183	\$ 40,000	\$ 68,000	\$ 20,000	\$ -	\$ 82,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER FUNDING SOURCES																
MESA COUNTY																
	O.M. Operations	\$ 58,113	\$ 68,059	\$ 75,223	\$ 83,488	\$ 72,247	\$ 74,856	\$ 74,930	\$ 77,917	\$ 81,022	\$ 84,248	\$ 87,602	\$ 91,088	\$ 94,712	\$ 98,479	\$ 102,394
	O.M. Capital	41,509	6,771	51,820	54,692	20,000	28,000	10,000	-	31,000	-	-	-	-	-	-
	Total County Funding	\$ 99,622	\$ 74,830	\$ 127,043	\$ 138,078	\$ 92,247	\$ 102,856	\$ 84,930	\$ 77,917	\$ 112,022	\$ 84,248	\$ 87,602	\$ 91,088	\$ 94,712	\$ 98,479	\$ 102,394
CITY SUBSIDY																
	General Fund Subsidy (L.P.)	(20,898)	(37,824)	(8,428)	4,481	24,340	22,108	17,150	17,816	18,505	19,217	19,954	20,716	21,505	22,321	23,166
	General Fund Subsidy (O.M.)	59,889	69,838	75,223	83,488	72,247	74,856	74,930	77,917	81,022	84,248	87,602	91,088	94,712	98,479	102,394
	Subtotal Operating Subsidy:	\$ 38,993	\$ 32,014	\$ 66,795	\$ 87,969	\$ 96,587	\$ 96,962	\$ 92,080	\$ 95,733	\$ 99,526	\$ 103,466	\$ 107,558	\$ 111,804	\$ 116,217	\$ 120,799	\$ 125,559
	CIP Fund Transfer (LP)	-	7,035	19,585	16,405	40,000	20,000	30,000	130,000	82,000	-	-	-	-	-	-
	CIP Fund Transfer (OM)	41,509	6,771	51,820	54,692	20,000	28,000	10,000	-	31,000	-	-	-	-	-	-
	Subtotal Capital Subsidy:	\$ 41,509	\$ 13,806	\$ 71,385	\$ 70,997	\$ 60,000	\$ 48,000	\$ 40,000	\$ 130,000	\$ 113,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	TOTAL CITY SUBSIDY	\$ 80,502	\$ 45,820	\$ 138,180	\$ 158,964	\$ 156,587	\$ 144,962	\$ 132,080	\$ 225,733	\$ 212,528	\$ 103,466	\$ 107,558	\$ 111,804	\$ 116,217	\$ 120,799	\$ 125,559
	Transfer Adjustment	(9,534)	(22,079)	-	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL OTHER FUNDING	\$ 170,990	\$ 98,571	\$ 265,222	\$ 297,041	\$ 248,833	\$ 247,817	\$ 217,010	\$ 303,650	\$ 324,548	\$ 187,714	\$ 195,159	\$ 202,893	\$ 210,929	\$ 219,278	\$ 227,953
TOTAL SOURCES																
	TOTAL SOURCES	\$ 486,372	\$ 435,687	\$ 593,545	\$ 625,862	\$ 620,488	\$ 642,831	\$ 627,928	\$ 731,005	\$ 768,998	\$ 649,841	\$ 675,875	\$ 702,838	\$ 730,872	\$ 760,019	\$ 790,323
	TOTAL USES	495,908	457,766	593,545	625,862	620,488	642,831	627,928	731,005	768,998	649,841	675,875	702,838	730,872	760,019	790,323
	NET SOURCE (USE)	\$ (9,534)	\$ (22,079)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 0	\$ -
	Beginning Working Capital	\$ 31,613														
	Ending Working Capital	\$ 22,079	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0

GOLF DIVISION: Ten Year Financial Projections

3/19/98

	Proj. Rate	96 - Actual	97 Revised	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
LINCOLN PARK GOLF COURSE													
Projected 9 hole rounds		53,705	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	4.0%	64,468	51,060	52,074	52,074	54,157	56,323	58,576	60,819	63,356	65,680	68,526	71,267
Green Fees	4.0%	278,422	278,900	281,950	288,588	300,132	312,137	324,622	337,607	351,111	365,156	379,762	394,953
Interest Income	6.5%	5,251	8,000	9,000	5,000	1,956	2,269	2,846	3,421	4,051	4,457	4,929	5,849
Other	4.0%	14,443	14,925	15,125	15,500	16,120	16,765	17,435	18,133	18,858	19,612	20,397	21,213
Total : Operating Revenue		382,604	352,885	358,149	361,162	372,365	387,494	403,480	420,081	437,377	455,115	473,614	493,081
OPERATING EXPENDITURES:													
Labor	4.0%	187,543	206,103	182,471	200,982	209,021	217,382	226,077	235,121	244,525	254,306	264,479	275,058
Non-Personnel Operating	4.0%	134,822	140,731	133,516	137,172	142,659	148,365	154,300	160,472	166,891	173,566	180,509	187,729
Operating Capital	4.0%	7,761	11,066	12,200	14,700	10,000	10,400	10,816	11,249	11,699	12,167	12,653	13,159
Debt Service	n/a	44,272	44,230	44,230	44,230	44,230	44,230	0	0	0	0	0	0
Total : Operating Expense		384,398	402,130	372,417	397,084	405,910	420,377	391,193	406,841	423,115	440,039	457,641	475,946
OPERATING VARIANCE		(21,794)	(49,245)	(14,268)	(35,922)	(33,545)	(32,884)	12,287	13,240	14,262	15,076	15,973	17,135
OTHER SOURCES (USES)													
Major Capital Expense		(9,461)	(93,100)	(2,200)	(3,500)	(1,800)	(2,500)	(2,600)	(7,000)	(7,000)	(4,000)	(5,000)	(5,000)
Capital Proceeds		-	-	-	-	-	-	-	-	-	-	-	-
Transfers-In		44,230	80,230	44,230	44,230	44,230	44,230	-	-	-	-	-	-
Net: Other Sources (Uses)		34,769	(12,870)	42,030	40,730	42,430	41,730	(2,600)	(7,000)	(7,000)	(4,000)	(5,000)	(5,000)
TOTAL SOURCES		406,834	433,115	402,379	405,392	416,595	431,724	403,480	420,081	437,377	455,115	473,614	493,081
TOTAL USES		383,859	495,230	374,617	400,584	407,710	422,877	393,793	413,841	430,115	444,039	462,641	480,946
NET FUND VARIANCE		12,975	(62,115)	27,762	4,808	8,885	8,848	9,687	6,240	7,262	11,076	10,973	12,135
Beginning Sources Available		51,477											
Ending Sources Available		64,452	2,337	30,089	34,907	43,792	52,638	62,325	68,565	75,827	86,903	97,876	110,010
Minimum Working Capital (5%)		19,220	20,107	18,621	19,854	20,296	21,019	19,560	20,342	21,156	22,002	22,882	23,797
Variance From M.W.C.		45,232	(17,770)	11,478	15,053	23,496	31,619	42,765	48,223	54,671	64,901	74,994	86,213

GOLF DIVISION: Ten Year Financial Projections

3/19/98

	Proj. Rate	96 - Actual	97- Revised	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
TIARA RADO GOLF COURSE													
Projected 9 hole rounds		83,814	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	4.0%	105,909	86,250	87,380	87,380	90,875	94,510	98,291	102,222	106,311	110,564	114,986	119,586
Green Fees	4.0%	422,447	440,675	444,875	459,550	477,932	497,049	516,931	537,609	559,113	581,477	604,736	629,926
Interest Income	8.5%	9,094	5,500	9,000	5,000	1,315	1,275	1,867	1,859	3,367	4,455	5,905	4,904
Other	4.0%	29,451	35,540	36,840	37,640	39,146	40,711	42,340	44,033	45,795	47,627	49,532	51,513
Total : Operating Revenue		566,901	567,965	577,895	589,570	613,153	637,679	663,186	689,714	717,302	745,994	775,834	806,867
OPERATING EXPENDITURES:													
Labor	4.0%	277,150	285,949	312,353	306,816	319,089	331,852	345,126	358,931	373,289	388,220	403,749	419,899
Non-Personnel Operating	4.0%	212,972	231,500	244,803	251,822	261,687	272,154	283,041	294,362	306,137	318,382	331,117	344,362
Operating Capital	4.0%	12,284	4,809	16,800	10,500	10,920	11,357	11,811	12,284	12,775	13,266	13,817	14,370
Debt Service	n/a	65,327	120,044	120,044	120,044	120,044	120,044	-	-	-	-	-	-
Total : Operating Expense		567,733	642,302	694,000	688,982	711,740	735,407	639,978	665,577	692,200	719,886	748,664	778,631
OPERATING VARIANCE		(832)	(74,337)	(116,105)	(99,412)	(98,587)	(97,728)	23,208	24,137	25,102	26,106	27,150	28,236
OTHER SOURCES (USES)													
Major Capital Expense		(10,511)	(130,630)	(19,000)	(18,200)	(2,300)	(2,400)	-	(7,400)	(2,800)	(41,500)	(54,808)	(20,000)
Capital Proceeds		-	-	-	-	-	-	-	-	-	-	-	-
Transfers-In		32,804	115,000	120,000	117,000	110,000	100,000	-	-	-	-	-	-
Net: Other Sources (Uses)		22,093	(15,630)	101,000	98,800	107,700	97,600	-	(7,400)	(2,800)	(41,500)	(54,808)	10,000
TOTAL SOURCES		599,505	682,965	697,895	706,570	723,153	737,879	663,186	689,714	717,302	745,994	775,834	806,867
TOTAL USES		578,244	772,932	713,000	707,182	714,040	737,807	639,978	672,977	695,000	761,388	803,492	798,631
NET FUND VARIANCE		21,261	(89,967)	(15,105)	(612)	9,113	(128)	23,208	16,737	22,302	(15,394)	(27,658)	8,236
Beginning Sources Available		104,036	-	-	-	-	-	-	-	-	-	-	-
Ending Sources Available		125,297	35,330	20,225	19,613	28,728	28,598	51,806	68,543	90,845	75,451	47,793	56,029
Minimum Working Capital (5%)		28,387	32,115	34,700	34,449	35,587	36,770	31,999	33,279	34,610	35,994	35,994	36,832
Variance From M.W.C.		96,910	3,215	(14,475)	(14,838)	(6,861)	(8,173)	19,807	35,264	56,235	39,456	39,456	17,088

105-280-1

GOLF DIVISION: Ten Year Financial Projections

3/19/98

GOLF COURSE EXPANSION													
	Proj. Rate	96 - REV	97 - BUD	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
SOURCES													
Golf Fees	4.0%	144,893	138,000	144,000	149,000	154,980	161,158	167,605	174,309	181,281	188,533	196,074	203,917
Interest Income	6.5%	14,022	16,000	14,000	15,000	13,722	14,662	16,715	28,698	41,891	56,397	72,318	89,763
Total		158,715	154,000	158,000	164,000	168,682	175,820	184,320	203,005	223,172	244,930	268,392	293,680
USES													
Transfer to LP Golf		44,230	80,230	44,230	44,230	44,230	44,230	-	-	-	-	-	-
Transfer to TR Golf		32,604	115,000	120,000	117,000	110,000	100,000	-	-	-	-	-	-
Total		76,834	195,230	164,230	161,230	154,230	144,230	-	-	-	-	-	-
NET SOURCE (USE)		81,881	(41,230)	(6,230)	2,770	14,452	31,590	184,320	203,005	223,172	244,930	268,392	293,680
Beginning Sources Available		173,920											
Ending Sources Available		255,801	214,571	208,341	211,111	225,563	257,153	441,473	644,478	867,650	1,112,580	1,380,971	1,674,651
TOTAL COMBINED FUND BALANCE													
		\$ 445,550	\$ 252,238	\$ 258,655	\$ 265,631	\$ 298,081	\$ 338,389	\$ 555,804	\$ 781,585	\$ 1,034,321	\$ 1,274,933	\$ 1,526,640	\$ 1,840,691

PARKING FUND #308 / Long Range Financial Projection

3/19/98

PARKING FUND # 308	94-ACT	95-ACT	96-ACT	97-BUD	1998	1999	2000	2001	2002	2003	2004	2005	2006
OPERATING REVENUE													
Parking Meters	\$ 104,036	\$ 111,266	\$ 108,186	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Parking Violations	28,740	40,784	70,562	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Pooled Interest Income	4,123	11,134	13,207	13,000	8,000	8,000	3,929	6,780	9,451	11,917	14,150	16,118	17,768
Other	1,125	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Revenue	138,024	163,184	191,955	193,000	188,000	188,000	183,929	186,780	189,451	191,917	194,150	196,118	197,788
OPERATING EXPENSE													
Personnel	\$ 79,517	\$ 72,401	\$ 85,722	\$ 76,925	\$ 86,891	\$ 89,696	\$ 93,284	\$ 97,015	\$ 100,898	\$ 104,932	\$ 109,129	\$ 113,484	\$ 118,034
Non-Personnel Operating	25,978	30,445	23,322	28,490	36,910	37,303	38,795	40,347	41,961	43,639	45,385	47,200	49,088
Operating Capital	634	-	5,682	-	-	-	-	-	-	-	-	-	-
Total Operating Expense	106,129	102,846	114,726	105,415	123,801	126,999	132,079	137,362	142,859	148,571	154,514	160,684	167,122
OPERATING VARIANCE	\$ 31,895	\$ 60,338	\$ 77,229	\$ 87,585	\$ 64,199	\$ 61,001	\$ 51,850	\$ 49,418	\$ 46,592	\$ 43,348	\$ 39,636	\$ 35,424	\$ 30,666
Operating Coverage	130.1%	158.7%	187.3%	183.1%	152.1%	148.0%	139.3%	136.0%	132.6%	129.2%	125.7%	122.0%	118.3%
CAPITAL SOURCES (USES)													
Transfers-In	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Expenditures	-	-	76,878	244,056	45,000	45,000	8,000	8,320	8,653	8,999	9,359	9,733	10,123
NET CAPITAL SOURCE (USE)	-	-	(76,878)	(244,056)	(45,000)	(45,000)	(8,000)	(8,320)	(8,653)	(8,999)	(9,359)	(9,733)	(10,123)
TOTAL REVENUE	138,024	163,184	191,955	193,000	188,000	188,000	183,929	186,780	189,451	191,917	194,150	196,118	197,788
TOTAL EXPENSE	106,129	102,846	114,726	105,415	123,801	126,999	132,079	137,362	142,859	148,571	154,514	160,684	167,122
TOTAL VARIANCE	31,895	60,338	77,229	87,585	64,199	61,001	51,850	49,418	46,592	43,348	39,636	35,424	30,666
BEGINNING WORKING CAPITAL													
ENDING WORKING CAPITAL	120,535	161,173	161,524	25,083	44,452	60,453	104,303	145,401	163,343	217,890	247,968	273,668	294,201
MINIMUM WORKING CAPITAL @ 15%	15,919	15,427	17,209	15,812	18,540	19,050	19,812	20,604	21,428	22,286	23,177	24,104	25,088
VARIANCE FROM M.W.C.	104,616	145,746	144,315	9,271	25,912	41,403	84,492	124,797	141,914	195,605	224,791	249,564	269,113
Capital Improvement Projects:													
6-159: 3rd & Main Improvements	-	-	20,426	74,964	-	-	-	-	-	-	-	-	-
6-160: Parking Lot Maintenance	-	-	-	83,000	-	-	8,000	8,320	8,653	8,999	9,359	9,733	10,123
6-170: Parking Lot Landscaping	-	-	22,988	86,092	45,000	45,000	-	-	-	-	-	-	-
6-214: Sign Upgrades / DDA	-	-	21,244	-	-	-	-	-	-	-	-	-	-
6-250: Building Demolition	-	-	12,220	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	76,878	244,056	45,000	45,000	8,000	8,320	8,653	8,999	9,359	9,733	10,123

CEMETERY FUND / Long Range Financial Projection

3/19/98

	95-ACT	96-ACT	97-CUR	97-REV	98-PROP	99-PROP	2000	2001	2002	2003	2004	2005	2006
OPER. REVENUE													
Charges For Service	\$170,261	\$210,610	\$189,428	\$211,053	\$246,743	\$258,003	\$267,033	\$276,379	\$286,053	\$296,064	\$306,427	\$317,152	\$328,252
Perpetual Care Transfer	53,235	52,240	57,000	57,000	60,000	62,000	63,982	65,997	68,077	70,222	72,432	74,707	77,047
Total	\$223,496	\$262,850	\$246,428	\$268,053	\$306,743	\$320,003	\$331,015	\$342,376	\$354,129	\$366,286	\$378,858	\$391,858	\$405,299
Annual % Change		17.6%	-6.2%	2.0%	14.1%	4.7%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
OPER. EXPENSE													
Personnel	\$186,629	\$187,403	\$213,689	\$184,196	\$182,808	\$187,962	\$193,601	\$199,409	\$205,391	\$211,553	\$217,899	\$224,436	\$231,170
Non-Personnel	\$72,184	\$74,030	\$74,012	\$72,884	\$88,802	\$93,241	\$96,038	\$98,919	\$101,887	\$104,944	\$108,092	\$111,335	\$114,675
Total	\$258,813	\$261,434	\$287,701	\$257,080	\$271,410	\$281,203	\$289,639	\$298,328	\$307,278	\$316,496	\$325,991	\$335,771	\$345,844
Annual % Change		1.0%	10.0%	-1.7%	5.6%	3.6%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
OPER. VARIANCE	(\$35,317)	\$1,416	(\$41,273)	\$10,973	\$34,333	\$38,800	\$41,376	\$44,048	\$46,851	\$49,790	\$52,867	\$56,087	\$59,454
Operating Coverage Ratio	86%	101%	86%	104%	113%	114%	114%	115%	115%	116%	116%	117%	117%
Major Capital Expenditures	\$0	\$0	\$15,000	\$4,000	\$44,000	\$0	\$0	\$23,000	\$16,000	\$17,000	\$18,000	\$19,000	\$20,000
Transfers-In													
Operating Subsidy	\$30,842	(\$11,864)	\$41,273	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CIP Fund Transfer	-	-	15,000	4,000	22,000	-	-	-	-	-	-	-	-
Total	\$30,842	(\$11,864)	\$56,273	\$4,000	\$22,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL SOURCES	\$254,338	\$250,986	\$302,701	\$272,053	\$327,743	\$320,003	\$331,015	\$342,376	\$354,129	\$366,286	\$378,858	\$391,858	\$405,299
TOTAL USES	258,813	261,434	302,701	261,080	315,410	281,203	289,639	321,328	323,278	333,496	343,991	354,771	365,844
NET SOURCE (USE)	(\$4,475)	(\$10,448)	\$0	\$10,973	\$12,333	\$38,800	\$41,376	\$21,048	\$30,851	\$32,790	\$34,867	\$37,087	\$39,454
Beginning Working Capital	\$14,923												
Ending Working Capital	\$10,448	\$0	\$0	\$10,973	\$23,306	\$62,106	\$103,482	\$124,530	\$155,381	\$188,170	\$223,038	\$260,125	\$299,579
PERPETUAL CARE FUND													
Revenue													
Charges For Service	\$27,830	\$30,000	\$28,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000
Interest Income	\$53,235	\$52,000	\$57,000	\$57,000	\$60,000	\$62,000	\$63,982	\$65,997	\$68,077	\$70,222	\$72,432	\$74,707	\$77,047
Total	\$81,065	\$82,000	\$85,000	\$85,000	\$89,000	\$92,000	\$94,982	\$97,997	\$101,077	\$104,222	\$107,432	\$110,707	\$114,047
Transfer to Cemetery Fund	\$53,235	\$52,000	\$57,000	\$57,000	\$60,000	\$62,000	\$63,982	\$65,997	\$68,077	\$70,222	\$72,432	\$74,707	\$77,047
NET SOURCE (USE)	\$27,830	\$30,000	\$28,000	\$28,000	\$29,000	\$30,000	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$37,000
Ending Funds Available	\$867,335	\$897,335	\$895,335	\$925,335	\$954,335	\$984,335	\$1,015,335	\$1,047,335	\$1,080,335	\$1,114,335	\$1,149,335	\$1,185,335	\$1,222,335

TEN YEAR FINANCIAL PROJECTION INFORMATION SERVICES 8/19/97

	ACTUAL 1996	REVISED 1996	REVISED 1997	BUDGET 1998	1999	2000	2001	2002	PROJECTED 2003	2004	2005	2006	2007
OPERATING REVENUES													
City D.P. Charges	853,171	852,215	958,220	1,128,004	1,119,719	1,142,113	1,184,958	1,188,255	1,212,020	1,238,260	1,260,985	1,286,205	1,311,929
Interest Earnings	8,897	7,400	12,000	9,000	9,000	18,919	24,067	30,362	20,446	21,673	23,878	27,781	25,264
Telephone Revenue	86,009	92,736	106,712	109,678	115,162	117,465	119,815	122,211	124,655	127,148	129,691	132,285	134,931
Other/Transfer Income	5,000	0	28,250	0	0	0	0	0	0	0	0	0	0
TOTAL OPER REVENUE	953,077	952,351	1,103,182	1,246,682	1,243,881	1,278,497	1,308,837	1,340,828	1,357,121	1,385,081	1,414,555	1,446,271	1,472,124
OPERATING EXPENSES													
ADMINISTRATION													
Salaries	58,776	58,776	60,245	64,084	66,327	68,980	71,739	74,609	77,593	80,697	83,925	87,282	90,773
Benefits	13,931	12,550	12,837	13,488	13,988	14,527	15,108	15,712	16,341	16,994	17,674	18,381	19,116
Operating Expenses	12,085	17,868	20,582	32,829	32,814	34,127	35,492	36,911	38,388	39,923	41,520	43,181	44,908
Total Administration	84,792	89,194	93,664	110,201	113,109	117,633	122,339	127,232	132,322	137,614	143,119	148,844	154,797
PROGRAMMING													
Salaries	172,122	165,456	177,022	188,303	194,894	202,690	210,797	218,228	227,998	237,118	246,603	256,467	266,726
Benefits	40,545	35,966	37,351	39,419	40,998	42,836	44,341	46,115	47,980	49,878	51,873	53,948	56,106
Operating Expenses	4,273	4,538	2,836	600	800	832	865	900	938	973	1,012	1,053	1,095
Total Programming	216,940	205,958	217,009	228,522	236,690	246,158	256,004	266,244	276,894	287,970	299,488	311,468	323,927
OPERATIONS													
Salaries	118,159	122,317	170,112	191,998	198,708	208,656	214,923	223,519	232,460	241,759	251,429	261,486	271,946
Benefits	28,782	29,291	39,695	40,977	42,541	44,243	46,012	47,853	49,767	51,758	53,828	55,981	58,220
Operating Expenses	68,534	75,398	46,820	80,987	61,098	63,542	66,084	68,727	71,476	74,335	77,308	80,401	83,617
Maintenance Contracts	58,438	55,000	87,184	85,380	88,130	91,655	95,321	99,134	103,100	107,224	111,513	115,973	120,612
Total Operations	271,913	282,004	343,811	379,342	390,477	406,098	422,340	439,234	456,803	475,075	494,078	513,841	534,395
TELEPHONE													
Telephone Fees	68,057	85,091	100,819	93,448	97,319	101,212	105,260	109,471	113,849	118,403	123,140	128,065	133,188
Subtotal Telephone	68,057	85,091	100,819	93,448	97,319	101,212	105,260	109,471	113,849	118,403	123,140	128,065	133,188
TOTAL OPER EXPENSE	641,702	662,247	755,283	811,513	837,595	871,099	905,943	942,180	979,868	1,019,062	1,059,825	1,102,218	1,146,307
GROSS OPERATING INC	311,375	290,104	347,899	435,169	406,286	407,399	402,894	398,647	377,253	366,019	354,730	344,053	325,817
CAPITAL EXPENDITURES													
PC Replacement Program	179,528	179,534	157,734	148,000	158,000	149,000	159,000	149,000	159,000	150,000	151,000	150,000	160,000
PC Upgrade Program	75,858	77,049	98,849	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
Financial Systems	32,653	14,374	0	0	0	0	0	240,000	0	0	0	0	0
Software Updates	7,319	20,000	0	67,500	20,000	42,000	23,000	73,000	27,000	48,000	24,000	90,000	31,000
Telephone Systems	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0
Internet Access	13,126	19,925	0	0	0	0	0	0	0	0	0	0	0
Records Management	0	0	0	32,114	0	3,000	3,000	37,000	3,000	3,000	3,000	37,000	3,000
Infrastructure Replacements	0	0	0	0	105,300	78,000	56,000	57,000	137,000	91,000	64,000	56,000	155,000
TOTAL MAJOR CAPITAL	308,484	310,882	256,583	307,814	303,300	293,000	283,000	619,000	350,000	317,000	288,000	400,000	377,000
INC/DEC FUND BAL	2,891	-20,778	91,316	127,555	102,988	114,399	139,884	-220,353	27,253	49,019	88,730	-55,947	-51,183
BEG FUND BALANCE	119,340	119,340	98,562	189,878	317,433	420,419	534,818	874,712	454,359	481,612	530,631	617,361	561,415
END FUND BALANCE	122,231	98,562	189,878	317,433	420,419	534,818	674,712	454,359	481,612	530,631	617,361	561,415	510,232
MIN WORK CAPITAL	98,255	99,337	113,292	121,727	125,839	130,665	135,891	141,327	146,980	152,859	158,974	165,333	171,946
Capital Reserves	25,978	.775	78,586	195,708	294,780	404,153	538,820	313,032	334,632	377,772	458,387	398,062	338,286

IRRIGATION FUND #309

YEAR	1996	1997	1998	1999	PROJECTION								
	ACTUAL	REVISED	BUDGET	BUDGET	2000	2001	2002	2003	2004	2005	2006	2007	2008
PROJECTED RATE INCREASES	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Single Family	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.00	\$17.34	\$17.69	\$18.04	\$18.40	\$18.77	\$19.14	\$19.53
Multi Unit	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.00	\$12.24	\$12.48	\$12.73	\$12.99	\$13.25	\$13.51	\$13.78
Service Fees	118,334	125,000	128,000	127,000	127,000	127,000	128,540	132,131	134,773	137,469	140,218	143,023	145,883
Current Revenues (Not Affected by Rate)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Revenues (Tap Fee)	2,800	1,300	1,300	1,300	1,300	1,300	0	0	0	0	0	0	0
Expenses	107,471	118,495	108,558	113,388	117,824	122,840	127,546	132,648	137,954	143,472	149,211	155,178	161,388
TOTAL: NET REVENUE	14,463	7,805	17,742	14,912	10,376	5,860	1,984	(517)	(3,180)	(6,003)	(8,993)	(12,157)	(15,503)
Net Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Transfer-In	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Outlay & Projects	0	0	0	0	0	5,000	0	0	0	0	0	0	0
Surplus/Deficit	14,463	7,805	17,742	14,912	10,376	680	1,984	(517)	(3,180)	(6,003)	(8,993)	(12,157)	(15,503)
Cash Avail. at Beginning of Year	68,207	85,524	99,728	124,041	147,885	168,855	180,320	194,185	208,235	218,253	223,916	228,893	230,824
Balance Before Interest	80,751	93,328	116,471	138,953	158,262	169,315	182,314	193,647	203,854	210,250	214,823	218,736	219,321
Interest Earned	4,773	5,400	7,571	9,032	10,284	11,005	11,850	12,587	13,198	13,668	13,970	14,088	13,990
FUND BALANCE	85,524	98,728	124,041	147,985	168,551	180,320	194,185	208,235	218,253	223,916	228,893	230,824	226,317
MINIMUM FUND BALANCE	28,888	28,824	27,380	28,347	28,481	30,860	31,887	33,162	34,488	35,868	37,303	38,795	40,347
FINANCIAL RATIOS:													
Current Revenues/Current Expenses	115.48%	110.05%	121.92%	118.97%	116.43%	112.53%	110.85%	109.10%	107.26%	105.34%	103.34%	101.24%	99.07%
Total Revenues/Total Expenses	117.90%	111.14%	123.18%	121.12%	117.53%	109.14%	110.85%	109.10%	107.26%	105.34%	103.34%	101.24%	99.07%

TEN YEAR FINANCIAL PROJECTION INFORMATION SERVICES 8/19/97

	ACTUAL 1996	REVISED 1996	REVISED 1997	BUDGET 1998	1999	2000	2001	2002	PROJECTED 2003	2004	2005	2006	2007
OPERATING REVENUES													
City D.P. Charges	853,171	852,215	958,220	1,128,004	1,119,719	1,142,113	1,184,956	1,188,255	1,212,020	1,236,260	1,260,985	1,286,205	1,311,929
Interest Earnings	8,897	7,400	12,000	9,000	9,000	18,919	24,087	30,362	20,446	21,873	23,878	27,781	25,264
Telephone Revenue	86,009	92,738	108,712	109,676	115,162	117,465	119,815	122,211	124,655	127,148	129,691	132,285	134,931
Other/Transfer Income	5,000	0	26,250	0	0	0	0	0	0	0	0	0	0
TOTAL OPER REVENUE	953,077	952,351	1,103,182	1,246,682	1,243,881	1,278,497	1,308,837	1,340,828	1,357,121	1,385,081	1,414,555	1,446,271	1,472,124
OPERATING EXPENSES													
ADMINISTRATION													
Salaries	58,776	58,776	60,245	64,084	66,327	68,980	71,739	74,609	77,593	80,697	83,925	87,282	90,773
Benefits	13,931	12,550	12,837	13,488	13,968	14,527	15,108	15,712	16,341	16,994	17,674	18,381	19,116
Operating Expenses	12,085	17,868	20,562	32,629	32,814	34,127	35,492	36,911	38,388	39,923	41,520	43,181	44,908
Total Administration	84,792	89,194	93,644	110,201	113,109	117,633	122,339	127,232	132,322	137,614	143,119	148,644	154,797
PROGRAMMING													
Salaries	172,122	165,456	177,022	188,303	194,894	202,690	210,797	219,229	227,998	237,118	246,603	256,467	266,726
Benefits	40,545	35,966	37,351	39,419	40,998	42,638	44,341	46,115	47,960	49,878	51,873	53,948	56,108
Operating Expenses	4,273	4,536	2,636	800	800	832	865	900	936	973	1,012	1,053	1,095
Total Programming	216,940	205,958	217,009	228,522	236,690	246,158	256,004	266,244	276,894	287,970	299,488	311,468	323,927
OPERATIONS													
Salaries	118,158	122,317	170,112	191,998	198,708	206,656	214,823	223,519	232,460	241,759	251,429	261,486	271,946
Benefits	26,782	29,291	39,695	40,877	42,541	44,243	46,012	47,853	49,767	51,758	53,828	55,981	58,220
Operating Expenses	68,534	75,396	46,820	60,987	61,098	63,542	66,084	68,727	71,476	74,335	77,308	80,401	83,617
Maintenance Contracts	58,438	55,000	87,184	85,380	86,130	81,655	95,321	99,134	103,100	107,224	111,513	115,973	120,612
Total Operations	271,913	282,004	343,811	379,342	390,477	406,096	422,340	439,234	456,803	475,075	494,078	513,841	534,395
TELEPHONE													
Telephone Fees	68,057	85,091	100,819	93,448	97,319	101,212	105,260	109,471	113,849	118,403	123,140	128,065	133,188
Subtotal Telephone	68,057	85,091	100,819	93,448	97,319	101,212	105,260	109,471	113,849	118,403	123,140	128,065	133,188
TOTAL OPER EXPENSE	641,702	662,247	755,283	811,513	837,595	871,099	905,943	942,180	979,868	1,019,082	1,059,825	1,102,218	1,148,307
GROSS OPERATING INC	311,375	290,104	347,899	435,169	406,286	407,399	402,894	398,647	377,253	366,019	354,730	344,053	325,817
CAPITAL EXPENDITURES													
PC Replacement Program	179,528	179,534	157,734	148,000	158,000	149,000	159,000	149,000	159,000	150,000	151,000	150,000	160,000
PC Upgrade Program	75,858	77,049	98,849	20,000	20,000	21,000	22,000	23,000	24,000	25,000	26,000	27,000	28,000
Financial Systems	32,653	14,374	0	0	0	0	0	240,000	0	0	0	0	0
Software Updates	7,319	20,000	0	67,500	20,000	42,000	23,000	73,000	27,000	48,000	24,000	90,000	31,000
Telephone Systems	0	0	0	40,000	0	0	0	40,000	0	0	0	40,000	0
Internet Access	13,126	19,925	0	0	0	0	0	0	0	0	0	0	0
Records Management	0	0	0	32,114	0	3,000	3,000	37,000	3,000	3,000	3,000	37,000	3,000
Infrastructure Replacements	0	0	0	0	105,300	78,000	56,000	57,000	137,000	91,000	64,000	56,000	155,000
TOTAL MAJOR CAPITAL	308,484	310,882	256,583	307,614	303,300	293,000	283,000	619,000	350,000	317,000	288,000	400,000	377,000
INC/DEC FUND BAL	2,891	-20,778	91,318	127,555	102,986	114,399	139,894	-220,353	27,253	49,019	88,730	-55,947	-51,183
BEG FUND BALANCE	119,340	119,340	98,562	189,878	317,433	420,419	534,818	674,712	454,359	481,612	530,631	617,361	561,415
END FUND BALANCE	122,231	98,562	189,878	317,433	420,419	534,818	674,712	454,359	481,612	530,631	617,361	561,415	510,232
MIN WORK CAPITAL	98,255	98,337	113,292	121,727	125,639	130,665	135,891	141,327	146,980	152,859	158,974	165,333	171,948
Capital Reserves	25,976	-775	76,586	195,706	294,780	404,163	538,820	313,032	334,632	377,772	458,387	396,062	338,286

Stores Fund #403 / Financial Projection

11/13/97

		Actual 1998	Revised Budget 1997	Proposed Budget 1998	Proposed Budget 1999	PROJECTED						
						2000	2001	2002	2003	2004	2005	2006
STORES OPERATIONS												
REVENUE:												
	Rate											
Charges For Service - Outside	2.0%	18,178	12,100	12,000	12,400	12,648	12,901	13,159	13,422	13,691	13,964	14,244
Stores Overhead Charges	n/a	78,492	79,555	80,000	82,300	81,922	84,398	86,974	89,653	72,440	75,337	78,351
Sale of Surplus Property		2,158	2,000	2,000	2,000	-	-	-	-	-	-	-
Subtotal:		98,828	93,655	94,000	96,700	94,570	97,299	100,133	103,076	86,130	89,302	92,594
EXPENSE:												
Labor	4.0%	64,927	62,912	48,374	50,054	52,058	54,138	56,304	58,556	60,898	63,334	65,868
General Operating	4.0%	1,119	1,187	1,452	1,372	1,427	1,484	1,543	1,605	1,669	1,738	1,805
Cost Of Goods Sold	n/a	15,234	10,000	10,400	10,800	10,540	10,751	10,966	11,185	11,409	11,637	11,870
Interfund Charges	4.0%	10,293	10,164	8,022	8,114	8,439	8,776	9,127	9,492	9,872	10,267	10,677
Operating Equipment	4.0%	-	-	-	-	-	-	-	-	-	-	-
Major Capital	n/a	-	-	-	-	-	-	-	-	-	-	-
Subtotal:		91,573	84,263	68,248	70,340	72,462	75,149	77,940	80,839	83,848	86,974	90,220
STORES OPERATING VARIANCE		5,255	9,392	5,752	6,360	2,108	2,150	2,193	2,237	2,282	2,327	2,374
PRINT SHOP												
REVENUE:												
Print Charges - City	n/a	64,342	66,000	68,640	71,384	73,803	76,650	79,610	82,689	85,891	89,221	92,684
Print Charges - Other	n/a	9,384	9,500	10,195	10,588	10,064	10,452	10,856	11,276	11,712	12,166	12,639
Copy Charges	4.0%	24,560	28,500	29,640	30,828	32,059	33,341	34,675	36,062	37,504	39,004	40,564
Subtotal:		98,286	104,000	108,475	112,798	115,926	120,443	125,140	130,028	135,107	140,391	145,867
EXPENSE:												
Labor	4.0%	38,098	37,004	36,804	38,098	39,622	41,207	42,855	44,569	46,352	48,208	50,134
General Operating	4.0%	58,808	54,614	57,172	59,442	61,820	64,292	66,864	69,539	72,320	75,213	78,222
Interfund Charges	4.0%	2,120	3,322	3,271	3,338	3,469	3,608	3,753	3,903	4,059	4,221	4,390
Operating Equipment	4.0%	8,995	1,295	700	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Major Capital	n/a	-	-	-	-	10,000	-	10,000	-	-	10,000	-
Subtotal:		108,019	98,235	97,947	103,876	117,911	122,107	126,472	131,011	135,731	140,640	145,746
PRINT SHOP VARIANCE		(7,753)	7,765	10,528	8,922	(1,985)	8,335	(1,331)	9,016	9,376	(249)	10,141
TOTAL												
TOTAL REVENUE		195,094	197,655	182,475	189,498	190,495	197,742	205,274	213,102	221,237	229,693	238,481
TOTAL EXPENDITURES		197,592	180,498	168,195	174,216	190,373	187,257	204,412	201,849	209,579	227,614	225,966
NET VARIANCE		(2,498)	17,157	16,280	15,282	123	10,485	862	11,252	11,658	2,078	12,515
BEGINNING WORKING CAPITAL												
ENDING WORKING CAPITAL		251,037	248,539	265,698	281,976	297,258	297,380	307,868	308,728	319,980	331,638	333,716
Beginning Inventory		248,539	265,698	281,976	297,258	297,380	307,868	308,728	319,980	331,638	333,716	348,231
+ (-) Change In Inventory		278,174	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919
(19,255)		(19,255)	-	-	-	-	-	-	-	-	-	-
LESS: ENDING INVENTORY		258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919	258,919
EQUIPMENT RESERVE		-	-	-	-	-	-	-	-	-	-	-
ENDING FUNDS AVAILABLE		(10,380)	8,777	23,057	38,339	38,461	48,947	49,869	61,081	72,719	74,797	87,312

EQUIPMENT FUND #402

	1996 Actual	1997 Revised	1998 Proposed	1999 Proposed	2000	2001	2002	2003	2004	2005	2006	2007
EQUIPMENT SHOP'S OPERATIONS:												
OPERATING REVENUE												
City Equipment Rental	888,551	898,151	890,830	888,038	81,028,810	81,087,588	81,107,820	81,148,588	81,182,844	81,237,934	81,284,828	81,333,091
City Fuel Charges	180,448	205,200	213,400	221,838	230,813	240,048	248,848	258,834	270,018	280,820	282,053	303,735
Equip. Maint. Charge	24,013	10,800	11,232	11,881	12,148	12,834	13,140	13,885	14,212	14,781	15,372	15,987
Charges To Other Gov't's.	18,088	20,800	21,500	22,380	23,254	24,185	25,182	26,158	27,204	28,293	29,424	30,801
Other Miscellaneous	1,855	18,852	0	0	0	0	0	0	0	0	0	0
TOTAL OPERATING REVENUE:	81,123,833	81,183,803	81,177,062	81,228,013	81,285,027	81,344,451	81,385,788	81,448,053	81,504,378	81,581,827	81,821,477	81,883,414
OPERATING EXPENSES												
Personnel	838,583	842,585	844,842	845,331	8475,408	8482,047	8509,288	8527,083	8545,541	8584,835	8584,387	8804,851
Operating Expense	888,377	743,182	738,888	785,488	788,118	827,884	881,082	895,828	831,347	888,800	1,007,344	1,047,838
Operating Capital	2,577	13,735	7,585	1,588	8,500	8,840	8,184	8,581	8,844	10,342	10,755	11,185
Major Capital	17,888	42,351	20,000	0	15,800	15,800	18,224	18,873	17,548	18,250	18,888	18,738
TOTAL OPERATING EXPENSE	81,875,445	81,223,873	81,208,833	81,228,418	81,285,027	81,344,451	81,385,788	81,448,053	81,504,378	81,581,827	81,821,477	81,883,414
OPERATING INCOME (LOSS)	848,488	858,278	858,271	858,445	88	88	88	88	88	88	88	88
EQUIPMENT REPLACEMENT:												
REVENUE												
Equipment Accruals	81,153,514	81,201,353	81,281,518	81,282,000	81,180,000	81,180,000	81,180,000	81,180,000	81,180,000	81,180,000	81,180,000	81,180,000
Pooled Interest Earnings	8205,087	8215,000	8210,000	8205,000	8289,878	8287,443	8281,731	8311,325	8318,088	8308,833	8278,738	8278,411
Sales Of Equipment	848,885	854,728	832,447	853,888	865,188	838,220	841,720	848,585	858,885	888,320	854,875	854,875
Other	88	88	88	88	88	88	88	88	88	88	88	88
TOTAL REPLACEMENT INCOME	81,488,888	81,471,882	81,533,881	81,550,888	81,814,878	81,485,883	81,483,451	81,520,820	81,537,885	81,535,153	81,483,813	81,488,888
EQUIPMENT PURCHASES	81,458,188	8877,488	8828,888	81,548,888	81,888,888	81,882,888	81,182,888	81,417,888	81,711,888	81,852,888	81,545,888	81,545,888
NET REPLACEMENT	8847,888	8883,882	8883,881	8888,888	8845,888	8873,883	8881,451	8883,820	8883,885	8883,885	8883,885	8883,888
TOTAL FUND REVENUE	82,532,538	82,884,888	82,711,823	82,775,813	82,888,888	82,810,114	82,888,218	82,888,873	83,042,345	83,088,888	83,115,288	83,173,888
TOTAL FUND EXPENSE	82,531,813	82,181,353	82,134,833	82,788,418	83,155,027	82,438,451	82,587,788	82,888,053	83,215,378	83,518,827	83,188,477	83,228,414
NET FUND VARIANCE	8888	8583,332	8578,888	8888	8845,888	8373,883	8381,451	8883,820	8883,885	8883,885	8883,885	8883,888
BEGINNING BALANCE	83,388,888	83,310,820	83,873,852	84,488,842	84,488,837	84,114,507	84,488,170	84,788,821	84,883,541	84,720,588	84,383,858	84,252,472
END OF YEAR FUND BALANCE	83,318,820	83,478,852	84,458,842	84,458,837	84,114,507	84,488,170	84,788,821	84,883,541	84,720,588	84,383,858	84,252,472	84,197,858
END OF YEAR ACCRUALS	84,148,882	84,743,284	85,350,355	85,381,255	85,818,224	85,388,887	85,881,338	85,785,258	85,822,224	85,285,377	85,154,188	85,888,875
PERCENT ACCRUALS FUNDED	88%	82%	83%	83%	82%	83%	84%	84%	84%	83%	83%	82%

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SELF INSURANCE FUNDS 4041 & 4042: LONG-RANGE FINANCIAL PROJECTIONS

11/13/97

	Actual 1996	Budget 1997	<--PROPOSED-->									
	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007		
4042: PROPERTY/LIABILITY												
<i>Expenditures</i>												
Risk Management Charges	\$27,405	\$29,859	\$33,399	\$35,024	\$47,099	\$49,454	\$51,927	\$54,523	\$57,249	\$60,111	\$63,117	\$66,273
Insurance costs	\$50,509	\$114,852	\$126,883	\$134,490	\$118,754	\$125,648	\$132,949	\$138,267	\$143,798	\$149,550	\$155,532	\$161,753
Loss Payments	\$116,162	\$112,000	\$120,808	\$125,640	\$130,666	\$135,893	\$141,328	\$146,981	\$152,861	\$158,975	\$165,334	\$171,947
Total Expenditures	\$194,076	\$256,711	\$281,090	\$295,154	\$296,519	\$310,995	\$326,204	\$339,772	\$353,908	\$368,637	\$383,983	\$399,974
<i>Revenues</i>												
Interfund Charges	\$240,633	\$252,694	\$257,718	\$262,872	\$268,130	\$273,492	\$278,962	\$284,541	\$290,232	\$296,037	\$301,958	\$307,997
Interest Income	\$98,236	\$108,408	\$127,142	\$134,497	\$142,698	\$149,955	\$157,067	\$164,065	\$170,981	\$177,781	\$184,423	\$190,864
CIRSA Premium rebates	\$110,465	\$42,412	\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$449,334	\$403,514	\$404,860	\$417,369	\$410,828	\$423,447	\$436,030	\$448,606	\$461,213	\$473,818	\$486,381	\$498,861
Beginning Funds Available	\$1,524,458	\$1,779,716	\$1,926,519	\$2,050,289	\$2,172,504	\$2,286,813	\$2,399,265	\$2,509,091	\$2,617,925	\$2,725,230	\$2,830,411	\$2,932,809
plus total revenues	\$449,334	\$403,514	\$404,860	\$417,369	\$410,828	\$423,447	\$436,030	\$448,606	\$461,213	\$473,818	\$486,381	\$498,861
less total expenses	\$194,076	\$256,711	\$281,090	\$295,154	\$296,519	\$310,995	\$326,204	\$339,772	\$353,908	\$368,637	\$383,983	\$399,974
Ending Funds Available	\$1,779,716	\$1,926,519	\$2,050,289	\$2,172,504	\$2,286,813	\$2,399,265	\$2,509,091	\$2,617,925	\$2,725,230	\$2,830,411	\$2,932,809	\$3,031,896
Reserves for Known Insurance Claims	\$218,232	\$223,716	\$229,474	\$235,520	\$246,118	\$257,194	\$268,767	\$280,862	\$293,501	\$306,708	\$320,510	\$334,933
Balance Available for Loss Reserves	\$1,561,484	\$1,702,803	\$1,820,815	\$1,936,984	\$2,040,695	\$2,142,071	\$2,240,324	\$2,337,063	\$2,431,729	\$2,523,703	\$2,612,299	\$2,696,963
Fund Goal: 8x known claim reserves	\$1,745,856	\$1,789,728	\$1,835,792	\$1,884,160	\$1,968,947	\$2,057,550	\$2,150,140	\$2,246,896	\$2,348,008	\$2,453,666	\$2,564,081	\$2,679,465
Variance	(\$184,372)	(\$86,925)	(\$14,977)	\$52,824	\$71,747	\$84,522	\$90,184	\$90,167	\$83,724	\$70,037	\$48,217	\$17,298
4042: WORKERS COMPENSATION												
<i>Expenditures</i>												
Risk Management Charges	\$54,821	\$59,718	\$66,799	\$70,047	\$82,919	\$87,085	\$91,419	\$95,990	\$100,789	\$105,829	\$111,120	\$116,676
Insurance Costs	\$21,199	\$23,600	\$24,780	\$26,019	\$35,591	\$37,014	\$38,495	\$40,035	\$41,636	\$43,302	\$45,034	\$46,835
Contracts/Fees	\$45,224	\$44,602	\$47,010	\$49,745	\$73,774	\$76,725	\$79,794	\$82,986	\$86,305	\$89,758	\$93,348	\$97,082
Claims Paid	\$266,344	\$234,500	\$445,393	\$458,286	\$471,270	\$484,104	\$497,936	\$512,874	\$528,260	\$544,108	\$560,431	\$577,244
Total Expenditures	\$387,588	\$362,420	\$583,982	\$604,097	\$663,554	\$684,909	\$707,644	\$731,884	\$756,991	\$782,996	\$809,933	\$837,837
<i>Revenues</i>												
Interfund Charges	\$597,256	\$620,297	\$584,758	\$590,605	\$596,511	\$602,476	\$611,513	\$623,744	\$639,337	\$658,517	\$681,565	\$715,644
Interest Income	\$117,972	\$101,946	\$146,146	\$152,873	\$182,981	\$190,138	\$196,806	\$203,065	\$209,027	\$214,842	\$220,688	\$226,996
CIRSA Safety Incentives	\$10,240	\$4,803	\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenues	\$725,468	\$727,046	\$735,404	\$747,978	\$779,492	\$792,614	\$808,319	\$826,809	\$848,364	\$873,360	\$902,254	\$942,640
Beginning Funds Available	\$1,803,304	\$2,141,184	\$2,505,810	\$2,657,232	\$2,801,113	\$2,917,052	\$3,024,757	\$3,125,433	\$3,220,357	\$3,311,730	\$3,402,094	\$3,494,415
plus total revenues	\$725,468	\$727,046	\$735,404	\$747,978	\$779,492	\$792,614	\$808,319	\$826,809	\$848,364	\$873,360	\$902,254	\$942,640
less total expenses	\$387,588	\$362,420	\$583,982	\$604,097	\$663,554	\$684,909	\$707,644	\$731,884	\$756,991	\$782,996	\$809,933	\$837,837
Ending Funds Available	\$2,141,184	\$2,505,810	\$2,657,232	\$2,801,113	\$2,917,052	\$3,024,757	\$3,125,433	\$3,220,357	\$3,311,730	\$3,402,094	\$3,494,415	\$3,599,218
Reserves for Known Ins Claims	\$732,484	\$752,079	\$774,641	\$797,881	\$821,817	\$846,472	\$871,866	\$898,022	\$924,962	\$952,711	\$981,293	\$1,010,731
Balance Available for Loss Reserves	\$1,408,700	\$1,753,731	\$1,882,591	\$2,003,232	\$2,095,235	\$2,178,285	\$2,253,567	\$2,321,835	\$2,386,828	\$2,449,383	\$2,513,122	\$2,588,487
Fund Goal: 2.5x known claim reserves	\$1,831,210	\$1,880,198	\$1,936,603	\$1,994,702	\$2,054,543	\$2,116,179	\$2,179,664	\$2,245,054	\$2,312,406	\$2,381,778	\$2,453,231	\$2,526,828
Variance	(\$422,510)	(\$126,467)	(\$54,013)	\$5,531	\$40,692	\$62,107	\$73,903	\$77,281	\$74,362	\$67,605	\$59,891	\$61,658

JOINT SEWER FUND #902

YEAR	Revised 1997	Budget 1998	Budget 1999	2000	2001	2002	2003	2004	2005	2006	2007
PROJ.RATE INCREASE	0.00%	0.00%	0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
FULL SERVICE RATE	\$11.41	\$11.41	\$11.41	\$11.69	\$11.99	\$12.29	\$12.59	\$12.91	\$13.23	\$13.56	\$13.90
CHARGES FOR SERVICES	\$3,943,029	\$4,041,538	\$4,142,513	\$4,339,489	\$4,545,832	\$4,761,987	\$4,988,419	\$5,225,818	\$5,474,096	\$5,734,390	\$6,007,060
INTERGOVERNMENTAL	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
INTERFUND CHARGES(Storm Sewer)	\$80,000	\$80,000	\$80,000	\$83,200	\$86,528	\$89,889	\$93,589	\$97,332	\$101,228	\$105,275	\$109,488
CAPITAL PROCEEDS (FUNDS 903,908)	\$375,816	\$331,814	\$181,895	\$184,731	\$191,871	\$199,226	\$207,429	\$216,329	\$225,884	\$236,388	\$231,832
CAPITAL PROCEEDS(FUND 902,905)	\$841,582	\$803,544	\$823,832	\$582,500	\$582,500	\$582,500	\$582,500	\$582,500	\$582,500	\$582,500	\$582,500
OTHER	\$282,388	\$285,538	\$300,451	\$307,982	\$315,861	\$323,553	\$331,842	\$339,833	\$348,431	\$357,142	\$366,070
LESS OPERATING EXPENDITURES	\$3,219,084	\$3,317,535	\$3,385,447	\$3,531,285	\$3,672,515	\$3,818,418	\$3,972,183	\$4,131,080	\$4,296,324	\$4,468,177	\$4,646,904
OPERATING REVENUE	\$2,021,433	\$1,939,481	\$1,832,393	\$1,838,856	\$1,714,016	\$1,784,288	\$1,879,744	\$1,970,699	\$2,067,482	\$2,170,376	\$2,283,874
ADD INTEREST INCOME	\$443,500	\$452,000	\$483,000	\$500,843	\$510,872	\$533,685	\$560,318	\$581,180	\$630,429	\$654,970	\$784,050
NET REVENUE	\$2,464,933	\$2,391,481	\$2,295,393	\$2,139,499	\$2,224,888	\$2,327,871	\$2,440,080	\$2,561,879	\$2,697,891	\$2,825,346	\$3,028,024
LESS DEBT SERVICE	\$868,325	\$889,650	\$857,700	\$858,885	\$932,648	\$918,848	\$914,973	\$997,413	\$1,217,275	\$0.00	\$0
LESS MAJOR CAPITAL	\$1,421,923	\$1,038,878	\$1,151,202	\$1,124,779	\$942,906	\$898,423	\$1,050,247	\$1,080,840	\$1,103,087	\$1,147,180	\$1,193,074
TO/FROM CASH AVAILABLE BEGIN OF YEAR	\$173,685	\$482,135	\$288,481	\$155,834	\$349,434	\$409,700	\$474,840	\$603,826	\$377,549	\$1,878,158	\$1,834,950
ADD CASH AVAIL FROM END OF PREVIOUS YEAR	\$8,762,983	\$8,936,848	\$7,418,783	\$7,705,274	\$7,861,108	\$8,210,542	\$8,820,242	\$9,095,082	\$9,698,908	\$10,078,457	\$11,754,613
END OF YEAR BALANCE (Sur/Def + Cash Avail)	\$8,936,668	\$7,418,783	\$7,705,274	\$7,861,108	\$8,210,542	\$8,820,242	\$9,095,082	\$9,698,908	\$10,078,457	\$11,754,613	\$13,589,563
NOTES:											
RATIO:Current Revenue/Current expenses	107.28%	107.32%	108.28%	110.25%	109.81%	111.74%	113.54%	115.68%	110.72%	143.00%	145.71%
RATIO:Total Revenue/Total expenses	103.15%	109.22%	105.30%	102.83%	108.30%	107.14%	108.00%	109.92%	105.71%	128.89%	131.42%
Bond Covenant Revenue Require.(expen + (debt * 120%)	\$4,282,284	\$4,381,115	\$4,424,887	\$4,581,827	\$4,791,893	\$4,923,234	\$5,070,180	\$5,207,976	\$5,757,054	\$0	\$0
Bond Covenant Revenue	\$4,466,529	\$4,751,987	\$4,895,513	\$4,923,532	\$5,143,332	\$5,385,861	\$5,642,324	\$5,914,131	\$6,205,751	\$0	\$0
Bond Covenant Revenue Coverage Ratio(- > 1)	1.05	1.05	1.08	1.08	1.07	1.09	1.11	1.14	1.08	#DIV/0!	#DIV/0!

GLOSSARY

Accrual Accounting: A basis of accounting in which revenues and expenditures are recorded at the time they are earned or incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, a revenue which was earned in December, but not collected until January, is recorded as revenue of December rather than January.

Appropriation: An authorization of a specific amount of money made by the City Council which permits the City to incur obligations and to make expenditures of resources.

Appropriation Ordinance: The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.

Assessed Valuation: The value that is established for real or personal property by the County Assessor for the purpose of levying property taxes.

Budget: A financial plan for a specified period of time (fiscal year) that balances projected revenues and fund balance appropriations to estimated expenditures and operating transfer obligations.

Capital Improvement Project: A permanent addition to the City's assets and includes design, construction and purchase of land, buildings and facilities.

Capital Outlay: Represents expenditures which result in the acquisition or addition to fixed assets including: land, buildings, streets and street improvements, recreation facilities, sewer & water lines, and machinery or equipment with an expected life of more than one year.

Cash Accounting: A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year.

Debt Service: The payment of principal, interest, and bond reserve requirements on borrowed funds such as notes and bonds.

Division: A group which is comprised of a specific operation within a functional area. City Departments may contain one or more divisions.

Encumbrance: An administrative control under which a commitment to purchase an item or service is recorded; thus the money is not available for new expenditure commitments. The use of encumbrances prevents overspending and permits officials to be certain of how much money is available for new commitments.

Enterprise Funds: Enterprise Funds are used to account for operations that are financed and operated similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The rate schedules for these services are established to ensure that revenues are adequate to meet all necessary expenditures. Enterprise Funds in the City of Grand Junction include; Water Fund, Sewer Fund, Sanitation Fund, Two Rivers Plaza, Swimming Pools, Golf Course, Cemetery Fund, and the Parking Authority Fund.

Expenditure: The outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. Note that an encumbrance is not an expenditure, but reserves funds to be expended.

Fiscal Year: The time period designated by the City signifying the beginning and ending period for recording financial transactions. For the City of Grand Junction, the fiscal year is the calendar Year, January 1 through December 31.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or governmental functions. Eight commonly used fund groups in governmental accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, and special assessment funds.

General Fund: The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in other funds. General Fund revenues include sales and use taxes, property taxes, licenses and permits, intergovernmental, and other types of revenue. This fund includes most of the basic operating services including police, Fire, Finance, Public Works, Parks & Recreations, and General Administration.

Interfund Transfers: Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the funds receiving the transfer.

Internal Service Fund: Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis; for example, Data Processing Fund, Stores Fund, and the Communications Center Fund.

Levy: To Impose taxes, special assessments, or service charges for the support of City activities.

Millage: The tax rate on real property, based on 1 mill equal \$1 per \$1,000 of assessed property value.

Operating Budget: The expenditure plan for continuing every-day expenditures such as personnel, utilities, contractual services, debt service, commodities, and operating capital requirements.

Operating Capital: As identified in this document, operating capital refers to expenditures that are capital in nature (i.e. an additional to fixed assets~, which are over \$500.00 yet under \$10,000.

Personnel Expenses: Salaries, wages, federal and state withholding and fringe benefits such as pensions and insurance.

Property Tax: A tax which is levied on both real and personal property according to that property's valuation, assessment rate, and millage.

Reserve Fund Balance: The portion of a fund's balance that is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

Revenue: Funds the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

Risk Management: An organized attempt to protect an entities assets against accidental loss in the most economical method.

Self-Insurance: The underwriting of one's own insurance rather than purchasing coverage from a private provider.

Special Assessment: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Tax Increment Financing: A mechanism for using property taxes to stimulate investment in economically depressed areas. This involves identifying the depressed area, then reinvesting property taxes generated as a result of new construction in projects designed to further enhance the area's economic vitality.

Unreserved Fund Balance: The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

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