



*Portrait of a New Millenium*

***City of Grand Junction, Colorado  
2000-2001  
Biennial Budget***



## ***The End of an Era***

*114 years of dedicated service ended in June of 1999 as Grand Junction's City Hall building was brought to the ground. Though the demolition of this historic icon was a sad event, it was the only option left for the decaying structure. The original Lowell Grade School, connected to the original City/County Library, had gone through numerous facelifts and additions while watching Grand Junction grow from a small, insignificant cow town to the hub of the western slope.*

*The maturing of the City of Grand Junction into a major economic center is the culmination of an incredible vision. New residents, new business and a strong economy have enabled this vision to be realized. The new City Hall keeps in step with that idea and offers the citizens of Grand Junction a streamlined, state-of-the-art way of conducting business.*

*Slated to be completed in July of 2000, the new City Hall, depicted on the front cover, looks forward to at least another 114 years of dedicated service, and welcomes the new millennium as the beginning of great things to come.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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

**For the Biennium Beginning  
January 1, 1998**

*Douglas R. Ellsworth*  
President

*Jeffrey L. Esser*  
Executive Director

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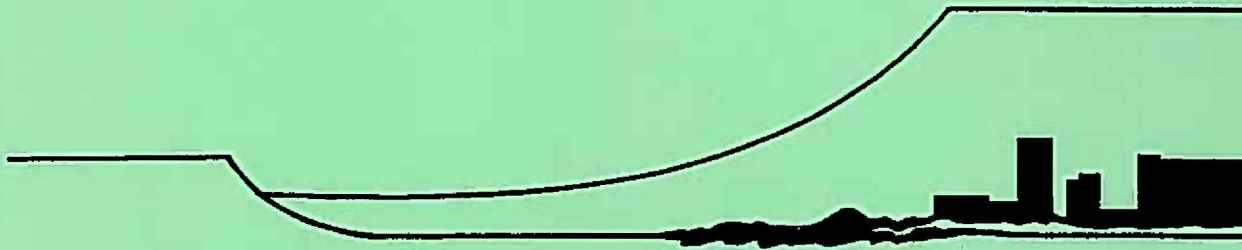


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## INTRODUCTION

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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 17, 2000



City of Grand Junction Colorado  
515 28 Road  
Grand Junction, Colorado 81501  
Fax Number (970) 244-1599

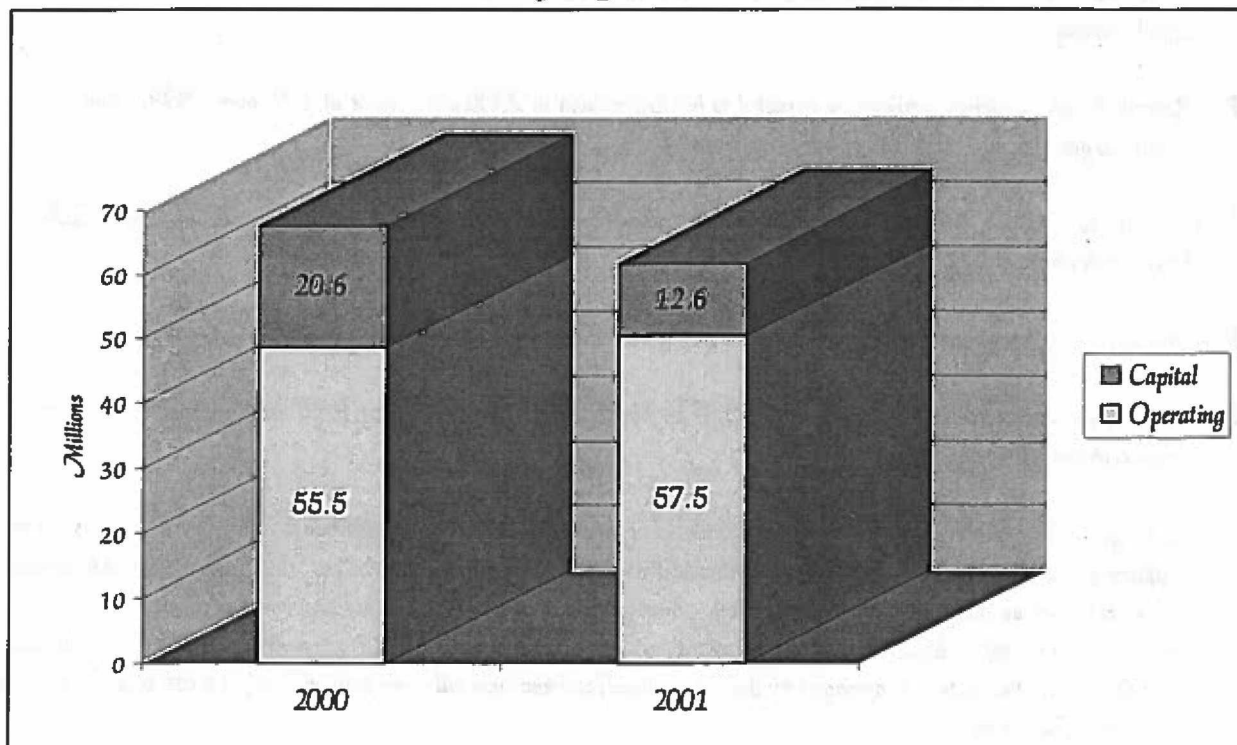
*Honorable Mayor and Members of the City Council:*

*I am pleased to present to you the Biennial Budget for the new millenium and the two fiscal years 2000 and 2001. 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 2000-2001 document includes enhancements from the previous report. Also, we have included our Performance Measurement data sheets for the second time 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 2000 and 2001.*

*As adopted by the City Council on December 15, 1999, the total budget for the year beginning January 1, 2000 is \$76,054,940. The budget for fiscal year 2001 totals \$70,054,928. 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.*

## Biennial Budget For 2000 & 2001



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 nine years. To some extent, this activity drives the revenue projections and expenditure levels found in this budget.

### Key Statistical Measures

	<u>1990</u>	<u>1999</u>	<u>% Change</u>	<u>Rate Of Annual Growth</u>
Sales Tax Licenses	1,933	3,595	86.0%	7.1%
Lane Miles of Streets	380	522	37.4%	3.6%
Population	29,034	44,390	52.6%	4.8%
Development Activity	365	1,305	257.5%	15.2%
Police Calls For Service	29,163	42,000	44.0%	4.1%
Number of Housing Units	13,698	19,300	40.9%	3.9%
Trash Customers	9,375	11,743	25.3%	2.5%
<u>Average Growth of these Indicators</u>			<u>81.6%</u>	<u>6.2%</u>

Full-Time City Employees	370	490	32.4%	3.2%
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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 are projected to decrease by \$4.1 million in 2000 and increase by \$2.9 million in 2001 and is a direct function of capital spending..
- ☞ Revenue for all municipal services are expected to be \$62 million in 2000 an increase of 4.2% over 1999; while 2001 is expected to grow to only \$63 million or 1.3% over 2000.
- ☞ Operating costs for all Municipal Services before capital costs are expected to be \$48.6 million and \$50.3 million in 2000 and 2001 respectively, a 3.4% increase for each year.
- ☞ City Sales Tax Revenue is expected to grow at a slower rate in the future and is estimated at 9% in 2000 and 8% in 2001.
- ☞ Property tax revenue will grow by \$122,000 (or 4.1%) in 2000 as the assessment for 1999 increased because of \$77 million in new construction during 1998.
- ☞ The budget includes funding for 48 new positions with 33 being added in 2000 and an additional 15 in 2001. This is our most significant increase in many years and is due to continued growth and service demand increases. These include staffing in some new service areas such as four people in Golf Pro Shop Management, as those services are being taken in-house; five positions in Police Services to staff Mesa State College, 79% of the cost will be covered by the college with only \$72,000 affecting our budget in 2000 provided the contract is approved by the City Council; and four new full-time janitorial staff at a cost of \$50,000, (net of the current Janitorial Services Contract)..

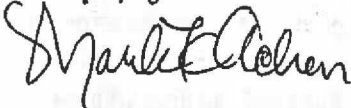


- ☞ No utility rate increases are being proposed for 2000 for any of the utilities, water, sewer and solid waste. Needs for 2001 will be evaluated in late 2000.
- ☞ Golf revenues are expected to increase by 5.1% in 2000 as a result of a 6% rate increase in green fees and a 2% increase in season tickets.
- ☞ Rate increases are being proposed for both pools in 2000 and 2001 at 4.5% and 3.6% respectively, while various general recreation fee increases will be proposed later this year.
- ☞ The spending plan for Major Capital Improvements will peak in 2000 at \$20.6 million and then return to a more normal \$12.6 million in 2001.
- ☞ For the first time since the passage of the Labor Amendment in 1992, the City is projected to be in an excess revenue position relative to revenue limits in the year 1999 of \$1.1 million. Options for dealing with any overage will be provided to the Council this spring.

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

# City Council Goals for 2000 and Beyond

## I. SHORT TERM GOALS & OBJECTIVES

Two main goals were identified in this category. The first one deals with a recreation/senior center. This goal involves planning for the possible development of such a center. This is to include a survey to determine public priorities and support for funding a recreation/senior center. A communications strategy will be needed and a decision will be necessary by the summer of 2000 in order to place an initiative on the November, 2000 ballot. Parks Director Joe Stevens has started work on this project. The Parks Department and the Parks Board are in the process of working out the details of a survey with a consulting firm.

The second major short-term goal is the code rewrite and zoning map. This includes finishing the rewrite of the City's development code and making appropriate changes to the zoning map. Different options to accomplish this in a timely manner need to be discussed. It was suggested that we try to accomplish this by the fall.

### *Current Status*

- RRC Associates has been retained to conduct a survey to gauge citizen support for parks and recreation capital improvements. This survey will help identify desired improvements as well as funding options and willingness to pay for improvements. The survey will be presented to the parks Board in late November or early December for follow-up in 2000. This may also require a Park Master Plan update before any election.
- The final workshops for the new code and zoning map have been held. The final draft of the code should be available for review in late December. Public hearings for the new development code and zoning map will be held in February with adoption to follow.

## II. 2-10 YEAR LIST

This group discussed goals that fall in the two to ten year range. The first goal in this area is the development of neighborhoods. This includes developing programs and services oriented around neighborhoods and strengthening

them and helping them to help themselves. We should also examine the possibility of customizing services so that neighborhoods can receive services geared more toward their needs and desires. The Community Development Department will be responsible for pulling this program together.

A second goal in this area is to speak with a single voice in the valley for water. This entails working with other water entities develop a unified position with respect to water and water use in the area. We should recognize that we have similar interests and threats here in the valley when it comes to our water. We should work together on this issue as we can accomplish more by combining our efforts.

A few other goals were mentioned that fall within this time frame. These include the preservation of open space, developing philosophy statements and redefining our relationship with the Grand Junction Rural Fire Protection District.

### *Current Status*

- The goal of developing a neighborhood services program is in the range of two to ten years. It is anticipated that it will be one to two years before the Community Development Department begins developing and coordinating such a program.
- Over the past three years municipal and agricultural water users have jointly participated in and have spoken with one voice on the statewide development of the "programmatic biological opinion". This deals with the recovery of endangered fish in the Colorado River between Palisade and Grand Junction.
- Staff has begun an effort to hold regular roundtable discussions with municipal and agricultural water providers. The purpose of these discussions will be to work together on water issues and challenges. The first meeting was held December 9th.
- The City has adopted buffer zones with Mesa County, Fruita and Palisade. The City has discussed funding a first project to preserve these areas in 2000. Two joint meetings have been held to discuss this issue.
- The Public Works & Utilities Department has been an integral part of the Grand Mesa Slopes Plan. This plan and process brings together various interests to work toward common goals. One of these goals is the preservation of open space.

- The acquisition of the Purdy Mesa Livestock Water Company provides an opportunity for the City to influence land use and open space through the implementation of the Mesa County Growth Management Plan in the Kannah Creek area.
- City Council has met with the Rural Fire District Board. A suggested goal was to reach a common solution by early summer 2000. The Fire Chief will schedule future meetings between Council and the Fire District Board.
- A consultant has just finished a study of the emergency medical services system. This report will be presented to Council in the near future.
- The Civic Forum has sponsored a Citizen Focus Group on fire and emergency medical services. A public meeting on this topic was recently held and the Forum will continue work on this project into 2000.

### III. LONG RANGE VISION

This goal entails the development of a long-range vision for the entire community. It was discussed that we need to know where our citizens want us to be in 25 years so we can use that information now to help guide our decisions. We don't need to reinvent everything, as we might be able to use some information that has already been developed by different groups in the community. Several different examples of how to accomplish this were suggested such as the Vail Tomorrow effort and the American Assemblies process. It was suggested that we put money in the budget for this and begin the process after we complete the code rewrite and zoning map.

#### *Current Status*

- The visioning process will begin in 2000 after the new code is adopted. The budget includes \$20,000 for this project. Council needs to provide direction on this issue and staff will develop various options for such a process.

### IV. SHORT TERM VS. LONG TERM AND FEEDBACK

This goal covers two different ideas. The first idea is to balance short term and long term consequences when making decisions. It was suggested that we remember the growth plan values and the relation to our vision when we are making decisions. It may be worthwhile to have a quarterly review of our goals and objectives. The City

Manager's office will be responsible for providing quarterly updates to the Council.

Also, it was discussed that we should change the structure of the Monday workshops in order to make them more productive. Suggested changes include a social activity or time for Council to discuss general items at the beginning of the meeting, reviewing the Wednesday agenda first, limiting the number and extent of presentations, require written requests by presenters and better focussing on the goal or desired outcome of the meeting.

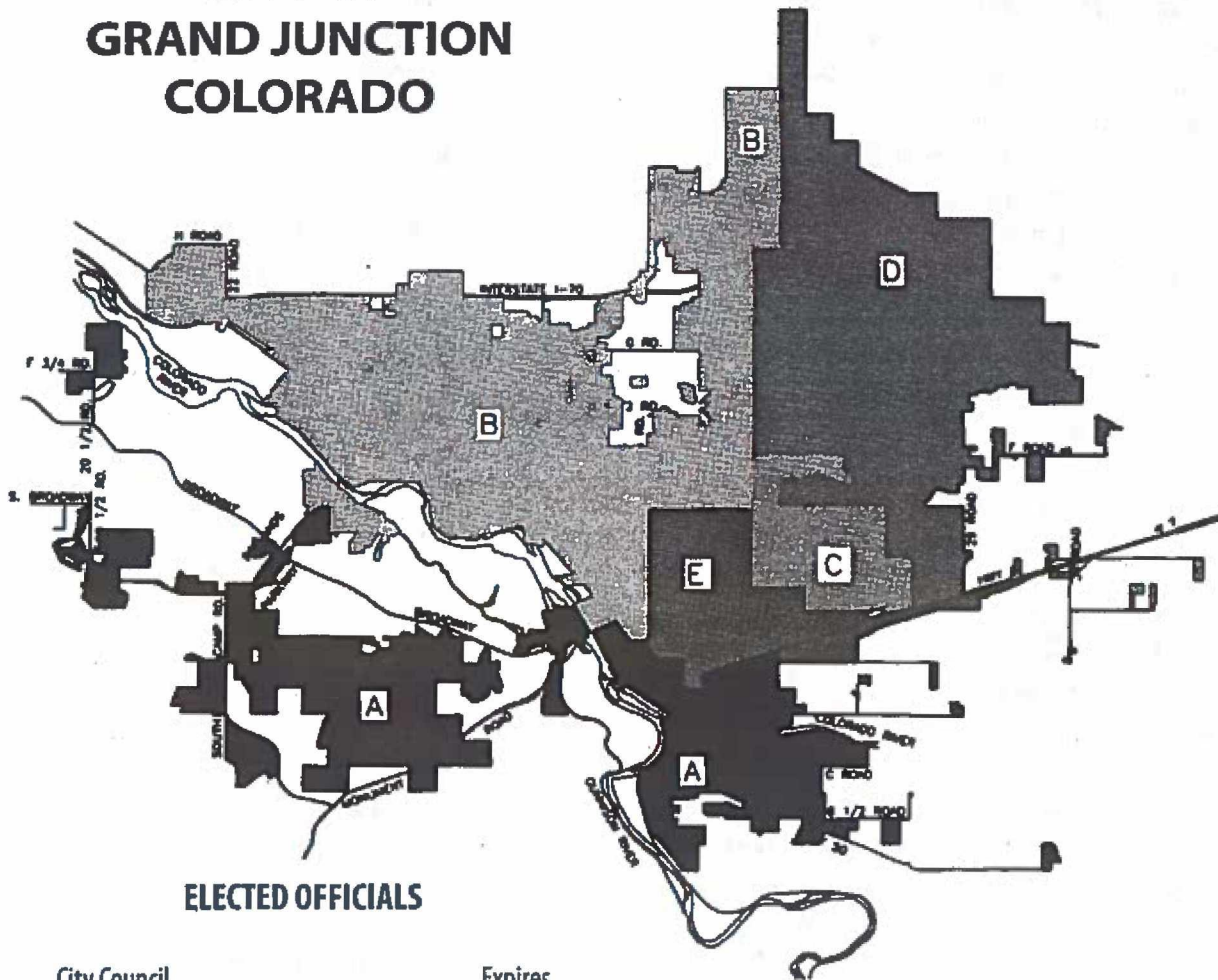
The second area under this goal deals with the desire to have feedback regarding decisions that have been made. Council is called upon to make some tough decisions and they don't get the change to see the consequences of these decisions. It would be a good idea for the Council to see what happens after they make a decision on an item. One way to do this is to have a section on each agenda item where the Council can request that they be updated on the item in the future. For example, have a report back to Council on project six to twelve months after it is completed so they can see the actual impacts and consequences of their decision.

#### *Current Status*

- Council was provided with both a summary of the retreat and notes taken at the retreat. This report will be the first update since that information was provided. It is planned that Council will receive a regular update on the progress we are making on the goals.
- The structure of the Monday night workshop has been changed in accordance with this goal. The new format seems to be working well. Council can review this and make any additional changes as desired.
- The agenda form for City Council meetings has been changed. A new section has been added where Council can request to have a report back on the particular item in the future. This has not been used very often.
- There are several projects that staff is preparing to report back to Council on in the near future. Some of these projects are the 12<sup>th</sup> Street pedestrian issue at Mesa State College, other traffic safety improvements, the new graffiti removal program, parking enforcement in the downtown area, and the woodstove replacement program. Additional items are scheduled for presentation and discussion at Council workshops during the next three months.



# CITY OF GRAND JUNCTION COLORADO



## ELECTED OFFICIALS

City Council	Expires
Cindy Enos-Martinez - District A	May 2001
Jim Spehar - District B	May 2003
Reford Theobald - District C	May 2003
Jack Scott - District D	May 2001
Earl Payne - District E	May 2001
Janet Terry - At Large	May 2003
Gene Kinsey, Mayor - At Large	May 2001

## ELECTION DISTRICT BOUNDARIES JANUARY, 2000

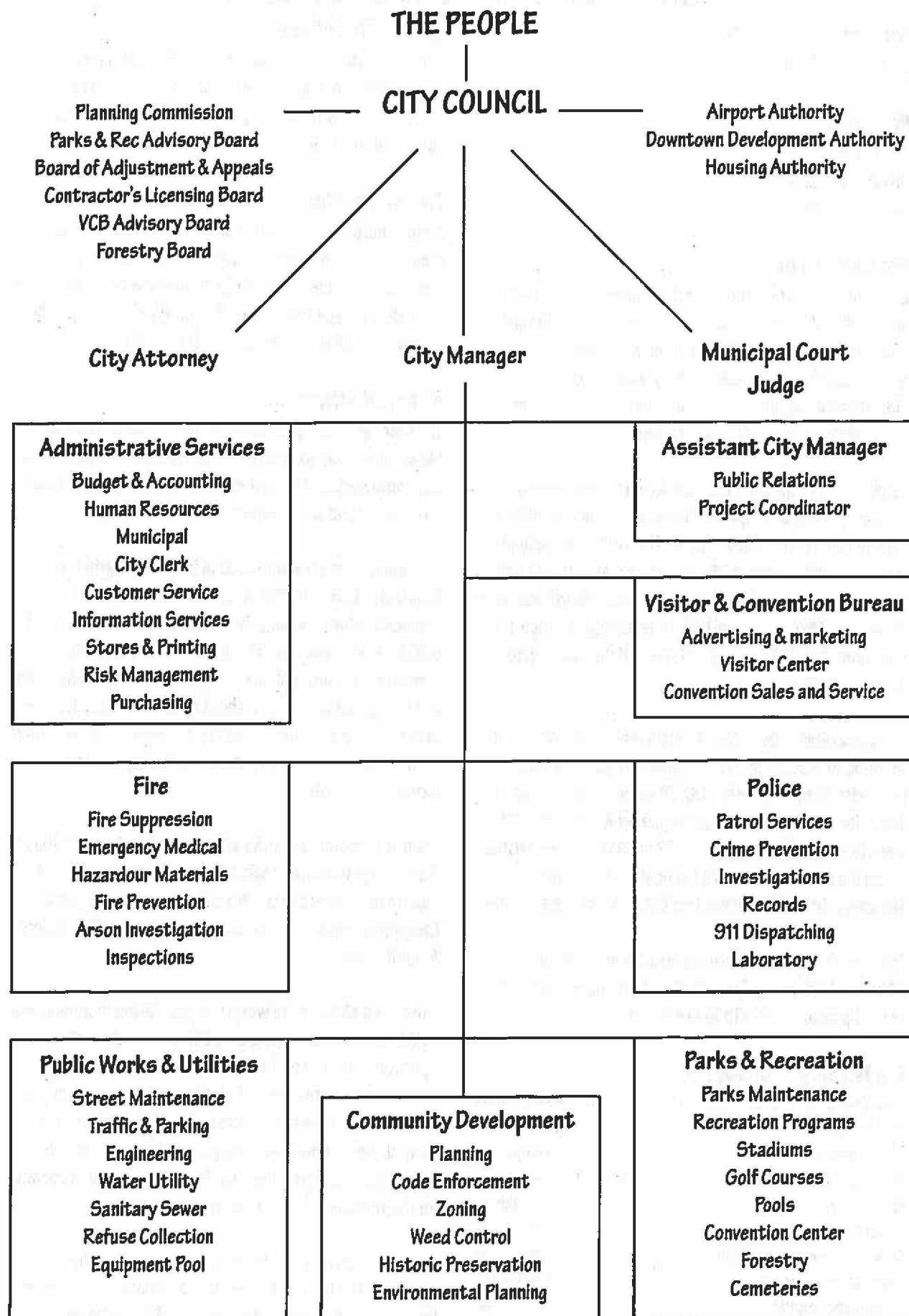
### APPOINTED OFFICIALS

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

### DEPARTMENT DIRECTORS

Ron Lappi	Administrative Services
Vacant	Community Development
Rick Beatty	Fire Chief
Joe Stevens	Parks & Recreation
Vacant	Police Chief
Mark Relp	Public Works & Utilities
Debbie Kovalik	Visitor and Convention





## CITY OF GRAND JUNCTION STATISTICAL REVIEW

**Form of Government**

Council/City Manager

**Population**

City Proper 44,390

Urbanized 102,622

Average Growth Rate: 2.3%

**Economic Trends**

Grand Junction is the wholesale (5%), manufacturing (9%), and retail (23%) 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 applications are agricultural (2%), construction (7%) public services (28%), and tourism.

Single family home sales in Grand Junction have gone from an average price of \$93,443 in 1996 to \$130,000 in 1999, an average annual increase of 11.7%. The median household income in 1996 averaged 38,016 and increased to \$42,680 in 1999, an upward trend of 4.2%. Retail sales growth has gone from 9% in 1996 to 10% in 1999. Interestingly enough, retail sales growth in 1997 dipped to 7.1% and then shot up to 10.8% in 1998.

Per capita retail sales in Grand Junction for 1996 was \$38,455 shooting to \$43,242 in 1999. Comparatively, Mesa County per capita retail sales were \$18,039 in 1996 and \$20,358 in 1999. The State of Colorado per capita retail sales for 1996 were 19,441 and moved to \$21,717 in 1999. These statistics reveal the City's vital role as a regional economic hub attracting shoppers from western Colorado and eastern Utah!

The Mesa County labor force has steadily increased from 54,147 in 1996 to 61,625 in 1999 and unemployment took a slight dip from 5.4% in 1996 to 4.5% in 1999.

**Top Ten Major Employers**

Mesa County Valley School District #51	2,402 employees
St. Mary's Hospital	1,948 employees
City Markets, Inc.	1,229 employees
Mesa State College	1,163 employees
Mesa County	657 employees
City of Grand Junction	635 employees
Grand Junction Regional Center	530 employees
Choice Hotels International	415 employees
Community Hospital	400 employees
Ametek/Dixson, Inc.	375 employees

**Mesa State College**

A four-year state institution offering a full baccalaureate degree program, various Master's Degrees, transfers and vocational/technical offerings. Mesa State has an annual enrollment of around 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 the **Uncompahgre National Forest** to the east and southwest, and **Unaweep Canyon** to the south, afford recreational and scenic variety.

Four miles west of Grand Junction is the **Colorado National Monument**. This 18,000-acre area is scenically and geologically breathtaking. Persistent erosion has produced corridor like canyons lined with sheer cliffs, towering monoliths, and unusual rock formations. Hiking, backpacking, picnicking, and camping (without reservations) are just a few of the favorite activities of visitors. 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 show starts every 30 minutes or upon 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. 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 Skyway Drive and back over Land's End Road to Grand Junction. At Land's End Shelter House, the

## CITY OF GRAND JUNCTION STATISTICAL REVIEW

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.

### ***Recreation***

Golf courses, swimming pools, tennis courts, river rafting, mountain and road biking, camping, fishing, hunting and many other recreational opportunities are available in Grand Junction. Suplizio Field, a lighted athletic field and stadium, is the site of the annual **National Junior College Baseball World Series**. Newly completed Canyon View Park is a sports complex with soccer fields, lighted baseball fields and even an in-line skating area. There are also scenic river front bike and hiking trails. Some of the major special events in Grand Junction include Dinosaur Days, Colorado Stampede Rodeo, Renaissance Fair and Colorado Winefest.

Colorado National Monument; Grand Mesa National Forest, home of Powderhorn Ski Area; Highline Lake; island Acres; Colorado River and Vega State Park areas are all a short distance from Grand Junction. You can also enjoy art galleries, wineries; theaters; Dinosaur Valley; Museum of Western Colorado; Cross Orchards Historic Site; the Grand Junction Symphony; Mesa State College Theater; the Western Colorado Center for the Arts; rodeos 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, the

Centennial Band, the Western Colorado Chorale, and the Grand Valley Children's Choir.

### ***The Museum of Western Colorado***

A professionally accredited, museum of social and natural history, the museum features displays depicting the story of Western Colorado. An old west firearms display and the historic Placerville Post Office, moved in its entirety to the Museum, a just a couple of extraordinary displays. The Museum provides seminars, classes, programs and educational tours to local and regional destinations. The museum coordinated the activities for Cross Orchards Historic Site and the exhibit at Dinosaur Valley.

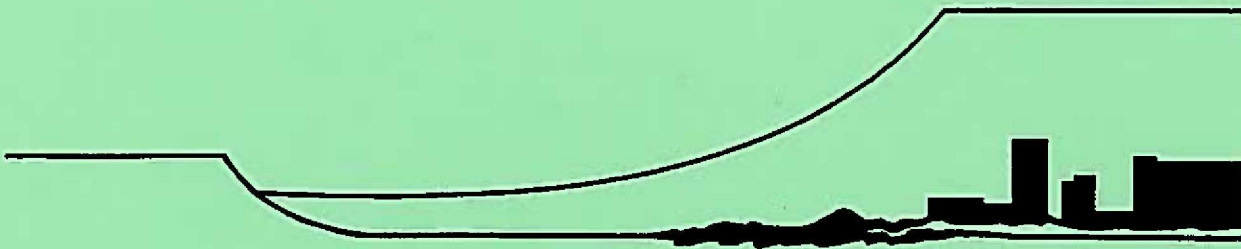


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## **BUDGET POLICIES & DEVELOPMENT**

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*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.*

## I. 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 Manager's 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 year.

Although adopted appropriations set legal limits that 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 inclusions.

A copy of the resolution adopting the budget for 2000 and 2001 and the ordinance appropriating the budgeted amounts for each Fund for the fiscal year ending December 31, 2000 are included in the Related Information section.

### TABOR AMENDMENT COMPLIANCE WORKSHEET

TOTAL REVENUE LIMIT	1994	1995	1996	1997	1998	1999	2000	2001
Denver/Boulder CPI for the Prior Year	4.20%	4.40%	4.30%	3.50%	3.30%	2.40%	3.00%	3.00%
Growth in City Property Value from Annexations and New Construction	10.20%	5.04%	6.75%	7.67%	4.37%	3.26%	8.92%	5.00%
<b>TOTAL GROWTH ALLOWED</b>	<b>14.40%</b>	<b>9.44%</b>	<b>11.05%</b>	<b>11.17%</b>	<b>7.67%</b>	<b>5.66%</b>	<b>6.92%</b>	<b>8.00%</b>
Dollar Margin (Refund)	\$840,000	\$589,364	\$1,320,817	\$1,151,436	(\$122,107)	(\$1,100,000)	(\$1,200,000)	\$1,000,000

PROPERTY TAX LIMIT								
Property Tax Limitation Refund	\$	-	\$	-	\$	-	\$138,752	\$130,000
Additional Refund Above Property Tax	\$	-	\$	-	\$	-	\$970,000	\$870,000



## II. BUDGET DEVELOPMENT

### *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 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 that 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 that 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 each year, compared to a level equal to 5 to 15 percent of operating expenditures for the City's various Enterprise Funds. The rationale for the difference in the required minimum balance is that the General Fund's major revenue source (sales and use taxes) is highly volatile in contrast to the more predictable charges for service in the Enterprise Funds.

The comparison of ending balances to the required minimum in year ten reveals whether or not adjustments in the current level of proposed expenditures are necessary in order to maintain long-term financial stability. If the ending balance is equal to or greater than the required minimum, no adjustment in the current proposed budget is probably necessary. However, if there is a considerable discrepancy between the ending fund balance and the required minimum, a decision to eliminate either one-time capital expenditures, reduce ongoing 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 fifth 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 their biennial budgets during periods of significant revenue growth. 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



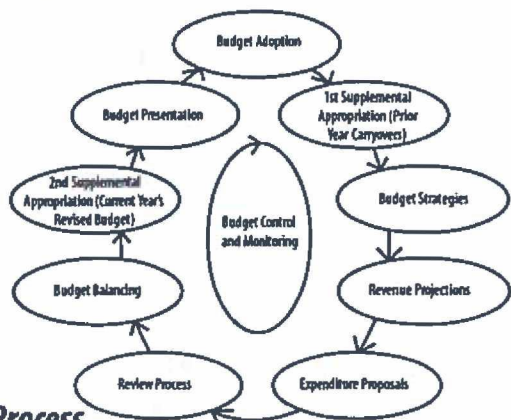
### Budget Basis

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 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 Process

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 that 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 an intense time-consuming process. 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. The General Fund targets spending levels for personnel, operating costs and operating capital which are established for the biennial period based on the 10 year projected revenues.

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. Two budget review teams are created for the detail budget review and final balancing. The first team is the City Management Team composed of the City Manager and the seven department directors. A second team of several department directors and volunteer division managers is formed to review all internal service and enterprise funds. First the internal service funds are reviewed finalized and approved by the team, since their charges affect all other fund budgets. Next, all enterprise funds are reviewed, finalized and approved by the same team; since these funds are self supporting through user fees not general tax dollars. These budget reviews include an evaluation of the Business Plans and 10-year financial projections for each fund.

At the *beginning of September*, the City Management Team begins their review of the General Fund 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 citywide 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 Citywide basis. Results are presented to the City Council for review and direction.

In order to finalize proposed City-wide priorities for the budget, the management team and City Council tour various facilities and work sites, observe demonstrations, examine

reports, hear presentations, and discuss alternatives as provided by requesting departments.

Toward the *end of September* the City Management Team completes their review of department proposals and 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 previously agreed upon percent and/or dollar increases.
- 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. The management team in a group process evaluates all balancing actions, reductions and additions.

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.

DATE	DESCRIPTION	TIME	LOCATION
June 18th	The Budget System will be open for departments to begin inputting Revenues and Non-Personnel Operating Expenditures.		
June 30th	Time Allocation Worksheets will be distributed by the Personnel Division.		
July 9th	MEETING: Equipment Replacement Review	8:00 AM	Police Training Room
July 12th	MEETING: City Council Pre-Budget Workshop	6:00 PM	Two Rivers C.C.
July 15th	MEETING: Review of the General Fund Service Delivery Plans	8:30 AM	Two Rivers C.C.
July 19th	Time Allocation Worksheets for currently approved positions are due to the Personnel Division. Personnel Adjustment Request Forms for New Positions, Reclassifications, and Retirements are due to the Personnel Division. All General Fund Revenue Accounts should be input into the Banner System for Revised 1999, 2000 and 2001.		
July 26th	MEETING: To Review General Fund Revenues and Set Spending Limits for 2000 and 2001	8:30 AM	Conference Room -A
July 29th & 30th	MEETING: Internal Service Fund Budget Reviews (Funds 401, 402, 403, 404 & 405)	8:30 AM	Conference Room-B
August 6th	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 &amp; Vehicle Fuel, Stores Overhead, Worker's Compensation and Property &amp; Liability Insurance, and Police &amp; Fire Communication Center Charges.</i> All Revenue Accounts should be input into the Banner System for Revised 1999, 2000 and 2001. The Revenue ID in the Banner System will be closed.		
August 11th	Interfund Charges derived from revenues will be calculated and entered into the budget system by the Budget & Accounting Division.		
August 20th	Preliminary Payroll Projections for 2000 & 2001 will be posted to the budget system. Major Capital request entry into the Oracle CIP System & Banner should be complete. 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.		
Aug. 26th & Sept. 2nd	MEETING: VCB & Enterprise Fund Budget Reviews (Funds 102, 301, 302, 303, 304, 305, 306, 307, 308, 309 & 900)	8:30 AM	Conference Room-B
September 9th	MEETING: Review General Government Capital Improvement Project Requests for Funds 100, 201, 202, 207, 303 & 304.	8:30 AM	Conference Room-A
September 13th - 17th	MEETING: Review General Fund Operating Department Budgets Sept. 13th: Public Works and City Administration Sept. 15th: Fire Department and Community Development Sept. 16th: Police and Administrative Services Sept. 17th: Parks & Recreation & Unresolved Issues	8:30 AM 8:30 AM 8:30 AM 8:30 AM	Conference Room-B . . .
September 20th & 23rd if necessary	MEETING: City Council CIP Meeting / Includes Dinner	5:30 PM	Two Rivers C.C.
October 4th	MEETING: Final CIP Balancing	8:30 AM	Conference Room-B
October 4th	1999 2nd Supplemental Appropriation is presented at the Council Workshop		
October 6th	MEETING: Preliminary Balancing & New Position Requests	8:30 AM	Conference Room-A
October 6th	First Reading of the 1999 2nd Supplemental Appropriation Ordinance		
October 8th	Payroll Projections are updated to include new positions and rolled to the budget system. The Budget & Accounting Division will input non-personnel operating expenditures related to approved capital projects and new positions.		
October 14th	MEETING: Final Balancing & Council Presentation Discussion	8:30 AM	Conference Room A
October 20th	Second Reading / Adoption of the 1999 2nd Supplemental Appropriation Ordinance		
NOVEMBER 13TH	*** BUDGET PRESENTATION TO CITY COUNCIL ***	8:00 a.m.	Adams Mark Hotel
			Includes Continental Breakfast
November 17th	First Reading of the Appropriation Ordinance		
December 1st	Second Reading / Adoption of the Appropriation Ordinance and Budget Resolution		



### III. 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 basis under generally accepted accounting principles.
- Encumbrance accounting is used to ensure expenditures do not exceed appropriations on a line item basis.

- The purchasing function is performed by a central Purchasing Division to assure quality products at the lowest price.
- The automated payroll system provides control on changes to approved staffing and individual pay levels.
- All contracts of \$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 of \$50,000 or more 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.

### IV. 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.



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## FINANCIAL OVERVIEW

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***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.***

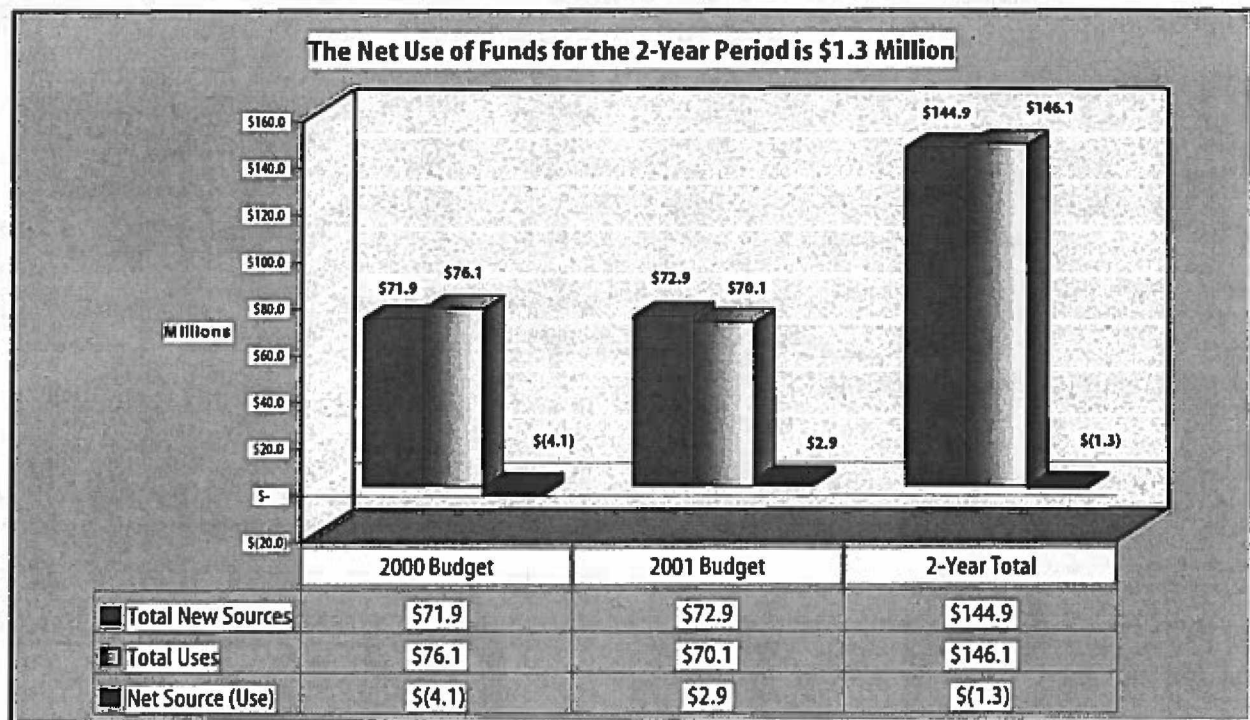
As we begin a new millenium the City of Grand Junction's financial condition is generally sound. Reasons for our favorable position include a relatively healthy economy, a strong and effective operating and capital budgeting process, consistently conservative financial leadership by policy-making officials 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 \$1.3 million 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 improvement projects planned for 2000 and 2001 include the completion of City Hall; the Two Rivers Convention Center renovation; the widening of 24 Road and the construction of Eagle Rim Park.

The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 2000 and 2001. Additional detail information can be found in the Fund and Department summary sections of this document.



**NOTE:** Totals are rounded from detailed supporting tables.

## Change in Funds Available

FUND #	DESCRIPTION	1999 END. 2000 BEG. FUNDS AVAILABLE	YEAR 2000 NET SOURCE (USE) OF FUNDS	2000 END. 2001 BEG. FUNDS AVAILABLE	YEAR 2001 NET SOURCE (USE) OF FUNDS	2001 END. 2002 BEG. FUNDS AVAILABLE	2-YEAR CHANGE IN FUND BALANCE
<b>GENERAL GOVERNMENT</b>							
100	General	\$ 7,662,783	\$ (1,586,816)	\$ 6,075,967	\$ 597,983	\$ 6,673,950	\$ (988,833)
102	Visitor & Convention Bureau	274,999	(38,437)	236,562	(2,027)	234,536	(40,463)
104	Comm. Devl. (Grant Distributions)	1,631	-	1,631	-	1,631	-
105	Parkland Expansion	314,006	(167,417)	146,589	(11,472)	135,117	(178,889)
106	Wood Stove Replacement Incentive	-	-	-	-	-	-
108	Economic Development	-	-	-	-	-	-
201	Sales Tax CIP Fund	1,093,592	(847,908)	245,684	(172,029)	73,655	(1,019,937)
202	Storm Drainage Improvements	40,086	3,200	43,286	1,700	44,986	4,900
207	Future Street Improvements	1,162,504	(646,000)	516,504	(224,000)	292,504	(870,000)
610	General Debt Service	257,216	-	257,216	(1,500)	255,716	(1,500)
703	Parks Improvement Advisory Board	98,351	66,636	164,987	6,636	171,623	73,272
	<b>SUBTOTAL</b>	<b>\$ 10,905,168</b>	<b>\$ (3,216,741)</b>	<b>\$ 7,688,426</b>	<b>\$ 195,292</b>	<b>\$ 7,883,718</b>	<b>\$ (3,021,450)</b>
<b>ENTERPRISE OPERATIONS</b>							
107	Golf Course Expansion	\$ 68,623	\$ 6,013	\$ 74,636	\$ (12,908)	\$ 61,728	\$ (6,895)
301	Water	1,956,046	(75,845)	1,880,201	582,750	2,462,951	506,905
302	Solid Waste	673,894	(53,905)	619,989	(61,729)	558,260	(115,634)
303	Two Rivers Convention Center	-	-	-	-	-	-
304	Swimming Pools	-	-	-	-	-	-
305	Lincoln Park Golf Course	5,035	24,489	29,524	33,117	62,641	57,606
306	Tiara Rado Golf Course	4,907	44,188	49,095	55,880	104,975	100,068
307	City Cemeteries	52,718	44,218	96,936	87,050	183,986	131,268
308	Parking	6,939	46,699	53,638	44,846	98,484	91,545
309	Irrigation Systems	160,500	19,157	179,657	22,952	202,609	42,109
704	Cemetery Perpetual Care	1,029,705	56,150	1,085,855	59,514	1,145,369	115,664
900	Joint Sewer System	10,122,039	(1,318,670)	8,803,369	528,815	9,332,184	(789,855)
	<b>SUBTOTAL</b>	<b>\$ 14,080,406</b>	<b>\$ (1,207,507)</b>	<b>\$ 12,872,900</b>	<b>\$ 1,340,287</b>	<b>\$ 14,213,187</b>	<b>\$ 132,781</b>
	<b>TOTAL: MUNICIPAL SERVICES</b>	<b>\$ 24,985,574</b>	<b>\$ (4,424,248)</b>	<b>\$ 20,561,326</b>	<b>\$ 1,535,579</b>	<b>\$ 22,096,904</b>	<b>\$ (2,888,669)</b>
<b>SPECIAL TAXING DISTRICTS</b>							
103	D.D.A. Operations	\$ 70,352	\$ 68,499	\$ 138,851	\$ (4,404)	\$ 134,447	\$ 64,095
109	D.D.A. / Tax Increment Special Revenue	620,314	39,470	659,784	46,420	706,204	85,890
203	D.D.A. Capital Improvements	1,414,088	(803,000)	611,088	(98,000)	513,088	(901,000)
611	D.D.A. Debt Service	150,973	-	150,973	-	150,973	-
	Sub: Downtown Development Authority	\$ 2,255,727	\$ (695,031)	\$ 1,560,696	\$ (55,984)	\$ 1,504,712	\$ (751,015)
612	G.J.W.W.S.D. Debt Service	322,600	(17,653)	304,947	(36,421)	268,526	(54,074)
613	Ridges Metro District Debt Service	522,810	(33,772)	489,038	(33,772)	455,266	(67,544)
	<b>SUBTOTAL</b>	<b>\$ 3,101,137</b>	<b>\$ (746,456)</b>	<b>\$ 2,354,681</b>	<b>\$ (126,177)</b>	<b>\$ 2,228,504</b>	<b>\$ (872,633)</b>
<b>INTERNAL SERVICE OPERATIONS</b>							
101	Enhanced 911 Special Revenue	\$ 627,414	\$ 157,483	\$ 784,897	\$ 257,821	\$ 1,042,718	\$ 415,304
401	Data Processing	492,479	16,497	508,976	(61,916)	447,060	(45,419)
402	Equipment	4,748,156	544,895	5,293,051	951,828	6,244,879	1,496,723
403	Stores	233,012	6,604	239,616	24,963	264,579	31,567
404	Self Insurance	3,931,766	302,763	4,234,529	304,823	4,539,352	607,586
405	Communications Center	-	-	-	-	-	-
	<b>SUBTOTAL</b>	<b>\$ 10,032,827</b>	<b>\$ 1,028,241</b>	<b>\$ 11,061,068</b>	<b>\$ 1,477,519</b>	<b>\$ 12,538,587</b>	<b>\$ 2,505,760</b>
	<b>TOTAL: ALL FUNDS</b>	<b>\$ 38,119,538</b>	<b>\$ (4,142,462)</b>	<b>\$ 33,977,075</b>	<b>\$ 2,886,918</b>	<b>\$ 36,863,995</b>	<b>\$ (1,255,544)</b>

**NOTE:** Diminutive discrepancies in totals and subtotals found on various fund worksheets throughout this publication are a result of numerical rounding.



# Total All Fund Types Summary by Category

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 36,828,827	\$ 41,543,296	\$ 38,119,538	\$ 33,977,076
<b>REVENUE</b>				
Taxes	\$ 33,265,399	\$ 35,735,055	\$ 37,717,470	\$ 40,421,139
Licenses & Permits	108,658	101,611	100,988	101,662
Intergovernmental	2,263,086	3,584,158	3,768,916	1,550,466
Charges For Services	17,698,501	17,431,644	18,060,177	18,604,107
Interfund Charges	6,638,327	6,834,826	7,249,167	7,468,072
Interest & Investments	2,699,678	2,771,279	2,464,726	2,266,956
Other Revenue	1,391,013	1,893,068	1,475,264	1,409,003
Total Operating Revenue	64,064,663	68,351,641	70,836,708	71,821,405
Capital Proceeds	1,750,917	3,199,417	1,075,770	1,120,441
<b>TOTAL REVENUE</b>	<b>\$ 65,815,580</b>	<b>\$ 71,551,058</b>	<b>\$ 71,912,478</b>	<b>\$ 72,941,846</b>
<b>EXPENDITURES</b>				
Labor	\$ 26,955,419	\$ 29,739,272	\$ 32,238,208	\$ 34,143,127
Non-Personnel Operating	17,954,065	20,573,435	19,415,455	19,822,440
Debt Service	3,022,070	2,368,907	2,610,210	2,447,928
Operating Equipment	798,893	771,834	922,480	729,636
Total Operating Expense	48,730,446	53,453,448	55,186,353	57,143,131
Major Capital	12,370,665	21,789,370	20,618,587	12,621,797
Other Uses				
-Contingency	-	86,998	615,000	665,000
-Estimated Budget Savings	-	(355,000)	(365,000)	(375,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 61,101,111</b>	<b>\$ 74,974,816</b>	<b>\$ 76,054,940</b>	<b>\$ 70,054,928</b>
Transfers-In From Other Funds	5,471,872	7,509,147	7,974,744	7,732,011
Transfers-Out To Other Funds	5,471,872	7,509,147	7,974,744	7,732,011
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>71,287,452</b>	<b>79,060,205</b>	<b>79,887,222</b>	<b>80,673,857</b>
<b>TOTAL USES</b>	<b>66,572,983</b>	<b>82,483,963</b>	<b>84,029,684</b>	<b>77,786,939</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 4,714,469</b>	<b>\$ (3,423,758)</b>	<b>\$ (4,142,462)</b>	<b>\$ 2,886,918</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 41,543,296</b>	<b>\$ 38,119,538</b>	<b>\$ 33,977,076</b>	<b>\$ 36,863,994</b>

PERCENTAGE CHANGE	1998 to 1999	1999 to 2000	2000 to 2001	Average % Change
<b>REVENUE</b>				
Taxes	7.4%	5.3%	7.2%	6.7%
Licenses & Permits	-6.5%	-0.6%	0.7%	-2.1%
Intergovernmental	58.4%	5.2%	-58.9%	1.6%
Charges For Services	-1.5%	3.6%	3.0%	1.7%
Interfund Charges	3.0%	6.1%	3.0%	4.0%
Interest & Investments	2.7%	-11.1%	-8.0%	-5.3%
Other Revenue	36.1%	-22.1%	-4.5%	1.3%
Total Operating Revenue	6.7%	3.4%	1.4%	3.9%
Capital Proceeds	82.7%	-66.4%	4.2%	6.9%
<b>TOTAL REVENUE</b>	<b>8.2%</b>	<b>0.3%</b>	<b>1.4%</b>	<b>3.4%</b>
<b>EXPENDITURES</b>				
Labor	10.3%	8.4%	5.9%	8.2%
Non-Personnel Operating	14.6%	-5.6%	2.1%	3.7%
Debt Service	-21.6%	10.2%	-6.2%	-5.9%
Operating Equipment	-1.4%	19.5%	-20.9%	-1.8%
Total Operating Expense	9.7%	3.3%	3.5%	5.5%
Major Capital	78.1%	-5.4%	-38.8%	10.7%
Other Uses				
-Contingency	N/A	N/A	8.1%	8.1%
-Estimated Budget Savings	N/A	2.8%	2.7%	2.8%
<b>TOTAL EXPENDITURES</b>	<b>22.7%</b>	<b>1.4%</b>	<b>-7.3%</b>	<b>5.4%</b>
Transfers-In From Other Funds	37.2%	6.2%	-3.0%	11.5%
Transfers-Out To Other Funds	37.2%	6.2%	-3.0%	11.5%
Net Transfers	N/A	N/A	N/A	N/A
<b>TOTAL SOURCES</b>	<b>16.9%</b>	<b>1.8%</b>	<b>1.3%</b>	<b>6.3%</b>
<b>TOTAL USES</b>	<b>22.8%</b>	<b>1.9%</b>	<b>-3.4%</b>	<b>6.7%</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>-17.2%</b>	<b>21.6%</b>	<b>-109.7%</b>	<b>-107.1%</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>-8.2%</b>	<b>-18.9%</b>	<b>8.3%</b>	<b>-3.3%</b>

DOLLAR CHANGE	1998 to 1999	1999 to 2000	2000 to 2001
Beginning Funds Available	\$ 4,714,469	\$ (3,423,758)	\$ (4,142,462)
<b>REVENUE</b>			
Taxes	\$ 2,469,856	\$ 1,982,415	\$ 2,703,669
Licenses & Permits	\$ (7,047)	\$ (823)	\$ 674
Intergovernmental	\$ 1,321,072	\$ 184,750	\$ (2,318,450)
Charges For Services	\$ (266,857)	\$ 628,533	\$ 543,930
Interfund Charges	\$ 196,499	\$ 414,341	\$ 318,905
Interest & Investments	\$ 71,601	\$ (304,533)	\$ (197,770)
Other Revenue	\$ 502,055	\$ (417,804)	\$ (66,281)
Total Operating Revenue	\$ 4,286,978	\$ 2,485,067	\$ 984,697
Capital Proceeds	\$ 1,448,500	\$ (2,123,647)	\$ 44,671
<b>TOTAL REVENUE</b>	<b>\$ 5,735,478</b>	<b>\$ 361,420</b>	<b>\$ 1,029,368</b>
<b>EXPENDITURES</b>			
Labor	\$ 2,783,853	\$ 2,498,936	\$ 1,904,919
Non-Personnel Operating	\$ 2,619,371	\$ (1,157,980)	\$ 406,985
Debt Service	\$ (653,163)	\$ 241,303	\$ (162,782)
Operating Equipment	\$ (27,059)	\$ 150,646	\$ (192,844)
Total Operating Expense	\$ 4,723,002	\$ 1,732,905	\$ 1,956,778
Major Capital	\$ 9,418,705	\$ (1,170,763)	\$ (7,994,790)
Other Uses			
-Contingency	\$ 86,998	\$ 528,002	\$ 50,000
-Estimated Budget Savings	\$ (355,000)	\$ (10,000)	\$ (10,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,879,708</b>	<b>\$ 1,800,124</b>	<b>\$ (6,000,012)</b>
Transfers-In From Other Funds	\$ 2,037,275	\$ 445,597	\$ (342,733)
Transfers-Out To Other Funds	\$ 2,037,275	\$ 445,597	\$ (342,733)
Net Transfers	\$ -	\$ -	\$ -
<b>TOTAL SOURCES</b>	<b>\$ 7,772,753</b>	<b>\$ 827,017</b>	<b>\$ 794,635</b>
<b>TOTAL USES</b>	<b>\$ 15,916,960</b>	<b>\$ 1,845,721</b>	<b>\$ (5,205,375)</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (8,144,207)</b>	<b>\$ (718,704)</b>	<b>\$ 7,020,008</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (3,423,758)</b>	<b>\$ (4,142,462)</b>	<b>\$ 2,886,918</b>



1998		1998 BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	EXPENDITURES				NET TRANSFERS (TO) FROM OTHER FUNDS	NET SOURCE (USE)	1998 PROJECTED ENDING SOURCES AVAILABLE
FUND #	DESCRIPTION			LABOR	NON PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE			
GENERAL GOVERNMENT										
100	General	\$ 8,209,116	\$ 29,880,284	\$ 18,012,975	\$ 8,453,333	\$ 672,423	\$ 27,138,731	\$ (2,294,338)	\$ 445,215	\$ 8,654,331
102	Visitor & Convention Bureau	205,830	1,031,846	287,710	689,999	-	977,709	-	54,137	259,967
104	Comm. Dev. (Grant Distributions)	31,631	732,751	-	743,289	-	743,289	(20,462)	(30,000)	1,631
105	Parkland Expansion	615,151	499,079	-	11,348	-	11,348	(536,553)	(48,822)	566,329
106	Wood Stove Replacement Incentive	26,033	865	-	23,062	-	23,062	-	(22,797)	3,836
108	Economic Development	608,340	-	-	305,046	-	305,046	520,000	214,954	823,294
201	Sales Tax CIP Fund	2,098,732	7,534,212	712,423	186,868	6,403,351	7,302,640	1,539,383	1,770,955	3,869,687
202	Storm Drainage Improvements	88,434	64,493	37,128	29,852	465,632	532,612	381,871	(86,148)	2,786
207	Future Street Improvements	1,565,506	342,066	-	-	-	-	(585,568)	(233,502)	1,342,004
610	General Debt Service	245,390	11,851	-	597,070	-	597,070	597,045	11,826	257,216
703	Parks Improvement Advisory Board	364,438	101,378	-	7,050	325,655	332,705	-	(231,327)	133,111
	SUBTOTAL	\$ 14,058,801	\$ 40,199,825	\$ 19,050,234	\$ 11,046,917	\$ 7,867,061	\$ 37,964,712	\$ (380,532)	\$ 1,858,091	\$ 15,913,692
ENTERPRISE OPERATIONS										
107	Golf Course Expansion	\$ 220,364	\$ 146,512	\$ -	\$ -	\$ -	\$ -	\$ (164,230)	\$ (17,718)	\$ 202,646
301	Water	1,790,834	5,286,425	1,570,443	2,103,470	1,547,721	5,221,634	-	64,791	1,855,625
302	Solid Waste	656,810	2,080,754	600,306	1,463,073	-	2,063,379	-	17,375	674,185
303	Two Rivers Convention Center	-	732,383	421,370	469,646	15,720	906,736	174,353	-	-
304	Swimming Pools	-	444,427	345,214	184,482	40,015	569,711	125,284	-	-
305	Lincoln Park Golf Course	72,249	335,375	216,026	203,660	5,521	425,207	44,230	(45,682)	26,647
306	Tara Rado Golf Course	29,335	839,159	332,772	409,511	282,522	1,024,805	120,000	(65,646)	(36,311)
307	City Cemeteries	4,611	225,973	185,052	87,596	36,562	309,210	80,100	(3,137)	1,274
308	Parking	145,275	175,550	65,967	62,099	17,090	145,156	14,383	48,777	192,852
309	Irrigation Systems	99,307	137,682	61,829	45,692	-	107,521	-	30,161	129,468
704	Cemetery Perpetual Care	941,612	96,993	-	-	-	-	(58,100)	38,493	980,105
900	Joint Sewer System	7,896,059	6,231,194	1,697,745	2,426,760	811,966	4,936,471	-	1,294,723	9,190,782
	SUBTOTAL	\$ 11,856,236	\$ 16,732,027	\$ 5,496,724	\$ 7,453,989	\$ 2,757,117	\$ 15,709,830	\$ 338,020	\$ 1,340,217	\$ 13,216,473
	TOTAL MUNICIPAL SERVICES	\$ 25,914,857	\$ 56,931,852	\$ 24,546,958	\$ 18,500,906	\$ 10,624,178	\$ 53,674,042	\$ (42,502)	\$ 3,215,308	\$ 29,130,165
SPECIAL TAXING DISTRICTS										
103	D.D.A. Operations	\$ 44,169	\$ 194,234	\$ 174,258	\$ 96,118	\$ -	\$ 270,376	\$ 85,458	\$ 11,318	\$ 55,485
109	D.D.A. / Tax Increment Special Revenue	195,893	408,671	-	7,334	-	7,334	(185,418)	215,719	411,612
203	D.D.A. Capital Improvements	904,189	256,768	-	174,832	792,274	967,106	(69,958)	(780,290)	123,893
611	D.D.A. Debt Service	150,973	-	-	212,820	-	212,820	212,820	-	150,973
	Sub: Downtown Development Authority	\$ 1,295,224	\$ 861,873	\$ 174,258	\$ 491,104	\$ 792,274	\$ 1,457,636	\$ 42,502	\$ (533,261)	\$ 741,963
612	G.J.W.W.S.D. Debt Service	330,537	139,787	-	136,943	-	136,943	-	2,844	333,381
613	Ridges Metro District Debt Service	514,345	249,868	-	226,096	-	226,096	-	23,772	538,117
	SUBTOTAL	\$ 2,140,106	\$ 1,251,528	\$ 174,258	\$ 854,143	\$ 792,274	\$ 1,820,675	\$ 42,502	\$ (538,645)	\$ 1,613,461
INTERNAL SERVICE OPERATIONS										
101	Enhanced 911 Special Revenue	\$ 783,428	\$ 715,278	\$ -	\$ -	\$ -	\$ -	\$ (315,797)	\$ 399,681	\$ 1,182,909
401	Data Processing	264,455	1,308,531	548,968	468,744	73,664	1,091,376	-	217,155	483,610
402	Equipment	4,115,178	2,908,589	358,585	671,980	764,899	1,795,464	-	1,113,125	5,228,303
403	Stores	234,578	167,008	87,040	93,747	-	180,787	-	(73,778)	220,800
404	Self Insurance	3,419,994	1,220,769	98,391	848,143	-	946,734	-	274,035	3,694,029
405	Communications Center	(45,769)	1,312,024	1,141,220	335,162	115,651	1,592,033	315,797	35,788	(9,981)
	SUBTOTAL	\$ 8,773,864	\$ 7,632,200	\$ 2,234,204	\$ 2,417,976	\$ 954,214	\$ 5,406,394	\$ -	\$ 2,825,806	\$ 10,799,670
	TOTAL ALL FUNDS	\$ 36,828,827	\$ 65,815,580	\$ 26,955,420	\$ 21,775,025	\$ 12,370,666	\$ 61,101,111	\$ -	\$ 4,714,469	\$ 41,343,294

1999		1999 BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	EXPENDITURES				TRANSFERS (TO) FROM FUNDS	NET SOURCE (USE)	PROJECTED ENDING SOURCES AVAILABLE
FUND #	DESCRIPTION			LABOR	NON PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE			
GENERAL GOVERNMENT										
100	General	\$ 8,654,331	\$ 32,178,451	\$ 19,682,423	\$ 9,911,561	\$ 602,341	\$ 30,396,325	\$ (2,773,675)	\$ (991,349)	\$ 7,662,783
102	Visitor & Convention Bureau	259,967	1,060,471	315,617	729,822	-	1,045,439	-	15,032	274,999
104	Comm. Dev. (Grant Distributions)	1,631	540,000	-	520,000	-	520,000	(20,000)	-	1,631
105	Parkland Expansion	566,329	471,500	-	11,500	-	11,500	(712,323)	(252,323)	314,006
106	Wood Stove Replacement Incentive	3,836	216	-	54,052	-	54,052	50,000	(3,836)	-
108	Economic Development	823,294	5,000	-	1,278,294	-	1,278,294	450,000	(823,294)	-
201	Sales Tax CIP Fund	3,869,687	8,932,800	679,844	-	13,137,769	13,817,613	2,108,719	(2,776,094)	1,093,592
202	Storm Drainage Improvements	2,786	40,800	63,928	-	144,072	208,000	205,800	37,000	40,886
207	Future Street Improvements	1,342,004	353,500	-	-	-	-	(533,000)	(179,500)	1,162,504
610	General Debt Service	257,216	-	-	600,778	-	600,778	600,778	-	257,216
703	Parks Improvement Advisory Board	133,111	80,976	-	7,525	66,211	73,736	(42,000)	(34,740)	98,351
	SUBTOTAL	\$ 15,913,692	\$ 43,663,714	\$ 20,941,812	\$ 13,113,532	\$ 13,950,393	\$ 48,005,737	\$ (664,301)	\$ (3,008,524)	\$ 10,905,168
ENTERPRISE OPERATIONS										
107	Golf Course Expansion	\$ 202,646	\$ 163,000	\$ -	\$ -	\$ -	\$ -	\$ (297,023)	\$ (134,023)	\$ 68,623
301	Water	1,835,625	4,475,780	1,749,168	1,283,509	1,342,682	4,375,359	-	100,421	1,956,046
302	Solid Waste	674,185	2,047,255	657,862	1,389,684	-	2,047,546	-	(281)	673,894
303	Two Rivers Convention Center	-	794,330	470,992	525,532	98,500	1,095,024	300,684	-	-
304	Swimming Pools	-	511,026	329,466	215,559	137,539	682,564	177,539	-	-
305	Lincoln Park Golf Course	26,647	418,529	236,811	297,878	1,682	536,371	96,230	(21,612)	5,035
306	Tara Rado Golf Course	(36,311)	802,591	358,104	511,162	92,900	962,166	200,793	41,218	4,907
307	City Cemeteries	1,274	285,485	197,052	96,989	-	294,041	60,000	51,444	52,714
308	Parking	192,852	190,035	92,847	38,370	565,459	696,676	321,578	(183,113)	6,939
309	Irrigation Systems	129,468	155,856	64,700	60,124	-	124,824	-	31,032	160,500
704	Cemetery Perpetual Care	980,105	109,600	-	-	-	-	(60,000)	48,600	1,029,705
900	Joint Sewer System	9,190,782	6,193,558	1,835,055	2,532,663	894,583	5,262,301	-	93,257	10,122,039
	SUBTOTAL	\$ 13,216,473	\$ 16,147,045	\$ 5,992,057	\$ 6,951,460	\$ 3,131,145	\$ 16,076,862	\$ 793,751	\$ 863,933	\$ 14,080,406
	TOTAL: MUNICIPAL SERVICES	\$ 29,130,165	\$ 59,810,759	\$ 26,933,870	\$ 20,064,992	\$ 17,085,738	\$ 64,082,599	\$ 127,250	\$ (4,144,591)	\$ 24,985,574
SPECIAL TAXING DISTRICTS										
103	D.D.A. Operations	\$ 55,485	\$ 213,050	\$ 243,084	\$ 71,634	\$ -	\$ 314,718	\$ 116,535	\$ 1,867	\$ 70,352
109	D.D.A. / Tax Increment Special Revenue	411,612	460,300	-	7,362	-	7,362	(244,236)	288,782	620,314
203	D.D.A. Capital Improvements	123,893	2,790,195	-	-	1,234,750	1,234,750	(265,250)	1,290,195	1,414,088
611	D.D.A. Debt Service	150,973	-	-	265,701	-	265,701	265,701	-	150,973
	Sub: Downtown Development Authority	\$ 741,963	\$ 3,463,545	\$ 243,084	\$ 344,697	\$ 1,234,750	\$ 1,822,531	\$ (127,250)	\$ 1,513,764	\$ 2,255,727
612	G.J.W.W.S.D. Debt Service	333,381	131,319	-	142,100	-	142,100	-	(10,781)	322,600
613	Ridges Metro District Debt Service	538,117	216,386	-	231,693	-	231,693	-	(15,367)	522,810
	SUBTOTAL	\$ 1,613,461	\$ 3,811,250	\$ 243,084	\$ 718,490	\$ 1,234,750	\$ 2,196,324	\$ (127,250)	\$ 1,487,676	\$ 3,101,137
INTERNAL SERVICE OPERATIONS										
101	Enhanced 911 Special Revenue	\$ 1,182,909	\$ 735,000	\$ -	\$ -	\$ -	\$ -	\$ (1,290,495)	\$ (555,495)	\$ 427,414
401	Data Processing	483,610	1,264,881	600,160	508,663	147,189	1,256,012	-	8,869	492,479
402	Equipment	5,228,303	3,012,143	438,551	755,569	2,298,170	3,492,290	-	(400,147)	4,748,156
403	Stores	220,800	186,913	95,362	79,339	-	174,701	-	12,212	233,012
404	Self Insurance	3,494,029	1,203,785	99,346	866,702	-	966,048	-	237,737	3,931,766
405	Communications Center	(9,981)	1,526,327	1,351,770	424,958	1,030,113	2,806,841	1,290,495	9,981	-
	SUBTOTAL	\$ 10,799,670	\$ 7,929,049	\$ 2,545,189	\$ 2,635,231	\$ 3,475,472	\$ 8,695,892	\$ -	\$ (786,843)	\$ 10,032,827
	TOTAL: ALL FUNDS	\$ 41,343,296	\$ 71,551,058	\$ 29,762,143	\$ 23,418,713	\$ 21,793,960	\$ 74,974,815	\$ -	\$ (3,423,757)	\$ 38,119,531

2000

FUND

DESCRIPTION

2000  
PREDICTED  
BUDGETING  
SOURCES  
AVAILABLE

TOTAL  
REVENUE

EXPENSES  
NON-  
PERSONNEL  
OPERATING  
MAJOR  
CAPITAL  
TOTAL  
EXPENSE

NET  
TRANSFERS  
TO/FROM  
OTHER  
FUNDS

NET  
SOURCE  
USED

2000  
PREDICTED  
BUDGETING  
SOURCES  
AVAILABLE

GENERAL GOVERNMENT

100	General	\$ 7,642,793	\$ 31,413,571	\$ 21,940,398	\$ 10,397,487	\$ 545,408	\$ 32,501,494	\$ (2,716,443)	\$ (1,046,915)	\$ 6,975,967
102	Water	274,999	1,122,844	379,100	782,000	-	1,161,101	-	(40,000)	214,544
104	Water, Sewer, (Grant Distribution)	1,331	280,000	-	-	-	11,500	-	(612,917)	1,411
105	Parkland Expansion	314,000	477,000	-	25,000	-	25,000	-	(176,417)	164,589
106	Wood Street Replacement Incentive	-	-	-	-	-	-	-	-	-
108	Economic Development	-	5,000	-	455,000	-	455,000	-	-	-
201	Sales Tax OP Fund	1,093,592	9,764,338	741,840	-	11,978,654	12,719,896	2,103,450	(947,905)	344,444
202	Storm Drainage Improvements	40,886	443,200	57,021	-	1,074,989	1,082,210	642,210	(3,200)	43,366
207	Future Street Improvements	1,162,504	394,000	-	-	-	-	(940,000)	(1,644,000)	516,504
610	General Debt Service	257,216	-	-	596,972	-	596,972	-	-	357,216
703	Park Improvement Advisory Board	98,351	131,001	-	14,425	-	14,425	-	(50,000)	164,947
SUBTOTAL		\$ 10,905,148	\$ 45,546,184	\$ 22,511,460	\$ 12,522,944	\$ 13,548,453	\$ 44,009,597	\$ (3,727,121)	\$ (2,316,743)	\$ 7,889,416

ENTERPRISE OPERATIONS

107	Golf Course Expansion	\$ 64,423	\$ 155,100	\$ 1,644,406	\$ 1,141,787	\$ 7,345,993	\$ 4,314,146	\$ (149,007)	\$ 4,013	\$ 74,438
301	Water	1,956,044	4,238,101	675,437	1,476,777	4,832	2,097,206	-	(75,449)	1,880,201
302	Solid Waste	673,894	2,243,101	540,572	523,359	809,000	1,871,161	1,047,059	-	919,940
303	Town River Convention Center	-	856,102	367,517	224,344	166,870	759,171	198,049	-	29,524
304	Swimming Pools	-	-	312,275	254,331	1,880	578,006	44,230	-	49,995
305	Lincoln Park Golf Course	5,035	558,664	312,275	254,331	1,880	578,006	44,230	-	49,995
306	Blue Ridge Golf Course	4,907	965,237	500,814	519,192	5,900	1,072,506	104,437	-	44,218
307	City Cemeteries	52,718	314,162	235,638	94,816	8,000	331,444	62,500	-	33,638
308	Parking	6,339	177,995	91,483	31,813	-	131,256	-	-	17,457
309	Irishman System	140,500	144,200	71,716	57,327	-	129,043	-	-	10,455
704	Cemetery Special Fund	1,029,705	118,650	-	-	-	-	(42,500)	-	1,045,205
900	Joint Sewer System	10,122,239	4,342,310	2,001,345	2,656,497	2,904,508	7,564,953	1,345,128	(1,347,867)	8,803,149
SUBTOTAL		\$ 16,040,400	\$ 18,762,453	\$ 6,851,223	\$ 3,652,494	\$ 5,264,883	\$ 18,837,159	\$ 1,345,128	\$ (1,347,867)	\$ 12,872,400
TOTAL MUNICIPAL SERVICES		\$ 24,945,548	\$ 62,309,999	\$ 29,371,783	\$ 19,448,932	\$ 18,819,340	\$ 67,432,756	\$ 873,000	\$ (4,464,577)	\$ 20,241,318

SPECIAL TAXING DISTRICTS

101	D.D. Operations	\$ 70,152	\$ 282,700	\$ 251,719	\$ 64,443	\$ -	\$ 320,201	\$ 106,000	\$ 48,400	\$ 134,811
109	D.D. A. / Tax Increment Special Revenue	680,314	501,000	-	7,500	-	91,000	(464,000)	38,479	459,744
203	D.D. A. Capital Improvements	1,414,088	118,000	-	-	95,000	91,000	(181,000)	(800,000)	611,088
611	D.D. Debt Service	150,873	-	-	489,091	-	489,091	-	-	150,873
SUBTOTAL		\$ 2,355,427	\$ 896,700	\$ 251,719	\$ 547,013	\$ 95,000	\$ 917,291	\$ (63,000)	\$ (449,491)	\$ 1,504,994

ENTERPRISE OPERATIONS

101	Enhanced 911 Special Revenue	\$ 632,414	\$ 725,000	\$ 781,306	\$ 602,424	\$ 22,251	\$ 1,418,181	\$ (567,517)	\$ 157,483	\$ 784,897
401	Data Processing	492,479	1,434,477	410,035	808,457	1,378,000	2,616,412	-	544,005	5,293,616
402	Equipment	42,044	3,541,506	95,497	75,481	37,000	188,170	-	6,664	239,616
403	Stores	213,112	794,784	114,679	484,912	247,000	947,806	-	360,343	423,459
404	Self Insurance	3,591,766	1,350,549	1,137,078	484,912	247,000	2,159,020	567,517	-	-
405	Communication Center	15,975,553	-	2,810,078	2,810,078	1,304,251	7,323,858	-	1,508,571	11,001,664
SUBTOTAL		\$ 10,031,677	\$ 6,350,549	\$ 2,810,078	\$ 2,810,078	\$ 1,304,251	\$ 7,323,858	\$ -	\$ (4,112,444)	\$ 33,997,075
TOTAL ALL FUNDS		\$ 30,177,075	\$ 71,972,478	\$ 32,382,210	\$ 23,190,143	\$ 20,418,487	\$ 74,054,940	\$ -	\$ (4,112,444)	\$ 33,997,075

2001

FUND

DESCRIPTION

2001  
PREDICTED  
BUDGETING  
SOURCES  
AVAILABLE

TOTAL  
REVENUE

EXPENSES  
NON-  
PERSONNEL  
OPERATING  
MAJOR  
CAPITAL  
TOTAL  
EXPENSE

NET  
TRANSFERS  
TO/FROM  
OTHER  
FUNDS

NET  
SOURCE  
USED

2001  
PREDICTED  
BUDGETING  
SOURCES  
AVAILABLE

GENERAL GOVERNMENT

100	General	\$ 4,075,447	\$ 35,517,751	\$ 22,809,631	\$ 10,355,742	\$ 360,845	\$ 33,524,446	\$ (1,413,571)	\$ 597,042	\$ 6,271,850
102	Water	274,999	1,190,672	392,742	789,516	-	1,197,298	-	(2,007)	274,516
104	Water, Sewer, (Grant Distribution)	1,331	400,000	-	-	-	360,000	-	(40,000)	1,631
105	Parkland Expansion	1,331	400,000	-	11,500	-	11,500	-	(482,972)	135,117
106	Wood Street Replacement Incentive	-	483,000	-	25,000	-	25,000	-	-	-
108	Economic Development	-	5,000	-	455,000	-	455,000	-	-	-
201	Sales Tax OP Fund	245,444	8,400,380	811,637	-	5,445,821	4,457,454	(2,114,951)	(172,459)	71,435
202	Storm Drainage Improvements	43,366	443,200	58,936	-	1,157,551	1,157,551	642,210	(3,200)	44,366
207	Future Street Improvements	516,504	214,000	-	-	-	-	(940,000)	(234,000)	392,504
610	General Debt Service	257,216	-	-	324,472	-	324,472	-	-	324,472
703	Park Improvement Advisory Board	164,887	131,001	-	14,425	-	14,425	-	(110,000)	171,303
SUBTOTAL		\$ 7,448,426	\$ 46,467,763	\$ 24,072,265	\$ 12,444,076	\$ 7,102,311	\$ 43,576,353	\$ (2,745,551)	\$ 755,298	\$ 7,889,218

ENTERPRISE OPERATIONS

107	Golf Course Expansion	\$ 74,438	\$ 154,500	\$ 1,910,000	\$ 1,161,136	\$ 641,407	\$ 3,723,592	\$ (167,408)	\$ (124,900)	\$ 61,728
301	Water	1,880,201	4,305,342	679,389	1,453,189	4,832	2,152,777	-	(582,756)	2,464,561
302	Solid Waste	673,894	2,297,048	354,194	547,581	2,177,000	3,418,775	2,519,828	-	35,172
303	Town River Convention Center	-	856,102	312,275	202,484	33,000	601,421	180,283	-	-
304	Swimming Pools	29,524	571,975	331,464	202,484	4,500	538,458	167,408	-	62,441
305	Lincoln Park Golf Course	49,995	944,736	515,251	578,413	2,400	1,098,344	87,240	-	104,975
306	Blue Ridge Golf Course	94,816	319,192	213,139	94,816	-	307,386	45,000	-	181,986
307	City Cemeteries	9,483	181,000	94,816	32,946	8,100	134,199	-	-	98,444
308	Parking	179,457	151,200	74,379	53,460	-	138,248	-	-	22,892
309	Irishman System	1,045,205	174,514	-	-	-	-	(45,000)	-	1,045,205
704	Cemetery Special Fund	8,803,149	6,462,732	2,001,345	2,656,497	2,904,508	7,564,953	1,345,128	(1,347,867)	8,803,149
900	Joint Sewer System	12,872,400	4,342,310	6,851,223	3,652,494	5,264,883	18,837,159	1,345,128	(1,347,867)	14,311,182
SUBTOTAL		\$ 12,872,400	\$ 46,467,763	\$ 6,851,223	\$ 3,652,494	\$ 5,264,883	\$ 18,837,159	\$ 1,345,128	\$ (1,347,867)	\$ 14,311,182
TOTAL MUNICIPAL SERVICES		\$ 20,520,826	\$ 92,934,526	\$ 30,933,514	\$ 19,243,448	\$ 17,388,797	\$ 62,411,605	\$ 873,000	\$ (4,464,577)	\$ 22,096,506

SPECIAL TAXING DISTRICTS

101	D.D. Operations	\$ 134,451	\$ 258,700	\$ 264,550	\$ 64,554	\$ 40,000	\$ 369,104	\$ 104,000	\$ (44,404)	\$ 134,447
109	D.D. A. / Tax Increment Special Revenue	659,744	524,000	-	7,500	-	7,500	(449,880)	46,428	704,704
203	D.D. A. Capital Improvements	611,088	32,000	-	-	55,000	55,000	(164,000)	(90,000)	511,088
611	D.D. Debt Service	150,873	-	-	514,880	-	514,880	-	-	150,873
SUBTOTAL		\$ 1,556,156	\$ 882,700	\$ 264,550	\$ 587,334	\$ 95,000	\$ 944,484	\$ 83,000	\$ (51,976)	\$ 1,504,517

ENTERPRISE OPERATIONS

107	Golf Course Expansion	\$ 74,438	\$ 154,500	\$ 1,910,000	\$ 1,161,136	\$ 641,407	\$ 3,723,592	\$ (167,408)	\$ (124,900)	\$ 61,728
301	Water	1,880,201	4,305,342	679,389	1,453,189	4,832	2,152,777	-	(582,756)	2,464,561
302	Solid Waste	673,894	2,297,048	354,194	547,581	2,177,000	3,418,775	2,519,828	-	35,172
303	Town River Convention Center	-	856,102	312,275	202,484	33,000	601,421	180,283	-	-
304	Swimming Pools	29,524	571,975	331,464	202,484	4,500	538,458	167,408	-	62,441
305	Lincoln Park Golf Course	49,995	944,736	515,251	578,413	2,400	1,098,344	87,240	-	104,975
306	Blue Ridge Golf Course	94,816	319,192	213,139	94,816	-	307,386	45,000	-	181,986
307	City Cemeteries	9,483	181,000	94,816	32,946	8,100	134,199	-	-	98,444
308	Parking	179,457	151,200	74,379	53,460	-	138,248	-	-	22,892
309	Irishman System	1,045,205	174,514	-	-	-	-	(45,000)	-	1,045,205
704	Cemetery Special Fund	8,803,149	6,462,732	2,001,345	2,656,497	2,904,508	7,564,953	1,345,128	(1,347,867)	8,803,149
900	Joint Sewer System	12,872,400	4,342,310	6,851,223	3,652,494	5,264,883	18,837,159	1,345,128	(1,347,867)	14,311,182
SUBTOTAL		\$ 12,872,400	\$ 46,467,763	\$ 6,851,223	\$ 3,652,494	\$ 5,264,883	\$ 18,837,159	\$ 1,345,128	\$ (1,347,867)	\$ 14,311,182
TOTAL ALL FUNDS		\$ 33,377,075	\$ 71,972,478	\$ 32,382,210	\$ 23,190,143	\$ 20,418,487	\$ 74,054,940	\$ -	\$ (4,112,444)	\$ 33,997,075

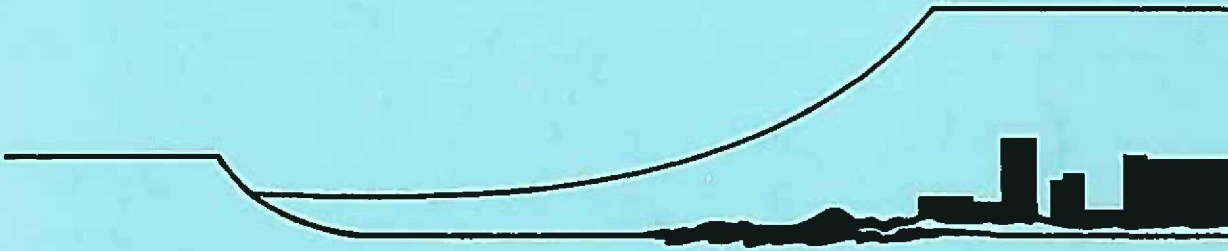


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## REVENUE

Revenue



***This section provides information regarding projected revenue sources and is subtitled by major category. Further breakdown and analysis of revenues can be found throughout this section.***



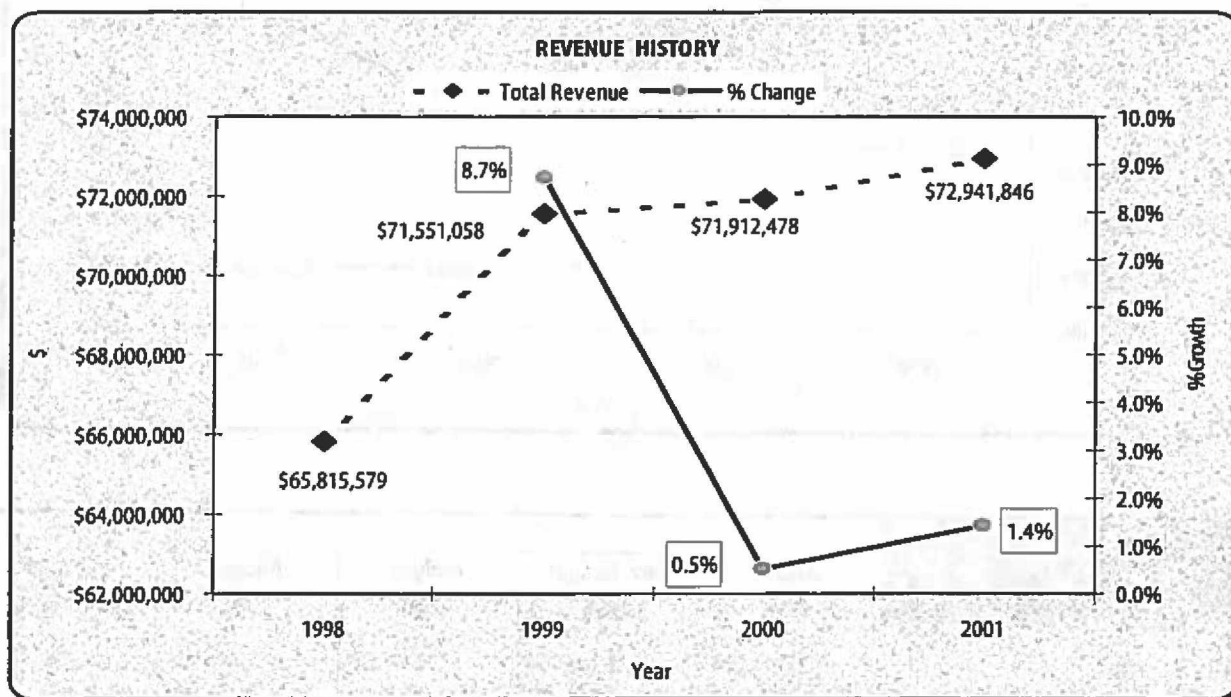
## REVENUES

Total revenue for the City of Grand Junction is projected at \$72 million for 2000 (an 0.5% increase over 1999) and \$73 million in 2001 (a 1.4% increase over 2000). Total revenue for Municipal Services (which excludes Internal Service Operations and Special Districts) equals \$62.3 million and \$63.1 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 are projected to remain relatively flat in 2000 and 2001.

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

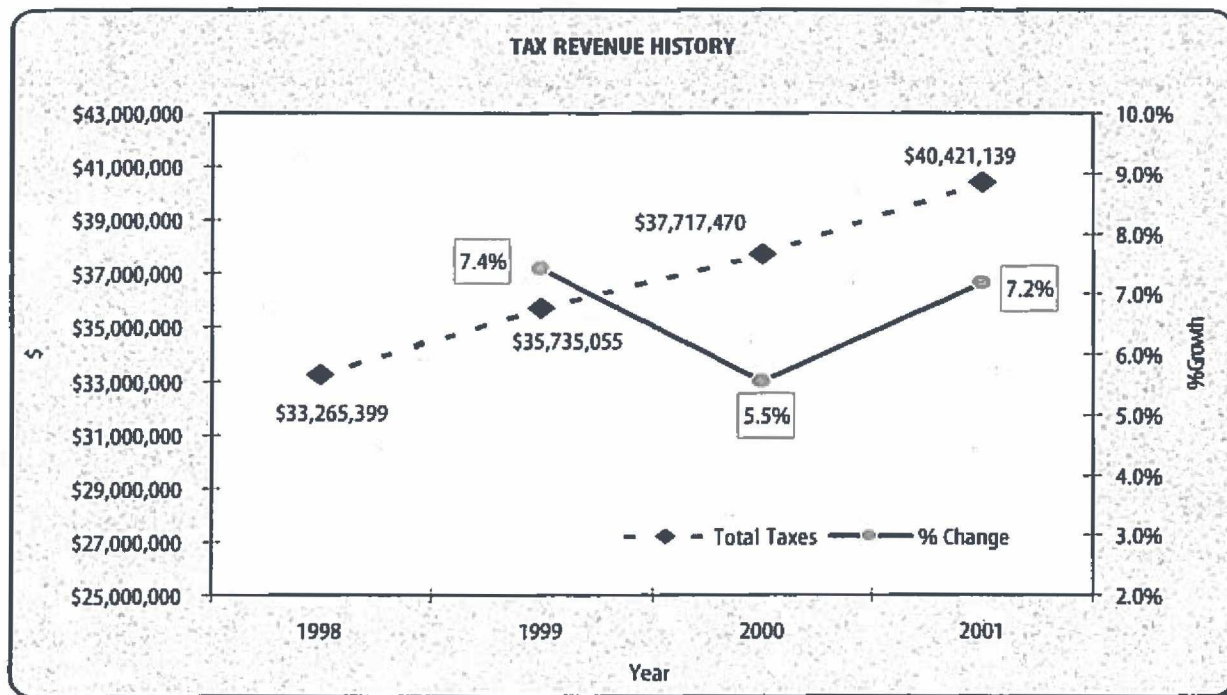


REVENUE CATEGORY	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Taxes	\$33,265,399	\$35,735,055	\$37,717,470	\$40,421,139	53.9%
Charges For Services	17,698,501	17,431,644	18,060,177	18,604,107	25.3%
Other Revenue Sources					
Licenses & Permits	108,658	101,611	100,988	101,662	0.1%
Intergovernmental	2,263,086	3,584,158	3,768,916	1,550,466	3.7%
Interfund Charges	6,638,327	6,834,826	7,249,167	7,468,072	10.2%
Interest & Investments	2,699,678	2,771,279	2,464,726	2,266,956	3.3%
Capital Proceeds	1,750,917	3,199,417	1,075,770	1,120,441	1.5%
Miscellaneous	1,391,013	1,893,068	1,475,264	1,409,003	2.0%
Subtotal: Other	14,851,679	18,384,359	16,134,831	13,916,600	20.7%
<b>Total Revenue</b>	<b>\$65,815,579</b>	<b>\$71,551,058</b>	<b>\$71,912,478</b>	<b>\$72,941,846</b>	<b>100.0%</b>
% Change		8.7%	0.5%	1.4%	
\$ Change		\$ 5,735,479	\$ 361,420	\$ 1,029,368	

## TAX REVENUE

The City of Grand Junction anticipates collecting approximately \$78.1 million, or fifty-four percent (54%) of its total revenues, through an assortment of taxes in 2000

and 2001. The chart and table below depicts the amount and type of taxes projected for the two budget years.



Tax Revenue	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Sales & Use Taxes	\$ 25,844,868	\$28,168,000	\$30,644,000	\$33,080,000	81.6%
City Property Tax	2,806,305	2,813,000	2,113,000	2,182,000	5.5%
Highway Users Tax	1,310,730	1,390,000	1,473,000	1,562,000	3.9%
Franchise Fees	1,226,211	1,188,000	1,238,500	1,291,800	3.2%
Special District Taxes	735,857	775,755	810,420	821,539	2.1%
Lodging Tax	653,587	654,000	680,000	714,000	1.8%
Cigarette Tax	378,220	380,000	384,000	388,000	1.0%
Other Taxes	309,621	366,300	374,550	381,800	1.0%
<b>Total Taxes</b>	<b>\$33,265,399</b>	<b>\$35,735,055</b>	<b>\$37,717,470</b>	<b>\$40,421,139</b>	<b>100.0%</b>
<b>% Change</b>		<b>7.4%</b>	<b>5.5%</b>	<b>7.2%</b>	
<b>\$ Change</b>		<b>\$ 2,469,656</b>	<b>\$ 1,982,415</b>	<b>\$ 2,703,669</b>	

## 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.

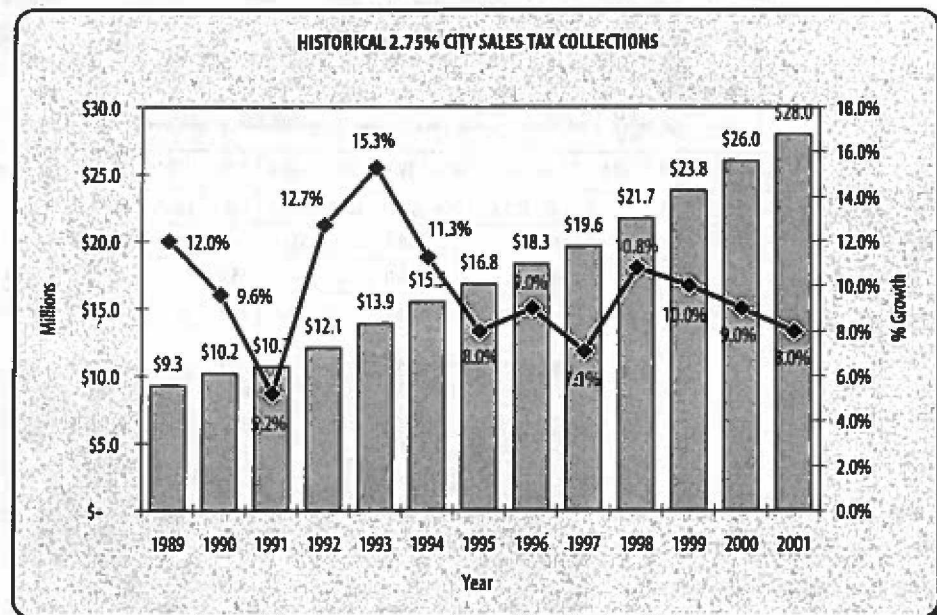
The .75% portion (the 3/4 Cent Sales & Use Tax) is collected in

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.

Sales & Use Taxes	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
<b>City 2.75% Sales Tax</b>					
General Fund, 2.00%	\$ 15,504,992	\$ 17,051,468	\$ 18,585,792	\$ 20,072,884	60.7%
CIP Fund, 0.75%	5,814,373	6,394,300	6,969,672	7,527,332	22.7%
VCB Fund, Vendor's Fee	341,797	381,232	415,536	448,784	1.4%
Subtotal	\$ 21,661,162	\$ 23,827,000	\$ 25,971,000	\$ 28,049,000	84.8%
<b>City 2.75% Use Tax</b>					
General Fund, 2.00%	\$ 606,888	\$ 563,636	\$ 597,091	\$ 633,455	1.9%
CIP Fund, 0.75%	225,094	211,364	223,909	237,545	0.7%
Subtotal	\$ 831,982	\$ 775,000	\$ 821,000	\$ 871,000	2.7%
<b>City Share / County Sales Tax</b>	3,351,724	3,566,000	3,852,000	4,160,000	12.6%
<b>Total Sales &amp; Use Taxes</b>	<b>\$ 25,844,868</b>	<b>\$ 28,168,000</b>	<b>\$ 30,644,000</b>	<b>\$ 33,080,000</b>	<b>100.0%</b>
% Change		9.0%	8.8%	7.9%	
\$ Change		\$ 2,323,132	\$ 2,476,000	\$ 2,436,000	

This graph illustrates the growth the City of Grand Junction is experiencing in City Sales Tax revenue.



**Projection Method:** Since Sales & Use Taxes represent such a large portion of our general governmental revenue, considerable time and effort is spent projecting and monitoring these revenues. The City Finance Department uses several different economic and statistical models when developing sales and use tax projections (i.e. Time Series and

Multiple Regression and Correlation analysis). The results from these models are then scrutinized by the budget review team members and modified based on expected or known changes in the economy. In addition, since this source is relatively volatile a downward adjustment is generally made for reasons of conservatism.



## PROPERTY TAX

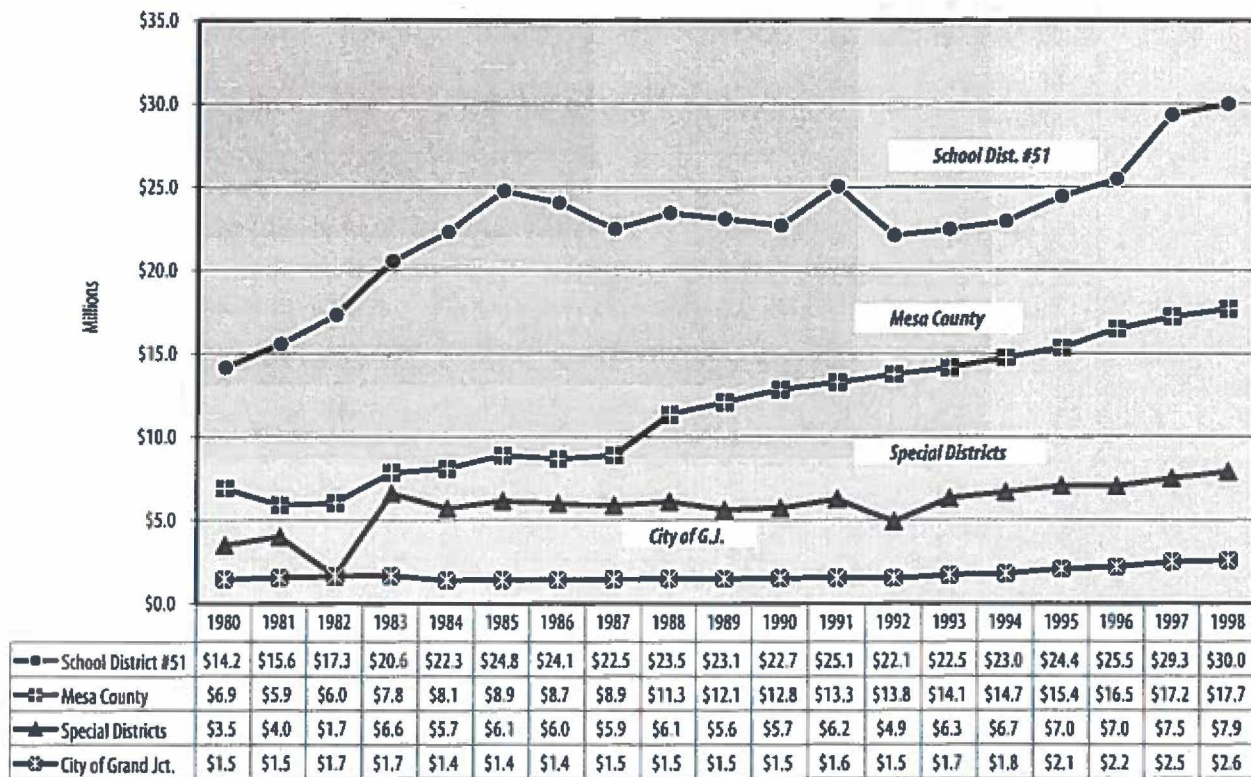
The City's Property Tax rate for the levy years 2000 and 2001 will remain at 8.000 mills (excluding any credit mill levy required to refund excess revenue under the Tabor Amendment). All property tax revenue from this levy is included in the General Fund.

City Property Tax revenue will amount to \$2.8 million in 2000 and \$2.9 million in 2001. As depicted on the accompanying

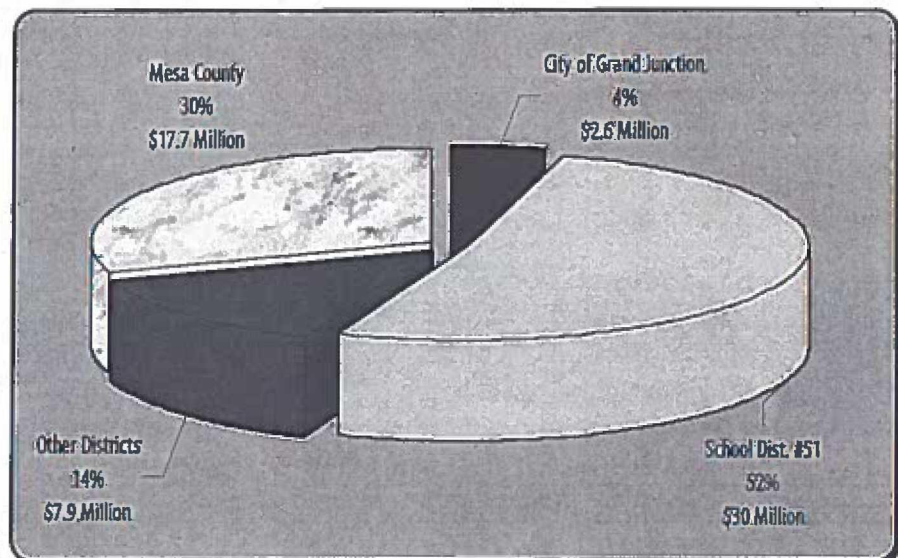
chart, the City is not property tax driven like many government entities. The City's levy constitutes approximately 9% of the average citizens property tax bill and less than 9% for those who own property in any of the special taxing districts.

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

**Historical Property Tax Levies**  
(Millions)



The City of Grand Junction's Property Tax Assessment is 4% of the Total Property Tax Assessed by All Entities Within Mesa County. Levy Year 1998/Collection Year 1999  
Total=\$58.2 million



## PROPERTY TAX

City Property Taxes	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Current Property Tax	\$ 2,464,408	\$ 2,580,000	\$ 2,812,000	\$ 2,950,000	
Less: Tabor Tax Refund	-	(139,000)	(1,100,000)	(1,200,000)	
<b>Subtotal:</b>	<b>\$ 2,464,408</b>	<b>\$ 2,441,000</b>	<b>\$ 1,712,000</b>	<b>\$ 1,750,000</b>	<b>80.6%</b>
Delinquent Property Tax	4,104	7,000	7,000	7,000	0.3%
Specific Ownership Tax	337,793	365,000	394,000	425,000	19.1%
<b>Total Property Taxes</b>	<b>\$ 2,806,305</b>	<b>\$ 2,813,000</b>	<b>\$ 2,113,000</b>	<b>\$ 2,182,000</b>	<b>100.0%</b>
% Change		0.2%	-24.9%	3.3%	
\$ Change		\$ 6,695	\$ (700,000)	\$ 69,000	

### Property Tax data for an actual single family residence in the Northridge Subdivision

Market Value  
X Residential Assessment Rate  
= Assessed Value

#### Property Tax (TAC #10300)

##### City of Grand Junction

##### Special Districts

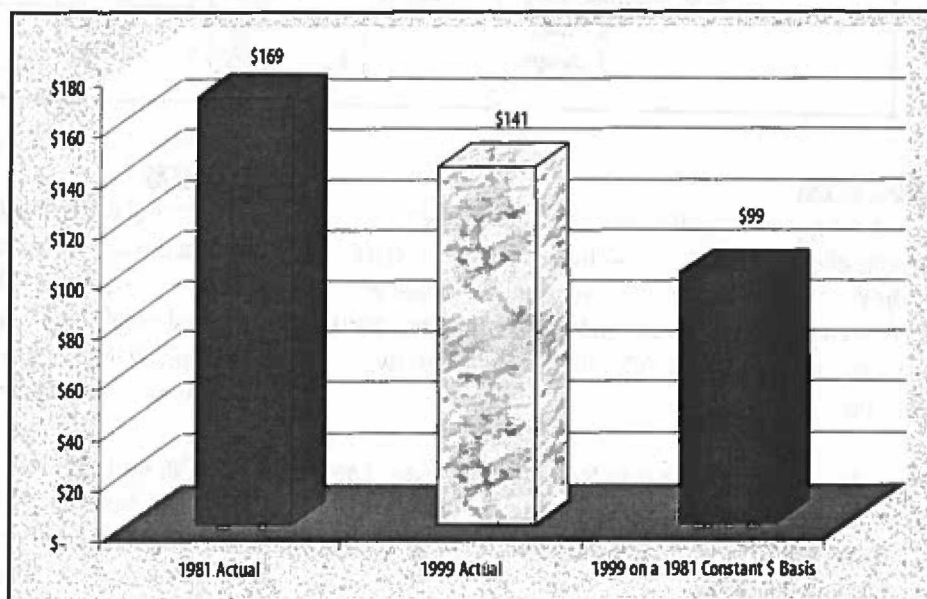
##### Mesa County

##### School District #51

	Levy Year 1980 Collection 1981	Levy Year 1998 Collection 1999	
Market Value	\$ 47,000	\$ 181,262	
X Residential Assessment Rate	30%	9.74%	
= Assessed Value	\$ 14,100	\$ 17,655	
	Mill Levy	Tax	Percentage Change
City of Grand Junction	12.000	\$ 169	-17%
Special Districts	5.290	\$ 75	47%
Mesa County	22.330	\$ 315	42%
School District #51	47.440	\$ 824	23%
<b>Total</b>	<b>87.060</b>	<b>\$ 1,228</b>	<b>24%</b>

Although the total property tax bill on residential properties has increased, homeowners are paying **17% LESS** property tax to the City of Grand Junction today than they were in 1981.

On a constant dollar basis (adjusted for inflation) an average homeowner paid **40% less** in property tax to the City of Grand Junction in 1999 than they did in 1981.





## FRANCHISE FEES, SPECIAL DISTRICT, LODGING, & OTHER TAXES

### 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 \$2.5 million over the next two years from Franchise Fees.

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

Franchise Fees	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Public Service, Gas & Elect.	\$ 941,623	\$ 960,000	\$ 998,000	\$ 1,038,000	80.5%
GV Rural Power, Electric	57,954	55,000	57,500	59,800	4.6%
Telephone	48,000	48,000	48,000	48,000	3.8%
Cable Television	178,634	125,000	135,000	146,000	11.1%
<b>Total Franchise Fees</b>	<b>\$ 1,226,211</b>	<b>\$ 1,188,000</b>	<b>\$ 1,238,500</b>	<b>\$ 1,291,800</b>	<b>100.0%</b>
% Change		-3.7%	4.3%	4.3%	
\$ Change		\$ (38,211)	\$ 50,500	\$ 53,300	

### 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.

**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.

Special District Taxes	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Downtown Development Auth.	\$ 501,094	\$ 547,050	\$ 605,900	\$ 632,900	75.9%
GJWWSD	69,888	64,319	62,799	47,318	6.7%
Ridges Metro District	164,875	164,386	141,721	141,321	17.3%
<b>Total Franchise Fees</b>	<b>\$ 735,857</b>	<b>\$ 775,755</b>	<b>\$ 810,420</b>	<b>\$ 821,539</b>	<b>100.0%</b>
% Change		5.4%	4.5%	1.4%	
\$ Change		\$ 39,898	\$ 34,665	\$ 11,119	

### 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 are dedicated for direct promotional activities and projects. The City expects to collect approximately \$700,000 in each of the next two years from this source.

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

### OTHER TAXES

The majority of these revenues are taxes collected by the state then partially shared with local governments based on population or street miles. Other miscellaneous taxes include the City's share of Motor Vehicle Registration and Cigarette Taxes, Highway Users Tax, Mineral Leasing Severance taxes and the Mesa County Road and Bridge Tax.

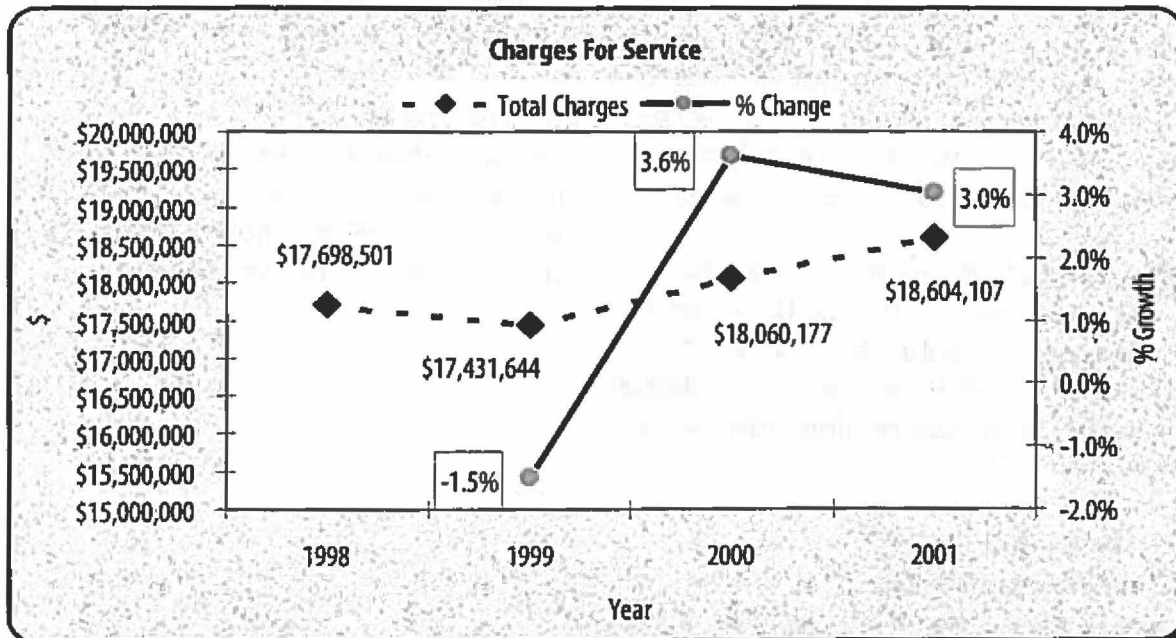
**Projection Method:** Projections for state shared taxes are based on estimates from the State Department of Revenue, population and area changes, and known changes in the allocation formulas. Projections for other taxes are based on historical data.



## 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 \$18.0 and \$18.6 million, in user charges, for 2000 and 2001, respectively. This equates to 25% of total City revenue.



Charges For Service	Actual 1998	Revised Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
<b>Utility Charges</b>					
Water Services	\$ 4,683,973	\$ 3,862,200	\$ 3,626,131	\$ 3,660,890	19.9%
Refuse Removal	2,034,234	1,997,405	1,998,101	2,045,048	11.0%
Sewer Charges	4,462,765	4,545,978	4,557,815	4,802,693	25.5%
Subtotal Utilities	11,180,972	10,405,583	10,182,047	10,508,631	56.4%
% Change		-6.9%	-2.1%	3.2%	
<b>Other Enterprise Operations</b>					
Two Rivers Convention Cntr.	\$ 731,969	\$ 794,330	\$ 826,102	\$ 859,147	4.6%
Swimming Pools	363,061	369,558	390,379	403,773	2.2%
Golf Courses	1,012,407	1,232,244	1,642,901	1,676,711	9.1%
Cemetery Operations	259,183	332,185	366,912	385,550	2.1%
Parking Operations	107,057	103,035	105,545	105,545	0.6%
Irrigation Systems	127,610	136,016	133,500	135,500	0.7%
Subtotal Enterprise	2,601,287	2,967,368	3,465,339	3,566,226	19.2%
% Change		14.1%	16.8%	2.9%	
<b>Other Charges</b>					
Rural Fire District Contract	\$ 1,064,464	\$ 1,059,862	\$ 1,092,000	\$ 1,124,000	6.0%
Parks & Rec Program Fees	487,387	524,770	507,208	555,058	2.9%
E-911 Telephone Surcharge	658,795	670,000	685,000	700,000	3.8%
Regional Comm. Center	552,056	637,243	684,796	724,392	3.8%
All Other	1,153,540	1,166,818	1,443,787	1,425,800	7.8%
Subtotal Other	3,916,242	4,058,693	4,412,791	4,529,250	24.4%
% Change		3.6%	8.7%	2.6%	
<b>Total Charges</b>	<b>\$17,698,501</b>	<b>\$17,431,644</b>	<b>\$ 18,060,177</b>	<b>\$18,604,107</b>	<b>100.0%</b>
% Change		-1.5%	3.6%	3.0%	
\$ Change		\$ (266,857)	\$ 628,533	\$ 543,930	

## CHARGES FOR SERVICE *continued*

### **UTILITY CHARGES**

The largest share (56%) of revenue from service charges is generated by the City's water, sewer and sanitation utilities. The Water Fund anticipates collecting \$3.6 million per year in user fees for 2000 and 2001 from water sales and other user charges. The City/County Joint Sewer Fund is projecting \$4.7 million per year from monthly service charges. The Sanitation Division has projected \$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). No utility rate increases are included in the projections for 2000 or 2001.

### **OTHER ENTERPRISE OPERATIONS**

#### **Two Rivers Convention Center**

This facility is utilized extensively by business and civic groups for luncheons, trade shows, concerts and numerous special events. Two Rivers generates revenues of approximately \$850,000 per year from the rental of space and amenities, food and beverage service, set-up and clean-up for a variety of uses.

#### **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. Over \$1.6 million per year in green fees, season passes, and cart rentals are projected from the Lincoln Park and Tiara Rado Golf Courses.

#### **Other**

Charges for Services from other enterprise activities are projected at approximately \$600,000 per year. These activities include Cemetery, Downtown Parking and Irrigation Systems.

**Projection Method:** These revenue 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 CHARGES**

Other user fees totaling approximately \$4.5 million per year include fees derived from the following sources; Emergency 911 Telephone Charges, development fees, parking meter revenue, and a contract for services with Rural Fire District.

#### **Projection Method:**

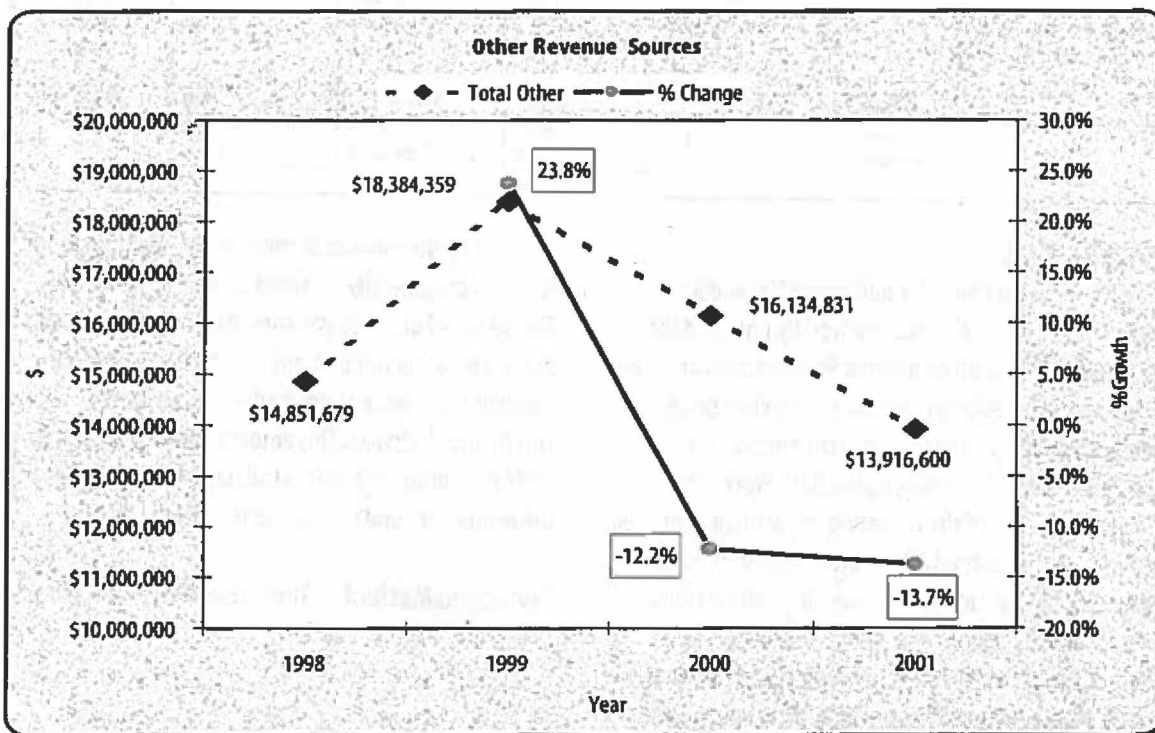
Projection methods vary depending upon the type of revenue. Some are derived directly from contracts for service while others are based on set recovery rates and/or the projected growth in the number of customers.

## OTHER REVENUE SOURCES

All other revenue sources combined account for approximately 21% of total City revenue. The types of revenue included in this

category are identified in the table below and detailed on the following pages.

Other Revenue Sources	Actual 1998	Revised Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Licenses & Permits	\$ 108,658	\$ 101,611	\$ 100,988	\$ 101,662	0.7%
Intergovernmental	2,263,086	3,584,158	3,768,916	1,550,466	17.7%
Interfund Charges	6,638,327	6,834,826	7,249,167	7,468,072	49.0%
Interest & Investments	2,699,678	2,771,279	2,464,726	2,266,956	15.7%
Capital Proceeds	1,750,917	3,199,417	1,075,770	1,120,441	7.3%
Miscellaneous	1,391,013	1,893,068	1,475,264	1,409,003	9.6%
<b>Total Other</b>	<b>\$14,851,679</b>	<b>\$18,384,359</b>	<b>\$ 16,134,831</b>	<b>\$13,916,600</b>	<b>100.0%</b>
% Change		23.8%	-12.2%	-13.7%	
\$ Change		\$ 3,532,680	\$ (2,249,528)	\$ (2,218,231)	





**INTERGOVERNMENTAL**

The majority of these revenues are project specific and originate at either the Federal or State level of government.

**Projection Method:** Revenues received from other governments are budgeted based on grants for which application has been made, or is otherwise known to be available for a specific project.

Intergovernmental	Actual 1998	Revised Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
General Operating Fund					
Historic Preservation Grant	-	-	-	60,000	1.1%
Law Enforcement Grants	105,220	271,778	69,000	89,000	3.0%
EMS Grant	16,454	-	-	-	0.0%
Transportation Grants	7,907	40,000	-	-	0.0%
Parks & Rec. Grants	13,938	35,869	86,650	11,783	1.9%
State Museum Grant	270,000	-	-	-	0.0%
CDBG Entitlement Funds	460,228	540,000	280,000	400,000	12.8%
State Lottery Proceeds	371,841	350,000	355,000	360,000	13.4%
Capital Project Grants	650,225	1,968,416	2,788,377	466,000	61.2%
ODA Grants	126,060	217,000	-	-	0.0%
County Share, OM Pool	73,529	133,095	161,889	85,683	4.7%
PIAB	28,000	28,000	28,000	78,000	2.0%
State Grant, Sewer Line	107,581	-	-	-	0.0%
Other Intergovernmental	32,103	-	-	-	0.0%
<b>Total</b>	<b>\$ 2,263,086</b>	<b>\$3,584,158</b>	<b>\$ 3,768,916</b>	<b>\$1,550,466</b>	<b>100.0%</b>
% Change		58.4%	5.2%	-58.9%	
\$ Change		\$ 1,321,072	\$ 184,758	\$ (2,218,450)	

**INTERFUND CHARGES**

Interfund Charges totaling \$7.2 million in 2000 and \$7.5 million in 2001 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 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 \$877,000 annually and is calculated based on a percentage of the respective fund's projected operating revenue.

**Projection Method:** These revenues are calculated on a cost-reimbursement basis.

Interfund Charges	Actual 1998	Revised Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
General Fund Overhead	\$ 876,238	\$ 865,000	\$ 863,300	\$ 891,600	5.8%
Water Fund Billing	351,581	372,309	394,379	403,661	2.7%
Joint Sewer Fund Billing	75,393	80,000	80,000	82,000	0.5%
Internal Service Funds					
Data Processing Fund	1,170,532	1,119,719	1,283,747	1,316,702	8.7%
Equipment Fund	2,469,099	2,568,127	2,747,458	2,821,026	
Stores/Print Shop	60,595	62,300	66,972	69,399	
Self Insurance	879,889	879,287	907,554	924,515	
Communications Center	755,000	888,084	905,757	959,169	6.2%
<b>Total Other</b>	<b>\$ 6,638,327</b>	<b>\$ 6,834,826</b>	<b>\$ 7,249,167</b>	<b>\$ 7,468,072</b>	<b>23.9%</b>
% Change		3.0%	6.1%	3.0%	
\$ Change		\$ 196,499	\$ 414,341	\$ 218,905	

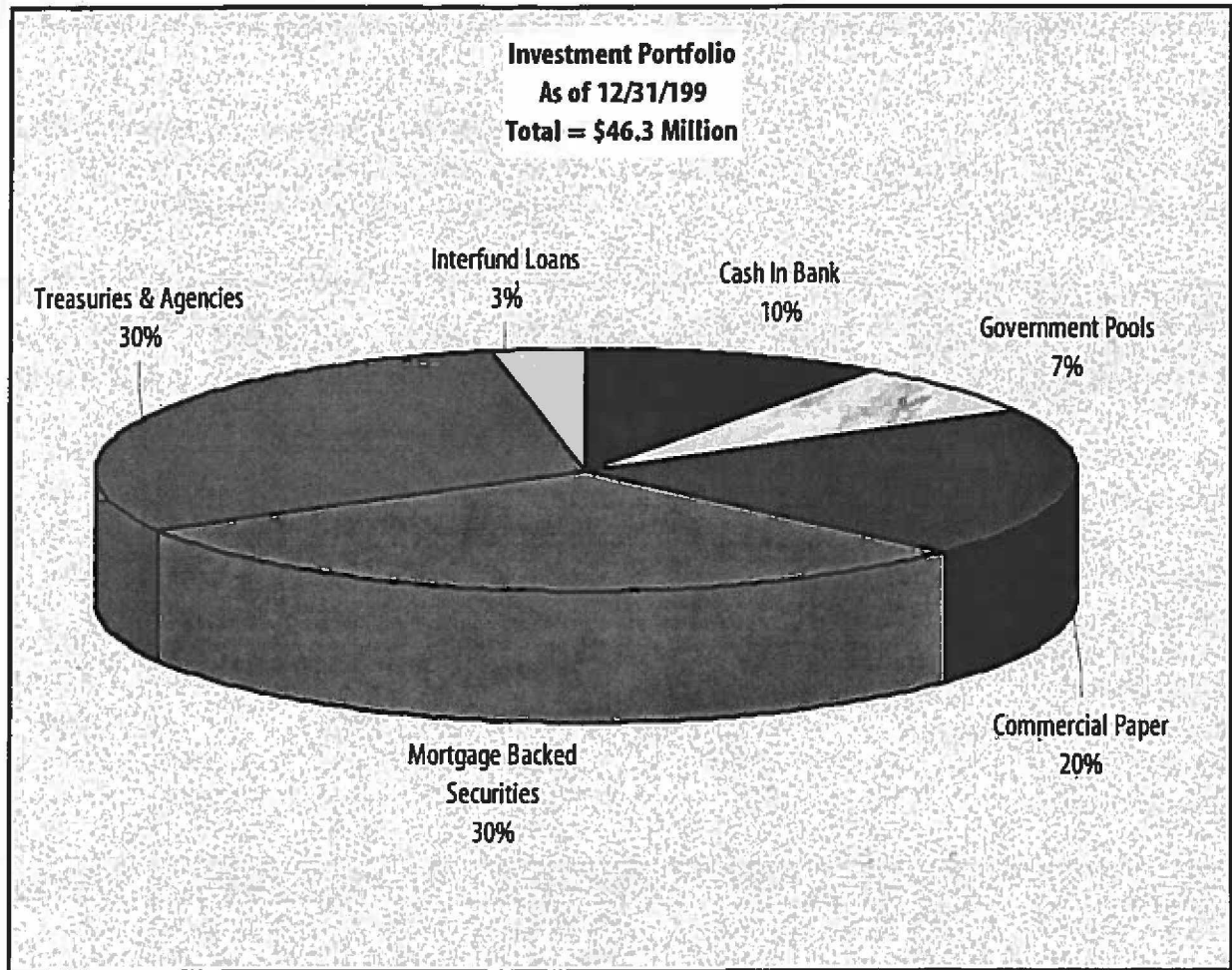
## OTHER REVENUE SOURCES

### **POOLED INTEREST INCOME**

Pooled interest income totaling approximately \$2.3 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

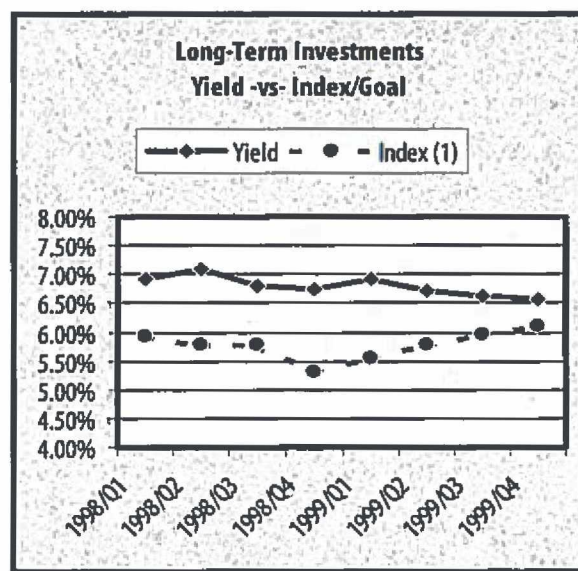
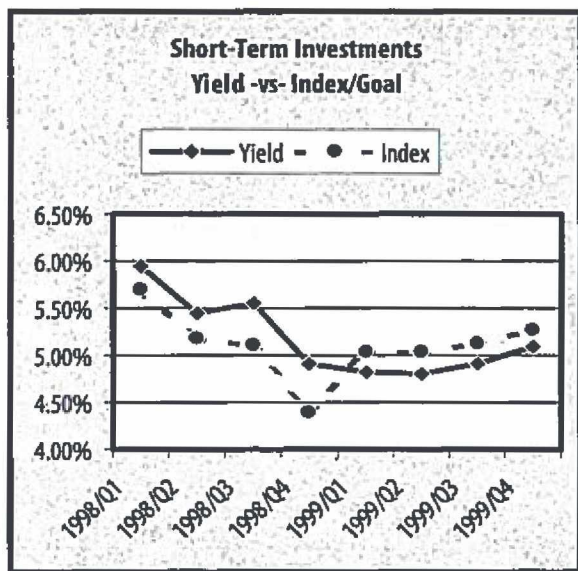
terms. The graph below depicts the make-up of the City of Grand Junction's investment portfolio.

**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.





## OTHER REVENUE SOURCES

**CAPITAL PROCEEDS**

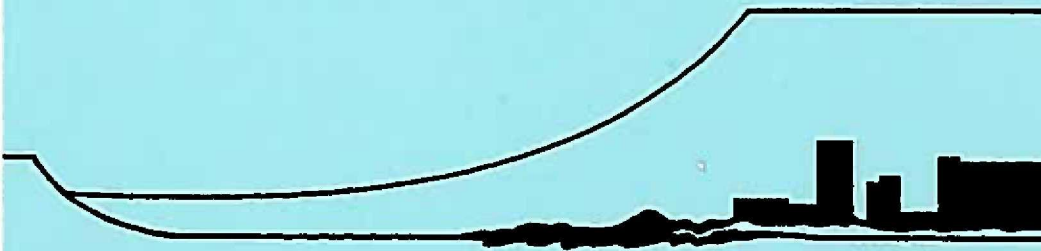
These revenue sources include the sale of assets, water and sewer tap sales and debt proceeds.

**Projection Method:** Tap Fee revenues are projected based on expected development activity. Loan proceeds are determined by planned financing activities.

Capital Proceeds	Actual 1998	Revised Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Sale of Property	377,036	-	-	-	0.0%
Water Tap Sales	69,820	40,000	20,000	20,000	1.8%
Golf Course Loan Proceeds	260,000	90,000	-	-	0.0%
Irrigation System Tap Fees	2,600	11,440	5,200	5,200	0.5%
Sewer Tap Sales	901,682	942,202	970,468	999,582	89.7%
Sale Of Equipment	93,219	94,775	57,352	71,159	5.9%
DDA Bond Proceeds	-	2,000,000	-	-	0.0%
State Lottery Proceeds	-	-	-	-	0.0%
GJWWSD Tap Sales	4,000	3,000	2,750	2,500	0.2%
Ridges District Tap Fees	42,560	18,000	20,000	22,000	1.9%
<b>Total</b>	<b>\$ 1,750,917</b>	<b>\$3,199,417</b>	<b>\$ 1,075,770</b>	<b>\$1,120,441</b>	<b>100.0%</b>
% Change		82.7%	-66.4%	4.2%	
\$ Change		\$ 1,448,500	\$ (2,123,647)	\$ 44,671	



## OPERATING EXPENSES



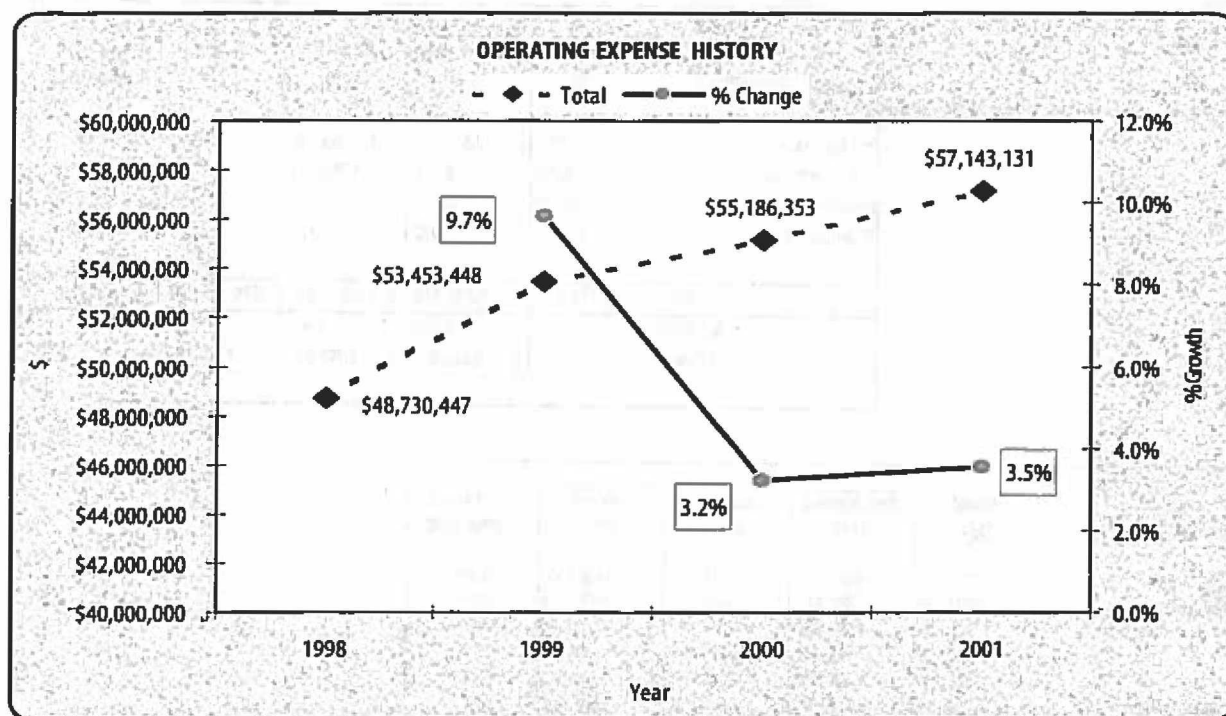
Operating Expense

Following section provides information regarding budgeted operating expenses. Information on the City's capital improvement program is included under Capital Expenditures tab. The Department Summary section provides operating expenses by department and category, additional expenditure data can be found throughout the Department and Fund Summary sections.

## OPERATING EXPENDITURES

The City of Grand Junction has budgeted expenditures for all funds totaling approximately \$76 million in 2000, and \$70 million in 2001 (excluding budgeted transfers from one fund to another). Capital Improvements represent approximately 23% of budgeted expenditures over the next two years. 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 \$67.4 million and \$61.6 million in 2000 and 2001 respectively.

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 Fund Summary section of this document.

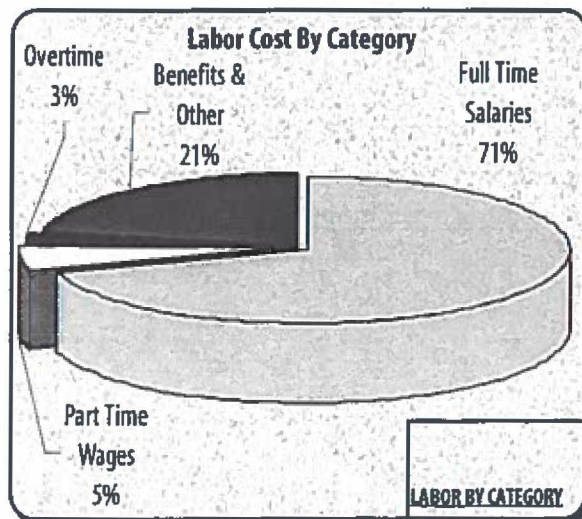


The operating budget for all funds, totaling \$55.2 million in 2000 and \$57.1 million in 2001, constitutes 77% of the total

budget. Operating expenditures are budgeted to increase 3.2% in 2000 and 3.5% in 2001.

EXPENSE CATEGORY	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Labor	\$26,955,419	\$29,739,272	\$32,238,208	\$34,143,127	59.1%
Non-Personnel Operating	17,954,065	20,573,435	19,415,455	19,822,440	34.9%
Debt Service	3,022,070	2,368,907	2,610,210	2,447,928	4.5%
Operating Capital	798,893	771,834	922,480	729,636	1.5%
<b>Total</b>	<b>\$48,730,447</b>	<b>\$53,453,448</b>	<b>\$ 55,186,353</b>	<b>\$57,143,131</b>	<b>100.0%</b>
% Change		9.7%	3.2%	3.5%	
\$ Change		\$ 4,723,001	\$ 1,732,905	\$ 1,956,778	

## LABOR COSTS



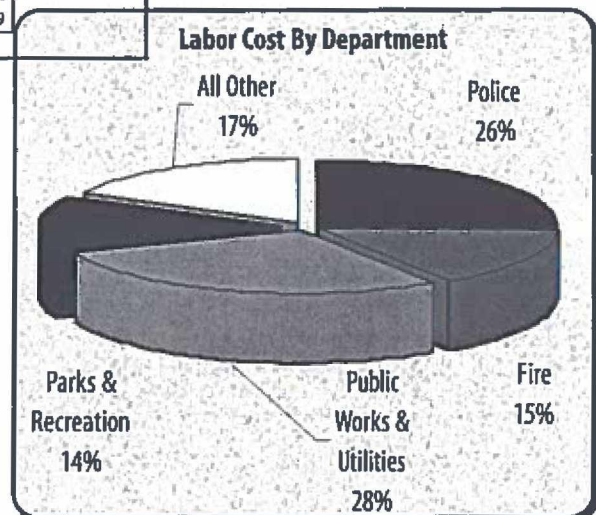
Personnel services represent the largest expenditure category requiring \$66.4 million over the next two years, 59% of operating expenditures, 45% of the total City budget.

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.

	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
Full Time Salaries	\$18,944,974	\$20,885,843	\$22,595,493	\$24,044,975	70.3%
Part Time Wages	1,588,116	1,718,597	1,786,241	1,787,400	5.4%
Overtime	887,842	968,862	958,101	986,217	2.9%
Benefits & Other	5,534,487	6,165,970	6,898,373	7,324,535	21.4%
<b>Total</b>	<b>\$26,955,419</b>	<b>\$29,739,272</b>	<b>\$ 32,238,208</b>	<b>\$34,143,127</b>	<b>100.0%</b>
% Change		10.3%	8.4%	5.9%	
\$ Change		\$ 2,783,853	\$ 2,498,936	\$ 1,904,919	

LABOR BY DEPARTMENT	Actual 1998	Rev. Budget 1999	Budget 2000	Budget 2001	% Of Total 2000 & 2001
City Administration	\$564,989	\$693,640	\$715,253	\$738,595	2.2%
Administrative Services	2,244,052	2,508,930	2,891,120	3,047,526	8.9%
Community Development	925,374	1,179,765	1,283,303	1,374,608	4.0%
Police	7,131,173	7,645,514	8,256,701	8,680,193	25.5%
Fire	4,319,478	4,728,336	4,809,859	5,292,088	15.2%
Public Works & Utilities	7,574,142	8,366,322	9,068,159	9,640,422	28.2%
Parks & Recreation	3,734,243	4,058,065	4,578,797	4,712,362	14.0%
Visitor & Convention Bureau	287,710	315,617	379,300	392,782	1.2%
Downtown Development Auth.	174,258	243,083	255,716	264,551	0.8%
<b>Total</b>	<b>\$26,955,419</b>	<b>\$29,739,272</b>	<b>\$ 32,238,208</b>	<b>\$34,143,127</b>	<b>100.0%</b>
% Change		10.3%	8.4%	5.9%	
\$ Change		\$ 2,783,853	\$ 2,498,936	\$ 1,904,919	

Personnel for Public Safety services (Police and Fire), constitutes 41% of all labor costs, Public Works and Utilities consume 28%, and Parks and Recreation 14%.





## LABOR COSTS

The \$32.2 million year 2000 budget for personnel expenditures represents a 8.4% increase over 1999 while the \$34.1 million 2001 personnel budget reflects a 5.9% increase over 2000. These changes are primarily due to the items identified below:

- A 3% increase in our wage plan is expected in each of the next two years based on our approved pay plan.
- Based on the 1999 benefit study, the budget contains a proposal to increase the City's share of medical premiums from 78% of the C50 plan to 90% of that plan, phased in over the two years and costing \$210,000.
- An improved prescription drug program is also recommended at a cost of \$38,000 to the City.
- The budget includes funding for 48 new positions with 33 being added in 2000 and an additional 15 in 2001. This is our most significant increase in many years and is due to continued growth and service demand increases. These include staffing in some new service areas such as four people in Golf Pro Shop Management, covered by revenues; five positions to staff Mesa State College Police Services with 79% of the cost covered by the college and only \$72,000 affecting our budget in 2000 provided the contract is approved by the City Council; and four new full-time janitorial staff at a cost of \$50,000.

All of the positions requests were prompted by increased workload and service demands, including those prompted by annexation and park development. These additional positions will bring the City's full-time complement to 523 in 2000 and 538 in 2001.

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 in the Related Information section.

The new positions which were approved are listed below:

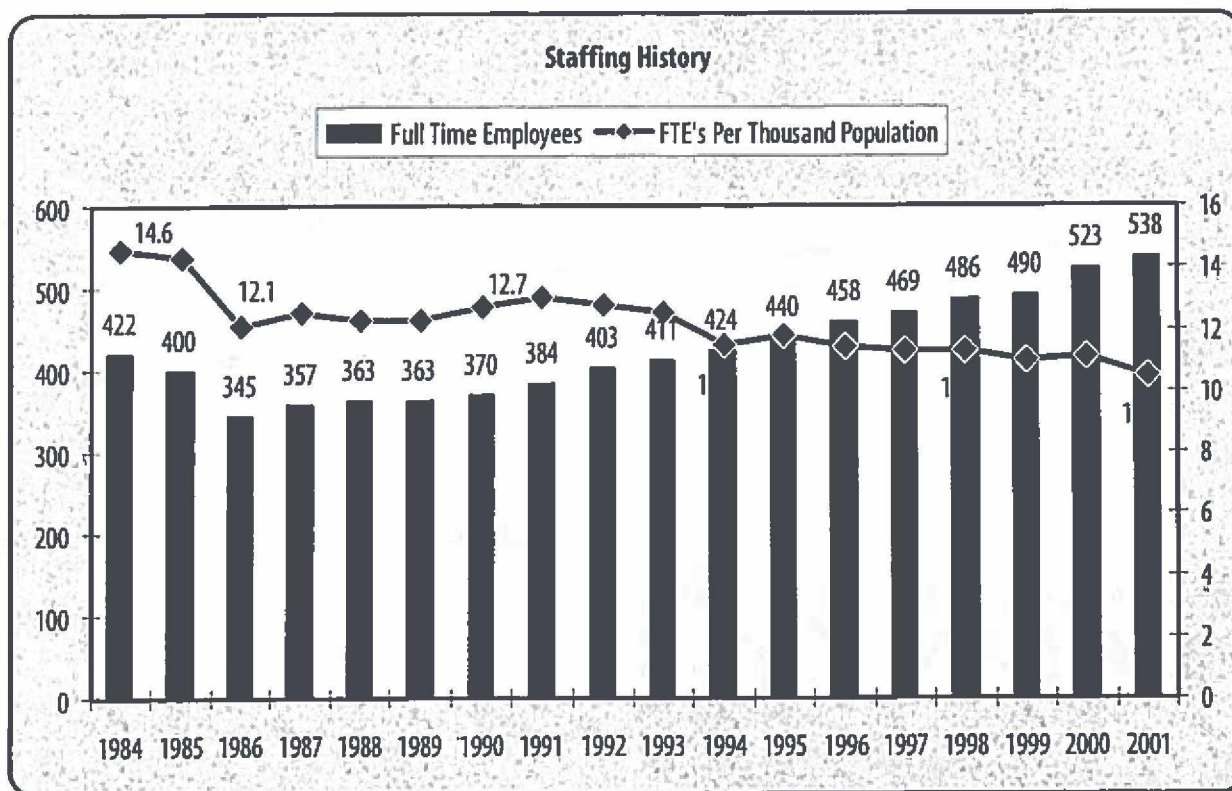
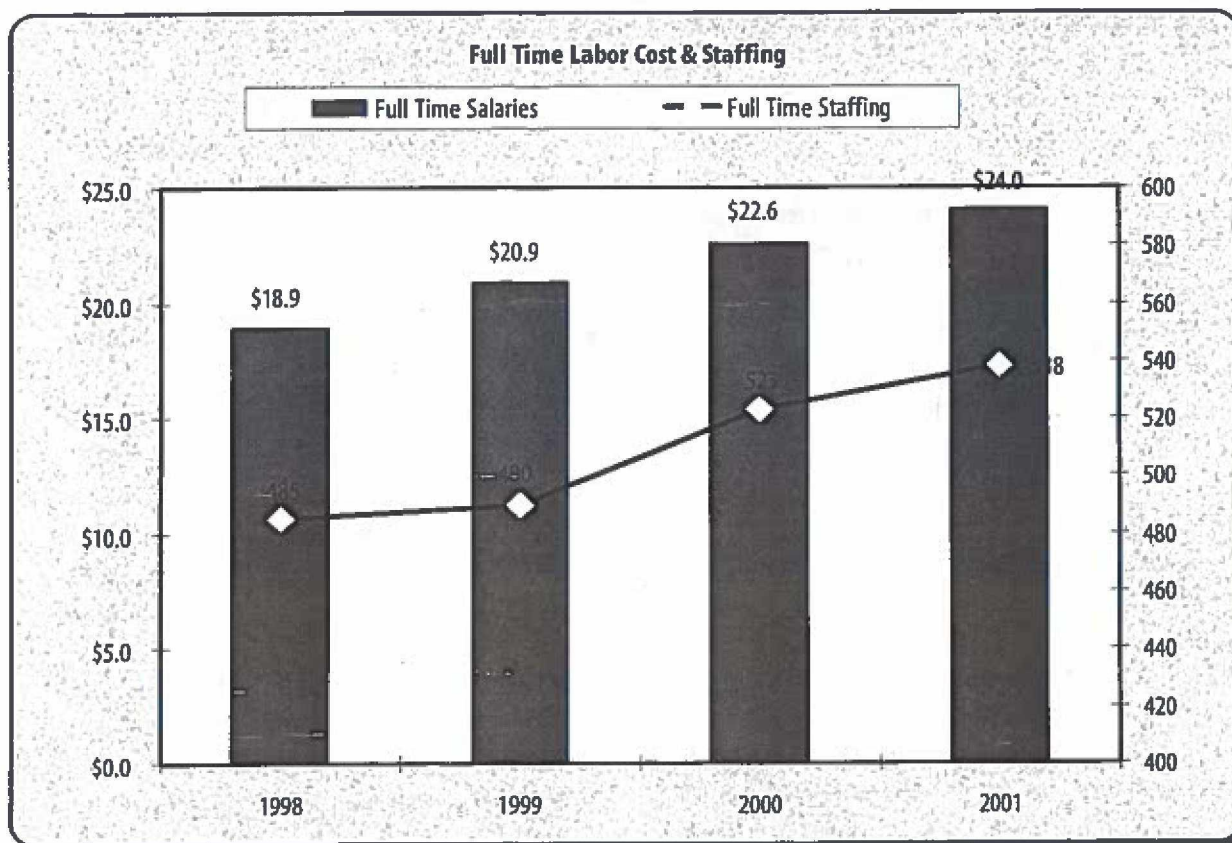
### Description of changes for 2000

Admin Svcs	Addition of 1 Administrative Clerk Addition of 2 Network Analysts Addition of 1 Webserver Coordinator Reclass Part-Time Admin Assist to Full-Time
Comm Dev	Addition of 1 Planning Technician Addition of 1 GIS Technician II
PW & Utilities	Addition of 1 Administrative Clerk Addition of 1 Crew Leader Addition of 1 Engineering Technician Addition of 1 Real Estate Technician Addition of 1 Senior Real Estate Specialist Addition of 1 Administrative Assistant Addition of 1 Construction Inspector Addition of 1 Engineering Projects Manager Addition of 1 Lead Custodian Addition of 3 Custodians Addition of 1 Public Works Maintenance Supervisor Deletion of 1 Fleet Maintenance Supervisor
Police	Addition of 4 Police Officers Addition of 1 Police Sergeant Addition of 1 Police Services Technician Addition of 1 Police Records Specialist Addition of 1 Administrative Assistant Addition of 1 Victims Assistance Coordinator Deletion of 1 Administrative/Operations Officer
Fire	
Parks & Rec	Addition of 1 Crew Leader Addition of 1 Golf Professional Addition of 3 Assistant Golf Professionals
VCB	Addition of 1 Promotions Coordinator

### Description of changes for 2001

Admin Svcs	Addition of 1 Training Coordinator Addition of 1 IS Support Specialist
Comm Dev	Addition of 1 Code Enforcement Officer
PW & Utilities	Addition of 1 Administrative Assistant Addition of 1 Engineer
Police	Addition of 1 Police Services Technician Addition of 2 Police Officers
Fire	Addition of 6 Fire Fighters
Parks & Rec	Addition of 1 Equipment Operator

# LABOR COSTS



## NON-PERSONNEL COSTS

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 35% of all budgeted operating expenditures, or \$19.6 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.

<b>Non-Personnel Oper.</b>	<b>Actual 1998</b>	<b>Rev. Budget 1999</b>	<b>Budget 2000</b>	<b>Budget 2001</b>	<b>% Of Total 2000 &amp; 2001</b>
Supplies & Materials	\$2,707,952	\$3,082,061 13.8%	\$3,150,613 2.2%	\$3,214,818 2.0%	16.2%
Repairs & Maintenance	630,792	701,775 11.3%	681,118 -2.9%	682,593 0.2%	3.5%
Printing & Publishing	495,586	620,129 25.1%	669,025 7.9%	657,818 -1.7%	3.4%
Utilities	2,386,514	2,397,871 0.5%	2,390,663 -0.3%	2,463,866 3.1%	12.4%
Rent	105,235	454,184 331.6%	132,052 -70.9%	66,928 -49.3%	0.5%
Insurance	891,463	860,859 -3.4%	812,963 -5.6%	842,511 3.6%	4.2%
Travel & Training	697,547	824,590 18.2%	968,454 17.4%	966,794 -0.2%	4.9%
Contract & Purchased Svcs.	2,320,796	2,327,799 0.3%	2,401,640 3.2%	2,383,994 -0.7%	12.2%
Contributions & Donations	1,283,998	2,330,320 81.5%	894,088 -61.6%	1,003,088 12.2%	4.8%
Interfund Charges	5,982,101	6,229,159 4.1%	6,677,984 7.2%	6,946,628 4.0%	34.7%
Other Operating Expense	452,081	744,683 64.7%	636,856 -14.5%	593,402 -6.8%	3.1%
<b>Total</b>	<b>17,954,065</b>	<b>20,573,435</b>	<b>\$ 19,415,455</b>	<b>\$19,822,440</b>	<b>100.0%</b>
<b>% Change</b>		<b>14.6%</b>	<b>-5.6%</b>	<b>2.1%</b>	
<b>\$ Change</b>		<b>\$ 2,619,370</b>	<b>\$ (1,157,980)</b>	<b>\$ 406,985</b>	



## 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.

	Original Principal Amount	Principal Amount Outstanding 12/31/99	Remaining Interest to be Paid to Maturity	Total Debt Service Requirements Remaining	Annual Debt Service Payments	
					2000	2001
<b>GENERAL OBLIGATION BONDS</b>						
<b>Payable from Special District Tax Revenues:</b>						
Ridges Metro District, G.O. Refunding Series 1992	2,590,000	2,065,000	1,053,675	3,118,675	223,193	222,793
G.J.W.W.S.D., G.O. Refunding Bonds, Series 1987 A&B	1,590,000	930,640	269,129	1,199,769	142,402	144,239
Subtotal: General Obligation Bonds	\$4,180,000	\$2,995,640	\$1,322,804	\$4,318,444	\$365,594	\$367,031
<b>SPECIAL REVENUE BONDS:</b>						
Sales Tax C.I.P. Bonds, Series 1991	\$2,000,000	\$255,000	\$15,555	\$270,555	\$270,555	\$0
Joint Sewer System, Refunding Series 1992	8,200,000	4,715,000	1,026,040	5,741,040	858,885	932,648
D.D.A. Tax Increment Financing Bonds, Series 1996	1,700,000	1,270,000	301,865	1,571,865	219,480	221,830
D.D.A. TIF Subordinate Bonds, Series 1999	2,000,000	2,000,000	369,449	2,369,449	275,050	292,650
Subtotal: Special Revenue Bonds	\$13,900,000	\$8,240,000	\$1,712,909	\$9,952,909	\$1,623,970	\$1,447,128
<b>PROMISSORY NOTES:</b>						
Riverfront Project, Dunn Property Note, 1989	\$351,327	\$241,879	\$136,121	\$378,000	\$42,000	\$42,000
Water Fund: Water Supply Flowline, CWCB, 1989	195,930	144,295	64,231	208,526	13,902	13,902
Subtotal: Promissory Notes	\$547,257	\$386,174	\$200,352	\$586,526	\$55,902	\$55,902
<b>CAPITAL LEASE OBLIGATIONS</b>						
Certificates of Participation; Matchett Property	\$2,155,000	\$1,615,000	\$377,160	\$1,992,160	\$282,918	\$282,973
<b>GENERAL FUND ADVANCES:</b>						
Lincoln Park Golf: 1991 Clubhouse Loan, 10y, 9%	\$265,157	\$40,553	\$3,650	\$44,202	\$44,202	\$0
Tiara Rado Golf: Clubhouse Loan Refinancing 1994, 15y, 9%	626,378	266,007	54,716	320,723	65,207	127,758
Tiara Rado Golf: Driving Range Loan - 1999, 15y, 7.5%	350,000	350,000	244,758	594,758	39,651	39,651
Solid Waste Removal: 1996 Equip. Loan, 10y, 8%	660,000	462,000	147,840	609,840	102,960	97,680
V.C.B.: 1993 General Fund Loan, 10y, 8%	200,000	98,721	20,503	119,224	29,806	29,806
Subtotal: General Fund Advances	\$2,101,535	\$1,217,280	\$471,466	\$1,688,746	\$281,825	\$294,894
GRAND TOTAL	\$22,883,792	\$14,454,094	\$4,084,691	\$18,538,785	\$2,610,209	\$2,447,928
<b>DEBT SERVICE REQUIREMENTS BY FUND:</b>						
# 102 VISITOR & CONVENTION BUREAU FUND	\$ 200,000	\$ 98,721	\$ 20,503	\$ 119,224	\$ 29,806	\$ 29,806
# 301 WATER ENTERPRISE FUND	195,930	144,295	64,231	208,526	13,902	13,902
# 302 SOLID WASTE REMOVAL FUND	660,000	462,000	147,840	609,840	102,960	97,680
# 305 LINCOLN PARK GOLF ENTERPRISE FUND	265,157	40,553	3,650	44,202	44,202	-
# 306 TIARA RADO GOLF ENTERPRISE FUND	976,378	616,007	299,474	915,481	104,857	167,408
# 610 GENERAL DEBT SERVICE FUND	4,506,327	2,111,879	528,836	2,640,715	595,473	324,973
# 611 D.D.A. DEBT SERVICE FUND	3,700,000	3,270,000	671,314	3,941,314	494,530	514,480
# 612 G.J.W.W.S. DISTRICT FUND	1,590,000	930,640	269,129	1,199,769	142,402	144,239
# 613 RIDGES METROPOLITAN DISTRICT FUND	2,590,000	2,065,000	1,053,675	3,118,675	223,193	222,793
# 902 JOINT SEWER ENTERPRISE FUND	8,200,000	4,715,000	1,026,040	5,741,040	858,885	932,648
TOTAL	\$22,883,792	\$14,454,094	\$4,084,691	\$18,538,785	\$2,610,209	\$2,447,928

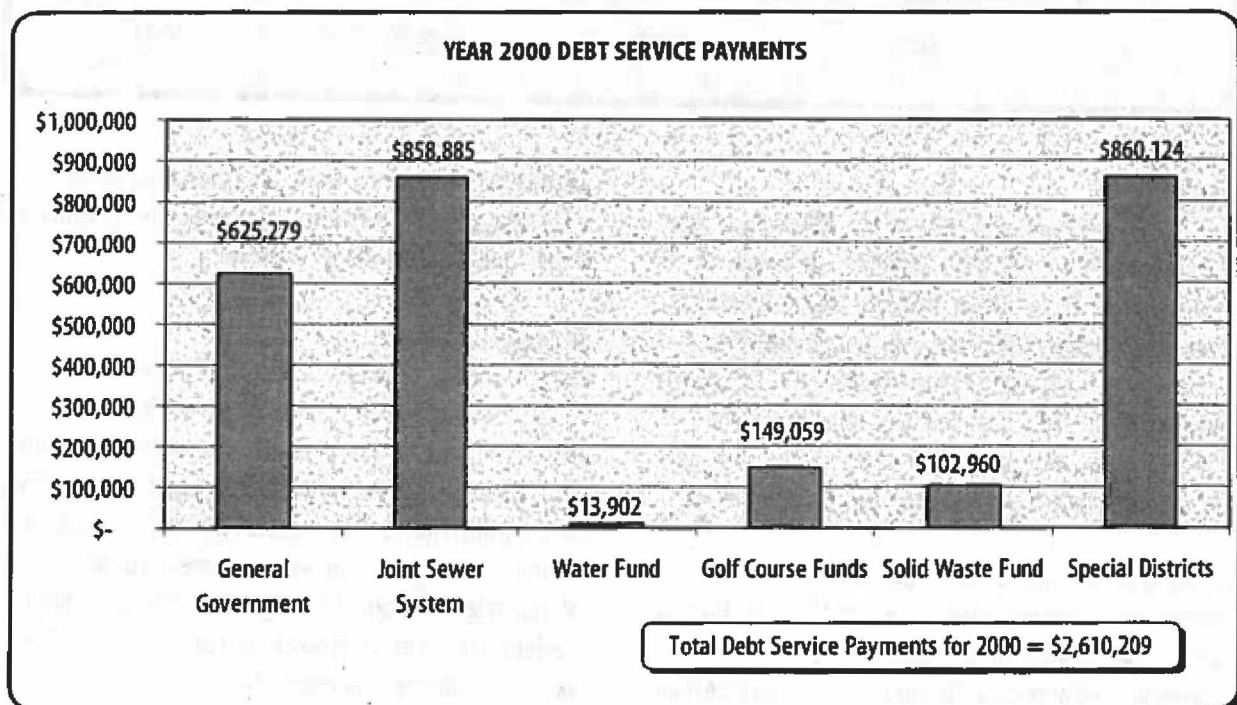
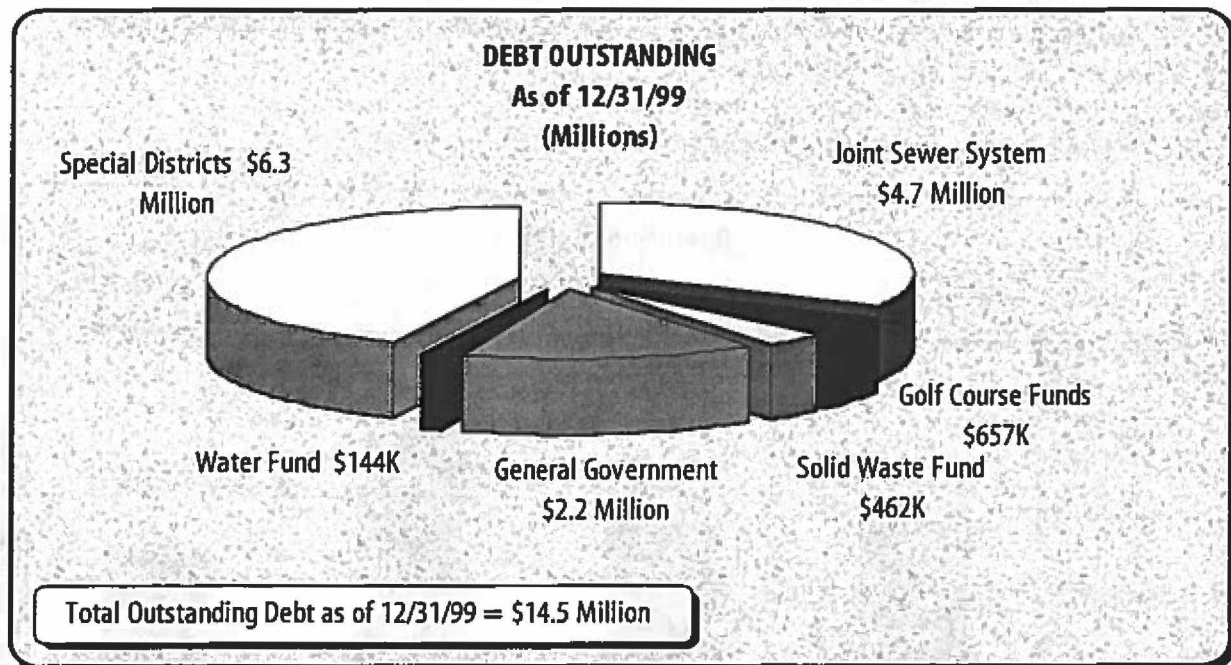
Colorado State Statutes limit the total amount of General Obligation debt to three percent (3%) of the jurisdictions actual value. The City of Grand Junction continues to maintain a zero level of debt that is applicable to this margin. This table has been provided to show the computation of the City's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

Estimated Actual Value (Determined by the County Assessor)	\$2,213,425,971
Multiplied By 0.03	0.03
Legal Debt Limit = 3% of Actual Value	\$66,402,779
Total General Obligation Debt:	\$2,995,640
Less: Special Taxing District Debt	(\$2,995,640)
Total Applicable to the Legal Debt Margin	\$0
<b>LEGAL DEBT MARGIN</b>	<b>\$66,402,779</b>

## DEBT SERVICE

As of December 31, 1999, The City of Grand Junction and its related entities has \$14.5 million in outstanding debt. Of this amount only \$2.2 million represents General Government debt. The largest portion, \$4.7 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 \$6.3 million in debt. The remaining \$1.3 million in outstanding debt is in the enterprise funds. Total Debt Service payments of approximately \$2.5 million in 2000 and in 2001, represents 4.5% of total operating expenditures.



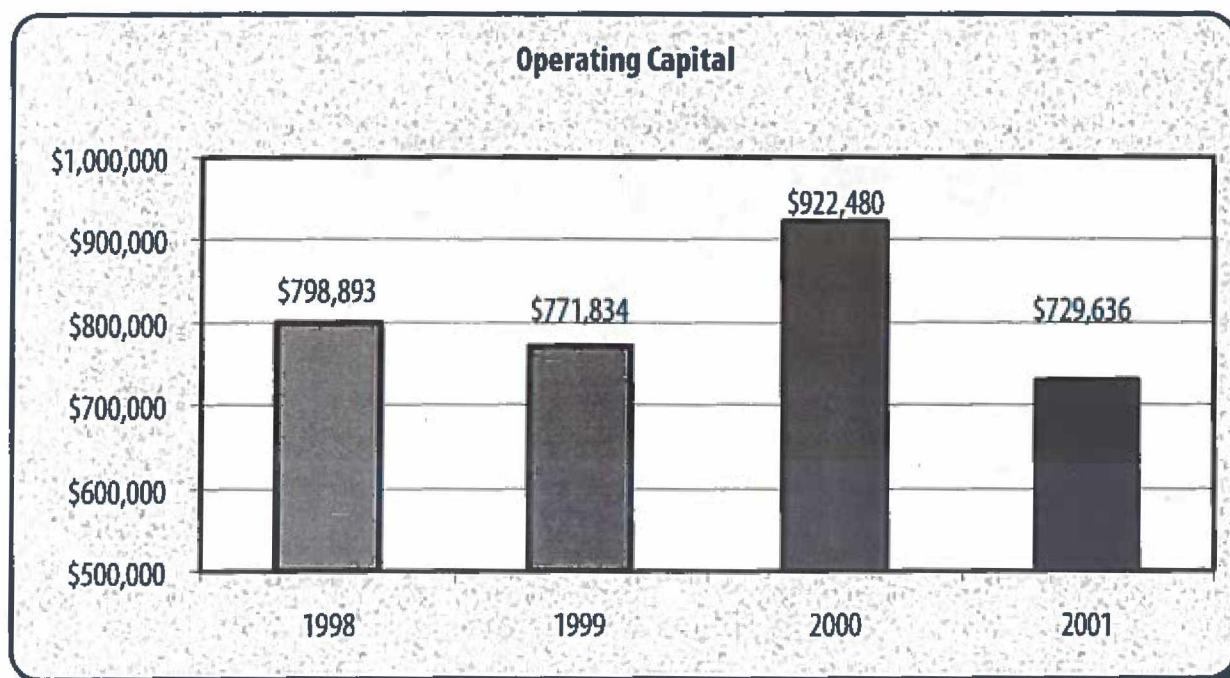


## OPERATING CAPITAL & OTHER USES

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 2000 budget total \$922,000 and includes such items as personal computers, construction and maintenance equipment, and specialty police and fire equipment. Approximately \$730,000 is included in the 2001 budget for these types of expenditures.

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



### 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, \$600,000 and \$650,000 has been budgeted in 2000 and 2001 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 are transferred to the requesting department's cost center and object code in order to maintain accurate budget accounting.

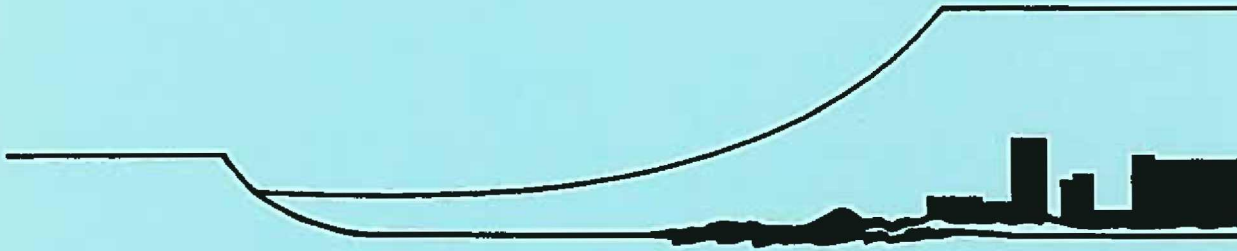
### Budgeted Savings

Budgeted Savings represent a reduction in the net use of funds the City anticipates occurring in a particular year. The majority of these savings generally arise on the expenditure side from unanticipated vacancies in the authorized staffing level. Savings can also be generated from the revenue side, resulting from higher than projected revenue growth. An estimated level of Budget Savings is identified annually in the General Fund and is programmed as a transfer to Sales Tax Capital Improvement Project Fund.



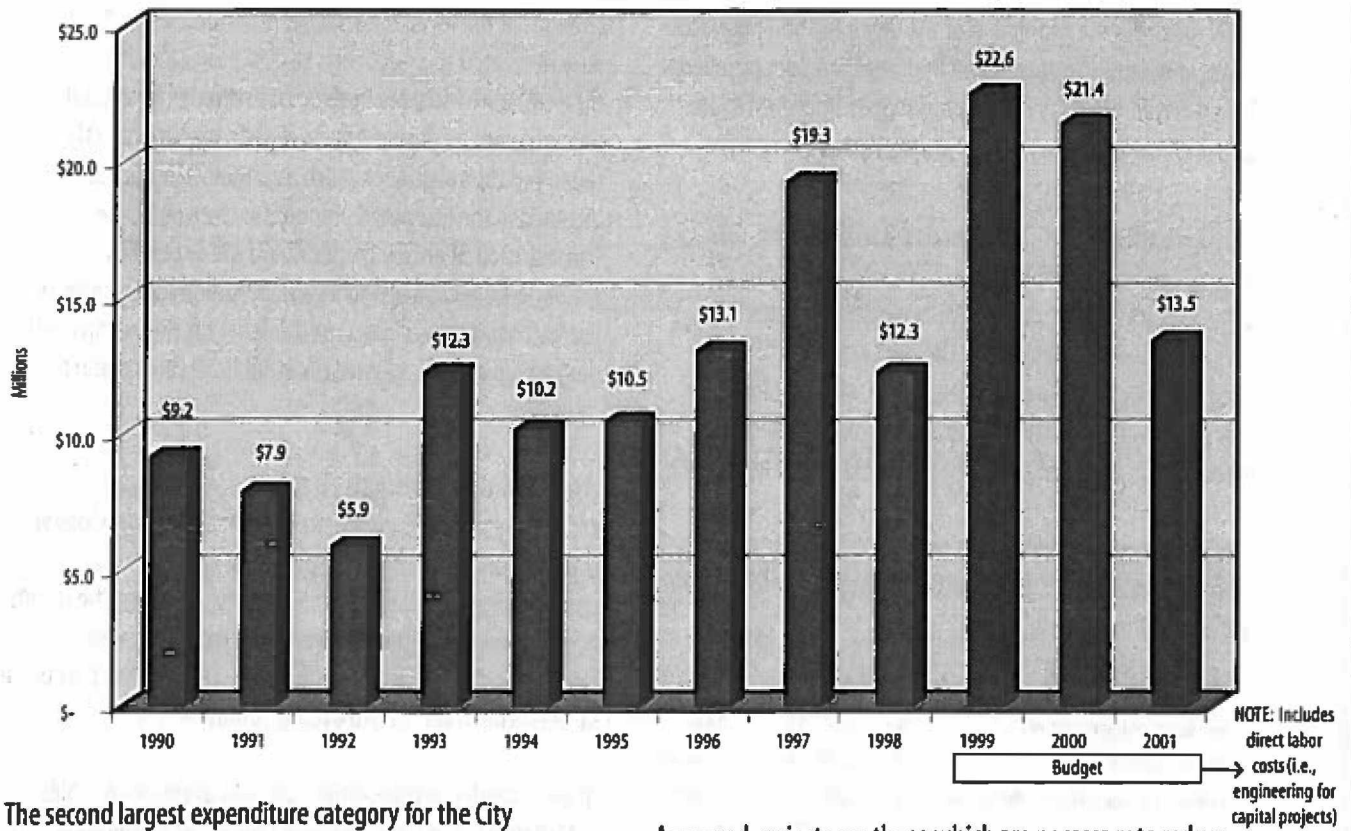
## CAPITAL EXPENDITURES

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***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.***



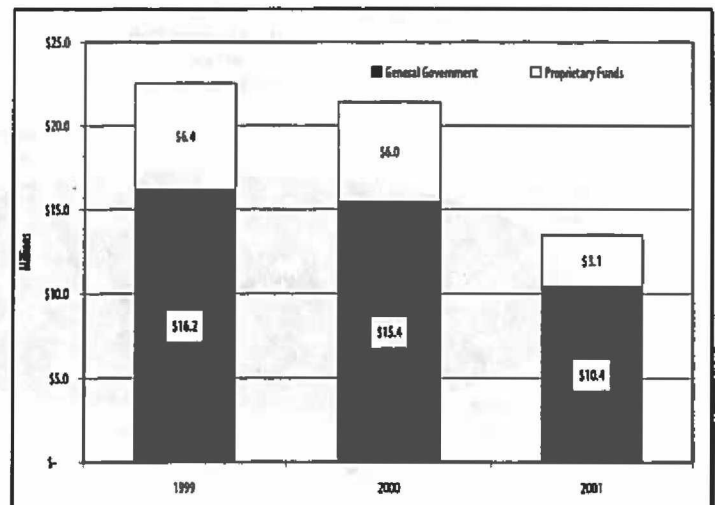
The second largest expenditure category for the City continues to be Capital Outlay. Capital improvement projects totaling \$34.9 million (including budgeted labor) over the next two years represents twenty three percent (23%) of the total two-year budget. The citizenry of Grand Junction is fortunate 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.

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. 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.

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.

**Budgeted Capital Improvement Program 1999-2001**



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.

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.

<b>MAJOR CIP PROJECTS</b>	<b>2000</b>	<b>2001</b>
Storm Drainage Improvements	\$ 1,157,551	\$ 1,466,778
Water System Improvements	\$ 1,345,953	\$ 641,407
Two Rivers Convention Center Renovation	\$ 750,000	\$ 2,250,000
Vehicle & Equipment Replacement	\$ 1,313,000	\$ 1,048,000
E-911 Communications Center Equipment	\$ 287,000	\$ 209,000
Sewer System Improvements	\$ 2,908,508	\$ 1,165,879
Street Overlay/Maintenance Program	\$ 1,191,000	\$ 1,600,000
Alley Improvements	\$ 320,000	\$ 333,000
Sidewalk Improvements	\$ 476,000	\$ 495,000
Completion of 27.5 Road Reconstruction	\$ 750,000	
29 Road; Interstate 70-B -to- 28.5 Road	\$ 500,000	\$ 500,000
Horizon Drive; Hwy. 12th Street -to- G Road	\$ 500,000	
25 Road; Hwy. 6850 -to- F Road	\$ 150,000	\$ 1,225,000
24 Road Widening & Bike/Ped. Path	\$ 1,540,446	
Completion of the City Hall Reconstruction	\$ 4,045,506	
Canyon View Park Improvements	\$ 317,000	\$ 100,000
Completion of Eagle Rim Park	\$ 857,630	

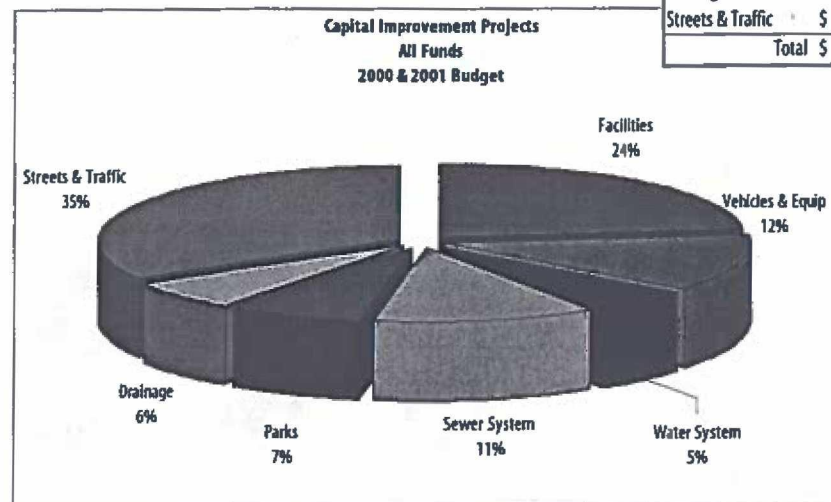
Changes in the level of operating expenditures that are directly related to a particular capital project and are one-time costs, are included in the cost estimates for capital improvement projects. Personnel costs that are directly related to capital projects, such as engineering, are also included in 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 164 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 2000 - 2001 biennial budget.

Facilities	\$ 8,152,506
Vehicles & Equip	\$ 4,328,644
Water System	\$ 1,916,510
Sewer System	\$ 3,989,163
Parks	\$ 2,523,006
Drainage	\$ 2,239,561
Streets & Traffic	\$ 11,760,418
<b>Total</b>	<b>\$ 34,909,808</b>

<b>Facilities</b>	
City Hall	\$ 4,045,506
Two Rivers	\$ 3,116,000
Fire Stations	\$ 263,000
Pools	\$ 183,000
City Shops	\$ 190,000
DDA Improvements	\$ 190,000
City Shops	\$ 65,000
Facilities Study	\$ 100,000
<b>Total</b>	<b>\$ 8,152,506</b>





## Major Capital Improvement Project Listing 2000-2001

### **Storm Drainage Improvements**

Storm drainage improvements and construction of detention basins throughout the City. 2000/2001 Projects include; Riverside Drive, Cody Subdivision, 25 1/2 Road, South Camp Road, and Bunting Avenue.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 1,082,010	\$ 1,157,551	n/a	Storm Drainage Fees and Sales Tax CIP Fund Transfers
<b>Oper. Impact</b>	Negligible	< \$10K / Year			

### **Water System Improvements**

System wide water line replacements, meter replacements, and reservoir rehabilitation. Year 2000 amount includes \$500K for the purchase of the Purdy Mesa Livestock Water Company. Increased revenue and fewer water line breaks will result in a slightly positive impact on operations.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 1,345,953	\$ 641,407	n/a	Water Service Fees
<b>Oper. Impact</b>	Positive				

### **Two Rivers Convention Center Renovation**

Expansion and renovation of the Two Rivers Convention Center. Engineering and design will be completed in 2000, project completion is tentatively scheduled for December, 2001. Areas to be include the kitchen and food preparation area, meeting rooms and common areas.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 750,000	\$ 1,250,000	n/a	Transfers-In from the DDA (\$750K) and the Sales Tax CIP Fund (\$1,250,000)
<b>Oper. Impact</b>	Moderate	\$50K - \$100K / Year			

### **Vehicle & Equipment Replacement**

Scheduled replacements of vehicles and equipment based on the individual asset's useful life, maintenance history and replacement value. Replacements are made from the Equipment Fund's balance of accumulated rental/accrual charges paid into the fund annually by the operating departments.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 1,313,000	\$ 1,048,000	n/a	Equipment Accrual
<b>Oper. Impact</b>	Negligible	< \$10K / Year			Replacement Funds.

## Major Capital Improvement Project Listing 2000-2001

### Sewer System Improvements

Backbone system line replacements, line extensions, interceptor repairs and replacements. Sewer plant improvements include the Persigo Wastewater Treatment Plant including; plant hydraulics, pumps, an additional clarifier and piping improvements.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 2,908,508	\$ 1,165,879	n/a	Sewer System Charges and Fund Balance.
<b>Oper. Impact</b>	Negligible	< \$10K / Year			

### Street Overlays/Maintenance Program

Includes contracted construction for hot mix asphalt overlays, recycled asphalt overlays, patching and minor street reconstruction. This is an annual program designed to maintain the quality of existing streets. A computerized Pavement Management System is used to evaluate pavement quality and prioritize street maintenance needs. The parameters used to determine the pavement quality index for major streets include ride quality, structural integrity and surface distress. These parameters are remeasured every two years, the funding level is adjusted annually based on the quality index and any additional lane miles.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 1,191,000	\$ 1,600,000	n/a	3/4 Cent portion of the Sales Tax CIP Fund Revenues
<b>Oper. Impact</b>	Negligible	< \$10K / Year			

### Alley Improvement Districts

Represents the City's share for a property owner initiated program for Alley Special Improvement Districts. Through this program the City reconstructs alleys using concrete pavement on a cost share basis with the property owners.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 320,000	\$ 333,000	n/a	3/4 Cent portion of the Sales Tax CIP Fund Revenues
<b>Oper. Impact</b>	Negligible	< \$10K / Year			

### Sidewalk Improvements

The purpose of this program is to install sidewalks on streets that have existing curb and gutter but no sidewalk. Streets on school walking routes are given highest priority. The program also includes the replacement or repair of deteriorated or hazardous curbs, gutters and sidewalks.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	n/a	\$ 476,000	\$ 495,000	n/a	3/4 Cent portion of the Sales Tax CIP Fund Revenues
<b>Oper. Impact</b>	Negligible	< \$10K / Year			

## Major Capital Improvement Project Listing 2000-2001

### 27 1/2 Road Reconstruction

Improvements to 27.5 Road includes the installation of curbs, gutters and sidewalks, widening to collector street standards, vertical alignment improvements, drainage improvements, street lighting and the undergrounding of overhead power lines.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 1,288,800	\$ 750,000	\$ -	n/a	Sales Tax CIP Fund
<b>Oper. Impact</b>	Negligible	< \$10K / Year			Revenues and a Transfer-In of T.C.P. Funds

### 29 Road: I-70B to Patterson Road

This is a joint City/County funded project to improve 29 Road from I-70B to Patterson Road. 29 Road is classified as a minor arterial and is being upgraded to serve as a major north-south arterial to link Highway 50 with Interstate 70.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 60,000	\$ 500,000	\$ 500,000	\$ 500,000	Sales Tax CIP Fund
<b>Oper. Impact</b>	Slight	\$10K - \$50K / Year			Revenues and a Transfer-In of T.C.P. Funds

### Horizon Drive: 12th Street to G Road

Improvements include a landscaped center median, curb and gutter on both sides and street lighting. Public Works will also construct an additional lane adjacent to the proposed new development (Horizon Park Meadows).

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ -	\$ 500,000	\$ -	\$ -	Sales Tax CIP Fund
<b>Oper. Impact</b>	Negligible	< \$10K / Year			Revenues

### 25 Road: Hwy 6 & 50 to Patterson Road

Reconstruction and widening of 25 Road from Hwy 6&50 to Patterson Road to a three lane street with curbs, gutters, sidewalks and a bicycle lane. The improvements will upgrade this section of 25 Road to "collector" status serving industrial and commercial developments on both sides.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 96,734	\$ 150,000	\$ 1,225,000	\$ -	Sales Tax CIP Fund
<b>Oper. Impact</b>	Negligible	< \$10K / Year			Revenues

### 24 Road Widening

Safety improvements along 24 Road from Patterson to I-70. Improvements include widening to provide a center turn lane and construction of curb and gutter along the east side adjacent to Leach Creek.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 350,000	\$ 1,050,000	\$ -	\$ -	Federal Grants, CIP Fund
<b>Oper. Impact</b>	Slight	\$10K - \$50K / Year			Revenues, Mesa County and T.C.P. Funds



## Major Capital Improvement Project Listing 2000-2001

### 24 Road Pedestrian and Bike Path

The scope of work includes a 10' wide, detached pedestrian/bicycle path on the east side of Leach Creek from Canyon View Park south to Patterson Road. The path will continue south to the Junior Service League Park at the Colorado River. The Project will link the new park complex with Mesa Mall and the Colorado River Trail.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 10,000	\$ 490,446	\$ -	\$ -	Federal Grants and
<b>Oper. Impact</b>	Negligible	< \$10K / Year			T.C.P. Funds

### City Hall Construction

This marquee project includes the demolition of the old City Hall (originally constructed in 1882) and construction of a new state-of-the-art facility of approximately 46,000 square feet. The new facility is designed to meet the needs of the current and next generation of citizens.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 3,157,083	\$ 4,045,506	\$ -	\$ -	Sales Tax CIP Fund
<b>Oper. Impact</b>	Moderate	\$50K - \$100K / Year			Revenues and a State Energy Impact Grant

### Canyon Park Improvements

Improvements include the addition of a scoreboard, public address system and restrooms at the new Canyon View Baseball Field; improvements to the G Road entrance including landscaping, parking, a pedestrian bridge and additional perimeter fencing along G Road.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 430,340	\$ 317,000	\$ 100,000	\$ -	Sales Tax CIP Fund
<b>Oper. Impact</b>	Negligible	< \$10K / Year			Revenues

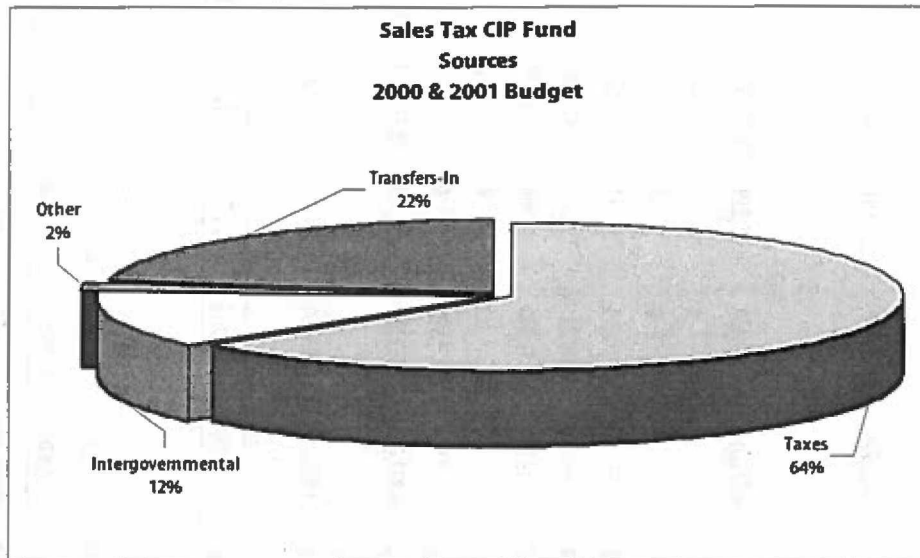
### Eagle Rim Park

The development of a unique neighborhood park to serve the Orchard Mesa area residents. The park will provide a vital trailhead to the Riverfront Trail system and overlook the Colorado River, Las Colonias Park and the valley. Amenities include trails, shelters, overlook points, skatepark and a plaza.

	<u>Rev. 1999</u>	<u>Budget 2000</u>	<u>Budget 2001</u>	<u>Future Years</u>	<u>Funding Source</u>
<b>Capital Outlay</b>	\$ 754,014	\$ 857,630	\$ -	\$ -	Sales Tax CIP Fund
<b>Oper. Impact</b>	Slight	\$10K - \$50K / Year			Revenues and State GOCO funds

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

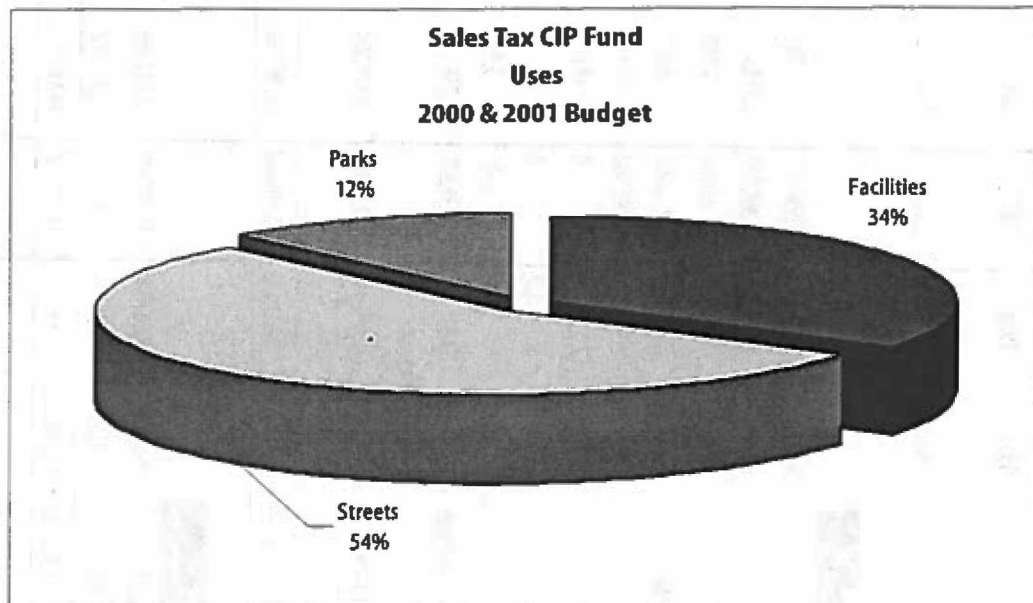
development, and general debt service. Other major revenue sources include grants from other governments, interest income and transfers-in from other funds. The majority of the resources generated by the 3/4 cent Sales & Use Tax are used to improve and maintain the important investment in streets, buildings, and infrastructure.



Taxes	\$	14,937,658
Intergovernmental	\$	2,854,377
Other	\$	376,683
Transfers-In	\$	5,203,500
<b>Total</b>	<b>\$</b>	<b>23,372,218</b>

**Transfers-In**

General Fund	\$	3,043,500
Parkland Expansion	\$	550,000
Street Improvements	\$	1,450,000
Parks Improvements	\$	160,000
<b>Total</b>	<b>\$</b>	<b>5,203,500</b>



Facilities	\$	7,425,615
Streets	\$	11,744,118
Parks	\$	2,508,406
Drainage	\$	1,757,961
Other	\$	956,055
<b>Total</b>	<b>\$</b>	<b>24,392,155</b>

**Facilities**

City Hall	\$	4,371,830
Two Rivers	\$	2,376,000
Fire Stations	\$	263,000
Pools	\$	124,785
City Shops	\$	190,000
Other	\$	100,000
<b>Total</b>	<b>\$</b>	<b>7,425,615</b>

## SALES TAX CIP FUND/BALANCING WORKSHEET

	ACTUAL 1997	ACTUAL 1998	Revised 1999	Proposed 2000	Proposed 2001	Planned 2002	Planned 2003	Planned 2004	Planned 2005	Planned 2006	Planned 2007	Planned 2008	Planned 2009
BEGINNING FUND BALANCE	3,487,171	2,098,732	3,869,687	1,093,592	245,684	73,655	826,226	1,378,669	315,591	331,094	922,785	622,635	817,256
<b>SOURCES</b>													
SALES & USE TAXES	5,443,060	6,014,883	6,596,464	7,183,581	7,754,077	8,176,988	8,623,017	9,093,429	9,589,559	10,112,817	10,664,686	11,246,736	11,860,617
INTERGOVERNMENTAL	2,658,314	676,805	1,968,229	2,370,377	480,500	1,438,200	0	0	50,000	50,000	400,000	150,000	70,000
CHARGES FOR SERVICES	16,777	75,883	27,707	7,000	0	0	0	0	0	0	0	0	0
INTEREST & INVESTMENT INCOME	177,258	243,045	238,000	82,000	35,000	16,788	65,705	101,613	32,513	33,521	71,981	52,471	65,122
SPECIAL ASSESSMENTS	93,947	81,833	92,500	97,480	102,903	109,079	106,419	110,731	116,628	121,922	124,822	133,143	141,797
OTHER OUTSIDE FUNDING	378,440	55,326	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
CAPITAL PROCEEDS	74,000	377,036	0	0	0	0	0	0	0	0	0	0	0
OTHER INCOME	9,900	9,400	9,900	9,900	9,900	9,900	9,900	9,900	0	0	0	0	0
SUBTOTAL: REVENUE	8,851,696	7,534,211	8,932,800	9,768,338	8,400,380	9,768,955	8,823,040	9,333,673	9,806,701	10,336,259	11,279,490	11,600,350	12,155,536
TRANSFERS-IN FROM OTHER FUNDS	1,590,637	2,677,967	3,237,864	3,518,500	1,685,000	1,885,000	1,895,000	1,955,000	1,715,000	1,775,000	1,785,000	1,845,000	1,805,000
<b>TOTAL SOURCES</b>	<b>10,442,334</b>	<b>10,212,178</b>	<b>12,170,664</b>	<b>13,286,838</b>	<b>10,085,380</b>	<b>11,653,955</b>	<b>10,718,040</b>	<b>11,288,673</b>	<b>11,521,701</b>	<b>12,111,259</b>	<b>13,064,490</b>	<b>13,445,350</b>	<b>13,960,536</b>
<b>USES</b>													
CAPITAL PROJECT EXPENDITURES	10,510,765	7,302,640	13,817,613	12,719,896	6,457,458	9,071,870	7,516,550	9,153,175	10,505,323	11,174,568	12,818,745	12,699,929	13,695,330
TRANSFERS-OUT TO OTHER FUNDS	1,320,007	1,138,584	1,129,146	1,414,850	3,799,951	1,829,514	2,649,047	3,198,576	1,000,876	345,000	545,895	550,800	391,328
<b>TOTAL USES</b>	<b>11,830,772</b>	<b>8,441,224</b>	<b>14,946,759</b>	<b>14,134,746</b>	<b>10,257,409</b>	<b>10,901,384</b>	<b>10,165,597</b>	<b>12,351,751</b>	<b>11,506,199</b>	<b>11,519,568</b>	<b>13,364,640</b>	<b>13,250,729</b>	<b>14,086,658</b>
NET SOURCE (USE) OF FUNDS	(1,388,438)	1,770,954	(2,776,095)	(847,908)	(172,029)	752,571	552,443	(1,063,078)	15,502	591,691	(300,150)	194,621	(126,122)
<b>ENDING FUND BALANCE</b>	<b>2,098,732</b>	<b>3,869,687</b>	<b>1,093,592</b>	<b>245,684</b>	<b>73,655</b>	<b>826,226</b>	<b>1,378,669</b>	<b>315,591</b>	<b>331,094</b>	<b>922,785</b>	<b>622,635</b>	<b>817,256</b>	<b>691,134</b>



## 2000 - 2001 Capital Projects

I. D. #	PROJECT DESCRIPTION	2000 BUDGET	2001 BUDGET
<b>GENERAL FUND #100</b>			
<b>Administration</b>			
A01300	Boarder Management Software	\$16,000	\$0
	<i>Subtotal: Administration</i>	16,000	0
<b>Community Development</b>			
C00300	Code Enforcement Vehicle	0	14,700
	<i>Subtotal: Community Development</i>	0	14,700
<b>Police Department</b>			
D00300	Public Safety Records Management	0	15,000
D05300	Police Services Vehicle	23,620	0
D05400	Investigations - Mobile Data Computers	27,648	27,648
D05800	DBI Fingerprint/Integrated Mug Shot System	86,000	0
D05900	Live Scan Palm Printer	0	28,122
D06200	Patrol Vehicle (MSC)	30,000	0
	<i>Subtotal: Police Department</i>	167,268	70,770
<b>Fire Department</b>			
E01400	Mobile Data Terminals (MDT)	0	84,000
E02900	Fire Station Alert System	20,000	0
E03000	Portable Radios	31,500	0
	<i>Subtotal: Fire Department</i>	51,500	84,000
<b>Public Works</b>			
F32800	Backhoe/Loader	78,650	0
F32900	3/4 Ton Pickup (Crew Cab)	25,960	0
F33000	3/4 Ton Pickup (Crew Cab)	0	11,401
F33100	One Ton Dump Truck (Crew Cab)	0	6,924
F33200	Dump Truck (5 Cubic Yards)	0	72,870
F33700	Tarping Systems for Dump Truck	31,000	0
F38200	General Government Radio	40,000	0
F42400	Fork Lift	0	15,000
F42500	Message Boards	0	35,000
F47700	3/4 Ton Pickup w/Utility Bed	24,000	0
F47800	Construction Inspector Vehicle	17,000	0
F48000	Pickup Truck	0	16,200
	<i>Subtotal: Public Works</i>	216,610	157,395
<b>Parks &amp; Recreation</b>			
G30700	Class System	15,800	0
G30800	Network Improvements to Rec Facilities	6,030	0
G31400	Tree Brush Chipper	17,000	0
G31500	Rotary Mower	34,000	34,000
G33600	Utility Truck 3/4 Ton	23,700	0
G33700	1/2 Ton Truck	17,500	0
	<i>Subtotal: Parks &amp; Recreation</i>	114,030	34,000
<b>TOTAL: GENERAL FUND</b>		<b>\$565,408</b>	<b>\$360,865</b>
<b>DOWNTOWN DEVELOPMENT AUTHORITY FUND #103</b>			
I01301	Art on the Corner	\$0	\$15,000
I00900	Avalon Theater	0	25,000
<b>TOTAL: DDA FUND</b>		<b>\$0</b>	<b>\$40,000</b>

# 2000 - 2001 Capital Projects

## SALES TAX CAPITAL IMPROVEMENT FUND #201

### Fire Department

E00200	Fire Facilities	0	100,000
E02700	Reroofing Fire Station #4	14,000	0
E02800	Fire Station #3 Equipment Exhaust System	19,000	0
E03600	Fire Department Storage Building	130,000	0

#### Subtotal: Fire Department

163,000 100,000

### Public Works & Utilities Department

A01200	Facility Improvements	\$50,000	\$50,000
F00400	Contract Street Maintenance	1,191,000	1,600,000
F00700	Alley Improvement District	320,000	333,000
F00900	Curb, Gutter & Sidewalk Replacement	320,000	333,000
F01300	Sidewalk Improvements	156,000	162,000
F01700	27 1/2 Rd.: F Rd. to G Rd. Reconstruction	750,000	0
F02000	Accessibility Improvements	50,000	50,000
F02200	29 Rd: I-70B to F Rd.	500,000	500,000
F02300	Horizon Drive: 12th St. to G Rd.	500,000	0
F02600	25 Rd.: Hwy 6&50 to F Rd.	150,000	1,225,000
F03800	24 Rd.: F Rd. to I-70	1,050,000	0
F04600	Riverside Park/West Avenue Realignment	0	200,000
F06900	Street Light Installations	85,000	89,000
F07000	Traffic Signal Controllers - Upgrade	22,000	23,000
F10400	Bookcliff Ave Reconstruction: 9th to 12th	0	50,000
F15200	Independent Ave: 25.5 Rd. to 1st St.	54,600	53,945
F20400	Traffic Signal Equipment Upgrade	48,000	50,000
F21500	Urban Trails Implementation	49,000	49,000
F23700	Horizon Drive Trail	104,000	0
F25600	Traffic Calming Improvements	25,000	25,000
F31100	City Hall Remodel	4,045,506	0
F31200	Traffic Engineering Officers	190,000	0
F31700	24 Rd. Pedestrian and Bicycle Path	490,446	0
F33800	Signal Communications-Phase I	45,000	252,000
F35000	Intersection Improvements	100,000	100,000
F37600	City Hall Furniture	326,324	0
F37700	Lanai Ave. Sidewalks	145,600	0
F38400	Orchard, Normandy Dr. to 29 Rd. 1/2 Count	0	40,560
F38900	G Rd. Intersection at 25 Rd.	24,024	331,943
F45700	South Camp Trail Enhancement Project	0	32,000
F47600	City Entrance Signage	0	65,000

#### Subtotal: Public Works

10,791,500 5,614,448

### Parks & Recreation Department

G02800	North Avenue Island Replacement	15,000	60,000
G04000	Tennis Court Resurface-Lincoln Park	27,000	0
G05100	Lincoln Park Ground Sprinkler System	37,272	44,510
G06400	Park Land Acquisition-All Years	80,000	70,000
G10300	Columbine Parking Lot Overlay	67,994	0
G16800	Westlake Park	75,000	0
G17200	CV Baseball Field Construction	217,000	100,000
G18800	Resurface Lincoln Park Track	0	196,000
G23100	Eagle Rim Park (O.M.)	857,630	0
G23200	Minor Park Improvements	150,000	175,000
G24400	Backflow Prevention	42,300	34,500

## 2000 - 2001 Capital Projects

G24700	Cast Iron Main Replacement-Lincoln Park	0	27,000
G24800	Playground Protective Surfacing	0	10,000
G29900	Canyon View 24 Rd. and G Rd. Area Improvement	100,000	0
G30500	Lincoln Park Barn Airconditioning	22,000	0
G30900	Asphalt Overlay Lincoln Park Auditorium	14,200	0
G31100	Light Shields-Football & Softball Fields	0	26,000
G31300	Replace Park Lights at Columbine	34,000	0
G31600	Partition Replacement at the Stadium	26,000	0
<i>Subtotal: Parks &amp; Recreation</i>		1,765,396	743,010

TOTAL: SALES TAX CIP FUND		\$12,719,896	\$6,457,458
Less Labor		<b>(\$741,840)</b>	<b>(\$811,637)</b>
Total Major Capital		<b>\$11,978,056</b>	<b>\$5,645,821</b>

### STORM DRAINAGE IMPROVEMENT FUND #202 --

#### Public Works & Utilities Department

F12900	Storm Drainage Improvements	\$40,000	\$41,600
F32500	Cody Subdivision Drainage Improvements	50,440.00	0
F35300	Land Acq/Detention Basins/City Only	387,296.00	0
F35500	GJ01 Leach Creek/Airport Detention Basins	32,020.00	538,359
F35800	GJ02 25 1/2 Rd. Drainage Phase I	33,254.00	447,800
F36000	DT03 Riverside Drainage Improvements	400,000.00	0
F45300	Bunting Avenue Storm Drain	104,000.00	129,792
F45500	South Camp Rd. Drainage Improvements	35,000.00	0

TOTAL: STORM DRAINAGE FUND		\$1,082,010	\$1,157,551
Less Labor		<b>(\$57,021)</b>	<b>(\$58,926)</b>
Total Major Capital		<b>\$1,024,989</b>	<b>\$1,098,625</b>

### DDA/TIF/CIP FUND #203

I01800	Redevelopment	\$95,000	\$55,000
TOTAL: DDA/TIF/CIP FUND		\$95,000	\$55,000

### WATER FUND #301

#### Public Works & Utilities Department

F04800	Water Line Replacements	\$500,000	\$400,000
F04900	Fire Protection Upgrades / Water Line Replacement	70,000	0
F05200	Kannah Creek Flow Line / Pipe Replacement	30,000	0
F05700	Water Rights Purchase	2,000	2,000
F05800	Move Kannah Creek Flowline thru Orchard Mesa	12,500	12,500
F06000	Water Treatment Plant Modifications	45,000	45,000
F11800	Kannah Creek Intake Improvements	3,500	0
F19600	Residential Water Meters	45,103	46,907
F20100	Water Monitoring Wells	10,000	0
F37600	City Hall Furniture	8,850	0
F43000	Chambers Reservoir Outlet Work Reconstruction	7,000	0
F43100	Anderson Reservoir #6 Outlet Work Reconstruction	20,000	0
F43300	Somerville Supply Diversion	0	50,000
F43500	Juniata Reservoir Enlargement	0	30,000
F43600	Juniata Restrooms	0	15,000



## 2000 - 2001 Capital Projects

F43700	Water Truck Upgrade to Tandem	15,000	0
F43800	Water Plant/Water Supply Tractor	0	30,000
F43900	Water Conservation Implementation	10,000	10,000
F44000	Purdy Mesa Livestock Water Co. Purchase	500,000	0
F44100	Purdy Mesa Reservoir Hydroelectric	50,000	0
F47900	Water Resources Supervisor Vehicle	17,000	0
TOTAL: WATER FUND		\$1,345,953	\$641,407

**SOLID WASTE FUND # 302****Public Works Department**

F37600	City Hall Furniture	\$4,852	\$0
TOTAL: SOLID WASTE FUND		\$4,852	\$0

**TWO RIVERS CONVENTION CENTER FUND #303****Parks & Recreation Department**

G05400	Ceiling Paint and Acoustical Treatment	\$0	\$13,000
G26300	Two Rivers-Chair Replacement	0	26,000
G26400	Two Rivers-Dance Floor	24,000	0
G26500	Two Rivers-Pipe and Drape Replacement	0	13,000
G26600	Two Rivers-Staging Equipment	25,000	0
G29500	Two Rivers Renovation Design Work	750,000	2,250,000
G32200	Satellite Downlink System	0	15,000
G33100	Two Rivers-Facility Management Software	10,000	0
TOTAL: TWO RIVERS C.C.		\$809,000	\$2,317,000

**LINCOLN PARK GOLF COURSE FUND #305****Parks & Recreation Department**

G02000	Cart Paths-LP Golf Course	\$0	\$2,000
G03500	Tree Planting-LP Golf Course	1,800	2,500
TOTAL: LINCOLN PARK GOLF		\$1,800	\$4,500

**TIARA RADO GOLF COURSE FUND #306****Parks & Recreation Department**

G20000	Tee Improvements - Tiara Rado	\$3,500	\$0
G21100	Tree Planting-TR Golf Course	2,400	2,400
TOTAL: TIARA RADO GOLF		\$5,900	\$2,400

**PARKING FUND #308****Public Works & Utilities Department**

F16000	Parking Lot Improvement	\$8,000	\$8,300
TOTAL: PARKING FUND		\$8,000	\$8,300

**DATA PROCESSING FUND #401****Administrative Services Department**

F37600	City Hall Furniture	\$22,251	\$0
TOTAL: DATA PROCESSING FUND		\$22,251	\$0

**EQUIPMENT FUND #402****Public Works & Utilities Department**

F15000	Equipment Replacement	\$1,313,000	\$1,048,000
F32700	Cleaning and Painting Maintenance Shop	65,000	0
TOTAL: EQUIPMENT FUND		\$1,378,000	\$1,048,000

## 2000 - 2001 Capital Projects

### STORES FUND #403

#### Administrative Services Department

B02300	Digital Paper Cutter	\$17,000	\$0
TOTAL: STORES FUND		\$17,000	\$0

### COMMUNICATION CENTER FUND #405

#### Police Department

D02000	C.A.D. System Interface	\$0	\$209,000
D02100	E-911 PSAP/Network Equipment	287,000	0
TOTAL: COMM. CENTER FUND		\$287,000	\$209,000

### JOINT SEWER FUND #902

#### Public Works & Utilities Department

F37600	City Hall Furniture	\$21,724	\$0
TOTAL: JOINT SEWER FUND		\$21,724	\$0

### JOINT SEWER FUND #903

#### Public Works & Utilities Department

F09800	Trunk Sewer Line Extensions	\$110,300	\$0
TOTAL: JOINT SEWER FUND		\$110,300	\$0

### JOINT SEWER SYSTEM FUND #904

#### Public Works & Utilities Department

F06400	Plant Backbone Improvements	\$1,985,000	\$152,082
F10100	Interceptor Repair & Replacement	400,000	624,000
F27100	Flow Monitoring Stations	46,794	97,332
F44600	Persigo 6" Hydraulic Pump	45,000	0
TOTAL: JOINT SEWER FUND		\$2,476,794	\$873,414

### JOINT SEWER SYSTEM FUND #905

#### Public Works & Utilities Department

F10200	Sewer Line Replacement in Collection System	\$133,097	\$139,214
F10300	Sewer Line Replacement / Alley Reconstruction	148,093	153,251
F44500	Sewer Pan/Tilt TV Camera	18,500	0
TOTAL: JOINT SEWER SYSTEM FUND		\$299,690	\$292,465

### LINCOLN PARK SWIMMING POOL FUND #3041

#### Parks & Recreation Department

G01500	LP-Moyer Pool & Waterslide Study	\$0	\$25,000
G28300	Heater Replacement (2)-LP Pool	30,000	0
G30800	Network Improvements to Rec Facilities	2,700	0
TOTAL: LP SWIMMING POOL FUND		\$32,700	\$25,000

### ORCHARD MESA SWIMMING POOL FUND #3042

#### Parks & Recreation Department

G27900	Heater Replacement-OM Pool	\$18,000	\$0
G30800	Network Improvements to Rec Facilities	6,170	0
G31900	OM Pool HVAC/Furnace Replacement	110,000	0
TOTAL: OM SWIMMING POOL FUND		\$134,170	\$0

## 2000 - 2001 Capital Projects

<b>TOTAL: ALL FUNDS</b>	<b>\$20,618,587</b>	<b>\$12,621,797</b>
Labor Component	798,861	870,563
<b>Capital Project Totals</b>	<b>\$21,417,448</b>	<b>\$13,492,360</b>
2-Year Total		<b>34,909,808</b>

### **TOTAL BY FUND**

General Fund #100	\$565,408	\$360,865
Downtown Development Fund #103	\$0	\$40,000
Sales Tax CIP Fund #201	11,978,056	5,645,821
Storm Drainage Improvement Fund #202	1,024,989	1,098,625
DDA/TIF/CIP Fund #203	95,000	55,000
Water Fund #301	1,345,953	641,407
Solid Waste Fund #302	4,852	0
Two Rivers Convention Center Fund #303	809,000	2,317,000
Lincoln Park Golf Course Fund #305	1,800	4,500
Tiara Rado Golf Course Fund #306	5,900	2,400
Parking Fund #308	8,000	8,300
Data Processing Fund #401	22,251	0
Equipment Fund #402	1,378,000	1,048,000
Stores Fund #403	17,000	0
Communication Center Fund #405	287,000	209,000
Joint Sewer Fund #902	21,724	0
Joint Sewer Fund #903	110,300	0
Joint Sewer Fund #904	2,476,794	873,414
Joint Sewer Fund #905	299,690	292,465
Lincoln Park Swimming Pool Fund #3041	32,700	25,000
Orchard Mesa Swimming Pool Fund #3042	134,170	0
<b>TOTAL: ALL FUNDS</b>	<b>\$20,618,587</b>	<b>\$12,621,797</b>

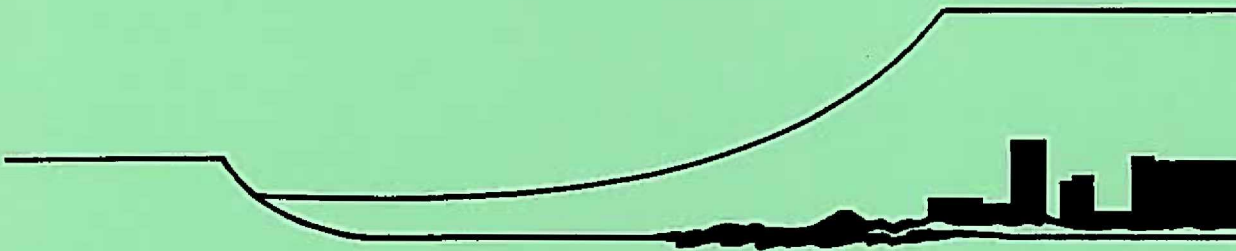
### **TOTAL BY DEPARTMENT**

Administration	16,000	0
Administrative Services	\$39,251	\$0
Community Development	\$0	\$14,700
Downtown Development Authority	\$95,000	\$95,000
Police	454,268	279,770
Fire	214,500	184,000
Public Works & Utilities	16,936,572	8,922,417
Parks & Recreation	2,862,996	3,125,910
<b>TOTAL: ALL DEPARTMENTS</b>	<b>20,618,587</b>	<b>\$12,621,797</b>



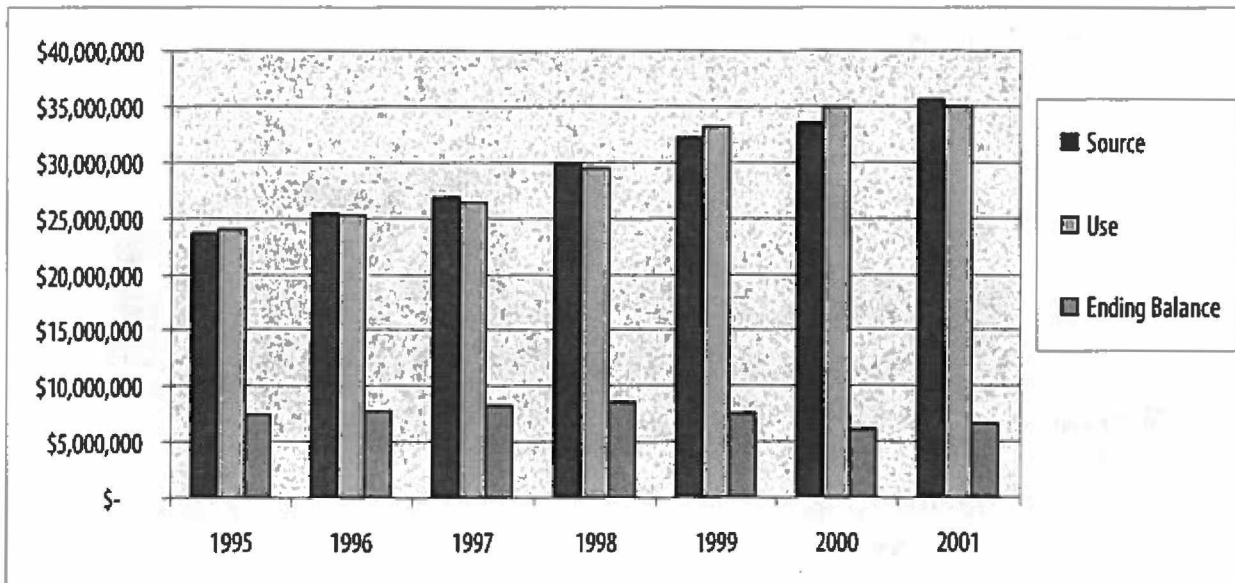
## GENERAL FUND

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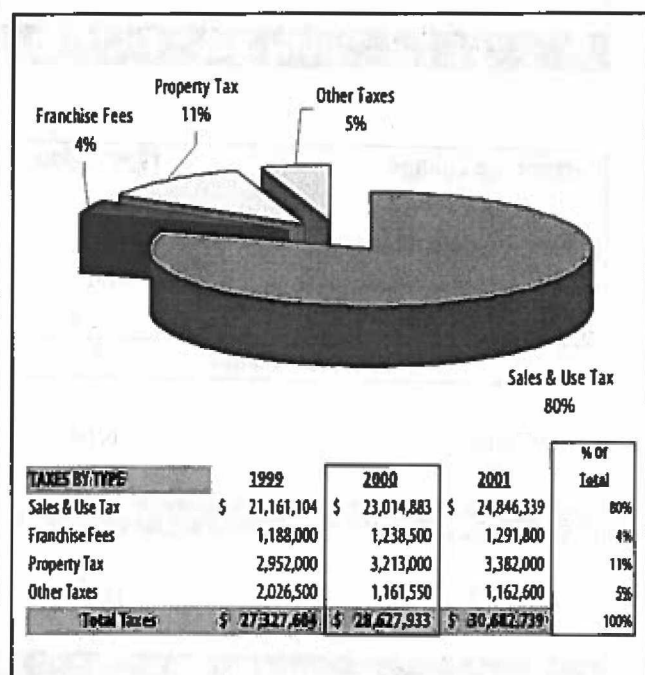
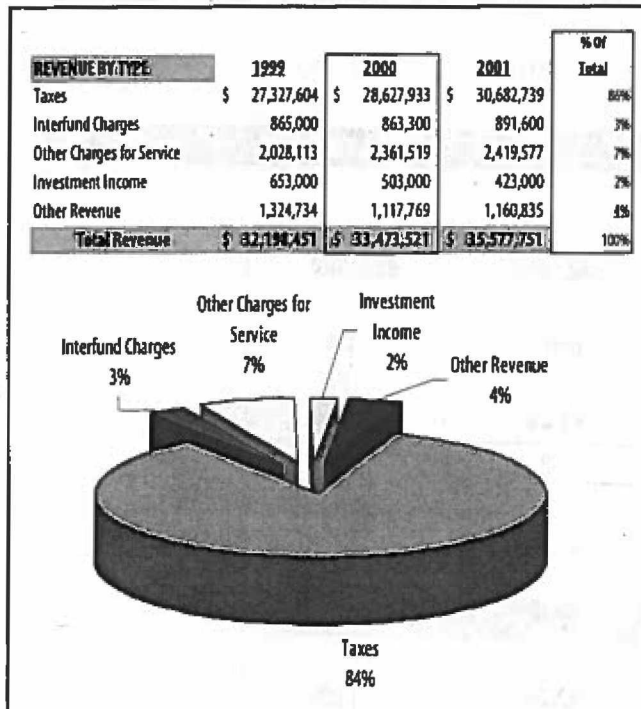
GENERAL FUND

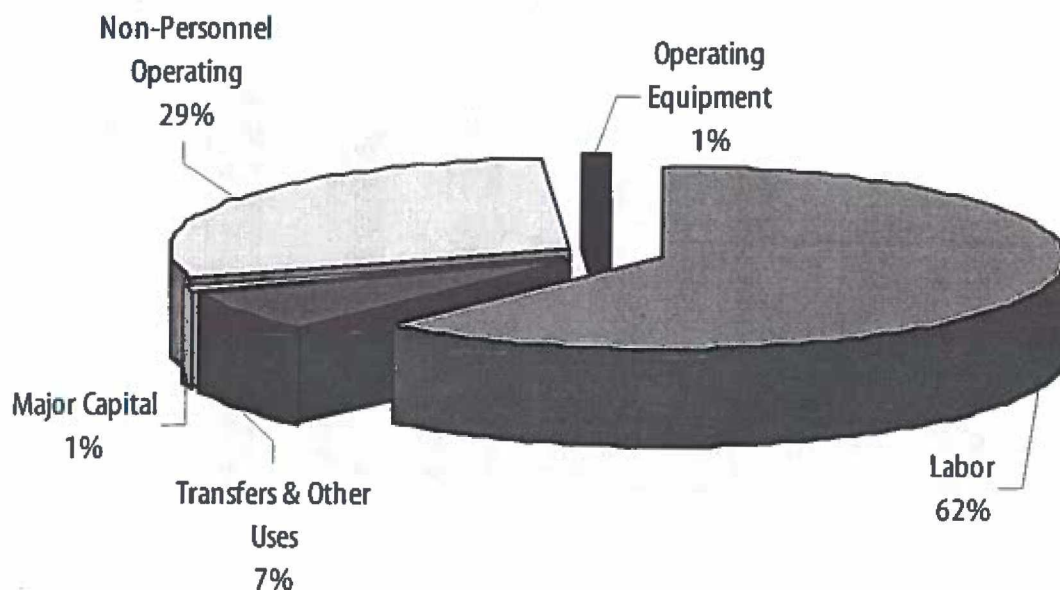
***This section contains the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund expenditures include those necessary for providing basic municipal services.***



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 is a result of transfers-out to other funds. The General Fund provides annual operating subsidies to the Two Rivers Convention Center and Swimming Pool funds. 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 to be transferred for major capital is determined annually and is a product of the City's long range financial projection model.

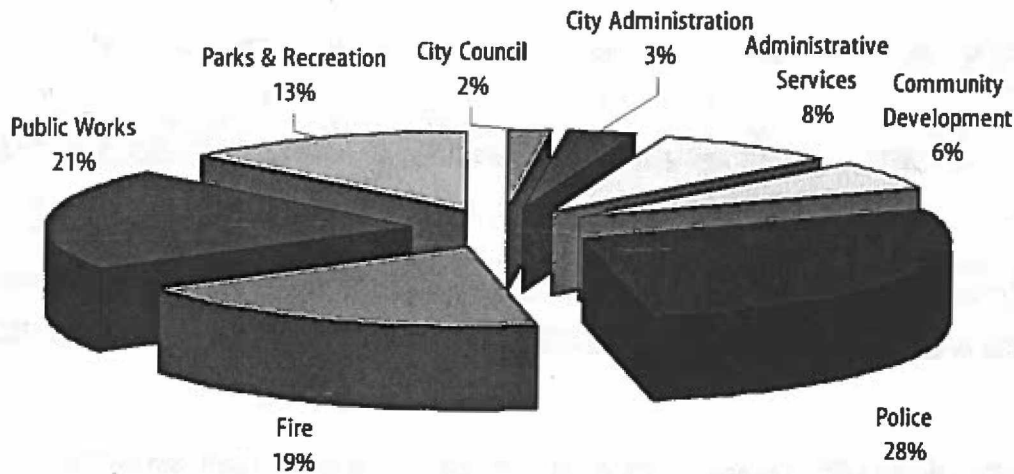




GENERAL FUND BUDGET BY CATEGORY	1999	2000	2001	% Of Total
Labor	\$ 19,882,423	\$ 21,340,398	\$ 22,809,621	62%
Non-Personnel Operating	9,920,958	9,777,472	9,858,796	29%
Operating Equipment	258,605	385,216	221,965	1%
Subtotal: Operating	30,061,986	31,503,086	32,890,382	91%
Major Capital	602,341	565,408	360,865	1%
<b>Total Departmental</b>	<b>\$ 30,664,327</b>	<b>\$ 32,068,494</b>	<b>\$ 33,251,247</b>	<b>93%</b>
Transfers & Other Uses	2,525,673	2,991,842	1,728,521	7%
<b>TOTAL USES</b>	<b>33,190,000</b>	<b>35,060,336</b>	<b>34,979,768</b>	<b>100%</b>

Percentage Change	1999 - 2000	2000 - 2001	Average
Labor	7.3%	6.9%	7.1%
Non-Personnel Operating	-1.4%	0.8%	-0.3%
Operating Equipment	49.0%	-42.4%	3.3%
Subtotal: Operating	4.8%	4.4%	4.6%
Major Capital	-6.1%	-36.2%	-21.2%
<b>Total Departmental</b>	<b>4.6%</b>	<b>3.7%</b>	<b>4.1%</b>
Transfers & Other Uses	18.5%	-42.2%	-11.9%
<b>TOTAL USES</b>	<b>5.6%</b>	<b>-0.2%</b>	<b>2.7%</b>





GENERAL FUND OPERATING BUDGET BY DEPARTMENT				% Of Total
	1999	2000	2001	
City Council	\$ 868,429	\$ 488,283	\$ 423,427	2%
City Administration	783,161	819,297	846,824	3%
Administrative Services	2,491,482	2,751,357	2,778,912	8%
Community Development	1,643,832	1,737,395	1,901,651	6%
Police	8,380,065	9,071,561	9,517,275	28%
Fire	5,683,204	5,884,727	6,380,224	19%
Public Works	6,342,138	6,516,920	6,736,266	21%
Parks & Recreation	3,869,676	4,233,547	4,305,803	13%
<b>Total Departmental</b>	<b>\$ 30,061,986</b>	<b>\$ 31,503,086</b>	<b>\$ 32,890,383</b>	<b>100%</b>
Major Capital	602,341	565,408	360,865	
Transfers & Other Uses	2,525,673	2,991,843	1,728,521	
<b>TOTAL USES</b>	<b>\$ 33,190,000</b>	<b>\$ 35,060,336</b>	<b>\$ 34,979,768</b>	

Percentage Change	1999 - 2000	2000 - 2001	Average
City Council	-43.8%	-13.3%	-28.5%
City Administration	4.6%	3.4%	4.0%
Administrative Services	10.4%	1.0%	5.7%
Community Development	5.7%	9.5%	7.6%
Police	8.3%	4.9%	6.6%
Fire	3.5%	8.4%	6.0%
Public Works	2.8%	3.4%	3.1%
Parks & Recreation	9.4%	1.7%	5.6%
<b>Total Departmental</b>	<b>4.8%</b>	<b>4.4%</b>	<b>4.6%</b>
Major Capital	-6.1%	-36.2%	-21.2%
Transfers & Other Uses	18.5%	-42.2%	-11.9%
<b>TOTAL USES</b>	<b>5.6%</b>	<b>-0.2%</b>	<b>2.7%</b>

## Department Historical Summary

<b>CITY COUNCIL</b>	<b>1995 Actual</b>	<b>1996 Actual</b>	<b>1997 Actual</b>	<b>1998 Actual</b>	<b>1999 Budget</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Operating Expense							
Labor	\$ 19,536	\$ 18,923	\$ 18,531	\$ 17,508	\$ 36,881	\$ 36,878	\$ 36,958
Non-Personnel Operating	320,635	210,997	310,242	285,870	831,548	451,405	386,469
<b>Total Operating Expense</b>	<b>\$ 340,170</b>	<b>\$ 229,920</b>	<b>\$ 328,773</b>	<b>\$ 303,378</b>	<b>\$ 868,429</b>	<b>\$ 488,283</b>	<b>\$ 423,427</b>
Percentage Change	<b>95 -to- 96</b>	<b>96 -to- 97</b>	<b>97 -to- 98</b>	<b>98 -to- 99</b>	<b>99 -to- 00</b>	<b>00 -to- 01</b>	<b>Average</b>
Labor	-3.1%	-2.1%	-5.5%	110.7%	0.0%	0.2%	26.3%
Non-Personnel Operating	-34.2%	47.0%	-7.9%	190.9%	-45.7%	-14.4%	30.7%
<b>Total Operating Expense</b>	<b>-32.4%</b>	<b>43.0%</b>	<b>-7.7%</b>	<b>186.3%</b>	<b>-43.8%</b>	<b>-13.3%</b>	<b>30.4%</b>

<b>CITY ADMINISTRATION</b>	<b>1995 Actual</b>	<b>1996 Actual</b>	<b>1997 Actual</b>	<b>1998 Actual</b>	<b>1999 Budget</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Operating Expense							
Labor	\$ 433,085	\$ 504,752	\$ 528,889	\$ 547,481	\$ 656,759	\$ 678,375	\$ 701,637
Non-Personnel Operating	63,203	90,161	87,665	102,697	126,402	140,922	145,187
<b>Total Operating Expense</b>	<b>\$ 496,288</b>	<b>\$ 594,913</b>	<b>\$ 616,554</b>	<b>\$ 650,178</b>	<b>\$ 783,161</b>	<b>\$ 819,297</b>	<b>\$ 846,824</b>
Percentage Change	<b>95 -to- 96</b>	<b>96 -to- 97</b>	<b>97 -to- 98</b>	<b>98 -to- 99</b>	<b>99 -to- 00</b>	<b>00 -to- 01</b>	<b>Average</b>
Labor	16.5%	4.8%	3.5%	20.0%	3.3%	3.4%	7.5%
Non-Personnel Operating	42.7%	-2.8%	17.1%	23.1%	11.5%	3.0%	13.7%
<b>Total Operating Expense</b>	<b>19.9%</b>	<b>3.6%</b>	<b>5.5%</b>	<b>20.5%</b>	<b>4.6%</b>	<b>3.4%</b>	<b>8.5%</b>

<b>ADMINISTRATIVE SERVICES</b>	<b>1995 Actual</b>	<b>1996 Actual</b>	<b>1997 Actual</b>	<b>1998 Actual</b>	<b>1999 Budget</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Operating Expense							
Labor	\$ 1,063,137	\$ 1,131,576	\$ 1,172,010	\$ 1,314,402	\$ 1,491,986	\$ 1,623,608	\$ 1,696,350
Non-Personnel Operating	757,878	812,293	882,697	962,664	999,496	1,127,749	1,082,562
<b>Total Operating Expense</b>	<b>\$ 1,821,015</b>	<b>\$ 1,943,870</b>	<b>\$ 2,054,708</b>	<b>\$ 2,277,066</b>	<b>\$ 2,491,482</b>	<b>\$ 2,751,357</b>	<b>\$ 2,778,912</b>
Percentage Change	<b>95 -to- 96</b>	<b>96 -to- 97</b>	<b>97 -to- 98</b>	<b>98 -to- 99</b>	<b>99 -to- 00</b>	<b>00 -to- 01</b>	<b>Average</b>
Labor	6.4%	3.6%	12.1%	13.5%	8.8%	4.5%	9.7%
Non-Personnel Operating	7.2%	8.7%	9.1%	3.8%	12.8%	-4.0%	5.4%
<b>Total Operating Expense</b>	<b>6.7%</b>	<b>5.7%</b>	<b>10.8%</b>	<b>9.4%</b>	<b>10.4%</b>	<b>1.0%</b>	<b>7.9%</b>

<b>COMMUNITY DEVELOPMENT</b>	<b>1995 Actual</b>	<b>1996 Actual</b>	<b>1997 Actual</b>	<b>1998 Actual</b>	<b>1999 Budget</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Operating Expense							
Labor	\$ 695,441	\$ 745,617	\$ 782,017	\$ 925,374	\$ 1,179,765	\$ 1,283,303	\$ 1,374,608
Non-Personnel Operating	377,086	337,004	245,634	287,039	464,067	454,092	527,043
<b>Total Operating Expense</b>	<b>\$ 1,072,527</b>	<b>\$ 1,082,621</b>	<b>\$ 1,027,651</b>	<b>\$ 1,212,414</b>	<b>\$ 1,643,832</b>	<b>\$ 1,737,395</b>	<b>\$ 1,901,651</b>
Percentage Change	<b>95 -to- 96</b>	<b>96 -to- 97</b>	<b>97 -to- 98</b>	<b>98 -to- 99</b>	<b>99 -to- 00</b>	<b>00 -to- 01</b>	<b>Average</b>
Labor	7.2%	4.9%	18.3%	27.5%	8.8%	7.1%	15.4%
Non-Personnel Operating	-10.6%	-27.1%	16.9%	61.7%	-2.1%	16.1%	23.1%
<b>Total Operating Expense</b>	<b>0.9%</b>	<b>-5.1%</b>	<b>18.0%</b>	<b>35.6%</b>	<b>5.7%</b>	<b>9.5%</b>	<b>17.2%</b>

# Department Historical Summary

<b>POLICE</b>	<u>1995 Actual</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Operating Expense							
Labor	\$ 4,947,738	\$ 5,263,540	\$ 5,589,008	\$ 5,946,183	\$ 6,253,554	\$ 6,837,984	\$ 7,210,875
Non-Personnel Operating	1,491,949	1,646,549	1,766,507	1,993,208	2,126,511	2,233,577	2,306,400
<b>Total Operating Expense</b>	<b>\$ 6,439,687</b>	<b>\$ 6,910,089</b>	<b>\$ 7,355,514</b>	<b>\$ 7,939,391</b>	<b>\$ 8,380,065</b>	<b>\$ 9,071,561</b>	<b>\$ 9,517,275</b>

	<u>95 -to- 96</u>	<u>96 -to- 97</u>	<u>97 -to- 98</u>	<u>98 -to- 99</u>	<u>99 -to- 00</u>	<u>00 -to- 01</u>	<u>Average</u>
Percentage Change							
Labor	6.4%	6.2%	6.4%	5.2%	9.3%	5.5%	6.6%
Non-Personnel Operating	10.4%	7.3%	12.8%	6.7%	5.0%	3.3%	7.0%
<b>Total Operating Expense</b>	<b>7.3%</b>	<b>6.4%</b>	<b>7.9%</b>	<b>5.8%</b>	<b>8.3%</b>	<b>4.9%</b>	<b>6.7%</b>

<b>FIRE</b>	<u>1995 Actual</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Operating Expense							
Labor	\$ 3,772,395	\$ 3,919,371	\$ 4,065,852	\$ 4,338,961	\$ 4,728,336	\$ 4,809,859	\$ 5,292,088
Non-Personnel Operating	616,554	767,226	762,439	849,322	954,868	1,074,868	1,088,136
<b>Total Operating Expense</b>	<b>\$ 4,388,949</b>	<b>\$ 4,686,597</b>	<b>\$ 4,828,291</b>	<b>\$ 5,188,283</b>	<b>\$ 5,683,204</b>	<b>\$ 5,884,727</b>	<b>\$ 6,380,224</b>

	<u>95 -to- 96</u>	<u>96 -to- 97</u>	<u>97 -to- 98</u>	<u>98 -to- 99</u>	<u>99 -to- 00</u>	<u>00 -to- 01</u>	<u>Average</u>
Percentage Change							
Labor	3.9%	3.7%	6.7%	9.0%	1.7%	10.0%	6.9%
Non-Personnel Operating	24.4%	-0.6%	11.4%	12.4%	12.6%	1.2%	9.4%
<b>Total Operating Expense</b>	<b>6.8%</b>	<b>3.0%</b>	<b>7.5%</b>	<b>9.5%</b>	<b>3.5%</b>	<b>8.4%</b>	<b>7.2%</b>

<b>PUBLIC WORKS</b>	<u>1995 Actual</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Operating Expense							
Labor	\$ 2,279,351	\$ 2,518,057	\$ 2,619,546	\$ 2,689,492	\$ 3,069,503	\$ 3,426,269	\$ 3,737,709
Non-Personnel Operating	2,079,060	2,318,733	2,488,018	2,731,538	3,272,635	3,090,651	2,998,557
<b>Total Operating Expense</b>	<b>\$ 4,358,411</b>	<b>\$ 4,836,790</b>	<b>\$ 5,107,564</b>	<b>\$ 5,421,030</b>	<b>\$ 6,342,138</b>	<b>\$ 6,516,920</b>	<b>\$ 6,736,266</b>

	<u>95 -to- 96</u>	<u>96 -to- 97</u>	<u>97 -to- 98</u>	<u>98 -to- 99</u>	<u>99 -to- 00</u>	<u>00 -to- 01</u>	<u>Average</u>
Percentage Change							
Labor	10.5%	4.0%	2.7%	14.1%	11.6%	9.1%	9.4%
Non-Personnel Operating	11.5%	7.3%	9.8%	19.8%	-5.6%	-3.0%	5.3%
<b>Total Operating Expense</b>	<b>11.0%</b>	<b>5.6%</b>	<b>6.1%</b>	<b>17.0%</b>	<b>2.8%</b>	<b>3.4%</b>	<b>7.3%</b>

<b>PARKS &amp; RECREATION</b>	<u>1995 Actual</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Operating Expense							
Labor	\$ 1,519,464	\$ 1,632,336	\$ 1,917,228	\$ 2,233,573	\$ 2,465,639	\$ 2,644,123	\$ 2,759,396
Non-Personnel Operating	885,880	982,052	1,038,968	1,258,882	1,404,037	1,589,424	1,546,407
<b>Total Operating Expense</b>	<b>\$ 2,405,343</b>	<b>\$ 2,614,388</b>	<b>\$ 2,956,217</b>	<b>\$ 3,492,455</b>	<b>\$ 3,869,676</b>	<b>\$ 4,233,547</b>	<b>\$ 4,305,803</b>

	<u>95 -to- 96</u>	<u>96 -to- 97</u>	<u>97 -to- 98</u>	<u>98 -to- 99</u>	<u>99 -to- 00</u>	<u>00 -to- 01</u>	<u>Average</u>
Percentage Change							
Labor	7.4%	17.5%	16.5%	10.4%	7.2%	4.4%	9.6%
Non-Personnel Operating	10.9%	5.8%	21.2%	11.5%	13.2%	-2.7%	10.8%
<b>Total Operating Expense</b>	<b>8.7%</b>	<b>13.1%</b>	<b>18.1%</b>	<b>10.8%</b>	<b>9.4%</b>	<b>1.7%</b>	<b>10.0%</b>

<b>TOTAL OPERATING</b>	<u>1995 Actual</u>	<u>1996 Actual</u>	<u>1997 Actual</u>	<u>1998 Actual</u>	<u>1999 Budget</u>	<u>2000 Budget</u>	<u>2001 Budget</u>
Operating Expense							
Labor	\$ 952,853	\$ 1,120,653	\$ 1,118,386	\$ 1,226,212	\$ 1,188,000	\$ 1,238,500	\$ 1,291,800
Non-Personnel Operating	1,716,251	1,805,240	1,966,610	2,087,574	2,026,500	1,161,550	1,162,600
<b>Total Operating Expense</b>	<b>\$ 2,669,104</b>	<b>\$ 2,925,893</b>	<b>\$ 3,084,996</b>	<b>\$ 3,313,786</b>	<b>\$ 3,214,500</b>	<b>\$ 2,400,050</b>	<b>\$ 2,454,400</b>

	<u>95 -to- 96</u>	<u>96 -to- 97</u>	<u>97 -to- 98</u>	<u>98 -to- 99</u>	<u>99 -to- 00</u>	<u>00 -to- 01</u>	<u>Average</u>
Percentage Change							
Labor	17.6%	-0.2%	9.6%	-3.1%	4.3%	4.3%	3.8%
Non-Personnel Operating	5.2%	8.9%	6.2%	-2.9%	-42.7%	0.1%	-9.8%
<b>Total Operating Expense</b>	<b>9.8%</b>	<b>5.4%</b>	<b>7.4%</b>	<b>-3.0%</b>	<b>-25.3%</b>	<b>2.8%</b>	<b>-4.7%</b>



## General Fund Long Range Projection

	Proj. Rate	Actual 1995	Actual 1996	Actual 1997	Actual 1998	Revised 1999	Budget 2000	Budget 2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>																
Taxes																
Property Tax	4.5%	2,010,719	2,254,440	2,465,445	2,806,304	2,952,000	3,213,000	3,382,000	3,534,190	3,693,229	3,859,424	4,033,098	4,214,507	4,404,244	4,602,435	4,809,544
Sales & Use Taxes	5.5%	15,321,434	16,575,730	17,540,282	19,398,049	21,161,104	23,014,883	24,846,339	26,212,888	27,654,596	29,175,599	30,780,257	32,473,171	34,259,196	36,143,451	38,131,341
Franchise Fees	5.0%	952,853	1,170,653	1,116,386	1,226,212	1,188,000	1,238,500	1,291,800	1,356,390	1,424,210	1,495,420	1,570,191	1,648,701	1,731,136	1,817,692	1,908,577
Other Taxes	4.0%	1,716,251	1,805,240	1,966,610	2,087,574	2,165,500	2,261,550	2,362,600	2,457,104	2,555,388	2,657,604	2,763,908	2,874,464	2,989,443	3,109,030	3,233,381
<b>TABOR REFUND</b>						(139,000)	(1,100,000)	(1,200,000)	(360,000)	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Subtotal: Taxes		20,001,256	21,756,063	23,090,733	25,518,140	27,327,604	28,627,933	30,682,739	33,300,572	35,327,423	37,188,047	39,147,454	41,210,923	43,384,018	45,672,599	48,082,844
Licenses & Permits	4.5%	93,593	95,612	105,951	108,558	99,086	99,788	100,462	104,983	109,707	114,644	119,803	125,194	130,828	136,715	142,867
Intergovernmental	2.0%	59,024	110,870	69,839	143,519	347,834	355,650	160,782	163,998	167,278	170,623	174,036	177,516	181,067	184,688	188,382
Charges for Service	2.5%	1,647,741	1,713,658	1,725,699	2,002,764	2,028,113	2,361,519	2,419,577	2,480,066	2,542,068	2,605,620	2,670,760	2,737,529	2,805,968	2,876,117	2,948,020
Interfund Charges	5.0%	746,119	835,770	827,745	876,238	865,000	863,100	891,600	936,180	982,989	1,032,138	1,083,745	1,137,933	1,194,829	1,254,571	1,317,299
Interest & Investments	6.5%	767,858	554,308	612,937	611,197	653,000	503,000	423,000	433,807	531,184	683,526	880,400	1,127,791	1,442,036	1,821,260	2,273,451
Other Revenue	5.0%	304,342	406,519	416,071	619,868	857,814	872,331	859,591	903,571	947,699	995,084	1,044,838	1,097,080	1,151,934	1,209,531	1,270,007
<b>SUBTOTAL</b>		23,619,933	25,472,800	26,848,976	29,880,284	32,778,451	33,433,521	35,537,751	38,322,176	40,608,347	42,749,682	45,121,036	47,613,966	50,280,679	53,155,480	56,222,870
Operating Transfers-In		33,248	11,864	13,084	20,462	20,000	40,000	40,000	42,000	44,100	46,305	48,670	51,051	53,604	56,284	59,098
<b>TOTAL SOURCES</b>		<b>23,653,181</b>	<b>25,484,664</b>	<b>26,862,060</b>	<b>29,900,746</b>	<b>32,798,451</b>	<b>33,473,521</b>	<b>35,577,751</b>	<b>38,364,176</b>	<b>40,652,447</b>	<b>42,815,987</b>	<b>45,169,706</b>	<b>47,665,017</b>	<b>50,334,283</b>	<b>53,217,764</b>	<b>56,281,968</b>
% Change from Prior Year		9.1%	7.7%	5.4%	11.3%	7.7%	4.0%	6.3%	7.8%	6.0%	5.4%	5.4%	5.5%	5.6%	5.7%	5.8%
<b>USES</b>																
<b>OPERATING</b>																
Labor	4.0%	14,730,147	15,734,173	16,693,082	18,012,975	19,482,423	21,340,398	22,809,621	23,722,006	24,670,887	25,657,722	26,684,031	27,751,392	28,861,448	30,015,906	31,216,542
Non-Personnel Operating	4.0%	6,370,569	6,895,294	7,254,188	8,094,124	9,920,958	9,777,472	9,858,796	10,253,148	10,663,274	11,089,805	11,533,397	11,994,733	12,474,523	12,973,503	13,492,444
Operating Equipment	n/a	230,557	264,418	317,039	359,210	258,605	385,216	221,965	231,965	241,965	251,965	261,965	271,965	281,965	291,965	301,965
<b>SUBTOTAL OPERATING</b>		21,331,272	22,893,885	24,264,308	26,466,309	30,061,986	31,503,086	32,890,383	34,207,120	35,576,126	36,999,492	38,479,393	40,018,090	41,617,935	43,281,374	45,010,951
% Change from Prior Year		8.3%	7.3%	6.0%	9.1%	13.6%	4.8%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Major Capital	n/a	208,203	387,015	536,291	672,423	602,341	565,408	360,865	385,865	410,865	435,865	460,865	485,865	510,865	535,865	560,865
<b>TOTAL DEPARTMENTAL</b>		21,539,476	23,280,899	24,800,599	27,138,731	30,664,327	32,068,494	33,251,248	34,592,985	35,986,991	37,435,357	38,940,258	40,503,955	42,128,800	43,817,239	45,571,816
Contingency (2% of Oper. Exp.)		-	-	-	-	86,998	600,000	650,000	684,142	711,523	739,990	769,588	800,362	832,359	865,627	900,219
Budget Savings		-	-	-	-	(355,000)	(385,000)	(375,000)	(385,000)	(395,000)	(405,000)	(415,000)	(425,000)	(435,000)	(445,000)	(455,000)
<b>TOTAL EXPENDITURES</b>		21,539,476	23,280,899	24,800,599	27,138,731	30,396,325	32,303,494	33,526,248	34,892,127	36,303,513	37,770,347	39,294,846	40,879,317	42,526,159	44,237,867	46,017,035
<b>TRANSFERS TO OTHER FUNDS</b>																
Operating Subsidies:																
-Economic Dev. (HEDOC & MSC)		-	-	-	230,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
-Recycling		21,936	11,000	3,000	-	-	-	-	-	-	-	-	-	-	-	-
-Two Rivers Convention Center		210,183	176,308	223,908	158,633	202,184	238,659	242,678	245,000	255,000	265,000	275,000	285,000	295,000	305,000	315,000
-Swimming Pools		28,304	13,929	107,153	85,269	89,269	98,284	77,893	80,000	85,000	90,000	95,000	100,000	105,000	110,000	115,000
-City Cemeteries		30,842	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal: Subsidies		291,265	201,237	334,061	463,902	441,453	486,343	470,521	475,000	490,000	505,000	520,000	535,000	550,000	565,000	580,000
Transfer to the Sales Tax CIP Fund		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-From Contingency		68,000	474,390	240,847	154,899	264,155	-	-	-	-	-	-	-	-	-	-
-Budgeted Savings		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	455,000
-2% Reserve (Prior 98) / City Hall (99&00)		201,266	192,300	94,790	-	863,789	778,100	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
-Annual Contribution for CIP		1,500,000	631,478	500,000	1,305,000	703,000	1,035,000	500,000	1,000,000	1,395,000	1,405,000	1,415,000	1,425,000	1,435,000	1,445,000	1,455,000
Subtotal: CIP Transfer		2,081,266	1,623,168	1,170,637	1,804,899	2,185,864	2,168,500	875,000	1,385,000	1,395,000	1,405,000	1,415,000	1,425,000	1,435,000	1,445,000	1,455,000
Other Transfers		124,965	89,470	159,938	47,999	166,358	102,000	108,000	113,940	120,207	126,818	133,793	141,152	148,915	157,105	165,746
<b>SUBTOTAL TRANSFERS</b>		2,497,496	1,913,875	1,664,637	2,321,800	2,793,675	2,756,843	1,453,521	1,973,940	2,005,207	2,036,818	2,068,793	1,951,152	1,983,915	2,017,105	2,050,746
<b>TOTAL LIABILITIES</b>		<b>24,036,972</b>	<b>25,194,775</b>	<b>26,467,236</b>	<b>29,460,531</b>	<b>33,190,000</b>	<b>35,060,336</b>	<b>34,979,768</b>	<b>36,866,067</b>	<b>38,303,727</b>	<b>39,801,765</b>	<b>41,343,639</b>	<b>42,934,449</b>	<b>44,571,074</b>	<b>46,254,972</b>	<b>47,982,781</b>
<b>NET SOURCE (USE) OF FUNDS</b>		<b>(883,791)</b>	<b>289,889</b>	<b>344,824</b>	<b>445,215</b>	<b>(991,549)</b>	<b>1,513,185</b>	<b>597,983</b>	<b>1,498,109</b>	<b>2,343,720</b>	<b>3,028,821</b>	<b>3,846,860</b>	<b>4,643,667</b>	<b>5,437,209</b>	<b>6,256,792</b>	<b>7,131,187</b>
<b>BEGINNING FUNDS AVAILABLE</b>		7,906,194	7,812,292	8,209,116	8,654,311	7,662,783	6,075,967	6,073,950	8,172,059	10,515,786	13,544,608	17,350,625	22,185,174	28,019,383	34,976,174	43,190,362
<b>ENDING FUNDS AVAILABLE</b>		7,522,403	3,921,517	4,197,488	4,609,640	5,149,909	5,477,460	5,677,460	5,906,310	6,144,517	6,391,983	6,649,079	6,891,141	7,168,669	7,457,029	7,756,655
<b>MINIMUM WORKING CAPITAL</b>		3,645,734	3,890,776	4,011,628	4,044,691	2,512,874	600,065	996,490	2,265,749	4,371,269	7,157,625	10,701,546	15,294,033	20,850,714	27,519,146	35,433,707
<b>VARIANCE FROM M.W.C.</b>		3,876,670	3,890,776	4,011,628	4,044,691	2,512,874	600,065	996,490	2,265,749	4,371,269	7,157,625	10,701,546	15,294,033	20,850,714	27,519,146	35,433,707

# General Fund Departmental Expenditures

by Organization Code

ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
111	City Council	\$868,429.00	\$504,283.00	\$423,427.34
121	City Manager	\$422,912.27	\$442,896.31	\$457,567.74
131	City Attorney	\$360,248.37	\$376,400.38	\$389,255.87
201	Office of the Director-Admin. Svcs	\$233,773.05	\$242,285.42	\$249,549.05
210	Accounting Division	\$527,177.91	\$569,620.31	\$578,557.82
220	Customer Service	\$167,242.41	\$181,657.24	\$185,780.18
222	Municipal Court	\$172,997.98	\$176,331.94	\$172,783.63
231	City Clerk General Operations	\$306,450.75	\$357,301.29	\$358,686.89
232	City Clerk Elections	\$18,412.00	\$26,400.00	\$17,300.00
241	Personnel	\$443,405.98	\$470,583.05	\$546,015.09
245	Personnel General Items	\$395,622.02	\$452,529.00	\$424,284.00
261	General Purchasing	\$226,399.65	\$274,648.88	\$245,955.43
311	Com Dev Administration	\$232,708.05	\$272,458.88	\$276,960.68
321	Development Services	\$901,842.67	\$584,561.56	\$635,493.24
322	Community Planning	\$0.00	\$431,899.88	\$427,481.36
3230	Mesa State College Area Plan	\$0.00	\$14,200.00	\$0.00
3231	South Downtown Plan-Planning Project	\$0.00	\$9,200.00	\$0.00
3232	Orchard Mesa Plan-Planning Project	\$0.00	\$10,150.00	\$0.00
3233	Growth Plan/Code Revision-Plng Proj	\$54,487.01	\$5,450.00	\$27,850.00
3234	24 Road Corridor Plan-Planning Proj	\$100,900.00	\$0.00	\$0.00
3235	Historic Preservation-Planning Proj	\$925.52	\$3,077.00	\$101,177.00
3240	Redlands Plan	\$0.00	\$0.00	\$10,150.00
3241	Corridor Overlays	\$0.00	\$12,700.00	\$12,700.00
331	Code Enforcement- Com Dev	\$254,868.69	\$287,424.25	\$320,569.12
332	Weed Abatement - Com Dev	\$98,100.20	\$106,273.00	\$103,969.41
410	Chief of Police	\$240,073.68	\$241,844.17	\$266,511.06
421	Police Operations Div. Commander	\$96,138.32	\$129,003.96	\$134,137.97
422	Uniform Patrol	\$4,273,128.68	\$4,388,230.72	\$4,604,771.23
4220	Patrol MSC	\$0.00	\$338,348.80	\$302,888.64
4221	SWAT - Police Oper - Uniform Patrol	\$66,465.00	\$68,703.00	\$65,261.85
4231	Traffic Safety-Police Operations	\$9,958.00	\$8,495.00	\$8,671.00
4233	Victim Assistance Program-Pol Oper	\$9,583.00	\$53,284.00	\$54,666.10
4241	General Investigations - Police	\$1,129,505.22	\$1,145,664.28	\$1,225,176.02
431	Division Commander-Police Services	\$219,131.84	\$231,391.94	\$238,309.92
433	Professional Standards-Police Svcs	\$343,593.56	\$292,807.96	\$298,079.12
434	Crime Prevention - Police	\$154,831.78	\$162,615.31	\$167,495.18
435	School Resource-Police Services	\$233,422.80	\$235,264.24	\$243,516.88
436	Lab - Police Services	\$439,695.71	\$400,756.52	\$355,718.97
437	Records and Crime Analysis-Pol Svc	\$565,443.49	\$554,368.43	\$577,670.73
441	Communications Center-Police Svcs	\$771,767.10	\$784,559.72	\$830,824.79
450	Non-Personnel - Police Services	\$189,250.00	\$203,491.00	\$214,345.00
511	Fire Administration	\$386,967.40	\$330,761.49	\$326,903.38
521	Emergency Oper Administration-Fire	\$8,450.48	\$7,770.00	\$7,770.00
5210	Personnel-Fire Emerg Oper Administr	\$3,759,419.76	\$3,925,124.13	\$4,379,348.42
5211	Reserves-Fire Emerg Oper Admin	\$51,987.00	\$52,668.00	\$52,881.44
52121	Station #1-Fire Emerg Oper Admin	\$41,142.45	\$50,263.05	\$50,018.00
52122	Station #2-Fire Emerg Oper Admin	\$18,175.66	\$18,746.00	\$17,481.00
52123	Station #3-Fire Emerg Oper Admin	\$18,550.71	\$16,320.00	\$16,325.00
52124	Station #4-Fire Emerg Oper Admin	\$19,657.62	\$19,204.00	\$19,534.00
5213	Communications-Fire Emerg Oper Admi	\$3,100.00	\$68,300.00	\$100,800.00



**General Fund Departmental Expenditures**  
by Organization Code

<b>ORGN</b>	<b>ORGN DESCRIPTION</b>	<b>1999 Revised</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
5214	Operations-Fire Emerg Oper Admin	\$403,850.53	\$418,956.19	\$444,682.13
522	Emergency Medical Services - Fire	\$73,207.77	\$94,680.00	\$95,975.00
5231	Equipment Repair - Fire Fighting	\$6,610.00	\$5,780.00	\$5,880.00
524	Specialized Rescue - Fire	\$90,230.97	\$45,346.00	\$46,170.32
5252	HAZMAT D.E.R.A. Services-Fire Emerg	\$36,014.50	\$49,248.00	\$49,563.27
531	Fire Non-Emergent Administration	\$124,376.72	\$127,398.94	\$131,623.49
5312	Physical Fitness-Fire Non-Emergent	\$33,011.66	\$34,484.00	\$28,749.00
5320	Personnel-Fire Non-Emergent Code Enf	\$123,146.68	\$128,965.99	\$129,004.40
5330	Administratn-Fire Non-Emer-Pub Info	\$58,600.12	\$60,653.07	\$62,774.47
53321	Schools-Fire Non-Emerg-Public Educa	\$2,220.00	\$2,319.00	\$2,388.00
53323	Businesses-Fire Non-Emer-Pub Educat	\$8,716.00	\$14,312.00	\$14,716.78
53325	General -Fire Non-Emerg-Public Educ	\$6,382.00	\$5,428.00	\$5,587.00
5333	Juvenile Fire Setters-Fire Pub Educ	\$3,227.77	\$4,392.00	\$4,522.27
5340	Personnel-Fire Non-Emergent Sv Invs	\$75,177.36	\$80,453.97	\$84,245.43
5350	Admin-Fire Non-Emer Services-Training	\$233,113.91	\$163,055.98	\$170,331.94
5351	Emergency Med-Fire Non-Emer Sv-Trng	\$148,394.70	\$125,646.48	\$129,457.28
5353	Special Rescue-Fire Non-Emer-Training	\$1,268.00	\$0.00	\$0.00
5360	Admin-Fire Non-Emer-HAZMAT Support	\$65,517.01	\$67,913.73	\$70,341.31
53612	Sara Cntrct-Fire Non-Em-Preplanning	\$13,102.00	\$18,037.00	\$17,151.00
61111	Annexations-Public Works-TS-CADD	\$10,248.13	\$19,229.02	\$19,926.73
61112	Service to Other Dept-PW-TS-CADD	\$6,893.79	\$10,750.21	\$11,132.39
61113	Service to Other Div.-PW-TS-CADD	\$6,893.79	\$10,750.21	\$11,132.39
61114	Citizen Requests-PW-TS-CADD	\$2,825.83	\$7,375.30	\$7,648.33
61115	Project Design-PW-TS-CADD	\$4,709.77	\$7,375.30	\$7,648.33
61119	General Tech Svcs-PW-TS-CADD	\$138,702.15	\$120,080.03	\$109,938.86
61120	GIS - Public Works - Technical Serv	\$252,245.59	\$257,918.52	\$265,601.54
61210	Land-Public Wrks-Property Managemnt	\$0.00	\$88,736.73	\$8,105.00
61211	Land Acquisitions-PW-Prop Managemnt	\$3,899.25	(\$0.04)	\$19,669.97
61212	Land Sales-Public Wrks-Prop Managmt	\$694.17	\$0.00	\$0.00
61213	Land Leases-Public Wrk-Prop Managmt	\$375,542.99	\$0.00	\$0.00
61214	Land Maintenance-Pub Wrk-Prop Manag	\$3,822.50	\$0.00	\$0.00
61219	General Land-PW-Property Management	\$55,037.51	\$45,166.57	\$71,935.50
61220	Growth-Public Works-Property Manag.	\$0.00	\$35,580.33	\$150.00
61221	Annexations-PW-Prop Manag-Growth	\$5,554.52	\$990.02	\$43,582.88
61222	Development Rev-PW-Prop Man-Growth	\$14,205.52	\$0.00	\$0.00
61223	Revocable Permits-PW-Prop Man-Grwth	\$1,234.70	\$0.00	\$0.00
61230	Improvement Districts-PW-Prop Manag	\$0.00	\$2,618.37	\$0.00
61231	Streets-PW-Prop Man-Improv District	\$546.07	\$0.00	\$0.00
61232	Alleys-PW-Prop Man-Improvement Dist	\$1,638.16	\$0.00	\$0.00
61233	Sewer-PW-Prop Man-Improvement Dist	\$546.07	\$0.00	\$0.00
61240	Rights-of-Way/Easements-PW-Prop Man	\$0.00	\$41,704.16	\$0.00
61241	Streets-PW-Prop Man-ROW/Easements	\$6,697.52	\$0.00	\$14,171.82
61244	Storm Drainage-PW-Prop Man-ROW/Ease	\$1,234.70	\$0.00	\$0.00
61245	Enforcement-PW-Prop Man-ROW/Easemnt	\$694.25	\$0.00	\$0.00
61311	Service to Other Dept-PW-Eng Office	\$852.57	\$0.00	\$0.00
61312	Service to Other Div-PW-Eng Office	\$852.56	\$0.00	\$0.00
61313	Citizen Requests-PW-Eng Office	\$36,335.05	\$0.00	\$0.00
61314	Project Design-PW-Engineering Office	\$35,678.00	\$22,506.00	\$18,249.00
61319	General Eng Office Svc-Publ Works	\$159,739.86	\$256,204.14	\$262,067.20
61324	R.O.W. Work Permits/Inspec-PW-EnFld	\$37,194.15	\$21,492.60	\$22,238.92



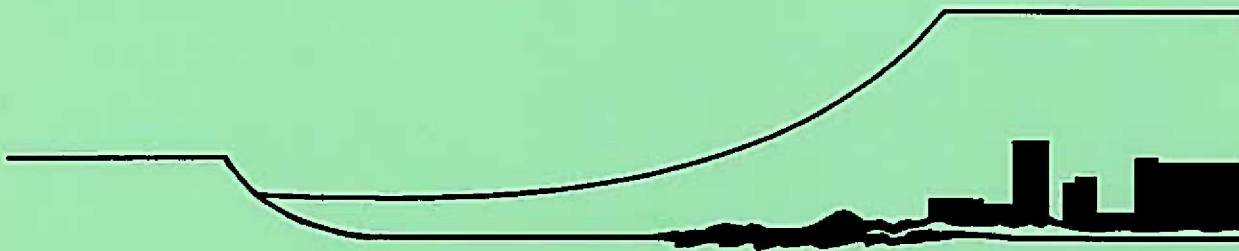
**General Fund Departmental Expenditures**  
by Organization Code

<b>ORGN</b>	<b>ORGN DESCRIPTION</b>	<b>1999 Revised</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
61329	General Eng. Field-PW-City Engineer	\$145,206.37	\$207,228.40	\$225,410.44
61331	Plan Review-PW-Engineering Developmt	\$122,204.64	\$159,707.14	\$165,358.29
61332	Const Eng/Insp-PW-Engineering Devlp	\$70,407.43	\$43,698.01	\$45,214.80
614101	City Hall-PW-Fac & Equip-Bldg/Plant	\$124,318.67	\$234,777.08	\$215,684.92
614111	Fire Station #1-PW-Fac/Equip-Bld/Pt	\$8,009.31	\$19,083.62	\$21,320.80
614112	Fire Station #2-PW-Fac/Equip-Bld/Pt	\$12,287.31	\$10,897.83	\$12,053.27
614113	Fire Station #3-PW-Fac/Equip-Bld/Pt	\$7,919.22	\$14,917.91	\$10,498.36
614114	Fire Station #4-PW-Fac/Equip-Bld/Pt	\$8,219.33	\$20,017.67	\$17,168.10
614131	Older American Ctr-PW-Fac/Equip-Bld	\$7,386.18	\$10,347.11	\$25,494.46
614132	Lincoln Park Barn-PW-Fac/Equip-Bldg	\$4,377.16	\$7,698.43	\$15,281.18
614133	Parks & Rec Off-PW-Fac/Equip-Bldg	\$3,767.20	\$6,863.53	\$17,282.32
614141	Shops - Oper Ctr-PW-Fac/Equip-Bldg	\$62,192.18	\$56,981.26	\$71,298.78
614142	Shops - Srvc Ctr-PW-Fac/Equip-Bldg	\$30,667.18	\$32,241.18	\$41,302.67
614143	Engineering Lab-PW-Fac/Equip-Bldg	\$11,549.12	\$12,274.03	\$14,330.37
614161	Police Station-PW-Fac/Equip-Bldg/Pt	\$113,975.27	\$99,346.74	\$126,628.88
61421	Fleet Maintenance-PW-Fac/Equip-Fac	\$0.00	\$38,234.00	\$0.00
6150	Public Works Administration	\$376,427.34	\$314,872.13	\$340,321.98
6160	Street System Services-Public Works	\$0.00	\$0.00	\$12,600.00
61610	Streets Cleaning Section-PW-Str Sys	\$484,687.40	\$473,286.17	\$466,000.08
61621	Trash Removal-PW-Str Sys-Str Maint	\$169,415.09	\$187,105.11	\$193,014.75
61622	Leaf Removal-PW-Str Sys-Str Maint	\$56,289.10	\$92,801.01	\$96,163.69
61623	Snow & Ice Removal-PW-Str Sys-StrMn	\$173,848.56	\$126,835.59	\$130,606.78
61624	Preventive Str Maint-PW-Str Sys/Mnt	\$576,254.17	\$528,005.98	\$509,423.36
61625	Street Patching/Grdg-PW-St Sys-Main	\$956,927.08	\$940,641.43	\$959,215.43
61626	Storm Drainage Main-PW-St Sys-Maint	\$141,873.63	\$353,881.84	\$329,686.56
61627	Irrigation Sys Maint-PW-St Sys-Main	\$71,691.38	\$109,382.05	\$113,247.13
61628	Sidewalk Maintenance-PW-St Sys-Main	\$11,702.40	\$20,228.58	\$19,897.14
61630	Services to Others-PW-Street System	\$6,007.67	\$1,612.29	\$1,667.08
61631	Gen Svcs to Others-PW-Street System	\$14,448.09	\$31,932.89	\$31,527.57
61632	Flood Cntrl-PW-Street System-Srv Ot	\$10,406.06	\$315.56	\$326.57
61641	Street Painting-PW-Str Sys-Traffic	\$208,065.55	\$224,166.14	\$237,079.56
61642	Traffic Signals-PW-Str Sys-Traffic	\$221,551.01	\$299,331.56	\$314,835.32
61643	Traffic Signs-PW-Str Sys-Traffic	\$231,978.07	\$181,182.79	\$186,585.55
616510	Street Lighting-PW-Stre Sys-Transpt	\$621,175.63	\$651,275.77	\$658,516.38
616521	General-PW-Str Sys-Transp Enginrng	\$222,387.51	\$273,881.28	\$375,420.25
700	Parks and Recreation Administration	\$541,228.29	\$660,331.17	\$583,483.98
711	Parks Operation - Parks Division	\$1,415,869.68	\$1,611,059.19	\$1,610,230.11
712	Forestry - Parks Division	\$439,564.58	\$492,636.99	\$535,519.55
713	Stadium - Parks Division	\$246,694.64	\$272,189.62	\$277,129.31
714	Riverfront-P&R-Parks Division	\$77,119.35	\$90,073.16	\$92,905.88
715	Lincoln Park Auditorium-P&R-Prks Dv	\$21,705.00	\$19,638.00	\$20,014.71
716	Canyon View Park-P&R-Prks Dv	\$475,579.14	\$503,625.13	\$507,539.67
731	Recreation Administration - P&R	\$284,531.26	\$283,795.09	\$290,381.35
73210	Special Events - P & R - Div A-S.E.	\$483.00	\$75.00	\$75.00
73230	Youth Tennis - P&R - Div B - YS	\$11,084.00	\$13,723.00	\$13,820.91
732301	Other Early Childhood-P&R-DivA-E.C.	\$2,650.00	\$4,785.00	\$5,050.10
73234	Country Western Dance-P&R-DivA-GenR	\$2,232.00	\$2,312.00	\$2,419.00
73235	Cntry Western Line Dnc-P&R-DivA-GnR	\$216.00	\$227.00	\$241.00
73236	Ballroom Dance - P&R - DivA-Gen Rec	\$6,982.00	\$7,857.00	\$8,479.00
73238	Photography - P&R - Div A - AE/SI	\$525.00	\$567.00	\$588.00

GENERAL FUND

**General Fund Departmental Expenditures**  
by Organization Code

<b>ORGN</b>	<b>ORGN DESCRIPTION</b>	<b>1999 Revised</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
73239	Jazzercise - P&R - Div A - Gen Rec	\$1,360.00	\$1,240.00	\$1,290.00
73240	Jazzercise - P&R - Div A - Gen Rec	\$3,654.00	\$3,757.00	\$3,897.00
73241	Yoga - P&R - Div A - Gen Rec	\$1,441.00	\$1,496.00	\$1,556.00
73242	Tai Chi Chih - P&R - Div A - Gen Rec	\$597.00	\$659.00	\$872.00
73243	Landscape - P&R - Div A - AE/SI	\$0.00	\$213.00	\$249.00
73245	Creative Wellness -P&R-DivA-Gen Rec	\$350.00	\$372.00	\$386.00
73248	Drama - P&R - Div A - Gen Rec	\$30.00	\$0.00	\$0.00
73251	Tot Tumbling - P&R - Div A - E.C.	\$1,419.00	\$1,456.00	\$1,612.00
73252	Hiking/Walking - P&R - Div A-GenRec	\$432.00	\$0.00	\$0.00
73253	Skiing - P&R - Div B - O Rec	\$130.00	\$150.00	\$156.00
73255	Biking - P&R - Div A - Gen Rec	\$283.00	\$0.00	\$0.00
73256	Fishing - P&R - Div B - O Rec	\$681.00	\$512.00	\$533.00
73257	Pets - P&R - Div A - Gen Rec	\$188.00	\$0.00	\$0.00
73258	Investments - P&R - Div A - AE/SI	\$0.00	\$245.00	\$295.00
73259	Youth Education - P&R - Div B-Y Rec	\$4,806.00	\$4,150.00	\$4,325.44
73260	Adult Education - P&R - DivA-AE/SI	\$3,903.00	\$4,309.00	\$4,771.00
73261	Music - P&R - Div B - Y Rec	\$1,000.00	\$1,000.00	\$1,045.00
73262	Culinary - P&R - Div A - Gen Rec	\$0.00	\$142.00	\$170.00
73300	Adult Basketball - P&R - Div B - AS	\$12,794.00	\$8,930.00	\$9,273.72
733001	Youth Open Gym - P&R - Div B - YS	\$229.00	\$242.00	\$242.87
733002	Youth Flag Football - P&R -Div B-YS	\$2,548.00	\$2,752.00	\$4,056.33
733003	Youth Volleyball - P&R - Div B - YS	\$0.00	\$151.00	\$151.54
73301	Youth Basketball - P&R - Div B - YS	\$25,886.00	\$43,142.14	\$45,950.41
733010	Equipment Rental - P&R - Div B -AS	\$301.00	\$216.00	\$225.00
733011	Adult Tennis - P&R - Div B - AS	\$1,032.00	\$0.00	\$0.00
733013	Adult Flag Football - P&R -Div B-AS	\$4,676.00	\$3,917.00	\$4,130.09
733015	Adult Soccer - P&R - Div B -AS	\$12,173.00	\$13,195.00	\$13,371.94
73302	Youth Wrestling - P&R - Div B - YS	\$4,432.00	\$7,129.68	\$7,360.05
73303	Summer Softball - P&R - Div B - AS	\$68,397.00	\$70,672.00	\$70,997.69
73304	Fall Softball - P&R - Div B - AS	\$24,845.17	\$26,175.17	\$26,315.19
73305	Fall Volleyball - P&R - Div B - AS	\$15,136.00	\$13,763.00	\$16,662.58
73306	Spring Volleyball - P&R -Div B - AS	\$8,013.00	\$7,526.00	\$7,685.74
73308	Track - P&R - Div B - YS	\$2,505.00	\$3,573.00	\$3,644.00
73309	Summer Volleyball - P&R - Div B - AS	\$256.40	\$0.00	\$0.00
73310	Gymnastics - P&R - Div B - YS	\$49.00	\$3,063.00	\$3,110.05
73312	Rafting - P&R - Rec B - O Rec	\$1,440.00	\$1,483.00	\$3,445.00
73314	Special Events - P&R - Div B - S.E.	\$5,716.00	\$8,447.00	\$8,639.30
73320	Arts and Crafts - P&R - Div B-Y Rec	\$3,066.00	\$3,588.00	\$3,715.39
73331	Outdoor Events - P&R - Rec B - O Rec	\$2,770.00	\$2,784.00	\$2,895.00
73332	Dog Obedience - P&R-Div A - Gen Rec	\$10,285.00	\$10,651.00	\$11,070.00
73337	Youth Bowling - P&R - Div B - YS	\$1,296.00	\$1,609.00	\$1,673.00
73339	Rock Climbing - P&R - Div B - O Rec	\$1,976.00	\$1,991.00	\$2,023.00
73340	STARS Program - P&R - Div B - Y Rec	\$18,373.00	\$20,384.00	\$19,750.85
735	Senior Recreation Center-P&R-Rec	\$30,059.00	\$46,145.64	\$42,888.14
736	Arts Commission -P&R-Recreation	\$64,684.00	\$63,451.59	\$61,491.52
<b>TOTAL</b>		<b>\$30,664,327.48</b>	<b>\$32,068,493.61</b>	<b>\$33,251,247.73</b>



**This section provides 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 four major subsections.**

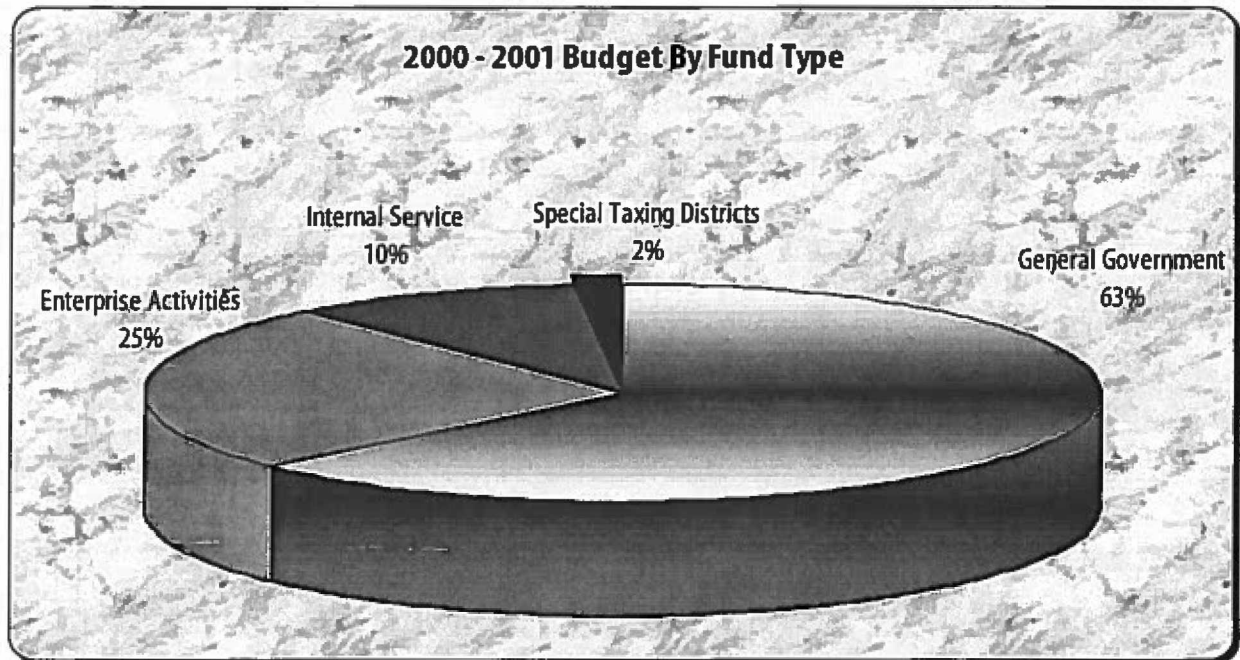
- ◆ ***General Government***
- ◆ ***Enterprise Funds***
- ◆ ***Internal Service Funds***
- ◆ ***Special Taxing Districts***



This section of the biennial budget document presents summary information on revenues and expenditures for all services and operations provided by the City of Grand Junction. These operations are accounted for by Fund: An accounting entity that has a set of self-balancing accounts that record all financial transactions for specific activities or functions. Financial resources are accounted for allocated to

and for within the individual funds based on the purpose for which they are to be expended.

This section is divided into four major subsections, or account type groupings; General Governmental funds, Enterprise funds, Internal Service funds, and Special Taxing District funds. Further fund type and individual fund descriptions are provided within the respective subsection.



EXPENDITURE BUDGET		1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Fund Type					
General Government	\$	37,964,212	\$ 48,005,737	\$ 48,609,998	\$ 43,526,351
Enterprise Activities		15,709,830	16,076,863	18,827,159	18,035,428
Internal Service		5,606,394	8,695,892	7,329,857	7,175,133
Special Taxing Districts		1,820,675	2,196,324	1,287,926	1,318,016
TOTAL		\$ 61,101,111	\$ 74,974,816	\$ 76,054,940	\$ 70,054,928

1998 ACTUAL		General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
Beginning Funds Available	\$	14,058,601	\$ 11,856,256	\$ 25,914,857	\$ 8,773,864	\$ 2,140,106	\$ 36,828,827	
<b>REVENUE</b>								
Taxes	\$	32,529,542	\$ -	\$ 32,529,542	\$ -	\$ 735,857	\$ 33,265,399	50.5%
Licenses & Permits		108,558		108,558		100	108,658	0.2%
Intergovernmental		1,953,916	183,110	2,137,026		126,060	2,263,086	3.4%
Charges For Services		2,408,534	13,782,259	16,190,793	1,444,506	63,202	17,698,501	26.9%
Interfund Charges		876,238	426,974	1,303,212	5,335,115	-	6,638,327	10.1%
Interest & Investments		1,041,184	829,645	1,870,829	700,113	128,736	2,699,678	4.1%
Other Revenue		904,815	275,938	1,180,753	59,247	151,013	1,391,013	2.1%
Total Operating Revenue		39,822,788	15,497,926	55,320,714	7,538,981	1,204,968	64,064,663	97.3%
Capital Proceeds		377,036	1,234,102	1,611,138	93,219	46,560	1,750,917	2.7%
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>40,199,824</b>	<b>\$ 16,732,028</b>	<b>\$ 56,931,852</b>	<b>\$ 7,632,200</b>	<b>\$ 1,251,528</b>	<b>\$ 65,815,580</b>	<b>100.0%</b>
<b>EXPENDITURES</b>								
Labor	\$	19,050,233	\$ 5,496,724	\$ 24,546,957	\$ 2,234,204	\$ 174,258	\$ 26,955,419	44.1%
Non-Personnel Operating		10,046,234	5,476,332	15,522,566	2,198,287	233,212	17,954,065	29.4%
Debt Service		625,639	1,825,516	2,451,155	-	570,915	3,022,070	4.9%
Operating Equipment		375,047	154,141	529,188	219,689	50,016	798,893	1.3%
Total Operating Expense		30,097,152	12,952,713	43,049,865	4,652,180	1,028,401	48,730,446	79.8%
Major Capital		7,867,060	2,757,117	10,624,177	954,214	792,274	12,370,665	20.2%
Other Uses		-	-	-	-	-	-	0.0%
-Contingency		-	-	-	-	-	-	0.0%
-Estimated Budget Savings		-	-	-	-	-	-	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>37,964,212</b>	<b>\$ 15,709,830</b>	<b>\$ 53,674,042</b>	<b>\$ 5,606,394</b>	<b>\$ 1,820,675</b>	<b>\$ 61,101,111</b>	<b>100.0%</b>
Transfers-In From Other Funds		4,247,445	560,350	4,807,795	315,797	348,280	5,471,872	
Transfers-Out To Other Funds		4,627,967	222,330	4,850,297	315,797	305,778	5,471,872	
Net Transfers	\$	(380,522)	\$ 338,020	\$ (42,502)	\$ -	\$ 42,502	\$ -	
<b>TOTAL SOURCES</b>	<b>44,447,269</b>	<b>17,292,378</b>	<b>61,739,647</b>	<b>7,847,997</b>	<b>1,599,808</b>	<b>71,287,452</b>		
<b>TOTAL USES</b>	<b>42,592,179</b>	<b>15,932,160</b>	<b>58,524,339</b>	<b>5,922,191</b>	<b>2,126,453</b>	<b>66,572,983</b>		
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$</b>	<b>1,855,090</b>	<b>\$ 1,360,218</b>	<b>\$ 3,215,308</b>	<b>\$ 2,025,806</b>	<b>\$ (526,645)</b>	<b>\$ 4,714,469</b>	
ENDING FUNDS AVAILABLE	\$	15,913,692	\$ 13,216,473	\$ 29,130,165	\$ 10,799,670	\$ 1,613,461	\$ 41,543,296	

1999 REVISED		General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	Percent Of Total
Beginning Funds Available	\$	15,913,692	\$ 13,216,473	\$ 29,130,165	\$ 10,799,670	\$ 1,613,461	\$ 41,543,296	
<b>REVENUE</b>								
Taxes	\$	34,959,300	\$ -	\$ 34,959,300	\$ -	\$ 775,755	\$ 35,735,055	49.9%
Licenses & Permits		99,086	1,725	100,811	-	800	101,611	0.1%
Intergovernmental		3,234,063	133,095	3,367,158	-	217,000	3,584,158	5.0%
Charges For Services		2,404,659	13,372,951	15,777,610	1,562,034	92,000	17,431,644	24.4%
Interfund Charges		865,000	452,309	1,317,309	5,517,517	-	6,834,826	9.6%
Interest & Investments		1,044,892	839,900	1,884,792	739,987	146,500	2,771,279	3.9%
Other Revenue		1,056,714	262,648	1,319,362	15,511	558,195	1,893,068	2.6%
Total Operating Revenue		43,663,714	15,062,628	58,726,342	7,835,049	1,790,250	68,351,641	95.5%
Capital Proceeds		-	1,084,417	1,084,417	94,000	2,021,000	3,199,417	4.5%
<b>TOTAL REVENUE</b>	<b>\$</b>	<b>43,663,714</b>	<b>\$ 16,147,045</b>	<b>\$ 59,810,759</b>	<b>\$ 7,929,049</b>	<b>\$ 3,811,250</b>	<b>\$ 71,551,058</b>	<b>100.0%</b>
<b>EXPENDITURES</b>								
Labor	\$	20,918,942	\$ 5,992,057	\$ 26,910,999	\$ 2,585,189	\$ 243,084	\$ 29,739,272	39.7%
Non-Personnel Operating		12,508,856	5,594,955	18,103,811	2,377,092	92,532	20,573,435	27.4%
Debt Service		629,084	1,113,865	1,742,949	3,000	622,958	2,368,907	3.2%
Operating Equipment		271,054	242,641	513,695	255,139	3,000	771,834	1.0%
Total Operating Expense		34,327,936	12,943,518	47,271,454	5,220,420	961,574	53,453,448	71.3%
Major Capital		13,945,803	3,133,345	17,079,148	3,475,472	1,234,750	21,789,370	29.1%
Other Uses		-	-	-	-	-	-	0.1%
-Contingency		86,998	-	86,998	-	-	86,998	-0.5%
-Estimated Budget Savings		(355,000)	-	(355,000)	-	-	(355,000)	-0.5%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>48,005,737</b>	<b>\$ 16,076,863</b>	<b>\$ 64,082,600</b>	<b>\$ 8,695,892</b>	<b>\$ 2,196,324</b>	<b>\$ 74,974,816</b>	<b>100.0%</b>
Transfers-In From Other Funds		4,615,642	1,150,774	5,766,416	1,290,495	452,236	7,509,147	
Transfers-Out To Other Funds		5,282,143	357,023	5,639,166	1,290,495	579,486	7,509,147	
Net Transfers	\$	(666,501)	\$ 793,751	\$ 127,250	\$ -	\$ (127,250)	\$ -	
<b>TOTAL SOURCES</b>	<b>48,279,356</b>	<b>17,297,819</b>	<b>65,577,175</b>	<b>9,219,544</b>	<b>4,263,486</b>	<b>79,060,205</b>		
<b>TOTAL USES</b>	<b>53,287,880</b>	<b>16,435,886</b>	<b>69,723,766</b>	<b>9,986,387</b>	<b>2,775,810</b>	<b>82,483,963</b>		
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$</b>	<b>(5,008,524)</b>	<b>\$ 861,933</b>	<b>\$ (4,146,591)</b>	<b>\$ (766,843)</b>	<b>\$ 1,487,676</b>	<b>\$ (3,423,758)</b>	
ENDING FUNDS AVAILABLE	\$	10,905,168	\$ 14,080,406	\$ 24,985,574	\$ 10,032,827	\$ 3,101,137	\$ 38,119,538	

2000 BUDGET							Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	
Beginning Funds Available	\$ 10,905,168	\$ 14,080,406	\$ 24,985,574	\$ 10,032,827	\$ 3,101,137	\$ 38,119,538	
<b>REVENUE</b>							
Taxes	\$ 36,907,050	\$ -	\$ 36,907,050	\$ -	\$ 810,420	\$ 37,717,470	52.4%
Licenses & Permits	99,788	400	100,188	-	800	100,988	0.1%
Intergovernmental	3,607,027	161,889	3,768,916	-	-	3,768,916	5.2%
Charges For Services	2,683,347	13,647,386	16,330,733	1,630,244	99,200	18,060,177	25.1%
Interfund Charges	863,300	474,379	1,337,679	5,911,488	-	7,249,167	10.1%
Interest & Investments	728,661	850,550	1,579,211	745,015	140,500	2,464,726	3.4%
Other Revenue	1,076,211	244,253	1,320,464	14,000	140,800	1,475,264	2.1%
Total Operating Revenue	45,965,384	15,378,857	61,344,241	8,300,747	1,191,720	70,836,708	98.5%
Capital Proceeds	-	995,668	995,668	57,352	22,750	1,075,770	1.5%
<b>TOTAL REVENUE</b>	<b>\$ 45,965,384</b>	<b>\$ 16,374,525</b>	<b>\$ 62,339,909</b>	<b>\$ 8,358,099</b>	<b>\$ 1,214,470</b>	<b>\$ 71,912,478</b>	<b>100.0%</b>
<b>EXPENDITURES</b>							
Labor	\$ 22,518,559	\$ 6,653,223	\$ 29,171,782	\$ 2,810,707	\$ 255,719	\$ 32,238,208	42.4%
Non-Personnel Operating	11,248,792	5,620,862	16,869,654	2,471,719	74,082	19,415,455	25.5%
Debt Service	625,278	1,124,807	1,750,085	-	860,125	2,610,210	3.4%
Operating Equipment	398,916	177,384	576,300	343,180	3,000	922,480	1.2%
Total Operating Expense	34,791,545	13,576,276	48,367,821	5,625,606	1,192,926	55,186,353	72.6%
Major Capital	13,568,453	5,250,883	18,819,336	1,704,251	95,000	20,618,587	27.1%
Other Uses							
-Contingency	615,000	-	615,000	-	-	615,000	0.8%
-Estimated Budget Savings	(365,000)	-	(365,000)	-	-	(365,000)	-0.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 48,609,998</b>	<b>\$ 18,827,159</b>	<b>\$ 67,437,157</b>	<b>\$ 7,329,857</b>	<b>\$ 1,287,926</b>	<b>\$ 76,054,940</b>	<b>100.0%</b>
Transfers-In From Other Funds	5,272,482	1,456,715	6,729,197	567,517	678,030	7,974,744	
Transfers-Out To Other Funds	5,844,610	211,587	6,056,197	567,517	1,351,030	7,974,744	
Net Transfers	\$ (572,128)	\$ 1,245,128	\$ 673,000	\$ -	\$ (673,000)	\$ -	
<b>TOTAL SOURCES</b>	<b>\$ 51,237,844</b>	<b>\$ 17,831,240</b>	<b>\$ 69,069,084</b>	<b>\$ 8,925,616</b>	<b>\$ 1,892,500</b>	<b>\$ 79,817,320</b>	
<b>TOTAL USES</b>	<b>\$ 54,454,608</b>	<b>\$ 19,038,746</b>	<b>\$ 73,493,354</b>	<b>\$ 7,897,374</b>	<b>\$ 2,418,956</b>	<b>\$ 84,029,684</b>	
<b>NET-SOURCE (USE) OF FUNDS</b>	<b>\$ (3,216,764)</b>	<b>\$ (1,207,506)</b>	<b>\$ (4,424,248)</b>	<b>\$ (1,028,242)</b>	<b>\$ (746,456)</b>	<b>\$ (4,142,482)</b>	
ENDING FUNDS AVAILABLE	\$ 7,688,426	\$ 12,872,900	\$ 20,561,326	\$ 11,061,069	\$ 2,354,681	\$ 33,977,076	

2001 BUDGET							Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	
Beginning Funds Available	\$ 7,688,426	\$ 12,872,900	\$ 20,561,326	\$ 11,061,069	\$ 2,354,681	\$ 33,977,076	
<b>REVENUE</b>							
Taxes	\$ 39,599,600	\$ -	\$ 39,599,600	\$ -	\$ 821,539	\$ 40,421,139	55.4%
Licenses & Permits	100,462	400	100,862	-	800	101,662	0.1%
Intergovernmental	1,464,782	85,684	1,550,466	-	-	1,550,466	2.1%
Charges For Services	2,736,565	14,074,857	16,811,422	1,693,985	98,700	18,604,107	25.5%
Interfund Charges	891,600	485,661	1,377,261	6,090,811	-	7,468,072	10.2%
Interest & Investments	572,761	799,000	1,371,761	782,695	112,500	2,266,956	3.1%
Other Revenue	1,101,394	242,809	1,344,203	14,000	50,800	1,409,003	1.9%
Total Operating Revenue	46,467,164	15,688,411	62,155,575	8,581,491	1,084,339	71,821,405	98.5%
Capital Proceeds	-	1,024,782	1,024,782	71,159	24,500	1,120,441	1.5%
<b>TOTAL REVENUE</b>	<b>\$ 46,467,164</b>	<b>\$ 16,713,193</b>	<b>\$ 63,180,357</b>	<b>\$ 8,652,650</b>	<b>\$ 1,108,839</b>	<b>\$ 72,941,846</b>	<b>100.0%</b>
<b>EXPENDITURES</b>							
Labor	\$ 24,072,966	\$ 6,857,350	\$ 30,930,316	\$ 2,948,261	\$ 264,550	\$ 34,143,127	48.7%
Non-Personnel Operating	11,463,331	5,687,983	17,151,314	2,597,172	73,954	19,822,440	28.3%
Debt Service	354,778	1,211,638	1,566,416	-	881,512	2,447,928	3.5%
Operating Equipment	239,965	113,971	353,936	372,700	3,000	729,636	1.0%
Total Operating Expense	36,131,040	13,870,942	50,001,982	5,918,133	1,223,016	57,143,131	81.6%
Major Capital	7,105,311	4,164,486	11,269,797	1,257,000	95,000	12,621,797	18.0%
Other Uses							
-Contingency	665,000	-	665,000	-	-	665,000	0.9%
-Estimated Budget Savings	(375,000)	-	(375,000)	-	-	(375,000)	-0.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 43,526,351</b>	<b>\$ 18,035,428</b>	<b>\$ 61,561,779</b>	<b>\$ 7,175,133</b>	<b>\$ 1,318,016</b>	<b>\$ 70,054,928</b>	<b>100.0%</b>
Transfers-In From Other Funds	3,640,923	2,894,929	6,535,852	492,179	703,980	7,732,011	
Transfers-Out To Other Funds	6,386,444	232,408	6,618,852	492,179	620,980	7,732,011	
Net Transfers	\$ (2,745,521)	\$ 2,662,521	\$ (83,000)	\$ -	\$ 83,000	\$ -	
<b>TOTAL SOURCES</b>	<b>\$ 50,108,087</b>	<b>\$ 19,608,122</b>	<b>\$ 69,716,209</b>	<b>\$ 9,144,829</b>	<b>\$ 1,812,819</b>	<b>\$ 80,673,857</b>	
<b>TOTAL USES</b>	<b>\$ 49,512,795</b>	<b>\$ 18,267,836</b>	<b>\$ 67,780,631</b>	<b>\$ 7,667,312</b>	<b>\$ 1,938,996</b>	<b>\$ 77,766,939</b>	
<b>NET-SOURCE (USE) OF FUNDS</b>	<b>\$ 1,595,292</b>	<b>\$ 1,340,286</b>	<b>\$ 1,935,578</b>	<b>\$ 1,477,517</b>	<b>\$ (126,177)</b>	<b>\$ 2,906,918</b>	
ENDING FUNDS AVAILABLE	\$ 7,883,718	\$ 14,213,186	\$ 22,096,904	\$ 12,538,586	\$ 2,228,504	\$ 36,863,994	





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## **GENERAL GOVERNMENT FUNDS**

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- ◆ **General Fund**
  - ◆ **Visitor & Convention Bureau**
  - ◆ **Grant Distribution**
  - ◆ **Parkland Expansion**
  - ◆ **Wood Stove Replacement Incentive**
  - ◆ **Economic Development Fund**
  - ◆ **Sales Tax CIP Fund**
  - ◆ **Storm Drainage Development Fund**
  - ◆ **Future Street Improvement Fund**
  - ◆ **General Debt Service Fund**
  - ◆ **PIAB**

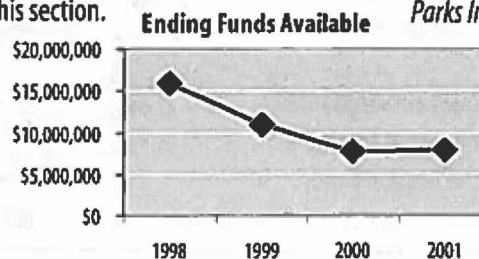
***This group of funds is used to account for the revenues and expenditures associated with providing all general governmental type of services to the public. These types of services include; general administrative and support services, police and fire protection, street and traffic services, planning, 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.***

## 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 following are the accounting funds included within this section.

*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  
General Debt Service Fund  
Parks Improvement Advisory Board*



## TOTAL: GENERAL GOVERNMENT FUNDS

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 14,058,601	\$ 15,913,692	\$ 10,905,168	\$ 7,688,426
<b>REVENUE</b>				
Taxes	\$ 32,529,542	\$ 34,959,300	\$ 36,907,050	\$ 39,599,600
Licenses & Permits	108,558	99,086	99,788	100,462
Intergovernmental	1,953,916	3,234,063	3,607,027	1,464,782
Charges For Services	2,408,534	2,404,659	2,683,347	2,736,565
Interfund Charges	876,238	865,000	863,300	891,600
Interest & Investments	1,041,184	1,044,892	728,661	572,761
Other Revenue	904,815	1,056,714	1,076,231	1,101,394
<b>Total Operating Revenue</b>	<b>39,822,788</b>	<b>43,663,714</b>	<b>45,965,384</b>	<b>46,467,164</b>
Capital Proceeds	377,036	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 40,199,824</b>	<b>\$ 43,663,714</b>	<b>\$ 45,965,384</b>	<b>\$ 46,467,164</b>
<b>EXPENDITURES</b>				
Labor	\$ 19,050,233	\$ 20,918,942	\$ 22,518,559	\$ 24,072,966
Non-Personnel Operating	10,046,234	12,508,856	11,248,792	11,463,331
Debt Service	625,639	629,084	625,278	354,778
Operating Equipment	375,047	271,054	398,916	239,965
<b>Total Operating Expense</b>	<b>30,097,152</b>	<b>34,327,936</b>	<b>34,791,545</b>	<b>36,131,040</b>
Major Capital	7,867,060	13,945,803	13,568,453	7,105,311
Other Uses				
-Contingency	-	86,998	615,000	665,000
-Estimated Budget Savings	-	(355,000)	(365,000)	(375,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,964,212</b>	<b>\$ 48,005,737</b>	<b>\$ 48,609,998</b>	<b>\$ 43,526,351</b>
Transfers-In From Other Funds	4,247,445	4,615,642	5,272,482	3,640,923
Transfers-Out To Other Funds	4,627,967	5,282,143	5,844,610	6,386,444
<b>Net Transfers</b>	<b>\$ (380,522)</b>	<b>\$ (666,501)</b>	<b>\$ (572,128)</b>	<b>\$ (2,745,521)</b>
<b>TOTAL NEW SOURCES</b>	<b>44,447,269</b>	<b>48,279,356</b>	<b>51,237,866</b>	<b>50,108,087</b>
<b>TOTAL USES</b>	<b>42,592,179</b>	<b>53,287,880</b>	<b>54,454,608</b>	<b>49,912,795</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 1,855,090</b>	<b>\$ (5,008,524)</b>	<b>\$ (3,216,742)</b>	<b>\$ 195,292</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 15,913,692</b>	<b>\$ 10,905,168</b>	<b>\$ 7,688,426</b>	<b>\$ 7,883,718</b>



## GENERAL FUND #100

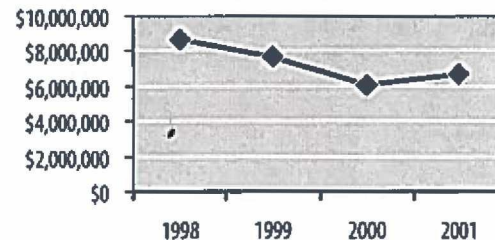
### DESCRIPTION:

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 is a result of transfers-out to other funds. The General Fund

provides annual operating subsidies to the Two Rivers Convention Center and Swimming Pool funds. 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 to be transferred for major capital is determined annually and is a product of the City's long range financial projection model.

Ending Funds Available



### GENERAL FUND #100

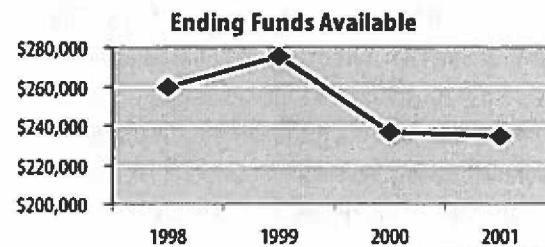
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 8,209,116	\$ 8,654,331	\$ 7,662,782	\$ 6,075,966
<b>REVENUE</b>				
Taxes	\$ 25,518,140	\$ 27,327,604	\$ 28,627,933	\$ 30,682,739
Licenses & Permits	108,558	99,086	99,788	100,462
Intergovernmental	143,519	347,834	155,650	160,782
Charges For Services	2,002,764	2,028,113	2,361,519	2,419,577
Interfund Charges	876,238	865,000	863,300	891,600
Interest & Investments	611,197	653,000	503,000	423,000
Other Revenue	619,868	857,814	822,331	859,591
<b>Total Operating Revenue</b>	<b>29,880,284</b>	<b>32,178,451</b>	<b>33,433,521</b>	<b>35,537,751</b>
<b>Capital Proceeds</b>	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 29,880,284</b>	<b>\$ 32,178,451</b>	<b>\$ 33,433,521</b>	<b>\$ 35,537,751</b>
<b>EXPENDITURES</b>				
Labor	\$ 18,012,975	\$ 19,859,553	\$ 21,340,398	\$ 22,809,621
Non-Personnel Operating	8,094,124	9,948,418	9,777,472	9,858,796
Debt Service	-	-	-	-
Operating Equipment	359,210	258,605	385,216	221,965
<b>Total Operating Expense</b>	<b>26,466,309</b>	<b>30,066,576</b>	<b>31,503,086</b>	<b>32,890,382</b>
<b>Major Capital</b>	<b>672,423</b>	<b>597,751</b>	<b>565,408</b>	<b>360,865</b>
<b>Other Uses</b>				
-Contingency	-	86,998	600,000	650,000
-Estimated Budget Savings	-	(355,000)	(365,000)	(375,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,138,731</b>	<b>\$ 30,396,325</b>	<b>\$ 32,303,494</b>	<b>\$ 33,526,247</b>
Transfers-In From Other Funds	20,462	20,000	40,000	40,000
Transfers-Out To Other Funds	2,316,800	2,793,675	2,756,843	1,453,521
<b>Net Transfers</b>	<b>\$ (2,296,338)</b>	<b>\$ (2,773,675)</b>	<b>\$ (2,716,843)</b>	<b>\$ (1,413,521)</b>
<b>TOTAL NEW SOURCES</b>	<b>29,900,746</b>	<b>32,198,451</b>	<b>33,473,521</b>	<b>35,577,751</b>
<b>TOTAL USES</b>	<b>29,455,531</b>	<b>33,190,000</b>	<b>35,060,337</b>	<b>34,979,768</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 445,215</b>	<b>\$ (991,549)</b>	<b>\$ (1,586,816)</b>	<b>\$ 597,983</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 8,654,331</b>	<b>\$ 7,662,782</b>	<b>\$ 6,075,966</b>	<b>\$ 6,673,949</b>

# 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%.



## VISITOR & CONVENTION BUREAU #102

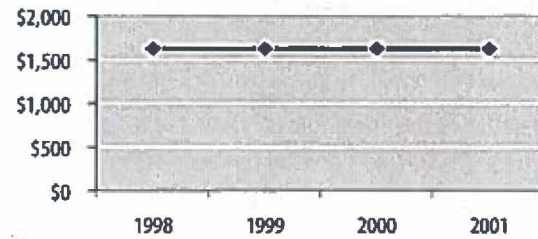
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 205,830	\$ 259,967	\$ 274,999	\$ 236,562
<b>REVENUE</b>				
Taxes	\$ 996,519	\$ 1,035,232	\$ 1,095,536	\$ 1,162,784
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	18,802	13,739	10,228	12,388
Interfund Charges	-	-	-	-
Interest & Investments	12,961	10,000	16,000	14,000
Other Revenue	3,563	1,500	1,500	1,500
<b>Total Operating Revenue</b>	<b>1,031,846</b>	<b>1,060,471</b>	<b>1,123,264</b>	<b>1,190,672</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,031,846</b>	<b>\$ 1,060,471</b>	<b>\$ 1,123,264</b>	<b>\$ 1,190,672</b>
<b>EXPENDITURES</b>				
Labor	\$ 287,710	\$ 315,617	\$ 379,300	\$ 392,782
Non-Personnel Operating	650,577	687,567	723,895	737,110
Debt Service	29,806	29,806	29,806	29,806
Operating Equipment	9,617	12,449	13,700	18,000
<b>Total Operating Expense</b>	<b>977,709</b>	<b>1,045,439</b>	<b>1,146,701</b>	<b>1,177,698</b>
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	15,000	15,000
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 977,709</b>	<b>\$ 1,045,439</b>	<b>\$ 1,161,701</b>	<b>\$ 1,192,698</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>1,031,846</b>	<b>1,060,471</b>	<b>1,123,264</b>	<b>1,190,672</b>
<b>TOTAL USES</b>	<b>977,709</b>	<b>1,045,439</b>	<b>1,161,701</b>	<b>1,192,698</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 54,137</b>	<b>\$ 15,032</b>	<b>\$ (38,437)</b>	<b>\$ (2,026)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 259,967</b>	<b>\$ 274,999</b>	<b>\$ 236,562</b>	<b>\$ 234,536</b>

## GRANT DISTRIBUTIONS #104

## DESCRIPTION:

The Community Development Fund is used to account for the resources and expenditures of the City's CDBG "Entitlement" funds, 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



## GRANT DISTRIBUTIONS #104

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 31,631	\$ 1,631	\$ 1,631	\$ 1,631
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	733,751	540,000	280,000	400,000
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	733,751	540,000	280,000	400,000
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 733,751</b>	<b>\$ 540,000</b>	<b>\$ 280,000</b>	<b>\$ 400,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	743,289	520,000	240,000	360,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	743,289	520,000	240,000	360,000
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 743,289</b>	<b>\$ 520,000</b>	<b>\$ 240,000</b>	<b>\$ 360,000</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	20,462	20,000	40,000	40,000
Net Transfers	\$ (20,462)	\$ (20,000)	\$ (40,000)	\$ (40,000)
<b>TOTAL NEW SOURCES</b>	<b>733,751</b>	<b>540,000</b>	<b>280,000</b>	<b>400,000</b>
<b>TOTAL USES</b>	<b>763,751</b>	<b>540,000</b>	<b>280,000</b>	<b>400,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (30,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,631</b>	<b>\$ 1,631</b>	<b>\$ 1,631</b>	<b>\$ 1,631</b>



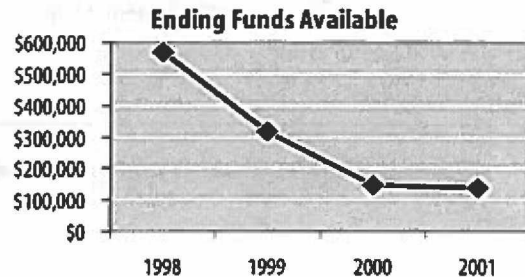
## PARKLAND EXPANSION #105

### 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. A portion of these resources are transferred to the Sales Tax Capital Improvement Fund from which the resources are

expended for park acquisition and development. Another significant portion of these funds is transferred to the General Debt Service Fund to pay debt service on the certificates of participation that were issued when the City purchased the "Matchett Property" for future park development.

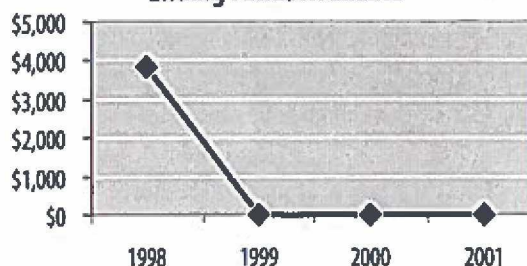


## PARKLAND EXPANSION #105

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 615,151	\$ 566,329	\$ 314,006	\$ 146,589
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	371,841	350,000	355,000	360,000
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	42,413	41,500	42,000	43,000
Other Revenue	84,825	80,000	80,000	80,000
<b>Total Operating Revenue</b>	<b>499,079</b>	<b>471,500</b>	<b>477,000</b>	<b>483,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 499,079</b>	<b>\$ 471,500</b>	<b>\$ 477,000</b>	<b>\$ 483,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	11,348	11,500	11,500	11,500
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>11,348</b>	<b>11,500</b>	<b>11,500</b>	<b>11,500</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,348</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>	<b>\$ 11,500</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	536,553	712,323	632,917	482,972
<b>Net Transfers</b>	<b>\$ (536,553)</b>	<b>\$ (712,323)</b>	<b>\$ (632,917)</b>	<b>\$ (482,972)</b>
<b>TOTAL NEW SOURCES</b>	<b>499,079</b>	<b>471,500</b>	<b>477,000</b>	<b>483,000</b>
<b>TOTAL USES</b>	<b>547,901</b>	<b>723,823</b>	<b>644,417</b>	<b>494,472</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (48,822)</b>	<b>\$ (252,323)</b>	<b>\$ (167,417)</b>	<b>\$ (11,472)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 566,329</b>	<b>\$ 314,006</b>	<b>\$ 146,589</b>	<b>\$ 135,117</b>

**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****WOOD STOVE REPLACEMENT INCENTIVE #106**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 26,033	\$ 3,836	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	865	216	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	865	216	-	-
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 865</b>	<b>\$ 216</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	23,062	54,052	25,000	25,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	23,062	54,052	25,000	25,000
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 23,062</b>	<b>\$ 54,052</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
Transfers-In From Other Funds	-	50,000	25,000	25,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ 50,000	\$ 25,000	\$ 25,000
<b>TOTAL SOURCES</b>	<b>865</b>	<b>50,216</b>	<b>25,000</b>	<b>25,000</b>
<b>TOTAL USES</b>	<b>23,062</b>	<b>54,052</b>	<b>25,000</b>	<b>25,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (22,197)</b>	<b>\$ (3,836)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 3,836</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# ECONOMIC DEVELOPMENT #108

## DESCRIPTION:

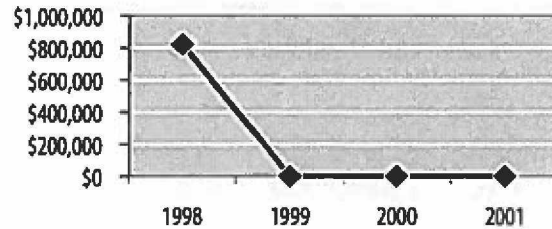
The purpose of the Economic Development Fund is to accumulate resources to further economic development efforts in the City of Grand Junction and the Grand Valley area. In conjunction with the voter supported 3/4 of one percent increase in the City Sales & Use Tax rate (effective January 1, 1988), an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

Beginning in 1996, an annual amount of \$250,000 (for a period of ten years) was approved to assist Mesa State College with land acquisition and expansion. This program is partially funded by a transfer-in from the General Fund. The disbursement of these funds will be dependent upon the college meeting specific criteria as established by the City Council.

As reflected on the table below, 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.

Ending Funds Available



## ECONOMIC DEVELOPMENT #108

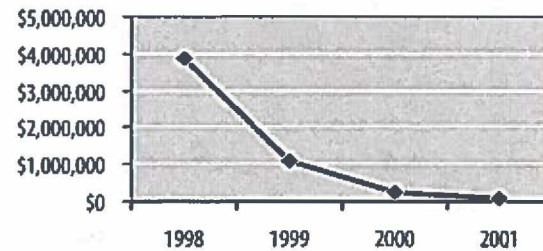
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 608,340	\$ 823,294	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	5,000	5,000	5,000
<b>Total Operating Revenue</b>	-	5,000	5,000	5,000
<b>Capital Proceeds</b>	-	-	-	-
<b>TOTAL REVENUE</b>	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	305,046	1,278,294	455,000	455,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	305,046	1,278,294	455,000	455,000
<b>Major Capital</b>	-	-	-	-
<b>Other Uses</b>				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 305,046	\$ 1,278,294	\$ 455,000	\$ 455,000
Transfers-In From Other Funds	520,000	450,000	450,000	450,000
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 520,000	\$ 450,000	\$ 450,000	\$ 450,000
<b>TOTAL NEW SOURCES</b>	520,000	455,000	455,000	455,000
<b>TOTAL USES</b>	305,046	1,278,294	455,000	455,000
<b>NET SOURCE (USE) OF FUNDS</b>	\$ 214,954	\$ (823,294)	\$ -	\$ -
<b>ENDING FUNDS AVAILABLE</b>	\$ 823,294	\$ -	\$ -	\$ -



**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 23/4 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 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****SALES TAX CIP FUND #201**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 2,098,732	\$ 3,869,687	\$ 1,093,593	\$ 245,685
<b>REVENUE</b>				
Taxes	\$ 6,014,883	\$ 6,596,464	\$ 7,183,581	\$ 7,754,077
Licenses & Permits	-	-	-	-
Intergovernmental	676,805	1,968,229	2,388,377	466,000
Charges For Services	75,883	27,707	7,000	-
Interfund Charges	-	-	-	-
Interest & Investments	243,045	238,000	82,000	35,000
Other Revenue	146,559	102,400	107,380	145,303
<b>Total Operating Revenue</b>	<b>7,157,175</b>	<b>8,932,800</b>	<b>9,768,338</b>	<b>8,400,380</b>
Capital Proceeds	377,036	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 7,534,211</b>	<b>\$ 8,932,800</b>	<b>\$ 9,768,338</b>	<b>\$ 8,400,380</b>
<b>EXPENDITURES</b>				
Labor	\$ 712,421	\$ 679,844	\$ 741,840	\$ 811,637
Non-Personnel Operating	180,649	-	-	-
Debt Service	-	-	-	-
Operating Equipment	6,220	-	-	-
<b>Total Operating Expense</b>	<b>899,290</b>	<b>679,844</b>	<b>741,840</b>	<b>811,637</b>
Major Capital	6,403,351	13,137,769	11,978,056	5,645,821
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,302,640</b>	<b>\$ 13,817,613</b>	<b>\$ 12,719,896</b>	<b>\$ 6,457,458</b>
Transfers-In From Other Funds	2,677,967	3,237,864	3,518,500	1,685,000
Transfers-Out To Other Funds	1,138,584	1,129,145	1,414,850	3,799,951
<b>Net Transfers</b>	<b>\$ 1,539,383</b>	<b>\$ 2,108,719</b>	<b>\$ 2,103,650</b>	<b>\$ (2,114,951)</b>
<b>TOTAL NEW SOURCES</b>	<b>10,212,178</b>	<b>12,170,664</b>	<b>13,286,838</b>	<b>10,085,380</b>
<b>TOTAL USES</b>	<b>8,441,224</b>	<b>14,946,758</b>	<b>14,134,746</b>	<b>10,257,409</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 1,770,954</b>	<b>\$ (2,776,094)</b>	<b>\$ (847,908)</b>	<b>\$ (172,029)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 3,869,687</b>	<b>\$ 1,093,593</b>	<b>\$ 245,685</b>	<b>\$ 73,656</b>

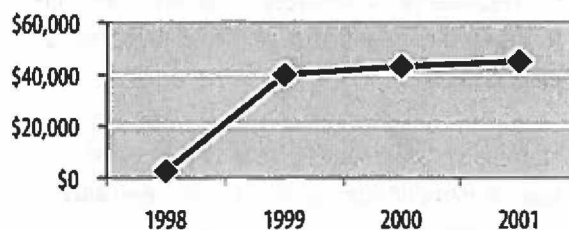
## STORM DRAINAGE IMPROVEMENTS #202

### 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



## STORM DRAINAGE IMPROVEMENTS #202

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 88,434	\$ 2,286	\$ 40,086	\$ 43,286
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	400,000	-
Charges For Services	58,191	40,800	40,800	40,800
Interfund Charges	-	-	-	-
Interest & Investments	6,302	-	2,400	2,500
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	64,493	40,800	443,200	43,300
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ 64,493	\$ 40,800	\$ 443,200	\$ 43,300
<b>EXPENDITURES</b>				
Labor	\$ 37,128	\$ 63,928	\$ 57,021	\$ 58,926
Non-Personnel Operating	29,852	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	66,980	63,928	57,021	58,926
Major Capital	465,632	144,072	1,024,989	1,098,625
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 532,612	\$ 208,000	\$ 1,082,010	\$ 1,157,551
Transfers-In From Other Funds	381,971	205,000	642,010	1,115,951
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 381,971	\$ 205,000	\$ 642,010	\$ 1,115,951
<b>TOTAL NEW SOURCES</b>	446,464	245,800	1,085,210	1,159,251
<b>TOTAL USES</b>	532,612	208,000	1,082,010	1,157,551
<b>NET SOURCE (USE) OF FUNDS</b>	\$ (86,148)	\$ 37,800	\$ 3,200	\$ 1,700
<b>ENDING FUNDS AVAILABLE</b>	\$ 2,286	\$ 40,086	\$ 43,286	\$ 44,986

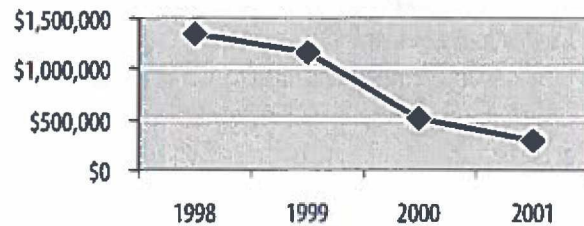
**FUTURE STREET IMPROVEMENTS #207****DESCRIPTION:**

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

The fund's primary source of revenue is from the assessment of Transportation Capacity Impact Fees paid by developers and from development improvement agreements.

The City currently shares the cost of citizen petitioned improvement projects with the property owners who

petition the City for improvements to adjacent right-of-ways. These resources are subsequently transferred back to the CIP Fund where the expenditures for such improvements are made.

**Ending Funds Available****FUTURE STREET IMPROVEMENTS #207**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 1,565,506	\$ 1,342,004	\$ 1,162,504	\$ 516,504
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	227,144	260,500	230,000	230,000
Interfund Charges	-	-	-	-
Interest & Investments	114,922	93,000	74,000	46,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>342,066</b>	<b>353,500</b>	<b>304,000</b>	<b>276,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 342,066</b>	<b>\$ 353,500</b>	<b>\$ 304,000</b>	<b>\$ 276,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Transfers-In From Other Funds	50,000	52,000	-	-
Transfers-Out To Other Funds	615,568	585,000	950,000	500,000
<b>Net Transfers</b>	<b>\$ (565,568)</b>	<b>\$ (533,000)</b>	<b>\$ (950,000)</b>	<b>\$ (500,000)</b>
<b>TOTAL NEW SOURCES</b>	<b>392,066</b>	<b>405,500</b>	<b>304,000</b>	<b>276,000</b>
<b>TOTAL USES</b>	<b>615,568</b>	<b>585,000</b>	<b>950,000</b>	<b>500,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (223,502)</b>	<b>\$ (179,500)</b>	<b>\$ (646,000)</b>	<b>\$ (224,000)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,342,004</b>	<b>\$ 1,162,504</b>	<b>\$ 516,504</b>	<b>\$ 292,504</b>



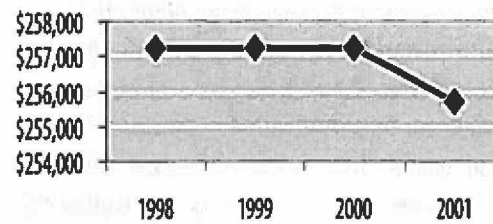
## GENERAL DEBT SERVICE #610

### 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 as transfers-in from the Sales Tax Capital Improvement Fund and the Parkland Expansion Fund.

Ending Funds Available

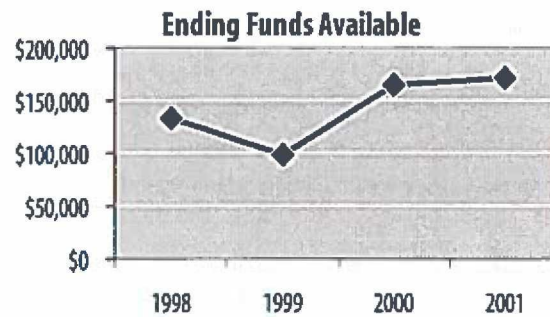


## GENERAL DEBT SERVICE #610

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 245,390	\$ 257,216	\$ 257,216	\$ 257,216
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	11,851	-	-	-
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>11,851</b>	<b>-</b>	<b>-</b>	<b>-</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 11,851</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	1,237	1,500	1,500	1,500
Debt Service	595,833	599,278	595,472	324,972
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>597,070</b>	<b>600,778</b>	<b>596,972</b>	<b>326,472</b>
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 597,070</b>	<b>\$ 600,778</b>	<b>\$ 596,972</b>	<b>\$ 326,472</b>
Transfers-In From Other Funds	597,045	600,778	596,972	324,972
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 597,045</b>	<b>\$ 600,778</b>	<b>\$ 596,972</b>	<b>\$ 324,972</b>
<b>TOTAL NEW SOURCES</b>	<b>608,896</b>	<b>600,778</b>	<b>596,972</b>	<b>324,972</b>
<b>TOTAL USES</b>	<b>597,070</b>	<b>600,778</b>	<b>596,972</b>	<b>326,472</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 11,826</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,500)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 257,216</b>	<b>\$ 257,216</b>	<b>\$ 257,216</b>	<b>\$ 255,716</b>

**PARKS IMPROVEMENT ADVISORY BOARD #703****DESCRIPTION:**

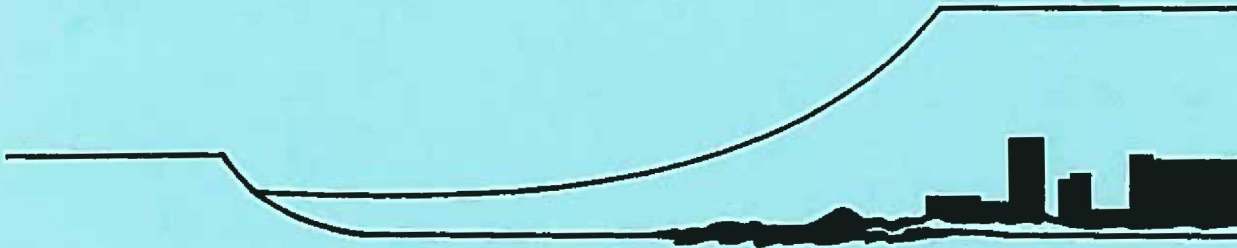
The Parks Improvement Advisory Board (P.I.A.B.) Fund is an agency type fund that is used to provide the custodial function of accounting for operations of the PIAB Board. The source of revenue includes contributions from; Mesa State College, Mesa County Valley School District #51, the National Junior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

**PARKS IMPROVEMENT ADVISORY BOARD #703**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 364,438	\$ 133,111	\$ 98,351	\$ 164,987
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	28,000	28,000	28,000	78,000
Charges For Services	25,750	33,800	33,800	33,800
Interfund Charges	-	-	-	-
Interest & Investments	(2,372)	9,176	9,261	9,261
Other Revenue	50,000	10,000	60,000	10,000
<b>Total Operating Revenue</b>	101,378	80,976	131,061	131,061
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ 101,378	\$ 80,976	\$ 131,061	\$ 131,061
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	7,050	7,525	14,425	14,425
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	7,050	7,525	14,425	14,425
Major Capital	325,655	66,211	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 332,705	\$ 73,736	\$ 14,425	\$ 14,425
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	42,000	50,000	110,000
<b>Net Transfers</b>	\$ -	\$ (42,000)	\$ (50,000)	\$ (110,000)
<b>TOTAL NEW SOURCES</b>	101,378	80,976	131,061	131,061
<b>TOTAL USES</b>	332,705	115,736	64,425	124,425
<b>NET SOURCE (USE) OF FUNDS</b>	\$ (231,327)	\$ (34,760)	\$ 66,636	\$ 6,636
<b>ENDING FUNDS AVAILABLE</b>	\$ 133,111	\$ 98,351	\$ 164,987	\$ 171,623

## **ENTERPRISE FUNDS**

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- ◆ **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**

***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.***



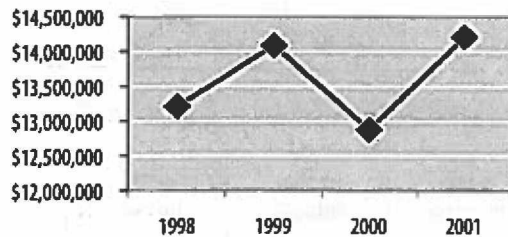
## TOTAL: ENTERPRISE FUND ACTIVITY

### 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 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



## TOTAL: ENTERPRISE FUND ACTIVITY

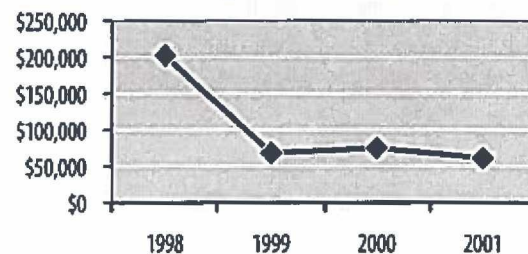
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 11,856,256	\$ 13,216,473	\$ 14,080,406	\$ 12,872,900
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	1,725	400	400
Intergovernmental	183,110	133,095	161,889	85,684
Charges For Services	13,782,259	13,372,951	13,647,386	14,074,857
Interfund Charges	426,974	452,309	474,379	485,661
Interest & Investments	829,645	839,900	850,550	799,000
Other Revenue	275,938	262,648	244,253	242,809
<b>Total Operating Revenue</b>	15,497,926	15,062,628	15,378,857	15,688,411
Capital Proceeds	1,234,102	1,084,417	995,668	1,024,782
<b>TOTAL REVENUE</b>	\$ 16,732,028	\$ 16,147,045	\$ 16,374,525	\$ 16,713,193
<b>EXPENDITURES</b>				
Labor	\$ 5,496,724	\$ 5,992,057	\$ 6,653,223	\$ 6,857,350
Non-Personnel Operating	5,476,332	5,594,955	5,620,862	5,687,983
Debt Service	1,825,516	1,113,865	1,124,807	1,211,638
Operating Equipment	154,141	242,641	177,384	113,971
<b>Total Operating Expense</b>	12,952,713	12,943,518	13,576,276	13,870,942
Major Capital	2,757,117	3,133,345	5,250,883	4,164,486
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 15,709,830	\$ 16,076,863	\$ 18,827,159	\$ 18,035,428
Transfers-In From Other Funds	560,350	1,150,774	1,456,715	2,894,929
Transfers-Out To Other Funds	222,330	357,023	211,587	232,408
<b>Net Transfers</b>	\$ 338,020	\$ 793,751	\$ 1,245,128	\$ 2,662,521
<b>TOTAL NEW SOURCES</b>	17,292,378	17,297,819	17,831,240	19,608,122
<b>TOTAL USES</b>	15,932,160	16,433,886	19,038,746	18,267,836
<b>NET SOURCE (USE) OF FUNDS</b>	\$ 1,360,218	\$ 863,933	\$ (1,207,506)	\$ 1,340,286
<b>ENDING FUNDS AVAILABLE</b>	\$ 13,216,473	\$ 14,080,406	\$ 12,872,900	\$ 14,213,186

**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 and the new driving range at Tiara Rado.

**Ending Funds Available****GOLF COURSE EXPANSION FUND #107**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 220,364	\$ 202,646	\$ 68,623	\$ 74,636
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	137,947	149,000	151,000	153,500
Interfund Charges	-	-	-	-
Interest & Investments	8,566	14,000	4,100	1,000
Other Revenue	-	-	-	-
Total Operating Revenue	146,513	163,000	155,100	154,500
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 146,513</b>	<b>\$ 163,000</b>	<b>\$ 155,100</b>	<b>\$ 154,500</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	-	-	-	-
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	164,230	297,023	149,087	167,408
Net Transfers	\$ (164,230)	\$ (297,023)	\$ (149,087)	\$ (167,408)
<b>TOTAL NEW SOURCES</b>	<b>146,513</b>	<b>163,000</b>	<b>155,100</b>	<b>154,500</b>
<b>TOTAL USES</b>	<b>164,230</b>	<b>297,023</b>	<b>149,087</b>	<b>167,408</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (17,718)</b>	<b>\$ (134,023)</b>	<b>\$ 6,013</b>	<b>\$ (12,908)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 202,646</b>	<b>\$ 68,623</b>	<b>\$ 74,636</b>	<b>\$ 61,728</b>

## WATER FUND #301

### DESCRIPTION:

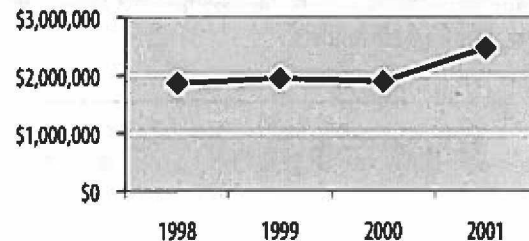
The Water Fund is a fully self-supporting enterprise fund used to account for the revenues and expenditures associated with providing water services to residents of Grand Junction and some non-residents.

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. 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, Investment Income and Tap Fees.

Ending Funds Available



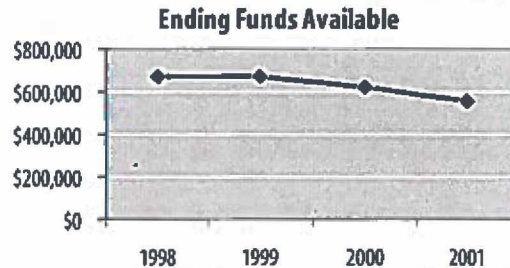
## WATER FUND #301

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 1,790,834	\$ 1,855,625	\$ 1,956,046	\$ 1,880,202
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	2,000	-	-	-
Charges For Services	4,683,973	3,862,200	3,626,131	3,660,890
Interfund Charges	351,581	372,309	394,379	403,661
Interest & Investments	86,095	110,000	121,000	124,000
Other Revenue	92,956	91,271	96,791	96,791
Total Operating Revenue	5,216,605	4,435,780	4,238,301	4,285,342
Capital Proceeds	69,820	40,000	20,000	20,000
<b>TOTAL REVENUE</b>	<b>\$ 5,286,425</b>	<b>\$ 4,475,780</b>	<b>\$ 4,258,301</b>	<b>\$ 4,305,342</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,570,443	\$ 1,749,168	\$ 1,846,406	\$ 1,918,060
Non-Personnel Operating	1,406,150	1,215,167	1,098,214	1,123,424
Debt Service	633,680	13,902	13,902	13,902
Operating Equipment	63,640	54,440	29,670	25,800
Total Operating Expense	3,673,913	3,032,677	2,988,192	3,081,186
Major Capital	1,547,721	1,342,682	1,345,953	641,407
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,221,634</b>	<b>\$ 4,375,359</b>	<b>\$ 4,334,145</b>	<b>\$ 3,722,593</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>5,286,425</b>	<b>4,475,780</b>	<b>4,258,301</b>	<b>4,305,342</b>
<b>TOTAL USES</b>	<b>5,221,634</b>	<b>4,375,359</b>	<b>4,334,145</b>	<b>3,722,593</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 64,791</b>	<b>\$ 100,421</b>	<b>\$ (75,844)</b>	<b>\$ 582,749</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,855,625</b>	<b>\$ 1,956,046</b>	<b>\$ 1,880,202</b>	<b>\$ 2,462,951</b>



**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 residences within the City limits, and commercial refuse removal on a competitive basis with local private trash haulers.

**SOLID WASTE FUND #302**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 656,810	\$ 674,185	\$ 673,894	\$ 619,989
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	2,034,234	1,997,405	1,998,101	2,045,048
Interfund Charges	-	-	-	-
Interest & Investments	46,520	44,000	45,000	46,000
Other Revenue	-	5,075	-	-
Total Operating Revenue	2,080,754	2,046,480	2,043,101	2,091,048
Capital Proceeds	-	775	-	-
<b>TOTAL REVENUE</b>	<b>\$ 2,080,754</b>	<b>\$ 2,047,255</b>	<b>\$ 2,043,101</b>	<b>\$ 2,091,048</b>
<b>EXPENDITURES</b>				
Labor	\$ 600,306	\$ 657,862	\$ 675,427	\$ 699,389
Non-Personnel Operating	1,309,563	1,259,731	1,292,889	1,330,534
Debt Service	152,940	108,240	102,960	97,680
Operating Equipment	570	21,713	20,878	25,174
Total Operating Expense	2,063,379	2,047,546	2,092,154	2,152,777
Major Capital	-	-	4,852	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,063,379</b>	<b>\$ 2,047,546</b>	<b>\$ 2,097,006</b>	<b>\$ 2,152,777</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>2,080,754</b>	<b>2,047,255</b>	<b>2,043,101</b>	<b>2,091,048</b>
<b>TOTAL USES</b>	<b>2,063,379</b>	<b>2,047,546</b>	<b>2,097,006</b>	<b>2,152,777</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 17,375</b>	<b>\$ (291)</b>	<b>\$ (53,905)</b>	<b>\$ (61,729)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 674,185</b>	<b>\$ 673,894</b>	<b>\$ 619,989</b>	<b>\$ 558,260</b>

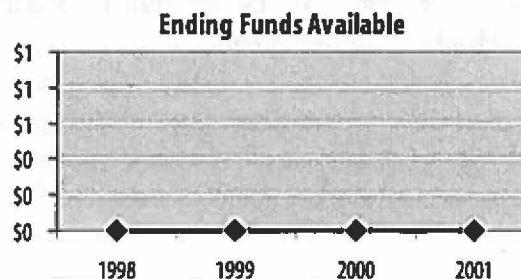
## TWO RIVERS CONVENTION CENTER FUND #303

### 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. Transfers from the Sales Tax CIP Fund provide resources for capital improvements.



## TWO RIVERS CONVENTION CENTER FUND #303

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ -	\$ -	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	731,969	794,330	826,102	859,147
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	414	-	-	-
Total Operating Revenue	732,383	794,330	826,102	859,147
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 732,383</b>	<b>\$ 794,330</b>	<b>\$ 826,102</b>	<b>\$ 859,147</b>
<b>EXPENDITURES</b>				
Labor	\$ 421,370	\$ 470,992	\$ 540,572	\$ 554,194
Non-Personnel Operating	464,452	498,021	508,436	528,462
Debt Service	-	-	-	-
Operating Equipment	5,194	27,501	15,153	19,119
Total Operating Expense	891,016	996,514	1,064,161	1,101,775
Major Capital	15,720	98,500	809,000	2,317,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 906,736</b>	<b>\$ 1,095,014</b>	<b>\$ 1,873,161</b>	<b>\$ 3,418,775</b>
Transfers-In From Other Funds	174,353	300,684	1,047,059	2,559,628
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 174,353	\$ 300,684	\$ 1,047,059	\$ 2,559,628
<b>TOTAL NEW SOURCES</b>	<b>906,736</b>	<b>1,095,014</b>	<b>1,873,161</b>	<b>3,418,775</b>
<b>TOTAL USES</b>	<b>906,736</b>	<b>1,095,014</b>	<b>1,873,161</b>	<b>3,418,775</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## SWIMMING POOLS FUND #304

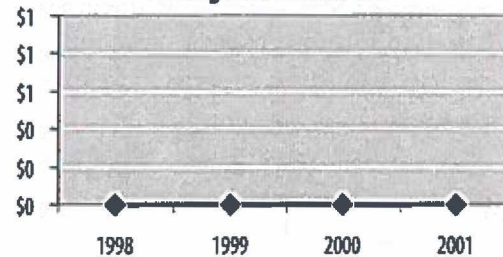
### DESCRIPTION:

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. 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



## SWIMMING POOLS FUND #304

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	73,529	133,095	161,889	85,684
Charges For Services	363,061	369,558	390,379	403,773
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	7,837	8,373	8,835	9,071
<b>Total Operating Revenue</b>	<b>444,427</b>	<b>511,026</b>	<b>561,103</b>	<b>498,528</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 444,427</b>	<b>\$ 511,026</b>	<b>\$ 561,103</b>	<b>\$ 498,528</b>
<b>EXPENDITURES</b>				
Labor	\$ 345,214	\$ 329,466	\$ 367,517	\$ 372,771
Non-Personnel Operating	184,095	204,643	208,085	196,050
Debt Service	-	-	-	-
Operating Equipment	387	10,917	16,700	7,600
<b>Total Operating Expense</b>	<b>529,696</b>	<b>545,026</b>	<b>592,302</b>	<b>576,421</b>
Major Capital	40,015	137,539	166,870	25,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 569,711</b>	<b>\$ 682,565</b>	<b>\$ 759,172</b>	<b>\$ 601,421</b>
Transfers-In From Other Funds	125,284	171,539	198,069	102,893
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 125,284</b>	<b>\$ 171,539</b>	<b>\$ 198,069</b>	<b>\$ 102,893</b>
<b>TOTAL NEW SOURCES</b>	<b>569,711</b>	<b>682,565</b>	<b>759,172</b>	<b>601,421</b>
<b>TOTAL USES</b>	<b>569,711</b>	<b>682,565</b>	<b>759,172</b>	<b>601,421</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# **LINCOLN PARK GOLF COURSE FUND #305**

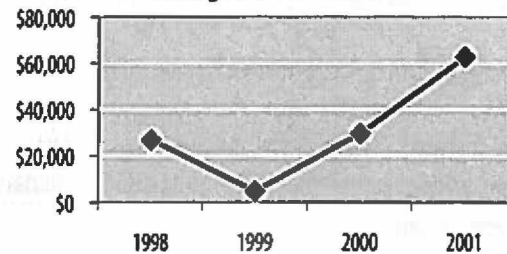
## **DESCRIPTION:**

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**



## **LINCOLN PARK GOLF COURSE FUND #305**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 72,249	\$ 26,647	\$ 5,035	\$ 29,523
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	1,325	-	-
Intergovernmental	-	-	-	-
Charges For Services	324,676	396,153	553,164	566,475
Interfund Charges	-	-	-	-
Interest & Investments	7,610	3,000	3,000	3,000
Other Revenue	3,089	18,051	2,500	2,500
<b>Total Operating Revenue</b>	<b>335,375</b>	<b>418,529</b>	<b>558,664</b>	<b>571,975</b>
<b>Capital Proceeds</b>	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 335,375</b>	<b>\$ 418,529</b>	<b>\$ 558,664</b>	<b>\$ 571,975</b>
<b>EXPENDITURES</b>				
Labor	\$ 216,026	\$ 236,811	\$ 322,275	\$ 331,464
Non-Personnel Operating	147,530	213,683	199,368	202,894
Debt Service	44,230	44,230	44,203	-
Operating Equipment	11,900	39,965	10,760	-
<b>Total Operating Expense</b>	<b>419,686</b>	<b>534,689</b>	<b>576,606</b>	<b>534,358</b>
Major Capital	5,521	1,682	1,800	4,500
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 425,207</b>	<b>\$ 536,371</b>	<b>\$ 578,406</b>	<b>\$ 538,858</b>
Transfers-In From Other Funds	44,230	96,230	44,230	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 44,230</b>	<b>\$ 96,230</b>	<b>\$ 44,230</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>379,605</b>	<b>514,759</b>	<b>602,894</b>	<b>571,975</b>
<b>TOTAL USES</b>	<b>425,207</b>	<b>536,371</b>	<b>578,406</b>	<b>538,858</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (45,602)</b>	<b>\$ (21,612)</b>	<b>\$ 24,488</b>	<b>\$ 33,117</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 26,647</b>	<b>\$ 5,035</b>	<b>\$ 29,523</b>	<b>\$ 62,640</b>

## TIARA RADO GOLF COURSE FUND #306

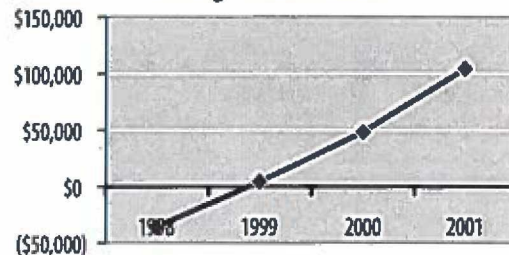
**DESCRIPTION:**

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**

## TIARA RADO GOLF COURSE FUND #306

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 29,335	\$ (36,311)	\$ 4,907	\$ 49,095
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	549,784	687,091	938,737	956,736
Interfund Charges	-	-	-	-
Interest & Investments	5,499	1,000	2,000	3,000
Other Revenue	23,876	24,500	24,500	25,000
Total Operating Revenue	579,159	712,591	965,237	984,736
Capital Proceeds	260,000	90,000	-	-
<b>TOTAL REVENUE</b>	<b>\$ 839,159</b>	<b>\$ 802,591</b>	<b>\$ 965,237</b>	<b>\$ 984,736</b>
<b>EXPENDITURES</b>				
Labor	\$ 332,772	\$ 358,104	\$ 500,814	\$ 515,251
Non-Personnel Operating	267,995	364,334	400,295	408,205
Debt Service	125,016	89,793	104,857	167,408
Operating Equipment	16,500	57,035	14,040	3,000
Total Operating Expense	742,283	869,266	1,020,006	1,093,864
Major Capital	282,522	92,900	5,900	2,400
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,024,805</b>	<b>\$ 962,166</b>	<b>\$ 1,025,906</b>	<b>\$ 1,096,264</b>
Transfers-In From Other Funds	120,000	200,793	104,857	167,408
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 120,000	\$ 200,793	\$ 104,857	\$ 167,408
<b>TOTAL NEW SOURCES</b>	<b>959,159</b>	<b>1,003,384</b>	<b>1,070,094</b>	<b>1,152,144</b>
<b>TOTAL USES</b>	<b>1,024,805</b>	<b>962,166</b>	<b>1,025,906</b>	<b>1,096,264</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (65,646)</b>	<b>\$ 41,218</b>	<b>\$ 44,188</b>	<b>\$ 55,880</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (36,311)</b>	<b>\$ 4,907</b>	<b>\$ 49,095</b>	<b>\$ 104,975</b>

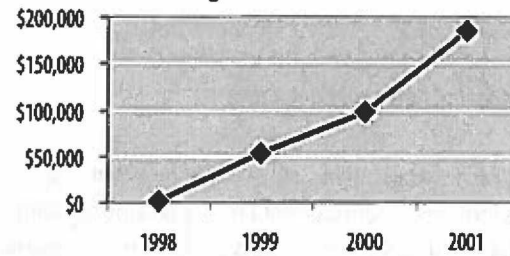
# CITY CEMETERIES FUND #307

## 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.

Ending Funds Available



# CITY CEMETERIES FUND #307

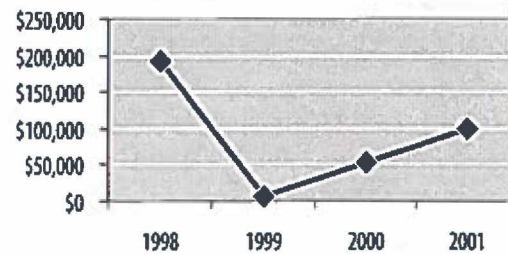
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 4,411	\$ 1,274	\$ 52,718	\$ 96,936
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	400	400	400
Intergovernmental	-	-	-	-
Charges For Services	223,287	282,585	310,762	326,036
Interfund Charges	-	-	-	-
Interest & Investments	2,686	2,500	3,000	3,000
Other Revenue	-	-	-	-
Total Operating Revenue	225,973	285,485	314,162	329,436
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 225,973</b>	<b>\$ 285,485</b>	<b>\$ 314,162</b>	<b>\$ 329,436</b>
<b>EXPENDITURES</b>				
Labor	\$ 185,052	\$ 197,052	\$ 235,628	\$ 213,139
Non-Personnel Operating	87,596	90,789	91,716	94,247
Debt Service	-	-	-	-
Operating Equipment	-	6,200	5,100	-
Total Operating Expense	272,648	294,041	332,444	307,386
Major Capital	36,562	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 309,210</b>	<b>\$ 294,041</b>	<b>\$ 332,444</b>	<b>\$ 307,386</b>
Transfers-In From Other Funds	80,100	60,000	62,500	65,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 80,100	\$ 60,000	\$ 62,500	\$ 65,000
<b>TOTAL NEW SOURCES</b>	<b>306,073</b>	<b>345,485</b>	<b>376,662</b>	<b>394,436</b>
<b>TOTAL USES</b>	<b>309,210</b>	<b>294,041</b>	<b>332,444</b>	<b>307,386</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (3,137)</b>	<b>\$ 51,444</b>	<b>\$ 44,218</b>	<b>\$ 87,050</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,274</b>	<b>\$ 52,718</b>	<b>\$ 96,936</b>	<b>\$ 183,986</b>



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

**Ending Funds Available****PARKING FUND #308**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 145,275	\$ 192,052	\$ 6,939	\$ 53,638
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	107,057	103,035	105,545	105,545
Interfund Charges	-	-	-	-
Interest & Investments	13,036	15,000	450	3,500
Other Revenue	55,457	72,000	72,000	72,000
<b>Total Operating Revenue</b>	<b>175,550</b>	<b>190,035</b>	<b>177,995</b>	<b>181,045</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 175,550</b>	<b>\$ 190,035</b>	<b>\$ 177,995</b>	<b>\$ 181,045</b>
<b>EXPENDITURES</b>				
Labor	\$ 65,967	\$ 92,847	\$ 91,483	\$ 94,913
Non-Personnel Operating	62,099	38,370	31,813	32,986
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>128,066</b>	<b>131,217</b>	<b>123,296</b>	<b>127,899</b>
Major Capital	17,090	565,459	8,000	8,300
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 145,156</b>	<b>\$ 696,676</b>	<b>\$ 131,296</b>	<b>\$ 136,199</b>
Transfers-In From Other Funds	16,383	321,528	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 16,383</b>	<b>\$ 321,528</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>191,933</b>	<b>511,563</b>	<b>177,995</b>	<b>181,045</b>
<b>TOTAL USES</b>	<b>145,156</b>	<b>696,676</b>	<b>131,296</b>	<b>136,199</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 46,777</b>	<b>\$ (185,113)</b>	<b>\$ 46,699</b>	<b>\$ 44,846</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 192,052</b>	<b>\$ 6,939</b>	<b>\$ 53,638</b>	<b>\$ 98,484</b>

# IRRIGATION SYSTEMS FUND #309

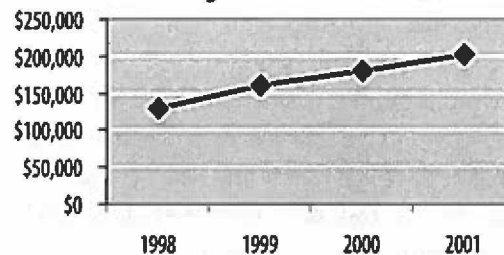
## DESCRIPTION:

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



## IRRIGATION SYSTEMS FUND #309

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 99,307	\$ 129,468	\$ 160,500	\$ 179,657
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	127,610	136,016	133,500	135,500
Interfund Charges	-	-	-	-
Interest & Investments	7,472	8,400	9,500	10,500
Other Revenue	-	-	-	-
Total Operating Revenue	135,082	144,416	143,000	146,000
Capital Proceeds	2,600	11,440	5,200	5,200
<b>TOTAL REVENUE</b>	<b>\$ 137,682</b>	<b>\$ 155,856</b>	<b>\$ 148,200</b>	<b>\$ 151,200</b>
<b>EXPENDITURES</b>				
Labor	\$ 61,829	\$ 64,700	\$ 71,716	\$ 74,379
Non-Personnel Operating	45,692	60,124	57,327	53,869
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	107,521	124,824	129,043	128,248
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 107,521</b>	<b>\$ 124,824</b>	<b>\$ 129,043</b>	<b>\$ 128,248</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>137,682</b>	<b>155,856</b>	<b>148,200</b>	<b>151,200</b>
<b>TOTAL USES</b>	<b>107,521</b>	<b>124,824</b>	<b>129,043</b>	<b>128,248</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 30,161</b>	<b>\$ 31,032</b>	<b>\$ 19,157</b>	<b>\$ 22,952</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 129,468</b>	<b>\$ 160,500</b>	<b>\$ 179,657</b>	<b>\$ 202,609</b>

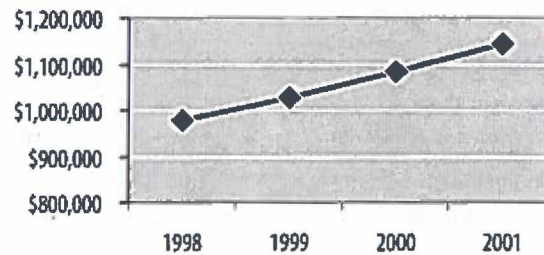
## CEMETERY PERPETUAL CARE FUND #704

**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**

## CEMETERY PERPETUAL CARE FUND #704

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 941,612	\$ 980,105	\$ 1,029,705	\$ 1,085,855
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	35,896	49,600	56,150	59,514
Interfund Charges	-	-	-	-
Interest & Investments	60,697	60,000	62,500	65,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>96,593</b>	<b>109,600</b>	<b>118,650</b>	<b>124,514</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 96,593</b>	<b>\$ 109,600</b>	<b>\$ 118,650</b>	<b>\$ 124,514</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	58,100	60,000	62,500	65,000
<b>Net Transfers</b>	<b>\$ (58,100)</b>	<b>\$ (60,000)</b>	<b>\$ (62,500)</b>	<b>\$ (65,000)</b>
<b>TOTAL NEW SOURCES</b>	<b>96,593</b>	<b>109,600</b>	<b>118,650</b>	<b>124,514</b>
<b>TOTAL USES</b>	<b>58,100</b>	<b>60,000</b>	<b>62,500</b>	<b>65,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 38,493</b>	<b>\$ 49,600</b>	<b>\$ 56,150</b>	<b>\$ 59,514</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 980,105</b>	<b>\$ 1,029,705</b>	<b>\$ 1,085,855</b>	<b>\$ 1,145,369</b>



# JOINT SEWER FUND #900

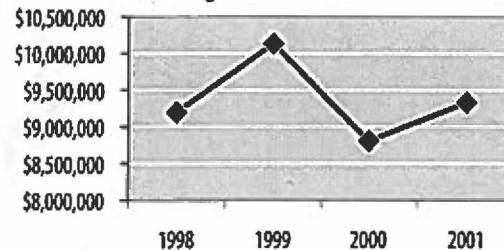
## DESCRIPTION:

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



## JOINT SEWER FUND #900

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
Beginning Funds Available	\$ 7,896,059	\$ 9,190,782	\$ 10,122,039	\$ 8,803,369
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	107,581	-	-	-
Charges For Services	4,462,765	4,545,978	4,557,815	4,802,693
Interfund Charges	75,393	80,000	80,000	82,000
Interest & Investments	591,464	582,000	600,000	540,000
Other Revenue	92,309	43,378	39,627	37,447
Total Operating Revenue	5,329,512	5,251,356	5,277,442	5,462,140
Capital Proceeds	901,682	942,202	970,468	999,582
<b>TOTAL REVENUE</b>	<b>\$ 6,231,194</b>	<b>\$ 6,193,558</b>	<b>\$ 6,247,910</b>	<b>\$ 6,461,722</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,697,745	\$ 1,835,055	\$ 2,001,385	\$ 2,083,790
Non-Personnel Operating	1,501,160	1,650,093	1,732,719	1,717,312
Debt Service	869,650	857,700	858,885	932,648
Operating Equipment	55,950	24,870	65,083	33,278
Total Operating Expense	4,124,505	4,367,718	4,658,072	4,767,028
Major Capital	811,966	894,583	2,908,508	1,165,879
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,936,471</b>	<b>\$ 5,262,301</b>	<b>\$ 7,566,580</b>	<b>\$ 5,932,907</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>6,231,194</b>	<b>6,193,558</b>	<b>6,247,910</b>	<b>6,461,722</b>
<b>TOTAL USES</b>	<b>4,936,471</b>	<b>5,262,301</b>	<b>7,566,580</b>	<b>5,932,907</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 1,294,723</b>	<b>\$ 931,257</b>	<b>\$ (1,318,670)</b>	<b>\$ 528,815</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 9,190,782</b>	<b>\$ 10,122,039</b>	<b>\$ 8,803,369</b>	<b>\$ 9,332,184</b>



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## **INTERNAL SERVICE FUNDS**

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

***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 for Internal service are included in the budget of the operating fund receiving such service, their inclusion constitutes the double counting of expenditures.***



## TOTAL: INTERNAL SERVICE FUNDS

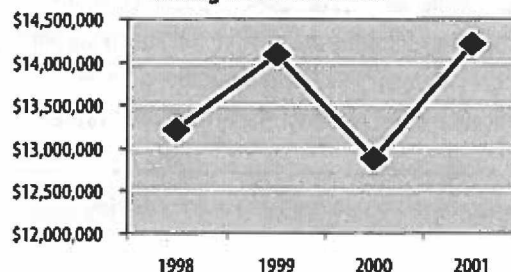
### DESCRIPTION:

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 Funds are included in the budget of those funds receiving the 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



## TOTAL: INTERNAL SERVICE FUNDS

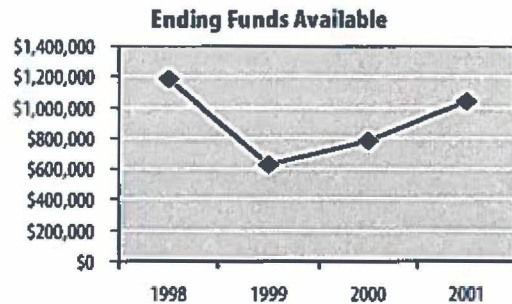
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 8,773,864	\$ 10,799,670	\$ 10,032,827	\$ 11,061,069
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	1,444,506	1,562,034	1,630,244	1,693,985
Interfund Charges	5,335,115	5,517,517	5,911,488	6,090,811
Interest & Investments	700,113	739,987	745,015	782,695
Other Revenue	59,247	15,511	14,000	14,000
<b>Total Operating Revenue</b>	<b>7,538,981</b>	<b>7,835,049</b>	<b>8,300,747</b>	<b>8,581,491</b>
Capital Proceeds	93,219	94,000	57,352	71,159
<b>TOTAL REVENUE</b>	<b>\$ 7,632,200</b>	<b>\$ 7,929,049</b>	<b>\$ 8,358,099</b>	<b>\$ 8,652,650</b>
<b>EXPENDITURES</b>				
Labor	\$ 2,234,204	\$ 2,585,189	\$ 2,810,707	\$ 2,948,261
Non-Personnel Operating	2,198,287	2,377,092	2,471,719	2,597,172
Debt Service	-	3,000	-	-
Operating Equipment	219,689	255,139	343,180	372,700
<b>Total Operating Expense</b>	<b>4,652,180</b>	<b>5,220,420</b>	<b>5,625,606</b>	<b>5,918,133</b>
Major Capital	954,214	3,475,472	1,704,251	1,257,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 5,606,394</b>	<b>\$ 8,695,892</b>	<b>\$ 7,329,857</b>	<b>\$ 7,175,133</b>
Transfers-In From Other Funds	315,797	1,290,495	567,517	492,179
Transfers-Out To Other Funds	315,797	1,290,495	567,517	492,179
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>7,947,997</b>	<b>9,219,544</b>	<b>8,925,616</b>	<b>9,144,829</b>
<b>TOTAL USES</b>	<b>5,922,191</b>	<b>9,986,387</b>	<b>7,897,374</b>	<b>7,667,312</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 2,025,806</b>	<b>\$ (766,843)</b>	<b>\$ 1,028,242</b>	<b>\$ 1,477,517</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 10,799,670</b>	<b>\$ 10,032,827</b>	<b>\$ 11,061,069</b>	<b>\$ 12,538,586</b>

**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 the monthly telephone surcharge paid on all telephone service accounts 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.

**ENHANCED 911 SPECIAL REVENUE FUND #101**

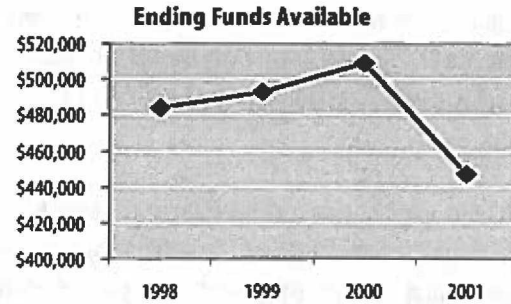
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 783,428	\$ 1,182,909	\$ 627,414	\$ 784,897
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	658,795	670,000	685,000	700,000
Interfund Charges	-	-	-	-
Interest & Investments	56,483	65,000	40,000	50,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>715,278</b>	<b>735,000</b>	<b>725,000</b>	<b>750,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 715,278</b>	<b>\$ 735,000</b>	<b>\$ 725,000</b>	<b>\$ 750,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	315,797	1,290,495	567,517	492,179
<b>Net Transfers</b>	<b>\$ (315,797)</b>	<b>\$ (1,290,495)</b>	<b>\$ (567,517)</b>	<b>\$ (492,179)</b>
<b>TOTAL NEW SOURCES</b>	<b>715,278</b>	<b>735,000</b>	<b>725,000</b>	<b>750,000</b>
<b>TOTAL USES</b>	<b>315,797</b>	<b>1,290,495</b>	<b>567,517</b>	<b>492,179</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 399,481</b>	<b>\$ (555,495)</b>	<b>\$ 157,483</b>	<b>\$ 257,821</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,182,909</b>	<b>\$ 627,414</b>	<b>\$ 784,897</b>	<b>\$ 1,042,718</b>

**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. Fund balance is being

accumulated to fund the future replacement of major computer and telecommunication systems.


**DATA PROCESSING FUND #401**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 266,455	\$ 483,610	\$ 492,479	\$ 508,976
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	111,359	115,162	115,930	120,980
Interfund Charges	1,170,532	1,119,719	1,283,747	1,316,702
Interest & Investments	26,640	30,000	35,000	33,818
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>1,308,531</b>	<b>1,264,881</b>	<b>1,434,677</b>	<b>1,471,500</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,308,531</b>	<b>\$ 1,264,881</b>	<b>\$ 1,434,677</b>	<b>\$ 1,471,500</b>
<b>EXPENDITURES</b>				
Labor	\$ 548,968	\$ 600,160	\$ 793,305	\$ 859,439
Non-Personnel Operating	266,245	283,141	325,924	341,677
Debt Service	-	-	-	-
Operating Equipment	202,499	225,522	276,700	332,300
<b>Total Operating Expense</b>	<b>1,017,712</b>	<b>1,108,823</b>	<b>1,395,929</b>	<b>1,533,416</b>
Major Capital	73,664	147,189	22,251	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,091,376</b>	<b>\$ 1,256,012</b>	<b>\$ 1,418,180</b>	<b>\$ 1,533,416</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>1,308,531</b>	<b>1,264,881</b>	<b>1,434,677</b>	<b>1,471,500</b>
<b>TOTAL USES</b>	<b>1,091,376</b>	<b>1,256,012</b>	<b>1,418,180</b>	<b>1,533,416</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 217,155</b>	<b>\$ 8,869</b>	<b>\$ 16,497</b>	<b>\$ (61,916)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 483,610</b>	<b>\$ 492,479</b>	<b>\$ 508,976</b>	<b>\$ 447,060</b>



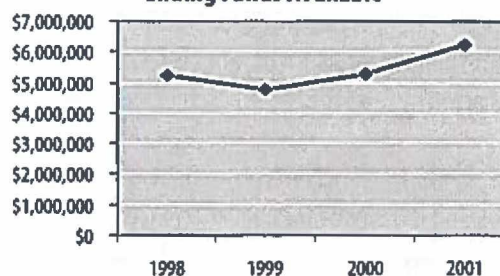
## EQUIPMENT FUND #402

**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



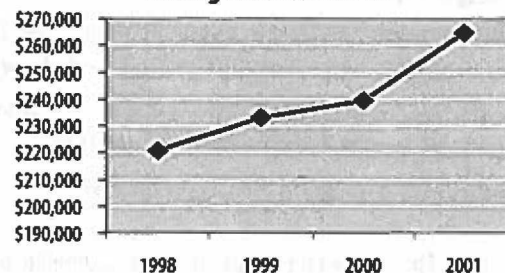
## EQUIPMENT FUND #402

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 4,115,178	\$ 5,228,303	\$ 4,748,156	\$ 5,293,051
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	17,224	17,016	17,696	18,404
Interfund Charges	2,469,099	2,568,127	2,747,458	2,821,026
Interest & Investments	308,179	335,000	340,000	350,000
Other Revenue	22,210	-	-	-
<b>Total Operating Revenue</b>	<b>2,816,712</b>	<b>2,920,143</b>	<b>3,105,154</b>	<b>3,189,430</b>
Capital Proceeds	91,877	92,000	56,352	70,159
<b>TOTAL REVENUE</b>	<b>\$ 2,908,589</b>	<b>\$ 3,012,143</b>	<b>\$ 3,161,506</b>	<b>\$ 3,259,589</b>
<b>EXPENDITURES</b>				
Labor	\$ 358,585	\$ 438,551	\$ 430,054	\$ 445,105
Non-Personnel Operating	665,327	753,981	775,552	805,956
Debt Service	-	-	-	-
Operating Equipment	6,653	1,588	33,005	8,700
<b>Total Operating Expense</b>	<b>1,030,565</b>	<b>1,194,120</b>	<b>1,238,611</b>	<b>1,259,761</b>
Major Capital	764,899	2,298,170	1,378,000	1,048,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,795,464</b>	<b>\$ 3,492,290</b>	<b>\$ 2,616,611</b>	<b>\$ 2,307,761</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>2,908,589</b>	<b>3,012,143</b>	<b>3,161,506</b>	<b>3,259,589</b>
<b>TOTAL USES</b>	<b>1,795,464</b>	<b>3,492,290</b>	<b>2,616,611</b>	<b>2,307,761</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 1,113,125</b>	<b>\$ (480,147)</b>	<b>\$ 544,895</b>	<b>\$ 951,828</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 5,228,303</b>	<b>\$ 4,748,156</b>	<b>\$ 5,293,051</b>	<b>\$ 6,244,879</b>

**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. Fund balance represents the value of inventory on-hand.

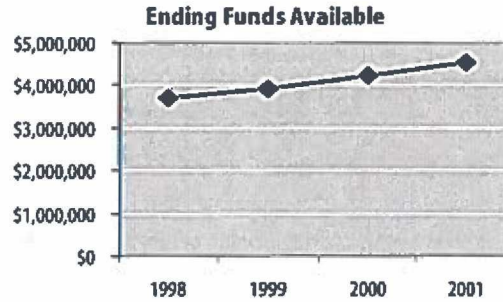
**Ending Funds Available**

**STORES FUND #403**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 234,578	\$ 220,800	\$ 233,012	\$ 239,616
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	105,072	122,613	126,822	130,209
Interfund Charges	60,595	62,300	66,972	69,399
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>165,667</b>	<b>184,913</b>	<b>193,794</b>	<b>199,608</b>
Capital Proceeds	1,342	2,000	1,000	1,000
<b>TOTAL REVENUE</b>	<b>\$ 167,009</b>	<b>\$ 186,913</b>	<b>\$ 194,794</b>	<b>\$ 200,608</b>
<b>EXPENDITURES</b>				
Labor	\$ 87,040	\$ 95,362	\$ 95,697	\$ 98,975
Non-Personnel Operating	89,747	76,339	75,493	76,671
Debt Service	-	3,000	-	-
Operating Equipment	4,000	-	-	-
<b>Total Operating Expense</b>	<b>180,787</b>	<b>174,701</b>	<b>171,190</b>	<b>175,646</b>
Major Capital	-	-	17,000	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 180,787</b>	<b>\$ 174,701</b>	<b>\$ 188,190</b>	<b>\$ 175,646</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>167,009</b>	<b>186,913</b>	<b>194,794</b>	<b>200,608</b>
<b>TOTAL USES</b>	<b>180,787</b>	<b>174,701</b>	<b>188,190</b>	<b>175,646</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (13,778)</b>	<b>\$ 12,212</b>	<b>\$ 6,604</b>	<b>\$ 24,962</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 220,800</b>	<b>\$ 233,012</b>	<b>\$ 239,616</b>	<b>\$ 264,578</b>

**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.

**SELF INSURANCE FUND #404**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 3,419,994	\$ 3,694,029	\$ 3,931,766	\$ 4,234,529
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	879,889	879,287	907,554	924,515
Interest & Investments	303,843	309,987	330,015	348,877
Other Revenue	37,037	14,511	13,000	13,000
<b>Total Operating Revenue</b>	<b>1,220,769</b>	<b>1,203,785</b>	<b>1,250,569</b>	<b>1,286,392</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,220,769</b>	<b>\$ 1,203,785</b>	<b>\$ 1,250,569</b>	<b>\$ 1,286,392</b>
<b>EXPENDITURES</b>				
Labor	\$ 98,391	\$ 99,346	\$ 114,573	\$ 118,675
Non-Personnel Operating	848,343	864,920	831,278	861,195
Debt Service	-	-	-	-
Operating Equipment	-	1,782	1,955	1,700
<b>Total Operating Expense</b>	<b>946,734</b>	<b>966,048</b>	<b>947,806</b>	<b>981,570</b>
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 946,734</b>	<b>\$ 966,048</b>	<b>\$ 947,806</b>	<b>\$ 981,570</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>1,220,769</b>	<b>1,203,785</b>	<b>1,250,569</b>	<b>1,286,392</b>
<b>TOTAL USES</b>	<b>946,734</b>	<b>966,048</b>	<b>947,806</b>	<b>981,570</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 274,035</b>	<b>\$ 237,737</b>	<b>\$ 302,763</b>	<b>\$ 304,822</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 3,694,029</b>	<b>\$ 3,931,766</b>	<b>\$ 4,234,529</b>	<b>\$ 4,539,351</b>



# COMMUNICATIONS CENTER FUND #405

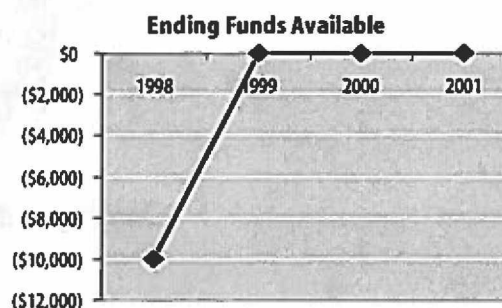
## DESCRIPTION:

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.



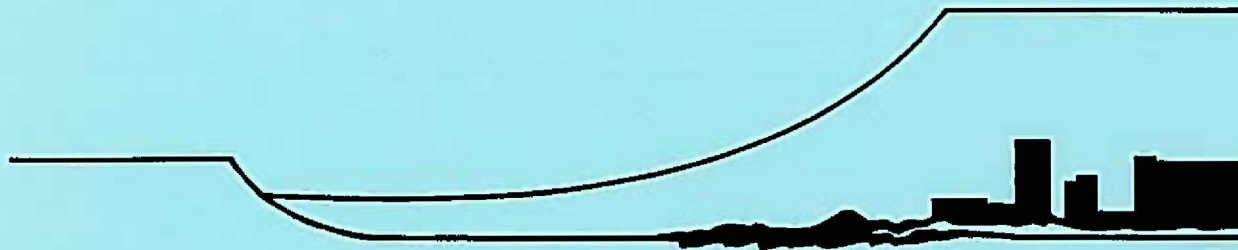
## COMMUNICATIONS CENTER FUND #405

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ (45,769)	\$ (9,981)	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	552,056	637,243	684,796	724,392
Interfund Charges	755,000	888,084	905,757	959,169
Interest & Investments	4,968	-	-	-
Other Revenue	-	1,000	1,000	1,000
<b>Total Operating Revenue</b>	<b>1,312,024</b>	<b>1,526,327</b>	<b>1,591,553</b>	<b>1,684,561</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,312,024</b>	<b>\$ 1,526,327</b>	<b>\$ 1,591,553</b>	<b>\$ 1,684,561</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,141,220	\$ 1,351,770	\$ 1,377,078	\$ 1,426,067
Non-Personnel Operating	328,625	398,711	463,472	511,673
Debt Service	-	-	-	-
Operating Equipment	6,537	26,247	31,520	30,000
<b>Total Operating Expense</b>	<b>1,476,382</b>	<b>1,776,728</b>	<b>1,872,070</b>	<b>1,967,740</b>
Major Capital	115,651	1,030,113	287,000	209,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,592,033</b>	<b>\$ 2,806,841</b>	<b>\$ 2,159,070</b>	<b>\$ 2,176,740</b>
Transfers-In From Other Funds	315,797	1,290,495	567,517	492,179
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 315,797</b>	<b>\$ 1,290,495</b>	<b>\$ 567,517</b>	<b>\$ 492,179</b>
<b>TOTAL NEW SOURCES</b>	<b>1,627,821</b>	<b>2,816,822</b>	<b>2,159,070</b>	<b>2,176,740</b>
<b>TOTAL USES</b>	<b>1,592,033</b>	<b>2,806,841</b>	<b>2,159,070</b>	<b>2,176,740</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 35,788</b>	<b>\$ 9,981</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (9,981)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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## **SPECIAL TAXING DISTRICTS**



- ◆ **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**

***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.***

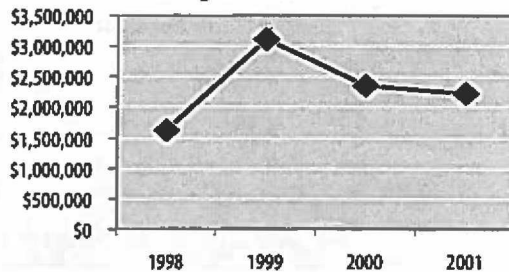


## TOTAL: SPECIAL TAXING DISTRICTS

### 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.

Ending Funds Available



*Downtown Development Authority Funds:*

*DDA Operating Fund*

*DDA Tax Increment Fund*

*DDA (TIF) Capital Projects Fund*

*DDA (TIF) Debt Service Fund*

*Grand Junction West Water & Sanitation District Fund*

*Ridges Metropolitan District Fund*

## TOTAL: SPECIAL TAXING DISTRICTS

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 2,140,106	\$ 1,613,461	\$ 3,101,137	\$ 2,354,681
<b>REVENUE</b>				
Taxes	\$ 735,857	\$ 775,755	\$ 810,420	\$ 821,539
Licenses & Permits	100	800	800	800
Intergovernmental	126,060	217,000	-	-
Charges For Services	63,202	92,000	99,200	98,700
Interfund Charges	-	-	-	-
Interest & Investments	128,736	146,500	140,500	112,500
Other Revenue	151,013	558,195	140,800	50,800
<b>Total Operating Revenue</b>	<b>1,204,968</b>	<b>1,790,250</b>	<b>1,191,720</b>	<b>1,084,339</b>
Capital Proceeds	46,560	2,021,000	22,750	24,500
<b>TOTAL REVENUE</b>	<b>\$ 1,251,528</b>	<b>\$ 3,811,250</b>	<b>\$ 1,214,470</b>	<b>\$ 1,108,839</b>
<b>EXPENDITURES</b>				
Labor	\$ 174,258	\$ 243,084	\$ 255,719	\$ 264,550
Non-Personnel Operating	233,212	92,532	74,082	73,954
Debt Service	570,915	622,958	860,125	881,512
Operating Equipment	50,016	3,000	3,000	3,000
<b>Total Operating Expense</b>	<b>1,028,401</b>	<b>961,574</b>	<b>1,192,926</b>	<b>1,223,016</b>
Major Capital	792,274	1,234,750	95,000	95,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,820,675</b>	<b>\$ 2,196,324</b>	<b>\$ 1,287,926</b>	<b>\$ 1,318,016</b>
Transfers-In From Other Funds	348,280	452,236	678,030	703,980
Transfers-Out To Other Funds	305,778	579,486	1,351,030	620,980
<b>Net Transfers</b>	<b>\$ 42,502</b>	<b>\$ (127,250)</b>	<b>\$ (673,000)</b>	<b>\$ 83,000</b>
<b>TOTAL NEW SOURCES</b>	<b>1,599,808</b>	<b>4,263,486</b>	<b>1,892,500</b>	<b>1,812,819</b>
<b>TOTAL USES</b>	<b>2,126,453</b>	<b>2,775,810</b>	<b>2,638,956</b>	<b>1,938,996</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (526,645)</b>	<b>\$ 1,487,676</b>	<b>\$ (746,456)</b>	<b>\$ (126,177)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,613,461</b>	<b>\$ 3,101,137</b>	<b>\$ 2,354,681</b>	<b>\$ 2,228,504</b>

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

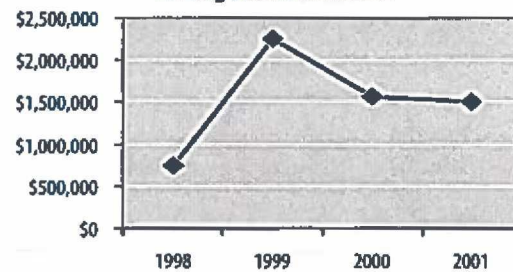
**DESCRIPTION:**

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 issues. The TIF District is subject to a twenty five (25) year limitation.

**Ending Funds Available**



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

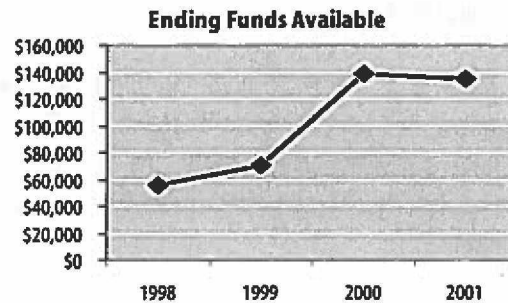
	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 1,295,224	\$ 741,963	\$ 2,255,727	\$ 1,560,696
<b>REVENUE</b>				
Taxes	\$ 501,094	\$ 547,050	\$ 605,900	\$ 632,900
Licenses & Permits	100	800	800	800
Intergovernmental	126,060	217,000	-	-
Charges For Services	20,160	50,000	57,700	57,700
Interfund Charges	-	-	-	-
Interest & Investments	69,247	90,500	90,500	65,500
Other Revenue	145,212	558,195	140,800	50,800
<b>Total Operating Revenue</b>	<b>861,873</b>	<b>1,463,545</b>	<b>895,700</b>	<b>807,700</b>
Capital Proceeds	-	2,000,000	-	-
<b>TOTAL REVENUE</b>	<b>\$ 861,873</b>	<b>\$ 3,463,545</b>	<b>\$ 895,700</b>	<b>\$ 807,700</b>
<b>EXPENDITURES</b>				
Labor	\$ 174,258	\$ 243,084	\$ 255,719	\$ 264,550
Non-Personnel Operating	228,768	87,832	69,482	69,654
Debt Service	212,320	253,865	494,530	514,480
Operating Equipment	50,016	3,000	3,000	3,000
<b>Total Operating Expense</b>	<b>665,362</b>	<b>587,781</b>	<b>822,731</b>	<b>851,684</b>
Major Capital	792,274	1,234,750	95,000	95,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,457,636</b>	<b>\$ 1,822,531</b>	<b>\$ 917,731</b>	<b>\$ 946,684</b>
Transfers-In From Other Funds	348,280	452,236	678,030	703,980
Transfers-Out To Other Funds	305,778	579,486	1,351,030	620,980
<b>Net Transfers</b>	<b>\$ 42,502</b>	<b>\$ (127,250)</b>	<b>\$ (673,000)</b>	<b>\$ 83,000</b>
<b>TOTAL NEW SOURCES</b>	<b>1,210,153</b>	<b>3,915,781</b>	<b>1,573,730</b>	<b>1,511,680</b>
<b>TOTAL USES</b>	<b>1,763,414</b>	<b>2,402,017</b>	<b>2,268,761</b>	<b>1,567,664</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (553,261)</b>	<b>\$ 1,513,764</b>	<b>\$ (695,031)</b>	<b>\$ (55,984)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 741,963</b>	<b>\$ 2,255,727</b>	<b>\$ 1,560,696</b>	<b>\$ 1,504,712</b>

**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.


**D.D.A. OPERATING FUND #103**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 44,169	\$ 55,485	\$ 70,352	\$ 138,851
<b>REVENUE</b>				
Taxes	\$ 127,341	\$ 124,750	\$ 140,900	\$ 146,900
Licenses & Permits	100	800	800	800
Intergovernmental	-	-	-	-
Charges For Services	20,160	50,000	57,700	57,700
Interfund Charges	-	-	-	-
Interest & Investments	2,920	2,500	2,500	2,500
Other Revenue	45,713	35,000	80,800	50,800
<b>Total Operating Revenue</b>	<b>196,234</b>	<b>213,050</b>	<b>282,700</b>	<b>258,700</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 196,234</b>	<b>\$ 213,050</b>	<b>\$ 282,700</b>	<b>\$ 258,700</b>
<b>EXPENDITURES</b>				
Labor	\$ 174,258	\$ 243,084	\$ 255,719	\$ 264,550
Non-Personnel Operating	92,209	68,634	61,482	61,554
Debt Service	-	-	-	-
Operating Equipment	3,909	3,000	3,000	3,000
<b>Total Operating Expense</b>	<b>270,376</b>	<b>314,718</b>	<b>320,201</b>	<b>329,104</b>
Major Capital	-	-	-	40,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 270,376</b>	<b>\$ 314,718</b>	<b>\$ 320,201</b>	<b>\$ 369,104</b>
Transfers-In From Other Funds	85,458	116,535	106,000	106,000
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 85,458</b>	<b>\$ 116,535</b>	<b>\$ 106,000</b>	<b>\$ 106,000</b>
<b>TOTAL NEW SOURCES</b>	<b>281,692</b>	<b>329,585</b>	<b>388,700</b>	<b>364,700</b>
<b>TOTAL USES</b>	<b>270,376</b>	<b>314,718</b>	<b>320,201</b>	<b>369,104</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 11,316</b>	<b>\$ 14,867</b>	<b>\$ 68,499</b>	<b>\$ (4,404)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 55,485</b>	<b>\$ 70,352</b>	<b>\$ 138,851</b>	<b>\$ 134,447</b>

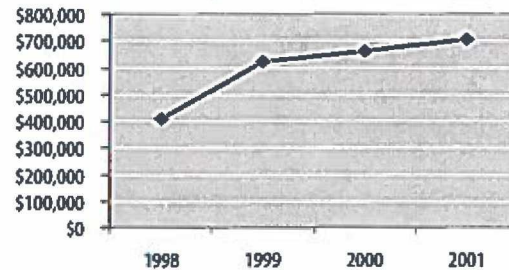


**D.D.A. TAX INCREMENT SPECIAL REVENUE FUND #109****DESCRIPTION:**

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. Investment income is transferred to the DDA Operating Fund #103.

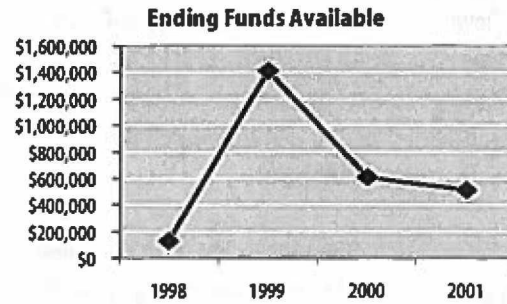
**Ending Funds Available****D.D.A. TAX INCREMENT SPECIAL REVENUE FUND #109**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 195,893	\$ 411,612	\$ 620,314	\$ 659,784
<b>REVENUE</b>				
Taxes	\$ 373,753	\$ 422,300	\$ 465,000	\$ 486,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	35,118	38,000	38,000	38,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>408,871</b>	<b>460,300</b>	<b>503,000</b>	<b>524,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 408,871</b>	<b>\$ 460,300</b>	<b>\$ 503,000</b>	<b>\$ 524,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	7,334	7,362	7,500	7,600
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>7,334</b>	<b>7,362</b>	<b>7,500</b>	<b>7,600</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,334</b>	<b>\$ 7,362</b>	<b>\$ 7,500</b>	<b>\$ 7,600</b>
Transfers-In From Other Funds	50,002	70,000	77,000	83,000
Transfers-Out To Other Funds	235,820	314,236	533,030	552,980
<b>Net Transfers</b>	<b>\$ (185,818)</b>	<b>\$ (244,236)</b>	<b>\$ (456,030)</b>	<b>\$ (469,980)</b>
<b>TOTAL NEW SOURCES</b>	<b>458,873</b>	<b>530,300</b>	<b>580,000</b>	<b>607,000</b>
<b>TOTAL USES</b>	<b>243,154</b>	<b>321,598</b>	<b>540,530</b>	<b>560,580</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 215,719</b>	<b>\$ 208,702</b>	<b>\$ 39,470</b>	<b>\$ 46,420</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 411,612</b>	<b>\$ 620,314</b>	<b>\$ 659,784</b>	<b>\$ 706,204</b>

**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.


**D.D.A. CAPITAL IMPROVEMENT FUND #203**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 904,189	\$ 123,893	\$ 1,414,088	\$ 611,088
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	126,060	217,000	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	31,209	50,000	50,000	25,000
Other Revenue	99,499	523,195	60,000	-
<b>Total Operating Revenue</b>	<b>256,768</b>	<b>790,195</b>	<b>110,000</b>	<b>25,000</b>
Capital Proceeds	-	2,000,000	-	-
<b>TOTAL REVENUE</b>	<b>\$ 256,768</b>	<b>\$ 2,790,195</b>	<b>\$ 110,000</b>	<b>\$ 25,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	128,725	-	-	-
Debt Service	-	-	-	-
Operating Equipment	46,107	-	-	-
<b>Total Operating Expense</b>	<b>174,832</b>	<b>-</b>	<b>-</b>	<b>-</b>
Major Capital	792,274	1,234,750	95,000	55,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 967,106</b>	<b>\$ 1,234,750</b>	<b>\$ 95,000</b>	<b>\$ 55,000</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	69,958	265,250	818,000	68,000
<b>Net Transfers</b>	<b>\$ (69,958)</b>	<b>\$ (265,250)</b>	<b>\$ (818,000)</b>	<b>\$ (68,000)</b>
<b>TOTAL NEW SOURCES</b>	<b>256,768</b>	<b>2,790,195</b>	<b>110,000</b>	<b>25,000</b>
<b>TOTAL USES</b>	<b>1,037,064</b>	<b>1,500,000</b>	<b>913,000</b>	<b>123,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (780,296)</b>	<b>\$ 1,290,195</b>	<b>\$ (803,000)</b>	<b>\$ (98,000)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 123,893</b>	<b>\$ 1,414,088</b>	<b>\$ 611,088</b>	<b>\$ 513,088</b>

# **D.D.A. DEBT SERVICE FUND #611**

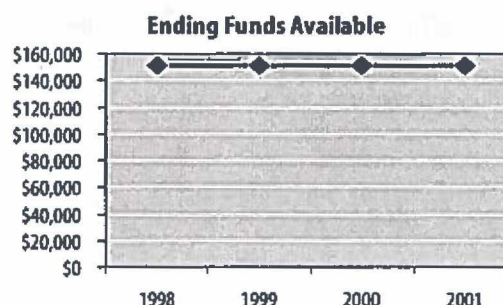
## **DESCRIPTION:**

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.

maturing annually through 2004. Subordinate debt in the amount of \$2,000,000 was issued in 1999, this issue consists of five jumbo bonds maturing annually through the year 2006. Bond proceeds are reflected in the Capital Improvements Fund #203.

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,



## **D.D.A. DEBT SERVICE FUND #611**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 150,973	\$ 150,973	\$ 150,973	\$ 150,973
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	-	-	-	-
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ -	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	500	11,836	500	500
Debt Service	212,320	253,865	494,530	514,480
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	212,820	265,701	495,030	514,980
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 212,820	\$ 265,701	\$ 495,030	\$ 514,980
Transfers-In From Other Funds	212,820	265,701	495,030	514,980
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 212,820	\$ 265,701	\$ 495,030	\$ 514,980
<b>TOTAL NEW SOURCES</b>	212,820	265,701	495,030	514,980
<b>TOTAL USES</b>	212,820	265,701	495,030	514,980
<b>NET SOURCE (USE) OF FUNDS</b>	\$ -	\$ -	\$ -	\$ -
<b>ENDING FUNDS AVAILABLE</b>	\$ 150,973	\$ 150,973	\$ 150,973	\$ 150,973



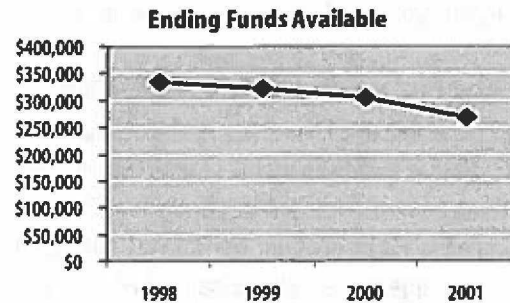
**DESCRIPTION:**

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.

**GJ.W.W.S.D. DEBT SERVICE FUND #612**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 330,537	\$ 333,381	\$ 322,600	\$ 304,947
<b>REVENUE</b>				
Taxes	\$ 69,888	\$ 64,319	\$ 62,799	\$ 47,318
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	43,042	42,000	41,500	41,000
Interfund Charges	-	-	-	-
Interest & Investments	22,857	22,000	19,000	18,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>135,787</b>	<b>128,319</b>	<b>123,299</b>	<b>106,318</b>
Capital Proceeds	4,000	3,000	2,750	2,500
<b>TOTAL REVENUE</b>	<b>\$ 139,787</b>	<b>\$ 131,319</b>	<b>\$ 126,049</b>	<b>\$ 108,818</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	1,241	1,400	1,300	1,000
Debt Service	135,702	140,700	142,402	144,239
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>136,943</b>	<b>142,100</b>	<b>143,702</b>	<b>145,239</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 136,943</b>	<b>\$ 142,100</b>	<b>\$ 143,702</b>	<b>\$ 145,239</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>139,787</b>	<b>131,319</b>	<b>126,049</b>	<b>108,818</b>
<b>TOTAL USES</b>	<b>136,943</b>	<b>142,100</b>	<b>143,702</b>	<b>145,239</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 2,844</b>	<b>\$ (10,781)</b>	<b>\$ (17,653)</b>	<b>\$ (36,421)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 333,381</b>	<b>\$ 322,600</b>	<b>\$ 304,947</b>	<b>\$ 268,526</b>

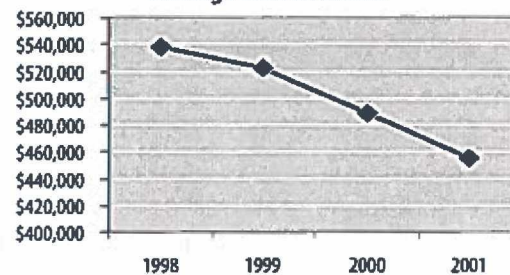
## RIDGES METRO DISTRICT DEBT SERVICE FUND #613

**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.

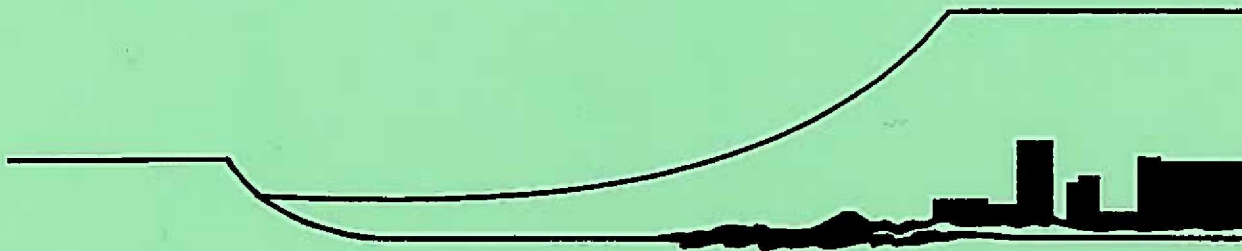
**Ending Funds Available**

## RIDGES METRO DISTRICT DEBT SERVICE FUND #613

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET
<b>Beginning Funds Available</b>	\$ 514,345	\$ 538,117	\$ 522,810	\$ 489,038
<b>REVENUE</b>				
Taxes	\$ 164,875	\$ 164,386	\$ 141,721	\$ 141,321
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	36,632	34,000	31,000	29,000
Other Revenue	5,801	-	-	-
<b>Total Operating Revenue</b>	207,308	198,386	172,721	170,321
Capital Proceeds	42,560	18,000	20,000	22,000
<b>TOTAL REVENUE</b>	\$ 249,868	\$ 216,386	\$ 192,721	\$ 192,321
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	3,203	3,300	3,300	3,300
Debt Service	222,893	228,393	223,193	222,793
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	226,096	231,693	226,493	226,093
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 226,096	\$ 231,693	\$ 226,493	\$ 226,093
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	249,868	216,386	192,721	192,321
<b>TOTAL USES</b>	226,096	231,693	226,493	226,093
<b>NET SOURCE (USE) OF FUNDS</b>	\$ 23,772	\$ (15,307)	\$ (33,772)	\$ (33,772)
<b>ENDING FUNDS AVAILABLE</b>	\$ 538,117	\$ 522,810	\$ 489,038	\$ 455,266

## DEPARTMENT SUMMARIES

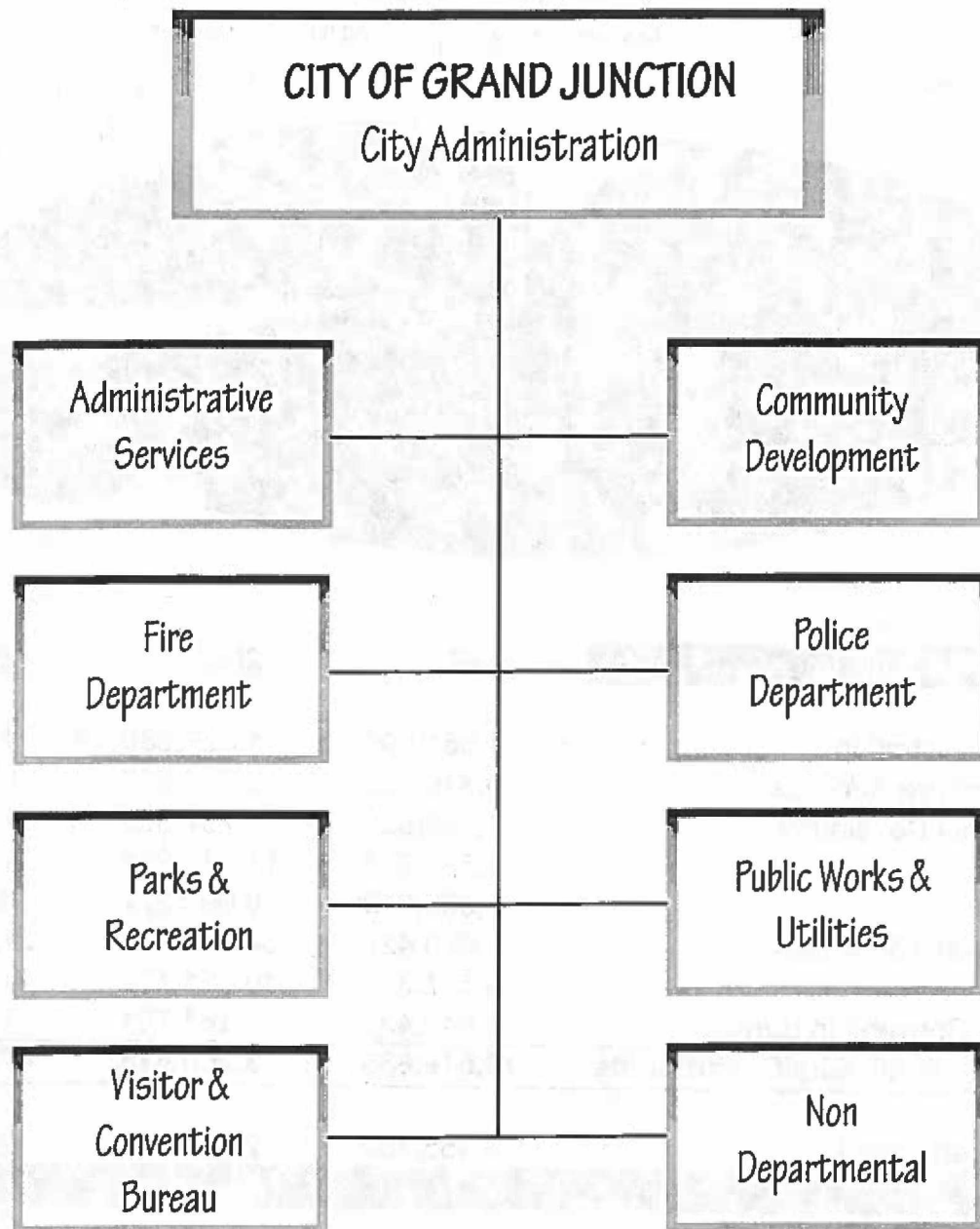
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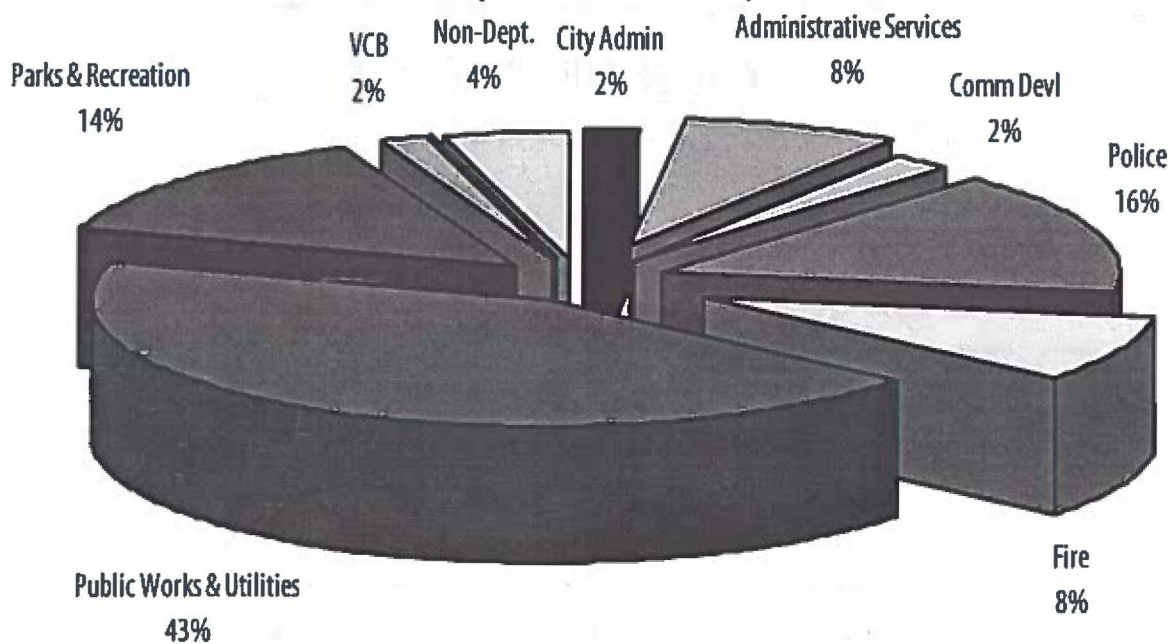
- ◆ ***City Administration***
- ◆ ***Administrative Services***
- ◆ ***Community Development***
- ◆ ***Police Department***
- ◆ ***Fire Department***
- ◆ ***Public Works & Utilities***
- ◆ ***Parks & Recreation***
- ◆ ***Visitor & Convention Bureau***
- ◆ ***Non-Departmental***

***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

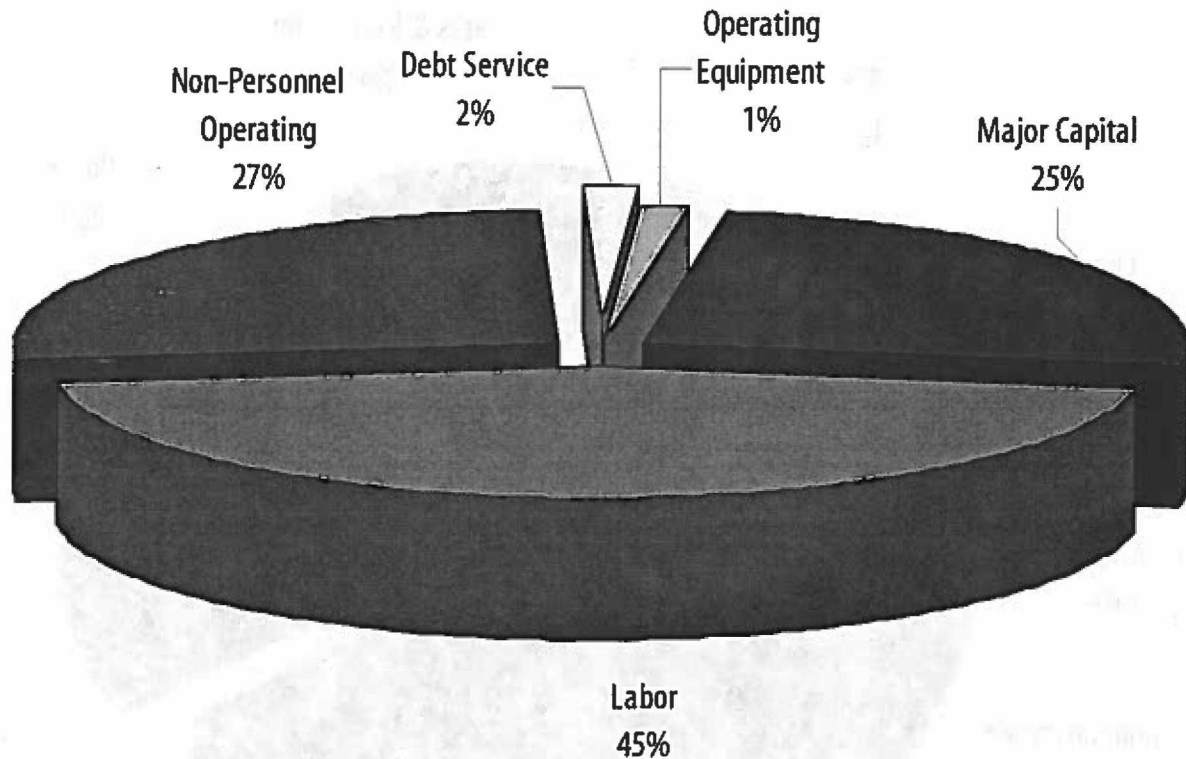


Budget By Department	1999	2000	2001
City Administration	\$ 1,651,590	\$ 1,323,580	\$ 1,270,251
Administrative Services	5,345,723	5,795,847	5,982,228
Community Development	1,643,832	1,737,395	1,916,351
Police	11,597,635	11,443,234	11,811,823
Fire	5,837,619	6,099,227	6,564,224
Public Works & Utilities	33,880,427	34,978,205	27,520,154
Parks & Recreation	9,517,370	10,661,429	11,023,285
Visitor & Convention Bureau	1,045,439	1,161,701	1,192,698
<b>Total: City Departments</b>	<b>70,519,635</b>	<b>73,200,618</b>	<b>67,281,014</b>

Non-Departmental	4,455,180	2,854,322	2,773,912
<b>TOTAL</b>	<b>\$ 74,974,815</b>	<b>\$ 76,054,940</b>	<b>\$ 70,054,926</b>

% Change	1999 - 2000	2000 - 2001	Average
City Administration	-19.9%	-4.0%	-11.9%
Administrative Services	8.4%	3.2%	5.8%
Community Development	5.7%	10.3%	8.0%
Police	-1.3%	3.2%	0.9%
Fire	4.5%	7.6%	6.1%
Public Works & Utilities	3.2%	-21.3%	-9.0%
Parks & Recreation	12.0%	3.4%	7.7%
Visitor & Convention Bureau	11.1%	2.7%	6.9%
<b>Total: City Departments</b>	<b>3.8%</b>	<b>-8.1%</b>	<b>-2.1%</b>
Non-Departmental	-35.9%	-2.8%	-19.4%
<b>TOTAL</b>	<b>1.4%</b>	<b>-7.9%</b>	<b>-3.2%</b>

## Total City Departments Summary by Category

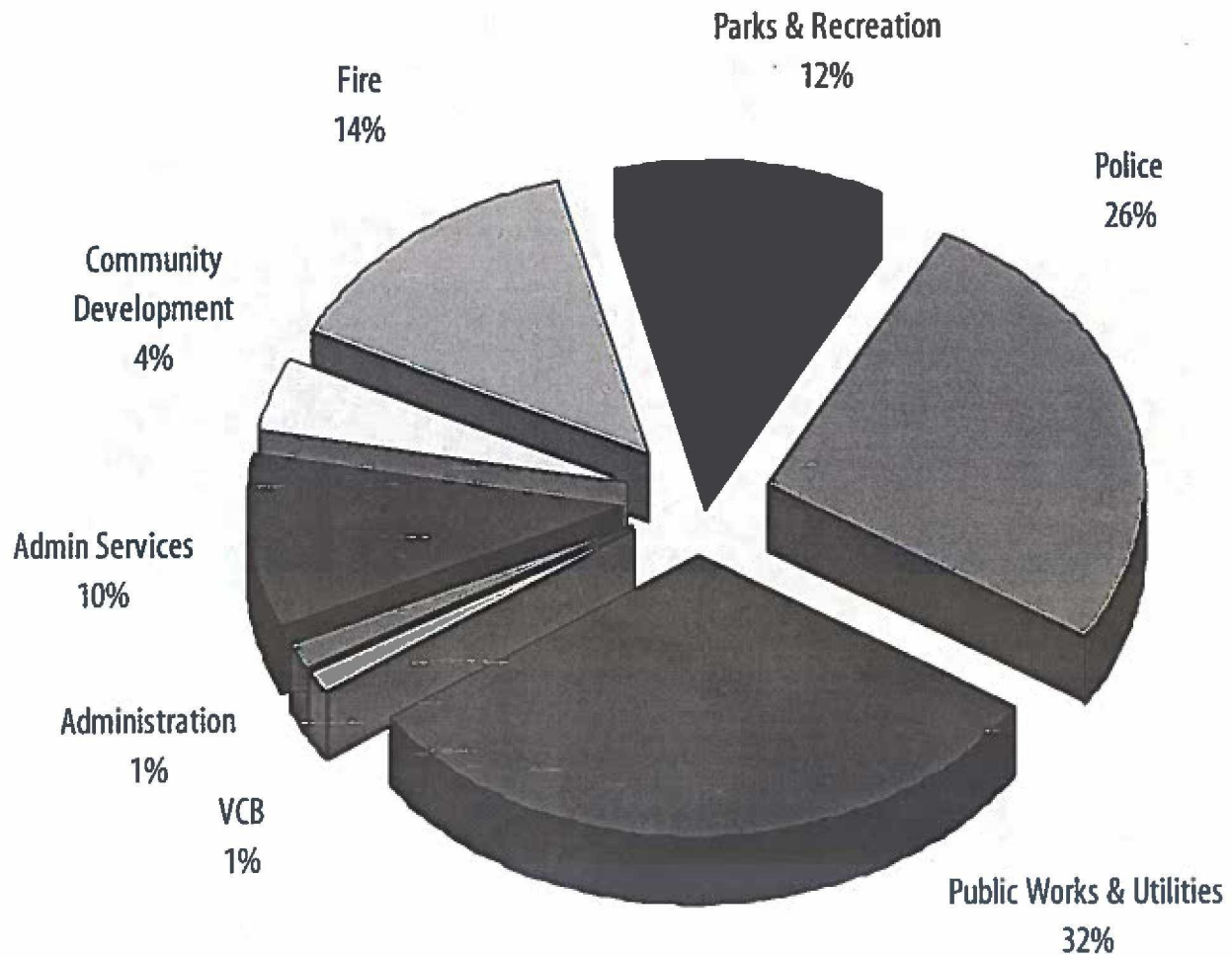


Budget By Major Category	1999	2000	2001
Labor	\$ 29,519,059	\$ 31,982,492	\$ 33,878,576
Non-Personnel Operating	18,583,072	18,601,496	18,892,560
Debt Service	1,143,671	1,154,613	1,241,445
Operating Equipment	771,834	923,430	726,636
<b>Subtotal Operating</b>	<b>\$ 50,017,636</b>	<b>\$ 52,662,031</b>	<b>\$ 54,739,217</b>
Major Capital	20,492,999	20,523,587	12,526,797
Contingency/Budget Savings	9,000	15,000	15,000
<b>TOTAL</b>	<b>\$ 70,519,635</b>	<b>\$ 73,200,618</b>	<b>\$ 67,281,014</b>

% Change	1999 - 2000	2000 - 2001	Average
Labor	8.3%	5.9%	7.1%
Non-Personnel Operating	0.1%	1.6%	0.8%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	19.6%	-21.3%	-0.8%
<b>Subtotal Operating</b>	<b>5.3%</b>	<b>3.9%</b>	<b>4.6%</b>
Major Capital	0.1%	-39.0%	-19.4%
<b>TOTAL</b>	<b>3.8%</b>	<b>-8.1%</b>	<b>-2.1%</b>



# Personnel Summary

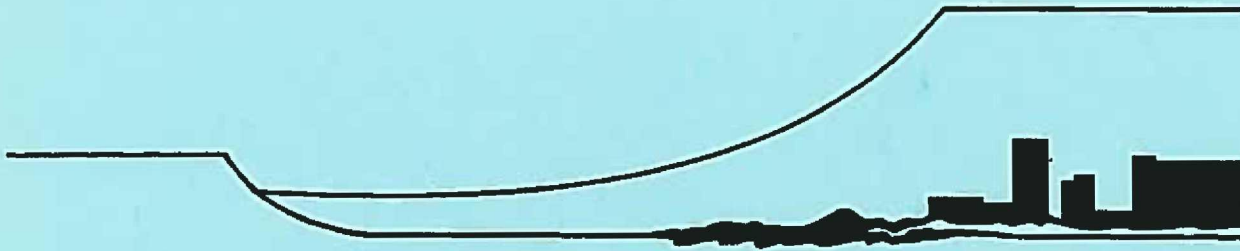


## PERSONNEL HISTORY

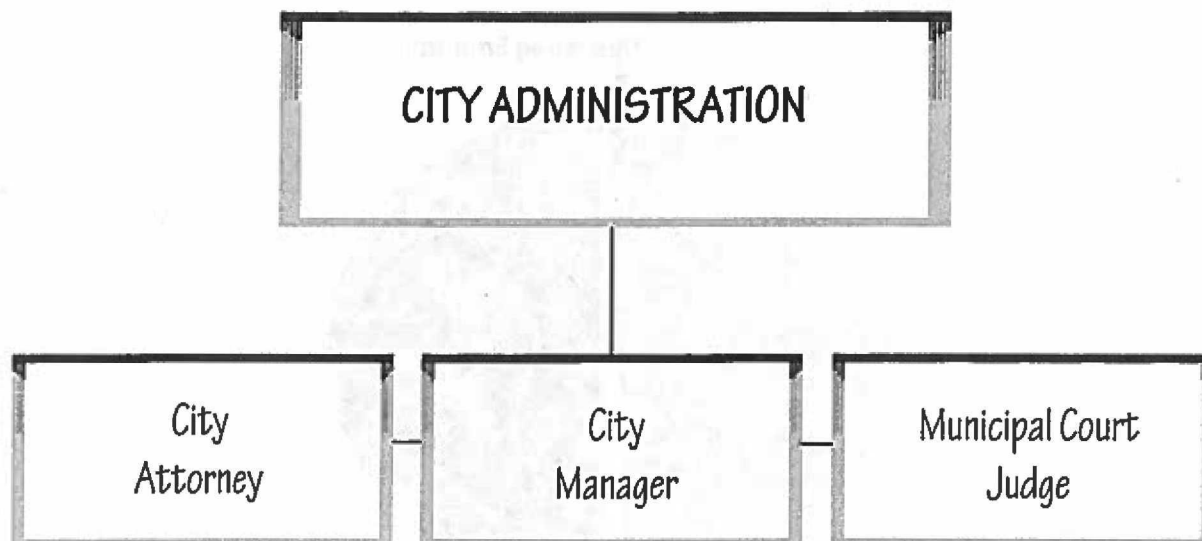
Department	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	6	5	4	4	4	4	5	6	6	6	6	7	7	7	8	8	8	8
VCB	0	0	0	0	0	0	2	3	4	5	5	5	6	6	6	6	7	7
Admin Svcs	48	47	40	41	39	41	41	40	40	41	42	42	43	45	45	46	51	53
Police	104	99	83	89	95	94	97	99	107	108	110	118	124	128	132	130	139	142
Fire	66	65	57	60	60	60	60	62	65	65	66	66	66	66	70	70	69	75
PW & Utilities	142	131	117	119	122	121	121	127	132	135	141	144	149	148	151	154	166	168
Comm Dev	9	8	7	6	5	5	6	8	9	11	13	15	17	17	17	19	21	22
Parks & Rec	47	45	37	38	38	38	38	39	40	40	41	43	47	52	56	57	62	63
<b>TOTALS</b>	<b>422</b>	<b>400</b>	<b>345</b>	<b>357</b>	<b>363</b>	<b>363</b>	<b>370</b>	<b>384</b>	<b>403</b>	<b>411</b>	<b>424</b>	<b>440</b>	<b>459</b>	<b>469</b>	<b>485</b>	<b>490</b>	<b>523</b>	<b>538</b>

## ***CITY ADMINISTRATION***

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- ◆ ***City Council***
- ◆ ***City Manager***
- ◆ ***City Attorney***

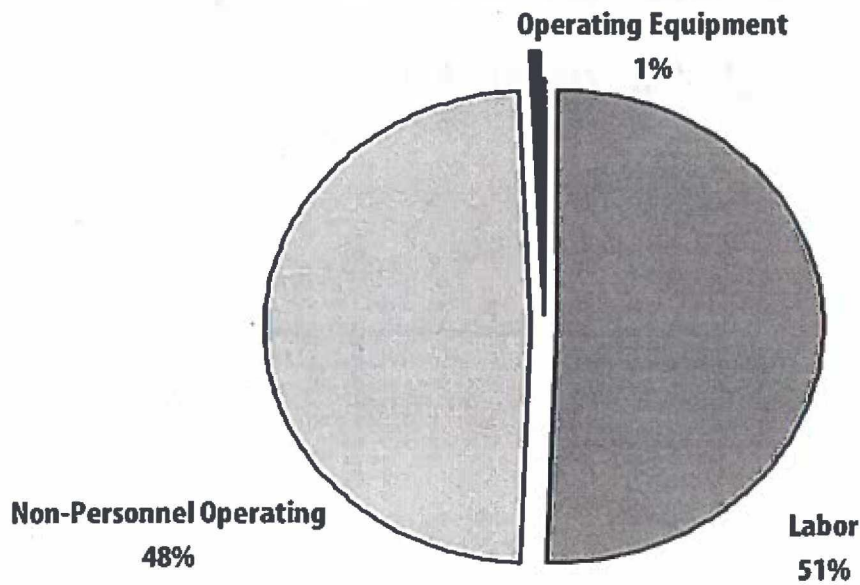


### **SIGNIFICANT BUDGET ISSUES**

- Support costs of developing a city website are included in the City Council's budget. The website supports the Council's goal to increase communication between City government and citizens.
- Finish the construction of a new City Hall and renovation to Two Rivers Convention Center.
- Complete Eagle Rim Park on Orchard Mesa, overlooking the Colorado River
- Major road construction projects including 24 Road from F Road to I-70; 29 Road from I-70B to F Road; complete 27 ½ Road reconstruction from F Road to G Road, and 25 Road reconstruction from Highway 6 & 50 to F Road.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$1,651,590	\$1,307,580	\$1,270,251
Percent Change in Operating Budget		-20.8%	-2.9%
Full-Time Staffing	8	8	8



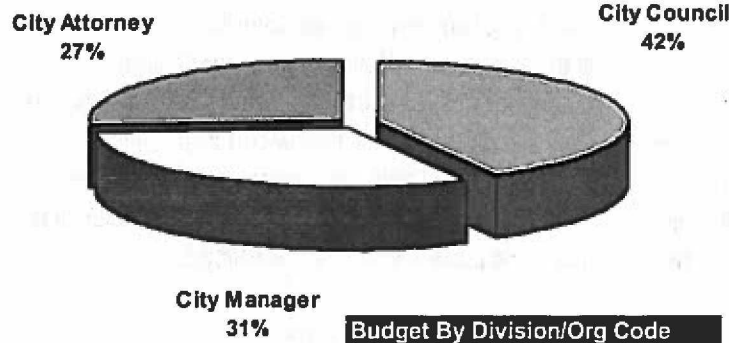


Budget By Major Category	1999	2000	2001
Labor	\$ 693,640	\$ 715,253	\$ 738,595
Non-Personnel Operating	956,950	573,327	527,156
Debt Service	-	-	-
Operating Equipment	1,000	19,000	4,500
<b>Subtotal Operating</b>	<b>\$ 1,651,590</b>	<b>\$ 1,307,580</b>	<b>\$ 1,270,251</b>

Major Capital	-	16,000	-
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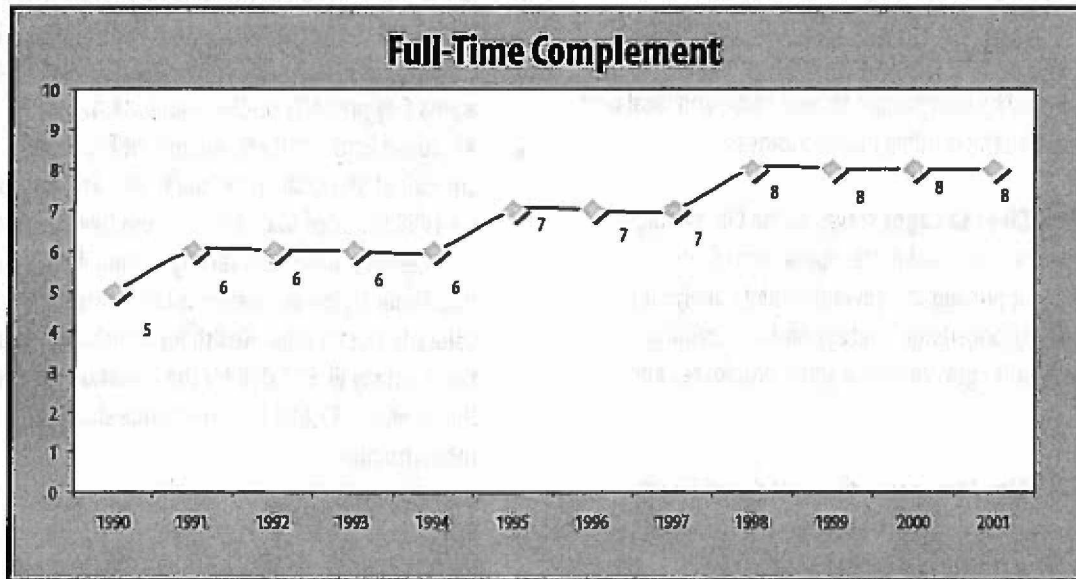
<b>TOTAL</b>	<b>\$ 1,651,590</b>	<b>\$ 1,323,580</b>	<b>\$ 1,270,251</b>
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% Change	1999 - 2000	2000 - 2001	Average
Labor	3.1%	3.3%	3.2%
Non-Personnel Operating	-40.1%	-8.1%	-24.1%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	1800.0%	-76.3%	861.8%
<b>Subtotal Operating</b>	<b>-20.8%</b>	<b>-2.9%</b>	<b>-11.8%</b>
Major Capital	n/a	n/a	n/a
<b>TOTAL</b>	<b>-19.9%</b>	<b>-4.0%</b>	<b>-11.9%</b>



Budget By Division/Org Code	1999	2000	2001
City Council	\$ 868,429	\$ 504,283	\$ 423,427
City Manager	422,912	442,896	457,568
City Attorney	360,248	376,400	389,256
<b>TOTAL</b>	<b>\$ 1,651,590</b>	<b>\$ 1,323,580</b>	<b>\$ 1,270,251</b>

% Change	1999 - 2000	2000 - 2001	Average
City Council	-41.9%	-16.0%	-29.0%
City Manager	4.7%	3.3%	4.0%
City Attorney	4.5%	3.4%	3.9%
<b>TOTAL</b>	<b>-19.9%</b>	<b>-4.0%</b>	<b>-11.9%</b>



	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
City Manager	3	3	3	3	3	3	3	3	3	3	3	3
City Attorney	3	3	3	3	3	3	3	3	4	4	4	4
Public Information	0	0	0	0	0	1	1	1	1	1	1	1
<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

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 Tem 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 legal counsel for the Liquor Licensing Authority and the Planning Commission and advises City departments on various legal issues.

The **Staff Attorney** is the prosecuting attorney for municipal prosecutions and the Liquor Licensing Authority, advises and administers Teen Court, and provides legal research assistance to the City Attorney.

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

### Major Accomplishments

- After more than a year of joint meetings, negotiated a settlement with Mesa County on a long-standing dispute over growth and the administration of the Persigo Wastewater Treatment Plant. The *Persigo Agreement* stands as an innovative document that outlines the boundaries of an urban growth area, determines who will control future growth within that area, and signals a new cooperation between City and County over growth issues.
- In April of 1999, voters elected one new Council Member and re-elected two incumbent Council Members.
- Negotiated environmental safeguards and approved a permit for the TransColorado Gas Transmission Company to bury part of their 280-mile-long natural gas pipeline across City property on the Grand Mesa.
- Approved Community Development Block Grants in the amount of \$469,000 in federal funds. Projects funded for 1998 included \$200,000 to Mesa Developmental Services for renovations for eight group homes; \$17,000 to Catholic Outreach Homeless Day Center; \$25,000 to Colorado West Mental Health for transitional housing for the mentally ill; \$25,000 for the Salvation Army's Hope House and \$157,869 for Elm Avenue sidewalk and street reconstruction.
- Appropriated \$300,000 to the Museum of Western Colorado in 1999
- Passed a tobacco ordinance to regulate use and possession of tobacco products for minors under the age of 18, and to regulate their display and sale to minors.
- Conducted the City's first mail-in ballot election, and saw voter participation rise to 46 percent.



- Began a series of public meetings to revise the Zoning and Development Code to implement the recommendations of the Growth Plan.
- Approved the demolition of the old City Hall building at 5<sup>th</sup> and Rood to make way for a new million structure on the same site.
- Approved and built the City's first roundabout at 12<sup>th</sup> Street and Horizon Drive.
- Approved the issuance of \$2 million in bonds for the Downtown Development Association to help finance several downtown projects, including a renovation of Two Rivers Convention Center, a new hotel, and additional parking.

### **Future Outlook**

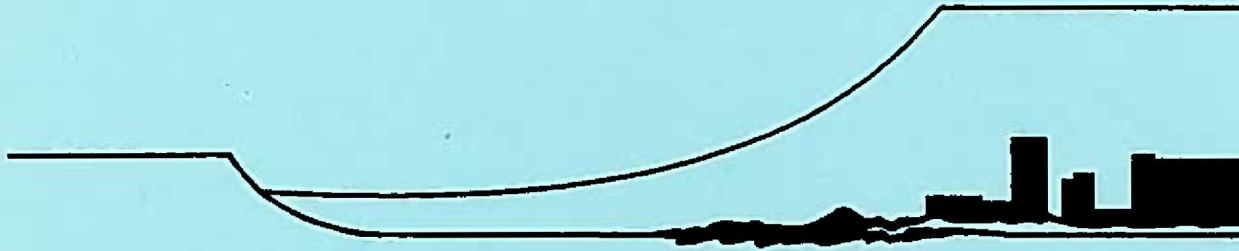
- Funding additional parks improvements projects and other capital needs and demands will continue to be a high priority.
- Completing the revision of the City's Zoning and Development Code to incorporate the vision and goals that were identified in the City's Growth Plan will be a significant project
- Finding the proper balance between the demands of growth and the desire for a high quality of life will continue to be a challenge.
- Funding significant improvements to the city's storm drainage system will be a long-term commitment.



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## **ADMINISTRATIVE SERVICES**

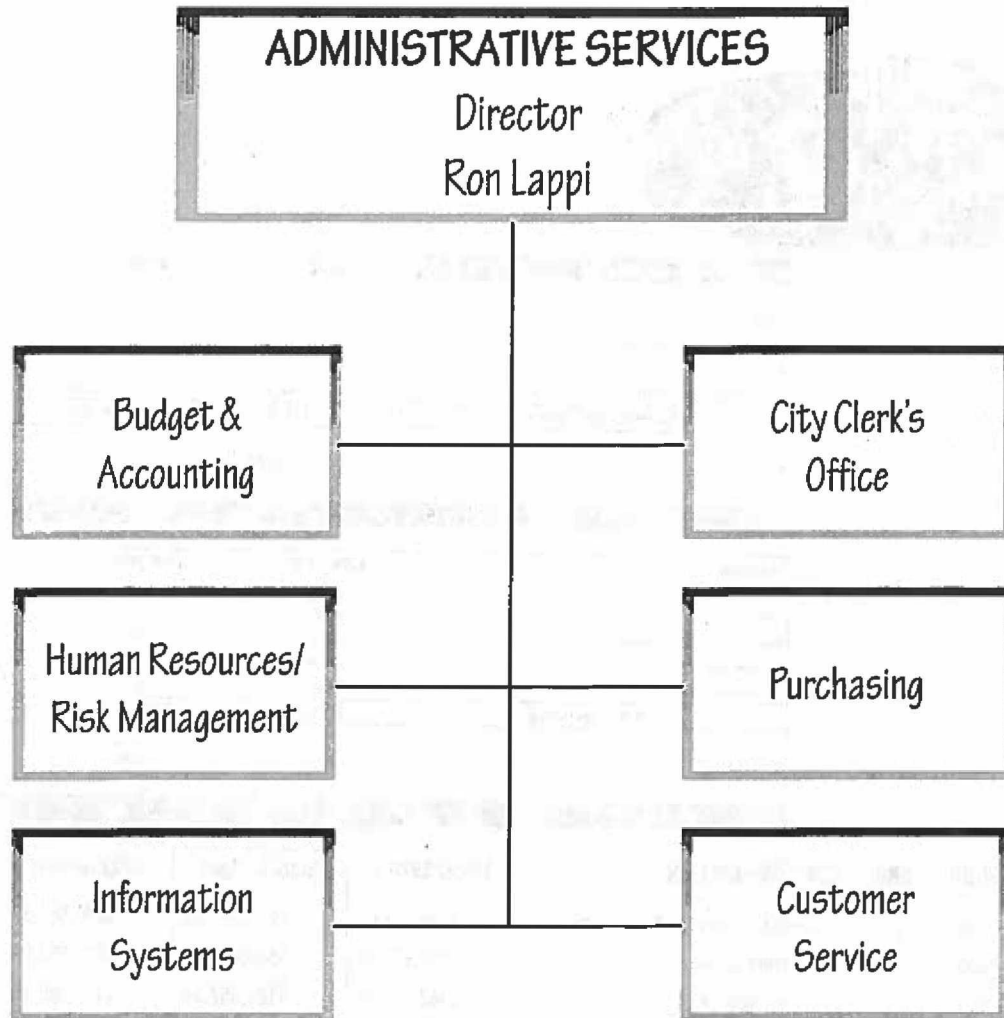
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- ◆ **Administration**
- ◆ **Budget & Accounting**
- ◆ **City Clerk's Office**
- ◆ **Customer Service**
- ◆ **Information System**
- ◆ **Human Resources**
- ◆ **Purchasing**

***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.***

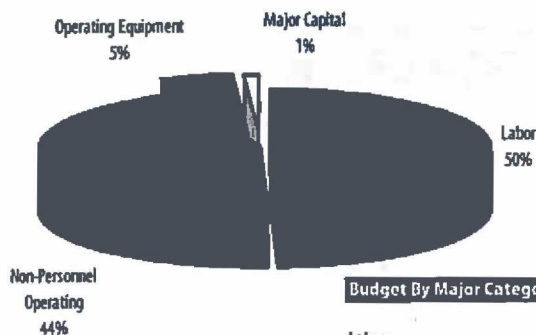




### **SIGNIFICANT BUDGET ISSUES**

- Creation of a full time administrative position at the cemetery for improved service and one stop shopping for our customers.
- Implementation of a fulltime training coordinator in Human Resources in 2001 to expand that program to take full advantage of the new city hall training facility.
- The creation of a Webmaster/Web Coordinator position in Information Systems represents a major commitment of all departments to create a "state of the art" interactive website for the City in the year 2000.
- The addition of two Network/System Analysts in Information Systems to support fulltime the systems, networks, and file servers being implemented in the Comm Center, Police, and Fire Departments is a major commitment of technical support resources to those departments.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$5,179,034	\$5,756,596	\$5,982,228
Percent Change in Operating Budget		11.2%	3.9%
Full-Time Staffing	46	51	53

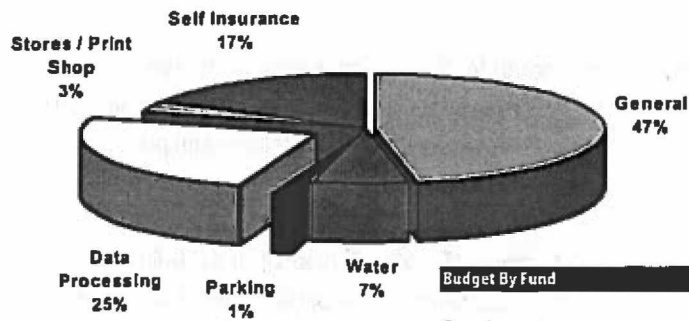


Budget By Major Category		1999	2000	2001
Labor	\$	2,508,930	\$ 2,891,120	\$ 3,047,404
Non-Personnel Operating		2,427,563	2,564,301	2,586,474
Debt Service				
Operating Equipment		242,541	301,175	348,350
<b>Subtotal Operating</b>	<b>\$</b>	<b>5,179,034</b>	<b>\$ 5,756,596</b>	<b>\$ 5,982,228</b>

Major Capital		166,689	39,251	-
<b>TOTAL</b>	<b>\$</b>	<b>5,345,723</b>	<b>\$ 5,795,847</b>	<b>\$ 5,982,228</b>

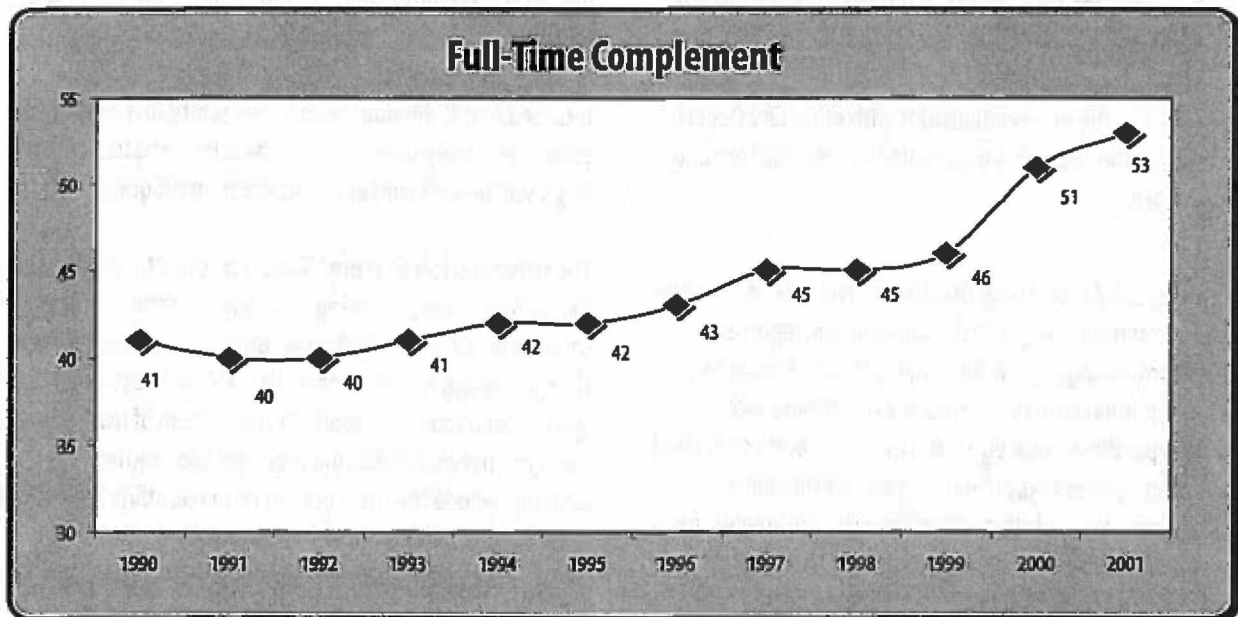
% Change	1999-2000	2000-2001	Average
Labor	15.2%	5.4%	10.3%
Non-Personnel Operating	5.6%	0.9%	3.2%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	24.2%	15.7%	19.9%
<b>Subtotal Operating</b>	<b>11.2%</b>	<b>3.9%</b>	<b>7.5%</b>
Major Capital	-76.5%	-100.0%	-100.0%
<b>TOTAL</b>	<b>8.4%</b>	<b>3.2%</b>	<b>5.8%</b>

FUND	ORGN	ORGN DESCRIPTION	1999 REVISED	2000 Budget	2001 Budget
100	201	Office of the Director-Admin. Svcs	\$233,773.05	\$242,285.42	\$249,549.05
100	210	Accounting Division	\$527,177.91	\$569,620.31	\$578,557.82
100	220	Customer Service	\$167,242.41	\$181,657.24	\$185,780.18
100	222	Municipal Court	\$172,997.98	\$176,331.94	\$172,783.63
100	231	City Clerk General Operations	\$306,450.75	\$357,301.29	\$358,686.89
100	232	City Clerk Elections	\$18,412.00	\$26,400.00	\$17,300.00
100	241	Personnel	\$443,405.98	\$470,583.05	\$546,015.09
100	245	Personnel General Items	\$395,622.02	\$452,529.00	\$424,284.00
100	261	General Purchasing	\$226,399.65	\$274,648.88	\$245,955.43
301	220	Customer Service	\$366,399.62	\$387,245.05	\$405,364.43
307	231	City Clerk General Operations	\$0.00	\$32,132.00	\$33,853.00
308	222	Municipal Court	\$10.00	\$29.00	\$30.00
308	223	Parking Control	\$91,070.86	\$70,906.97	\$73,557.74
401	251	Administration-Information Services	\$167,271.38	\$119,481.62	\$122,565.61
401	252	Technical Services	\$257,657.74	\$390,700.40	\$404,435.44
401	253	Customer Support	\$733,763.66	\$794,818.39	\$888,184.83
401	259	Telephone Clearing-Information Svcs	\$97,319.00	\$113,180.00	\$118,230.00
403	262	Stores Activities	\$76,595.62	\$76,328.53	\$78,365.81
403	2631	Print Shop Printing	\$69,686.24	\$83,196.54	\$68,469.19
403	2632	Print Shop - Copiers Management	\$28,419.00	\$28,665.00	\$28,811.00
4041	2480	Risk Manager	\$112,854.78	\$140,447.41	\$144,833.87
4041	2481	Worker's Compensation	\$607,458.00	\$543,394.00	\$555,904.00
4042	2482	General Property and Liability	\$245,735.00	\$263,964.90	\$280,832.49
<b>TOTAL</b>			<b>\$5,345,722.65</b>	<b>\$5,795,846.94</b>	<b>\$5,982,227.50</b>



Budget By Fund	1999	2000	2001
General	\$ 2,491,482	\$ 2,751,357	\$ 2,778,790
Water	366,400	387,245	405,364
Cemetery		32,132	33,853
Parking	91,081	70,936	73,588
Data Processing	1,256,012	1,418,180	1,533,416
Stores / Print Shop	174,701	188,190	175,646
Self Insurance	966,048	947,806	981,570
<b>TOTAL \$</b>	<b>\$ 5,345,723</b>	<b>\$ 5,795,847</b>	<b>\$ 5,962,228</b>

% Change	1999-2000	2000-2001	Average
General	10.4%	1.0%	5.7%
Water	5.7%	4.7%	5.2%
Cemetery	0.0%	5.4%	2.7%
Parking	-22.1%	3.7%	-9.2%
Data Processing	12.9%	8.1%	10.5%
Stores / Print Shop	7.7%	-6.7%	0.5%
Self Insurance	-1.9%	3.6%	0.8%
<b>TOTAL</b>	<b>8.4%</b>	<b>3.2%</b>	<b>5.8%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	2	3	3	3	3	3	3	3	3	3	3	3
Budget & Accounting	8	8	8	8	8	8	6	6	5	6	6	6
Customer Service	10	7	7	7	7	7	9	9	10	10	10	10
Human Resources	5	6	6	7	7	7	7	7	7	7	8	9
Information Systems	8	8	8	8	8	8	9	11	11	11	14	15
Purchasing	6	6	6	6	6	6	6	6	6	6	6	6
City Clerk	2	2	2	2	3	3	3	3	3	3	4	4
<b>Total</b>	<b>41</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>42</b>	<b>42</b>	<b>43</b>	<b>45</b>	<b>45</b>	<b>46</b>	<b>51</b>	<b>53</b>



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. Seven divisions comprise Administrative Services including Administration, Budget & Accounting, City Clerk's Office, Customer Service, Human Resources, Information Systems, and Purchasing.

The entire department's General Fund budget is proposed at approximately \$2.75 million for 2000 and \$2.77 million for 2001, increases of 10.4% and 1.0% respectively. This increase includes one new position in the City Clerk's Office at the Cemetery and one new position in Human Resources. The department's budget including its portion of the water, parking and cemetery funds, as well as self insurance, data processing and stores funds is requested at \$5.8 and \$6.0 million respectively for 2000 and 2001. This is an increase 8.4% and 3.2% for the two years.

The **Administration Division** is comprised of the Director, the Auditor, and an Administrative Specialist. 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 & Accounting Division** provides services made up of accounting, budget, cash management, reporting, payroll processing, and controlling functions. Accounting includes 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, fixed asset recording and transfers. Budget functions include analytical and technical support to all departments as well as budget control and balancing. Cash Management includes revenue and expenditure processes, bank reconciliation's, and investments. Financial reports are prepared for many individuals and organizations including the Comprehensive Annual Financial Report. Payroll is processed and distributed citywide. Controlling functions are included in all of the above as internal controls.

The **City Clerk's Office** 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.

The **Customer Service Division** includes Utility Billing, Sales Tax, Cashiering, Municipal Court and Parking Meter Maintenance. All of the Customer Service Representatives in this area are extensively cross-trained to assist customers with their needs in any or all of the five areas mentioned above. However, specific people have been allocated to specific funds to simplify budgeting and personnel processes.

The **Human Resources Division** ensures effective selection, development and retention of the City's work force. This includes recruitment; testing and selection; salary and fringe benefit administration; and policy and procedure development. Additional services include coordination of citywide 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. Risk Management is included in this division and handles safety, loss control and property/liability programs and the administration of the City's self-funded worker's compensation program.

The **Information Systems 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 citywide 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, email, 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 citywide network through the use of leased dedicated extension lines, digital T1 lines, and City owned lines.

In addition to support of all of the basic hardware and software, they also provide user education and custom programming support for the approximately 500 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 purchasing, stores, and print shop. Purchasing responsibilities include the administration of the city's formal bid processes for the procurement of all goods and services over \$1,000, cost control and monitoring of general purchasing within the City government, and purchasing stock for City Stores. The City's purchasing card program is administered and monitored by this division. City Stores is a maintained inventory of frequently used or essential materials that are issued to City departments and occasionally other purchasers. The Print Shop provides central duplicating and printing services including the preparation of an extensive variety of books, pamphlets, binders, and forms for the various City departments.

### **Major Accomplishments**

- The project of completing and implementing the multi-year market, class and compensation study was a significant milestone for 1999.
- Implementation, including employee training of a new and improved citywide email system took place in 1999.
- Completion of all Y2K software conversions took place early on in 1999 in preparation for the new millennium.
- The development of a comprehensive 10-year Capital Improvement Program and Biennial Budget for 2000 and 2001.
- Through a request for proposal process, selected a comprehensive program for a new third party administrator for our self-insured workers compensation program.
- Our department played a major role in the planning for and actual move of all city hall operations for our temporary quarters.
- We received our 14<sup>th</sup> annual award for excellence in financial reporting and our 8<sup>th</sup> year of Distinguished Budget awards.
- Selected a new Employee Assistance Program provider that will provide significantly improved services.

### **Future Outlook**

- Develop and adopt written customer service standards for the department.
- Continue to keep all of our communication systems up-to-date internally for both data and voice.
- Develop a state of the art, interactive, internet website.
- Customize training programs for all workgroups and individuals.
- Complete comprehensive procedure and reference manuals for all divisions.
- Investigate the possibility of on-line bidding and procurement systems in Purchasing.



# Performance Measurement Data Sheets

Administrative Services / Budget and Accounting

## CASH MANAGEMENT

(Year End 1999)

### 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:

	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 463,436	\$ 569,620	\$ 578,558
Total # of FTE's in the Division	6.00	6.00	6.00
Total Man-hours @ 2,080 per FTE	12,480	12,480	12,480
% Of Budget Allocated To This Program	2.5%	2.5%	2.5%
% Of FTE's/Man-hours Utilized By This Program	1%	1%	1%
INDEX/GOAL: Short-term Investment Index	5.26%	5.33%	5.33%
INDEX/GOAL: Long-term Investment Index	6.10%	6.25%	6.25%
INDEX/GOAL: Weighted Average Yield	5.77%	5.88%	5.88%

### INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$11,586	\$14,241	\$14,464
Program FTE's	0.1	0.1	0.1
Program Man-hours	125	125	125
Average Balance of Cash and Investments	\$ 44,309,140	\$ 47,000,000	\$ 45,750,000

### OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 Actual	2000 Budget	2001 Budget
Average Balance Of Short-term Investments	\$ 17,723,656	\$ 18,800,000	\$ 18,300,000
Average Balance Of Long-term Investments	\$ 26,585,484	\$ 28,200,000	\$ 27,450,000
Percentage of Cash Invested	100.00%	100.00%	100.00%
Yield On Short-term Investments	5.09%	5.50%	5.50%
Yield On Long-term Investments	6.57%	6.50%	6.50%
Weighted Average Yield Of Investments	6.01%	6.10%	6.10%

### EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 Actual	2000 Budget	2001 Budget

### EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 Actual	2000 Budget	2001 Budget
Short-term Yield's - Variance From Index	-0.17%	0.17%	0.17%
Long-term Yield's - Variance From Index	0.47%	0.25%	0.25%
Weighted average - Variance From Index	0.24%	0.22%	0.22%

**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.



# Performance Measurement Data Sheets

Administrative Services / Budget and Accounting

## FINANCIAL ACCURACY

(Year End 1999)

**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:	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 463,436	\$ 569,620	\$ 578,558
Total # of FTE's in the Division	6.00	6.00	6.00
Total Man-hours @ 2,080 per FTE	12,480	12,480	12,480
% Of Budget Allocated To This Program	20%	20%	20%
% Of FTE's/Man-hours Utilized By This Program	25%	25%	25%
Manhours per Correcting Journal Entry	1.00	1.00	1.00

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$92,687	\$113,924	\$115,712
Program FTE's	1.5	1.5	1.5
Program Man-hours	3,120	3,120	3,120
Cost per Program Manhour	\$ 29.71	\$ 36.51	\$ 37.09

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Total Transaction Dollars	\$ 143,616,934	\$ 155,942,162	\$ 150,728,782
Number Of Correcting Journal Entries	348	250	200
Cost of Correcting Journal Entries	\$ 10,338	\$ 9,129	\$ 7,417

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Correction Cost as a Percent of Program Expenses	11.15%	8.01%	6.41%
Correction Cost to Per \$1 Million of Transactions	\$ 71.98	\$ 58.54	\$ 49.21

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
% Decrease in the # of Correcting Journal Entries	12.00%	-28.16%	-20.00%
% Decrease in the Cost of Correcting Journal Entries	7.35%	-11.70%	-18.74%

**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.

# Performance Measurement Data Sheets

Administrative Services / Customer Service

## SALES TAX

(Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Sales Tax Revenues	\$ 20,711,059	\$ 25,555,464	\$ 27,600,216
Operating Expense for the Division (General Fund)	\$ 180,910	\$ 180,157	\$ 185,780
Total Number of FTE's in the Division	1	1	1
Total Number of Man-Hours @ 2,080 per FTE Annually	2,080	2,080	2,080
# Of Sales Tax Accounts (End of Period)	3,381	3,719	4,091
% Of Budget Allocated to this Function	75%	75%	75%
% Of FTE's/Man-Hours Utilized by this Function	75%	75%	75%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
YTD Program Expenditures	\$ 135,683	\$ 135,118	\$ 139,335
Program FTE's	0.75	0.75	0.75
Program Man-Hours	1,560	1,560	1,560

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	1999 Actual	2000 Budget	2001 Budget
Total Number of Sales Tax Returns Processed	19,185	21,104	\$ 23,214

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Sales Tax Return Processed	\$ 7.07	\$ 6.40	\$ 6.00
Minutes per Sales Tax Return Processed	4.88	4.44	4.03

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Sales Tax Returns Processed Correctly	18,610	20,470	22,517
Accuracy Rate Of Returns Processed	97%	97%	97%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Cost per Correctly Processed Sales Tax Return	\$ 7.29	\$ 6.60	\$ 6.19
Minutes per Correctly Processed Sales Tax Return	5.03	4.57	4.16

### 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.

New sales tax software system in 1999 allowed us to increase the accuracy rate although the processing time/costs did increase per return. I believe the higher accuracy rate translates into better service to the vendors.

# Performance Measurement Data Sheets

Administrative Services / Customer Service

## UTILITY BILLING

(Year End 1999)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Utility Revenue	\$ 9,037,313	\$ 8,560,614	\$ 8,808,656
Operating Expense for the Division (Water Fund)	365,260	\$ 387,245	\$ 405,364
Total Number of FTE's in the Division	4	4	4
Total Number of Man-Hours @ 2,080 per FTE Annually	8,320	8,320	8,320
Total Number of Utility Accounts	20,825	22,908	25,198
% Of Budget Allocated to this Function	25%	25%	25%
% Of FTE's/Man-Hours Utilized by this Function	25%	25%	25%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
YTD Program Expenditures	\$ 91,315	\$ 96,811	\$ 101,341
Program FTE's	1	1	1
Program Man-Hours	2,080	2,080	2,080

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	1999 Actual	2000 Budget	2001 Budget
Number of Utility Bills Issued	264,835	291,319	320,450
Number of Utility Receipts Processed	226,375	249,013	273,914
Total # Account Transactions	491,210	540,331	594,364

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Transaction	\$ 0.19	\$ 0.18	\$ 0.17
Minute per Transaction	0.254	0.231	0.210

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Bills Issued Correctly	262,187	288,405	\$ 317,246
Number of Receipts Processed Correctly	222,979	245,277.31	269,805
Total Number of Accurate Transactions	485,166	533,683	587,051
Overall Accuracy Rate	98.77%	98.77%	98.77%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Cost per Correctly Processed Transaction	\$ 0.19	\$ 0.18	\$ 0.17
Minute per Correctly Processed Transaction	0.257	0.234	0.213

### 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.



# Performance Measurement Data Sheets

Administrative Services / Customer Service

## MUNICIPAL COURT

(Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Municipal Court Fine Revenue Collected	\$ 581,890	\$ 580,000	\$ 610,000
Operating Expense for the Division (General Fund)	162,996	\$ 176,332	\$ 172,784
Total Number of FTE's in the Division	2	2	2
Total Number of Man-Hours @ 2,080 per FTE Annually	4,160	4,160	4,160
Number of Tickets Issued	9,558	10,036	10,538
% Of Budget Allocated to this Function	12.5%	12.5%	12.5%
% Of FTE's/Man-Hours Utilized by this Function	12.5%	12.5%	12.5%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	20,375	\$ 22,042	\$ 21,598
Program FTE's	0.25	0.25	0.25
Program Man-Hours @ 2,080 per FTE Annually	520	520	520

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	1999 Actual	2000 Budget	2001 Budget
Number of Tickets Entered	9,374	9,843	10,335

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Ticket Entered	\$ 2.17	\$ 2.24	\$ 2.09
Number of Tickets Entered per Minute	3.33	3.17	3.02

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Percent of Tickets Issued that were Entered	98%	98%	98%
Number of Tickets Entered w/o Errors	9,100	9,548	10,025
Accuracy Rate	97%	97%	97%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Muni-Court Cost per Correctly Entered Ticket	\$ 2.24	\$ 2.31	\$ 2.15
Tickets Entered Correctly per Minute	3.43	3.27	3.11

### 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.

Accuracy Rate fell slightly due to training of new personnel in this area. Continued training in 1999.

# Performance Measurement Data Sheets

Administrative Services / City Clerk

## COUNCIL PACKETS

(Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total Expenditures for the Division	\$ 307,673	\$ 357,301	\$ 358,687
Total # of FTE's in the Division	2.45	3.00	3.00
Total Man-Hours @ 2,080 per FTE	5,096	6,240	6,240
% Of Budget Allocated To This Program	5%	5%	5%
% Of FTE's/Man-Hours Utilized By This Program	10%	10%	10%

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Program Expenditures	\$ 15,384	\$ 17,865	\$ 17,934
Program FTE's	0.30	0.30	0.30
Program Man-Hours	624	624	\$ 624

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
# Of Packet Distributions	28	24	24

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Average Cost Per Packet	\$ 549	\$ 744	\$ 747
Average # Of Man-Hours Utilized Per Packet Distribution	22	26	26

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
# Of Packets Distributed Without Errors	27	24	24
% Distributed Without Errors	96%	100%	100%
# Of Packets Distributed On-Time (72 Hours Prior To Workshop/Meeting)	28	24	24
% Distributed On-Time	100%	100%	100%
# Of Packets Distributed On-Time & Without Errors	27	24	24
% Distributed On-Time & Without Errors	96%	100%	100%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Cost Per Packet Distributed On-Time & Without Errors	\$ 570	\$ 744	\$ 747
# Of Man-Hours Utilized Per Packet Distributed On-Time & Without Errors	23	26	26

### YEAR END ANALYSIS:

Staff has been available Thursday afternoons for packet preparation, packet is reviewed Thursday afternoon, staff is familiar with packet materials in order to catch errors prior to distribution; missed deadlines for submitting reports continues to result in difficulties. The packet is late to the printer and we are crunched in making the earlier mail pickup and preparing the binders. Management support of deadlines is welcomed; this year we had a number of additional packets for special sessions. Although included in this measure, they were "mini" packets; starting in December, we started creating an electronic packet. Learning that system has caused some distribution delays of the electronic packet. Fine tuning our technique will improve the situation.



# Performance Measurement Data Sheets

## Administrative Services / City Clerk RECORDS MANAGEMENT (Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total Expenditures for the Division	\$ 307,673	\$ 357,301	\$ 358,687
Total # of FTE's in the Division	2.45	3.00	3.00
Total Man-Hours @ 2,080 per FTE	5,096	6,240	6,240
% Of Budget Allocated To This Program	6%	6%	6%
% Of FTE's/Man-Hours Utilized By This Program	11%	9%	9%
Total Number Of Records On File (Beginning Of The Year)	17,528	18,241	18,941
Total # Of Records Available Electronically (Beginning Of The Year)	9,955	11,704	13,504
# of Backlog Records	7,410	6,313	5,213
% Of Records Available Electronically (Beginning Of The Year)	57%	64%	71%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Program Expenditures	\$ 18,460	\$ 21,438	\$ 21,521
Program FTE's	0.23	0.25	0.25
Program Man-Hours	561	562	562

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
# Of New Records Received	713	700	700
# Of New Records Entered	652	700	700
# of Backlog Records Entered	1,097	1,100	1,100
Total # of Records Entered	1,749	1,800	1,800

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average Cost Per Entry	\$ 10.55	\$ 11.91	\$ 11.96
Average # Of Man-Hours Utilized Per Entry	0.32	0.31	0.31

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total # Of Records On File	18,241	18,941	19,641
Total # Of Records Available Electronically	11,704	13,504	15,304
% of New Records Available Electronically	91%	100%	100%
% of Additional Backlog Records Available Electronically	15%	17%	21%
% of Total Records Available Electronically	64%	71%	78%
% Increase in Total Records Available Electronically	7.4%	7.1%	6.6%
Increase in Total # of Records Available	1,749	1,800	1,800

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Cost per 1% Increase in Total Records Available	\$ 2,505	\$ 3,006	\$ 3,249
Man-hours for 1% Increase in Total Records Available	76	79	85

### YEAR END ANALYSIS:

1. Updates for the scanning software and the indexing software were installed. The upgrades fixed a long existing problem and was Y2K compliant.
2. Extensive use of volunteers allowed us to keep up on the input of documents into the electronic system. We utilized 254 hours of volunteer time and 32 hours of part-time labor.
3. Our expertise with electronic records management aided the transition into electronic packets for City Council.



# Performance Measurement Data Sheets

Administrative Services / Human Resources

## EMPLOYEE RECRUITMENT

(Year End 1999)

### 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:	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Personnel Division	968,737	923,112	970,299
Total # of FTE's in the Division	7.25	8.00	9.00
Total Man-Hours @ 2,080 per FTE	15,080	16,640	18,720
% Of Budget Allocated For Filling Vacancies	25%	25%	25%
% Of FTE's/Man-Hours Used to Fill Vacancies	20%	20%	20%
Number of Full-Time Employees Authorized City-Wide	491	523	539

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$242,184	\$230,778	\$242,575
Program FTE's	1.5	1.6	1.8
Program Man Hours	3,016	3,328	3,744

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Number Of Recruitments	51	32	16
Number of Positions Filled	51	72	56
# Of Employee Separations	44	40	40
Employee Turnover Rate	9%	8%	7%

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average Cost To Fill A Vacancy	\$ 4,749	\$ 3,205	\$ 4,332
Average Number Of Man-Hours per Position Filled		46	67

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
# Of New Hires Obtaining Satisfactory Rating from the Supervisor within the introductory period.	47	72	56
% Of New Hires Obtaining Satisfactory Rating from the Supervisor within the introductory period.	92%	100%	100%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Cost per New Hire Obtaining a Satisfactory Rating	\$5,153	\$3,205	\$4,332
# Of Man-Hours Utilized Per New Hire Who Obtained a Satisfactory Rating	64	46	67

# Performance Measurement Data Sheets

Administrative Services / Human Resources

## RISK MANAGEMENT

(Year End 1999)

### PRIMARY OBJECTIVE:

To reduce the costs of accidents, injuries and claims against the City through: 1) Use of worker safety programs, 2) Development and implementation of loss control measures, 3) Effective selection and management of risk financing options including insurance and self-funding of retained losses.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Measures of Property/Liability Exposure:			
Population	44,390	45,600	46,843
Annual City Budget*	\$ 64,082,600	\$ 67,437,157	\$ 61,561,779
Total Insured Property Value*	\$ 52,304,560	\$ 54,919,788	\$ 56,018,184
Measures of Worker's Compensation Exposure:			
Total Employee Hours Worked	1,164,100	1,201,351	1,230,184
Manual premium (payroll x NCCI rate for each class)*	\$ 735,729	\$ 787,230	\$ 838,400

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Risk Management Budget*	106,342	\$ 121,029	\$ 127,081
Worker's Compensation Expenses (= total WC cost of risk)	\$ 622,900	\$ 661,456	\$ 682,909
Property/Liability Expenses (= total P/L cost of risk)	\$ 288,818	\$ 302,692	\$ 315,090
Total Number of FTE's (Risk Mgmt)*	1.75	1.5	1.5
Total Cost of Risk (claims+mgmt+insurance)	\$ 911,718	\$ 964,148	\$ 997,999

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.	1999 Actual	2000 Budget	2001 Budget
Number of Property & Liability Claims	47	65	67
Loss costs for Property & Liability Claims	\$ 134,225	\$ 142,736	\$ 149,573
Number of Worker's Compensation Claims	90	85	87
Loss Costs for Workers Compensation Claims	\$ 428,915	\$ 466,672	\$ 479,604

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Ratio: Annual Employee Hours Worked / Risk Management FTE staff	665,200	800,901	820,122
Ratio: Risk Management Budget / Annual City Budget	0.166%	0.179%	0.206%

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Worker's Compensation Claims Costs per 100,000 hours worked	\$ 36,845	\$ 38,846	\$ 38,986
Property/Liability Claims Cost per \$10,000 Annual Budget	\$ 20.95	\$ 21.17	\$ 24.30
Ratio: Cost of Risk / (City Total Annual Budget + Total Property Value)	0.783%	0.788%	0.849%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
WC Cost of Risk (claims+management+insurance) to Manual Premium	0.85	0.84	0.81
P/L Cost of Risk per \$1,000 Property Exposure	5.52	5.51	5.62

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor cost of fully commercially insured program and/or other self insured municipal programs vs. current costs of risk for P/L and WC to continuously verify cost savings from self-insured program and training efforts.  
Periodically evaluate options for outside contract support of loss control, safety, and claims administration to determine whether there are cost-effective alternatives.

# Performance Measurement Data Sheets

Administrative Services / Information Services

## TECHNICAL SUPPORT

(Year End 1999)

### 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:

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total Expenditures for the Division	\$ 261,207	\$ 390,300	\$ 404,035
Total # of FTE's in the Division	4.00	6.00	6.00
Total Man-Hours @ 2,080 per FTE	8,320	12,480	12,480
% Of Budget Allocated To This Program	90%	90%	90%
% Of FTE's/Man-Hours Utilized By This Program	90%	90%	90%

### INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Program Expenditures	\$235,086	\$351,270	\$ 363,632
Program FTE's	3.6	5.4	5.4
Program Man-Hours	7,488	11,232	11,232

### OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Hardware Maintenance: (Consumes an estimated 30% of total resources)			
- # Of Fileservers Maintained: (Weight Factor 60%)	11	17	20
- # Of Personal Computers Deployed: (Weight Factor 10%)	400	450	500
- # Of Telecommunication Lines Maintained: (Weight Factor 30%)	20	25	30
-Weighted Number of Hardware Workunits	52.6	62.7	71.0
Software Maintenance: (Consumes an estimated 70% of total resources)			
- # Of Operating Systems Maintained: (Weight Factor 40%)	425	475	525
- # Of Telecommunication Systems: (Weight Factor 20%)	20	25	30
- # Of Software Applications Supported: (Weight Factor 40%)	30	35	40
-Weighted Number of Software Workunits	186.0	209.0	232.0
Total Number of Weighted Workunits	238.6	271.7	303.0

### EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Hardware Maintenance: (30%)			
- Cost Per Workunit	\$ 1,341	\$ 1,681	\$ 1,536
- Manhours Per Workunit	42.7	53.7	47.5
Software Maintenance: (70%)			
- Cost Per Workunit	\$ 885	\$ 1,177	\$ 1,097
- Manhours Per Workunit	28	38	34
Cost Per Total Weighted Workunit	\$ 985	\$ 1,293	\$ 1,200
Manhours Per Total Weighted Workunit	31.4	41.3	37.1

### EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Annual Customer Survey Rating	4.2	5.0	5.0

### OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Cost Per Workunit / Rating	\$ 235	\$ 259	\$ 240
Manhours Per Workunit / Rating	7.5	8.3	7.4

### 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.



# Performance Measurement Data Sheets

Administrative Services / Information Services

## USER TRAINING

(Year End 1999)

### PRIMARY OBJECTIVE:

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

### SERVICE DATA SECTION:

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total Expenditures for the Division	\$ 237,413	\$ 315,552	\$ 365,030
Total # of FTE's in the Division	4.00	4.00	4.00
Total Man-Hours @ 2,080 per FTE	8,320	8,320	8,320
% Of Budget Allocated To This Program	10%	10%	10%
% Of FTE's/Man-Hours Utilized By This Program	10%	10%	10%
Number Of PC Users	450	500	550

### INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Program Expenditures	\$23,741	\$31,555	\$ 36,503
Program FTE's	0.4	0.4	0.4
Program Man-Hours	832	832	832

### OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
# Of Training Classes Held	20	20	20
# Of Different Types of Training Classes	3	4	5
Total # Of Users Who Attended Training	250	300	350

### EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average Cost Per Training Class	\$ 1,187	\$ 1,578	\$ 1,825
Average Cost Per User Trained	\$ 95	\$ 105	\$ 104
Average # Of Users Trained Per Training Class	10	20	20

### EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Calls For Service	11,985	10,000	\$ 10,000
Average # Of Calls Per User	27	20	18

### OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.

	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average # Of Calls Per User / Average # Of Users Per Training Class	2.7	1.0	0.9

### 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.

# Performance Measurement Data Sheets

Administrative Services /Purchasing  
**GENERAL PURCHASING**  
 (Year End 1999)

## 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:	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 403,071	\$ 445,839	\$ 421,601
Total # of FTE's in the Division	6.00	6.00	6.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	12,480
% Of Budget Allocated To This Program	56%	62%	58%
% Of FTE's/Man-Hours Utilized By This Program	58%	58%	58%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$224,498	\$274,649	\$245,955
Program FTE's	3.5	3.5	3.5
Program Man-Hours	7,280	7,280	7,280
Cost per Program Man-hour	\$ 30.84	\$ 37.73	\$ 33.79

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
# Of Requisitions Processed	1,008	1,038	1,069
# Of Purchase Orders Issued	985	1,015	1,045
# Of Informal Quotations / Proposals - Under \$10K	948	976	1,006
# Of Formal bids / Proposals - Over \$10K	68	70	72
Total # Of Work Units	1,016	1,046	1,078

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost Per Work Unit	221	262	228
Man-hour Per Work Unit	7	7	7

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
# Of Informal Quotations Processed Accurately & On-Time	935	974	1,006
# Of Formal Bids / Proposals Completed Accurately & On-Time	61	70	72
Total # Of Work Units Completed Accurately & On-Time	996	1,044	1,078
% Of Work Units Completed Accurately & On-Time	98.0%	99.8%	100%

## 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 out customers by improving requisition processing time and reducing our need to acquire specialized knowledge via the customer.



# Performance Measurement Data Sheets

Administrative Services /Purchasing

## PRINT SHOP

(Year End 1999)

### PRIMARY OBJECTIVE:

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

### SERVICE DATA SECTION:

	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 403,071	\$ 445,839	\$ 421,601
Total # of FTE's in the Division	6.00	6.00	6.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	12,480
% OF Budget Allocated To This Program	25%	21%	23%
% Of FTE's/Man-Hours Utilized By This Program	17%	17%	17%

### INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$100,577	\$94,862	\$97,280
Program FTE's	1.0	1.0	1.0
Program Man-Hours	2,080	2,080	2,080
Cost per Program Man-hour	\$ 48.35	\$ 45.61	\$ 46.77

### OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 Actual	2000 Budget	2001 Budget
# Of Print Shop Requests Completed	716	737	760

### EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 Actual	2000 Budget	2001 Budget
Average Cost Per Print Shop Requests	140	129	128
Man-hour Per Print Shop Requests	2.9	2.8	2.7

### EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 Actual	2000 Budget	2001 Budget
# Of Print Shop Requests Completed On-Time & Without Error	711	737	760
Man-hour Per Requests Completed On-Time & Without Errors	2.9	2.8	2.7

### 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.



# Performance Measurement Data Sheets

Administrative Services /Purchasing

## STORES OPERATION

(Year End 1999)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 403,071	\$ 445,839	\$ 421,601
Total # of FTE's in the Division	6.00	6.00	6.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	12,480
% OF Budget Allocated To This Program	19%	17%	19%
% OF FTE's/Man-Hours Utilized By This Program	25%	25%	25%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$77,995	\$76,329	\$78,366
Program FTE's	1.5	1.5	1.5
Program Man-Hours	3,120	3,120	3,120
Cost per Program Man-hour	\$ 25.00	\$ 24.46	\$ 25.12

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
# Of Requisitions Filled	4,041	4,162	4,287
# Of Items Issued	113,342	116,742	120,245

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average Cost Per Requisition	19	18	18
Man-hour Per Requisition	0.77	0.75	0.73

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Requisitions filled within 24 hours and Delivered as Scheduled	4,025	4,158	4,287
% Filled on Time	99.6%	99.90%	100.00%
Number of Requisitions Satisfied During Initial Request (not backordered or cancelled)	4,018	4,150	4,280
% Satisfied During Initial Request	99.4%	99.7%	99.8%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

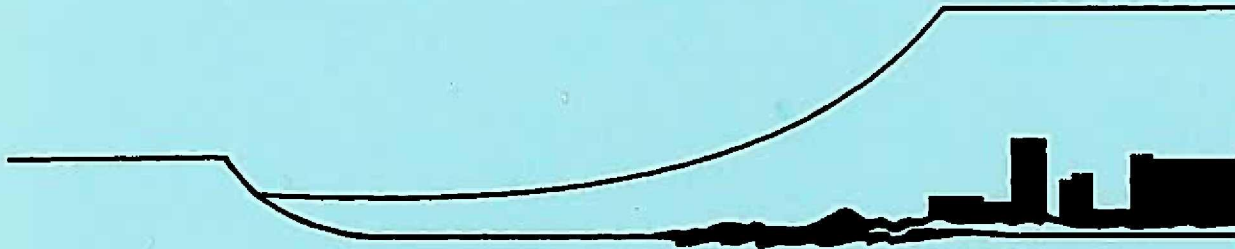
Continuously review commodity usage to reduce inventory costs and maintain a good warehouse operation that stocks supplies needed on a recurring basis but does not laden its shelves with seldom used items. This will also reduce stock-outs.



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## **COMMUNITY DEVELOPMENT**

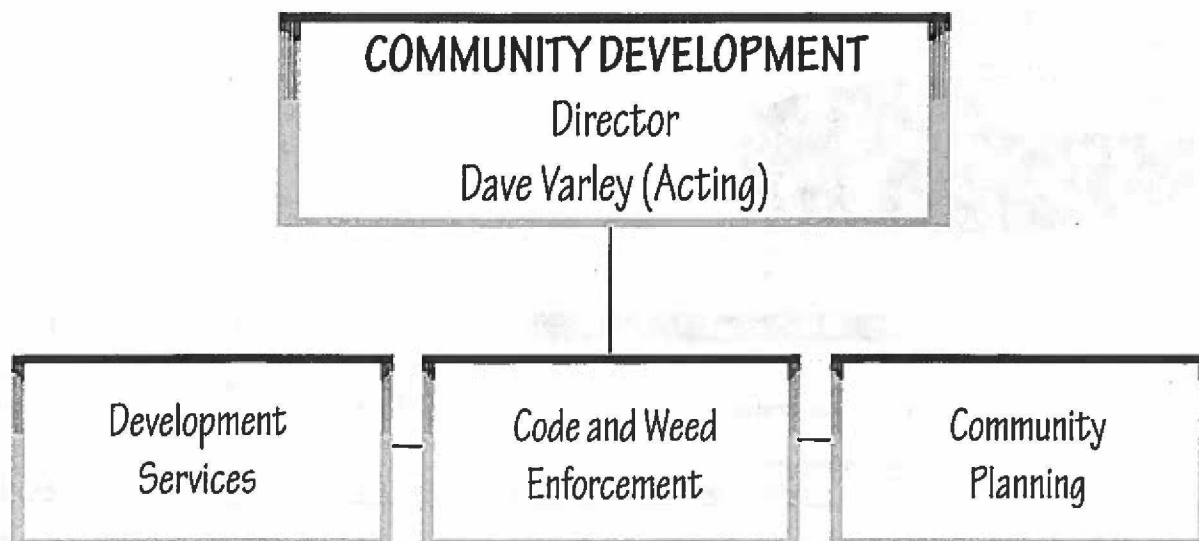
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- ◆ ***Development Services***
- ◆ ***Code Enforcement***
- ◆ ***Community Planning***

***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.***



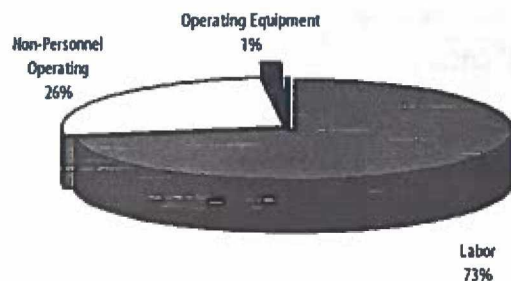


*Facilitate the creation and implementation of plans, policies and programs that promote the orderly growth and development of Grand Junction in order to preserve and enhance the quality of life for the community.*

### **SIGNIFICANT BUDGET ISSUES**

- Three new positions have been approved over the next two years: a GIS Technician and a Planning Technician in 2000 and a Code Enforcement Officer in 2001.
- In 2000, \$14,200 is budgeted to complete the Mesa State College Area Plan in coordination with the college.
- In 2000 \$10,150 is budgeted to update the Joint City/County Orchard Mesa Neighborhood Plan. Mesa County has agreed to contribute an equal or greater amount of funding for updating this plan.
- The South Downtown, Riverside and El Poso Neighborhood (SDT) Plan will be completed in 2000 at a cost of \$9,200. This plan encompasses the South Downtown area between the City Shops on River Road, the Railroad yard, the Colorado River and 27 ½ Road, including the El Poso and Riverside neighborhoods. The area plan will also identify land use alternatives for the City-owned properties along the River.
- The Redlands Area plan has \$10,150 budgeted for its completion in 2000. This plan encompasses the entire Redlands area South and West of the Colorado and Gunnison Rivers extending out to the urban growth boundary.
- A Growth Plan-Consistency Amendment in 2000 (\$5,450), a Growth Plan 5-Year Update in 2001 (\$27,850) and overlays for several major corridors in the City in both 2000 and 2001 (\$12,700 each year).
- At the suggestion of the Historic Preservation Board, the City will look at another large historic survey project. It is estimated that a new survey will cost \$100,000. The City will be requesting a grant in the amount of \$60,000 from the Colorado Historical Society; therefore, the net cost to the City will be \$40,000 in 2001 for this project.

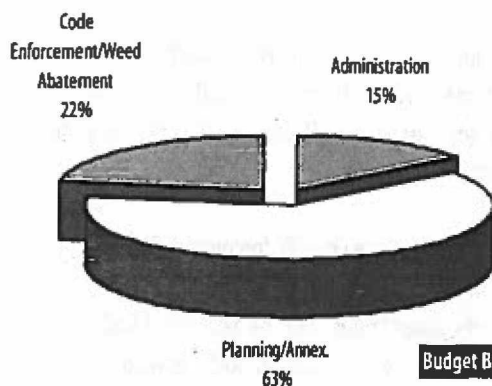
<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$1,643,832	\$1,737,395	\$1,901,651
Percent Change in Operating Budget		5.7%	9.5%
Full-Time Staffing	19	21	22



Budget By Major Category	1999	2000	2001
Labor	\$ 1,179,765	\$ 1,283,303	\$ 1,374,608
Non-Personnel Operating	431,604	427,378	515,431
Debt Service	-	-	-
Operating Equipment	32,463	26,714	11,612
<b>Subtotal Operating</b>	<b>\$ 1,643,832</b>	<b>\$ 1,737,395</b>	<b>\$ 1,901,651</b>
Major Capital	-	-	14,700
<b>TOTAL</b>	<b>\$ 1,643,832</b>	<b>\$ 1,737,395</b>	<b>\$ 1,916,351</b>

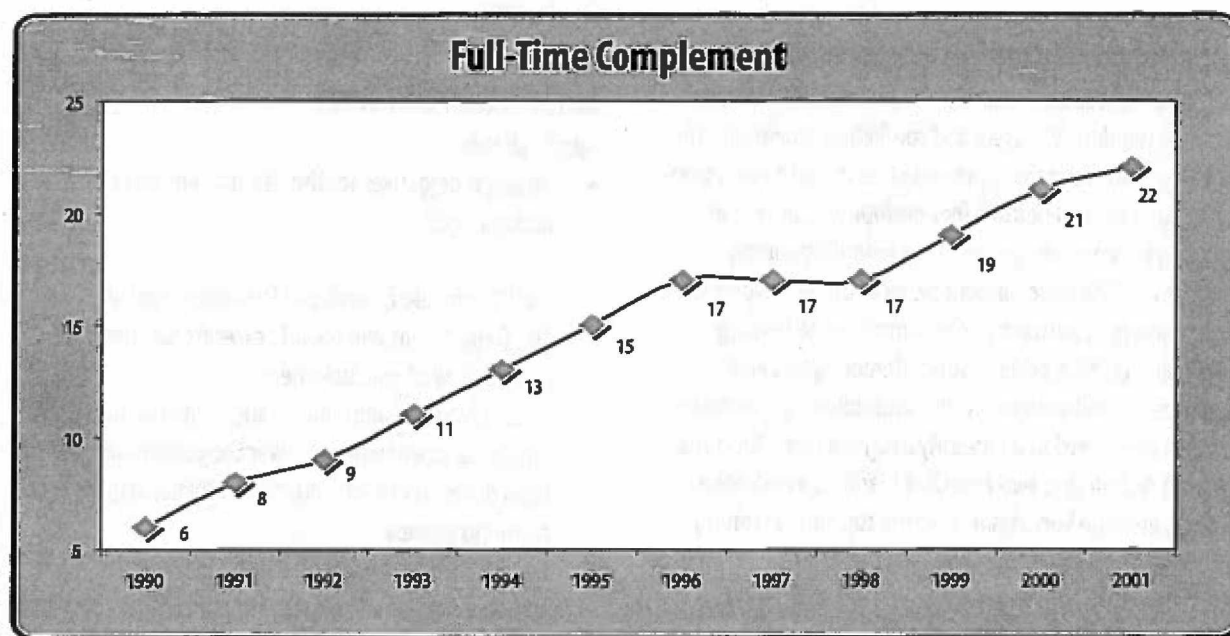
% Change	1999 - 2000	2000 - 2001	Average
Labor	8.8%	7.1%	7.9%
Non-Personnel Operating	-1.0%	20.6%	9.8%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-17.7%	-56.5%	-37.1%
<b>Subtotal Operating</b>	<b>5.7%</b>	<b>9.5%</b>	<b>7.6%</b>
Major Capital	0.0%	n/a	n/a
<b>TOTAL</b>	<b>5.7%</b>	<b>10.3%</b>	<b>8.0%</b>

FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
100	311	Com Dev Administration	\$232,708.05	\$272,458.88	\$276,960.68
100	321	Development Services	\$901,842.67	\$584,561.56	\$635,493.24
100	322	Community Planning	\$0.00	\$431,899.88	\$427,481.36
100	3230	Mesa State College Area Plan	\$0.00	\$14,200.00	\$0.00
100	3231	South Downtown Plan-Planning Project	\$0.00	\$9,200.00	\$0.00
100	3232	Orchard Mesa Plan-Planning Project	\$0.00	\$10,150.00	\$0.00
100	3233	Growth Plan/Code Revision-Plng Proj	\$54,487.01	\$5,450.00	\$27,850.00
100	3234	24 Road Corridor Plan-Planning Proj	\$100,900.00	\$0.00	\$0.00
100	3235	Historic Preservation-Planning Proj	\$925.52	\$3,077.00	\$101,177.00
100	3240	Redlands Plan	\$0.00	\$0.00	\$10,150.00
100	3241	Corridor Overlays	\$0.00	\$12,700.00	\$12,700.00
100	331	Code Enforcement- Com Dev	\$254,868.69	\$287,424.25	\$320,569.12
100	332	Weed Abatement - Com Dev	\$98,100.20	\$106,273.00	\$103,969.41
<b>TOTAL</b>			<b>\$1,643,832.14</b>	<b>\$1,737,394.57</b>	<b>\$1,916,350.81</b>



Budget By Division	1999	2000	2001
Development Services	\$ 232,708	\$ 272,459	\$ 276,961
Community Planning	1,058,156	1,071,239	1,214,851
Code Enforcement/Weed Abatement	352,969	393,697	424,538
<b>TOTAL</b>	<b>\$ 1,643,832</b>	<b>\$ 1,737,395</b>	<b>\$ 1,916,351</b>

% Change	1999-2000	2000-2001	Average
Development Services	17.1%	1.7%	9.4%
Community Planning	1.2%	13.4%	7.3%
Code Enforcement/Weed Abatement	11.5%	7.8%	9.7%
<b>TOTAL</b>	<b>5.7%</b>	<b>10.3%</b>	<b>8.0%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Development Services	2	2	2	2	2	2	2	2	2	2	2	2
Planning	3	4	4	6	7	9	11	11	11	13	15	15
Code Enforcement	1	2	3	3	4	4	4	4	4	4	4	5
<b>Total</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>11</b>	<b>13</b>	<b>15</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>19</b>	<b>21</b>	<b>22</b>



The structure of the Community Development Department consists of Administration, three functional divisions (Development Services, Community Planning and Code Enforcement) and a series of organization codes to separately account for specific planning projects.

The entire department's general Fund budget is proposed to be approximately \$1.7 million in 2000 and \$1.9 million in 2001, increases of 5.7% and 10.3% respectively.

Administration provides overall direction and coordination for the department. In addition, this division provides assistance to the general public and neighborhood groups, provides technical assistance to City Council, the 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 Administrative Specialist for support.

The Development Services Division leads a team of City departments and outside agencies in the review of development proposals to ensure a comprehensive review and to eliminate regulatory overlap and conflicting provisions. The division provides the front line resources to assist customers in obtaining various permits for development, as well as providing information on properties regarding zoning, setbacks, etc. The Development Services Division works with our customers as partners and is committed to helping design projects that achieve our customer's goals and objectives, as well as those of the community. The Development Services Division is currently assigned three full-time Planning Technicians, two Associate Planners, two Senior Planners and one Supervisor. Another full-time Planning Technician is proposed to be hired in 2000.

The purpose of the Community Planning Division is to initiate and facilitate long-range planning efforts for the City. The division oversees and updates the Grand Junction Growth Plan, which is the community's vision for the urban area. Implementation of the Growth Plan, including area plans and code and policy updates, are also coordinated by the Community Planning Division. Other functions include management of the City's Historic Preservation program and GIS system, mapping and graphics for the department, annexations and management of the Community Development Block Grant program. There are five full-time employ

ees in this Division consisting of one Associate Planner, one Senior Planner, one Principal Planner, one GIS Analyst and a Planning Manager. A full-time GIS Technician is proposed to be hired in 2000.

One of the main goals of the Code Enforcement Division is to ensure compliance with various provisions of the City's Zoning and Development Code and the Municipal Code. The Division's approach is to establish relationships with neighborhood and business associations to provide information on various City Code provisions, to partner with the groups in finding solutions to problems and to establish ongoing relationships for better communication. The division also provides site inspections and abatement services for compliance with the City's noxious weed ordinance. There are four full-time employees in this Division consisting of a Code Enforcement Supervisor, two Code Enforcement Officers and an Administrative Assistant. In addition, six part-time seasonal employees work in the Weed Abatement Program. Another full-time Code Enforcement Officer is proposed to be hired in 2001.

## MAJOR ACCOMPLISHMENTS

### Administration

- Strategic objectives for the department were finalized and adopted:

#### Goal 1: Provide Exceptional Customer Service

The Department will provide exceptional customer service to all of our customers.

#### Goal 2: Provide Community Education and Outreach

The Department will empower the community with the tools necessary to full and effectively participate in the planning process.

#### Goal 3: Develop and Implement a Community Vision

The Department will catalyze the community to achieve an outstanding quality of life in the built and natural environment.

- Extensive customer service training was provided for City staff involved in the development review process.
- Staff continues to improve customer service by identifying who the customer is, their needs and objectives on meeting those needs.

## Development Services, Community Planning

- The City contracted with BRW to develop a plan for the 24 Road Corridor. Issues to be addressed include land use, zoning, access control, building setbacks, sign controls, landscaping requirements and bicycle/pedestrian routes. Phase I of the plan is currently underway.
- The City Council and Planning Commission held numerous public meetings to receive input and discuss the issues before the adoption of a new Zoning and Development Code and map.
- An administrative regulation was developed and executed to address the Interim Joint Plan Consistency Review and Plan Amendment Process for the Joint Urban Area.
- An emergency ordinance was developed and adopted to address telecommunications towers.
- A task force was formed to review and improve the pre-application process.
- Two new positions, an Associate Planner and a Senior Planner, in the Development Services Division were filled. This will allow the division to more effectively handle the increased work load which results from the Persigo Agreement and the continued growth in the valley.
- A PowerPoint presentation of the development review process was developed and presented to several groups, including the Chamber of Commerce, City Council, and the MCEDC.
- The development review process timelines have been refined through use of a colored calendar.
- A weekly activity report was developed. The report contains projects received, pre-application conferences, response to comments and certificates of occupancy).
- A monthly development project tracking and monitoring report was created for distribution to staff and other interested parties.
- Planning Commission submittal deadlines were adjusted in order to lengthen the applicant's response to comments period and the agency's review time.
- The Chamber of Commerce customer service survey was completed with Community Development showing improvements in all areas.
- A Growth Plan amendment process was adopted.

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- The Chamber of Commerce customer service survey was completed with Community Development showing improvements in all areas.
- A Growth Plan amendment process was adopted.
- An agreement between Mesa County and the City of Grand Junction was adopted providing for an interim Joint Plan Consistency Review and Plan amendment process for the Joint Urban Area Plan.



- A "Notice of Application" card is now sent to surrounding property owners to inform neighboring property owners of a proposed development well in advance of the public hearing. This is in addition to the current notification card that is sent approximately a week before the hearing.
- During 1999, 3 buildings were added to the City Register of Historic Sites, Structures and Districts: Riverside School, Mesa County Courthouse and a residence at 1015 Hill Avenue. Historic Preservation Week was celebrated with the following events: free day at the Museum of Western Colorado Educational Tower, exhibit of artwork pertaining to historic sites by local high school students and the 1999 Historic Preservation Award was given to the owners of the St. Regis Hotel.
- Staff facilitated the completion of 34 annexations comprised of 1,345 acres in 1999 which includes approximately 548 acres of commercial/industrial property, 797 acres of residential property, 204 housing units and an estimated population of 467.
- Staff administered the City's Community Development Block Grant Program which provided funds for the following projects: 1. The Grand Junction Housing Authority's acquisition of a facility for homeless individuals. 2. The Catholic Outreach Homeless Day Center which provides services for homeless persons. 3. The Salvation Army Hope House to provide food, shelter and services to needy women and children. 4. The Riverside Neighborhood drainage improvement project.

#### Code Enforcement

- Developed and completed several new brochures regarding information on Temporary Uses, Dust and Construction Litter. In addition the "Who To Call" brochure was updated.
- Coordinated with Mesa County Pest control to provide information on methods for weed control.
- Provided code brochures and expertise to a number of homeowners associations.
- Introduced Code Enforcement at the Neighborhood Crime Watch Meeting held by the Police Department.
- The newest officer completed Advanced Certification from the Association of Code Enforcement Officials (ACEO) which increases knowledge of related laws, enforcement, difficult people and mediation skills. Officers and Supervisor have completed this training.

- ACEO Certification I was completed by the Administrative Assistant to increase knowledge and proficiency of case processing and customer assistance.
- Implemented the City's new graffiti program in coordination with the Police Department and the Downtown Development Authority.
- Started a Code Enforcement procedures manual for consistent case handling.
- Improved Support for Development Services by implementing a Code Enforcement Checklist for consistent review of commercial site plans.
- Improved the follow-up inspection procedure for sign and fence permits
- Completed the conversion from Smart database to Access database for Y2K compliance.
- Initiated a review of roadside mowing for consideration as ROW maintenance by the Public Works Department.
- Implemented a training series for the summer weed.
- Opened and processed 928 cases in 1998 and anticipate exceeding 1,000 cases in 1999 for an average increase of 15% over 1997 in a timely manner.
- Targeted 2 areas each year for promotion of the citywide spring cleanup with a 96% voluntary compliance rate for junk violations.

#### FUTURE OUTLOOK

Grand Junction residents demand that the quality of life that keeps them here or has attracted them here be maintained. One aspect of quality of life is the built environment — where specific land uses are located; how various land uses are integrated or are compatible with each other; the availability and cost of needed local government services and facilities such as schools, streets, park and recreational facilities, water and sewer. The City's efforts to address the quality of the built environment consists of both long range planning and the review of specific private sector development proposals.

During the next two years, the Community Development Department expects that several area/neighborhood plans will be initiated and completed including the Mesa State College Area Plan, the Orchard Mesa Joint City/County Plan update, the South Downtown, Riverside and El Poso Neighborhood Plan and the Redlands Area Joint City/County Plan.

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 completion of a Phase III Historic Preservation Inventory project.

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.

It is anticipated that the growth of the City will continue, both by annexation and new development. It is the mission of the Community Development Department to promote the orderly growth and development of Grand Junction so as to preserve and enhance the quality of life of the community.

# Performance Measurement Data Sheets

## Community Development DEVELOPMENT SERVICES

(Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
City Population Estimate	44,390	47,035	51,348
City Population Growth Rate	3.0%	6.0%	9.2%
City Dwelling Unit Estimate	19,300	20,450	22,325
Square Miles in City Limits	30.94	33.52	35.94
Customer Contacts	35,752	36,781	40,154

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
OPERATING EXPENDITURES - Development Services Division (321)	\$472,761	\$584,562	\$ 635,493
FTE's - Development Services Division (Fig. 1, 5-Year Operating Plan)	9.55	10.55	10.65
MANHOURS - Development Services Division (2,080 = 1 FTE)	19,864	21,944	22,152

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
<b>WORKLOAD MEASURES:</b>			
Total No. of Development Applications Reviewed (Weight 80%)	297	317	337
Total No. of Planning Clearances Issued (Weight 10%)	958	1,106	1,378
Total No. of Other Permits Issued (Sign, Fence, etc. Includes TUPs) (Weight 10%)	990	1,143	1,412
<b>TOTAL APPLICATIONS &amp; PERMITS PROCESSED</b>	<b>2,245</b>	<b>2,567</b>	<b>3,127</b>
Total Weighted # of Workunits	432	479	549

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Weighted Workunit	\$ 1,093	\$ 1,221	\$ 1,158
Manhour per Weighted Workunit	45.9	45.9	40.4

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Development Application Revenue	\$ 107,965	\$ 121,490	\$ 128,295
Planning Clearance Revenue	\$ 7,646	\$ 15,815	\$ 16,970
Other Permit Revenue	\$ 13,380	\$ 19,570	\$ 20,995
<b>TOTAL REVENUE</b>	<b>\$ 128,991</b>	<b>\$ 156,875</b>	<b>\$ 166,260</b>
Average Fee per Work Unit	\$ 298	\$ 328	\$ 303

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Recovery Rate	27%	27%	26%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

In order to increase or maintain the current recovery rate, revenues would have to increase at the same or a higher percentage than expenditures. A policy decision needs to be made by City Council on whether development should pay more for itself (decreasing the City taxpayer subsidy) or if the rate should remain constant. There are, obviously, other fees that are required of developments that are not included in this performance measures analysis that should be taken into account including: School Impact Fees, Transportation Capacity Payments, Parks & Opens Space Fees, etc.

# Performance Measurement Data Sheets

## Community Development CODE ENFORCEMENT (Year End 1999)

### PRIMARY OBJECTIVE:

To clear violations by assisting the Grand Junction citizenry in understanding and complying with 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:	1999 Actual	2000 Budget	2001 Budget
Estimated Population	44,390	47,835	51,348
Dwelling Unit Estimate	19,300	20,450	22,325
Coverage Area / No. of Acres	19,802	21,453	23,002

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Expenditures	\$334,342	\$395,437	\$ 471,022
Budgeted FTE's (includes 6 half-time employees)	7.0	7.0	8.0
Budgeted Manhours (2,080 = 1 FTE)	14,560	14,560	16,640

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Workload Measures:			
-Number of Outstanding Code Enforcement Cases from Prior Year	92	88	88
-Number of New Code Enforcement Cases	965	1,026	1,100
Total Number of Cases (Weight = 85%)	1,057	1,114	1,188
Total Number of Weed Violation Notices (Weight = 15%)	1,375	1,641	1,759
TOTAL CODE & WEED CASES	2,432	2,755	2,947
Total Weighted # of Workunits	1,105	1,193	1,274

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Weighted Workunit	\$ 302.65	\$ 331.45	\$ 369.82
Manhour per Weighted Workunit	13.2	12.2	13.1

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Code Violations Cleared / Resolved (Weight = 85%)	956	1,003	1,069
Number of Weed Violations Resolved without Abatement (Weight = 15%)	1,038	1,231	1,319
Total Number Cleared	1,994	2,233	2,388
Number of Weighted Workunits Cleared	968	1,037	1,107
Code Violation Clearance Rate	90%	90%	90%
Weed Violation Clearance Rate	75%	75%	75%
Total Clearance Rate	82%	85%	81%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Cost Per Cleared Workunit	\$ 345.29	\$ 381.39	\$ 425.61
Manhour per Cleared Workunit	15.0	14.0	15.0

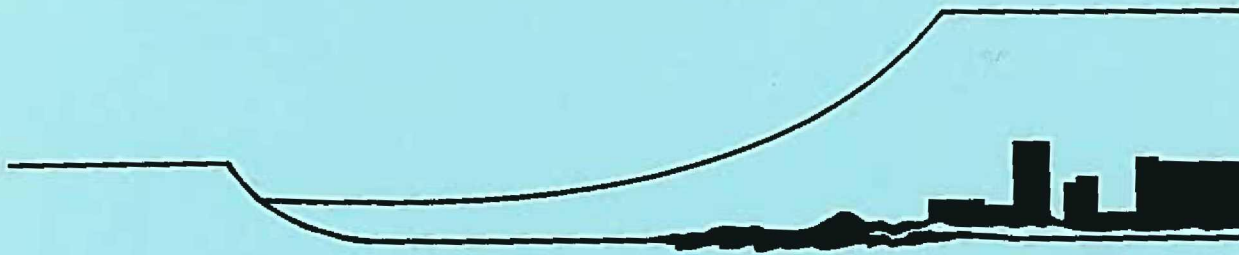
### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Write a procedures manual and continue with the policy manual for consistent enforcement practices/interpretation of code. Review field equipment to assure maximum efficiency.





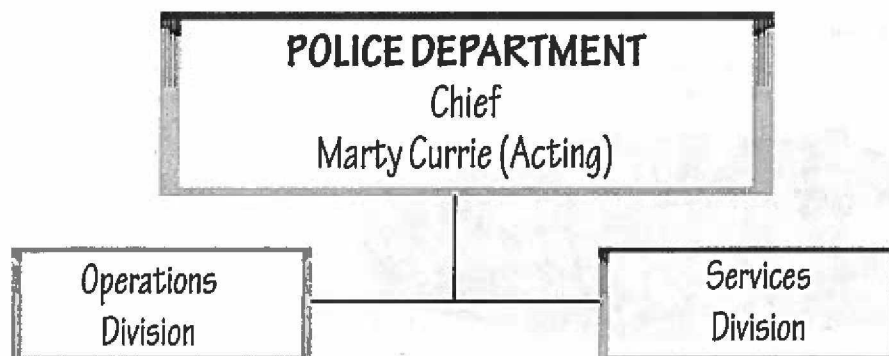
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- ◆ Services
- ◆ Operations

***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.***



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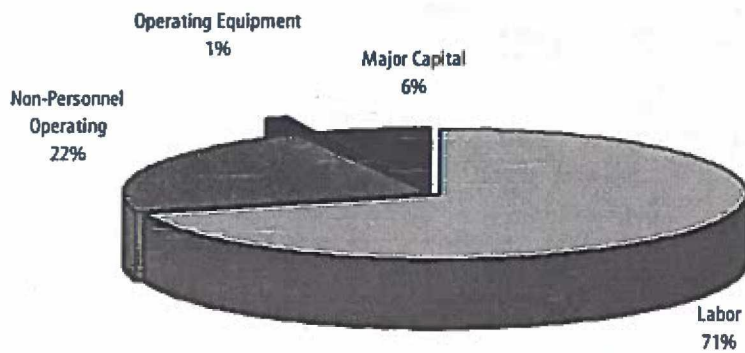
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### **SIGNIFICANT BUDGET ISSUES**

- Re-incorporation of the cost center for the Services Division Commander. Although the reorganization from a Deputy Chief position to two Division Captains actually took place in 1998, it was not represented in the budget until this current process.
- In 2000 the Police Department is requesting the creation of the Victim Assistance Coordinator as a fully funded position. The Victim Assistance and Law Enforcement (VALE) Board provided a five-year commitment to fund the program. At the end of five years it was understood that VALE would no longer provide funding for the position.
- Unique to the budget is a collaborative effort with Information Services Division wherein the Police Department is hiring a Network Analyst to meet the technical needs of the Police Records Management System, the Computer Aided Dispatch system, and the Mobile Data Computer network.
- The budget contains a request for a "Live Scan" Fingerprint/Integrated Mug Shot System in 2000, and a "Live Scan" Palm Print Reader in 2001. The utility of these machines will assist with adult suspect identification and the processing of juvenile detainees.
- A workspace utilization and building need analysis for the Police Department is scheduled for 2001. The project is part of a comprehensive citywide facility management program and will provide the information needed to plan for any future expansion or new construction.
- The Grand Junction Police Department is engaged in serious discussions with Mesa State College administration for the provision of police services to the College. As part of the 2000-2001 budgets you will see expenses associated with providing that service to the College along with revenues to be received from the College.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$10,205,599	\$10,988,966	\$11,532,053
Percent Change in Operating Budget		7.7%	4.9%
Full-Time Staffing	130	139	142



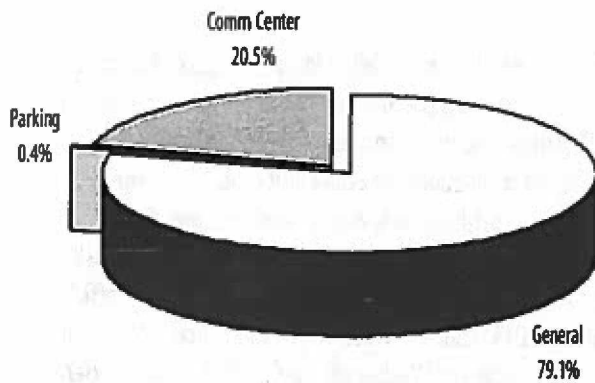


Budget By Major Category		1999	2000	2001
Labor	\$	7,645,514	\$ 8,256,701	\$ 8,680,193
Non-Personnel Operating		2,439,150	2,601,502	2,754,643
Debt Service		-	-	-
Operating Equipment		120,935	130,763	97,217
Subtotal Operating	\$	10,205,599	\$ 10,988,966	\$ 11,532,053
Major Capital		1,392,036	454,268	279,770
<b>TOTAL</b>	<b>\$</b>	<b>11,597,635</b>	<b>\$ 11,443,234</b>	<b>\$ 11,811,823</b>

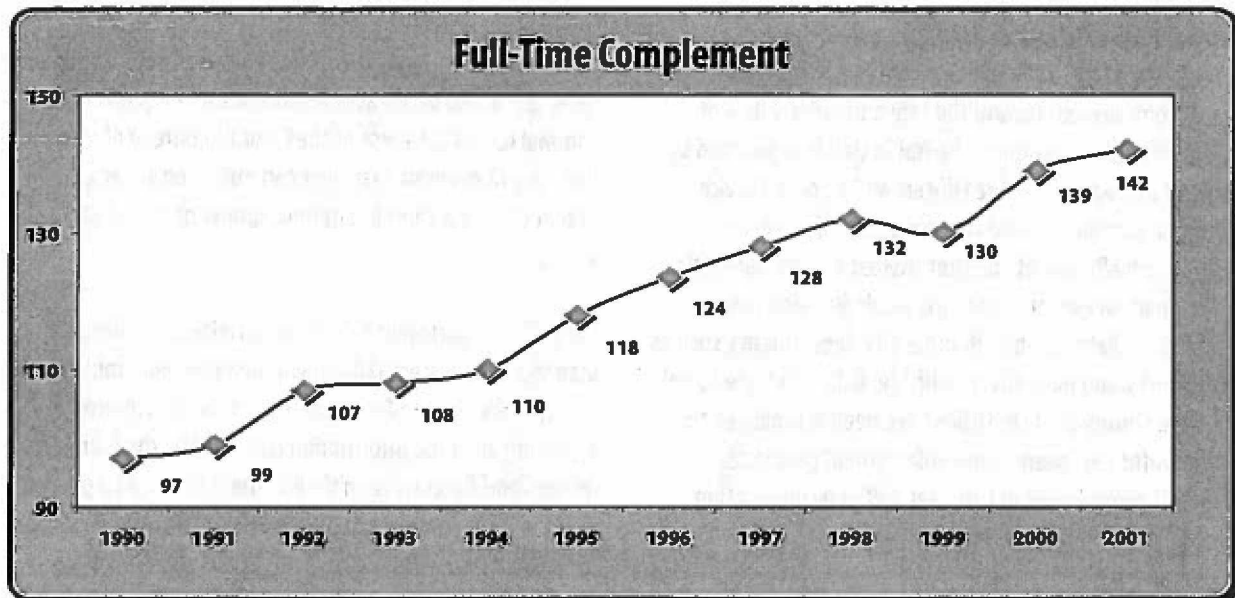
% Change	1999-2000	2000-2001	Average
Labor	8.0%	5.1%	6.6%
Non-Personnel Operating	6.7%	5.9%	6.3%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	8.1%	-25.7%	-8.8%
Subtotal Operating	7.7%	4.9%	6.3%
Major Capital	-67.4%	-38.4%	-52.9%
<b>TOTAL</b>	<b>-1.3%</b>	<b>-9.2%</b>	<b>0.9%</b>

FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
100	410	Chief of Police	\$240,073.68	\$241,844.17	\$266,511.06
100	421	Police Operations Div. Commander	\$96,138.32	\$129,003.96	\$134,137.97
100	422	Uniform Patrol	\$4,273,128.68	\$4,388,230.72	\$4,604,771.23
100	4220	Patrol MSC	\$0.00	\$338,348.80	\$302,888.64
100	4221	SWAT - Police Oper - Uniform Patrol	\$66,465.00	\$68,703.00	\$65,261.85
100	4231	Traffic Safety-Police Operations	\$9,958.00	\$8,495.00	\$8,671.00
100	4233	Victim Assistance Program-Pol Oper	\$9,583.00	\$53,284.00	\$54,666.10
100	4241	General Investigations - Police	\$1,129,505.22	\$1,145,664.28	\$1,225,176.02
100	431	Division Commander-Police Services	\$219,131.84	\$231,391.94	\$238,309.92
100	433	Professional Standards-Police Svcs	\$343,593.56	\$292,807.96	\$298,079.12
100	434	Crime Prevention - Police	\$154,831.78	\$162,615.31	\$167,495.18
100	435	School Resource-Police Services	\$233,422.80	\$235,264.24	\$243,516.88
100	436	Lab - Police Services	\$439,695.71	\$400,756.52	\$355,718.97
100	437	Records and Crime Analysis-Pol Svc	\$565,443.49	\$554,368.43	\$577,670.73
100	441	Communications Center-Police Svcs	\$771,767.10	\$784,559.72	\$830,824.79
100	450	Non-Personnel - Police Services	\$189,250.00	\$203,491.00	\$214,345.00
308	422	Uniform Patrol	\$48,805.84	\$45,335.32	\$47,037.95
405	441	Communications Center-Police Svcs	\$1,526,327.29	\$1,591,553.10	\$1,684,561.26
405	442	Enhanced 911-Police Services-ComCtr	\$1,280,513.76	\$567,517.00	\$492,179.00
<b>TOTAL</b>			<b>\$11,597,635.07</b>	<b>\$11,443,234.47</b>	<b>\$11,811,822.67</b>



Budget By Fund	1999	2000	2001
General	\$ 8,741,988	\$ 9,238,829	\$ 9,588,044
Parking	48,806	45,335	47,038
Communications Center	2,806,841	2,159,070	2,176,740
<b>TOTAL</b>	<b>\$ 11,597,635</b>	<b>\$ 11,443,234</b>	<b>\$ 11,811,823</b>

% Change	1999-2000	2000-2001	Average
General	5.7%	3.8%	4.7%
Parking	-7.1%	3.8%	-1.7%
Communications Center	-23.1%	0.8%	-11.1%
<b>TOTAL</b>	<b>-1.3%</b>	<b>3.2%</b>	<b>0.9%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	9	9	10	10	10	10	9	10	10	9	11	11
Services	19	19	19	19	20	20	12	13	13	13	14	14
Patrol	40	42	46	46	47	49	57	59	62	62	68	70
Investigations	13	13	13	13	13	13	17	17	17	17	17	18
Comm. Center	16	16	19	20	20	26	29	29	30	29	29	29
<b>Total</b>	<b>97</b>	<b>99</b>	<b>107</b>	<b>108</b>	<b>110</b>	<b>118</b>	<b>124</b>	<b>128</b>	<b>132</b>	<b>130</b>	<b>139</b>	<b>142</b>



The Grand Junction Police Department provides a full range of police services for the City of Grand Junction, Colorado. The Police Department is an accredited agency by having successfully completed a procedural and on-site inspection by the Colorado Association of Chiefs of Police and County Sheriffs of Colorado. The Department has several major areas of operation that include the Investigations Section, the Records Section, the Crime Laboratory and Property Unit, the Uniformed Patrol Section, the Professional Standards Section, a School Resource Officer Unit, a Crime Prevention Unit, a Traffic Unit, and the county-wide 9-1-1 Communications Center.

The Chief of Police is responsible for the overall leadership, coordination and management of the Department. That office is also the liaison with other City Departments, City Manager, City Council and other agencies. Two Police Captains administer their respective Divisions, Operations and Services, and are responsible for the operational supervision of the Department.

#### **MAJOR ACCOMPLISHMENTS:**

The creation of the Traffic Unit in 1998 established a new level of commitment toward the safe and orderly flow of traffic within the city limits. The Traffic Unit is supervised by a Sergeant and has four Police Officers and a Police Service Technician working towards the reduction of accidents. In addition to traffic patrol, the Unit created a traffic safety tip that appears weekly on two of the local television news programs. Collaboration with other city departments, such as Public Works, and joint efforts with the Colorado State Patrol and Mesa County Sheriff's Office have been established to resolve traffic engineering and enforcement problems. Enhanced enforcement of DUI, seat belt and construction zone violations have been targeted by the Traffic Unit Officers.

During the summer months you may have seen several Police Officers patrolling on bicycles in the Downtown area. That is our Beat 6 project and was selected for our initial Community Problem Oriented Policing Project. The bicycles allow for greater visibility and accessibility by and for the Officers. All the Officers assigned to the summertime project return to their original duties the remaining nine months of the year. The positive comments we have received from the Downtown merchants and citizens have established the project as a resounding success.

In May of 1998, the Grand Valley Joint Drug Task Force was formed. This unit is a partnership between the Mesa County Sheriff's Office and the Grand Junction Police Department. This is another collaborative effort and problem oriented approach to providing more effective enforcement and interdiction of drug trafficking in our community. The Task Force became part of a national High Intensity Drug Trafficking Area (HIDTA) that is funded out of the Office of National Drug Control Policy in Washington, D.C. HIDTA creates federal, state and local partnerships in the most critical drug trafficking areas to tailor anti-drug goals into regional solutions.

As technical support to our collaborative crime fighting efforts, two major items of equipment were purchased to upgrade the Crime Lab's capabilities. A Gas Chromatograph Mass Spectrophotometer was purchased and will allow our drug examiner to inspect drugs in a much more efficient manner and with higher sensitivity. This instrument was necessary to keep up with the quantity of suspected drugs being seized by our Patrol Officers, Investigators and the Grand Valley Joint Drug Task Force. An Automated Fingerprint Identification System (AFIS) was also purchased. This remote computer workstation accesses the state's fingerprint criminal record database at the Colorado Bureau of Investigation. Our fingerprint examiner can make computer searches of that database from latent fingerprints obtained at crime scenes.

The Police Department's first computerized Law Records Management System (LRMS) was installed and implemented in July 1998. Record Technicians are now electronically capturing all of the information gathered by the Patrol Officers and Detectives on their crime reports. As a planned event we were on track to purchase Mobile Data Computers (MDC) for our marked Patrol fleet. With our obtaining a federal grant we were able to equip each police car with a Mobile Data Computer that allows the Police Officer to directly query the Colorado Crime Information Center (CCIC) and the National Crime Information Center (NCIC) about wanted persons, stolen autos and other information.

We embarked on the road toward national accreditation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). Formal notice was sent to the Commission in July 1998 regarding our intent to attain accreditation status. Beginning in 1998 and continuing throughout 1999



we have been reviewing, updating, and modifying as necessary, the Grand Junction Police Department policies and procedures. Upon completion of the internal review of our directives we will schedule a mock on-site assessment wherein an accredited agency will review our work product. The on-site accreditation assessment is estimated to take place in the autumn of 2000 or the spring of 2001.

#### **FUTURE OUTLOOK:**

We have been and continue to be a community in transition. This process will continue into the next five to ten years as the population grows and divergent interests become part of our community. Meeting those divergent needs and being responsive to our citizens needs will be part of our focus for the future.

Issues such as traffic volume and congestion, and driver courtesy were the catalysts for the creation of the Traffic Unit. Addressing these issues and working with traffic engineers for the safe and orderly flow of traffic will continue to be part of the future efforts of the Police Department.

We will continue with our emphasis on working with neighborhoods and citizens in a problem-oriented and community-oriented approach to solve crime and quality of life issues so that our families and children can feel safe and secure in their schools, homes and places of work.

We are seeing a holistic approach to "community and social wellness". The Vision 20/20 process, the Build A Generation program, the Multi Modal Transportation Plan, and the Safe Schools Task Force are some endeavors in which we will continue to participate for several years into the future.

As technological advances occur and criminal enterprises cross jurisdictional lines, the Police Department will become more involved and dependent upon collaboration and task forcing with other criminal justice agencies to combat the new and emerging criminal problems. Examples of areas of collaboration are computer crimes, Internet crimes, civil disorder situations, the proliferation of methamphetamine labs and the transportation and distribution of drugs and other contraband that provide the criminal with a ready and sizeable profit.

If you consider how far technology has progressed over the past ten years, it is interesting to speculate how much further we will be ten years from now. New equipment, new technologies and advances in crime detection and crime scene processing all add to the body of knowledge police officers and support staff will be required to have in order to competently perform their jobs. Training for our personnel and recruitment of new personnel to meet the needs of the changing work environment will be a significant effort.

As we grow and attempt to provide improved services to the community, the need for additional office, storage and working spaces will be more prevalent. It is anticipated that within ten years we will be making decisions about building expansion.

As we proceed into the future it is incumbent upon us to strive for our work force to be ethnically and gender representative of our community. We have to ensure recruitment, selection and evaluation practices work towards achieving this goal.

# Performance Measurement Data Sheets

Police Department

**PATROL**

(Year End 1999)

## 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:	1999 Actual	2000 Budget	2001 Budget
Total Calls for Service	40,972	45,532	46,898

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Patrol Officer and PST Personnel Costs	\$ 2,050,325	\$ 2,361,835	\$ 2,582,690
Total FTEs - Patrol Officers	44	48	50
Total FTEs - Police Service Technicians	5	6	7
Total FTEs (Patrol Officer and PST)	49	54	57

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Total Calls for Service Handled by Patrol Officers	32,134	35,507	36,572
Total Calls for Service Handled by Police Service Technicians	8,838	9,000	9,270

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average Cost per Call for Service	\$ 50.04	\$ 48.32	\$ 55.07
Average Man-hours per Call for Service per Patrol Officer	1.42	1.80	1.35
Average Man-hours per Call for Service per Police Service Technician	0.59	1.00	0.55
Average Man-hours per Call for Service (Total)	1.24	1.10	1.18

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Clearance Rate for All Crimes Reported	73.00%	66.00%	75.00%
Average Response Time to Emergency Calls for Service	3.90	<5.00	4.56
Total Crimes Reported	11,061	11,500	13,455

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Average Calls for Service per Patrol Officer per Year	730.32	<800	769.00
Average Calls for Service per Civilian Desk Officer	1,767.60	1,800.00	1,889.00
Percent of Calls for Service Diverted to Civilian Desk Officers	21.57%	20.00%	21.83%

## 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.

# Performance Measurement Data Sheets

Police Department  
**INVESTIGATIONS**  
(Year End 1999)

DEPARTMENT SUMMARIES - POLICE

## PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Number of Cases Referred	1,093	1,297	1,338
Number of Cases Assigned Using Solvability Factors	975	1,000	1,030
Number of Cases Generated by the Special Investigations Unit	207	200	206

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Investigation Section Personnel Costs	\$ 575,193	\$ 607,380	\$ 625,581
Number of General Investigators	8	8	8
Number of Civilian Desk Officers	1	1	1
Number of Special Investigators	4	4	4

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Total Number of Cases Assigned to General Investigators	883	909	937
Total Number of Cases Assigned to Civilian Desk Officers	330	340	350
Total Number of Cases Assigned to Special Investigators	207	213	220

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Case Assigned / Generated	\$ 486.63	\$ 506.13	\$ 506.13
Average Man-hours per Case per General Investigator	4.71	4.57	4.44
Average Man-hours per Case per Civilian Desk Officer	1.58	1.53	1.49
Average Man-hours per Case per Special Investigator	10.05	9.76	9.47

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Clearance Rate for Cases Assigned to General Investigators	87.30%	88.00%	90.00%
Clearance Rate for Cases Assigned to Civilian Desk Officers	83.33%	85.00%	90.00%
Clearance Rate for Cases Assigned to Special Investigators	100.00%	100.00%	100.00%
Percent of Cases Assigned Using Solvability Factors	89%	90.00%	95.00%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Average Case Load per General Investigator	110.38	113.69	117.10
Average Case Load per Civilian Desk Officer	330.00	339.90	350.10
Average Case Load per Special Investigator	51.75	53.30	54.90

## ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

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



## Performance Measurement Data Sheets

Police Department  
**COMMUNICATIONS CENTER**  
 (Year End 1999)

**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:	1999 Actual	2000 Budget	2001 Budget
Number of L.E. and EMS Billable Transactions	83,374	85,312	87,871.36
Number of Non-Billable Transactions	46,144	55,552	57,218.56

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Communication Center Personnel Costs	\$ 1,329,347	1,377,078	1,426,067
Total Authorized FTE Telecommunicators	21	21	21
Actual Proficient FTE Telecommunicators	16	21	21

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Total of All Transactions per Telecommunicator	8,095	6,708	6,908

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Billable Transaction	\$ 15.94	\$ 16.14	\$ 16.23

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved; or, otherwise reflect the quality of performance.	1999 Actual	2000 Budget BENCHMARK	2001 Budget
Average Law Enforcement Emergency Call Dispatch Time	1.39	1.37	1.35
Average Fire/EMS Emergency Call Dispatch Time	0.70	0.68	0.64
Number of Hazardous Location Entries for L.E.	55	53	49
Number of Hazardous Location Entries for Fire/EMS	545	542	539

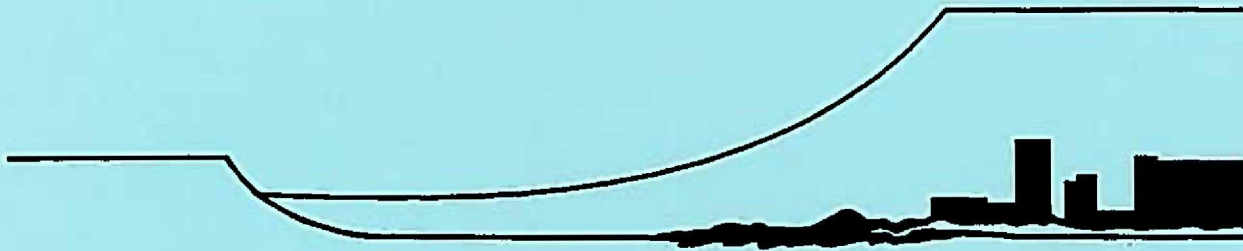
OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget BENCHMARK	2001 Budget
Telecommunicator Personnel Turnover Rate	42.0%	<10.00%	<10.00%
Average Number of Billable Transaction per Telecommunicator	5,324.01	<4,000	<4,000

**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.

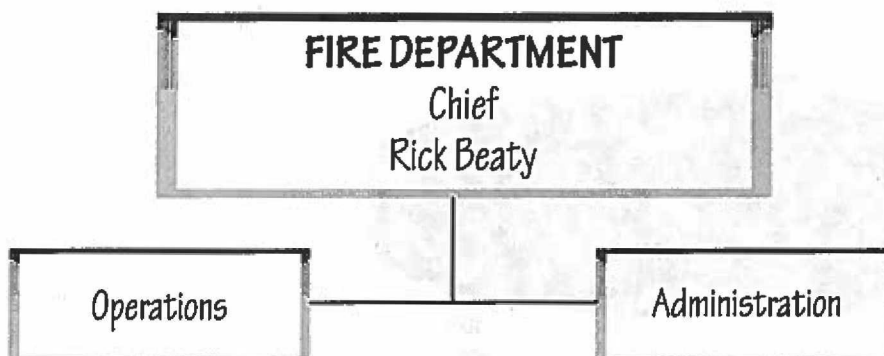
## ***FIRE DEPARTMENT***

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- ◆ ***Operations***
- ◆ ***Administration***

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



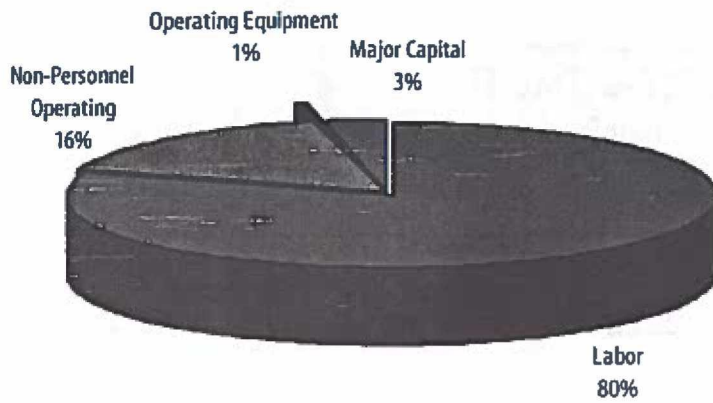
The Grand Junction fire Department strives to preserve and enhance the quality of life in the community we serve by responding to public need in matters of fire protection, medical emergencies, and natural and man made disasters and to mitigate the effects of these potential emergencies through educational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

### **SIGNIFICANT BUDGET ISSUES**

- **City/Rural Cost Share:** Cost allocation of fire services is an unresolved issue between the City and Rural Fire District. The District Board has placed a two-mill property tax increase on the November 1999 ballot. If approved, the rate increase will allow the District to continue the agreement at the current level of service. However, it is unlikely that cost for changes in the level of service, i.e., new stations and added personnel will be covered by the increase.
- **Emergency Medical Services (EMS) System Analysis:** In 1998 the City and County hired ECRC Consulting to review the current EMS system. The study is pending completion; therefore, recommendations for changes including potential financial impacts, revenue and expense, are not currently available.
- **Fire Records and Data Analysis System:** Implementation of a records and data analysis system has been in progress for over three years. Police and Fire jointly purchased a system the Printrak, Inc. Since the RFP Printrak made a business decision to stop development of their own fire records system and partner with an existing fire records software vendor. The system will come on-line this fall and the early spring of 2000.
- **Fire Department personnel cost – overtime:** 1999 overtime costs were up due to the higher than normal separations, paid time off use, and short and long-term disability.
- **Fire Operations Staffing:** The Department has requested one information services analyst for 2000 and six firefighter positions for 2001
- **Fire facilities:** The Department has requested construction of a five bay apparatus storage building for 2000.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$5,683,204	\$5,884,727	\$6,380,224
Percent Change in Operating Budget		3.5%	8.4%
Full-Time Staffing	70	69	75

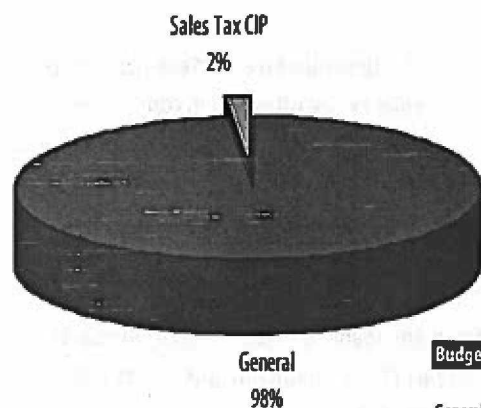




Budget By Major Category	1999	2000	2001
Labor	\$ 4,728,336	\$ 4,809,859	\$ 5,292,088
Non-Personnel Operating	902,935	1,035,718	1,060,089
Debt Service	-	-	-
Operating Equipment	51,933	39,150	28,047
<b>Subtotal Operating</b>	<b>\$ 5,683,204</b>	<b>\$ 5,884,727</b>	<b>\$ 6,380,224</b>
Major Capital	154,415	214,500	184,000
<b>TOTAL</b>	<b>\$ 5,837,619</b>	<b>\$ 6,099,227</b>	<b>\$ 6,564,224</b>

% Change	1999 - 2000	2000 - 2001	Average
Labor	1.7%	10.0%	5.9%
Non-Personnel Operating	14.7%	2.4%	8.5%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-24.6%	-28.4%	-26.5%
<b>Subtotal Operating</b>	<b>3.5%</b>	<b>8.4%</b>	<b>6.0%</b>
Major Capital	38.9%	-14.2%	12.3%
<b>TOTAL</b>	<b>4.5%</b>	<b>7.6%</b>	<b>6.1%</b>

FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
100	511	Fire Administration	\$386,967.40	\$330,761.49	\$326,903.38
100	521	Emergency Oper Administration-Fire	\$8,450.48	\$7,770.00	\$7,770.00
100	5210	Personnel-Fire Emerg Oper Administr	\$3,759,419.76	\$3,925,124.13	\$4,379,348.42
100	5211	Reserves-Fire Emerg Oper Admin	\$51,987.00	\$52,668.00	\$52,881.44
100	52121	Station #1-Fire Emerg Oper Admin	\$41,142.45	\$50,263.05	\$50,018.00
100	52122	Station #2-Fire Emerg Oper Admin	\$18,175.66	\$18,746.00	\$17,481.00
100	52123	Station #3-Fire Emerg Oper Admin	\$18,550.71	\$16,320.00	\$16,325.00
100	52124	Station #4-Fire Emerg Oper Admin	\$19,657.62	\$19,204.00	\$19,534.00
100	5213	Communications-Fire Emerg Oper Admi	\$3,100.00	\$68,300.00	\$100,800.00
100	5214	Operations-Fire Emerg Oper Admin	\$403,850.53	\$418,956.19	\$444,682.13
100	522	Emergency Medical Services - Fire	\$73,207.77	\$94,680.00	\$95,975.00
100	5231	Equipment Repair - Fire Fighting	\$6,610.00	\$5,780.00	\$5,880.00
100	524	Specialized Rescue - Fire	\$90,230.97	\$45,346.00	\$46,170.32
100	5252	HAZMAT D.E.R.A. Services-Fire Emerg	\$36,014.50	\$49,248.00	\$49,563.27
100	531	Fire Non-Emergent Administration	\$124,376.72	\$127,398.94	\$131,623.49
100	5312	Physical Fitness-Fire Non-Emergent	\$33,011.66	\$34,484.00	\$28,749.00
100	5320	Personnel-Fire Non-Emergent Code Enf	\$123,146.68	\$128,965.99	\$129,004.40
100	5330	Administratn-Fire Non-Emer-Pub Info	\$58,600.12	\$60,653.07	\$62,774.47
100	53321	Schools-Fire Non-Emerg-Public Educat	\$2,220.00	\$2,319.00	\$2,388.00
100	53323	Businesses-Fire Non-Emer-Pub Educat	\$8,716.00	\$14,312.00	\$14,716.78
100	53325	General - Fire Non-Emerg-Public Educ	\$6,382.00	\$5,428.00	\$5,587.00
100	5333	Juvenile Fire Settlers-Fire Pub Educ	\$3,227.77	\$4,392.00	\$4,522.27
100	5340	Personnel-Fire Non-Emergent Sv Invs	\$75,177.36	\$80,453.97	\$84,245.43
100	5350	Admin-Fire Non-Emer Services-Training	\$233,113.91	\$163,055.98	\$170,331.94
100	5351	Emergency Med-Fire Non-Emer Sv-Trng	\$148,394.70	\$125,646.48	\$129,457.28
100	5353	Special Rescue-Fire Non-Emer-Training	\$1,268.00	\$0.00	\$0.00
100	5360	Admin-Fire Non-Emer-HAZMAT Support	\$65,517.01	\$67,913.73	\$70,341.31
100	53612	Sara Cntrct-Fire Non-Emer-Preplanning	\$13,102.00	\$18,037.00	\$17,151.00
2011	511	Fire Administration	\$0.00	\$130,000.00	\$100,000.00
2011	52121	Station #1-Fire Emerg Oper Admin	\$24,000.00	\$0.00	\$0.00
2011	52123	Station #3-Fire Emerg Oper Admin	\$0.00	\$19,000.00	\$0.00
2011	52124	Station #4-Fire Emerg Oper Admin	\$0.00	\$14,000.00	\$0.00
<b>TOTAL</b>			<b>\$5,837,618.78</b>	<b>\$6,099,227.02</b>	<b>\$6,564,224.33</b>



Budget By Fund	1999	2000	2001
General	\$ 5,813,619	\$ 5,936,227	\$ 6,464,224
Sales Tax CIP	24,000	163,000	100,000
<b>TOTAL</b>	<b>\$ 5,837,619</b>	<b>\$ 6,099,227</b>	<b>\$ 6,564,224</b>

% Change	1999-2000	2000-2001	Average
General	2.1%	8.9%	5.5%
Sales Tax CIP	579.2%	-38.7%	270.3%
<b>TOTAL</b>	<b>4.5%</b>	<b>7.6%</b>	<b>6.1%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	3	3	4	4	4	4	4	4	4	4	3	3
Fire Suppression	52	54	55	55	56	56	56	56	59	59	59	65
EMS / HAZMAT	1	1	2	2	2	2	2	2	2	2	2	2
Fire Training	1	1	1	1	1	1	1	1	1	1	1	1
Fire Prevention	3	3	3	3	3	3	3	3	4	4	4	4
<b>Total</b>	<b>60</b>	<b>62</b>	<b>65</b>	<b>65</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>66</b>	<b>70</b>	<b>70</b>	<b>69</b>	<b>75</b>

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 Division** includes non-emergency service delivery and support services for all Department activities. The sections included in this Division are: Support functions for Hazardous Materials incidents, Fire Prevention, Public Information/Education, and Fire Investigations.

*Support Services for Hazardous Materials* includes services involved in drug lab amelioration, contract negotiation and development of various agreements, billing for applicable hazardous materials and out-of-district responses, and helping business develop emergency response plans to enable the Fire Department to handle situations involving hazardous chemicals.

*Fire Prevention Branch:*

**Inspection services** assist the business community in minimizing potential losses and afford fire fighters an opportunity to familiarize themselves with building layouts. For *new construction* within the City limits, the Department works to facilitate conformance to applicable codes in addition to doing consultations plan reviews and site inspections.

The **Public Information/Education** section manages the safety education programs, functions as liaison to the media by providing 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 Investigation Branch* cooperates with law enforcement agencies in determining the cause and origin of fires, conducting interviews and prosecuting arsonists.

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 the Division. Activities, or major areas within the Division, include: fire suppression, emergency medical services, hazardous materials response, specialized rescue and the training section.

*Fire Suppression* — Fire control is a complex process involving a number of activities that must be carried out simultaneously. These include, extinguishing the fire, rescue, minimizing loss by covering or removing personal property and coordinating the efforts of people during the incident.

*Emergency Medical 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 services accounts for approximately 75% of our total emergency responses.

*Hazardous Materials Response* — Hazardous materials are continuously moving through our community. In 1987, the City responded to this threat 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* — This is composed of a team of fire fighters who perform rescues with ropes, mountain-climbing gear, water-safety equipment, and other special rescue tools.



**Training Branch** – A quality training program is essential in providing the information and training needed to maintain necessary levels of expertise. The training section is responsible for (1) developing and/or procuring needed training programs; (2) coordinating, scheduling and conducting training; and (3) assuring applicable regulations and standards regarding training are met. The training officer monitors approximately 560 individual certifications. Each certification carries a requirement for continued education. Training provides individual support to ensure that continued educational requirements are met.

### MAJOR ACCOMPLISHMENTS – 1998/1999

#### *Administration:*

- Continued participation by the Chief in the Governor's Hazardous Materials Certification Board
- Successful cross-training of Administrative Assistant staff
- Chief Beaty elected President of the Missouri Valley Division of the International Association of Fire Chiefs
- Initiated self-assessment in Fire Department accreditation process
- Completed ISO process resulting in improved City of Grand Junction fire rating from 5 to 4.
- Participated in a two-year quality improvement program – BaseWork Systems / 2000
- Completed 257 new planning projects and 252 new building permits along with 2,900 inspections to existing businesses in 1998.
- Conducted approximately 300 education programs with approximately 13,200 people attending in 1998.
- Participated in high-school DUI program presentations for all area high schools
- Worked with Grand Junction Police Department on a joint approach to staffing the hazardous device team
- Worked with the Colorado EMS Foundation on the Foundation's donation of three Class A pumpers, two water tenders, one live burn trailer, one mass casualty unit, one heavy rescue unit, two urban interface pumpers, and four thermal imaging helmets.

#### *Operations Division:*

- Implemented a Department-wide Records Management System
- Responded to 6,531 emergency calls for service in 1998
- Worked with ECRC Consulting on a study of the emergency medical services system
- Continued implementation of a confined space rescue team
- Continued review and implementation of a comprehensive medical surveillance system for Fire Department personnel
- Prepared an RFP, selected a vendor, purchased and placed into service one 75' ladder truck and one Class A fire engine

### FUTURE OUTLOOK

- Fire Service Accreditation along with item/issues identified in the BaseWork Systems 2000 program will indicate potential changes needed for the maintenance and/or improvement of services.
- Changes in the health-care industry, along with legislative measures, may cause a re-evaluation of the method of delivery of emergency medical services
- Station relocation and additional station sites will be required
- Increased staffing levels for emergency operations will be required
- A training facility is needed to provide adequate training and continued training of emergency operations personnel.

# Performance Measurement Data Sheets

Fire Department  
**OPERATIONS**  
(Year End 1999)

## PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Emergency Responses (City)	5,086	5,226	5,363
Fire Responses	1,230	1,282	1,335
Medical Responses	3,948	3,943	4,028
Total Emergency Responses (Rural District)	1,378	1,530	1,608
Fire Responses	362	399	419
Medical Responses	1,016	1,052	1,111
Total Responses (all inclusive)	6,464	6,677	6,893

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
F.D. Operations Budget (excludes facilities and certain overhead costs)	\$4,420,684	\$4,599,085	\$4,745,736

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Average Response Time (City)	5.31	5.00	5.00
Average Response Time (Rural District)	7.67	7.00	7.00
Average Response Time (All Areas)	5.99	6.00	6.00

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Call	\$ 684	\$ 689	\$ 688

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Fire Loss / 1,000 Assessed Valuation	4	2	2
Fire Responses / 1,000 Population	22	22	22
Medical Responses / 1,000 Population	67	66	66

## ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Continue to examine new methods and process aimed at holding or reducing costs.

# Performance Measurement Data Sheets

## Fire Department INVESTIGATIONS (Year End 1999)

### PRIMARY OBJECTIVE:

Investigate all fires in our response district to determine the origin and cause.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total number of fires	347	\$ 370	\$ 388
% determined to be accidental	71.1%	72%	70%
% determined to be incendiary	17.2%	18%	20%
% determined to be suspicious	7.3%	6%	6%
% undetermined	4.4%	4%	4%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Fire Investigations budget	\$ 75,177	\$ 79,597	\$ 83,125
Hours worked in Division	2,181	2200	2210
# of full-time investigators	1	1	1
# of shift investigators	6	6	6

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
# of fires requiring investigations	347	370	388
# of fires investigated by Division	81	90	95
# of fires investigated by shift investigators	99	105	110
# of fires investigated by engine company personnel	167	175	181

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average hours per Division investigation	28.9	27	28
Average cost per Division investigation	\$ 670.00	\$ 695.00	\$ 742.00
Average hours per shift investigator investigation	2.2	2.5	3
Average cost per shift investigator investigation	\$ 33.30	\$ 38.62	\$ 47.70
Average hours per engine company investigation	0.5	0.5	0.5
Average cost per engine company investigation	\$ 7.50	\$ 7.72	\$ 7.95

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
% of investigations cleared	98%	98%	98%
# of arrests	12	13	14

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

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

Continue to attend courses in an effort to stay current on investigative trends and technology.

Provide additional basic investigative training to all line personnel including more extensive training to shift investigators. This would be a review for most people and new information to a number of new people that have not yet received this training.



## Performance Measurement Data Sheets

Fire Department  
**ENVIRONMENTAL DIVISION**  
 (Year End 1999)

**PRIMARY OBJECTIVE:**

Respond to all hazardous materials incidents within Mesa County. To stabilize and mitigate the hazardous effects of a hazardous materials release.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total hazmat incidents	24	29	34
# of HM incidents in City (Rural)	15	17	19
# of HM incidents in County	8	10	12
# of HM incidents outside of County	1	2	3
# of confirmed methamphetamine labs	13	13	

INPUTS: Measure the resources used in performing the work in rendering the service.	1999 Actual	2000 Budget	2001 Budget
Hazardous Materials Division budget	\$ 76,016	\$ 89,748	\$ 90,063
SARA	\$ 38,602	\$ 43,537	\$ 42,651
	24	29	34

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Average on-scene time per HM incidents	1 Hr	2	3
Average on-scene time for meth. Labs	10 Hrs	10	10

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average manpower cost for HM incident (HM-12 & HM-13)	\$ 129.88	\$ 259.76	\$ 389.64
Personnel costs			
Average manpower cost for meth lab investigation	\$ 526.40	\$ 547.00	\$ 568.00

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Percent hazmat incidents mitigated	100%	100%	100%
Percent of meth lab investigations cleared	97%	95%	95%
Number of arrests	17	20	23

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

Continue post-incident evaluations on response performance to increase efficiency.

# Performance Measurement Data Sheets

Fire Department  
**FIRE PREVENTION**  
(Year End 1999)

**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	1999 Actual	2000 Budget	2001 Budget
Total Fire Prevention Budget(excludes revenue from permits)	\$ 123,147	\$ 128,868	\$ 129,004.00
Total number of FTE's in the Division	2.00	2.00	2.00
Total Man-hours @ 1920 per FTE(4 weeks per year used for PTO)	3,840	3,840	3,840
% of Budget allocated to this program	100%	100%	100%
% of FTE's/Man-Hours Utilized by this program	100%	100%	100%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
New Construction: 50% of resources allocated to this program.	54%	50%	50%
Program FTE's	1.08	1.0	1.0
Existing Buildings: 25% of resources allocated to this program.	28%	25%	25%
Program FTE's	0.55	0.5	0.5
Administration, Training, and Planning: 25% of resources allocated to this program.	23%	25%	25%
Program FTE's	0.45	0.5	0.5

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
	Total Number of Reviews or Inspections	Total Number of Reviews or Inspections	Total Number of Reviews or Inspections
New Construction: Consumes an estimated 50% of total resources.			
Development Plan Reviews	281	282	284
Building Plan Reviews	315	317	318
Fire Alarm System Reviews	16	16	16
Fire Sprinkler Reviews	25	25	25
Hood Extinguishing System Reviews	12	12	12
Spray Booth System Reviews	3	3	3
AST/UST Installation Reviews	6	6	6
New Development Inspections: 50% of projects require a site inspection	140.5	141	142
Building Inspections: 50% of building plan reviews require an inspection	157.5	158	159
Fire Alarm System Inspections: 3 inspections @ 1.5 hours per inspection	48	48	48
Fire Sprinkler System Inspections: 5 inspections @ 1.5 hours per inspection	125	126	126
Hood Extinguishing System Inspections: 1 inspection at 1.5 hours	12	12	12
Spray Booth System Inspections: 1 inspection at 1.5 hours	3	3	3
AST/UST Installation Inspections: 3 inspections at 1.5 hours per inspection	18	18	18
Special Projects: Large projects requiring detailed review and inspection: 250 hours/project.	0	0	-
Reinspections: 30% of inspections require a reinspection due to inadequacies.	109	110	110
Existing Buildings: Consumes an estimated 25% of Total Resources			
Regular Inspections: Schools, College, Day Care, Group Homes, Change of Use	100	101	101
Liquor License Inspections	75	75	76
Reinspections	50	50	51
Hazard Complaints	60	60	61
Referrals: Company inspections with technical or compliance issues	60	60	61
Certificate of Occupancy Inspections: Begins the regular inspection program.	250	251	253
Administration, Training, and Planning: 25% of resources allocated here.	Man-hours	Man-hours	Man-hours
Administration	480	480	480
Training	240	240	240
Planning	144	240	240

# Performance Measurement Data Sheets

Fire Department  
**FIRE PREVENTION cont.**  
 (Year End 1999)

<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Total Man-hours required to meet Quality Standard: New Construction	2076	2088	2098
Total Man-hours required to meet Quality Standard: Existing Buildings	1100	1106	1111
Total Man-hours required to meet Quality Standard: Admin., Training, Planning	960	960	960
Total Man-hours expended to meet Quality Standard: New Construction	2082	1920	2880
Total Man-hours expended to meet Quality Standard: Existing Buildings	1056	960	576
Total Man-hours expended to meet Quality Standard: Admin., Training, Planning	864	960	384

<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
New Construction Effectiveness Percentage	100%	100%	72%
Existing Buildings Effectiveness Percentage	96%	100%	52%
Administration, Training, Planning Effectiveness	90%	100%	50%

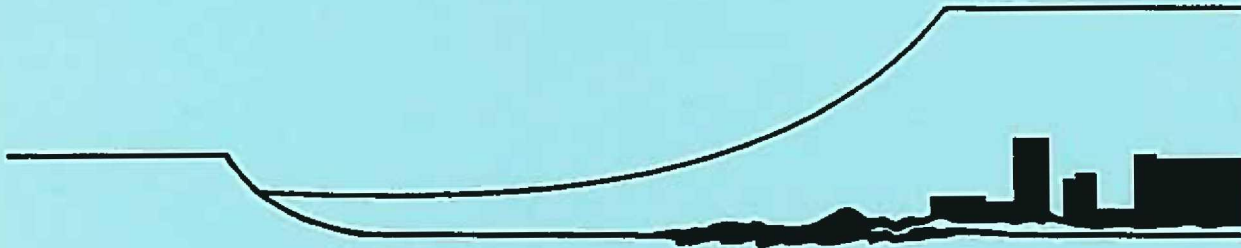
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Man-hour shortfall/surplus: New Construction	6	-166	784
Man-hour shortfall/surplus: Existing Buildings	-44	-146	-535
Man-hour shortfall/surplus: Admin., Training, Planning	-86	0	-576
Total Man-hour shortfall/surplus	-134	-311	-327

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:** I adjusted the man-hours expended for new construction down 5% to 50% of total time; man-hours expended for Admin., Training, Planning was increased by 5%, to 25%, representing the increased time required to: adopt amendments to the Fire Code, develop public information packets, and develop a training curriculum. Man-hour shortfall was split between existing buildings and Admin, Training, Planning. We expect to generate more accurate time expenditure figures for existing buildings in year 2000 by using the Sunpro system.



## **PUBLIC WORKS & UTILITIES**

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### ◆ **Public Works**

- ♣ **City Engineer**
- ♣ **Fleet & Facilities Management**
- ♣ **Property Management**
- ♣ **Street Systems**

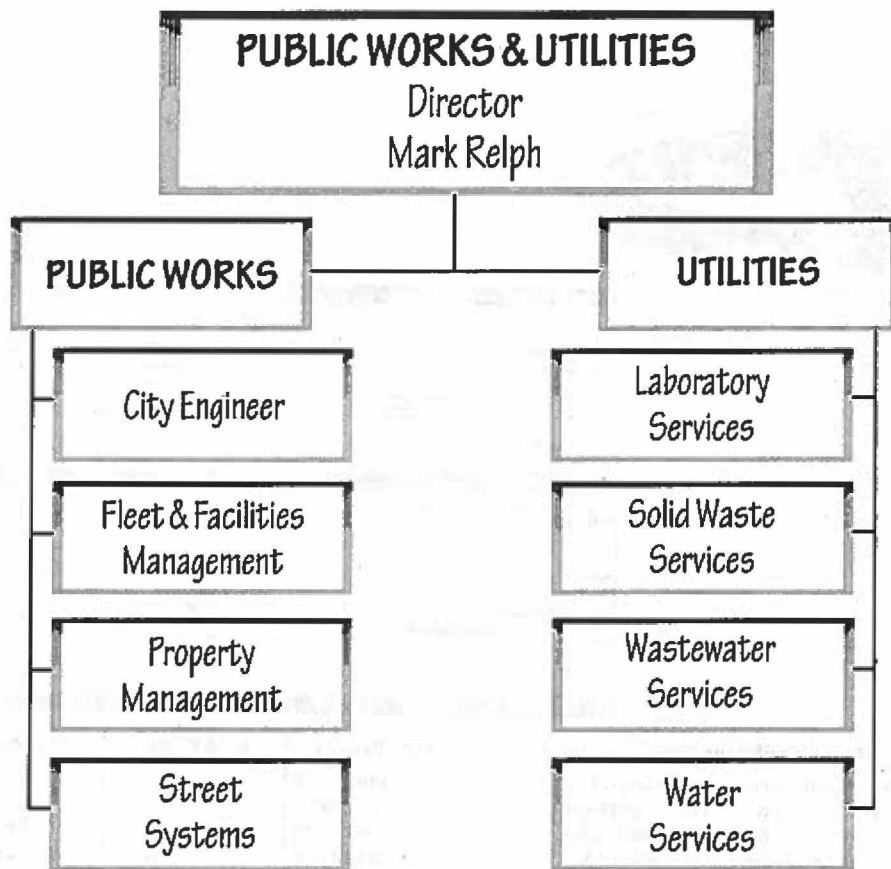
### ◆ **Utilities**

- ♣ **Laboratory Services**
- ♣ **Solid Waste Services**
- ♣ **Wastewater Services**
- ♣ **Water Services**

***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.***



### **Significant Budget Issues**

#### *Public Works Division*

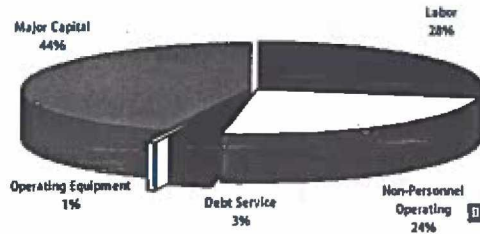
- 2000 – 2001 budget includes \$16.3 million for maintenance and infrastructure improvements including the reconstruction of 24 Road, 25 Road, 29 Road and Horizon Drive. It also includes \$2.2 million for storm drainage improvements.
- The new City Hall is being constructed at a cost of \$6,534,500. This project represents a significant allocation of resources for the 2000 & 2001 budgets.
- Public Works has requested 14.75 FTEs in new positions over the next two years. These positions include a Senior Project Engineer, a Real Estate Specialist and others.
- The 2000 budget includes the addition of 3 full time janitorial positions and one full time lead janitor position. This is a departure from the past policy of contracting janitorial services for the City's facilities. It is anticipated this change will provide the desired level of service.

#### *Utilities Division*

- The Water Fund has requested a Water Resources Supervisor for the year 2000 to assist water treatment staff deal with water quality issues and to implement the Federally mandated Source Water Assessment Program (SWAP).
- Implementation of City/Ute customer trades has resulted in a net reduction in water expenditures of \$104,000 annually.
- Further reductions in "lost and unaccounted for" water will result in additional water revenues of \$50,000 per year.
- No water rate increases are scheduled for year 2000. An increase of 2% is scheduled for 2001. The last rate increase was 3.28% in 1995.
- Acquisition of the Purdy Mesa Water System in the Kannah Creek area will be completed in early 2000.
- No sewer rate increase is scheduled for year 2000. A 2.5% rate adjustment is anticipated in 2001. The last sewer rate increase was 3.8% in 1995.
- Construction in year 2000 of a third clarifier at the Persigo Wastewater Treatment Plant will expend \$1,985,000 in year 2000.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$17,497,226	\$18,041,633	\$18,597,737
Percent Change in Operating Budget		3.1%	3.1%
Full-Time Staffing	154	166	168





Budget By Major Category	1999	2000	2001
Labor	\$ 8,389,192	\$ 9,068,159	\$ 9,640,422
Non-Personnel Operating	8,001,424	7,742,307	7,762,129
Debt Service	979,842	975,747	1,044,230
Operating Equipment	126,768	255,420	150,956
<b>Subtotal Operating</b>	<b>\$ 17,497,226</b>	<b>\$ 18,041,633</b>	<b>\$ 18,597,737</b>
Major Capital	16,383,201	16,936,572	8,922,417
<b>TOTAL</b>	<b>\$ 33,880,427</b>	<b>\$ 34,978,205</b>	<b>\$ 27,520,154</b>

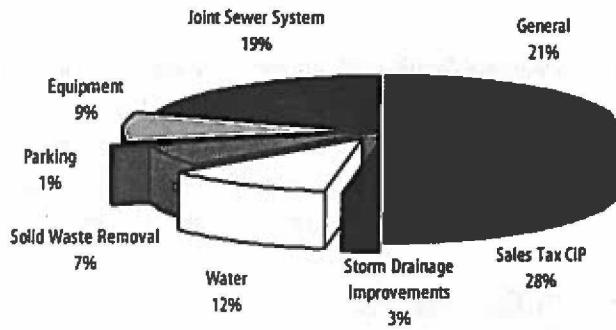
% Change	1999 - 2000	2000 - 2001	Average
Labor	8.1%	6.3%	7.2%
Non-Personnel Operating	-3.2%	0.3%	-1.5%
Debt Service	-0.4%	7.0%	3.3%
Operating Equipment	101.5%	-40.9%	30.3%
<b>Subtotal Operating</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>
Major Capital	3.4%	-47.3%	-26.2%
<b>TOTAL</b>	<b>3.2%</b>	<b>-23.3%</b>	<b>-8.8%</b>

FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
100	61111	Annexations-Public Works-TS-CADD	\$10,248.13	\$19,229.02	\$19,926.73
100	61112	Service to Other Dept-PW-TS-CADD	\$6,893.79	\$10,750.21	\$11,132.39
100	61113	Service to Other Div.-PW-TS-CADD	\$6,893.79	\$10,750.21	\$11,132.39
100	61114	Citizen Requests-PW-TS-CADD	\$2,825.83	\$7,375.30	\$7,648.33
100	61115	Project Design-PW-TS-CADD	\$4,709.77	\$7,375.30	\$7,648.33
100	61119	General Tech Svcs-PW-TS-CADD	\$138,702.15	\$120,080.03	\$109,938.86
100	61120	GIS - Public Works - Technical Serv	\$252,245.59	\$257,918.52	\$265,601.54
100	61210	Land-Public Wrks-Property Managemnt	\$0.00	\$88,736.73	\$8,105.00
100	61211	Land Acquisitions-PW-Prop Managemnt	\$3,899.25	(\$0.04)	\$19,669.97
100	61212	Land Sales-Public Wrks-Prop Managmt	\$694.17	\$0.00	\$0.00
100	61213	Land Leases-Public Wrk-Prop Managmt	\$375,542.99	\$0.00	\$0.00
100	61214	Land Maintenance-Pub Wrk-Prop Manag	\$3,822.50	\$0.00	\$0.00
100	61219	General Land-PW-Property Management	\$55,037.51	\$45,166.57	\$71,935.50
100	61220	Growth-Public Works-Property Manag.	\$0.00	\$35,580.33	\$150.00
100	61221	Annexations-PW-Prop Manag-Growth	\$5,554.52	\$990.02	\$43,582.88
100	61222	Development Rev-PW-Prop Man-Growth	\$14,205.52	\$0.00	\$0.00
100	61223	Revocable Permits-PW-Prop Man-Grwth	\$1,234.70	\$0.00	\$0.00
100	61230	Improvement Districts-PW-Prop Manag	\$0.00	\$2,618.37	\$0.00
100	61231	Streets-PW-Prop Man-Improv District	\$546.07	\$0.00	\$0.00
100	61232	Alleys-PW-Prop Man-Improvement Dist	\$1,638.16	\$0.00	\$0.00
100	61233	Sewer-PW-Prop Man-Improvement Dist	\$546.07	\$0.00	\$0.00
100	61240	Rights-of-Way/Easements-PW-Prop Man	\$0.00	\$41,704.16	\$0.00
100	61241	Streets-PW-Prop Man-ROW/Easements	\$6,697.52	\$0.00	\$14,171.82
100	61244	Storm Drainage-PW-Prop Man-ROW/Ease	\$1,234.70	\$0.00	\$0.00
100	61245	Enforcement-PW-Prop Man-ROW/Easemnt	\$694.25	\$0.00	\$0.00
100	61311	Service to Other Dept-PW-Eng Office	\$852.57	\$0.00	\$0.00
100	61312	Service to Other Div-PW-Eng Office	\$852.56	\$0.00	\$0.00
100	61313	Citizen Requests-PW-Eng Office	\$36,335.05	\$0.00	\$0.00
100	61314	Project Design-PW-Engineering Office	\$35,678.00	\$22,506.00	\$18,249.00
100	61319	General Eng Office Svcs-Publ Works	\$159,739.86	\$256,204.14	\$262,067.20
100	61324	R.O.W. Work Permits/Inspec-PW-EnFid	\$37,194.15	\$21,492.60	\$22,238.92
100	61329	General Eng. Field-PW-City Engineer	\$145,206.37	\$207,228.40	\$225,410.44
100	61331	Plan Review-PW-Engineering Developmt	\$122,204.64	\$159,707.14	\$165,358.29
100	61332	Const Eng/Insp-PW-Engineering Devlp	\$70,407.43	\$43,698.01	\$45,214.80
100	614101	City Hall-PW-Fac & Equip-Bldg/Plant	\$124,318.67	\$234,777.08	\$215,684.92
100	614111	Fire Station #1-PW-Fac/Equip-Bld/Pt	\$8,009.31	\$19,083.62	\$21,320.80
100	614112	Fire Station #2-PW-Fac/Equip-Bld/Pt	\$12,287.31	\$10,897.83	\$12,053.27
100	614113	Fire Station #3-PW-Fac/Equip-Bld/Pt	\$7,919.22	\$14,917.91	\$10,498.36
100	614114	Fire Station #4-PW-Fac/Equip-Bld/Pt	\$8,219.33	\$20,017.67	\$17,168.10
100	614131	Older American Ctr-PW-Fac/Equip-Bld	\$7,386.18	\$10,347.11	\$25,494.46
100	614132	Lincoln Park Barn-PW-Fac/Equip-Bldg	\$4,377.16	\$7,698.43	\$15,281.18
100	614133	Parks & Rec Off-PW-Fac/Equip-Bldg	\$3,767.20	\$6,863.53	\$17,282.32
100	614141	Shops - Oper Ctr-PW-Fac/Equip-Bldg	\$62,192.18	\$56,981.26	\$71,298.78
100	614142	Shops - Srvc Ctr-PW-Fac/Equip-Bldg	\$30,667.18	\$32,241.18	\$41,302.67
100	614143	Engineering Lab-PW-Fac/Equip-Bldg	\$11,549.12	\$12,274.03	\$14,330.37
100	614161	Police Station-PW-Fac/Equip-Bldg/Pt	\$113,975.27	\$99,346.74	\$126,628.88
100	61421	Fleet Maintenance-PW-Fac/Equip-Fac	\$0.00	\$38,234.00	\$0.00



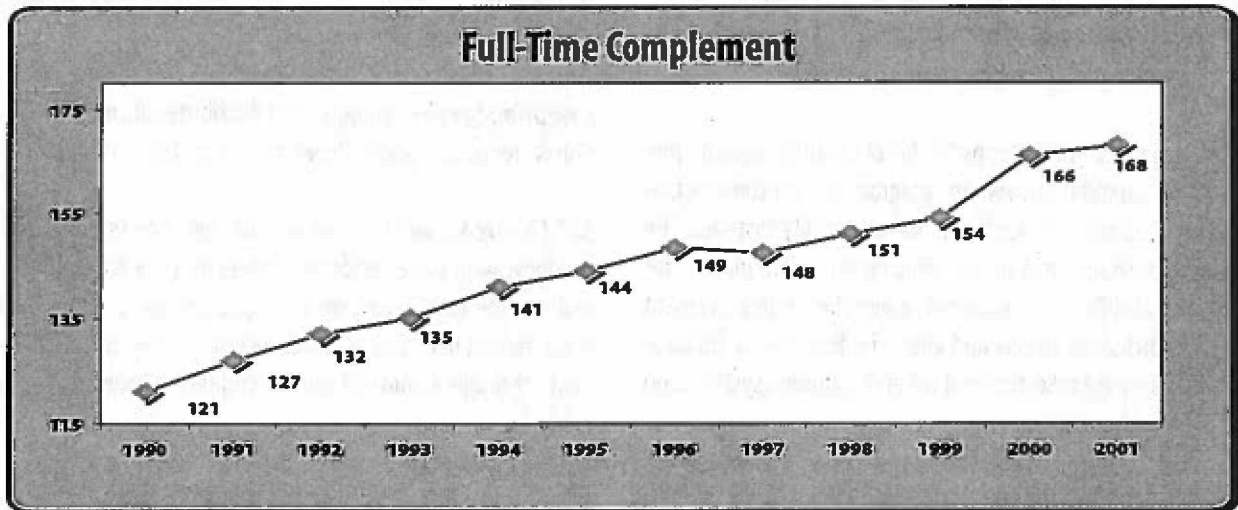
100	6150	Public Works Administration	\$376,427.34	\$314,872.13	\$340,321.98
100	6160	Street System Services-Public Works	\$0.00	\$0.00	\$12,600.00
100	61610	Streets Cleaning Section-PW-Str Sys	\$484,687.40	\$473,286.17	\$466,000.08
100	61621	Trash Removal-PW-Str Sys-Str Maint	\$169,415.09	\$187,105.11	\$193,014.75
100	61622	Leaf Removal-PW-Str Sys-Str Maint	\$56,289.10	\$92,801.01	\$96,163.69
100	61623	Snow & Ice Removal-PW-Str Sys-Str Mn	\$173,848.56	\$126,835.59	\$130,606.78
100	61624	Preventive Str Maint-PW-Str Sys/Mnt	\$576,254.17	\$528,005.98	\$509,423.36
100	61625	Street Patching/Grdg-PW-St Sys-Main	\$956,927.08	\$940,641.43	\$959,215.43
100	61626	Storm Drainage Main-PW-St Sys-Maint	\$141,873.63	\$353,881.84	\$329,686.56
100	61627	Irrigation Sys Maint-PW-St Sys-Main	\$71,691.38	\$109,382.05	\$113,247.13
100	61628	Sidewalk Maintenance-PW-St Sys-Main	\$11,702.40	\$20,228.58	\$19,897.14
100	61630	Services to Others-PW-Street System	\$6,007.67	\$1,612.29	\$1,667.08
100	61631	Gen Svcs to Others-PW-Street System	\$14,448.09	\$31,932.89	\$31,527.57
100	61632	Flood Cntrl-PW-Street System-Srv Ot	\$10,406.06	\$315.56	\$326.57
100	61641	Street Painting-PW-Str Sys-Traffic	\$208,065.55	\$224,166.14	\$237,079.56
100	61642	Traffic Signals-PW-Str Sys-Traffic	\$221,551.01	\$299,331.56	\$314,835.32
100	61643	Traffic Signs-PW-Str Sys-Traffic	\$231,978.07	\$181,182.79	\$186,585.55
100	616510	Street Lighting-PW-Stre Sys-Transpt	\$621,175.63	\$651,275.77	\$658,516.38
100	616521	General-PW-Str Sys-Transp Enginrng	\$222,387.51	\$273,881.28	\$375,420.25
301	904	Debt Service - Non-Departmental	\$13,902.00	\$13,902.00	\$13,902.00
302	904	Debt Service - Non-Departmental	\$108,240.00	\$102,960.00	\$97,680.00
902	904	Debt Service - Non-Departmental	\$857,700.00	\$858,885.00	\$932,648.00
2011	61115	Project Design-PW-TS-CADD	\$69,399.89	\$75,505.08	\$78,298.25
2011	61211	Land Acquisitions-PW-Prop Managemnt	\$72,805.00	\$0.00	\$0.00
2011	61219	General Land-PW-Property Management	\$0.00	\$0.00	\$9,267.03
2011	61230	Improvement Districts-PW-Prop Manag	\$0.00	\$44,208.90	\$0.00
2011	61231	Streets-PW-Prop Man-Improv District	\$3,353.89	(\$0.03)	\$39,932.53
2011	61232	Alleys-PW-Prop Man-Improvement Dist	\$38,833.82	\$0.00	\$0.00
2011	61234	Water-PW-Prop Man-Improvement Dist	\$0.00	\$487.00	\$501.61
2011	61240	Rights-of-Way/Easements-PW-Prop Man	\$0.00	\$99,725.26	\$0.00
2011	61241	Streets-PW-Prop Man-ROW/Easements	\$70,768.56	\$1,414.04	\$101,478.56
2011	61244	Storm Drainage-PW-Prop Man-ROW/Ease	\$1,234.70	\$0.00	\$0.00
2011	61313	Citizen Requests-PW-Eng Office	\$0.00	\$2,475.12	\$2,568.03
2011	61314	Project Design-PW-Engineering Office	(\$386,938.63)	(\$459,645.71)	(\$508,693.31)
2011	61324	R.O.W. Work Permits/Inspec-PW-EnFld	\$1,500.00	\$0.00	\$0.00
2011	61325	Project Design-PW-Engineering Field	\$181,984.45	\$235,830.68	\$252,950.80
2011	61340	Project Const-PW-Engineering Servic	\$7,797,158.00	\$5,930,670.00	\$5,101,448.00
2011	614101	City Hall-PW-Fac & Equip-Bldg/Plant	\$9,760.00	\$0.00	\$0.00
2011	614132	Lincoln Park Barn-PW-Fac/Equip-Bldg	\$42,000.00	\$0.00	\$0.00
2011	614141	Shops - Oper Ctr-PW-Fac/Equip-Bldg	\$28,498.00	\$190,000.00	\$0.00
2011	614161	Police Station-PW-Fac/Equip-Bldg/Pt	\$24,000.00	\$0.00	\$0.00
2011	6150	Public Works Administration	\$3,174,185.00	\$4,421,830.00	\$50,000.00
2011	61624	Preventive Str Maint-PW-Str Sys/Mnt	\$16,000.00	\$0.00	\$0.00
2011	61641	Street Painting-PW-Str Sys-Traffic	\$86,590.00	\$49,000.00	\$49,000.00
2011	61642	Traffic Signals-PW-Str Sys-Traffic	\$355,809.31	\$115,000.00	\$325,000.00
2011	616510	Street Lighting-PW-Stre Sys-Transpt	\$140,634.00	\$85,000.00	\$89,000.00
2011	616521	General-PW-Str Sys-Transp Enginrng	\$0.00	\$0.00	\$23,696.00
202	61115	Project Design-PW-TS-CADD	\$5,399.16	\$7,375.30	\$7,648.33
202	61314	Project Design-PW-Engineering Office	\$23,288.48	\$37,059.14	\$38,349.42
202	61325	Project Design-PW-Engineering Field	\$35,240.28	\$12,586.06	\$12,927.88
202	61340	Project Const-PW-Engineering Servic	\$144,072.00	\$1,024,989.00	\$1,098,625.00
301	61113	Service to Other Div.-PW-TS-CADD	\$6,893.79	\$7,166.81	\$7,421.59
301	61114	Citizen Requests-PW-TS-CADD	\$9,438.35	\$9,709.26	\$10,070.84
301	61115	Project Design-PW-TS-CADD	\$10,011.50	\$17,084.63	\$17,719.22
301	61119	General Tech Svcs-PW-TS-CADD	\$5,120.00	\$0.00	\$0.00
301	61211	Land Acquisitions-PW-Prop Managemnt	\$694.25	\$0.00	\$0.00
301	61212	Land Sales-Public Wrks-Prop Managmt	\$694.25	\$0.00	\$0.00
301	61213	Land Leases-Public Wrk-Prop Managmt	\$1,388.49	\$0.00	\$0.00
301	61214	Land Maintenance-Pub Wrk-Prop Manag	\$1,234.70	\$0.00	\$0.00
301	61219	General Land-PW-Property Management	\$1,928.94	\$0.00	\$0.00
301	61240	Rights-of-Way/Easements-PW-Prop Man	\$0.00	\$6,642.14	\$0.00
301	61241	Streets-PW-Prop Man-ROW/Easements	\$0.00	(\$0.01)	\$6,883.54
301	61242	Water-PW-Prop Man-ROW/Easements	\$1,780.77	\$0.00	\$0.00

301	61314	Project Design-PW-Engineering Office	\$63,854.60	\$80,852.00	\$168,100.36
301	61325	Project Design-PW-Engineering Field	\$56,033.18	\$41,748.08	\$45,844.53
301	61340	Project Const-PW-Engineering Servc	\$1,157,699.00	\$1,159,500.00	\$427,500.00
301	62110	Water Administration-PW-Utilities	\$150,948.82	\$131,549.75	\$125,906.85
301	62121	Water Supply-PW-Utilities-Supp/Trtm	\$229,035.96	\$240,913.80	\$276,547.61
301	62122	Water Treatment-PW-Util-Supply/Trtm	\$559,439.44	\$502,054.74	\$498,321.24
301	62131	Pipeline-PW-Util-Water-Pipeline Mnt	\$1,255,930.15	\$1,286,286.03	\$1,301,301.13
301	62133	Meter Repr/Repl-PW-Util-Wtr-Pipelin	\$214,293.14	\$215,031.43	\$222,382.00
301	62160	Irrigation Systems-PW-Util-Water	\$2,252.31	\$0.00	\$0.00
301	621710	Water Supply Eng/Cap-PW-Util-Wtr En	\$32,068.00	\$40,000.00	\$0.00
301	621725	Water Distr Eng/Cap-PW-Util-WtrEnCp	\$54,330.00	\$3,500.00	\$0.00
301	6241	Water Lab - PW - Utilities	\$179,987.66	\$190,959.87	\$195,326.97
302	62311	Non-automated Coll-PW-Util-Solid Ws	\$1,939,306.09	\$1,994,046.09	\$2,055,096.93
308	61115	Project Design-PW-TS-CADD	\$1,883.92	\$2,950.14	\$3,059.37
308	61211	Land Acquisitions-PW-Prop Managemnt	\$102,579.00	\$0.00	\$0.00
308	61314	Project Design-PW-Engineering Office	\$6,283.34	\$2,426.37	\$2,509.02
308	61325	Project Design-PW-Engineering Field	\$2,662.39	\$1,647.87	\$1,705.14
308	61340	Project Const-PW-Engineering Servc	\$443,380.19	\$8,000.00	\$8,300.00
309	62160	Irrigation Systems-PW-Util-Water	\$124,824.42	\$129,042.97	\$128,247.62
402	61421	Fleet Maintenance-PW-Fac/Equip-Fac	\$3,492,290.03	\$2,616,611.14	\$2,307,761.23
902	61113	Service to Other Div.-PW-TS-CADD	\$6,893.79	\$7,166.83	\$7,421.61
902	61114	Citizen Requests-PW-TS-CADD	\$9,438.37	\$9,709.24	\$10,070.81
902	61115	Project Design-PW-TS-CADD	\$1,422.41	\$0.00	\$0.00
902	61241	Streets-PW-Prop Man-ROW/Easements	\$0.00	\$0.00	\$3,036.94
902	61243	Sewer-PW-Prop Man-ROW/Easements	\$1,780.77	\$0.00	\$0.00
902	62110	Water Administration-PW-Utilities	\$0.00	\$86,724.00	\$0.00
902	62140	Customer Service-PW-Util-Water	\$0.00	\$2,929.85	\$0.00
902	62211	Plant Oper-PW-Util-Wastewater-Bkbn	\$1,757,377.25	\$1,826,340.60	\$1,869,618.76
902	62212	Interceptors-PW-Util-Wastewtr-Bkbn	\$11,803.64	\$12,040.88	\$12,493.42
902	62221	Collection Sys Maint-PW-Util-Wstwtr	\$1,116,273.68	\$1,152,918.01	\$1,182,909.54
902	62222	Lift Stations-PW-Util-Wstwtr-Collec	\$51,299.35	\$55,436.31	\$57,494.42
902	62223	Industri Prtrmt-PW-Util-Wstwtr-Col	\$112,701.34	\$115,599.72	\$119,636.95
902	6242	Wastewater Lab - PW - Utilities	\$331,277.07	\$337,389.44	\$346,592.90
903	61243	Sewer-PW-Prop Man-ROW/Easements	\$1,780.75	\$0.00	\$0.00
903	61314	Project Design-PW-Engineering Office	\$0.00	\$9,571.21	\$9,907.69
903	61325	Project Design-PW-Engineering Field	\$0.00	\$10,400.57	\$10,774.60
903	62230	Wastewater Eng/Cap-PW-Util-Wastewtr	\$0.00	\$110,300.00	\$0.00
904	61115	Project Design-PW-TS-CADD	\$1,700.42	\$0.00	\$0.00
904	61314	Project Design-PW-Engineering Office	\$15,963.41	\$23,734.26	\$24,550.31
904	61325	Project Design-PW-Engineering Field	\$12,428.49	\$10,979.86	\$12,698.99
904	61340	Project Const-PW-Engineering Servc	\$40,000.00	\$400,000.00	\$624,000.00
904	62211	Plant Oper-PW-Util-Wastewater-Bkbn	\$129,608.00	\$2,076,794.00	\$249,414.00
904	62221	Collection Sys Maint-PW-Util-Wstwtr	\$115,000.00	\$0.00	\$0.00
904	6242	Wastewater Lab - PW - Utilities	\$259,628.00	\$0.00	\$0.00
905	61115	Project Design-PW-TS-CADD	\$4,999.75	\$7,375.30	\$7,648.33
905	61119	General Tech Svcs-PW-TS-CADD	\$5,120.00	\$0.00	\$0.00
905	61230	Improvement Districts-PW-Prop Manag	\$0.00	\$8,889.62	\$0.00
905	61231	Streets-PW-Prop Man-Improv District	\$0.00	\$0.00	\$12,097.91
905	61233	Sewer-PW-Prop Man-Improvement Dist	\$4,505.49	\$0.00	\$0.00
905	61234	Water-PW-Prop Man-Improvement Dist	\$0.00	\$487.00	\$501.61
905	61240	Rights-of-Way/Easements-PW-Prop Man	\$0.00	\$10,679.05	\$0.00
905	61241	Streets-PW-Prop Man-ROW/Easements	\$0.00	\$0.01	\$8,190.30
905	61243	Sewer-PW-Prop Man-ROW/Easements	\$1,780.77	\$0.00	\$0.00
905	61314	Project Design-PW-Engineering Office	\$28,387.36	\$37,728.84	\$45,653.59
905	61325	Project Design-PW-Engineering Field	\$29,464.68	\$16,028.34	\$17,866.97
905	61340	Project Const-PW-Engineering Servc	\$345,227.00	\$281,190.00	\$292,465.00
905	62220	Collections Oper-PW-Util-Wastewater	\$0.00	\$18,500.00	\$0.00
906	61115	Project Design-PW-TS-CADD	\$1,883.92	\$35,246.87	\$28,813.93
906	61314	Project Design-PW-Engineering Office	\$3,726.00	\$22,071.36	\$22,856.67
906	61325	Project Design-PW-Engineering Field	\$3,129.09	\$21,463.81	\$23,543.46
<b>TOTAL</b>			<b>\$33,880,426.87</b>	<b>\$34,978,204.51</b>	<b>\$27,520,153.71</b>



Budget By Fund	1999	2000	2001
General	\$ 6,452,141	\$ 6,733,530	\$ 6,893,662
Sales Tax CIP	11,727,576	10,791,500	5,614,448
Storm Drainage Improvements	208,000	1,082,010	1,157,551
Water	4,008,959	3,946,901	3,317,228
Solid Waste Removal	2,047,546	2,097,006	2,152,777
Parking	556,789	15,024	15,574
Irrigation Systems	124,824	129,043	128,248
Equipment	3,492,290	2,616,611	2,307,761
Joint Sewer System	5,262,301	7,566,580	5,932,906
<b>TOTAL</b>	<b>\$ 33,880,427</b>	<b>\$ 34,978,205</b>	<b>\$ 37,330,154</b>

% Change	1999-2000	2000-2001	Average
General	4.4%	2.4%	3.4%
Sales Tax CIP	-8.0%	-48.0%	-28.0%
Storm Drainage Improvements	420.2%	7.0%	213.6%
Water	-1.5%	-16.0%	-8.8%
Solid Waste Removal	2.4%	2.7%	2.5%
Parking	-97.3%	3.7%	-46.8%
Irrigation Systems	3.4%	-0.6%	1.4%
Equipment	-25.1%	-11.8%	-18.4%
Joint Sewer System	43.8%	-21.6%	11.1%
<b>TOTAL</b>	<b>32%</b>	<b>-21.3%</b>	<b>-8.9%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	4	4	4	5	5	5	5	5	5	5	5	6
Facilities & Equip	8	8	8	9	9	9	10	10	10	10	14	14
Streets & Traffic	27	26	27	29	32	33	34	35	36	36	38	39
Projects & Engineer	10	13	14	17	17	19	23	26	28	31	36	36
Water Services	25	29	30	26	27	27	26	26	27	26	27	27
Sanitation Services	16	16	16	17	18	18	18	13	13	13	13	13
Wastewater Treat	31	31	33	32	33	33	33	33	33	33	33	33
<b>Total</b>	<b>121</b>	<b>127</b>	<b>132</b>	<b>135</b>	<b>141</b>	<b>144</b>	<b>149</b>	<b>148</b>	<b>151</b>	<b>154</b>	<b>166</b>	<b>168</b>



The Public Works and Utilities Department of the City of Grand Junction provides a wide 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 six operational divisions which include Street Systems, City Engineering, Transportation Engineering, Property Management, Technical Services, plus Fleet and 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, 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.

**Transportation Engineering** is responsible for street painting, traffic signs, signal maintenance and operations, street lighting, performance monitoring of our transportation network, plus long range transportation planning.

**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 and sewer lines, drainage facilities, fire and police facilities, parks and open space trails and lands whose water rights are necessary to meet present and future demands of the City. The 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 Development, Solid Waste and Recycling and Wastewater Services (inside and outside the City within the 201 sewer service area). Water and Wastewater also include the Environmental 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.

**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 treatment plant, water treatment, pipeline maintenance, and water meter reading and maintenance.

**Irrigation Services** supplies and distributes untreated irrigation water to the Ridges Development, on the Redlands.

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

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

**Environmental Lab Services** provide water and wastewater analytical data and support services to water and wastewater treatment plant operations, utility management, and state and federal governments. The laboratories provide an independent assessment of treatment plant operations and ensure compliance with federal environmental safeguards, including microbiological analysis of drinking water supplies.

## 1999 Major Accomplishments

### Public Works Division

- Completed the 1999 Spring Cleanup program (FAD). The program completed its largest year in terms of volume with 12,840 cubic yards of debris being picked collected. Efficiencies in collection for 1999 resulted in lower unit costs and a \$44,000 savings to the budget.
- The chipseal program completed 456,000 square yards of surface maintenance for the west area of the city. This represents one of the largest programs ever completed for the department and maintains our commitment to the 10-year cycle for surface maintenance.
- Completed the 1999 Capital improvement program with 38 construction contracts totaling \$15,211,077. This includes the reconstruction of 27 ½ Road, 12<sup>th</sup> Street, 5<sup>th</sup> Street and South Avenue.
- The long-range 2011 fund now identifies a 15-year capital improvement program that includes \$12.9 million in new drainage projects and \$129.5 million for public works infrastructure improvements. This Comprehensive Transportation Plan includes annual maintenance and repairs, street reconstruction projects and several very significant projects that will be built in as many as 6 phases.
- Completed the West Metro Transportation Study in conjunction with Mesa County. This project evaluated 20 major road and bridge improvements to the transportation network. The study included a prioritization of the recommended projects with cost estimates.
- Completed a Storm Water Master Plan in conjunction with Mesa County and the Grand Junction Drainage District. The study identified deficiencies in major drain-ways, recommended improvements and provided cost estimates.
- Completed a study of the combined sewer system in the downtown area. This study included cost estimates for separation of the storm water from the sanitary sewer system.

### Utilities Division

- Completion in 1999 of \$893,583 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 1999 of \$1,282,742 in water system capital improvements, including line replacements, fire protection upgrades, and meter replacements.

- Reduced chemicals, equipment rental, and electrical costs in water operations for a savings of \$47,521 per year.
- 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.
- Remodeled and expanded wastewater environmental laboratory.

### Future Outlook -2000-2009

#### Public Works Division

- The Persigo Agreement signed in October 1998 has the potential to significantly impact the way many City services are provided. Public Works will closely monitor the annexation activity over the next year to understand how this growth effects our ability to continue meeting the public's expectations with the current work programs and resources.
- The seal coat program has expanded where it consumes a large amount of the Street Division's resources. In 2000, Public Works will evaluate this program with the other maintenance needs of the system to be sure the seal coat program is not compromising the divisions' ability to perform other equally important maintenance duties. Contracting of seal coating will be analyzed as a contrast to in-house operations.
- The addition of an engineer and an administrative assistant in Transportation would provide improved customer service and enhanced internal professional review of transportation issues.
- Technical Services Division will pursue its goal of providing City employees access to data being stored by the GIS system via the Intranet in 2000. In 2001, the division will work to allow public access to this same data through an Internet web server.

#### Utilities Division

- Over the next ten years, the City and County propose to examine an initiative to retrofit piped sewage collection systems into existing neighborhoods on the Redlands and in the North areas of Grand Junction.
- Continue to maintain existing treated water rates by looking for opportunities to lease excess raw water supplies to others.
- Replace portions of raw water transmission lines through the Orchard Mesa area as well as tie in the Whitewater Creek water supply in 2006.



## Performance Measurement Data Sheets

Public Works & Utilities  
**THERMOPLASTIC**  
 (Year End 1999)

**PRIMARY OBJECTIVE:****RE-SURFACE 35% OF CROSSWALKS ANNUALLY**

TOTAL # CROSSWALKS	35%	MATERIAL REQUIRED ANNUALLY
404	145	11 TONS

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
TOTAL NUMBER OF CROSSWALKS IN THE SYSTEM	404	410	416

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
PROGRAM EXPENDITURES	\$20,160	\$21,281	\$22,464
NUMBER OF MAN-HOURS	471	485	492

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
NUMBER OF CROSSWALKS RESURFACED	83	84	86
TONS OF MATERIAL APPLIED	5.7	5.7	5.7

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
COST PER CROSSWALK	\$ 243.00	\$ 256.00	\$ 263.00
NUMBER OF MAN-HOURS PER CROSSWALK	5.7	5.8	5.9
POUNDS OF MATERIAL APPLIED PER CROSSWALK	227	227	227

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved; or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
(NUMBER OF CROSSWALKS RESURFACED) / BENCHMARK	57%	57%	57%

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

Acquire a new and more efficient thermoplastic machine. Do more night work.

Due to the conversion of crosswalks from parallel lined to the continental type. It will be several years before we see an improvement to the quantity of crosswalks resurfaced.



# Performance Measurement Data Sheets

Public Works & Utilities

## PAINTING

(Year End 1999)

### PRIMARY OBJECTIVE:

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
TOTAL NUMBER OF LANE MILES IN THE SYSTEM	271	275	279

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
PROGRAM EXPENDITURES	\$100,088	\$104,493	\$109,880
MAN-HOURS REQUIRED FOR STRIPING	1477	1499	1521
GALLONS OF PAINT APPLIED	6,500	6,597	6,696

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
NUMBER OF LANE MILES STRIPED	519	527	535

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
COST FOR LANE MILE STRIPED	\$ 193	\$ 198	\$ 205
COST FOR GALLON OF PAINT APPLIED	\$ 15.40	\$ 15.84	\$ 16.41
MAN-HOURS REQUIRED PER LANE MILE	\$ 2.85	\$ 2.84	\$ 2.84

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
LANE MILES STRIPED PER BENCHMARK	160%	100%	100%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor the mill thickness of the paint to make sure the coverage is between 12 and 15 mills. Last years coverage was not as good as years past.

## Performance Measurement Data Sheets

Public Works &amp; Utilities

**TRASH REMOVAL / FRESH AS A DAISY**

(Year End 1999)

**MISSION/GOAL(S)**

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

<b>SERVICE DATA SECTION:</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Total Number of Full Time Employees	27	30	30
Total Number of Full Time Employees Hours	56,160	62,400	62,400
% of Hours Utilized For Program	6.0%	6.1%	6.5%
Total Division Expenditures	2,518,857	\$ 2,618,611	\$ 2,724,396
% of Total Expenditures Utilized for Program	6.5%	8.7%	6.8%

<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Program Expenditures	\$ 162,850.00	\$ 227,936	\$ 184,695
Program Man-hours	3,387	3,776	3,776

<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Total Cubic Yards of Debris Collected	12,840	12,280	12,280

<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Cost per Cubic Yard Collected	\$ 12.68	\$ 18.56	\$ 15.04
Cost per Man Hour	\$ 48.08	\$ 60.36	\$ 48.91
Cubic Yards of Debris per Man Hour	\$ 3.79	3.25	3.25
Man Hours per Cubic Yard Collected	\$ 0.26	0.31	0.31

<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Cubic Yards Collected per Benchmark-12280	104.6%	100%	100%
Cost per Cubic Yard per Benchmark-\$15.04	84.3%	123%	0.0%
Cost per Man Hour per Benchmark- \$48.20	99.8%	125%	101.5%

<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	<b>1999 Actual</b>	<b>2000 Budget</b>	<b>2001 Budget</b>
Cost per Man Hour per 1000 Cubic Yards Debris Collected	\$3.74	\$4.92	\$3.98

# Performance Measurement Data Sheets

Public Works & Utilities  
**LEAF REMOVAL**  
(Year End 1999)

**MISSION(GOALS)**  
TO EFFECTIVELY UTILIZE ALL RESOURCES IN ORDER TO PROVIDE QUALITY SERVICE TO CITY RESIDENTS

SERVICE DATA SECTION:		1999 Actual	2000 Budget	2001 Budget
Total Number of Full Time Employees		18	18	18
% of Full Time Employees allocated to the Removal Program		40%	45%	45%
Total Days Utilized in Program		49	45	45
Total Division Expenditures		\$ 2,518,857.00	\$ 2,618,811	\$ 2,724,398
% of Total Expenditures for Program		2.6%	3.5%	3.5%

INPUTS: Measure the resources used in performing the work or rendering the service.		1999 Actual	2000 Budget	2001 Budget
Program Expenditures		\$66,532	\$ 82,801	\$ 96,184
Program Man-hours		1,864	1,837	1,850

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.		1999 Actual	2000 Budget	2001 Budget
Total Cubic Yards of Debris Collected		4,867	5,500	5,500

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.		1999 Actual	2000 Budget	2001 Budget
Cost per Cubic Yard Collected		\$ 13.61	\$ 16.87	\$ 17.48
Cost per Man Hour		\$ 39.98	\$ 56.89	\$ 58.28
Cubic Yards of Debris per Man Hour		\$ 2.94	\$ 3.38	\$ 3.33
Man Hours per Cubic Yard Collected		\$ 0.34	\$ 0.30	\$ 0.30

EFFECTIVENESS/MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.		1999 Actual	2000 Budget	2001 Budget
Cubic Yards Collected per Benchmark- 5500 Cu. Yds.		88.9%	100.0%	100.0%
Cost per Cubic Yard per Benchmark - \$10.98		\$ (2.62)	\$ (\$5.89)	\$ (6.49)
Cost per Man Hour per Benchmark- \$30.59		\$ (9.39)	\$ (26.10)	\$ (27.69)

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.		1999 Actual	2000 Budget	2001 Budget
Cost per Man Hour per 1000 Cubic Yards Debris Collected		\$8.18	\$10.31	\$10.60



# Performance Measurement Data Sheets

Public Works &amp; Utilities

## STREET CLEANING OPERATIONS

(Year End 1999)

### MISSION/GOAL(S)

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 6 Cycles      Art/Collector 22 Cycles      Commercial 41 Cycles      Chipseal As required

SERVICE DATA SECTION:	ACTUAL 99	2000 Budget	2001 Budget
Curb Lane Miles Within the City Limits	406	426	448
Residential	215	227	241
Arterial/Collector	116	124	132
Commercial	75	75	75

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL 99	2000 Budget	2001 Budget
Program Expenditures	\$499,709	\$473,286	\$ 466,000
Program Man-Hours	10,695	10,695	10,695

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Residential Curb Lane Miles Swept	4,533	3,650	4125
Arterial/Collector CLM Swept	1,847	2,500	2300
Commercial CLM Swept	3,176	3,075	3075
Chipseal/Misc. CLM Swept	1,044	1,275	1050
Total Curb Lane Miles Swept	10,600	10,500	10,550

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Curb Lane Mile Swept	\$ 47.14	\$ 45.07	\$ 44.17
Cost per Man Hour	\$ 46.72	\$ 44.25	\$ 43.57

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Curb Lane Miles Swept Above the Goal/Standard - 9000 CLM	1,600	1,500	1,550
% Above Standard	17.8%	16.7%	17.2%
Chipseal per total CLM Swept	10%	12%	10%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 Actual	2000 Budget	2001 Budget
Cost per manhour per 1000 curb-lane miles swept	\$4.41	\$4.21	\$4.13

# Performance Measurement Data Sheets

Public Works & Utilities  
**FLEET MAINTENANCE**  
 (Year End 1999)

**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:	1999 Actual	2000 Budget	2001 Budget
Total Expenditures for the Division	\$ 682,981	\$ 1,025,971	\$ 1,038,616
Total # of FTE	8.2	9.20	9.20
Total man-hours @ 1866 Equipment related hours	15,301	17,167	17,167
% Of Scheduled Repairs	66.70%	68%	70%
% Of Un-Scheduled Repairs	33.30%	32%	30%
% Of Repairs Completed	100.00%	100.00%	100.00%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$682,981	\$1,025,971	\$1,038,616
Program FTE's	8.2	9.2	9.2
Program man-hours	15,301	17,167	17,167

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Number Of Scheduled Fleet Maintenance Repairs	3,666	3,698	4,082
Number Of Un-Scheduled Fleet Maintenance Repairs	1,931	1,881	1,911
Total Number Of Repairs Completed	5,797	5,579	5,993

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average Cost Per Repair Performed	152	175	174
Expenditures per man-hour	58	60	61
Expenditures per FTE	107,678	111,519	112,893

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number Of Repair Requests Completed On-Time & Without Error	5,775	5,658	5,953
Number Of Repair Requests Completed With Error (Re-Work)	22	21	20
Satisfaction Rate	99.6%	99.6%	99.7%

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

Continue to monitor Scheduled to Non-Scheduled Maintenance Repairs with the goal of reaching 70% Scheduled Repair to 30% Non-Scheduled Repairs. Maintain records to analyze data to ensure progress of goal and accountability. A reduction in personnel costs have contributed to additional savings in Fleet Operations.



## Performance Measurement Data Sheets

Public Works &amp; Utilities

**WATER METER READING**

(Year End 1999)

**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	2000 BUDGET	2001 BUDGET
# Of Customers/Meters	9,332	\$ 9,300	\$ 9,300

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Operating Budget - Labor based on hourly (\$19.90)	\$ 100,318	\$ 98,386	\$ 99,142
Total # of Manhours to Perform Tasks	5,041	4,800	4,700
Total Number of FTE's (Total Manhours / 2,080)	2.4	2.3	2.3

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Number Of Meters Read	115,686	111,600	111,600

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Cost per Meter Read	\$ 0.87	\$ 0.88	\$ 0.89
Number Of Meters Read Per Manhour	22.9	23.3	23.7

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
# Of Meter Reading Errors	101	75	50
Meter Reading Accuracy Rate	99.91%	99.93%	99.96%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single Indicator.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Cost Per Properly Read Meter	\$ 0.87	\$ 0.88	\$ 0.89
# Of Properly Read Meters Per Manhour	22.93	23.23	23.73

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

With implementation of Banner Customer Information System we have re-sequenced meter reading routes to make the process of gathering monthly consumption data more efficient as 1998 data showed an improvement over 1997, and 1999 showing an improvement over 1998. Over the course of many years new customers were added to routes in an order that required a meter reader to back track or bypass a meter reading because it is not in the route being read. The number of meters being read for 1999 will decrease with the implementation of the Ute Water Customer trades.



# Performance Measurement Data Sheets

## Public Works & Utilities WATER TREATMENT (Year End 1999)

**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	2000 BUDGET	2001 BUDGET
Operating Expenditures For The Division	\$ 474,084	\$ 440,054	\$ 453,321
Number Of Active Accounts	9,117	9,200	9,200

INPUTS: Measure the resources used in performing the work or rendering the service.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Chemical Costs (Average Daily Chemical Costs x Treated Water Production)	\$ 52,021	\$ 45,477	\$ 46,614
Electrical Costs (Actual Yearly Budget Expenditure)	\$ 29,307	\$ 32,615	\$ 32,615
Total Treatment Costs (Less Bulk Water Purchases and Operating Capital)	\$ 357,959	\$ 427,254	\$ 445,321

OUTPUTS/OUTCOMES: Indicates the amount of work performed or the amount of service rendered.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Treated Water Production - Million Gallons Per Year	2,007	2,000	2,000
Treated Water Consumption - Million Gallons Per Year	1,813	1,800	1,800

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
(a) Chemical Costs Per Million Gallons Water Produced	\$ 25.92	\$ 30.00	\$ 30.00
(b) Electrical Costs Per Million Gallons Water Produced	\$ 14.80	\$ 13.00	\$ 13.00
Total Treatment Costs Per Million Gallons Water Produced	\$ 178.36	\$ 213.63	\$ 222.66

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Percent Unaccounted For Water	9.7%	10.0%	10.0%
Percent Of Turbidity Readings In Compliance With Federal Standards - 0.50 NTU	100.0%	100.0%	100.0%
Percent Of Turbidity Readings In Compliance With Maximum Internal Treatment Goal - 0.20 NT	98.3%	100.0%	100.0%
(c) Percent Of Turbidity Readings In Compliance With Desired Internal Treatment Goal - 0.10 N	82.7%	90.0%	100.0%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	ACTUAL YTD	2000 BUDGET	2001 BUDGET
Variance From Desired Internal Treatment Goal Of 0.10 NTU (minus = better than goal)	7.3%	10.0%	0.0%
Water Treatment Efficiency Factor $(a + b) / c / 43$ (43 = Average 5 year cost for chemicals and electricity)	1.14	1.11	1.00

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

1999 analysis shows an improvement in water treatment costs with an increase in turbidity compliance. Overall efficiency factor shows an improvement. We 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.

## Performance Measurement Data Sheets

Public Works & Utilities  
**SOLID WASTE REMOVAL**  
 (Year End 1999)

**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:	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Operating Revenue For The Division	\$ 2,044,107	\$ 2,043,101	\$ 2,126,101
Operating Expenditures For The Division	\$ 2,044,985	\$ 2,097,008	\$ 2,152,778
Operating Profit (Loss)	\$ (858)	\$ (53,905)	\$ (28,675)
Total Number Of FTE's In The Division (Includes Administration)	9.34	9.38	9.38
Number Of Residential Customers (Weekly Average)	10,904	10,900	10,900
Number Of Commercial Customers (Weekly Average)	728	750	750
Total Number Of Customers Served (Weekly Average)	11,632	11,650	11,650
Average Monthly Residential Rate	\$ 9.46	\$ 9.48	\$ 9.48
Average Rate Of Other Service Providers	\$ 10.25	\$ 10.25	\$ 10.25

INPUTS: Measure the resources used in performing the work on rendering the service.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Weekly Operating Expense (Total Expense / # Of Weeks)	39,326.25	\$ 40,327	\$ 41,400
Collection Manhours (Weekly Average)	274	275	275
Collection FTE's (Manhours / 40)	6.84	6.88	6.88
Number Of Collection Trucks	10	10	10

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Number Of Residential Containers Served (Weekly Average)	12,856	13,000	13,000
Number Of Commercial Containers Served (Weekly Average)	1,117	1,150	1,150
Total Number Of Containers Served (Weekly Average)	13,973	14,150	14,150

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Cost Per Container (Weekly Average)	\$ 2.81	\$ 2.85	\$ 2.93
Number Of Containers Served Per Manhour	51.1	51.5	51.5

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Number Of Call Backs For Missed Containers (Weekly Average)	12	5	5
City Rate As A % Of Other Collection Service Providers	92%	92%	92%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
(A) Average Number Of Containers Served Per Manhour - Number Of Call Backs	51.0	51.4	51.44
(B) Cost Per Container X City's Rate As A % Of Other Service Providers	2.60	2.63	2.70
A / B (The Higher The Number The Better Overall Performance)	19.64	19.56	19.05

**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.

# Performance Measurement Data Sheets

Public Works & Utilities

## WASTEWATER TREATMENT

(Year End 1999)

DEPARTMENT SUMMARIES - PUBLIC WORKS & UTILITIES

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

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Population Served	62,700	64,581	66,518
Sewer Taps	20,825	21,450	22,094
Miles of Sewage Collection System Maintained	350	361	372

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Operational Budget	\$2,967,380	\$3,127,744	\$3,206,645
Number of Full Time Employees	28	28	28
Number of Man-Hours	58,240	58,240	58,240

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Gallons of Wastewater Treated	2,799,882,000	2,883,678,460	3,056,911,168
Miles of Sewer Line Cleaned	210	210	210

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost Per Million Gallons of Wastewater Treated	\$1,001.00	1,084.56	1,048.98
Miles of Sewer Line Cleaned Per Man-Hour	0.02	0.02	0.02

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Discharge Violations	0	0	0
Compliance With Water Quality Discharge Limitations	100%	100%	100%

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:** Stay informed of all new treatment technologies.



## Performance Measurement Data Sheets

Public Works &amp; Utilities

## ION CHROMATOGRAPHY INSTRUMENTATION

(Year End 1999)

**PRIMARY OBJECTIVE:**

Increase the efficiency and automation of the drinking water lab by adding ion chromatography (IC) instrumentation. This instrument automates the analyses of seven individual labor-intensive tests. Past labor and supply costs of performing the seven tests was \$11,500 per year. Current costs with the IC instrumentation are \$4890 per year.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Number of drinking water quality analyses	16252	16475	16700

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Staff time performing IC analyses	\$3,575	\$3,750	\$3,940
Cost of chemicals and supplies	\$1,314	\$1,380	\$1,450

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Numbers of laboratory analyses per year (related to IC)	720	740	760

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Annual savings of staff time (to be applied to additional tests and projects)	20%	20%	20%

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Annual savings of staff time	\$8,213	\$8,824	\$9,055

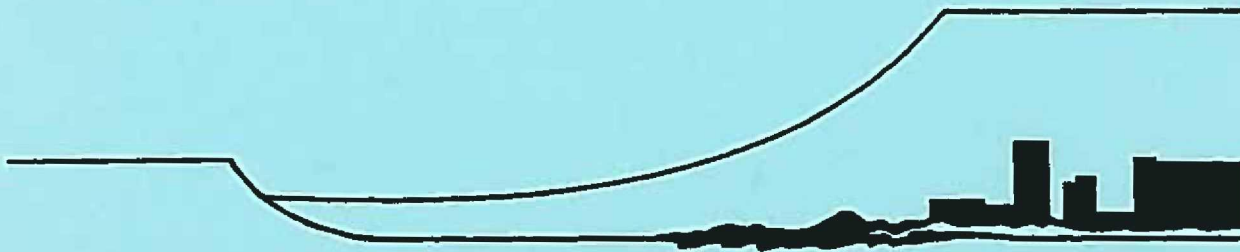
Note: 1999 figures reflect full IC implementation and drinking water certification efforts through the Colorado Department of Public Health and Environment and USEPA.

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

Continue to monitor labor and supply costs of ion chromatography analyses. Apply annual savings of lab staff time to performing additional tests without increasing staffing levels.

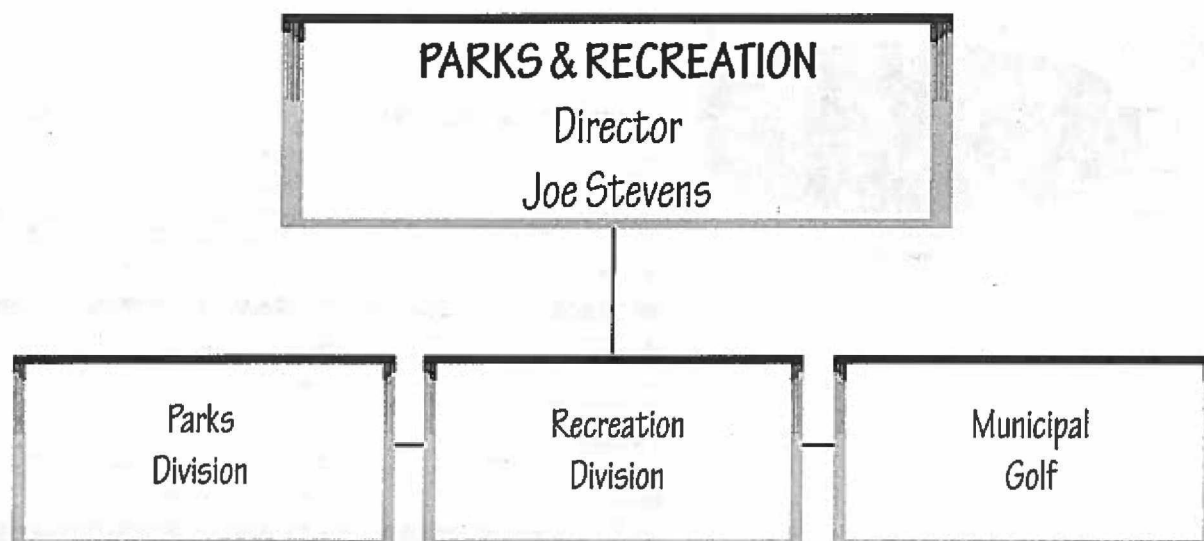
## **PARKS & RECREATION**

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- ◆ **Parks**
- ◆ **Recreation**
- ◆ **Municipal Golf**

***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.***

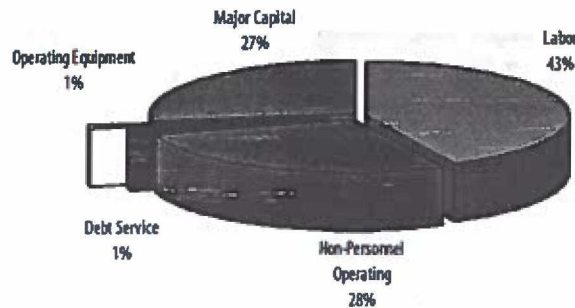


### **SIGNIFICANT BUDGET ISSUES**

- Stadium, Lincoln Park-Moyer Pool, Columbine and Kronkright concession contracts open for bid.
- Evaluate golf course operations. Decide whether to hire manager on-staff or outsource.
- First full year of operation for West Lake Park.
- Construction of Eagle Rim Park and opening for use.
- Fence top safety covering for softball fields at Columbine and Kronkright.
- Implement automated voice registration/facility booking system to assist in taking course registrations, book facilities, and lower the need for additional administrative staffing positions.
- Continue to reevaluate the Parks and Recreation Activity Guide and determine cost-effective measures to enhance return on investment.
- Remain responsive to community needs and demands and pursue collaboration efforts to address and offer new, creative and responsive programs in the Recreation Division.
- Continue to evaluate and analyze Recreation program delivery and reduce the impact on the General Fund.
- Increase publication of the *Community Cultural Events Calendar* from quarterly to six times per year (\$1,300 increase).
- Begin a purchase program to acquire \$10,000 in artwork annually for beautification of parks of public facilities.
- Bring Lincoln Park-Moyer Pool and Orchard Mesa Pool "On-line" for additional program registration and facility booking capabilities/locations.
- The track at Stocker Stadium is scheduled to be resurfaced this year.
- The P.A. system at Stocker Stadium will be professionally adjusted to allow for a good quality sound.
- The back stop fencing at Suplizio Field will be replaced with a netting that last longer and be easier to see through.
- Purchasing equipment for Canyon View Park to better the condition of the dirt infields of the softball fields.

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$7,120,712	\$7,798,433	\$7,897,375
Percent Change in Operating Budget		9.5%	1.3%
Full-Time Staffing	57	62	63





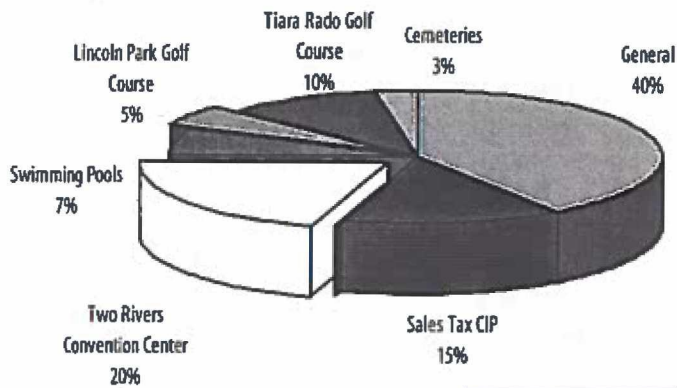
Budget By Major Category	1999	2000	2001
Labor	\$ 4,058,065	\$ 4,578,797	\$ 4,712,444
Non-Personnel Operating	2,744,879	2,933,068	2,949,528
Debt Service	134,023	149,060	167,409
Operating Equipment	183,745	137,508	67,954
<b>Subtotal Operating</b>	<b>\$ 7,120,712</b>	<b>\$ 7,798,433</b>	<b>\$ 7,897,375</b>
Major Capital	2,396,658	2,862,996	3,125,910
<b>TOTAL</b>	<b>\$ 9,517,370</b>	<b>\$ 10,661,429</b>	<b>\$ 11,023,285</b>

% Change	1999 - 2000	2000 - 2001	Average
Labor	12.8%	2.9%	7.9%
Non-Personnel Operating	6.9%	0.6%	3.7%
Debt Service	11.2%	12.3%	11.8%
Operating Equipment	-25.2%	-50.6%	-37.9%
<b>Subtotal Operating</b>	<b>8.5%</b>	<b>1.3%</b>	<b>5.4%</b>
Major Capital	19.5%	9.2%	14.3%
Contingency			
<b>TOTAL</b>	<b>12.0%</b>	<b>3.4%</b>	<b>7.2%</b>

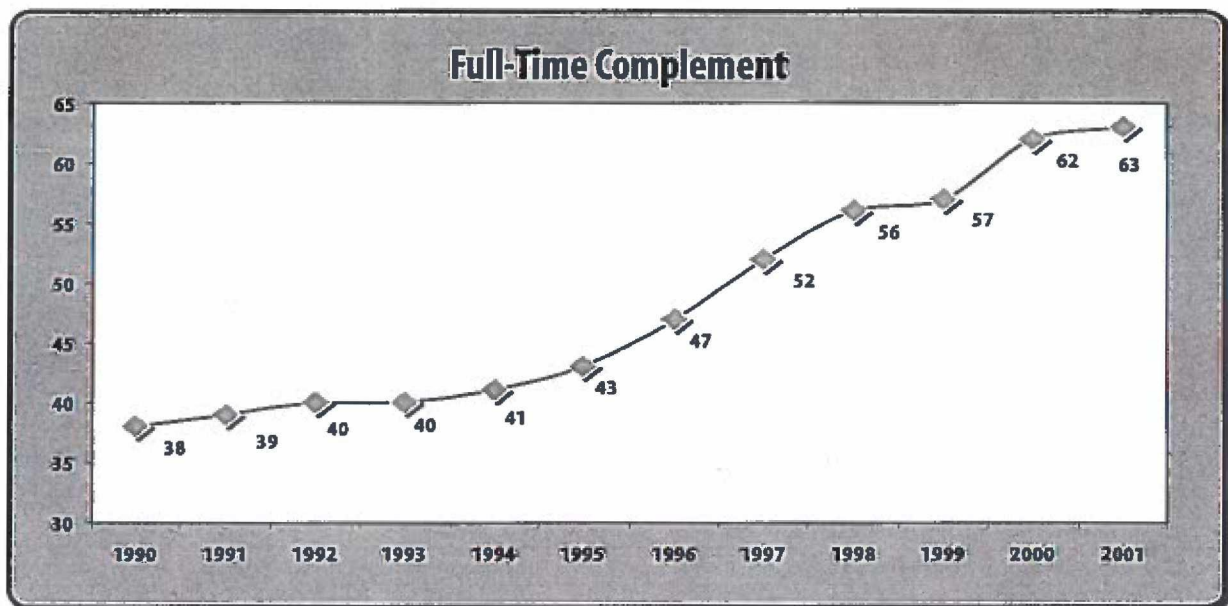
FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
100	700	Parks and Recreation Administration	\$541,228.29	\$660,331.17	\$583,483.98
100	711	Parks Operation - Parks Division	\$1,415,869.68	\$1,611,059.19	\$1,610,230.11
100	712	Forestry - Parks Division	\$439,564.58	\$492,636.99	\$535,519.55
100	713	Stadium - Parks Division	\$246,694.64	\$272,189.62	\$277,129.31
100	714	Riverfront-P&R-Parks Division	\$77,119.35	\$90,073.16	\$92,905.88
100	715	Lincoln Park Auditorium-P&R-Prks Dv	\$21,705.00	\$19,638.00	\$20,014.71
100	716	Canyon View Park-P&R-Prks Dv	\$475,579.14	\$503,625.13	\$507,539.67
100	731	Recreation Administration - P&R	\$284,531.26	\$283,795.09	\$290,381.35
100	73210	Special Events - P & R - Div A-S.E.	\$483.00	\$75.00	\$75.00
100	73230	Youth Tennis - P&R - Div B - YS	\$11,084.00	\$13,723.00	\$13,820.91
100	732301	Other Early Childhood-P&R-DivA-E.C.	\$2,650.00	\$4,785.00	\$5,050.10
100	73234	Country Western Dance-P&R-DivA-GenR	\$2,232.00	\$2,312.00	\$2,419.00
100	73235	Cntry Western Line Dnc-P&R-DivA-GnR	\$216.00	\$227.00	\$241.00
100	73236	Ballroom Dance - P&R - DivA-Gen Rec	\$6,982.00	\$7,857.00	\$8,479.00
100	73238	Photography - P&R - Div A - AE/Sl	\$525.00	\$567.00	\$588.00
100	73239	Jazzercise - P&R - Div A - Gen Rec	\$1,360.00	\$1,240.00	\$1,290.00
100	73240	Jazzercise - P&R - Div A - Gen Rec	\$3,654.00	\$3,757.00	\$3,897.00
100	73241	Yoga - P&R - Div A - Gen Rec	\$1,441.00	\$1,496.00	\$1,556.00
100	73242	Tai Chi Chih - P&R - Div A -Gen Rec	\$597.00	\$659.00	\$872.00
100	73243	Landscape - P&R - Div A - AE/Sl	\$0.00	\$213.00	\$249.00
100	73245	Creative Wellness-P&R-DivA-Gen Rec	\$350.00	\$372.00	\$386.00
100	73248	Drama - P&R - Div A - Gen Rec	\$30.00	\$0.00	\$0.00
100	73251	Tot Tumbling - P&R - Div A - E.C.	\$1,419.00	\$1,456.00	\$1,612.00
100	73252	Hiking/Walking - P&R - Div A-GenRec	\$432.00	\$0.00	\$0.00
100	73253	Skiing - P&R - Div B - O Rec	\$130.00	\$150.00	\$156.00
100	73255	Biking - P&R - Div A - Gen Rec	\$283.00	\$0.00	\$0.00
100	73256	Fishing - P&R - Div B - O Rec	\$681.00	\$512.00	\$533.00
100	73257	Pets - P&R - Div A - Gen Rec	\$188.00	\$0.00	\$0.00
100	73258	Investments - P&R - Div A - AE/Sl	\$0.00	\$245.00	\$295.00

100	73259	Youth Education - P&R - Div B-Y Rec	\$4,806.00	\$4,150.00	\$4,325.44
100	73260	Adult Education - P&R - Div A-AE/SI	\$3,903.00	\$4,309.00	\$4,771.00
100	73261	Music - P&R - Div B - Y Rec	\$1,000.00	\$1,000.00	\$1,045.00
100	73262	Culinary - P&R - Div A - Gen Rec	\$0.00	\$142.00	\$170.00
100	73300	Adult Basketball - P&R - Div B - AS	\$12,794.00	\$8,930.00	\$9,273.72
100	733001	Youth Open Gym - P&R - Div B - YS	\$229.00	\$242.00	\$242.87
100	733002	Youth Flag Football - P&R - Div B-YS	\$2,548.00	\$2,752.00	\$4,056.33
100	733003	Youth Volleyball - P&R - Div B - YS	\$0.00	\$151.00	\$151.54
100	73301	Youth Basketball - P&R - Div B - YS	\$25,886.00	\$43,142.14	\$45,950.41
100	733010	Equipment Rental - P&R - Div B - AS	\$301.00	\$216.00	\$225.00
100	733011	Adult Tennis - P&R - Div B - AS	\$1,032.00	\$0.00	\$0.00
100	733013	Adult Flag Football - P&R - Div B-AS	\$4,676.00	\$3,917.00	\$4,130.09
100	733015	Adult Soccer - P&R - Div B - AS	\$12,173.00	\$13,195.00	\$13,371.94
100	73302	Youth Wrestling - P&R - Div B - YS	\$4,432.00	\$7,129.68	\$7,360.05
100	73303	Summer Softball - P&R - Div B - AS	\$68,397.00	\$70,672.00	\$70,997.69
100	73304	Fall Softball - P&R - Div B - AS	\$24,845.17	\$26,175.17	\$26,315.19
100	73305	Fall Volleyball - P&R - Div B - AS	\$15,136.00	\$13,763.00	\$16,662.58
100	73306	Spring Volleyball - P&R - Div B - AS	\$8,013.00	\$7,526.00	\$7,685.74
100	73308	Track - P&R - Div B - YS	\$2,505.00	\$3,573.00	\$3,644.00
100	73309	Summer Volleyball - P&R - Div B - AS	\$256.40	\$0.00	\$0.00
100	73310	Gymnastics - P&R - Div B - YS	\$49.00	\$3,063.00	\$3,110.05
100	73312	Rafting - P&R - Rec B - O Rec	\$1,440.00	\$1,483.00	\$3,445.00
100	73314	Special Events - P&R - Div B - S.E.	\$5,716.00	\$8,447.00	\$8,639.30
100	73320	Arts and Crafts - P&R - Div B-Y Rec	\$3,066.00	\$3,588.00	\$3,715.39
100	73331	Outdoor Events - P&R - Rec B - O Rec	\$2,770.00	\$2,784.00	\$2,895.00
100	73332	Dog Obedience - P&R - Div A - Gen Rec	\$10,285.00	\$10,651.00	\$11,070.00
100	73337	Youth Bowling - P&R - Div B - YS	\$1,296.00	\$1,609.00	\$1,673.00
100	73339	Rock Climbing - P&R - Div B - O Rec	\$1,976.00	\$1,991.00	\$2,023.00
100	73340	STARS Program - P&R - Div B - Y Rec	\$18,373.00	\$20,384.00	\$19,750.85
100	735	Senior Recreation Center-P&R-Rec	\$30,059.00	\$46,145.64	\$42,888.14
100	736	Arts Commission -P&R-Recreation	\$64,684.00	\$63,451.59	\$61,491.52
305	904	Debt Service - Non-Departmental	\$44,230.00	\$44,203.00	\$0.00
306	904	Debt Service - Non-Departmental	\$89,793.00	\$104,857.00	\$167,409.28
105	792	Lottery and Open Space-P&R Other Ac	\$11,500.00	\$11,500.00	\$11,500.00
2011	711	Parks Operation - Parks Division	\$1,872,695.00	\$1,703,196.00	\$743,010.00
2011	713	Stadium - Parks Division	\$4,200.00	\$26,000.00	\$0.00
2011	714	Riverfront-P&R-Parks Division	\$189,142.00	\$0.00	\$0.00
2011	715	Lincoln Park Auditorium-P&R-Prks Dv	\$0.00	\$36,200.00	\$0.00
303	761	Convention Center Operations - P&R	\$619,924.33	\$1,361,520.58	\$2,892,855.36
303	762	Convention Center Catering - P&R	\$451,324.88	\$484,763.68	\$498,347.60
303	763	Canyon View Concessions - P&R	\$23,765.00	\$26,877.00	\$27,572.17
3041	741	Pool Operations -P&R-Swimming Pools	\$224,191.41	\$226,562.59	\$220,110.49
3041	742	Learn to Swim -P&R- Swimming Pools	\$31,535.00	\$30,658.00	\$30,830.85
3041	743	Waterslide - P&R - Swimming Pools	\$31,903.56	\$39,429.38	\$36,058.83
3042	741	Pool Operations -P&R-Swimming Pools	\$356,454.80	\$419,480.55	\$270,861.23
3042	742	Learn to Swim -P&R- Swimming Pools	\$38,479.50	\$43,040.00	\$43,558.47
305	750	Golf Operations - P&R	\$345,434.42	\$360,390.55	\$361,585.74
305	751	Golf Learning Center-P&R-Golf Oper.	\$0.00	\$21,413.00	\$21,590.03
305	752	Interim Pro Shop Mgmt-P&R-Golf Oper	\$146,707.00	\$152,399.70	\$155,682.31
306	750	Golf Operations - P&R	\$565,757.42	\$614,862.28	\$618,852.28
306	751	Golf Learning Center-P&R-Golf Oper.	\$102,418.00	\$26,530.00	\$26,934.03
306	752	Interim Pro Shop Mgmt-P&R-Golf Oper	\$204,198.00	\$279,657.01	\$283,068.23
307	770	Cemetery Operations	\$294,041.13	\$300,311.99	\$273,533.01
<b>TOTAL</b>			<b>\$9,517,369.96</b>	<b>\$10,661,428.88</b>	<b>\$11,023,285.32</b>



Budget By Fund	1999	2000	2001
General	\$ 3,869,676	\$ 4,347,577	\$ 4,339,803
Sales Tax CIP	2,066,037	1,765,396	743,010
Parkland Expansion	11,500	11,500	11,500
Two Rivers Convention Center	1,095,014	1,873,161	3,418,775
Swimming Pools	682,564	759,171	601,420
Lincoln Park Golf Course	536,371	578,406	538,858
Tiara Rado Golf Course	962,166	1,025,906	1,096,264
Cemeteries	294,041	300,312	273,655
<b>TOTAL</b>	<b>\$ 9,517,370</b>	<b>\$ 10,461,429</b>	<b>\$ 11,023,845</b>

% Change	1999 - 2000	2000 - 2001	Average
General	12.3%	-0.2%	6.1%
Sales Tax CIP	-14.6%	-57.9%	-36.2%
Parkland Expansion	0.0%	0.0%	0.0%
Two Rivers Convention Center	71.1%	82.5%	76.8%
Swimming Pools	11.2%	-20.8%	-4.8%
Lincoln Park Golf Course	7.8%	-6.8%	0.5%
Tiara Rado Golf Course	6.6%	6.9%	6.7%
Cemeteries	2.1%	-8.9%	-3.4%
<b>TOTAL</b>	<b>12.0%</b>	<b>3.4%</b>	<b>7.7%</b>



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	4	4	5	5	5	6	6	6	6	7	7	7
Parks, General	17	17	17	17	18	19	21	26	27	27	28	29
Two Rivers Conv Ctr	4	5	5	5	5	5	6	6	7	7	7	7
Cemeteries	4	4	4	4	4	4	4	4	3	3	3	3
Recreation, General	2	2	2	2	2	2	3	3	5	5	5	5
Municipal Golf, LP	3	3	3	3	3	3	3	3	3	3	5	5
Municipal golf, TR	3	3	3	4	4	4	4	4	5	5	7	7
<b>Total</b>	<b>38</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>41</b>	<b>43</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>57</b>	<b>62</b>	<b>63</b>



### **Administrative Division**

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 1,000 acres of developed and undeveloped parks and open 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 and Two Rivers Convention Center. 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 and the Parks Improvement Advisory Board.

### **Parks Operations**

The Parks Operations Division is responsible for maintaining over 245 acres of developed parks and open space. Additionally, the Parks Forestry Division is responsible for planting and caring for over 27,000 municipal trees. This division also maintains street boulevards and landscaping at the Visitor and Convention Bureau, 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 facilities host 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 15 miles of the 19-mile Riverfront Trail network from Fruita to Palisade. The large cascading trees that grace city parks, golf courses, cemeteries and line city streets are under the care of the Forestry Division. It is the goal of this division to educate the citizens of Grand Junction as to the importance of trees to the quality of life while maintaining Grand Junction's urban forest to the highest of industry standards for health, safety and aesthetically pleasing value.

### **Cemetery Division**

The Cemetery Division is dedicated to meeting the needs of families and loved ones coping with the death of a family member, close friend, or business associate. Operated as an enterprise fund, the Cemetery Division is very dependent upon income. Through a diligent effort to eliminate a General

Fund subsidy several changes took place in 1997, 1998 and 1999 that have been successful in achieving that goal. Cemetery fees were increased in 1997 but held fast in 1998 and 1999. An increase of 3.5% will take place in 2000 and the need for future fee adjustments will be analyzed annually. A comprehensive advertising campaign was developed and implemented in 1999 with significant increases in sales. The development of the Cremation Garden, purchase of columbarium and landscape improvements throughout the cemetery has all added to increased revenues. In the year 2000, staff proposes a plan to provide a "One-stop shopping" concept by adding a full-time Administrative Clerk position located at the cemetery thus eliminating the need for citizens to go to the City Clerk's office. Cemetery staff will continue to operate as an enterprise fund and develop new strategies for marketing services available in a creative way to increase sales and build a positive public image.

### **Horticulture Division**

The Horticulture Division cares for and nurtures roses, flowers, shrubs and turf in the city street boulevards, Visitor and Convention Bureau, the Downtown Shopping Mall, City Hall, Two Rivers Convention Center and the Senior Recreation Center. This division's goal is to provide a safe and aesthetically pleasing atmosphere for all visitors to city parks and facilities.

### **Recreation**

The Recreation Division provides leisure programming elements for the Department and offers approximately 950 recreation programs annually, serving more than 250,320 participants. The division encompasses recreation programming and facility operation in recreation, aquatics, and senior recreation. This division collaborates with various sectors of the community including education, other units of government, non-profit, and business among others in order to increase resources and enhance service to the community. Additionally, the staff works cooperatively with the Parks Division and special interest groups, sports leagues, and existing and fledgling organizations in providing programs, facilities, and special events. The largest segment of programming continues to come from athletics, both from adult and youth, and swimming, although increases are apparent in early childhood, therapeutic, and youth particularly as it relates to afterschool and summer day programs.

**Aquatics Division**

The Aquatics Division provides year-round swimming opportunities at two community pools and operates as an enterprise fund. 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 swim clubs. One of the premier outdoor swimming pools on the Western Slope is located in Lincoln Park. This 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 1999 Western Zone Swim Meet. The meet included 900 swimmers from the 13 western US states. Both pools' operations are professionally licensed through Ellis and Associates and offer Ellis/National Safety Council lesson programs.

**Commission on Arts and Culture**

The Commission on Arts and Culture's mission is to "create and nurture a climate and conditions in Grand Junction in which the arts and culture can thrive and grow." The Commission strives to enhance the quality, quantity, accessibility, and affordability of arts and culture for the citizens of the Grand Valley. The Commission also administers the City's 'One Percent for the Arts' program to oversee selection and installation of artwork for major capital improvement projects involving buildings and parks.

**Two Rivers Convention Center**

Two Rivers Convention Center is an enterprise operation located on Main Street in Grand Junction. The 21,000 square foot facility annually attracts approximately 800 rental events ranging from major musical concerts, outdoor shows, home and garden shows, arts and crafts fairs, wedding receptions, public dances, formal banquets and business meetings. The largest annual formal dining event each year is the Junior College World Series banquet, which serves over 1,200. Many local civic clubs hold weekly meetings at the facility. Two Rivers is active 330 days per year and hosts approximately 3,500 event hours annually.

Two Rivers also offers off-site catering for events in the Grand Junction area and currently holds the contract for concessions

at Canyon View Park.

In October of 1999, an architectural firm was selected to proceed with design and construction documents for the upcoming renovation and expansion of Two Rivers. It is anticipated that construction will begin in early 2000 with a completion date of late 2001.

Two Rivers staff began working on a strategic management plan in September of 1999. This plan will provide a road map for improvements in service levels and allow goals to be set to meet community expectations. The mission of Two Rivers Convention Center is to provide quality services and innovative resources to support social, business and special events within the facility or off-site locations in the Grand Valley area.

**Golf Courses**

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. High-level maintenance functions are provided by City staff. A new driving range was opened for use in 1999. The range features learning centers for all aspects of golf as well as adjacent restrooms. The City is currently operating pro-shop operations and contracting out food service operations at Tiara Rado.

**MAJOR ACCOMPLISHMENTS 1998 AND 1999****Administration**

- Hosted 1998 Colorado Parks and Recreation Association's Annual Conference.
- Received two Columbine Awards for excellence in Programming and Maintenance.
- Selected as one of nine cities worldwide invited to participate in the international parks and recreation finals of "Nations in Bloom" to be held in Hammamatsu, Japan, February 2000.
- Broke ground at Eagle Rim Park.
- Implemented scholarship programs for STARS and Learn-to-Swim activities.
- Opened driving range at Tiara Rado Municipal Golf Course.
- Built restroom at Westlake Park and seeded grass area.
- Completed entire administrative staff training on Class system software.



- Participated, through combined efforts of western Colorado parks and recreation departments, in the Western Colorado Second Annual Senior Games assisting in increasing attendance by almost 50%.
- First full year of operation of the Canyon View Baseball Field.

### **Parks Operations**

- Installed new playground equipment at Paradise Hills and Hawthorne Park.
- Replaced playground protective surfacing at Spring Valley I & II, Williams, Duck Pond, Melrose, Pomona and Duck Pond Ridges Parks.
- Built and installed parks regulation signs for all parks.
- Replaced surge tank at Orchard Mesa Pool as well as removed lockers, partitions, sinks, stalls from locker rooms at Orchard Mesa Pool for remodel.
- Removed, plastic coated and reinstalled all lifeguard stands and diving board stands at both Orchard Mesa and Lincoln Park-Moyer Pool.
- Crack seal and seal-coat all asphalt sections of the Riverfront Trail.
- Installed irrigation system and prepared a seed bed for turf at Jr. Service League Park.
- Installed memorial bench pads and benches along the Riverfront Trail.
- Installed a new roof on the Lincoln Park Auditorium (Barn).

### **Forestry**

- Construction and planting of the Two Rivers Convention Center water falls.
- Achieved Tree City USA status for the 15<sup>th</sup> consecutive year.
- Received the National Arbor Day Foundation Growth award for the 4<sup>th</sup> time and 3 years in a row.
- Colorado Tree Coalition award for "Battle Against the Bugs" sprayer truck.
- 12<sup>th</sup> Street landscaping north of the roundabout.
- Completed a city-wide tree inventory.

### **Cemetery**

- Development of the Cremation Garden with 64-nich columbarium, rose garden for the scattering of cremated remains and "Living Tribute" Memorial Tree Forest.
- Perimeter landscape along entrance roadways.
- Developed and implemented an advertising campaign.

### **Sports Fields & Facilities**

- Completed, started maintaining and opened for practice 3 new soccer/multi-purpose fields at Canyon View Park.
- Added supervisory position to oversee the maintenance of all the athletic fields within the Parks and Recreation Department.
- In the spring of 1999 completed major renovation of the Stocker Stadium football field.
- In the fall of both 1998 and 1999 we hosted the Grand Valley Kennel Club's annual dog show at the baseball field at Canyon View Park.
- Put in an 18-hole disc golf course in the undeveloped portion of Canyon View.
- Hosted Colorado State High School girl's softball tournament at Canyon View and Kronkright Fields.
- Installed insulation and heaters in the Grand Shelter restrooms at Canyon View Park allowing us to leave the restrooms open year round.
- Replaced the field lights and poles at Suplizio Field with new taller (100') poles and new light fixtures.
- Installed a new weather station at Canyon View that helps operate the irrigation system more efficiently and according to actual weather conditions.

### **Recreation Division**

#### **Recreation Administration**

- Parks and Recreation Seasonal Activity Guide expanded to 3 times per year with continued increases to quality.
- "Message-on-hold" digital tape for customers on "phone hold" implemented for additional marketing and service implemented performance measures.
- In 1998, a total of \$17,605 in donations and contributions was raised to help offset program expenses and participant fees.
- In 1999, as of October 1, a total of \$22,500 in donations and contributions has been promised to help offset program expenses and participant fees.

#### **Recreation Programming 1998**

- Volunteer hours for all areas combined totaled 7.93 FTEs.
- More than 950 programs ran throughout the year.
- Implemented new NFL-Flag youth football program.
- Received \$1,000 donation from Okagawa Farms and \$1,000 donation from Orchard Mesa Lions and \$1,360 from schools for the STARS program.
- Implemented 3<sup>rd</sup> grade basketball program for boys and girls.



- Received \$3,000 donation from Meadow Gold Dairies for Youth Basketball.
- Conducted NBA 2Ball program – first year offered in the Nuggets franchise area.
- Received \$2,500 in grants, incentives, and donations from the United States Tennis Association (USTA), Intermountain Tennis Association (ITA), and Colorado Tennis Association (CTA) for the Youth Tennis program.
- Hosted State ASA Softball Men's Championships Tournament in 1998 and 1999.
- Hosted Sectional competitions in NFL/Gatorade Punt, Pass & Kick, Rockies Baseball and MLB/Fleer Diamond Skills Challenges.
- Implemented new Adult Flag Football league as well as a new Adult Spring league softball program.
- Received an additional \$8,745 in grants, donations and contributions for other programs and events from various sources.

#### **Recreation Programming 1999**

- Received NFL Charities Flag Football Grant \$1,000.
- Received NRPA Healthy Lifestyles Active Living Grant \$1,000.
- Received SD-51 Safe and Drug Free Schools Grant \$4,800 for after school program at Lincoln Park Elementary.
- Received \$5,500 donation from Meadow Gold Dairies for Youth Basketball.
- Received \$4,500 in grants, incentives, and donations from the United States Tennis Association (USTA), Intermountain Tennis Association (ITA), and Colorado Tennis Association (CTA) for the Youth Tennis program.
- Received \$2,000 donation from Okagawa Farms and \$2,000 donation from Orchard Mesa Lions for the STARS program.
- Received \$1,700 grant from Early Childhood Connections, via the Center for Independence, for the implementation of an early childhood program to include children with disabilities.

#### **Aquatics**

- Recognized by Ellis & Associates as being one of the first agencies, nationally, to instruct the Aquatic Rescue Professional class. Instructed and certified three members of the Grand Junction Fire Department.
- Awarded the Ellis & Associates 1998 Bronze National

Aquatic Safety Award. Grand Junction Pools ranked in the top 11% of aquatic facilities internationally.

- Successfully hosted the five day Western Zone Championship Swim Meet involving 900 swimmers taking part in the activities from thirteen states.
- Replaced lockers, flooring, deck material, hotwater heater and surge pit at Orchard Mesa Pool.

#### **Commission on Arts & Culture**

- Donated \$25,000 annually in City and State funding to local cultural organizations for arts events and projects.
- Produced the first and second annual *Arts Expo – A Showcase of the Arts* at Two Rivers to promote area arts organizations, activities and artists.
- Updated and republished *The Sourcebook: A Directory of Grand Junction Area Artists and Arts Organizations*.

#### **Senior Recreation Center**

- Participated in/organized Western Colorado Senior Games.
- Participated in the formation and workings of the Task Force for Grand Junction Community Center.

#### **Two Rivers Convention Center**

- Hired new manager July 6, 1999.
- Hosted Western Slope's Inaugural Reception for incoming Governor Bill Owens.
- Hosted first time shows including Polaris, Colorado Bowhunters, Bugle Promotions Hunting, Fishing & Sports Show, National Sales Merchandise Show.
- Continued to serve as site for annual events including: Chamber of Commerce Annual Meeting and Business Showcase, Junior College World Series Banquet, RPI Boat & RV Show, Chrome & Thunder Car Show, Gun & Knife Show, Arts & Craft Shows, Home & Garden Show, Rocky Mountain Elk Foundation Show, 9 Health Fair, Gold Rush, Lions Club Carnival, Public Dances, Gem & Mineral Show, NRA, Ducks Unlimited, Community Hospital Foundation Gala, County of Mesa Meetings and Planning Sessions.
- Worked with VCB in planning upcoming Colorado Municipal League 2000 Convention.
- Selected and contracted an architectural firm to prepare design/construction documents for facility renovation/expansion and tentatively set start date for the fourth quarter of 1999.
- Initiated Strategic Management Planning process with two-day workshop for all TRCC employees during which core values, mission statement and vision statements were developed.

# Performance Measurement Data Sheets

Parks & Recreation

## STADIUM

(Year End 1999)

### PRIMARY OBJECTIVE:

To provide the best possible athletic fields and facilities for both baseball and football.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Operating Expenditures for the Division (100-713)	\$ 184,917	\$ 354,443	\$ 359,383
Total number of FTE's in the Division	3.50	3.50	3.50
% of Budget allocated to this function	80%	80%	80%
% of FTE's utilized by this function	80%	80%	80%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Total Program Operating Expenditures	\$147,934	\$283,554	\$287,506
Program FTE's	2.8	2.8	2.8
Program Man Hours @ 2,080 per FTE, per Year	5,824	5,824	5,824

OUTPUTS/OUTCOMES: Indicate the amount of work performed on the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
FOOTBALL & TRACK STADIUM: # Of Event Days	87	87	87
BASEBALL STADIUM: # Of Event Days	69	69	69
TOTAL # OF EVENT DAYS	156	156	156

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost Per Event Day	948	1,818	1,843
Event Days per Manhour	0.027	0.03	0.03

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Number of Event Days Where A Complaint Was Registered	9	5	5
% Of Event Days W/O Complaints	94%	97%	97%

### 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.



# Performance Measurement Data Sheets

Parks & Recreation

**CANYON VIEW**

(Year End 1999)

## PRIMARY OBJECTIVE:

To provide the best possible athletic fields possible for softball and soccer/ multi purpose.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Operating Budget for the Division (100-716)	\$ 253,844	\$ 513,825	\$ 517,539
Total number of FTE's in the Division	8.25	8.25	8.25
% of budget allocated to this function	70%	70%	70%
% of FTE's utilized by this function	70%	70%	70%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Operating Expenditures	\$177,691	\$359,538	\$362,277
Program FTE's	5.8	5.8	5.8
Program Man Hours @ 2,080 per FTE, per Year	12,012	12,012	12,012

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Square Footage of Softball Fields Maintained	353,022	353,022	353,022
Square Footage of Soccer Fields Maintained	1,222,554	1,222,554	1,222,554
Square Footage of Multi-Purpose/Other Turf Maintained	814,872	814,872	814,872
TOTAL: Square Footage Maintained	2,390,448	2,390,448	2,390,448
YTD TOTAL SQ. FTG. MAINTAINED - Based on % of the Year	2,390,448	2,390,448	2,390,448

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Square Foot Maintained	0.07	0.2	0.2
# Of Square Feet Maintained per Manhour	199	199	199

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Turf Quality Index Rating (Best Possible = 1.00)	0.7	1	1
Discounted Square Footage of Turf = (Total Square Footage X Index Rating)	1,673,314	2,390,448	2,390,448

## 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.



# Performance Measurement Data Sheets

## Parks & Recreation FORESTRY DIVISION (Year End 1999)

### PRIMARY OBJECTIVE:

To enhance and protect the City's inventory of trees by increasing overall service performance.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Operating Budget for the Division (100-712)	\$ 438,122	\$ 479,088	\$ 542,069
Total number of FTE's in the Division	7.25	7.25	8.25
% of budget allocated to this function	100%	100%	100%
% of FTE's utilized by this function	100%	100%	100%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Operating Expenditures	\$438,122	\$479,088	\$542,069
Program FTE's	7.3	7.3	8.3
Program Man Hours @ 2,080 per FTE, per Year *	15,080	15,080	17,160

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Number of Trees (Beginning of Year)	27,500	27,500	27,950
# of New Trees Planted	414	450	500
# Of Trees Removed	327	200	150
TOTAL TREE INVENTORY (End of Period)	27,587	27,750	28,300
Number of Trees Trimmed (YTD)	870	2,500	3,500
Number of Trees Sprayed (YTD)	9,266	9,500	10,000
Number of Trees Raised (YTD)	743	2,500	3,000
TOTAL NUMBER OF TREES SERVICED (YTD)	11,820	14,500	16,500

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Tree in Inventory *	15.88	17.28	19
# Of Trees in Inventory Maintained per Manhour *	1	1	1
Cost per Tree Serviced	18.85	18.00	15.00
# Of Trees Serviced per Manhour	1.54	1.25	1.15

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
# Of Services per Tree	0.42	0.4	0.38
Number of Diseased or Otherwise Unhealthy Trees	6,300	5,500	5,000
Number of Healthy Trees	21,287	22,250	23,300
Percentage of the Tree Inventory that is Healthy	77%	85.00%	90.00%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

The Forestry Division's goal is to decrease removals, increase plantings, and achieve an every 3 to 5 year trimming rotation. To achieve these goals we will design and develop a division reorganization plan that will more efficiently distribute employees and equipment. Also up-date the tree inventory on a daily bases by processing tree work request orders, and inspect trees for hazards and over all health on a yearly bases.

# Performance Measurement Data Sheets

## Parks & Recreation CEMETERY DIVISION (Year End 1999)

### PRIMARY OBJECTIVE:

To provide the best possible maintained turf areas throughout the city cemeteries and reduce the number of complaints annually.

SERVICE/DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Budget for the Division	\$ 289,440	\$ 320,665	\$ 275,328
Total Number of FTE's in the Division	5.25	5.25	5.25
Total Number of Man Hours at 2,080 per FTE	10,920	10,920	10,920
% of budget allocated to this function	70%	70%	70%
% of FTE's utilized by this function	70%	70%	70%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program expenditures	\$202,810	\$224,465	\$192,729
Program FTE's	3.7	3.7	3.7
Program Man Hours @ 2,080 per FTE, per Year	7,696	7,696	7,696

OUTPUTS/OUTCOMES: indicates the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Number of irrigated acres maintained	32	32	32
Total: Square footage of Maintained Turf	1,393,920	1,393,920	1,393,920

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Cost per Square Foot Maintained	0.14	16.00	0.13
# of Square Feet Maintained per Manhour	181	181	181

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Turf Quality Index Rating, 1. = High .01 = low	0.05	0.08	0.09
Discounted Square Footage of Turf = (Total Square Footage x Index Rating)	69,696	111,153	125,452

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

The Cemetery Divisions goal is to maintain all cemetery turf areas to the highest of industry standards and provide the citizens of Grand Junction the quality of turf that enhances an aesthetically pleasing atmosphere. To achieve these goals we will design and develop an action plan for turf care, and monitor all cemetery grounds on a weekly bases. Also, maintenance crew assignments will be adjusted as necessary to mow, trim and complete all other duties in the most efficient and timely manner as possible.

# Performance Measurement Data Sheets

## Parks & Recreation GENERAL RECREATION (Year End 1999)

### PRIMARY OBJECTIVE:

Provide a diverse range of general recreation programs to an increasing number of participants of all ages.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Recreation Division Expenditures	\$ 2,429,493	\$ 3,330,355	\$ 4,733,175
Total Recreation Division Revenues	1,720,259	1,822,125	1,810,180
Total # FTEs within the Recreation Division	43.22	44.00	45.00
Total hours @ 2,080 per FTE	96,139	91,520	93,600
Total # Volunteer Hours	13,041	15,000	15,000
% of Budget Allocated to Recreation Division	100	100%	100%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
General Recreation Program Expenditures	\$651,915	\$ 698,023	\$ 712,980
General Recreation Program Revenues	414,803	434,920	452,505
% of Total Recreation Division Allocated to General Recreation	0.38	0.38	0.39
General Recreation Program FTEs	10.55	12.00	14.00
General Recreation Volunteer FTEs	2.940	3	3.5

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
# of Program sessions offered	582	600	640
# of Program sessions canceled	56	60	64
# of Program session participants (NOT duplicated)	28,657	30,000	32,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
General Recreation Program Cost	\$651,915	\$698,023	\$712,980
Average Cost to participant	24.46	23.27	22.28
# of Potential Participants	135,000	137,000	137,000
% of Target Population Actually serviced	0.20	0.22	0.23

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
% of Canceled Programs	0.10	0.10	0.10
% of Satisfied Customers	97.25%	98%	98%
Cost Recovery Ratio (Revenue to Expense Ratio)	0.64	0.62	0.63

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations, and continue to fine-tune performance measures.

Year end notations: Refining of this segment of performance measures needs to continue...much difficulty has been experienced in establishing and following standardized tracking and reporting procedures between two separate program supervisors, CLASS, and changing front office staff. Both cost to program participants and cost to the department of each individual participant has decreased as participation continues to rise. Next year will incorporate CLASS to define # of program contact hours.



# Performance Measurement Data Sheets

Parks & Recreation

## AQUATICS

(Year End 1999)

### 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:

	1999 Actual	2000 Budget	2001 Budget
Total Recreation Division Expenditures	\$ 2,429,493	\$ 3,330,355	\$ 4,733,175
Total Recreation Division Revenues	1,720,259	1,822,125	1,810,180
Total # FTEs within the Recreation Division	43.22	44.00	45.00
Total hours @ 2,080 per FTE	96,139	91,520	93,600
Total # Volunteer Hours	13,041	15,000	15,000
% of Budget Allocated to Recreation Division	100	100%	100%

### INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 Actual	2000 Budget	2001 Budget
Aquatics Program Expenditures	\$682,564	\$ 759,171	\$ 801,420
Aquatics Program Revenues	511,028	581,103	498,528
% of Total Recreation Division Allocated to Aquatics	0.28	0.23	0.13
Aquatics Program FTEs	15.836	16.00	16.10

### OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 Actual	2000 Budget	2001 Budget
# of Program sessions offered (actual sessions (incl. T/Th, Sat, etc.))	29	30	35
# of Program session participants (duplicated)	183,080	189,000	170,100
# of Program classes offered	658	662	669
# of Program classes canceled	88	86	67

### EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 Actual	2000 Budget	2001 Budget
Aquatics Program Cost	\$682,564	\$759,171	\$801,420
Average Cost to participant	3.13	3.32	2.93
# of Potential Participants	135,000	138,000	138,500
% of Target Population Actually serviced	1.21	1.24	1.25
Cost Recovery Ratio	0.75	0.74	0.83

### EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 Actual	2000 Budget	2001 Budget
% of Canceled Programs	0.10	0.10	0.10
% of Satisfied Customers	99.5%	99.5%	99.5%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations; provide for appropriate professional and technical training.  
 Year end notations: Program participation tends to vary according to which reporting mechanisms are utilized and vary in quality of tracking. Average cost of providing services per participant AND cost TO participant per program have increased because of reflection of decreased participation.  
 Continue to refine tracking of measures, determining what is relevant to performance. Complete revision of performance measure data is required.

# Performance Measurement Data Sheets

Parks & Recreation  
**SENIOR RECREATION**  
(Year End 1999)

## PRIMARY OBJECTIVE:

Provide diverse range of senior recreation services to an increasing number of seniors (age 58+) primarily through the operations of the Senior Recreation Center, currently managed completely by volunteers in cooperation with the Recreation Supervisor.

SERVICE DATA SECTION:	1999 Actual	2000 Budget	2001 Budget
Total Recreation Division Expenditures	\$ 2,429,493	\$ 3,330,355	\$ 4,733,175
Total Recreation Division Revenues	1,720,259	1,822,125	1,810,180
Total # FTEs within the Recreation Division	43.22	44.00	45.00
Total hours @ 2,080 per FTE	96,139	91,520	93,600
Total # Volunteer Hours	13,041	15,000	15,000
% of Budget Allocated to Recreation Division	100%	100%	100%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Program Expenditures	\$29,128	\$ 46,146	\$ 42,888
Program Revenues	7,980	11,420	12,560
% of Total Recreation Division Budget Allocated to Senior Recreation	0.017	0.025	0.024
Program FTEs	0.005	1.25	2.25
Volunteer FTEs	3.3	3.5	3.5

OUTPUTS/OUTCOMES: Indicate the amount of work performed on the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
# Programs Offered	246	260	300
# Programs Canceled	13	26	30
# Participants (Duplicated)	53,210	54,000	55,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Program Cost	\$29,128	\$46,146	\$42,888
Cost to Participant	\$ 0.15	0.21	0.23
# of Potential Participants	24,934	25,000	27,000
% of Participants serviced of entire target population	2.13	2.16	2.04

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Cost Recovery Ratio (Revenue/Expense)	0.27	0.25	0.29
% of Canceled Programs	5%	10%	10%
% of Satisfied Customers	98%	98%	98%

## ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations.

Year end notations: Changes continue to be made in the way we track # of programs and the # of participants, so increase in numbers continue to be significant. Percentage of canceled programs is still very low, consistent with findings of last year. Need to add more diverse array of courses, adding to the total complement. Need to increase fees to secure greater cost recovery.



# Performance Measurement Data Sheets

Parks & Recreation

## TWO RIVERS CONVENTION CENTER

(Year End 1999)

### 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:	1999 Actual	2000 Budget	2001 Budget
Operating Revenue	\$ 730,320	\$ 828,102	\$ 859,147
Total Number Of Hours For:			
Banquets	812	918	955
Seminars and meetings	1,577	1,784	1,855
Trade Shows Includes school graduations	718	812	845
Entertainment Events	349	365	411
Service Clubs	746	844	878
Total Number Of Meals Sold	39,563	44,752	48,542

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Operating Expenditures	\$ 837,075	\$ 1,084,181	\$ 1,101,755
Total Personnel hours	\$ 31,800	36,000	37,050
FTE's @ 2,080 Hours per FTE	15.08	17.31	17.81

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
Total Number Of Event Hours	4,202	3,440	3,304

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Operating Cost Per Event Hour	\$ 223.01	222	222
Personnel Hours Per Event Hour	7.52	8	8

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Net Operating Income (Loss)	\$ (208,755)	(238,059)	(242,628)
Revenue Per Event Hour	173.80	222.51	222.51
Operating Income (Loss) Per Event Hour	(49.20)	(69.00)	(48.00)
% Of Customers Satisfied	91%	89%	89%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Continue strategic planning/customer initiative

Continue food inventory and cost-control measures.

Continue to evaluate cost-effectiveness of bar/liquor services.

Re-engineer menu (including prices) to maximize cost effectiveness of food.

Year-end notations: Customer satisfaction is at an all-time high. Increase in the number of event hours has driven down the operating cost per event hour, yet the overall net operating loss has also increased as the operating loss per event hour has risen. We must decrease the operating loss per event hour: one way has already been initiated with a room rental charge being added to food purchase (new in 2000) in addition to increased room rental rates). Revenue per event hour continues to decrease, but should be reversed in 2000 because of the above. The cost recovery for operations has continued to improve. Renovations plans continue to be solidified, and renovation will interrupt operations somewhat in 2000 and 2001.



# Performance Measurement Data Sheets

Parks & Recreation  
**LINCOLN PARK GOLF**  
(Year End 1999)

## 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:

	1999 Actual	2000 Budget	2001 Budget
<b>9-Hole Green Fees</b>			
Lincoln Park 9 hole rate	\$ 10.00	\$ 10.50	\$ 11.00
Adobe	\$ 11.00	\$ 13.00	unknown
Chipeta	\$ 10.00	\$ 10.50	unknown
Montrose	\$ 14.00	\$ 14.00	unknown
Rifle	\$ 17.00	\$ 17.00	unknown
Delta	\$ 10.00	\$ 11.00	unknown
Battlement Mesa	\$ 18.00	\$ 14.00	unknown
Deer Creek Village	\$ 12.00	\$ 12.00	unknown
Rangely	\$ 8.00	\$ 8.00	unknown
Glenwood Springs	\$ 19.00	\$ 19.00	unknown
Average other area courses	\$ 13.00	\$ 13.17	unknown

## INPUTS: Measure the resources used in performing the work or rendering the service.

	1999 Actual	2000 Budget	2001 Budget
Operating Expense	\$450,494	\$521,843	\$534,358
Improvement Expense	41,847	12,560	4500.0
Total expense	\$ 492,141.00	\$ 534,203	\$ 538,858

## OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.

	1999 Actual	2000 Budget	2001 Budget
number of rounds played	48,917	50,000	50,000

## EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.

	1999 Actual	2000 Budget	2001 Budget
Average cost per round	\$ 9.21	\$ 10.43	\$ 10.69
Revenue per round	\$ 8.56	\$ 11.17	\$ 11.44

## EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.

	1999 Actual	2000 Budget	2001 Budget
Our rate as a % of average competition	77%	80%	unknown
Operating revenue	\$ 418,529	\$ 558,864	\$ 571,875
Operating coverage ratio	83%	107%	107%

## ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

The goal for our operating coverage ratio is 1.02. This number allows us to meet our operating costs and generate a fund balance for future projects. In 1999, the coverage ratio was missed due to the JRS, Inc. buyout and the firing of the BLN management group. It will take about 2 years to recover the fund balance with the current budgeted numbers. With the pro shop operations in-house, it will be important to monitor the pro shop operations. The business plan has the operations broken out by month for monitoring purposes. The banner system can only be monitored on a quarterly basis. Consequently at this point in time the pro shop will be monitored on a quarterly basis. Securing a good cart lease is important in the progress of the pro shop.

## Performance Measurement Data Sheets

Parks & Recreation  
**TIARA RADO GOLF**  
 (Year End 1999)

**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:	1999 Actual	2000 Budget	2001 Budget
9-Hole Green Fees			
Lincoln Park 9 hole rate	\$ 10.00	\$ 10.50	\$ 11.00
Adobe	\$ 11.00	\$ 13.00	unknown
Chipeta	\$ 10.00	\$ 10.50	unknown
Montrose	\$ 14.00	\$ 14.00	unknown
Rifle	\$ 17.00	\$ 17.00	unknown
Delta	\$ 10.00	\$ 11.00	unknown
Battlement Mesa	\$ 16.00	\$ 14.00	unknown
Deer Creek Village	\$ 12.00	\$ 12.00	unknown
Rangely	\$ 8.00	\$ 8.00	unknown
Glenwood Springs	\$ 19.00	\$ 19.00	unknown
Average other area courses	\$ 13.00	\$ 13.17	unknown

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 Actual	2000 Budget	2001 Budget
Operating Expense	\$717,954	\$901,109	\$923,455
Improvement Expense	147,530	19,940	5,400
Total expense	\$865,484	\$ 921,049	\$ 928,855

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 Actual	2000 Budget	2001 Budget
number of rounds played	89,160	86,000	86,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 Actual	2000 Budget	2001 Budget
Average cost per round	\$ 8.05	\$ 10.48	\$ 10.74
Revenue per round	\$ 8.56	\$ 11.17	\$ 11.44

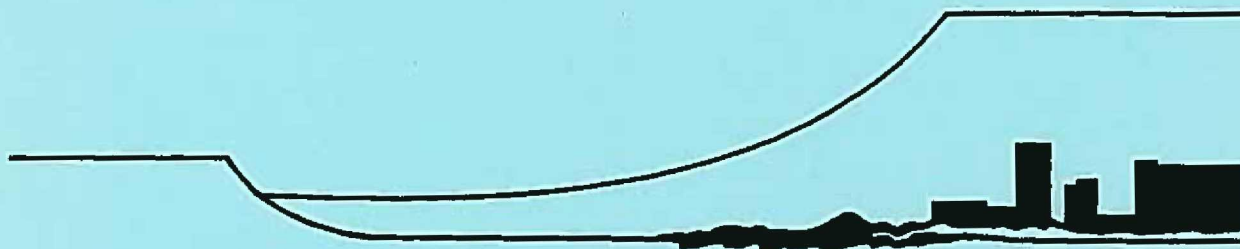
EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 Actual	2000 Budget	2001 Budget
Our rate as a % of average competition	77%	80%	unknown
Operating revenue	\$ 832,760	\$ 965,237	\$ 984,736
Operating coverage ratio	116%	105%	106%

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

The goal for our operating coverage ratio is 1.02. This number allows us to meet our operating costs and generate a fund balance for future projects. In 1999, the coverage ratios distorted because there were a lot of costs in major capital and operating capital to cover the JRS, Inc. buyout and the BLN firing, that are not included in the coverage ratio. There was a large transfer in from the expansion fund to cover the respective buyouts and settlements. The fund balance gained about \$80,000 from the transfer. It will take about 6 years to get the expansion fund all the way back to whole. With the pro shop operations in-house, it will be important to monitor the pro shop operations. The business plan has the operations broken out by month for monitoring purposes. The banner system can only be monitored on a quarterly basis. Consequently at this point in time the pro shop will be monitored on a quarterly basis. Securing a good cart lease is important in the progress of the pro shop.

## ***VISITOR & CONVENTION BUREAU***

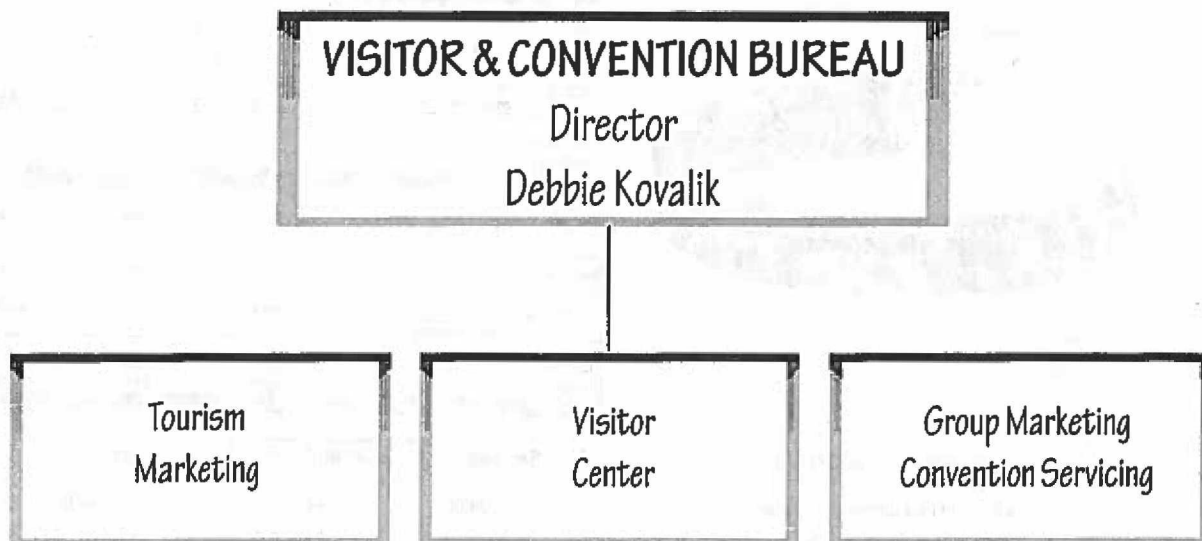
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- ◆ ***Tourism Marketing***
- ◆ ***Visitor Center***
- ◆ ***Group Marketing/  
Convention Servicing***

***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.***





### **SIGNIFICANT BUDGET ISSUES**

#### **Revenue**

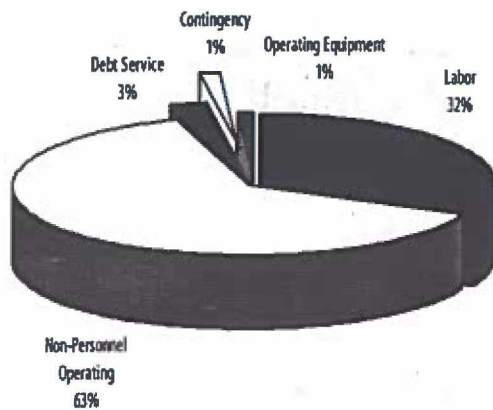
The addition of 165 hotel rooms to the local market in the past two years (115 in Grand Junction, 126 in Fruita) has affected 1999 lodging tax receipts. Collections were on track with projections through May, but declined during the summer travel season for the first time; the Visitor Center also reported decreases in domestic visitors during the same period. Other cities in the region are reporting similar trends, but a renewed state-funded advertising campaign is expected to produce positive results throughout Colorado. The VCB projects increases of 4% per year for 2000, 5% for 2001, and 4% each for 2002-2003.

#### **Expenses**

This two-year budget reflects a strategy of shifting resources from traditional print advertising to interactive website marketing. This responds to changes in consumers' methods of obtaining travel information and making travel plans.

- Conduct additional research projects:
- Website visitors
- 800-line inquiries
- Overnight Visitor Study
- Update economic impact study
- Visitor Center improvements:
- Landscaping
- Interior upgrades (carpet, lighting)
- Exhibit replacement
- Add new staff position to initiate and manage website promotions, contests and special packages; coordinate media visits; manage local public relations; research and author monthly newsletter
- Special marketing campaign prior to Winter Olympics targeting selected areas of Salt Lake City
- Attend two international travel trade shows: World Travel Market in London, and ITB in Berlin
- Earlier replacement of passenger van

<b>Departmental Budget Trends</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>
Operating Budget	\$1,036,439	\$1,146,701	\$1,177,698
Percent Change in Operating Budget		10.6%	2.7%
Full-Time Staffing	6	7	7

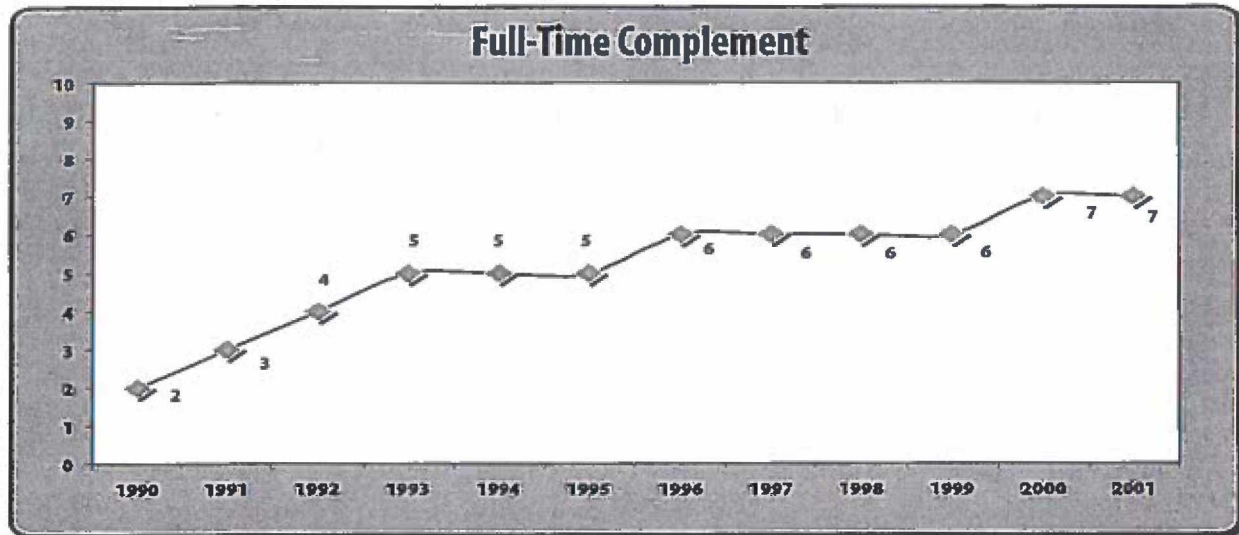


Budget By Major Category	1992	2000	2001
Labor	\$ 315,617	\$ 379,300	\$ 392,782
Non-Personnel Operating	678,567	723,895	737,110
Debt Service	29,806	29,806	29,806
Operating Equipment	12,449	13,700	18,000
Subtotal Operating	\$ 1,036,439	\$ 1,146,701	\$ 1,177,698
Major Capital			
Contingency	9,000	15,000	15,000
TOTAL	\$ 1,045,438	\$ 1,161,701	\$ 1,192,698

% Change	1992-2000	2000-2001	Average
Labor	20.2%	3.4%	11.9%
Non-Personnel Operating	6.7%	1.8%	4.3%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	10.0%	31.4%	20.7%
Subtotal Operating	18.6%	2.7%	6.7%
Major Capital	0.0%	0.0%	0.0%
Contingency	66.7%	0.0%	23.3%
TOTAL	11.1%	2.7%	6.9%

FUND	ORGN	ORGN DESCRIPTION	1999 Revised	2000 Budget	2001 Budget
102	14121	VCB Marketing Brochure	\$46,504.00	\$44,000.00	\$47,000.00
102	14122	VCB Marketing Photography	\$5,000.00	\$3,000.00	\$3,000.00
102	14123	VCB Marketing Summer Promotion	\$750.00	\$750.00	\$750.00
102	14131	VCB Marketing Familiarization Trips	\$4,682.00	\$6,175.00	\$6,286.00
102	14132	VCB Marketing Convention Servicing	\$8,024.00	\$10,658.00	\$11,418.00
102	14133	VCB Marketing Printing	\$4,750.00	\$1,800.00	\$7,315.00
102	14134	VCB Marketing Pow Wow	\$1,746.00	\$1,950.00	\$2,465.00
102	142	VCB Administration	\$932,263.88	\$1,036,180.01	\$1,056,855.04
102	1431	VCB Volunteers	\$11,913.00	\$12,382.00	\$12,803.00
102	902	Contingency and Reserves	\$0.00	\$15,000.00	\$15,000.00
102	904	Debt Service - Non-Departmental	\$29,806.00	\$29,806.00	\$29,806.00
TOTAL			\$1,045,438.88	\$1,161,701.01	\$1,192,698.04



Employees by Division	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001
Administration	1	2	3	3	3	3	3	3	3	3	4	4
Sales	0	1	1	1	1	1	2	2	2	2	2	2
Visitor Center	0	0	1	1	1	1	1	1	1	1	1	1
Total	2	3	4	5	5	5	6	6	6	6	7	7

The VCB provides tourism marketing services for the City of Grand Junction. While all of the Bureau's marketing efforts are interrelated, operations are focused in three distinct areas:

- Tourism Marketing
- Visitor Center
- Group Marketing and Convention Servicing

### ***Tourism Marketing***

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 or visiting our website to request a free visitor guide; over 10,000 calls and 35,790 web visits were received in 1998. 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 75 volunteers who serve as local ambassadors, providing visitors with an introduction to our community. The demographics of our visitors has changed significantly since state-wide marketing ended in 1993:

	1993	1998	1999*
Total visitors	33,813	32,407	27,154
Out-of-state	29,074	19,342	15,664
In-state	3,981	10,957	9,234
International	758	2,437	2,356

\*Through 9/30

### **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:

- (1) Personal contact with prospects at industry trade shows

- (2) Direct mail campaigns
- (3) Co-operative promotions
- (4) Membership in industry organizations
- (5) Inquiries received as a result of prospect's awareness of Grand Junction
- (6) Personal sales calls
- (7) 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. Fifty-three percent of the sales leads issued in 1998 resulted in confirmed businesses; through the third quarter of 1999, 38% of sales leads issued have resulted in confirmed business.

### **MAJOR ACCOMPLISHMENTS – 1998-1999**

- Released research study "Economic Impact of Tourism in the Grand Valley"
- Fully integrated new creative campaign in promotional materials
- Launched revised and updated website
- Retained services of contract sales representative based in Denver
- Received Adrian Advertising Award (a national competition) for the 7<sup>th</sup> straight year
- Attended World Travel Market, an international travel trade show, in London
- Increased Internet users 50% from 28,000 to 42,000 (9/98 – 9/99)
- Increased international visitation 11% from 2,117 to 2,356 (9/98 – 9/99)

### **FUTURE OUTLOOK**

Colorado's password to a brighter tourism future – "statewide funding" – was realized in 1999 when the Legislature appropriated funds for statewide marketing. While efforts to revitalize the industry will not reach an appreciable level until the year 2001, it could realign the state in the travel network to regain the over 30% market share lost over the past five years. Future marketing plans will need to adjust for the likely increases in visitors served by the GJVCB via the phone, web-site and the Visitor Center. The change in delivery of information will affect many of the decisions made by the traveling consumer. Future travel plans likely will be made with shorter lead times and often made directly "on-line." The



GJVCB will begin the process of incorporating the ability to make reservations directly on-line and offering package type vacations to browsing travelers. Valuable research information gleaned from web visitors will assist in matching area products and services with customer needs. New hotel development will continue to surpass growth in the area's occupancy for a few years. Grand Junction's retail development and the addition of "the Big Box" retailers such as Home Depot, continue its role as a regional shopping hub. Special events and sports tournaments will continue to supplement and expand the shoulder season markets.

# Performance Measurement Data Sheets

Visitor & Convention Bureau

## TOURISM

(Year End 1999)

### 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:	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total department expenditures	\$ 1,013,449	\$ 1,179,105	\$ 1,192,898
% Budget allocated to this program	70%	70%	70%
Total Number of Rooms Available	2,345	2,415	2,490
Occupancy rate (1999 average)	64.2%	64.2%	64.2%
Lodging tax revenues	645,213	680,000	714,000
Total advertising circulation	19,707,768	19,243,768	19,250,000

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Program expenditures	\$709,414	\$ 825,374	\$ 834,889
Program FTE's	8.7	9.5	9.7
Program man-hours	18,192	19,832	20,272

OUTPUTS/OUTCOMES: Indicates the amount of work performed or the amount of service rendered.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Advertising responses - telephone inquiries	9,056	8,500	8,300
Advertising responses - brochure mailings	24,298	27,000	25,000
Advertising responses - website visitations	52,517	60,000	65,000
Total Advertising Response	85,871	95,500	98,300
Visits to Visitor Center	30,995	30,000	30,000
Total Customers Served	116,866	125,500	128,300

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average cost per Customer Served	\$ 6.07	\$ 6.58	\$ 6.51
Average man-hours per Customer Served	0.16	0.16	0.16

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
<b>ESTIMATED ECONOMIC IMPACT:</b>			
Estimated # of Room Nights Sold (# Of Rooms X OC Rate X 365)	549,504	585,907	583,482
Ratio of People Per Room Night	3.4	3.4	3.40
Estimated Number of Visitors	1,868,313	1,924,084	1,983,838
Estimated \$ Spent per Person	\$ 43	\$ 43	\$ 43
Economic Impact	\$ 80,337,483	\$ 82,735,566	\$ 85,305,025
	4.70	4.51	4.55

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Cost per \$1,000,000 in Economic Impact	\$ 8,830	\$ 9,976	\$ 9,787

### 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.

# Performance Measurement Data Sheets

Visitor & Convention Bureau

## SALES

(Year End 1999)

### 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	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Total department expenditures	\$ 1,059,799	\$ 1,179,105	\$ 1,192,698
% Budget allocated to this division	30%	30%	30%

INPUTS: Measure the resources used in performing the work or rendering the service.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Program expenditures	\$ 317,940	\$ 353,732	\$ 357,809
Program FTE's	3.0	3.0	3.0
Program man-hours @ 2,080 per FTE	6,240	6,240	6,240

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
# OF CONTACTS:			
From Trade Shows	458	480	480
From Sales Missions	-	20	50
From Direct Sales Calls	13	12	15
From Other/Miscellaneous Sources	316	320	325
From Telemarketing (Follow-up contacts)	771	790	800
TOTAL # OF CONTACTS	1,558	1,622	1,670

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average cost per Contact	\$ 204.07	\$ 218.08	\$ 214.26
Average man-hours per Contact	4.0	3.8	3.7

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
# Of Leads From Contacts	125	129	130
Contact Conversion Ratio (% Of Contacts Resulting in a Lead)	8%	8%	8%
# Of Confirmed Bookings	48	65	67
Lead Conversion Ratio	37%	50%	52%

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	1999 ACTUAL	2000 BUDGET	2001 BUDGET
Average cost per Confirmed Booking	\$ 8,911.7	\$ 5,442	\$ 5,340
Average man-hours per Confirmed Booking	\$ 135.7	96.0	93.1

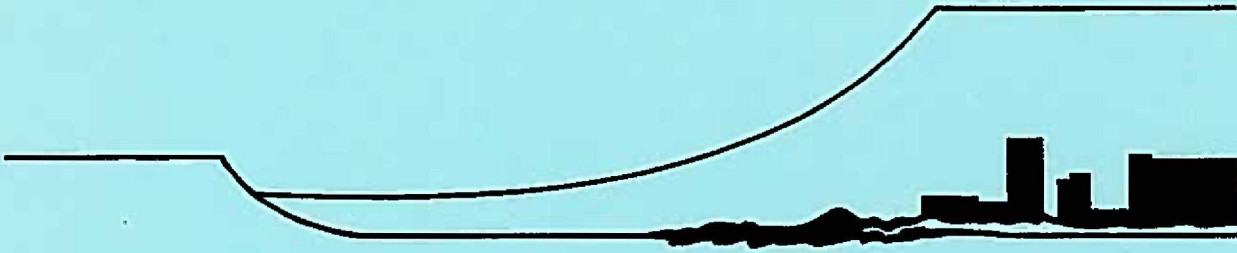
### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

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.



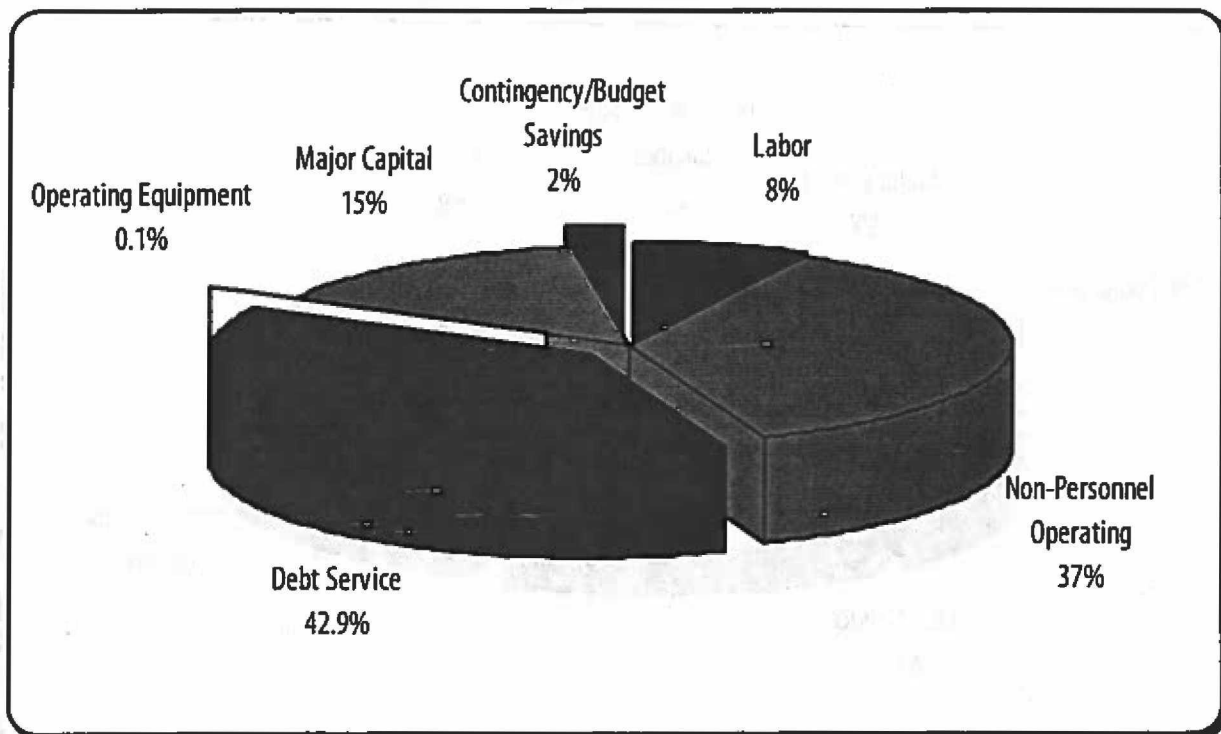
## **NON-DEPARTMENTAL**

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- ◆ ***GJ West, Water & Sanitation District***
- ◆ ***Pass-Through Grants***
- ◆ ***Ridges Metropolitan District***
- ◆ ***Economic Development Fund***
- ◆ ***General Debt Service***
- ◆ ***Downtown Development Authority***
- ◆ ***Wood Stove Replacement Incentive***

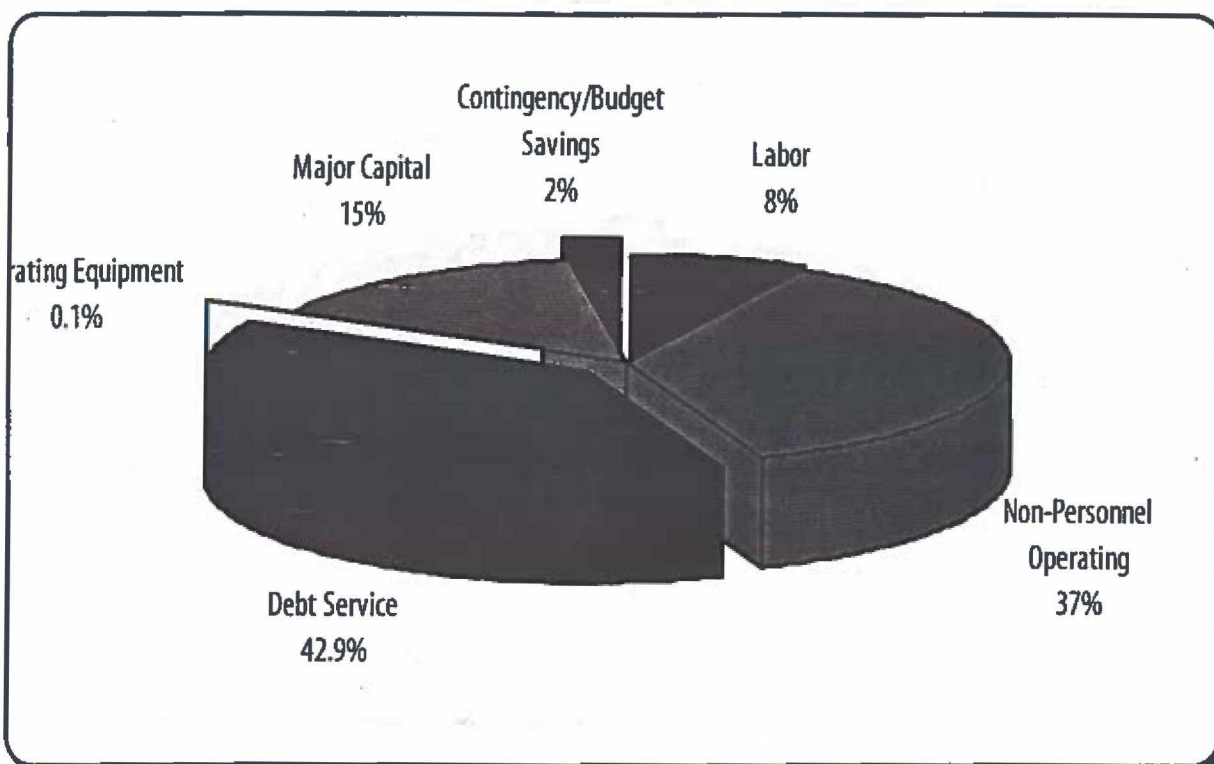
## Non-Departmental Summary



Budget By Major Category	1999	2000	2001
Labor	\$ 243,084	\$ 255,718	\$ 264,550
Non-Personnel Operating	1,953,902	810,007	929,878
Debt Service	1,222,236	1,455,597	1,206,484
Operating Equipment	3,000	3,000	3,000
<b>Subtotal Operating</b>	<b>\$ 3,422,222</b>	<b>\$ 2,524,322</b>	<b>\$ 2,403,912</b>
Major Capital	1,300,961	95,000	95,000
Contingency/Budget Savings	(268,002)	235,000	275,000
<b>TOTAL</b>	<b>\$ 4,455,180</b>	<b>\$ 2,854,322</b>	<b>\$ 2,773,912</b>

% Change	1999 - 2000	2000 - 2001	Average
Labor	5.2%	3.5%	4.3%
Non-Personnel Operating	-58.5%	14.8%	-21.9%
Debt Service	19.1%	-17.1%	1.0%
Operating Equipment	0.0%	0.0%	0.0%
<b>Subtotal Operating</b>	<b>-26.2%</b>	<b>-4.8%</b>	<b>-15.5%</b>
Major Capital	-92.7%	0.0%	-46.3%
<b>TOTAL</b>	<b>-35.9%</b>	<b>-2.8%</b>	<b>-19.4%</b>

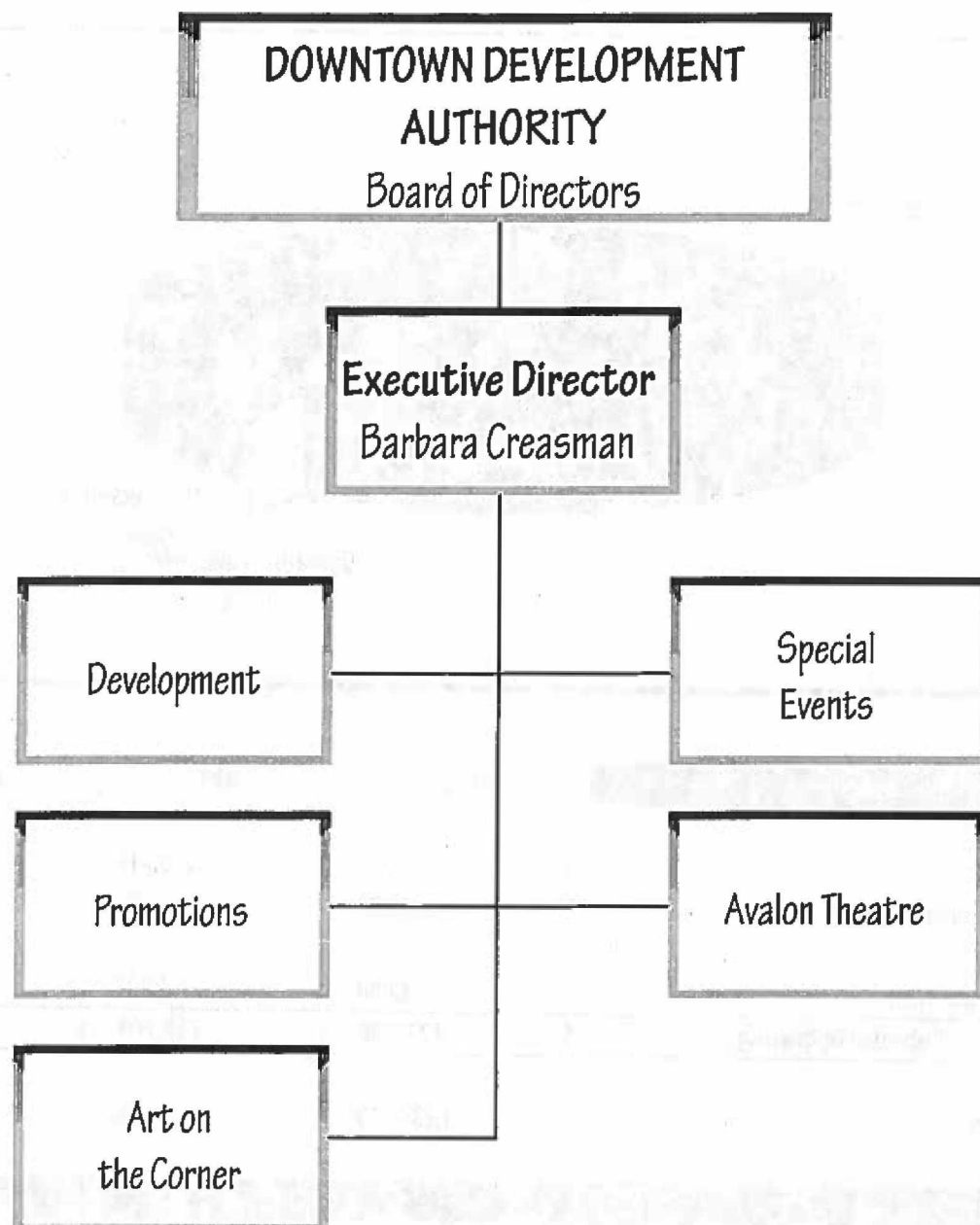
# Non-Departmental Summary



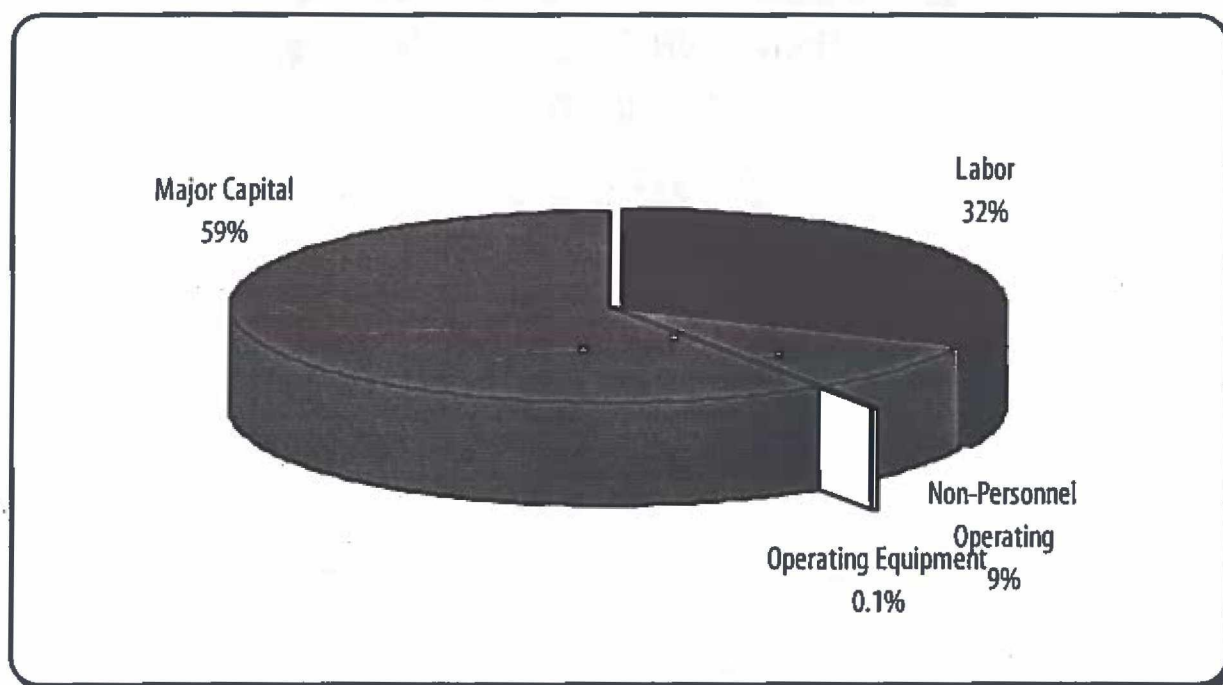
Budget By Major Category	1999	2000	2001
Downtown Development Authority	\$ 1,556,830	\$ 422,701	\$ 431,704
Contingency and Reserves	(268,002)	235,000	235,000
Economic Development	1,852,346	720,000	840,000
Debt Service	1,240,272	1,462,197	1,206,484
Trust & Agency	73,736	14,425	14,425
<b>TOTAL</b>	<b>\$ 4,455,180</b>	<b>\$ 2,854,323</b>	<b>\$ 2,727,613</b>

% Change	1999 - 2000	2000 - 2001	Average
Downtown Development Authority	-72.8%	2.1%	-35.4%
Contingency and Reserves	-187.7%	0.0%	-93.8%
Economic Development	-61.1%	16.7%	-22.2%
Debt Service	17.9%	-17.5%	0.2%
<b>Subtotal Operating</b>	<b>-187.7%</b>	<b>0.0%</b>	<b>-100.0%</b>
Trust & Agency	-80.4%	0.0%	-40.2%
<b>TOTAL</b>	<b>-35.9%</b>	<b>-4.4%</b>	<b>-20.2%</b>





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, prevent and eliminate 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.



Budget By Major Category	1999	2000	2001
Labor	\$ 243,084	\$ 255,719	\$ 264,550
Non-Personnel Operating	75,996	68,982	69,154
Debt Service			
Operating Equipment	3,000	3,000	3,000
<b>Subtotal Operating</b>	<b>\$ 322,080</b>	<b>\$ 327,701</b>	<b>\$ 336,704</b>
Major Capital	1,234,750	95,000	95,000
<b>TOTAL</b>	<b>\$ 1,556,830</b>	<b>\$ 422,701</b>	<b>\$ 431,704</b>

% Change	1999 - 2000	2000 - 2001	Average
Labor	5.2%	3.5%	4.3%
Non-Personnel Operating	-9.2%	0.2%	-4.5%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	0.0%	0.0%	0.0%
<b>Subtotal Operating</b>	<b>1.7%</b>	<b>2.7%</b>	<b>2.2%</b>
Major Capital	-92.3%	0.0%	-46.2%
<b>TOTAL</b>	<b>-72.8%</b>	<b>2.1%</b>	<b>-35.4%</b>

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***

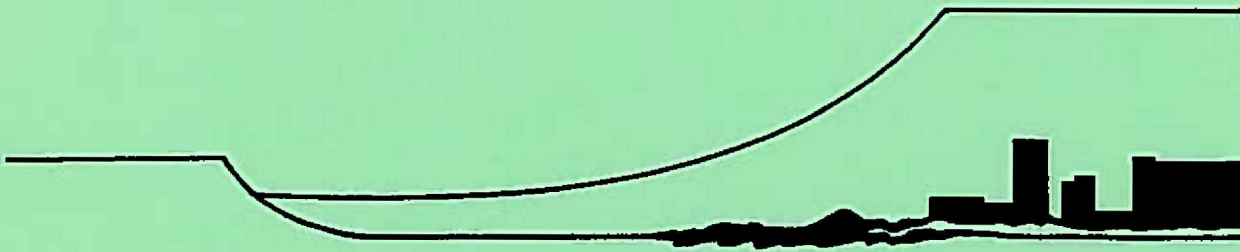
Outlook is very positive and the Authority has recently issued an additional TIF bond and will invest those proceeds in public projects, further strengthening Downtown and attracting private investment. It is still estimated that the DDA could issue a new TIF bond in 1999 of approximately \$2 million. 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.***

**A RESOLUTION ADOPTING THE BUDGET FOR THE PURPOSE OF  
DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS  
ENDING DECEMBER 31, 2000 AND 2001.**

**WHEREAS,** In accordance with the provisions of Section 59 of the Charter of the City of Grand Junction, the City Manager has submitted to the City Council a budget estimate of the revenues and expenditures of conducting the affairs of the City of Grand Junction for the fiscal years ending December 31, 2000 and 2001; and

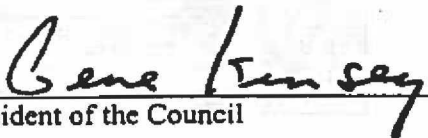
**WHEREAS,** after full and final consideration of the budget estimates, the City Council is of the opinion that the budget should be approved and adopted:

**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, 2000 and 2001, as submitted by the City Manager, be and the same is hereby adopted and approved for defraying the expense of and the liabilities against the City of Grand Junction, Colorado, for the fiscal years ending December 31, 2000 and 2001.

**ADOPTED AND APPROVED THIS 15<sup>th</sup> Day of December 1999.**

APPROVED:

  
\_\_\_\_\_  
President of the Council

ATTEST:

  
\_\_\_\_\_  
City Clerk



## Ordinance No. 3220

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, 2000, AND ENDING DECEMBER 31, 2000.

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, 2000, and ending December 31, 2000, said sums to be derived from the various funds as indicated for the expenditures of:

FUND NAME	FUND #	APPROPRIATION	Emergency Reserve
General	100	\$ 35,080,336	\$ 2,000,000
Enhanced 911 Special Revenue	101	\$ 567,517	
Visitor & Convention Bureau	102	\$ 1,161,701	
DDA Operations	103	\$ 320,201	
CDBG Special Revenue	104	\$ 280,000	
Parkland Expansion	105	\$ 644,417	
Wood Stove Replacement Incentive	106	\$ 25,000	
Golf Course Expansion	107	\$ 149,087	
Economic Development	108	\$ 455,000	
DDA/TIF Special Revenue	109	\$ 540,530	
Sales Tax CIP	201	\$ 14,134,748	
Storm Drainage Improvement	202	\$ 1,082,010	
DDA/TIF/CIP	203	\$ 913,000	
Future Street Improvements	207	\$ 950,000	
Water	301	\$ 4,334,148	
Solid Waste	302	\$ 2,097,006	
Two Rivers Convention Center	303	\$ 1,873,161	
Swimming Pools	304	\$ 759,171	
Lincoln Park Golf Course	305	\$ 578,406	
Tara Redo Golf Course	306	\$ 1,025,806	
City Cemeteries	307	\$ 332,444	
Parking	308	\$ 131,296	
Irrigation	309	\$ 129,043	
Data Processing	401	\$ 1,416,180	
Equipment	402	\$ 2,616,611	
Stores	403	\$ 188,190	
Self Insurance	404	\$ 947,806	
Communications Center	405	\$ 2,159,070	
General Debt Service	610	\$ 596,972	
DDA Debt Service	611	\$ 495,030	

(Continued from Page 1)

GJWWSD Debt Service	612	\$ 143,702	
Ridges Metro District Debt Service	613	\$ 226,493	
Parks Improvement Advisory Board	703	\$ 64,425	
Cemetery Perpetual Care	704	\$ 62,500	
Joint Sewer System	900	\$ 7,566,580	
<b>TOTAL ALL FUNDS</b>		<b>\$ 84,028,683</b>	<b>\$ 2,000,000</b>

SECTION 2. The following amounts are hereby levied for collection in the year 2000 and for the specific purpose indicated:

	Millage Rate	Amount Levied
For General Fund	8.0000	\$ 2,950,705
For General Fund	(0.337)	(138,752)
For Ridges Metropolitan District Fund District #1	10.404	\$ 98,375
District #2	156.196	\$ 22,345
For Grand Junction West Water & Sanitation District Fund	10.000	\$ 53,899
For Downtown Development Authority Operating Fund	5.000	\$ 126,094

SECTION 3. That commencing January 1, 2000, the annual salary for the City Manager of the City of Grand Junction, Colorado, shall be \$102,336.00, the same as 1999.

INTRODUCED AND ORDERED PUBLISHED this 1st day of December, 1999.

PASSED AND ADOPTED this 15th day of December, 1999.

Attest:

Stephania Nye  
City Clerk

Gene Kimsey  
President of the Council

**CITY OF GRAND JUNCTION**  
**2000 Classification and Compensation Schedule**

Full-Time Employees		Entry Monthly	Inter I	Inter II	Proficient Monthly
<b>BENCHMARK: 911 Telecommunicator</b>					
20	911 Telecommunicator	2442	2553		2808
5	Communications Shift Supervisor	3132			3602
25					

<b>BENCHMARK: Accounting Clerk</b>					
2	Leisure Services Representative	2078			2390
6	Accounting Clerk	2183			2511
7	Customer Service Representative	2295			2639
1	Senior Customer Service Rep	2535			2915
16					

<b>BENCHMARK: Administrative Clerk</b>					
0	Recreation Leader II	1767			2032
3	Administrative Clerk	1857			2136
3					

<b>BENCHMARK: Auditor</b>					
1	Accountant/Analyst	2943			3385
1	Auditor	3251			3739
2	Senior Buyer	3591			4130
1	Accounting Supervisor	3967			4562
1	City Clerk	4381			5038
1	Customer Service Manager	4381			5038
1	Purchasing Manager	4381			5038
1	Budget and Accounting Manager	4603			5294
9					

<b>BENCHMARK: Automotive and Heavy Equipment Mechanic</b>					
2	Parks Equipment Mechanic	2503			2879
1	Service Writer	2630			3025
6	Auto and Heavy Equip Mechanic	2161			3025
9					

<b>BENCHMARK: Construction Inspector</b>					
2	Survey Technician	2730			3140
4	Construction Inspector	3017			3470
1	Development Inspector	3017			3470
1	Quality Assurance Technician	3017			3470
1	Senior Survey Technician	3017			3470
1	Senior Construction Inspector	3171			3647
1	Construction Supervisor	3682			4234
11					

<b>BENCHMARK: Criminalist</b>					
2	Criminalist	3457			3976
1	Police Records Manager	3822			4395
1	Crime Lab Supervisor/Criminalist	3822			4395
4					

RELATED INFORMATION

# CITY OF GRAND JUNCTION

## 2000 Classification and Compensation Schedule

RELATED INFORMATION

BENCHMARK: Engineering Technician					
1	GIS Technician I	2566			2951
4	Planning Technician	2697			3101
1	Transportation Systems Technician	2835			3260
4	Engineering Technician	2835			3260
3	GIS Technician II	2835			3260
2	Code Enforcement Officer	2835			3260
1	Real Estate Technician	2835			3260
1	Senior Engineering Technician	2980			3427
1	Real Estate Specialist	3132			3602
1	Sr. Real Estate Technician	3291			3785
2	GIS Analyst	3460			3979
1	Transportation Systems Analyst	3460			3979
1	Senior Real Estate Specialist	3460			3979
1	Real Estate Manager	4220			4853
1	GIS/CADD Manager	4220			4853
25					

BENCHMARK: Equipment Operator					
3	Custodian	1790			2058
1	Lead Custodian	1977			2273
1	Storekeeper	2183			2511
3	Building Maintenance Worker	2295			2639
40	Equipment Operator	2395	2515	2641	2773
1	Parking Meter Service Worker	2411			2773
1	Senior Meter Reader	2518	2644	2776	2915
15	Specialty Equipment Operator	2535			2915
4	Traffic Technician	2535			2915
1	Cross Connection Control Coordinator	2535			2915
2	Utility Locator	2535			2915
1	Welder/Fabricator	2535			2915
27	Crew Leader	2646	2778	2917	3063
2	Traffic Signal Technician	2663			3063
102					

BENCHMARK: Evidence Technician					
1	Lab/Evidence Assistant	2103			2419
1	Evidence Technician	2323			2672
9	Police Services Technician	2323			2672
11					

BENCHMARK: Fire Unit Supervisor (Captain)					
19	Firefighter	2934	3081	3235	3558
12	Fire Engineer	3564	3742		3929
11	Firefighter/Paramedic	3240	3402	3572	3929
2	Fire Prevention Officer	3755			4130
1	Public Information Officer	3755			4130
12	Fire Unit Supervisor (Captain)	4133	4234		4340
1	Fire Investigations Coordinator	3967			4562
1	Hazardous Materials Coord.	3967			4562
1	EMS Coordinator	4169			4794
1	Training Officer	4169			4794



**CITY OF GRAND JUNCTION**  
**2000 Classification and Compensation Schedule**

RELATED INFORMATION

<b>BENCHMARK: Fire Unit Supervisor (Continued)</b>					
3	Admin Fire Officer (Shift Commander)	5042			5294
1	Administration/Operations Officer	5710			5995
65					

<b>BENCHMARK: HR Analyst</b>					
1	VCB Promotions Coordinator	2765			3180
1	Volunteer Coordinator	3132			3602
2	Human Resources Analyst	3460			3979
1	Public Communications Coordinator	3460			3979
1	VCB Sales Manager	3637			4182
6					

<b>BENCHMARK: HR Manager</b>					
1	Human Resources Manager	5411			6223
1					

<b>BENCHMARK: IS Manager</b>					
1	Information Services Manager	5213			5995
1					

<b>BENCHMARK: IS Support Specialist</b>					
1	Print Shop Operator	2266			2606
1	Computer Operator	2266			2606
1	IS Maintenance Technician	2503			2879
1	Webserver Coordinator	2765			3180
4	IS Support Specialist	2765			3180
8					

<b>BENCHMARK: Police Officer</b>					
61	Police Officer	3121	3277	3441	3785
61					

<b>BENCHMARK: Police Sergeant</b>					
12	Police Sergeant	4399			4619
1	Professional Standards Administ.	4220			4853
5	Police Lieutenant	5366			5634
2	Police Captain	5927			6223
20					

<b>BENCHMARK: Police Records Specialist</b>					
8	Police Records Specialist	2052			2360
8					

<b>BENCHMARK: Project Engineer</b>					
1	Engineer (EIT)	3591			4130
7	Project Engineer	4381			5038
1	Transportation Engineer	4838			5564
1	Engineering Projects Manager	4838			5564
1	Utility Engineer	4838			5564
1	City Engineer	5084			5847
1	Public Works Manager	5617			6459
1	Utility Manager	5617			6459
14					

**CITY OF GRAND JUNCTION**  
**2000 Classification and Compensation Schedule**

<b>BENCHMARK: Recreation Coordinator</b>					
3	Assistant Golf Professional	2266			2606
1	Recreation Coordinator	2765			3180
1	Aquatics Coordinator	2765			3180
1	Chef	2765			3180
6					

<b>BENCHMARK: Risk Manager</b>					
1	Risk Manager	4273			4914
1					

<b>BENCHMARK: Sr. Admin Assistant</b>					
12	Administrative Assistant	2159			2483
1	VCB Services Coordinator	2159			2483
9	Senior Administrative Assistant	2382			2739
1	VCB Sales Assistant	2382			2739
1	Deputy City Clerk	2503			2879
5	Administrative Specialist	2503			2879
1	Executive Assistant	2503			2879
30					

<b>BENCHMARK: Senior Planner</b>					
3	Associate Planner	3375			3881
3	Senior Planner	3728			4287
1	Principal Planner	3917			4505
1	Code Enforcement Supervisor	3917			4505
1	Development Services Supvr.	4117			4735
1	Planning Manager	4327			4976
10					

<b>BENCHMARK: Staff Attorney</b>					
1	Staff Attorney	4017			4619
1	Assistant City Attorney	5411			6223
2					

<b>BENCHMARK: Street Superintendent</b>					
1	Ass't Convention Center Mgr.	3503			4028
1	VCB Group Sales Manager	3503			4028
3	Parks Maintenance Supervisor	3870			4450
6	Public Works Mtnce Supervisor	3870			4450
1	Wastewater Mtnce Supervisor	3870			4450
1	Water Supply Supervisor	3870			4450
1	Solid Waste Supervisor	3870			4450
2	Recreation Supervisor	3870			4450
1	Convention Center Manager	4066			4676
1	Parks Planner	4066			4676
1	Golf Professional	4490			5164
1	Golf Course Superintendent	4490			5164
1	Solid Waste Superintendent	4490			5164
1	Street Superintendent	4490			5164
1	Environmental Lab Manager	4490			5164
1	Wastewater Svcs Superintendent	4490			5164

**CITY OF GRAND JUNCTION**  
**2000 Classification and Compensation Schedule**

<b>BENCHMARK: Street Superintendent (Continued)</b>					
1	Recreation Superintendent	4490			5164
1	Fleet Manager	4490			5164
1	Communications Center Mgr.	4490			5164
1	Water Services Superintendent	4719			5427
1	Asst Parks and Rec Director	4960			5704
29					

<b>BENCHMARK: Systems/Network Analyst</b>					
5	Systems/Network Analyst	3870			4450
1	Systems Support Supervisor	4273			4914
6					

<b>BENCHMARK: WW Plant Operator</b>					
2	Assistant Plant Mechanic	2472			2843
2	Stationary Equipment Operator	2598			2988
3	Plant Mechanic	2730			3140
1	TV Equipment Operator	2730			3140
1	Electrician	2730			3140
1	Plant Safety Coordinator	2730			3140
5	Water Plant Operator	2870			3301
4	Wastewater Plant Operator	2870			3301
1	Lead Plant Mechanic	3017			3470
3	Laboratory Analyst	3017			3470
1	Lead Wastewater Plant Operator	3171			3647
1	Indust Pre-Treat Specialist	3171			3647
2	Laboratory Chemist	3333			3833
1	Water Quality Specialist	3333			3833
1	Industrial Pre-Treatment Coord.	3682			4234
29					

<b>Victims Services Coordinator</b>					
1	Victims Services Coordinator	2765			3180
1					

<b>Department Heads</b>					
1	Administrative Services Director				6849
1	Assistant City Manager				6910
1	City Attorney				7155
1	City Manager				8528
1	Community Development Director				vacant
1	Fire Chief				6978
1	Parks and Recreation Director				6807
1	Police Chief				6550
1	Public Works and Utilities Director				7105
1	VCB Director				5802
10					

523	TOTAL EMPLOYEES
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RELATED INFORMATION



## Operating Capital Summary

	2000	2001	2-Year Total	% Of Total
<b>GENERAL FUND</b>				
City Administration	\$ 19,000	\$ 4,500	\$ 23,500	3.9%
Administrative Services	22,520	14,350	36,870	6.1%
Community Development	26,714	11,612	38,326	6.3%
Police Department	99,243	67,217	166,460	27.4%
Fire Department	39,150	28,047	67,197	11.1%
Public Works & Utilities	102,834	58,004	160,838	26.5%
Parks & Recreation	75,755	38,235	113,990	18.8%
<b>TOTAL</b>	<b>\$ 385,216</b>	<b>\$ 221,965</b>	<b>\$ 607,181</b>	<b>100.0%</b>
<b>OTHER FUNDS</b>				
VCB Fund	\$ 13,700	\$ 18,000	\$ 31,700	
DDA Operating	3,000	3,000	6,000	
Water Services	29,670	25,800	55,470	
Solid Waste	20,878	25,174	46,052	
Two Rivers Convention Center	15,153	19,119	34,272	
Swimming Pools	16,700	7,600	24,300	
Lincoln Park Golf Course	10,760	-	10,760	
Tiara Rado Golf Course	14,040	3,000	17,040	
City Cemeteries	5,100	-	5,100	
Irrigation Systems	3,950	-	-	
Data Processing Fund	276,700	332,300	609,000	
Equipment	33,005	8,700	41,705	
Self Insurance	1,955	1,700	3,655	
Communications Center	31,520	30,000	61,520	
Sewer	65,083	33,278	98,361	
<b>TOTAL OTHER FUNDS</b>	<b>\$ 541,214</b>	<b>\$ 507,671</b>	<b>\$ 1,048,885</b>	
<b>TOTAL ALL FUNDS</b>	<b>\$ 926,430</b>	<b>\$ 729,636</b>	<b>\$ 1,656,066</b>	

## City Administration

## Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	111	80120	102130	Computer Backup Unit	2,000	
100	111	80120	122400	Network Accessories	1,200	
100	111	80120	131230	Server, Data Base	7,500	
100	111	8025	132240	Software	2,500	
100	111	80140	104293	Digital Camera	800	
100	111	80140	111165	Television Broadcast Equip		2,000
100	121	80110	0	Office Furniture	5,000	2,500
				<b>Total: Fund #100</b>	<b>19,000</b>	<b>4,500</b>
<b>TWO-YEAR TOTAL</b>					<b>23,500</b>	

# Administrative Services

## Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	220	80120	126050	Printer, Laserjet	1,500	
100	231	80110	105505	Bldg. Decorations	10,000	
100	231	80110	113400	Furnishings	1,000	1,900
100	231	80120	107140	Computers		2,000
100	231	80120	114650	Hardware	500	
100	231	80120	126030	Printer, Laser		1,600
100	241	80110	104070	File Cabinet	5,400	
100	241	80110	113420	Office Furniture		3,000
100	241	80110	120420	Microfiche Reader	3,120	
100	241	80110	131570	Shredder		500
100	241	80115	111600	Fax Machine		700
100	241	80120	107140	Computers		2,000
100	241	80120	129881	Scanner		1,500
100	241	80120	132240	Software	1,000	
100	261	80110	109400	Desk, Computer		1,150
<b>Total: Fund #100</b>					<b>22,520</b>	<b>14,350</b>
<b>TWO-YEAR TOTAL</b>						<b>36,870</b>
<b>Data Processing Fund</b>						
401	253	80140	107165	Network Computers	41,700	55,100
401	253	80140	107166	PC Replacements	196,000	227,800
401	253	80140	122402	Network Communication Hubs	13,000	
401	253	80140	125991	Printers/Scanners Replcmnt.	6,000	29,400
401	253	80140	132280	Software & Upgrades	20,000	20,000
<b>TOTAL: Fund #401</b>					<b>276,700</b>	<b>332,300</b>
<b>Self Insurance Fund</b>						
4041	2480	80110	104070	File Cabinet, Fire Proof	1,955	
4041	2480	80110	127880	Relocation		1,700
<b>TOTAL: Fund #404</b>					<b>1,955</b>	<b>1,700</b>
<b>DEPARTMENT TOTAL</b>					<b>301,175</b>	<b>348,350</b>

RELATED INFORMATION

## Community Development

## Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	311	80120	107140	Computers	2,000	
100	321	80110	113420	Office Furniture	3,500	
100	321	80120	107140	Computers	2,200	
100	322	80110	113420	Office Furniture	3,500	
100	322	80110	133797	Table, Cutting		1,200
100	322	80120	107140	Computers	3,000	
100	322	80120	125990	Printers		500
100	322	80120	129880	Scanner, Color	900	
100	322	80120	132298	Software, Autodesk CAD	875	
100	322	80120	132299	Software, Autodesk Map Guide	970	
100	322	80120	132300	Software, Arcview		1,100
100	331	80110	133420	Office Furniture	6,224	6,612
100	331	80120	107140	Computers		2,200
100	332	80130	127170	Radios, Vehicle	1,545	
100	332	80140	121705	Mower	2,000	
				<b>Total: Fund #100</b>	<b>26,714</b>	<b>11,612</b>
				<b>TWO-YEAR TOTAL</b>	<b>38,326</b>	

## Fire Department

## Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	511	80110	113420	Office Furniture	3,000	
100	511	80115	110920	Office Equipment	2,954	
100	511	80115	126030	Laser Printer	2,000	
100	511	80115	136330	Typewriters	800	
100	511	80120	107140	Computers	2,000	
100	5214	80130	111000	Radio Equipment	9,500	8,500
100	5214	80130	111000	Vehicle Radios	6,000	8,900
100	5214	80140	110770	Equipment		1,600
100	5312	80160	111190	Training Equipment	9,846	3,112
100	5340	80160	137150	Videos		1,082
100	5350	80125	132240	Software	3,050	4,853
				<b>Total: Fund #100</b>	<b>39,150</b>	<b>28,047</b>
				<b>TWO-YEAR TOTAL</b>	<b>67,197</b>	



**Police Department**  
Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	422	80110	138220	Work Stations	4,000	
100	422	80120	107150	Computer	2,000	
100	422	80130	127140	Portable Radios	18,900	20,300
100	422	80130	136880	Vehicle Radios	7,000	7,210
100	422	80160	101380	Body Armor	5,460	9,300
100	422	80160	102625	Bicycle	2,400	2,400
100	422	80160	126530	Public Address System	1,300	
100	422	80160	136980	Patrol Vehicle Accessories	2,000	
100	422	80160	137710	Weapons	2,400	3,000
100	4220	80130	127140	Portable Radios	3,500	
100	4220	80160	101380	Body Armor	3,000	
100	4220	80160	137710	Weapons	2,400	
100	4221	80160	111240	Vision Equipment		3,960
100	4221	80160	127180	Radio, Phones	3,200	3,200
100	4221	80160	127190	Radio, Push To Talk Headgear	7,150	
100	4241	80120	107150	Computer		6,525
100	4241	80160	104293	Digital Camera	2,350	
100	4241	80160	137140	Video Supplies	1,060	
100	4241	80160	137142	Video Surveillance	5,000	
100	433	80120	107167	Upgrade, Computer	500	
100	436	80140	104050	Cabinet		572
100	436	80140	104070	File Cabinet		1,570
100	436	80140	104260	Camcorder	750	
100	436	80140	107965	Construction	4,004	2,380
100	436	80140	108285	Countertops	1,250	
100	436	80140	109390	Desks	2,600	
100	436	80140	110793	Audio Equipment	571	
100	436	80140	120440	Microscope	3,200	2,000
100	436	80140	137085	VHS Duplicator	748	
100	436	80140	D05800	DBI Fingerprint / Mug Shot	500	
100	437	80120	126050	Printer, Laser Jet	2,000	
100	437	80120	132260	Software Support		4,800
100	437	80140	132370	Network Software	10,000	
				<b>Total: Fund #100</b>	<b>99,243</b>	<b>67,217</b>
<b>Communication Center Fund</b>						
405	442	80140	107140	Computers	2,000	30,000
405	442	80140	120610	Monitor, PC	21,220	
405	442	80140	125990	Printers	4,800	
405	442	80140	134532	Time Synchronization	3,500	
				<b>TOTAL: Fund #405</b>	<b>31,520</b>	<b>30,000</b>
				<b>DEPARTMENT TOTAL</b>	<b>130,763</b>	<b>97,217</b>

RELATED INFORMATION

## Public Works &amp; Utilities

## Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	61119	80110	113410	Furniture	2,332	
100	61119	80120	107140	Computer	1,500	3,000
100	61119	80120	126043	Color Printer	8,400	
100	61119	80120	132240	Software	3,650	
100	61120	80120	107165	Computer	9,943	
100	61120	80120	132240	Software		9,900
100	61219	80110	113420	Furniture	1,500	
100	61219	80120	107140	Computers	2,000	
100	61219	80120	126030	Printer, Laser Jet	2,100	
100	61314	80110	113410	Furniture	2,742	2,672
100	61314	80120	107140	Computers	1,000	1,000
100	61314	80120	132240	Software	3,650	
100	61319	80110	113410	Furniture	2,742	
100	61319	80120	107140	Computers	1,000	
100	61319	80120	132240	Software	5,850	7,300
100	61329	80110	113410	Furniture	1,200	
100	61329	80120	107140	Computer		500
100	61329	80140	101900	Autolevel w/ Tripod	200	
100	61329	80140	107160	Laptop Computer	3,400	
100	61329	80140	111140	Survey Equipment	815	815
100	61329	80160		Specialty Equipment	600	
100	614101	80140		Other Equipment	6,230	2,500
100	6150	80110	113410	Furniture		5,872
100	6150	80120	107140	Computers		1,000
100	6150	80120	132240	Software	1,180	
100	61610	80140	101390	Arrow Boards	950	
100	61624	80110	113420	Office Furniture	500	
100	61625	80120	104293	Digital Camera	850	
100	61625	80120	107160	Laptop Computer	2,100	
100	61625	80120	111230	Video Equipment		1,600
100	61625	80120	132240	Software	8,800	3,000
100	61625	80130	127160	Radios, Two Way	2,600	2,720
100	61625	80140	102413	Barrie - Jersey Barrie Tongs		2,800
100	61626	80120	107160	Laptop Computer	3,750	
100	61628	80130	127160	Radios, Two Way	650	
100	61641	80125	132240	Software	5,000	
100	61642	80120	132240	Software	5,000	
100	61642	80140	115090	Hoist	4,000	

# Public Works & Utilities (cont.)

## Operating Capital List

100	61643	80140	110190	Post Driver	2,100	
100	61643	80140	111060	Equipment, Safety Mobile		1,800
100	616521	80110	113420	Office Furniture	2,500	2,500
100	616521	80120	107140	Computers	2,000	2,000
100	616521	80140	108288	Mobile Traffic Counters		7,025
<b>Total: Fund #100</b>					<b>102,834</b>	<b>58,004</b>
<b>TWO-YEAR TOTAL</b>					<b>160,838</b>	
<b>Water Fund</b>						
301	62122	80140	107040	Air Compressor	3,500	
301	62122	80160	100795	Alarm, Chlorine	2,000	
301	62122	80160	101035	Analyzer, Chlorine	2,300	
301	62122	80160	101045	Analyzer, Particle		4,500
301	62122	80160	108110	Controller	3,500	3,500
301	62122	80160	126853	Pump, Chemical	1,500	
301	62131	80130	127170	Vehicle Radios	1,020	1,050
301	62131	80140	102085	Backflow Test Gauge	1,100	
301	62131	80140	107010	Compactor		3,700
301	62131	80140	118140	Line Locator	3,600	
301	62131	80140	120590	Monitor, Gas		1,700
301	62131	80140	126855	Pump, Diaphragm	1,000	1,050
301	62131	80140	126910	Pump, Trash/Water 2	1,250	1,300
301	62131	80140	129850	Saw, Cutoff	1,800	1,800
301	62131	80140	138095	Winch, Levelwind	1,600	
301	6241	80120	107140	Computer		3,000
301	6241	80140	110795	Autoclave	3,500	
301	6241	80140	110890	Lab Equipment		3,500
301	6241	80140	112190	Filters		700
301	6241	80140	115540	Incubator	2,000	
<b>TOTAL: Fund #301</b>					<b>29,670</b>	<b>25,800</b>
<b>Solid Waste Fund</b>						
302	62311	80130	120540	Mobile Radio	1,000	500
302	62311	80140	105730	Steam Cleaner		4,000
302	62311	80160	108033	Containers, Automater Refuse	12,215	12,704
302	62311	80160	110260	Dumpsters	7,663	7,970
<b>TOTAL: Fund #302</b>					<b>20,878</b>	<b>25,174</b>



# Public Works & Utilities (cont.)

## Operating Capital List

Irrigation Fund						
309	62160	80140	121610	Electric Motor	950	
309	62160	80140	121610	Pumps	3,000	
				<b>TOTAL: Fund #309</b>	<b>3,950</b>	<b>-</b>
Equipment Fund						
402	61421	80120	107140	Computer	5,000	
402	61421	80120	132240	Software	4,000	
402	61421	80120	135230	Training, Computer	9,800	
402	61421	80140	110835	Crusher, Oil Filter		2,200
402	61421	80140	111030	Equipment, Repair		2,500
402	61421	80140	111160	Equipment, Test	3,000	
402	61421	80140	136840	Vehicle Equipment		4,000
402	61421	80140	137420	Washer, High Pressure	6,100	
402	61421	80140	137430	Washer, Hotsy Pressure	5,105	
				<b>TOTAL: Fund #402</b>	<b>33,005</b>	<b>8,700</b>
Sewer Fund						
902	62211	80120	132240	Software	2,500	
902	62211	80140	100015	6 in. Magnetic Meter	8,910	8,910
902	62211	80140	100225	A-Basin Meter	8,910	
902	62211	80140	109775	Dissolved Oxygen Meter	9,878	
902	62211	80140	112615	Flo-Monitoring		8,618
902	62211	80140	115499	Implant Waste Meter	5,203	
902	62211	80140	137830	Electric Welder		4,500
902	62221	80120	107160	Laptop Computer	12,000	
902	6242	80120	107140	Computers	1,000	4,000
902	6242	80120	132240	Software	1,000	1,000
902	6242	80140	109730	Dishwasher	5,200	
902	6242	80140	110890	Lab Equipment	500	4,250
902	6242	80140	111080	Equipment, Sampling	2,500	
902	6242	80140	115540	Incubator		2,000
906	61115	80110	113410	Furniture	2,332	
906	61115	80120	107140	Computers	1,500	
906	61115	80120	132240	Software	3,650	
				<b>TOTAL: Fund #900</b>	<b>65,083</b>	<b>33,278</b>
				<b>DEPARTMENT TOTAL</b>	<b>255,420</b>	<b>150,956</b>

**Parks & Recreation**  
Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>General Fund</b>						
100	700	80110		Office Furniture	1,000	1,000
100	700	80120	100259	ACAD R14 Land Development	700	
100	700	80120	106130	Clipart	500	500
100	700	80120	117062	LANDCADD	1,850	
100	700	80120	126050	Printer, Laser Jet	1,950	
100	700	80120	126205	Project Management Software	800	
100	700	80120	132240	Software	500	500
100	700	80140	117541	Level/Tripod/Rod	1,030	
100	711	80130	127140	Radios, Portable	1,700	
100	711	80130	134700	Tools	1,500	
100	711	80140	100027	21" Walk Behind Mower	1,000	
100	711	80140	100185	36" Walk Behind Mower	4,500	
100	711	80140	102549	Bedknife Grinder	3,300	
100	711	80140	102890	Blower, Air, Backpack	400	
100	711	80140	103774	Brush Cutter		2,200
100	711	80140	105800	Clean-O-Vac	2,750	
100	711	80140	107040	Air Compressor	2,075	
100	711	80140	112071	Fence Top Safety Covering	500	
100	711	80140	112071	Fence Top Safety Covering	5,000	
100	711	80140	113148	Fountain-Ridges Pond		3,700
100	711	80140	113927	Goal Post-Dixons		1,235
100	711	80140	114165	Greaser, Pneumatic		1,300
100	711	80140	117925	Line Trimmer	500	
100	711	80140	137820	Welder	3,400	
100	712	80140	105259	Chainsaw	2,200	1,400
100	712	80140	125691	Portable P.A. System	1,500	
100	713	80140	101907	Automated Flush Valves	8,800	
100	713	80140	112080	Fence - Backstop		9,900
100	713	80140	125689	Portable Concession	2,500	
100	714	80140	129093	Riding Mower	7,300	
100	714	80140	136200	Truck, Utility		8,000
100	716	80140	100600	Aerator		8,500
100	716	80140	102549	Bedknife Grinder	3,300	
100	716	80140	108800	Sod Cutter	3,500	
100	716	80140	112121	Fertilizer Spreader	2,800	
100	716	80140	123565	Painter/Liner	3,500	
100	716	80140	137333	Walk Behind Aerator	2,800	
100	731	80120	107140	Computer	500	
100	731	80120	125990	Printer, Laser Jet	600	
100	731	80120	132240	Software	1,500	
303	761	80140	124855	Pipe & Drape Carts	3,500	

## Parks &amp; Recreation (cont.)

## Operating Capital List

303	761	80140	126530	P.A. System		7,000
303	761	80140	133790	Alluminum Table	7,077	7,360
303	762	80140	102595	Beverage Servers	4,576	4,759
3041	741	80140	101908	Automatic External Difibulator	3,900	-
3041	741	80140	125686	Pool Vacuum		3,900
3042	741	80140	101908	Automatic External Difibulator	3,900	
3042	741	80140	118156	Lockerroom Partitions	8,900	
3042	741	80140	125686	Pool Vacuum		3,700
<b>Total: Fund #100</b>					<b>107,608</b>	<b>64,954</b>
Subtotal: General Fund					75,755	38,235
Subtotal: 2-Rivers					15,153	19,119
Subtotal: Swimming Pools					16,700	7,600
<b>TOTAL</b>					<b>107,608</b>	<b>64,954</b>
<b>TWO-YEAR TOTAL</b>						<b>172,562</b>
<b>LP Golf Course</b>						
305	750	80140	108800	Sod Cutter	3,000	
305	750	80140	112590	Floor	2,400	
305	750	80140	114179	Grinder	1,800	
305	750	80140	129450	Rototiller	1,160	
305	750	80140	134990	Trailer	1,400	
305	750	80140	135990	Truck	1,000	
<b>TOTAL: Fund #305</b>					<b>10,760</b>	<b>-</b>
<b>TR Golf Course</b>						
306	750	80140	107010	Compactor	2,600	
306	750	80140	108407	Cover	2,300	
306	750	80140	108800	Sod Cutter		3,000
306	750	80140	114179	Grinder	1,800	
306	750	80140	129450	Rototiller	1,740	
306	750	80140	134990	Trailer	2,100	
306	750	80140	135990	Truck	1,000	
306	752	80140	127232	Range Ball Picker	2,500	
<b>TOTAL: Fund #306</b>					<b>14,040</b>	<b>3,000</b>
<b>City Cemeteries</b>						
307	770	80140	103780	Brushes/Brooms/Rollers	3,500	
307	770	80140	134990	Trailer	1,600	
<b>TOTAL: Fund #307</b>					<b>5,100</b>	<b>-</b>
<b>DEPARTMENT TOTAL</b>					<b>137,508</b>	<b>67,954</b>



**Visitor & Convention Bureau**  
Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>VCB Fund</b>						
102	142	80110	107140	Computers	3,500	
102	142	80120	107140	Computers	2,200	
102	142	80140	103400	Booth, Trade Show		5,000
102	142	80160	111420	Exhibits	3,000	3,000
102	142	80160	111425	Exhibits, Touch Screen Display	5,000	10,000
				<b>Total: Fund #102</b>	<b>13,700</b>	<b>18,000</b>
				<b>TWO-YEAR TOTAL</b>	<b>31,700</b>	

**Downtown Development Authority**  
Operating Capital List

Fund	Org	Acct	Actv	DESCRIPTION	2000	2001
<b>DDA Fund</b>						
103	191	80120		Computer	2,000	2,000
103	191	80140		Other Equipment	1,000	1,000
				<b>Total: Fund #103</b>	<b>3,000</b>	<b>3,000</b>
				<b>TWO-YEAR TOTAL</b>	<b>6,000</b>	

# General Fund Long Range Projection

	Proj. Rate	Actual 1995	Actual 1996	Actual 1997	Actual 1998	Revised 1999	Budget 2000	Budget 2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>																
Taxes																
Property Tax	4.5%	2,010,719	2,254,440	2,465,445	2,806,304	2,952,000	3,213,000	3,382,000	3,534,190	3,693,229	3,859,424	4,033,098	4,214,587	4,404,244	4,602,435	4,809,544
Sales & Use Taxes	5.0%	15,221,434	16,575,730	17,640,292	19,308,049	21,161,104	23,014,883	24,846,339	26,212,888	27,654,596	29,175,599	30,780,257	32,473,171	34,259,196	36,143,451	38,131,341
Franchise Fees	5.0%	952,853	1,120,653	1,118,386	1,226,212	1,188,000	1,238,500	1,291,800	1,356,390	1,424,210	1,495,420	1,570,701	1,648,701	1,731,136	1,817,692	1,908,577
Other Taxes	4.0%	1,716,251	1,805,240	1,966,610	2,087,574	2,165,500	2,261,550	2,362,600	2,457,104	2,555,388	2,657,604	2,763,908	2,874,464	2,989,443	3,109,020	3,233,381
TOTAL TAXES		20,001,256	21,756,063	23,090,733	25,518,140	27,227,604	28,627,933	30,682,739	33,300,572	35,327,423	37,188,047	39,147,454	41,210,923	43,384,018	45,672,599	48,082,844
Subtotal: Taxes		20,001,256	21,756,063	23,090,733	25,518,140	27,227,604	28,627,933	30,682,739	33,300,572	35,327,423	37,188,047	39,147,454	41,210,923	43,384,018	45,672,599	48,082,844
Licenses & Permits	4.5%	93,593	95,612	105,951	108,558	99,086	100,462	100,462	104,983	109,707	114,644	119,803	125,194	130,828	136,715	142,867
Intergovernmental	2.0%	59,024	110,870	69,839	143,519	347,834	155,650	160,782	163,998	167,278	170,623	174,036	177,516	181,067	184,688	188,382
Charges for Service	2.5%	1,647,741	1,713,658	1,725,699	2,002,764	2,028,113	2,361,519	2,419,577	2,480,066	2,542,068	2,605,620	2,670,760	2,737,529	2,805,968	2,876,117	2,948,020
Interfund Charges	5.0%	746,119	835,770	827,745	876,238	865,000	863,300	891,600	916,180	943,989	972,136	1,002,136	1,032,933	1,064,829	1,097,931	1,131,299
Interest & Investments	6.5%	767,858	554,308	612,937	611,197	653,000	423,000	423,000	433,807	531,184	683,526	880,400	1,127,791	1,442,036	1,821,260	2,273,451
Other Revenue	5.0%	304,342	406,519	416,071	619,868	857,814	822,331	859,591	902,571	947,699	995,084	1,044,838	1,092,080	1,151,934	1,209,531	1,270,007
SUBTOTAL		23,619,933	25,472,800	26,844,976	29,890,284	32,178,451	33,433,521	35,537,751	38,322,176	40,600,347	42,789,682	45,121,036	47,613,966	50,290,679	53,155,480	56,222,870
Operating Transfers-In		33,248	11,864	13,084	20,462	20,000	40,000	40,000	42,000	44,100	46,305	48,620	51,051	53,604	56,384	59,098
TOTAL SOURCES		23,653,181	25,484,664	26,858,060	29,910,746	32,198,451	33,473,521	35,577,751	38,364,176	40,644,447	42,835,987	45,169,656	47,657,917	50,344,283	53,217,864	56,281,968
% Change from Prior Year		9.1%	7.7%	5.4%	11.3%	7.7%	4.0%	6.3%	7.8%	6.0%	5.4%	5.4%	5.5%	5.6%	5.7%	5.8%
<b>USES</b>																
OPERATING																
Labor	4.0%	14,730,147	15,734,173	16,693,082	18,012,975	19,882,423	21,340,398	22,809,621	23,722,006	24,670,887	25,657,722	26,684,031	27,751,392	28,861,448	30,015,906	31,216,542
Non-Personnel Operating	4.0%	6,370,569	6,895,294	7,254,188	8,094,124	9,020,958	9,777,472	10,551,796	10,253,148	10,663,274	11,089,805	11,533,397	11,994,733	12,474,523	12,973,503	13,492,444
Operating Equipment	n/a	230,557	264,418	317,039	359,210	258,605	385,216	221,965	231,965	241,965	251,965	261,965	271,965	281,965	291,965	301,965
SUBTOTAL OPERATING		21,331,272	22,893,885	24,264,309	26,466,309	30,061,986	31,503,086	32,890,383	34,207,120	35,576,126	36,999,492	38,479,393	40,018,090	41,617,935	43,281,374	45,010,951
% Change from Prior Year		8.3%	7.3%	6.0%	9.1%	13.6%	4.8%	4.4%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Major Capital	n/a	208,203	387,015	536,291	672,423	602,441	565,408	360,845	385,865	410,865	435,865	460,865	485,865	510,865	535,865	560,865
TOTAL DEPARTMENTAL		21,539,476	23,280,899	24,800,599	27,138,731	30,664,327	32,068,494	33,251,248	34,592,985	35,986,991	37,435,357	38,940,258	40,500,955	42,128,800	43,817,239	45,571,816
Contingency (2% of Oper. Exp.)		-	-	-	-	86,998	600,000	650,000	684,142	711,523	739,990	769,588	800,362	832,359	865,627	900,219
Budget Savings		-	-	-	-	(355,000)	(345,000)	(375,000)	(345,000)	(395,000)	(405,000)	(415,000)	(425,000)	(435,000)	(445,000)	(455,000)
TOTAL EXPENDITURES		21,539,476	23,280,899	24,800,599	27,138,731	30,396,325	32,303,494	33,526,248	34,892,127	36,303,513	37,770,347	39,294,846	40,879,317	42,526,159	44,237,867	46,017,035
TRANSFERS TO OTHER FUNDS																
Operating Subsidies:																
-Economic Devt. (MCDUC & MSC)		-	-	-	220,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
-Recycling		21,936	11,000	3,000	-	-	-	-	-	-	-	-	-	-	-	-
-Two Rivers Convention Center		210,183	176,308	223,508	158,633	202,184	238,059	242,628	245,000	255,000	265,000	275,000	285,000	295,000	305,000	315,000
-Swimming Pools		28,304	13,929	107,153	85,269	89,269	98,264	77,893	80,000	85,000	90,000	95,000	100,000	105,000	110,000	115,000
-City Cemeteries		30,842	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal: Subsidies		291,265	201,237	334,061	463,902	441,453	486,343	470,521	475,000	490,000	505,000	520,000	535,000	550,000	565,000	580,000
Transfer to the Sales Tax CIP Fund		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
-From Contingency		68,000	474,390	240,847	154,899	264,155	365,000	375,000	385,000	395,000	405,000	415,000	425,000	435,000	445,000	455,000
-Budgeted Savings		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	455,000
-2% Reserve (Prior Year)		201,266	192,300	94,790	-	863,709	778,500	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
-Annual Contribution for CIP		1,500,000	631,478	500,000	1,305,000	703,000	1,025,000	500,000	1,000,000	1,395,000	1,405,000	1,415,000	1,425,000	1,435,000	1,445,000	1,455,000
Subtotal: CIP Transfer		2,081,266	1,623,168	1,170,637	1,804,899	2,185,864	2,168,500	875,000	1,385,000	1,395,000	1,405,000	1,415,000	1,425,000	1,435,000	1,445,000	1,455,000
Other Transfers		124,965	89,470	159,938	47,999	166,358	102,000	108,000	113,940	120,207	126,818	133,793	141,152	148,915	157,105	165,746
SUBTOTAL TRANSFERS		2,497,496	1,973,875	1,664,637	2,316,800	2,793,675	2,756,843	1,453,521	1,973,940	2,005,207	2,036,818	2,068,793	1,957,152	1,983,915	2,017,105	2,050,746
TOTAL USES		24,036,972	25,254,775	26,465,236	29,455,531	33,190,000	35,060,336	35,030,804	36,866,067	38,398,720	39,897,165	41,533,639	43,230,469	44,950,774	46,725,872	48,547,781
% Change from Prior Year		9.1%	7.7%	5.4%	11.3%	7.7%	4.0%	6.3%	7.8%	6.0%	5.4%	5.4%	5.5%	5.6%	5.7%	5.8%
<b>NET SOURCE / (USE) OF FUNDS</b>																
BEGINNING FUNDS AVAILABLE		7,906,194	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ENDING FUNDS AVAILABLE		7,522,403	7,812,292	8,209,116	8,654,331	7,662,783	6,015,967	6,673,950	8,172,059	10,515,786	13,544,608	17,350,625	22,185,174	28,019,383	34,976,174	43,190,362
MINIMUM WORKING CAPITAL		3,645,734	3,521,517	4,197,488	4,609,640	5,149,909	5,475,983	5,677,460	5,906,310	6,144,517	6,391,983	6,649,079	6,891,141	7,168,669	7,457,079	7,756,655
VARIANCE FROM M.W.C.		3,876,670	3,890,776	4,011,628	4,044,691	2,512,874	600,065	996,490	2,265,749	4,371,269	7,152,625	10,701,546	15,294,033	20,850,714	27,519,146	35,433,707

### VISITOR & CONVENTION BUREAU FUND / Long Range Financial Projection

	1998	1999	2000	2001	PROJECTION							
	ACTUAL	REVISED	BUDGET	BUDGET	2002	2003	2004	2005	2006	2007	2008	2009
SOURCES												
Lodging Tax	\$ 653,587	\$ 654,000	\$ 680,000	\$ 714,000	\$ 749,700	\$ 787,185	\$ 826,544	\$ 859,606	\$ 893,990	\$ 929,750	\$ 966,940	\$ 1,005,617
Vendors Fees	341,797	381,232	415,536	448,784	473,467	499,508	526,981	555,965	586,543	618,803	652,837	688,743
Charges for Services	18,797	13,739	10,228	12,388	12,574	12,762	12,954	13,148	13,345	13,546	13,749	13,955
Pooled Interest Income	12,116	10,000	16,000	14,000	14,072	15,747	18,930	24,255	24,629	26,270	29,117	33,167
Other Revenue	3,563	1,500	1,500	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053
Total Sources	1,029,859	1,048,471	1,123,264	1,190,672	1,251,373	1,316,824	1,387,896	1,454,728	1,526,332	1,599,264	1,674,674	1,743,535
USES												
Labor	\$ 287,710	\$ 315,617	\$ 379,300	\$ 392,782	\$ 404,565	\$ 416,702	\$ 429,203	\$ 492,080	\$ 506,842	\$ 522,047	\$ 537,709	\$ 553,840
Non-Personnel Operating	649,997	678,567	723,895	737,110	766,594	797,258	844,149	892,914	928,631	965,776	1,004,407	1,054,584
Debt Service	29,806	29,806	29,806	29,806	29,806	29,806	-	35,000	35,000	35,000	35,000	35,000
Contingency	-	9,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Operating Equipment	7,668	12,449	13,700	18,000	7,500	5,000	10,000	13,500	7,500	5,000	5,000	10,000
Total Uses	975,181	1,045,439	1,161,701	1,192,698	1,223,466	1,263,767	1,298,352	1,448,494	1,492,973	1,542,824	1,597,114	1,668,424
ENDING FUNDS AVAILABLE:	\$ 54,678	\$ 15,032	\$ 26,437	\$ 2,826	\$ 27,907	\$ 53,058	\$ 88,744	\$ 6,234	\$ 27,359	\$ 47,443	\$ 67,560	\$ 75,111

### PARKLAND EXPANSION FUND / Long Range Financial Projection

	97-ACT	98-ACT	99-BEV	2000-BUD	2001-BUD	2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>													
Lottery Proceeds	\$ 394,870	\$ 371,841	\$ 350,000	\$ 355,000	\$ 360,000	\$ 365,000	\$ 370,000	\$ 375,000	\$ 380,000	\$ 385,000	\$ 390,000	\$ 395,000	\$ 400,000
Investment Income	43,602	42,413	41,500	42,000	43,000	8,107	5,421	6,030	7,183	14,661	22,908	49,129	77,278
Open Space Fees	63,285	84,825	80,000	80,000	80,000	81,000	82,000	83,000	84,000	85,000	86,000	87,000	88,000
Transfers-In	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>501,757</b>	<b>499,079</b>	<b>471,500</b>	<b>477,000</b>	<b>483,000</b>	<b>454,107</b>	<b>457,421</b>	<b>464,030</b>	<b>471,183</b>	<b>484,661</b>	<b>498,908</b>	<b>531,129</b>	<b>565,278</b>
<b>USES</b>													
Management Fee	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Other Operating Costs	624	1,348	1,500	1,500	1,500	1,560	1,622	1,687	1,755	1,825	1,898	1,974	2,053
Major Capital	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Debt Service	282,998	286,553	287,323	282,917	282,973	287,313	285,652	283,118	284,797	285,390	-	-	-
Transfer to CIP Fund	-	-	-	-	-	-	-	-	-	-	-	-	-
-Canyon View	200,000	200,000	350,000	300,000	150,000	150,000	100,000	100,000	-	-	-	-	-
-Park Development	150,000	50,000	75,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total</b>	<b>643,622</b>	<b>547,900</b>	<b>723,823</b>	<b>644,417</b>	<b>494,473</b>	<b>498,873</b>	<b>447,274</b>	<b>444,805</b>	<b>346,552</b>	<b>347,215</b>	<b>61,898</b>	<b>61,974</b>	<b>62,053</b>
<b>NET SOURCE (USE)</b>	<b>\$ (141,865)</b>	<b>\$ (48,821)</b>	<b>\$ (252,323)</b>	<b>\$ (167,417)</b>	<b>\$ (11,473)</b>	<b>\$ (44,766)</b>	<b>\$ 10,147</b>	<b>\$ 19,225</b>	<b>\$ 124,632</b>	<b>\$ 137,446</b>	<b>\$ 437,010</b>	<b>\$ 469,155</b>	<b>\$ 503,225</b>
Beginning Fund Balance	\$ 757,016												
Ending Fund Balance	\$ 615,151	\$ 566,329	\$ 314,006	\$ 146,589	\$ 135,116	\$ 90,350	\$ 100,497	\$ 119,722	\$ 244,353	\$ 381,799	\$ 818,809	\$ 1,287,964	\$ 1,791,189

#### Matchitt CDE Debt

Issue Date: 5/15/96

Amount Issued: \$2,155,000

	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Totals
Annual Principal	\$ 170,000	\$ 180,000	\$ 190,000	\$ 195,000	\$ 205,000	\$ 220,000	\$ 230,000	\$ 240,000	\$ 255,000	\$ 270,000	\$ 2,155,000		
Annual Interest	\$ 112,998	\$ 105,602	\$ 97,323	\$ 87,917	\$ 77,973	\$ 67,313	\$ 55,652	\$ 43,118	\$ 29,797	\$ 15,390	\$ 693,083		
Total Debt Payment	\$ 282,998	\$ 285,602	\$ 287,323	\$ 282,917	\$ 282,973	\$ 287,313	\$ 285,652	\$ 283,118	\$ 284,797	\$ 285,390	\$ 2,848,083		



SALES TAX CIP FUND / Long Range Financial Projection

	ACTUAL 1997	ACTUAL 1998	Revised 1999	Proposed 2000	Proposed 2001	Planned 2002	Planned 2003	Planned 2004	Planned 2005	Planned 2006	Planned 2007	Planned 2008	Planned 2009
BEGINNING FUND BALANCE	3,487,171	2,096,732	3,869,687	1,093,592	245,684	73,655	826,226	1,378,669	315,591	331,894	922,785	622,635	817,256
<b>SOURCES</b>													
SALES & USE TAXES	5,443,060	6,014,883	6,596,464	7,183,581	7,754,077	8,176,988	8,623,017	9,093,429	9,589,559	10,112,817	10,664,686	11,246,736	11,860,617
INTERGOVERNMENTAL	2,658,314	676,805	1,968,229	2,370,377	480,500	1,438,200	0	0	50,000	50,000	400,000	150,000	70,000
CHARGES FOR SERVICES	16,777	75,883	27,707	7,000	0	0	0	0	0	0	0	0	0
INTEREST & INVESTMENT INCOME	177,258	243,845	238,000	82,000	35,000	16,788	65,705	101,613	32,513	33,521	71,981	52,471	65,122
SPECIAL ASSESSMENTS	93,947	81,833	92,500	97,480	102,903	109,879	106,419	110,731	116,628	121,922	124,822	133,143	141,797
OTHER OUTSIDE FUNDING	378,440	55,326	0	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
CAPITAL PROCEEDS	74,000	377,036	0	0	0	0	0	0	0	0	0	0	0
OTHER INCOME	9,900	9,400	9,900	9,900	9,900	9,900	9,900	9,900	0	0	0	0	0
SUBTOTAL: REVENUE	8,851,696	7,534,211	8,932,800	9,768,338	8,400,340	9,768,955	8,823,040	9,333,673	9,806,701	10,336,259	11,279,490	11,600,350	12,155,536
TRANSFERS-IN FROM OTHER FUNDS	1,590,637	2,677,967	3,237,864	3,510,500	1,685,000	1,885,000	1,895,000	1,955,000	1,715,000	1,775,000	1,785,000	1,845,000	1,805,000
<b>TOTAL SOURCES</b>	<b>10,442,334</b>	<b>10,212,178</b>	<b>12,170,664</b>	<b>13,288,838</b>	<b>10,085,380</b>	<b>11,653,955</b>	<b>10,718,040</b>	<b>11,288,673</b>	<b>11,521,701</b>	<b>12,111,259</b>	<b>13,064,490</b>	<b>13,445,350</b>	<b>13,960,536</b>
<b>USES</b>													
CAPITAL PROJECT EXPENDITURES	10,510,765	7,302,640	11,817,613	12,719,896	6,457,458	9,071,870	7,516,550	9,153,175	10,505,323	11,174,568	12,818,745	12,699,929	13,695,330
TRANSFERS-OUT TO OTHER FUNDS	1,320,007	1,138,584	1,129,146	1,414,850	3,799,951	1,829,514	2,649,047	3,198,576	1,000,876	345,000	545,895	550,800	391,328
<b>TOTAL USES</b>	<b>11,830,772</b>	<b>8,441,224</b>	<b>12,946,759</b>	<b>14,134,746</b>	<b>10,257,409</b>	<b>10,901,384</b>	<b>10,165,597</b>	<b>12,351,751</b>	<b>11,506,199</b>	<b>11,519,568</b>	<b>13,364,640</b>	<b>13,250,729</b>	<b>14,086,658</b>
NET SOURCE (USE) OF FUNDS	(1,388,438)	1,770,954	(2,776,095)	(847,908)	(172,029)	752,571	552,443	(1,063,078)	15,502	591,691	(300,150)	194,621	(126,122)
ENDING FUND BALANCE	2,098,732	3,869,687	1,093,592	245,684	73,655	826,226	1,378,669	315,591	331,894	922,785	622,635	817,256	691,134

STORM DRAIN IMPROVEMENT FUND / Long Range Financial Projection

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Beginning Year Fund Balance	\$2,286	\$40,086	\$43,286	\$44,986	\$46,037	\$46,254	\$45,532	\$43,761	\$40,822	\$36,581	\$30,900
Revenue											
Drainage Fee Payments	2.0%	\$40,800	\$40,800	\$41,616	\$42,448	\$43,297	\$44,163	\$45,046	\$45,947	\$46,866	\$47,804
Investment Income	\$0	\$2,400	\$2,500	\$2,699	\$2,762	\$2,773	\$2,712	\$2,626	\$2,449	\$2,195	\$1,854
Other											
CDBG Grant		\$400,000									
<b>Total Revenue</b>	<b>\$40,800</b>	<b>\$443,286</b>	<b>\$445,786</b>	<b>\$44,315</b>	<b>\$48,800</b>	<b>\$46,070</b>	<b>\$48,244</b>	<b>\$47,672</b>	<b>\$48,396</b>	<b>\$49,061</b>	<b>\$49,654</b>
<b>Capital Projects</b>											
General Drainage Improvements		\$40,000	\$41,600	\$43,264	\$44,994	\$46,794	\$48,666	\$50,612	\$52,637	\$54,743	\$56,931
Central Drive											
Broadwood Drive											
Bass Street											
Ranchman's Ditch Storm Water Improv.				\$100,000	\$351,000	\$365,000					
Cady Subdivision		\$50,440									
7th St. to 12th St.	\$208,000										
Land Acq./Detention Basins - City Only		\$187,296		\$531,680	\$547,791	\$575,000					
GJ01 Launch C/Lt/ Airport Detention Basins		\$32,020	\$538,359	\$538,359			\$925,545				
DT01/02 8th Street Storm Drain Outfall				\$156,131	\$371,318	\$1,388,318					
GJ 02 25 1/2 Road Drainage - Phase I		\$33,254	\$447,800		\$369,010		\$40,489				
GJ03 Orchard Mesa City Improvements					\$44,584	\$440,489					
DT 03 Riverside Improvements		\$400,000									
DT 04 South Ave. Misc. Improvements						\$14,769	\$291,842				
DT 06 South Ave. Separation								\$8,895	\$175,800		
DT 07 Main Street Imp. - Phase I										\$16,328	
Bunting Ave. Storm Drain		\$104,000	\$129,792	\$97,344	\$97,344						
South Camp Rd. Drainage Improvements		\$35,000									
Piermigan Ridge Filling & Others	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital Expenditures</b>	<b>\$1,008,000</b>	<b>\$1,084,816</b>	<b>\$1,157,531</b>	<b>\$1,468,776</b>	<b>\$1,458,041</b>	<b>\$2,838,378</b>	<b>\$1,308,542</b>	<b>\$58,812</b>	<b>\$61,532</b>	<b>\$158,348</b>	<b>\$71,258</b>
<b>Transfers</b>											
201 Fund Transfers-In	\$205,000	\$642,010	\$1,115,951	\$1,423,514	\$1,781,047	\$2,783,576	\$657,876	\$0	\$8,895	\$175,800	\$16,328
Other Transfers-In							\$600,000				
<b>Total Transfers</b>	<b>\$205,000</b>	<b>\$642,010</b>	<b>\$1,115,951</b>	<b>\$1,423,514</b>	<b>\$1,781,047</b>	<b>\$2,783,576</b>	<b>\$1,257,876</b>	<b>\$0</b>	<b>\$8,895</b>	<b>\$175,800</b>	<b>\$16,328</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$37,800</b>	<b>\$3,200</b>	<b>\$1,700</b>	<b>\$1,851</b>	<b>\$217</b>	<b>(\$221)</b>	<b>(\$1,771)</b>	<b>(\$2,940)</b>	<b>(\$4,240)</b>	<b>(\$3,682)</b>	<b>(\$7,273)</b>
Ending Year Balance	\$48,606	\$41,286	\$44,986	\$46,837	\$48,594	\$46,332	\$45,561	\$43,821	\$40,931	\$36,967	\$30,626

Note: Figures in Italic represent actual

## FUTURE STREET IMPROVEMENT FUND / Long Range Financial Projection

	Actual 1998	Revised 1999	Proposed 2000	Proposed 2001	2002	2003	2004	2005	2006	2007	2008	2009
<b>BEG. FUNDS AVAILABLE</b>	\$ 1,565,506	\$ 1,342,004	\$ 1,162,504	\$ 516,504	\$ 292,504	\$ 250,717	\$ 265,781	\$ 241,776	\$ 276,559	\$ 274,365	\$ 283,222	\$ 254,296
<b>TOTAL SOURCES</b>												
Fees & Charges	\$ 227,144	\$ 260,500	\$ 230,000	\$ 230,000	\$ 239,200	\$ 248,768	\$ 258,719	\$ 269,067	\$ 279,830	\$ 291,023	\$ 302,664	\$ 314,771
Pooled Interest Income	114,922	93,000	74,000	46,000	19,013	16,297	17,276	15,715	17,976	17,834	18,409	16,529
Transfers-In	50,000	52,000	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>392,066</b>	<b>405,500</b>	<b>304,000</b>	<b>276,000</b>	<b>258,213</b>	<b>265,065</b>	<b>275,995</b>	<b>284,783</b>	<b>297,806</b>	<b>308,857</b>	<b>321,074</b>	<b>331,300</b>
<b>USES</b>												
Project Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers-Out	615,568	585,000	950,000	500,000	300,000	250,000	300,000	250,000	300,000	300,000	350,000	300,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>615,568</b>	<b>585,000</b>	<b>950,000</b>	<b>500,000</b>	<b>300,000</b>	<b>250,000</b>	<b>300,000</b>	<b>250,000</b>	<b>300,000</b>	<b>300,000</b>	<b>350,000</b>	<b>300,000</b>
<b>NET SOURCE (USE)</b>	<b>\$ (223,502)</b>	<b>\$ (179,500)</b>	<b>\$ (646,000)</b>	<b>\$ (224,000)</b>	<b>\$ (41,787)</b>	<b>\$ 15,065</b>	<b>\$ (24,025)</b>	<b>\$ 34,783</b>	<b>\$ (2,194)</b>	<b>\$ 8,857</b>	<b>\$ (28,926)</b>	<b>\$ 31,300</b>
<b>Ending Fund Balance</b>	<b>\$ 1,342,004</b>	<b>\$ 1,162,504</b>	<b>\$ 516,504</b>	<b>\$ 292,504</b>	<b>\$ 250,717</b>	<b>\$ 265,781</b>	<b>\$ 241,776</b>	<b>\$ 276,559</b>	<b>\$ 274,365</b>	<b>\$ 283,222</b>	<b>\$ 254,296</b>	<b>\$ 285,596</b>
<b>TCP</b>												
<b>BEG. FUNDS AVAILABLE</b>	\$ 495,947	\$ 522,295	\$ 413,439	\$ 239,439	\$ 54,439	\$ 15,978	\$ 33,336	\$ 10,476	\$ 45,128	\$ 41,392	\$ 47,147	\$ 13,397
<b>TOTAL SOURCES</b>												
Fees & Charges	\$ 227,144	\$ 200,000	\$ 200,000	\$ 200,000	\$ 208,000	\$ 216,320	\$ 224,973	\$ 233,972	\$ 243,331	\$ 253,064	\$ 263,186	\$ 273,714
Pooled Interest Income	27,044	30,000	26,000	15,000	3,539	1,039	2,167	681	2,933	2,690	3,065	871
Transfers-In	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>254,188</b>	<b>230,000</b>	<b>226,000</b>	<b>215,000</b>	<b>211,539</b>	<b>217,359</b>	<b>227,140</b>	<b>234,653</b>	<b>246,264</b>	<b>255,754</b>	<b>266,251</b>	<b>274,585</b>
<b>USES</b>												
Project Expense	\$ -	\$ 3,856	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers-Out	227,840	335,000	400,000	400,000	250,000	200,000	250,000	200,000	250,000	250,000	300,000	250,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>227,840</b>	<b>338,856</b>	<b>400,000</b>	<b>400,000</b>	<b>250,000</b>	<b>200,000</b>	<b>250,000</b>	<b>200,000</b>	<b>250,000</b>	<b>250,000</b>	<b>300,000</b>	<b>250,000</b>
<b>NET SOURCE (USE)</b>	<b>\$ 26,348</b>	<b>\$ (108,856)</b>	<b>\$ (174,000)</b>	<b>\$ (185,000)</b>	<b>\$ (38,461)</b>	<b>\$ 17,359</b>	<b>\$ (22,860)</b>	<b>\$ 34,653</b>	<b>\$ (3,736)</b>	<b>\$ 5,754</b>	<b>\$ (33,749)</b>	<b>\$ 24,585</b>
<b>Ending Fund Balance</b>	<b>\$ 522,295</b>	<b>\$ 413,439</b>	<b>\$ 239,439</b>	<b>\$ 54,439</b>	<b>\$ 15,978</b>	<b>\$ 33,336</b>	<b>\$ 10,476</b>	<b>\$ 45,128</b>	<b>\$ 41,392</b>	<b>\$ 47,147</b>	<b>\$ 13,397</b>	<b>\$ 37,982</b>
<b>OTHER IMPROVEMENTS</b>												
<b>BEG. FUNDS AVAILABLE</b>	\$ 1,069,559	\$ 819,709	\$ 749,065	\$ 277,065	\$ 238,065	\$ 234,739	\$ 232,445	\$ 231,300	\$ 231,430	\$ 232,973	\$ 236,076	\$ 240,899
<b>TOTAL SOURCES</b>												
Fees & Charges	\$ -	\$ 60,500	\$ 30,000	\$ 30,000	\$ 31,200	\$ 32,448	\$ 33,746	\$ 35,096	\$ 36,500	\$ 37,960	\$ 39,478	\$ 41,057
Pooled Interest Income	87,878	63,000	48,000	31,000	15,474	15,258	15,109	15,035	15,043	15,143	15,345	15,658
Transfers-In	50,000	52,000	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>137,878</b>	<b>175,500</b>	<b>78,000</b>	<b>61,000</b>	<b>46,674</b>	<b>47,706</b>	<b>48,855</b>	<b>50,130</b>	<b>51,543</b>	<b>53,103</b>	<b>54,823</b>	<b>56,715</b>
<b>USES</b>												
Project Expense	\$ -	\$ (3,856)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers-Out	387,728	250,000	550,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>387,728</b>	<b>246,144</b>	<b>550,000</b>	<b>100,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>NET SOURCE (USE)</b>	<b>\$ (249,850)</b>	<b>\$ (70,644)</b>	<b>\$ (472,000)</b>	<b>\$ (39,000)</b>	<b>\$ (3,326)</b>	<b>\$ (2,294)</b>	<b>\$ (1,145)</b>	<b>\$ 130</b>	<b>\$ 1,543</b>	<b>\$ 3,103</b>	<b>\$ 4,823</b>	<b>\$ 6,715</b>
<b>Ending Fund Balance</b>	<b>\$ 819,709</b>	<b>\$ 749,065</b>	<b>\$ 277,065</b>	<b>\$ 238,065</b>	<b>\$ 234,739</b>	<b>\$ 232,445</b>	<b>\$ 231,300</b>	<b>\$ 231,430</b>	<b>\$ 232,973</b>	<b>\$ 236,076</b>	<b>\$ 240,899</b>	<b>\$ 247,614</b>

### WATER FUND / Long Range Financial Projection

	1998	1999	2000	2001	PROJECTION							
	ACTUAL	REVISED	BUDGET	BUDGET	2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Intergovernmental	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	4,644,053	3,862,200	3,626,131	3,660,890	3,732,754	3,806,055	3,880,822	3,957,084	4,034,872	4,114,216	4,195,146	4,277,695
Interfund Charges	351,581	372,309	394,379	403,661	406,848	410,066	413,317	416,600	419,916	423,265	426,648	430,064
Interest Income	86,095	110,000	121,000	124,000	147,777	78,786	94,766	139,741	182,809	143,834	199,407	235,703
Capital Proceeds	69,820	91,771	96,791	96,791	96,791	96,791	96,791	96,791	96,791	96,791	96,791	96,791
Other	132,876	40,000	20,000	20,000	20,200	20,402	20,605	20,812	21,020	21,230	21,443	21,657
<b>Total Sources</b>	<b>5,226,425</b>	<b>4,475,270</b>	<b>4,258,301</b>	<b>4,305,342</b>	<b>4,404,369</b>	<b>4,412,100</b>	<b>4,506,342</b>	<b>4,631,829</b>	<b>4,755,408</b>	<b>4,794,336</b>	<b>4,928,434</b>	<b>5,061,911</b>
<b>USES</b>												
Labor	\$ 1,570,443	\$ 1,749,168	\$ 1,846,406	\$ 1,918,060	\$ 1,846,704	\$ 1,905,502	\$ 1,966,206	\$ 2,028,878	\$ 2,093,582	\$ 2,160,384	\$ 2,229,351	\$ 2,300,555
Non-Personnel Operating	1,469,790	1,215,167	1,098,215	1,123,424	1,160,514	1,198,936	1,238,739	1,279,974	1,322,697	1,366,962	1,412,817	1,460,354
Operating Capital	63,640	54,440	29,670	25,800	23,737	24,757	25,871	27,086	28,412	29,861	31,444	33,173
Major Capital Expense	1,484,080	13,902	13,902	13,902	13,902	13,902	13,902	13,902	13,902	13,902	13,902	13,902
Debt Service	633,680	1,342,682	1,345,953	641,407	2,509,358	1,002,671	512,000	563,400	1,946,400	302,000	646,973	272,000
<b>Total Uses</b>	<b>5,221,433</b>	<b>4,375,359</b>	<b>4,334,146</b>	<b>4,722,592</b>	<b>5,554,215</b>	<b>4,145,268</b>	<b>3,756,717</b>	<b>3,913,240</b>	<b>5,484,993</b>	<b>3,873,196</b>	<b>4,334,487</b>	<b>4,079,984</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 64,991</b>	<b>\$ 100,421</b>	<b>\$ (75,845)</b>	<b>\$ (42,250)</b>	<b>\$ (1,149,845)</b>	<b>\$ 266,832</b>	<b>\$ 749,625</b>	<b>\$ 717,789</b>	<b>\$ (649,585)</b>	<b>\$ 926,222</b>	<b>\$ 594,937</b>	<b>\$ 981,927</b>

### SOLID WASTE REMOVAL FUND / Long Range Financial Projection

	1998	1999	2000	2001	PROJECTION							
	ACTUAL	REVISED	BUDGET	BUDGET	2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Intergovernmental	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Service	2,014,234	1,997,405	1,998,101	2,080,101	2,161,661	2,246,467	2,334,649	2,426,341	2,521,684	2,620,823	2,723,911	2,831,105
Pooled Interest Income	46,520	44,000	45,000	46,000	36,934	36,172	35,948	36,301	37,274	38,911	45,367	52,485
Capital Proceeds	-	775	-	-	-	-	-	-	-	-	-	-
Other Income	-	5,075	-	-	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>2,066,754</b>	<b>2,047,255</b>	<b>2,043,101</b>	<b>2,126,101</b>	<b>2,198,595</b>	<b>2,282,640</b>	<b>2,370,597</b>	<b>2,462,642</b>	<b>2,558,958</b>	<b>2,659,734</b>	<b>2,769,278</b>	<b>2,883,590</b>
<b>USES</b>												
Full-Time Salaries	\$ 435,578	\$ 477,488	\$ 487,920	\$ 502,557	\$ 517,634	\$ 533,163	\$ 549,158	\$ 565,612	\$ 582,601	\$ 600,079	\$ 618,082	\$ 636,624
Part-Time Wages	8,714	5,000	3,735	3,735	3,884	4,040	4,201	4,369	4,544	4,726	4,915	5,112
Overtime	18,522	24,126	25,967	26,746	27,816	28,928	30,086	31,289	32,541	33,842	35,196	36,604
Other Wages	(837)	360	240	240	240	240	240	240	240	240	240	240
Benefits	138,330	150,887	157,565	166,110	174,384	182,877	191,855	201,349	211,393	222,022	233,276	245,195
General Operating	660,507	614,260	605,847	627,345	652,439	678,536	705,678	733,905	763,261	793,792	825,543	858,565
Interfund Charges	631,727	645,471	687,842	703,189	720,013	748,435	778,048	808,900	841,044	874,532	909,820	946,556
Operating Equipment	17,898	21,713	25,730	25,174	22,021	22,902	23,818	24,771	25,761	26,792	27,864	28,978
Debt Service	152,940	108,240	102,960	97,680	92,400	87,120	81,840	76,560	71,280	-	-	-
<b>Total Uses</b>	<b>2,063,379</b>	<b>2,047,545</b>	<b>2,097,806</b>	<b>2,152,776</b>	<b>2,210,431</b>	<b>2,286,242</b>	<b>2,364,924</b>	<b>2,447,916</b>	<b>2,532,846</b>	<b>2,554,805</b>	<b>2,654,935</b>	<b>2,757,873</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 17,375</b>	<b>\$ (290)</b>	<b>\$ (53,965)</b>	<b>\$ (26,675)</b>	<b>\$ (12,236)</b>	<b>\$ (3,602)</b>	<b>\$ (5,673)</b>	<b>\$ (15,426)</b>	<b>\$ (26,292)</b>	<b>\$ 104,709</b>	<b>\$ 114,343</b>	<b>\$ 125,717</b>



# TWO RIVERS CONVENTION CENTER FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
SOURCES:												
Operating Revenue	\$ 730,046	\$ 794,330	\$ 826,102	\$ 859,147	\$ 893,513	\$ 929,253	\$ 966,424	\$ 1,005,080	\$ 1,045,284	\$ 1,087,095	\$ 1,130,579	\$ 1,175,802
Operating Subsidy	170,930	202,184	238,059	242,628	252,333	262,426	272,924	283,840	295,194	307,002	319,282	332,053
ODA Transfer	-	-	750,000	-	-	-	-	-	-	-	-	-
CIP Fund Transfer	15,720	98,500	59,000	2,317,000	64,000	44,001	42,000	43,001	45,000	231,000	75,000	75,000
Total Sources	916,696	1,095,014	1,873,161	3,418,775	1,209,846	1,235,680	1,281,347	1,331,921	1,385,478	1,625,097	1,524,861	1,582,855
USES:												
Personnel	\$ 421,370	\$ 470,992	\$ 540,572	\$ 554,194	\$ 576,362	\$ 599,416	\$ 623,393	\$ 648,329	\$ 674,262	\$ 701,232	\$ 729,281	\$ 758,453
Non-Personnel	474,412	498,021	508,416	528,462	549,600	571,584	594,448	618,226	642,955	668,673	695,420	723,237
Operating Equipment	5,194	27,501	15,153	19,119	19,884	20,680	21,506	22,367	23,261	24,192	25,159	26,166
Major Capital Expenditures	15,720	98,500	809,000	2,317,000	64,000	44,000	42,000	43,000	45,000	231,000	75,000	75,000
Total Uses	916,696	1,095,014	1,873,161	3,418,775	1,209,846	1,235,680	1,281,347	1,331,921	1,385,478	1,625,097	1,524,861	1,582,855
ENDING FUNDS AVAILABLE: \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -												

# SWIMMING POOLS FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>LINCOLN PARK SOURCES</b>												
Operating Revenue	\$ 241,152	\$ 249,187	\$ 260,470	\$ 269,791	\$ 280,583	\$ 291,806	\$ 303,478	\$ 315,617	\$ 328,242	\$ 341,372	\$ 355,027	\$ 369,228
Total Sources	241,152	249,187	260,470	269,791	280,583	291,806	303,478	315,617	328,242	341,372	355,027	369,228
<b>USES</b>												
Personnel	\$ 150,317	\$ 152,191	149,179	\$ 150,786	\$ 156,817	\$ 163,090	\$ 169,614	\$ 176,398	\$ 183,454	\$ 190,792	\$ 198,424	\$ 206,361
Non-Personnel	102,686	104,439	110,871	107,314	111,607	116,071	120,714	125,542	130,564	135,786	141,218	146,867
Operating Capital	-	4,000	3,900	3,900	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700
Major Capital	40,014	27,000	32,700	25,000	-	82,000	-	-	-	-	-	-
Total Uses	293,017	287,630	296,650	287,000	272,424	365,261	294,528	306,240	318,418	331,078	344,242	357,928
<b>ORCHARD MESA SOURCES</b>												
Operating Revenue	\$ 129,746	\$ 128,744	\$ 138,744	\$ 143,053	\$ 148,775	\$ 154,726	\$ 160,915	\$ 167,352	\$ 174,046	\$ 181,008	\$ 188,248	\$ 195,778
Total Sources	129,746	128,744	138,744	143,053	148,775	154,726	160,915	167,352	174,046	181,008	188,248	195,778
<b>USES</b>												
Personnel	\$ 194,897	\$ 177,275	218,338	\$ 221,985	\$ 230,864	\$ 240,099	\$ 249,703	\$ 259,691	\$ 270,079	\$ 280,882	\$ 292,117	\$ 303,802
Non-Personnel	81,396	100,203	97,213	88,735	92,284	95,976	99,815	103,807	107,960	112,278	116,769	121,440
Operating Capital	400	6,917	12,800	3,700	4,000	4,100	4,200	4,300	4,400	4,500	4,600	4,700
Major Capital Expense	-	110,539	134,170	-	-	-	62,000	-	-	12,000	12,000	12,000
Total Uses	276,693	394,934	462,521	314,420	327,148	340,175	415,718	367,798	382,439	409,660	425,486	441,942
<b>OTHER FUNDING SOURCES</b>												
Mesa County	\$ 73,529	\$ 133,095	\$ 161,889	\$ 85,684	\$ 89,187	\$ 92,724	\$ 127,401	\$ 100,223	\$ 104,196	\$ 114,326	\$ 118,619	\$ 123,082
City Subsidy	85,269	89,269	98,284	77,893	81,028	84,179	87,451	90,847	94,372	98,033	101,835	105,782
CIP Fund Transfer	40,014	82,270	99,785	25,000	-	82,000	31,000	-	-	6,000	6,000	6,000
Total Other Funding	198,812	304,633	359,957	188,576	170,215	258,903	245,852	191,070	198,568	218,359	226,454	234,864
Total Sources	569,710	682,564	759,171	601,420	599,573	705,436	710,245	674,039	700,857	740,739	769,728	799,870
Total Uses	569,710	682,564	759,171	601,420	599,573	705,436	710,245	674,039	700,857	740,739	769,728	799,870
ENDING FUNDS AVAILABLE \$	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

# **LINCOLN PARK GOLF COURSE FUND / Long Range Financial Projection**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Season Ticket Sales	\$ 47,993	\$ 64,132	\$ 65,204	\$ 66,030	\$ 68,671	\$ 71,418	\$ 74,275	\$ 77,246	\$ 80,336	\$ 83,549	\$ 86,891	\$ 90,367
Season Ticket per Round Fee	\$ 85,782	\$ 86,660	\$ 87,685	\$ 89,920	\$ 93,517	\$ 97,257	\$ 101,148	\$ 105,194	\$ 109,401	\$ 113,777	\$ 118,329	\$ 123,062
Green Fees	179,945	179,361	185,850	191,800	203,308	215,506	228,437	242,143	256,672	272,072	288,396	305,700
Interest Income	7,610	3,000	3,000	3,000	1,919	4,072	6,144	8,766	12,003	16,264	21,380	27,601
Other	14,045	85,376	216,925	221,225	227,862	234,698	241,739	248,991	256,460	264,154	272,079	280,241
Transfers-In	44,230	96,230	44,230	-	-	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>379,605</b>	<b>514,759</b>	<b>602,894</b>	<b>571,975</b>	<b>595,277</b>	<b>622,951</b>	<b>651,743</b>	<b>682,340</b>	<b>714,072</b>	<b>749,816</b>	<b>787,079</b>	<b>826,971</b>
<b>USES</b>												
Personnel	\$ 216,026	\$ 236,811	\$ 322,275	\$ 331,464	\$ 341,408	\$ 351,650	\$ 362,200	\$ 373,066	\$ 384,258	\$ 395,785	\$ 407,659	\$ 419,889
Non-Personnel Operating	147,434	213,683	199,368	202,894	208,981	215,250	221,708	228,359	235,210	242,266	249,534	257,020
Operating Capital	11,900	39,965	10,760	-	10,400	10,712	11,033	11,364	11,705	12,056	12,418	12,791
Debt Service	44,230	44,230	44,203	-	-	-	-	-	-	-	-	-
Major Capital Expense	5,617	1,682	1,800	4,500	2,600	5,000	7,000	4,000	5,000	4,000	5,000	5,000
<b>Total Uses</b>	<b>425,207</b>	<b>536,371</b>	<b>578,406</b>	<b>538,858</b>	<b>563,389</b>	<b>582,612</b>	<b>601,941</b>	<b>616,789</b>	<b>636,173</b>	<b>654,107</b>	<b>674,611</b>	<b>694,700</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (45,602)</b>	<b>\$ (21,612)</b>	<b>\$ 24,488</b>	<b>\$ 33,117</b>	<b>\$ 31,888</b>	<b>\$ 40,339</b>	<b>\$ 49,802</b>	<b>\$ 65,551</b>	<b>\$ 78,699</b>	<b>\$ 95,709</b>	<b>\$ 112,464</b>	<b>\$ 132,271</b>

# **TIARA RADO GOLF COURSE FUND / Long Range Financial Projection**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Season Ticket Sales	\$ 75,962	\$ 104,490	\$ 105,690	\$ 106,640	\$ 110,906	\$ 115,342	\$ 119,955	\$ 124,754	\$ 129,744	\$ 134,934	\$ 140,331	\$ 145,944
Season Ticket Per Round Fees	\$ 119,922	\$ 130,950	\$ 131,307	\$ 133,956	\$ 139,314	\$ 144,887	\$ 150,682	\$ 156,710	\$ 162,978	\$ 169,497	\$ 176,277	\$ 183,328
Green Fees	337,007	337,161	340,000	349,400	370,364	392,586	416,141	441,109	467,576	495,631	525,368	556,891
Interest Income	5,499	1,000	2,000	3,000	3,191	6,823	10,610	12,378	15,283	14,742	15,906	18,322
Other	40,769	138,990	386,240	391,740	403,492	415,597	428,065	440,907	454,134	467,758	481,791	496,245
Capital Proceeds	260,000	90,000	-	-	-	-	-	-	-	-	-	-
Transfers-In	120,000	200,793	104,857	167,408	137,408	-	-	-	-	-	-	-
<b>Total Sources</b>	<b>959,159</b>	<b>1,063,384</b>	<b>1,070,094</b>	<b>1,152,144</b>	<b>1,164,675</b>	<b>1,075,235</b>	<b>1,125,453</b>	<b>1,175,858</b>	<b>1,229,715</b>	<b>1,282,562</b>	<b>1,339,673</b>	<b>1,400,730</b>
<b>USES</b>												
Personnel	\$ 332,772	\$ 358,104	\$ 500,814	\$ 515,251	\$ 530,709	\$ 546,630	\$ 563,029	\$ 579,920	\$ 597,317	\$ 615,237	\$ 633,694	\$ 652,705
Non-Personnel Operating	267,994	364,334	400,295	408,204	420,450	433,064	446,056	459,437	473,220	487,417	502,039	517,101
Operating Capital	16,500	57,035	14,040	3,000	10,818	11,140	11,475	11,819	12,174	12,539	12,915	13,302
Debt Service	125,016	89,793	104,857	167,409	167,408	39,650	39,650	39,650	39,650	39,650	39,650	39,650
Major Capital Expense	282,523	92,900	5,900	2,400	3,900	7,400	2,800	69,500	57,800	54,000	7,500	20,000
<b>Total Uses</b>	<b>1,024,805</b>	<b>962,166</b>	<b>1,025,906</b>	<b>1,096,264</b>	<b>1,133,285</b>	<b>1,037,884</b>	<b>1,063,010</b>	<b>1,160,326</b>	<b>1,180,141</b>	<b>1,208,843</b>	<b>1,195,298</b>	<b>1,242,758</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (65,646)</b>	<b>\$ 41,218</b>	<b>\$ 44,188</b>	<b>\$ 55,880</b>	<b>\$ 31,390</b>	<b>\$ 37,351</b>	<b>\$ 62,443</b>	<b>\$ 15,532</b>	<b>\$ 49,554</b>	<b>\$ 73,719</b>	<b>\$ 143,875</b>	<b>\$ 157,972</b>

# **GOLF COURSE EXPANSION FUND / Long Range Financial Projection**

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Golf Fees	\$ 137,947	\$ 149,000	\$ 151,000	\$ 153,500	\$ 159,640	\$ 166,026	\$ 172,667	\$ 179,573	\$ 186,756	\$ 194,226	\$ 201,996	\$ 210,075
Interest Income	8,022	14,000	4,100	1,000	4,012	3,768	14,805	26,990	40,417	55,183	71,395	89,165
<b>Total Sources</b>	<b>145,969</b>	<b>163,000</b>	<b>155,100</b>	<b>154,500</b>	<b>163,652</b>	<b>169,794</b>	<b>187,472</b>	<b>206,563</b>	<b>227,173</b>	<b>249,409</b>	<b>273,391</b>	<b>299,240</b>
<b>USES</b>												
Transfers to LP Golf	\$ 44,230	\$ 96,230	\$ 44,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer to TR Golf	120,000	200,793	104,857	167,408	167,408	-	-	-	-	-	-	-
<b>Total Uses</b>	<b>164,230</b>	<b>297,023</b>	<b>149,087</b>	<b>167,408</b>	<b>167,408</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (18,261)</b>	<b>\$ (134,023)</b>	<b>\$ 6,013</b>	<b>\$ (12,908)</b>	<b>\$ (3,756)</b>	<b>\$ 169,794</b>	<b>\$ 187,472</b>	<b>\$ 206,563</b>	<b>\$ 227,173</b>	<b>\$ 249,409</b>	<b>\$ 273,391</b>	<b>\$ 299,240</b>

### CEMETERY FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Charges for Service	\$ 223,287	\$ 282,465	\$ 310,642	\$ 325,916	\$ 336,322	\$ 347,062	\$ 358,146	\$ 369,587	\$ 381,396	\$ 393,584	\$ 406,164	\$ 419,148
Perpetual Care Transfer	58,100	60,000	62,500	65,000	74,449	78,440	82,551	86,785	91,146	95,638	100,265	105,031
Other Revenue	-	520	520	520	520	520	520	520	520	520	520	520
CIP Fund Transfer	22,000	-	-	-	25,000	-	-	-	25,000	-	-	-
Investment Income	2,686	2,500	3,000	3,000	11,959	18,691	25,987	33,880	42,407	51,603	61,510	72,167
<b>Total Sources</b>	<b>346,073</b>	<b>345,485</b>	<b>376,662</b>	<b>394,436</b>	<b>448,250</b>	<b>444,713</b>	<b>467,204</b>	<b>490,772</b>	<b>540,469</b>	<b>541,345</b>	<b>568,459</b>	<b>596,846</b>
<b>USES</b>												
Personnel	\$ 185,052	\$ 197,052	\$ 235,628	\$ 213,139	\$ 221,665	\$ 230,531	\$ 239,752	\$ 249,342	\$ 259,316	\$ 269,689	\$ 280,476	\$ 291,695
Non-Personnel Operating	87,596	96,989	96,816	94,247	98,017	101,938	106,015	110,256	114,666	119,253	124,023	128,984
Major Capital Expenditures	36,562	-	-	-	25,000	-	-	-	25,000	-	-	-
<b>Total Uses</b>	<b>309,210</b>	<b>294,041</b>	<b>332,444</b>	<b>307,386</b>	<b>344,682</b>	<b>332,469</b>	<b>345,767</b>	<b>359,598</b>	<b>399,982</b>	<b>398,942</b>	<b>404,499</b>	<b>420,679</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (3,137)</b>	<b>\$ 51,444</b>	<b>\$ 44,218</b>	<b>\$ 87,050</b>	<b>\$ 703,568</b>	<b>\$ 112,244</b>	<b>\$ 121,437</b>	<b>\$ 131,174</b>	<b>\$ 141,487</b>	<b>\$ 152,403</b>	<b>\$ 163,960</b>	<b>\$ 176,167</b>
<b>PERPETUAL CARE FUND</b>												
<b>SOURCES</b>												
Charges for Service	\$ 35,896	\$ 49,600	\$ 56,150	\$ 59,514	\$ 61,402	\$ 63,244	\$ 65,142	\$ 67,096	\$ 69,109	\$ 71,182	\$ 73,317	\$ 75,517
Interest Income	60,697	60,000	62,500	65,000	74,449	78,440	82,551	86,785	91,146	95,638	100,265	105,031
<b>Total Sources</b>	<b>96,593</b>	<b>109,600</b>	<b>118,650</b>	<b>124,514</b>	<b>135,851</b>	<b>141,684</b>	<b>147,693</b>	<b>153,881</b>	<b>160,255</b>	<b>166,820</b>	<b>173,582</b>	<b>180,548</b>
<b>USES</b>												
Transfer to Cemetery Fund	\$ 58,100	\$ 60,000	\$ 62,500	\$ 65,000	\$ 74,449	\$ 78,440	\$ 82,551	\$ 86,785	\$ 91,146	\$ 95,638	\$ 100,265	\$ 105,031
<b>Total Uses</b>	<b>58,100</b>	<b>60,000</b>	<b>62,500</b>	<b>65,000</b>	<b>74,449</b>	<b>78,440</b>	<b>82,551</b>	<b>86,785</b>	<b>91,146</b>	<b>95,638</b>	<b>100,265</b>	<b>105,031</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 38,493</b>	<b>\$ 49,600</b>	<b>\$ 56,150</b>	<b>\$ 59,514</b>	<b>\$ 61,402</b>	<b>\$ 63,244</b>	<b>\$ 65,142</b>	<b>\$ 67,096</b>	<b>\$ 69,109</b>	<b>\$ 71,182</b>	<b>\$ 73,317</b>	<b>\$ 75,517</b>

### PARKING FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
Parking Meters	\$ 107,051	\$ 107,015	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545	\$ 105,545
Parking Violations	55,457	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Transfers In	16,183	321,528	-	-	-	-	-	-	-	-	-	-
Pooled Interest Income	13,036	15,000	450	3,500	6,401	9,153	11,712	14,051	16,142	17,954	19,453	20,603
<b>Total Sources</b>	<b>191,727</b>	<b>515,543</b>	<b>177,995</b>	<b>181,045</b>	<b>183,946</b>	<b>186,698</b>	<b>189,257</b>	<b>191,596</b>	<b>193,687</b>	<b>195,499</b>	<b>196,998</b>	<b>198,148</b>
<b>USES</b>												
Personnel	\$ 65,967	\$ 92,847	\$ 91,483	\$ 94,913	\$ 98,710	\$ 102,658	\$ 106,764	\$ 111,035	\$ 115,476	\$ 120,095	\$ 124,899	\$ 129,895
Capital Expenditures	17,091	565,459	8,000	8,300	8,600	9,000	9,400	9,800	10,200	10,600	11,000	-
Non-Personnel Operating	62,099	38,370	31,013	32,986	34,305	35,678	37,105	38,589	40,133	41,738	43,407	45,144
<b>Total Uses</b>	<b>145,157</b>	<b>656,676</b>	<b>131,296</b>	<b>136,199</b>	<b>141,615</b>	<b>147,336</b>	<b>153,269</b>	<b>159,424</b>	<b>165,809</b>	<b>172,433</b>	<b>179,304</b>	<b>175,039</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 46,570</b>	<b>\$ (141,133)</b>	<b>\$ 46,699</b>	<b>\$ 44,846</b>	<b>\$ 42,331</b>	<b>\$ 39,362</b>	<b>\$ 35,988</b>	<b>\$ 32,172</b>	<b>\$ 27,878</b>	<b>\$ 23,064</b>	<b>\$ 17,692</b>	<b>\$ 23,109</b>



## IRRIGATION FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
SOURCES												
Service Fees	\$ 127,610	\$ 136,016	\$ 133,500	\$ 135,500	\$ 137,355	\$ 139,395	\$ 139,395	\$ 139,395	\$ 139,395	\$ 139,395	\$ 139,395	\$ 139,395
Interest Income	7,472	8,400	9,500	10,500	12,157	13,328	14,441	15,189	14,797	14,907	14,883	14,457
Capital Proceeds	2,600	11,440	5,200	5,200	2,340	2,600	-	-	-	-	-	-
Total Sources	137,682	155,856	148,200	151,200	151,852	155,323	153,836	154,584	154,192	154,302	154,278	153,852
USES												
Labor	\$ 61,829	\$ 64,700	\$ 71,716	\$ 74,739	\$ 76,578	\$ 79,064	\$ 81,631	\$ 84,281	\$ 87,017	\$ 89,842	\$ 92,759	\$ 95,770
Non-Personnel Operating	45,692	60,124	53,377	53,869	55,753	57,707	59,733	61,835	64,015	66,277	68,623	71,056
Operating Capital	-	-	3,950	-	-	-	-	-	-	-	-	-
Major Capital Expense	-	-	-	-	-	-	-	15,000	-	-	-	-
Total Uses	107,521	124,824	129,043	128,608	132,331	136,771	141,364	141,115	151,032	156,118	161,381	166,827
ENDING FUNDS AVAILABLE:	\$ 30,161	\$ 31,032	\$ 19,157	\$ 22,592	\$ 19,521	\$ 18,552	\$ 12,472	\$ (6,531)	\$ 3,161	\$ (7,736)	\$ (7,103)	\$ (12,975)

## INFORMATION SERVICES FUND / Long Range Financial Projection

	1998	1999	2000	2001	PROJECTION							
	ACTUAL	REVISED	BUDGET	BUDGET	2002	2003	2004	2005	2006	2007	2008	2009
SOURCES												
City Data Processing Charges	\$ 1,170,531	\$ 1,119,719	\$ 1,283,747	\$ 1,316,702	\$ 1,369,370	\$ 1,424,145	\$ 1,481,111	\$ 1,540,355	\$ 1,601,969	\$ 1,666,048	\$ 1,732,690	\$ 1,801,998
Interest Earnings	26,640	30,000	35,000	33,818	25,449	22,353	14,993	8,476	8,157	8,735	653	(3,108)
Telephone Revenue	109,917	115,162	115,930	120,980	124,609	128,348	132,198	136,164	140,249	144,456	148,790	153,254
Other/Transfer Income	1,442	-	-	-	-	-	-	-	-	-	-	-
Total Sources	1,308,530	1,264,881	1,434,677	1,471,500	1,519,428	1,574,846	1,628,302	1,684,995	1,750,375	1,819,239	1,882,133	1,952,144
USES												
Personnel	\$ 548,969	\$ 600,160	\$ 793,306	\$ 859,439	\$ 885,222	\$ 911,779	\$ 939,132	\$ 967,306	\$ 996,325	\$ 1,026,214	\$ 1,057,002	\$ 1,088,711
Operating Expenses	79,548	83,554	95,974	95,247	99,135	102,108	105,172	108,326	111,577	114,924	118,372	121,923
Maintenance Contracts	101,321	102,268	116,770	127,200	132,288	137,580	143,083	148,806	154,758	160,949	167,387	174,082
Capital Expenditures	276,163	372,711	298,951	332,300	428,200	428,300	318,100	315,925	512,300	451,200	330,100	238,100
Telephone Fees	85,375	97,319	113,180	118,230	121,777	125,430	129,193	133,069	137,061	141,173	145,408	149,770
Total Uses	1,091,376	1,256,012	1,418,181	1,532,416	1,666,622	1,705,197	1,634,680	1,673,432	1,912,021	1,894,460	1,818,269	1,772,586
TOTAL REVENUE	1,308,530	1,264,881	1,434,677	1,471,500	1,519,428	1,574,846	1,628,302	1,684,995	1,750,375	1,819,239	1,882,133	1,952,144
TOTAL EXPENSE	1,091,376	1,256,012	1,418,181	1,532,416	1,666,622	1,705,197	1,634,680	1,673,432	1,912,021	1,894,460	1,818,269	1,772,586
NET SOURCE (USE) OF FUNDS	217,154	8,869	16,496	(60,916)	(147,194)	(130,351)	(6,378)	11,563	(161,646)	(75,221)	63,864	179,558

### EQUIPMENT FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>SOURCES</b>												
City Equipment Rental	\$ 930,930	\$ 969,036	\$ 1,037,456	\$ 1,081,954	\$ 1,046,760	\$ 1,091,663	\$ 1,305,034	\$ 1,175,828	\$ 1,189,003	\$ 1,297,020	\$ 1,482,141	\$ 1,346,517
City Fuel Charges	157,670	200,620	213,299	221,399	230,255	239,465	249,044	259,006	269,366	280,140	291,346	303,000
Maintenance Charge	16,006	15,051	15,653	16,279	16,930	17,607	18,312	19,044	19,806	20,598	21,422	22,279
Other Governments	17,224	17,016	17,696	18,404	19,140	19,906	20,702	21,530	22,391	23,287	24,218	25,187
Miscellaneous	22,209	14,615	15,200	15,808	16,440	17,094	17,782	18,493	19,233	20,002	20,802	21,634
Replacement Income	1,764,549	1,795,805	1,862,202	1,905,745	1,913,919	1,897,691	1,934,955	1,958,348	1,937,501	1,967,476	1,972,073	2,046,138
<b>Total Sources</b>	<b>2,904,588</b>	<b>3,012,143</b>	<b>3,161,506</b>	<b>3,259,589</b>	<b>3,243,444</b>	<b>3,283,430</b>	<b>3,545,829</b>	<b>3,452,249</b>	<b>3,457,300</b>	<b>3,608,523</b>	<b>3,812,002</b>	<b>3,764,755</b>
<b>USES</b>												
Personnel	\$ 358,585	\$ 438,551	\$ 430,054	\$ 445,105	\$ 460,684	\$ 476,808	\$ 493,496	\$ 510,768	\$ 528,645	\$ 547,148	\$ 566,298	\$ 586,118
Non-Personnel Operating	665,327	753,981	775,552	805,956	838,194	871,722	906,591	942,855	980,569	1,019,791	1,060,583	1,103,006
Equipment Purchases	-	-	-	-	21,600	27,800	201,000	30,100	-	63,100	201,600	17,586
Operating Capital	6,653	1,588	33,005	8,700	9,048	9,410	9,786	10,178	10,585	11,008	11,449	11,907
Major Capital	-	-	65,000	-	-	-	-	-	-	-	-	-
Equipment Replacement	764,899	2,298,170	1,313,000	1,048,000	1,192,000	1,417,000	1,711,000	1,942,000	1,545,000	1,775,000	1,663,300	2,966,100
<b>Total Used</b>	<b>1,795,464</b>	<b>3,492,290</b>	<b>2,676,611</b>	<b>2,307,761</b>	<b>2,521,526</b>	<b>2,882,740</b>	<b>3,321,873</b>	<b>3,475,901</b>	<b>3,064,799</b>	<b>3,416,047</b>	<b>3,583,230</b>	<b>4,684,717</b>
<b>ENDING FUNDS AVAIL</b>	<b>\$ 1,113,125</b>	<b>\$ 1,480,147</b>	<b>\$ 544,895</b>	<b>\$ 951,828</b>	<b>\$ 721,919</b>	<b>\$ 480,691</b>	<b>\$ 223,955</b>	<b>\$ (23,652)</b>	<b>\$ 392,501</b>	<b>\$ 192,476</b>	<b>\$ (804,773)</b>	<b>\$ (919,962)</b>

### STORES FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>STORES REVENUE</b>												
Charges for Service-Outside	\$ 15,611	\$ 12,400	\$ 14,760	\$ 14,760	\$ 15,055	\$ 15,356	\$ 15,663	\$ 15,977	\$ 16,296	\$ 16,622	\$ 16,955	\$ 17,294
Stores Overhead Charges	60,595	62,300	66,972	69,399	69,021	71,781	74,653	77,639	80,744	83,974	87,333	90,826
Sale of Surplus Property	1,342	2,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total Sources</b>	<b>77,547</b>	<b>76,700</b>	<b>82,732</b>	<b>85,159</b>	<b>85,076</b>	<b>88,138</b>	<b>91,316</b>	<b>94,616</b>	<b>98,041</b>	<b>101,596</b>	<b>105,288</b>	<b>109,120</b>
<b>STORES EXPENSES</b>												
Personnel	\$ 48,411	\$ 56,405	\$ 58,276	\$ 60,384	\$ 62,799	\$ 65,311	\$ 67,924	\$ 70,641	\$ 73,466	\$ 76,405	\$ 79,461	\$ 82,640
Non-Personnel Operating	12,799	1,372	1,637	1,454	1,512	1,573	1,636	1,701	1,769	1,840	1,913	1,990
Cost of Goods Sold	11,670	10,800	12,000	12,000	12,546	12,797	13,053	13,314	13,580	13,852	14,129	14,411
Interfund Charges	7,888	8,019	4,416	4,578	4,709	4,897	5,093	5,297	5,509	5,729	5,959	6,197
<b>Total Uses</b>	<b>80,769</b>	<b>76,596</b>	<b>76,328</b>	<b>78,416</b>	<b>81,567</b>	<b>84,578</b>	<b>87,706</b>	<b>90,953</b>	<b>94,325</b>	<b>97,826</b>	<b>101,462</b>	<b>105,238</b>
<b>PRINT SHOP REVENUE</b>												
Print Charges-City	\$ 55,533	\$ 68,800	\$ 70,865	\$ 72,990	\$ (108,360)	\$ (112,800)	\$ (117,418)	\$ (122,220)	\$ (127,215)	\$ (132,409)	\$ (137,811)	\$ (143,429)
Print Charges-Other	7,570	10,588	10,064	10,452	(14,776)	(15,382)	(16,012)	(16,666)	(17,347)	(18,056)	(18,792)	(19,558)
Copy Charges	26,358	30,825	31,133	32,007	33,287	34,619	36,004	37,444	38,941	40,499	42,119	43,804
<b>Total Sources</b>	<b>89,462</b>	<b>110,213</b>	<b>112,062</b>	<b>115,449</b>	<b>(89,849)</b>	<b>(93,563)</b>	<b>(97,426)</b>	<b>(101,443)</b>	<b>(105,621)</b>	<b>(109,965)</b>	<b>(114,484)</b>	<b>(119,183)</b>
<b>PRINT SHOP EXPENSES</b>												
Personnel	\$ 38,757	\$ 38,957	\$ 37,422	\$ 38,591	\$ 40,135	\$ 41,740	\$ 43,410	\$ 45,146	\$ 46,952	\$ 48,830	\$ 50,783	\$ 52,814
Non-Personnel Operating	53,990	52,812	(169,909)	(139,594)	(145,178)	(150,985)	(157,024)	(163,305)	(169,837)	(176,631)	(183,696)	(191,044)
Interfund Charges	3,271	3,336	3,625	3,723	3,872	4,027	4,188	4,355	4,530	4,711	4,899	5,095
Operating Equipment	4,000	3,000	-	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Major Capital	-	-	17,000	-	10,000	-	-	10,000	-	-	-	-
<b>Total Uses</b>	<b>100,018</b>	<b>94,105</b>	<b>111,862</b>	<b>97,288</b>	<b>(88,171)</b>	<b>(102,218)</b>	<b>(106,427)</b>	<b>(100,809)</b>	<b>(115,356)</b>	<b>(120,690)</b>	<b>(125,014)</b>	<b>(130,134)</b>
<b>TOTAL SOURCES</b>	<b>167,009</b>	<b>186,913</b>	<b>194,794</b>	<b>200,608</b>	<b>(4,773)</b>	<b>(5,425)</b>	<b>(6,110)</b>	<b>(6,827)</b>	<b>(7,580)</b>	<b>(8,369)</b>	<b>(9,196)</b>	<b>(10,063)</b>
<b>TOTAL USES</b>	<b>180,787</b>	<b>174,701</b>	<b>188,191</b>	<b>175,646</b>	<b>(6,604)</b>	<b>(17,640)</b>	<b>(18,721)</b>	<b>(9,851)</b>	<b>(21,031)</b>	<b>(22,264)</b>	<b>(23,552)</b>	<b>(24,896)</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>(13,778)</b>	<b>12,212</b>	<b>6,603</b>	<b>24,962</b>	<b>1,831</b>	<b>12,214</b>	<b>12,611</b>	<b>3,024</b>	<b>13,451</b>	<b>13,895</b>	<b>14,356</b>	<b>14,833</b>

SELF INSURANCE FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
<b>PROPERTY/LIABILITY SOURCES</b>												
Interfund Charges	\$ -	\$ 262,872	\$ 276,075	\$ 289,079	\$ 304,373	\$ 313,504	\$ 319,774	\$ 326,169	\$ 332,693	\$ 339,347	\$ 346,134	\$ 353,056
Interest Income	-	134,497	143,990	153,185	161,938	171,145	180,733	189,987	199,482	209,238	219,253	229,527
CIRSA Premium Rebates	-	8,818	7,700	7,700	10,000	10,000	-	-	-	-	-	-
<b>Total Sources</b>	-	<b>406,187</b>	<b>427,765</b>	<b>450,764</b>	<b>476,311</b>	<b>494,649</b>	<b>500,507</b>	<b>516,156</b>	<b>532,175</b>	<b>548,584</b>	<b>565,387</b>	<b>582,583</b>
<b>PROPERTY/LIABILITY USES</b>												
Risk Management Charges	\$ -	\$ 37,618	\$ 46,816	\$ 48,278	\$ 50,692	\$ 53,226	\$ 55,888	\$ 58,682	\$ 61,616	\$ 64,697	\$ 67,932	\$ 71,329
Insurance Costs	-	108,510	118,228	128,260	132,108	136,071	140,153	144,358	148,688	153,149	157,744	162,476
Loss Payments	-	134,225	142,736	149,573	153,752	158,042	162,451	166,983	171,642	176,431	181,354	186,413
<b>Total Uses</b>	-	<b>280,353</b>	<b>307,780</b>	<b>326,111</b>	<b>336,552</b>	<b>347,339</b>	<b>358,492</b>	<b>370,023</b>	<b>381,947</b>	<b>394,277</b>	<b>407,029</b>	<b>420,218</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ -</b>	<b>\$ 125,834</b>	<b>\$ 119,985</b>	<b>\$ 124,653</b>	<b>\$ 139,759</b>	<b>\$ 147,310</b>	<b>\$ 142,015</b>	<b>\$ 146,133</b>	<b>\$ 150,228</b>	<b>\$ 154,307</b>	<b>\$ 158,358</b>	<b>\$ 162,365</b>
<b>WORKERS COMP SOURCES</b>												
Interfund Charges	\$ -	\$ 616,415	\$ 631,479	\$ 634,636	\$ 637,810	\$ 640,999	\$ 644,204	\$ 647,425	\$ 650,662	\$ 653,915	\$ 657,185	\$ 660,471
Interest Income	-	175,490	186,025	195,692	205,503	214,022	220,719	225,317	227,526	227,028	223,475	216,487
CIRSA Premium Rebates	-	5,693	5,300	5,300	-	-	-	-	-	-	-	-
<b>Total Sources</b>	-	<b>797,598</b>	<b>822,804</b>	<b>835,628</b>	<b>843,312</b>	<b>855,021</b>	<b>864,922</b>	<b>872,742</b>	<b>878,188</b>	<b>880,943</b>	<b>880,660</b>	<b>876,957</b>
<b>WORKERS COMP USES</b>												
Risk Management Charges	\$ -	\$ 75,237	\$ 93,632	\$ 96,556	\$ 101,384	\$ 106,453	\$ 111,776	\$ 117,364	\$ 123,233	\$ 129,394	\$ 135,864	\$ 142,657
Insurance Costs	-	25,875	23,500	21,500	22,575	23,704	24,889	26,133	27,440	28,812	30,253	31,765
Safety Incentives	-	2,000	2,000	2,000	-	-	-	-	-	-	-	-
Contracts/Fees	-	48,119	54,222	55,799	58,031	60,352	62,766	65,277	67,888	70,604	73,428	76,365
Claims Paid	-	534,464	466,672	479,604	508,380	538,883	571,216	605,489	641,818	680,327	721,147	764,416
<b>Total Uses</b>	-	<b>685,695</b>	<b>640,026</b>	<b>655,459</b>	<b>690,370</b>	<b>729,392</b>	<b>770,647</b>	<b>814,264</b>	<b>860,379</b>	<b>909,137</b>	<b>960,691</b>	<b>1,015,208</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ -</b>	<b>\$ 111,903</b>	<b>\$ 182,778</b>	<b>\$ 180,169</b>	<b>\$ 152,942</b>	<b>\$ 125,629</b>	<b>\$ 94,275</b>	<b>\$ 58,478</b>	<b>\$ 17,809</b>	<b>\$ (28,193)</b>	<b>\$ (80,031)</b>	<b>\$ (138,246)</b>

JOINT SEWER FUND / Long Range Financial Projection

	1998 ACTUAL	1999 REVISED	2000 BUDGET	2001 BUDGET	PROJECTION							
					2002	2003	2004	2005	2006	2007	2008	2009
SOURCES												
Charges for Service	\$ 4,555,074	\$ 4,589,356	\$ 4,597,442	\$ 4,840,140	\$ 5,053,404	\$ 5,282,433	\$ 5,522,258	\$ 5,773,309	\$ 6,036,335	\$ 6,302,269	\$ 6,584,036	\$ 6,889,246
Intergovernmental	107,581											
Interfund Charges	75,393	80,000	80,000	82,000	83,804	85,648	87,532	89,458	91,426	93,437	95,493	97,594
Interest Income	591,468	582,000	600,000	540,000	606,592	647,854	656,600	709,601	716,507	863,729	1,029,596	1,206,381
Capital Proceeds	901,682	942,202	970,468	999,582	750,000	750,000	750,000	750,000	937,500	937,500	937,500	937,500
Total Sources	6,231,198	6,193,558	6,247,910	6,461,722	6,493,799	6,765,936	7,016,389	7,322,368	7,781,768	8,196,935	8,644,624	9,130,720
USES												
Expenses	\$ 3,309,296	\$ 3,510,018	\$ 3,749,187	\$ 3,834,380	\$ 3,987,755	\$ 4,147,265	\$ 4,313,156	\$ 4,485,682	\$ 4,665,110	\$ 4,851,714	\$ 5,045,782	\$ 5,247,614
Major Capital	757,549	894,583	2,958,508	1,165,879	951,394	1,569,143	990,419	1,513,167	851,711	793,412	881,076	858,154
Debt Service	869,650	857,700	858,845	932,648	919,848	914,973	897,413	1,217,275	-	-	-	-
Total Uses	4,936,495	5,262,301	7,566,540	5,932,907	5,858,997	6,631,381	6,200,988	7,216,124	5,516,821	5,645,126	5,926,858	6,105,768
ENDING FUNDS AVAILABLE	1,294,703	931,257	(1,318,630)	528,815	634,802	1,134,554	815,401	1,106,244	2,264,948	2,551,810	2,717,766	3,024,953



## 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

## GLOSSARY

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 addition 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.