

*Portrait of a Maturing Community*



*Two Rivers Convention Center*

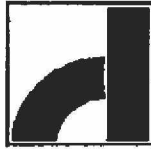
The City of Grand Junction Colorado

**BIENNIAL BUDGET**

**2002 / 2003**

*United in Service to Our Community*





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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

**For the Biennium Beginning  
January 1, 2000**

*Anne Spray Kinsey* *Jeffrey L. Eade*  
President 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, 2000.

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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#### **RELATED INFORMATION**

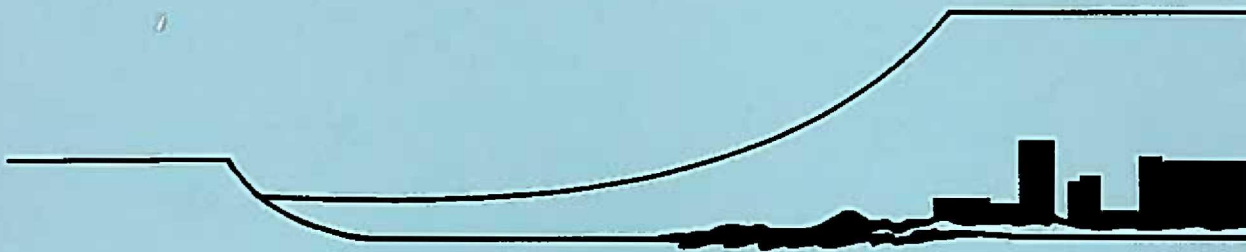
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## INTRODUCTION



***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, 2002



City of Grand Junction Colorado  
250 North Fifth Street  
Grand Junction, Colorado 81501  
Fax Number (970) 256-4078

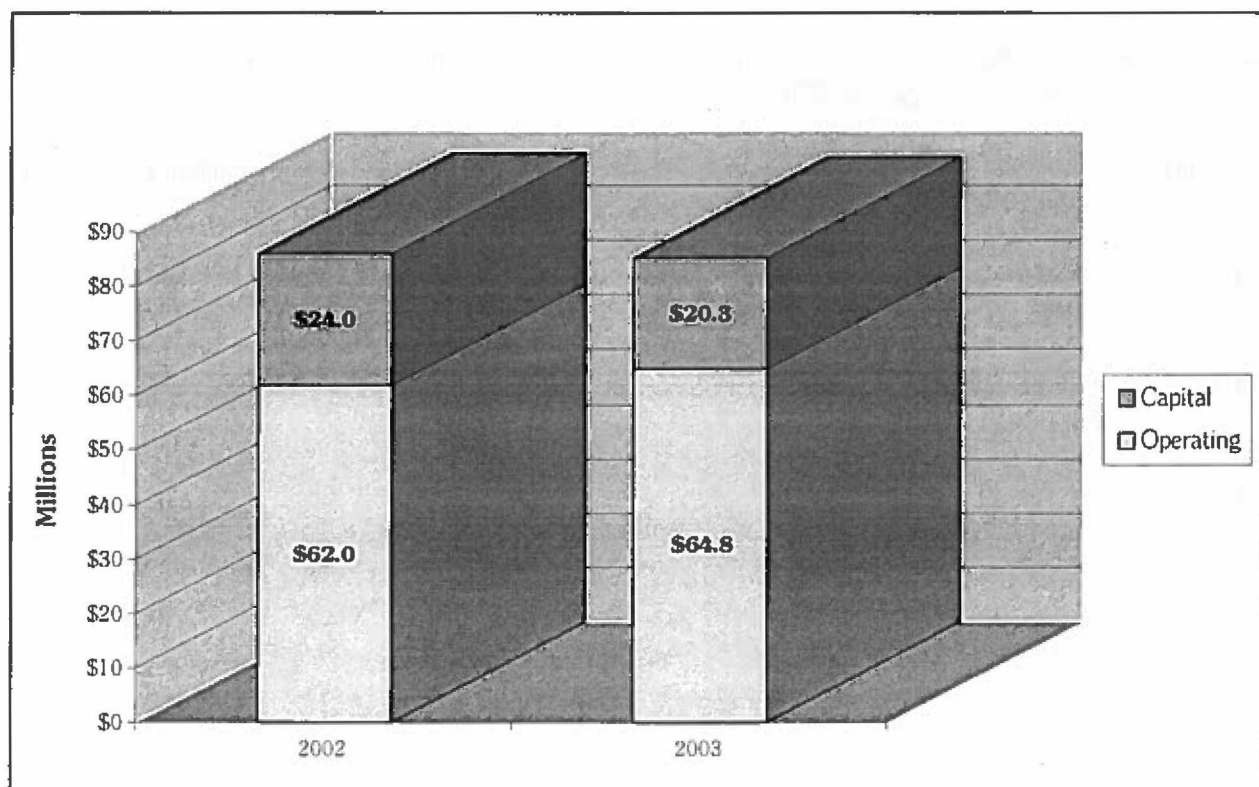
Honorable Mayor and Members of the City Council:

I am pleased to present to you the City Council adopted Biennial Budget for the two fiscal years 2002 and 2003. 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 of the United States and Canada. As part of our continuous improvement efforts, the 2002-2003 document includes enhancements from the previous report. Also, we have included our Performance Measurement data sheets for major work units and primary service objectives of our organization.

I believe this document, as well as the "Budget In Brief," is an important means of communication with our citizens and taxpayers. This budget will serve as a policy and operations guide for City Council and staff as it represents the City's financial plan for 2002 and 2003.

As adopted by the City Council on December 5, 2001, the total budget for the year beginning January 1, 2002 is \$86,000,615. The budget for fiscal year 2003 totals \$85,089,134. The use of ten year financial models for each of the major funds continues to be an important tool used in the city's budget development process.

## Biennial Budget For 2002 & 2003





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

### **Key Statistical Measures**

	<u>1990</u>	<u>2000</u>	<u>% Change</u>	<u>Rate Of Annual Growth</u>
Sales Tax Licenses	1,933	3,311	71.3%	5.53%
Lane Miles of Streets	380	521	37.1%	3.21%
Population	29,081	41,986	44.4%	3.74%
Development Activity	365	1,937	430.7%	18.16%
Police Calls For Service	29,163	46,280	58.7%	4.73%
Number of Housing Units	13,698	20,255	47.9%	3.99%
Trash Customers	9,375	12,278	31.0%	2.73%

<b>Average Growth of these Indicators</b>	<b>6.27%</b>
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Full-Time City Employees	370	539	45.7%	3.83%
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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 increase by \$0.9 million in 2002 and increase by \$5.4 million in 2003 and is a result of rather flat spending the second year of the biennial period (pages 19 and 20).
- ✎ Total revenue for Municipal Services are expected to be \$75.7 million in 2002 an increase of 13% over 2001; while 2003 is expected to grow to \$79.6 million or 5% over 2002 (page 67).
- ✎ Operating costs for all Municipal Services are expected to be \$53.9 million and \$56.6 million in 2002 and 2003 respectively, a 3.5% increase in 2002 and 5.0% increase in 2003 (page 67).
- ✎ City Sales Tax Revenue is expected to grow at a slower rate in the future and is estimated at 6 1/2% in 2002 and 7% in 2003, while 2001 is expected to achieve a 7 1/2% growth rate (page 27).
- ✎ Property tax revenue will grow in 2002 because of new construction and annexation activity in prior years; it is expected to increase by \$837,000 net of the 2000 Tabor refund (page 29).
- ✎ The budget includes funding for 22 new positions with 4 being added in 2002 and an additional 18 in 2003. This is less than half the number added in the prior two years. This is due in part of the fiscal restraints caused by Tabor refunds and a high level of capital commitments already planned for (page 36).


- ☞ Utility rate increases are being proposed for 2002 and 2003 for sewer and solid waste utilities. No rate increases are being proposed for the Water Fund or Irrigation Fund.
- ☞ Golf revenues are expected to increase in 2002 and 2003 as a result of a 6% rate increase in green fees and a 4% increase in season tickets each year.
- ☞ Rate increases are being proposed for both pools in 2002 at 8 to 10% while various general recreation fee increases will be proposed later this year.
- ☞ The Major Capital spending plans will be high again in 2002 and 2003 at \$24 million and 20.3 million respectively.
- ☞ We will not be in an excess revenue position relative to Tabor revenue limits in either 2002 or 2003 except for modest property tax amounts.

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. This budget addresses the City Council priorities for the next two years including an additional fire station on the Redlands with ten new positions in the Fire Department in 2003 in anticipation of it's completion; transportation corridors including the 29 Road project and the River Road / Riverside bypass projects; and the development of a City strategic plan are just some of the priorities being addressed.

Some of the organizations goals for the next two years include the development of a program/performance type budgeting system; continued improvements in our internal and external communication techniques and strategies; an in-depth evaluation of employee recognition and reward policies and program; finalize and begin implementing a comprehensive e-government strategy for Grand Junction; and providing energy and leadership to assist the City Council to achieve their goals and objectives for the next biennial.

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. The City Council approved resolution and ordinance adopting this budget can be found beginning on page 215.

Respectfully submitted,



Kelly Arnold  
City Manager



# ***Work Plan for City Council and Management Staff***

## **I. EMS/FIRE SERVICE ON THE REDLANDS**

Work toward the common goal of determining Fire and EMS level of service and funding for residents of Grand Junction (living in the Redlands), and the Rural Fire District. If service improvements are needed, various cost sharing methodologies and strategies will be evaluated.

## **II. TRANSPORTATION CORRIDORS**

Development of a work plan that incorporates the project components and possible time lines. In addition this program will require the prioritization of components, their funding options, partnership potentials with other governments, as well as communication of the plan to all citizens and effected interests. Work has begun on this important project and the plan should be in place by mid-year 2002.

## **III. TABOR ISSUES**

Evaluate the current status of Tabor and it's impacts on how the City sets priorities and communicates that process to the general public and special interest groups. Community needs versus discretionary resources will be compared and evaluated. A major goal is communication and education.

## **IV. INFILL / REDEVELOPMENT POLICY**

Develop a strategic plan and implementation process to encourage development and redevelopment in the urban growth boundaries of Grand Junction. This should significantly reduce the pressure for urban sprawl.

## **V. GROWTH PLAN UPDATE**

This effort represents the required review and updating of the City's growth plan every five years. Areas for study or modification will be identified and a detailed work plan developed.

## **VI. CONTROLLING WEEDS IN PUBLIC RIGHTS-OF-WAY**

To improve the effectiveness of the weed control program by City Departments in public areas including ROW's on or adjacent to City owned parcels.

## **VII. EVALUATIONS & TRAINING: DEVELOPING AN EMPLOYEE INCENTIVE PROGRAM**

Implement the new employee evaluation form and train all employees on its use. Evaluate all current incentive programs and develop a performance overlay program. This project has two distinct elements to accomplish. The first being a new citywide evaluation system and the second being the design and implementation of a new employee incentive program that incorporates a reward system for high performers.

## **VIII. COMBINED STORM SEWER SEPARATION PROJECT**

Obtain the necessary loan and construct the improvements to separate the combined storm and sanitary sewer lines in the area south of North Avenue. It is estimated that this is a three year program which has begun with the awarding of the design engineering contract.

## **IX. EXTERNAL COMMUNICATIONS**

Improve external communications for the City Council and the entire City organization and implement the results from the recent communications audit. This will include increased

written and published communication pieces, as well as, more proactive speaking and outreach efforts in the community.

## **X. DOWNTOWN PARKING**

Implement new parking fees, fines and meters, and develop a work plan for assessing and enforcing the changes beginning January 1, 2002. On that date meter rates doubled and fines tripled in an attempt by the DDA and the DTA to free up more of the core parking for shoppers while generating more resources to eventually fund additional parking facilities.

## **XI. COMMON THEME / LOGO**

Develop a common theme, logo and possibly a tagline which can be used by all City departments so there will be more consistency and less confusion for the public. This is one of the important recommendations that came out of the communications study. This should be implemented by May, 2002.

## **XII. CUSTOMER SERVICE AND SUPERVISOR TRAINING**

The Customer Service portion of this workplan will be designed to increase the customer service skills of all City employees. This program will be custom designed to meet the needs of our many divisions. We will use a variety of employees from all levels as trainers to help deliver the training. This program will incorporate five different modules and should be completed by the end of 2002.

Supervisory training for all the City's supervisors and those employees interested in becoming supervisors is well under way. This program includes an advanced module for those that have attended the previous 10-day program several years ago.

## **XIII. STRATEGIC PLAN FOR THE CITY**

Many communities such as Grand Junction develop strategic plans to act as a road map to where the community wants to go. It is expected that this work will be more specific than the broader 2020 Visioning effort. A consultant has been hired to assist with a goal for completion by October, 2002.



## CITY OF GRAND JUNCTION STATISTICAL REVIEW

**Form of Government**

Council/City Manager

**Population**

City Proper 41,986

Urbanized 110,000 (est.)

Average Growth Rate: 2.3%

**Economic Trends**

Grand Junction is the wholesale (4%), manufacturing (7%), and retail (20%) 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 (5%), construction (8%) public services (32%), and tourism.

Single family home sales in Grand Junction have gone from an average price of \$93,443 in 1996 to \$140,000 in 2001, an average annual increase of 10%. The per capita income in 1990 averaged \$15,444 and increased to \$23,557 in 2000, an upward trend of 10% a year. Household income in Mesa County did grow to \$42,503 in 2000 but still lags significantly behind the State average of \$56,670 by 25%. Retail sales growth has gone from 9% in 1996 to 6.4% in 2001. Per capita retirement income in Mesa County is higher than the state and national averages.

Retail sales in Grand Junction continue to grow at a significant rate and reveals 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 70,140 in 2001 and unemployment took a dip from 5.4% in 1996 to 4.1% in 2001.

**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/Dixon, 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 4,700 students.

**Two Rivers Convention Center**

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 1,500. The remodel completed in 2001 added needed meeting space and tripled the kitchen size at a total cost of \$6 million.

**National Attractions**

The country's newest National Park, the **Black Canyon of the Gunnison** is an hour and a half drive due south of Grand Junction and offers visitors a spectacular canyon formed by centuries of natural water erosion. 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

## CITY OF GRAND JUNCTION STATISTICAL REVIEW

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 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 an exhibit at the Dinamation Center in Fruita, Colorado.



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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 2002 and 2003 and the ordinance appropriating the budgeted amounts for each Fund for the fiscal year ending December 31, 2002 are included in the Related Information section.

### TABOR AMENDMENT COMPLIANCE WORKSHEET

	1998	1999	2000	2001 Proj.	2002 Proj.	2003 Proj.
Prior Year Denver/Boulder CPI	3.30%	2.40%	2.90%	3.96%	3.75%	3.40%
Growth in Property Value from Annexations and New Construction	4.37%	3.26%	4.06%	4.18%	6.08%	2.73%
<b>Total Allowed Growth</b>	<b>7.67%</b>	<b>5.66%</b>	<b>6.96%</b>	<b>8.14%</b>	<b>9.83%</b>	<b>6.13%</b>
"Black Box" Revenue: Margin (Refund)	\$ (122,107)	\$ (599,018)	\$ (162,845)	\$ 539,354	\$ 644,118	\$ (215,631)
Refund from Property Tax Limitation	\$ (138,752)	\$ (38,136)	\$ (245,084)	\$ (155,208)	\$ (347,604)	\$ (248,713)
<b>TOTAL REFUND REQUIRED</b>	<b>\$ (138,752)</b>	<b>\$ (599,018)</b>	<b>\$ (245,084)</b>	<b>\$ (155,208)</b>	<b>\$ (347,604)</b>	<b>\$ (248,713)</b>
	↓	↓	↓	↓	↓	↓
Levy Year	Actual 1999	Actual 2000	Preliminary 2001	Projected 2002	Projected 2003	Projected 2004
Collection Year	2000	2001	2002	2003	2004	2005
<b>Assessed Value</b>	322,868,688	383,218,520	441,848,250	453,890,162	498,776,582	511,577,997
<b>Credit Mill Levy Required</b>	<b>0.377</b>	<b>1.570</b>	<b>0.555</b>	<b>0.342</b>	<b>0.697</b>	<b>0.486</b>

## 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 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.

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 16.7 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.

The City of Grand Junction will be required to implement the new GASB 34 reporting requirements for the fiscal year ending December 31, 2003. The City will also implement the GASB infrastructure reporting requirements at that time. Although the budget basis for the City of Grand Junction will not change in regard to the accounting requirements, the implications of those changes have been taken into account with the development of the 2002/2003 Biennial Budget.

### **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. Three budget review teams are created for the detail budget review and final balancing. The first team is the City Manager, Assistant City Manager and Finance Director. A second team of several department directors and division managers is formed to review all internal service and enterprise funds. First, internal service funds are reviewed, finalized and approved by the teams 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. A third team comprised of the City Manager Team and all Department Directors evaluates capital requests and personnel.

At the *beginning of September*, the first 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 third Management Team establishes citywide priorities for staff level changes and operating equipment items.

Capital Improvement Project costs are submitted by each department; the City 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 Manager Team completes their review of department proposals and the proposed base operating budget is summarized. The City 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 City 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
July 2nd	The Budget System will be open for departments to begin inputting Revenues and Non-Personnel Operating Expenditures.		
July 2nd	Time Allocation Worksheets will be distributed by HR.		
July 9th	MEETING: Equipment Replacement Review	8:00 AM	AS Conf. Rm.
July 20th	Time Allocation Worksheets for currently approved positions are due to HR. Personnel Adjustment Request Forms for <i>New Positions</i> , <i>Reclassifications</i> , and <i>Retirements</i> are due to HR. All General Fund Revenue Accounts should be input into the Banner System for Revised 2001, 2002 and 2003.		
July 27th	MEETING: Approval of Pay & Benefits for 2002-2003 (Regular DH Meeting).	8:00 AM	Admin. Conf. Rm.
July 30th	MEETING: To Review General Fund Revenues and set spending limits for 02/03.	10:00 AM	AS Conf. Rm.
August 8th & 9th	MEETING: Internal Service Fund Budget Reviews (Funds 401, 402, 403, 404, 405)	10:00 AM	AS Conf. Rm.
August 15th	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> Major Capital request entry into the Oracle CIP System & Banner should be complete. All Revenue Accounts should be input into the Banner System for Revised 2001, 2002 and 2003. The Revenue ID in the Banner System will be closed.		
August 17th	Interfund Charges derived from revenues will be calculated and entered into the budget system by the Budget & Accounting Division.		
August 24th	Preliminary Payroll Projections for 2002 & 2003 will be posted to the budget system. 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.		
September 11th-14th	MEETING: City Manager and Dept Head overall Budget Review Sept. 11th: Public Works & Utilities Sept. 12th: Police and Administrative Services Sept. 13th: Fire and Community Development Sept. 14th: Parks & Recreation and VCB	9:00 AM	Admin. Conf. Rm.
September 17th	MEETING: General Government Capital Improvement Program Balancing for Funds 100, 201, 202, 207, 303 & 304.	9:00 AM	Admin. Conf. Rm.
September 19th & 20th	MEETING: VCB & Enterprise Fund Budget Reviews (Funds 102, 301, 302, 303, 304, 305, 306, 307, 308, 309, & 900)	9:00 AM	AS Conf. Rm.
September 21st	MEETING: General Fund Budget Reviews and Preliminary Balancing	9:00 AM	AS Conf. Rm.
September 24th	MEETING: City Council CIP Meeting / Includes Dinner	5:30 PM	Auditorium
October 2nd	MEETING: Final CIP Balancing	9:00 AM	AS Conf. Rm.
October 3rd	First Reading of the 2001 2nd Supplemental Appropriation Ordinance		
October 8th	MEETING: Preliminary Balancing & New Position Requests. Final Review and Recommendations	9:00 AM	Admin. Conf. Rm.
October 12th	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 16th	MEETING: Final Balancing & Council Presentation Discussion	9:00 AM	Admin. Conf. Rm.
October 17th	Second Reading / Adoption of the 2001 2nd Supplemental Appropriation Ordinance		
OCTOBER 27TH	*** BUDGET PRESENTATION TO CITY COUNCIL ***	8:30 AM	Auditorium
		Includes Continental Breakfast and Lunch	
November 21st	First Reading of the Appropriation Ordinance		
December 5th	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 \$5,000 and less than \$10,000.
- All individual items costing \$5,000 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 Budget & Accounting Division 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.

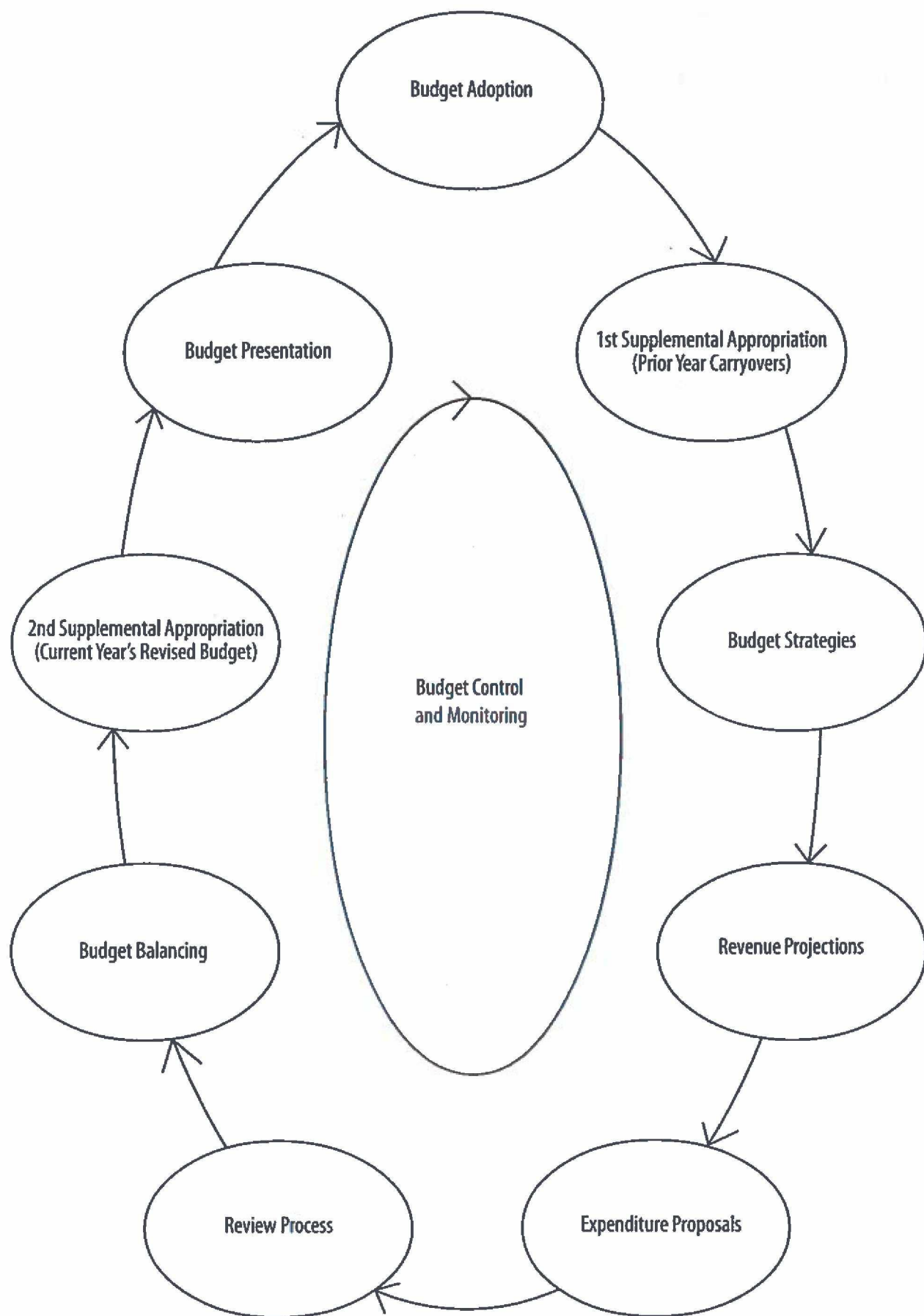
In addition to the many internal controls, the City employs two methods for external review of financial records, practices, and policies.

- 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.





## 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 this biennial budget period, 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.

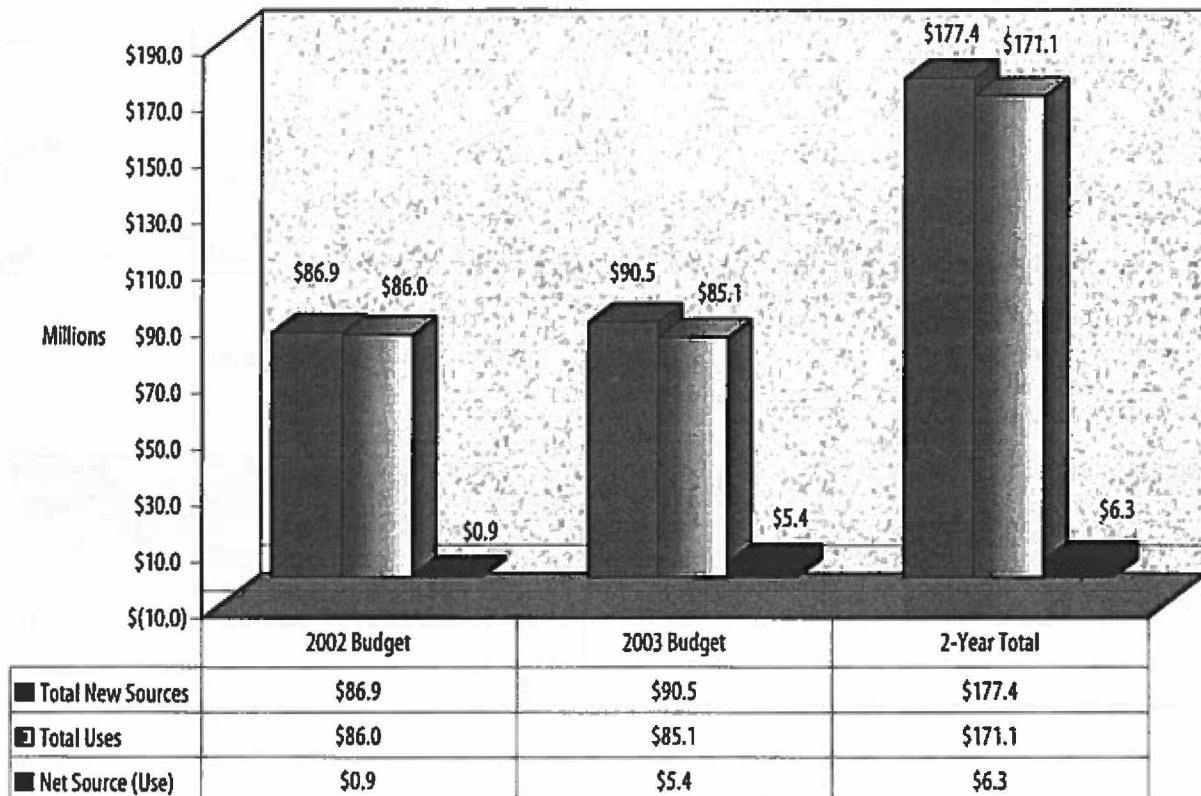
Maintaining the City's healthy financial position will continue to be a primary challenge of our City's Administration. Like many other cities across the country, Grand Junction is undergoing a challenging period as several complicated realities impact the City's financial condition. Such issues as the 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 increase in total fund balances of approximately \$6.3 million is budgeted over the next two years. During the next two years approximately \$2.1 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 2002 and 2003 include the Combined Sewer Separation Project; the Septic System Elimination Program; Fire Station #5 construction; 29 Road, I-70 B to F Road; and Riverside Parkway, Highway 340 to Highway 50.

The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 2002 and 2003. Additional detail information can be found in the Fund and Department summary sections of this document.

**The Projected Net Change in Fund Balance for the 2-Year Period is +\$6.3 Million**



NOTE: Totals are rounded from detailed supporting tables.

# Total All Fund Types Summary by Category

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 44,247,693	\$ 42,953,681	\$ 37,554,558	\$ 38,434,191
<b>REVENUE</b>				
Taxes	\$ 38,901,583	\$ 41,238,979	\$ 44,124,502	\$ 46,853,213
Licenses & Permits	111,057	101,537	102,672	103,402
Intergovernmental	2,583,271	4,029,206	2,516,625	2,793,193
Charges For Services	18,739,830	18,711,777	20,018,917	20,931,020
Interfund Charges	7,531,570	7,961,107	7,881,257	8,085,727
Interest & Investments	3,083,507	2,718,816	2,382,816	2,558,316
Other Revenue	1,403,547	1,801,714	2,623,638	2,356,220
Total Operating Revenue	72,354,365	76,563,136	79,650,427	83,681,091
Capital Proceeds	1,269,417	1,102,172	7,229,821	6,811,268
<b>TOTAL REVENUE</b>	<b>\$ 73,623,782</b>	<b>\$ 77,665,308</b>	<b>\$ 86,880,248</b>	<b>\$ 90,492,359</b>
<b>EXPENDITURES</b>				
Labor	\$ 31,357,076	\$ 34,043,949	\$ 36,620,644	\$ 39,217,100
Non-Personnel Operating	20,223,202	21,947,739	21,712,982	22,313,577
Debt Service	2,727,212	2,447,929	2,448,674	2,326,952
Operating Equipment	606,610	973,398	858,438	613,007
Total Operating Expense	54,914,100	59,413,015	61,640,738	64,470,636
Major Capital	20,003,694	24,048,025	24,029,877	20,275,498
Other Uses				
-Contingency	-	93,392	715,000	738,000
-Estimated Budget Savings	-	(490,000)	(385,000)	(395,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 74,917,794</b>	<b>\$ 83,064,432</b>	<b>\$ 86,000,615</b>	<b>\$ 85,089,134</b>
Transfers-In From Other Funds	6,818,628	12,347,601	6,804,093	7,394,953
Transfers-Out To Other Funds	6,818,627	12,347,601	6,804,093	7,394,953
Net Transfers	\$ 0	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>80,442,410</b>	<b>90,012,909</b>	<b>93,684,341</b>	<b>97,887,312</b>
<b>TOTAL USES</b>	<b>81,736,422</b>	<b>95,412,033</b>	<b>92,804,708</b>	<b>92,484,087</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (1,294,012)</b>	<b>\$ (5,399,123)</b>	<b>\$ 879,633</b>	<b>\$ 5,403,225</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 42,953,681</b>	<b>\$ 37,554,558</b>	<b>\$ 38,434,191</b>	<b>\$ 43,837,416</b>

PERCENTAGE CHANGE	2000 to 2001	2001 to 2002	2002 to 2003	Average % Change
Beginning Funds Available	-2.9%	-12.6%	2.3%	-4.4%
<b>REVENUE</b>				
Taxes	6.0%	7.0%	6.2%	6.4%
Licenses & Permits	-8.6%	1.1%	0.7%	-2.2%
Intergovernmental	56.0%	-37.5%	11.0%	9.8%
Charges For Services	-0.1%	7.0%	4.6%	3.8%
Interfund Charges	5.7%	-1.0%	2.6%	2.4%
Interest & Investments	-11.8%	-12.4%	7.4%	-5.6%
Other Revenue	28.4%	45.6%	-10.2%	21.3%
Total Operating Revenue	5.8%	4.0%	5.1%	5.0%
Capital Proceeds	-13.2%	556.0%	-5.8%	179.0%
<b>TOTAL REVENUE</b>	<b>5.5%</b>	<b>11.9%</b>	<b>4.2%</b>	<b>7.2%</b>
<b>EXPENDITURES</b>				
Labor	8.6%	7.6%	7.1%	7.7%
Non-Personnel Operating	8.5%	-1.1%	2.8%	3.4%
Debt Service	-10.2%	0.0%	-5.0%	-5.1%
Operating Equipment	60.5%	-11.8%	-28.6%	6.7%
Total Operating Expense	8.2%	3.7%	4.6%	5.5%
Major Capital	20.2%	-0.1%	-15.6%	1.5%
Other Uses				
-Contingency	N/A	N/A	3.2%	3.2%
-Estimated Budget Savings	N/A	-21.4%	2.6%	-9.4%
<b>TOTAL EXPENDITURES</b>	<b>10.9%</b>	<b>3.5%</b>	<b>-1.1%</b>	<b>4.4%</b>
Transfers-In From Other Funds	81.1%	-44.9%	8.7%	15.0%
Transfers-Out To Other Funds	81.1%	-44.9%	8.7%	15.0%
Net Transfers	N/A	N/A	N/A	N/A
<b>TOTAL SOURCES</b>	<b>11.9%</b>	<b>4.1%</b>	<b>4.5%</b>	<b>6.8%</b>
<b>TOTAL USES</b>	<b>16.7%</b>	<b>-2.7%</b>	<b>-0.3%</b>	<b>4.6%</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>317.2%</b>	<b>-116.3%</b>	<b>514.3%</b>	<b>238.4%</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>-12.6%</b>	<b>2.3%</b>	<b>14.1%</b>	<b>1.3%</b>

DOLLAR CHANGE	2000 to 2001	2001 to 2002	2002 to 2003
Beginning Funds Available	\$ (1,294,012)	\$ (5,399,123)	\$ 879,633
<b>REVENUE</b>			
Taxes	\$ 2,337,396	\$ 2,885,523	\$ 2,728,711
Licenses & Permits	\$ (9,520)	\$ 1,135	\$ 730
Intergovernmental	\$ 1,445,935	\$ (1,512,581)	\$ 276,568
Charges For Services	\$ (28,053)	\$ 1,307,140	\$ 912,103
Interfund Charges	\$ 429,537	\$ (79,850)	\$ 204,470
Interest & Investments	\$ (364,691)	\$ (336,000)	\$ 175,500
Other Revenue	\$ 398,168	\$ 821,924	\$ (267,418)
Total Operating Revenue	\$ 4,208,771	\$ 3,087,291	\$ 4,030,664
Capital Proceeds	\$ (167,245)	\$ 6,127,649	\$ (418,553)
<b>TOTAL REVENUE</b>	<b>\$ 4,041,526</b>	<b>\$ 9,214,940</b>	<b>\$ 3,612,111</b>
<b>EXPENDITURES</b>			
Labor	\$ 2,686,872	\$ 2,576,695	\$ 2,596,456
Non-Personnel Operating	\$ 1,724,537	\$ (234,757)	\$ 600,595
Debt Service	\$ (279,283)	\$ 745	\$ (121,722)
Operating Equipment	\$ 366,788	\$ (114,960)	\$ (245,431)
Total Operating Expense	\$ 4,498,914	\$ 2,227,723	\$ 2,829,898
Major Capital	\$ 4,044,331	\$ (18,148)	\$ (3,754,379)
Other Uses			
-Contingency	\$ 93,392	\$ 621,608	\$ 23,000
-Estimated Budget Savings	\$ (490,000)	\$ 105,000	\$ (10,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,146,637</b>	<b>\$ 2,936,183</b>	<b>\$ (911,481)</b>
Transfers-In From Other Funds	\$ 5,528,973	\$ (5,543,508)	\$ 590,860
Transfers-Out To Other Funds	\$ 5,528,974	\$ (5,543,508)	\$ 590,860
Net Transfers	\$ (0)	\$ -	\$ -
<b>TOTAL SOURCES</b>	<b>\$ 9,570,499</b>	<b>\$ 3,671,432</b>	<b>\$ 4,202,971</b>
<b>TOTAL USES</b>	<b>\$ 13,675,611</b>	<b>\$ (2,607,325)</b>	<b>\$ (320,621)</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (4,105,111)</b>	<b>\$ 6,278,756</b>	<b>\$ 4,523,592</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (5,399,123)</b>	<b>\$ 879,633</b>	<b>\$ 5,403,225</b>



2000 Actual		2000 BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	LABOR	NON PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE	NET TRANSFERS (TO) FROM OTHER FUNDS	NET SOURCE (USE)	2000 ENDING SOURCES AVAILABLE
FUND #	DESCRIPTION									
GENERAL GOVERNMENT										
100	General	\$ 8,137,744	\$ 34,775,836	\$ 21,068,962	\$ 10,226,474	\$ 555,917	\$ 31,851,353	\$ (3,049,644)	\$ (125,161)	\$ 8,012,583
102	Visitor & Convention Bureau	294,380	1,131,954	366,102	748,386	5,304	1,119,792	0	12,142	306,542
104	Comm. Devl. (Grant Distributions)	2,554	255,105	0	244,678	0	244,678	-10,427	0	2,554
105	Parkland Expansion	331,018	504,375	0	25,284	0	25,284	-579,500	-100,409	230,609
106	Wood Stove Replacement Incentive	30,188	2,662	0	6,356	0	6,356	25,000	21,394	51,494
108	Economic Development	881,820	0	0	778,526	0	778,526	450,000	-328,526	553,294
201	Sales Tax CIP Fund	3,674,088	9,053,764	650,276	0	12,510,553	13,160,829	2,681,861	-1,425,204	2,248,884
202	Storm Drainage Improvements	58,728	46,574	78,998	0	282,047	361,045	434,558	140,087	198,815
207	Future Street Improvements	1,239,876	426,349	0	0	1,900	1,900	-850,000	-423,531	814,325
610	General Debt Service	7,623	0	0	313,154	0	313,154	305,332	-7,623	-
614	GJ Public Finance Corp.	259,643	13,393	0	283,867	0	283,867	229,500	-40,974	218,669
703	Parks Improvement Advisory Board	93,293	71,590	0	16,708	0	16,708	-72,800	-17,418	75,875
SUBTOTAL		\$ 15,010,955	\$ 46,301,602	\$ 22,164,337	\$ 12,642,933	\$ 13,355,722	\$ 48,162,992	\$ (435,920)	\$ (2,297,311)	\$ 12,713,644
ENTERPRISE OPERATIONS										
107	Golf Course Expansion	\$ 58,063	\$ 152,652	\$ -	\$ -	\$ -	\$ -	\$ (149,087)	\$ 3,565	\$ 61,628
301	Water	2,595,138	4,904,728	1,742,027	1,362,156	1,329,582	4,433,765	0	470,963	3,066,101
302	Solid Waste	684,299	2,027,639	667,415	1,404,746	4,852	2,077,013	0	-49,374	634,925
303	Two Rivers Convention Center	373	735,286	445,317	455,176	156,365	1,056,858	364,950	43,578	43,751
304	Swimming Pools	0	534,330	357,934	230,606	55,885	644,425	110,095	0	-
305	Lincoln Park Golf Course	5,600	569,826	306,409	280,609	10,979	597,997	44,230	18,059	21,659
306	Thara Rado Golf Course	76,598	1,028,103	495,157	548,657	16,421	1,060,235	104,857	72,725	149,323
307	City Cemeteries	2,321	182,054	196,906	96,365	4,775	298,046	113,671	-2,321	-
308	Parking	57,849	207,000	87,786	32,173	93,264	213,223	0	-4,223	51,626
309	Irrigation Systems	166,254	198,124	77,274	92,408	53,912	223,594	0	-25,470	140,784
704	Cemetery Perpetual Care	1,072,569	84,489	0	0	0	0	-65,604	10,885	1,031,454
900	Joint Sewer System	10,269,731	6,143,437	1,929,584	2,842,121	2,678,115	7,449,810	0	-1,304,383	8,963,348
SUBTOTAL		\$ 14,928,795	\$ 16,767,648	\$ 6,305,808	\$ 7,345,018	\$ 4,404,150	\$ 18,054,976	\$ 523,112	\$ (744,196)	\$ 14,164,599
TOTAL: MUNICIPAL SERVICES		\$ 29,939,749	\$ 63,069,250	\$ 28,470,145	\$ 19,987,951	\$ 17,759,872	\$ 66,217,968	\$ 87,192	\$ (3,081,506)	\$ 26,878,243
SPECIAL TAXING DISTRICTS										
103	D.D.A. Operations	\$ 23,425	\$ 199,264	\$ 255,923	\$ 128,319	\$ 8,961	\$ 393,203	\$ 131,550	\$ (62,389)	\$ (38,964)
109	D.D.A. / Tax Increment Special Revenue	636,835	588,145	-	9,112	-	9,112	(462,772)	116,261	753,096
203	D.D.A. Capital Improvements	1,652,908	229,141	-	91,486	697,051	792,537	(268,000)	(831,396)	821,512
611	D.D.A. Debt Service	150,973	-	-	494,532	-	494,532	495,030	490	151,471
Sub: Downtown Development Authority		2,464,141	1,016,550	\$ 255,923	\$ 727,449	\$ 706,012	\$ 1,689,384	\$ (104,192)	\$ (777,026)	\$ 1,687,115
612	G.J.W. S.D. Debt Service	325,731	127,999	-	140,552	-	140,552	-	(12,553)	313,178
613	Ridgers Metro District Debt Service	528,015	191,787	-	228,177	-	228,177	-	(24,390)	493,625
SUBTOTAL		\$ 3,315,887	\$ 1,336,336	\$ 255,923	\$ 1,094,178	\$ 706,012	\$ 2,056,113	\$ (104,192)	\$ (823,949)	\$ 2,491,918
INTERNAL SERVICE OPERATIONS										
101	Enhanced 911 Special Revenue	\$ 1,032,011	\$ 895,464	\$ -	\$ -	\$ -	\$ -	\$ (308,120)	\$ 587,344	\$ 1,619,335
401	Data Processing	602,026	1,573,136	710,413	305,738	310,413	1,326,564	-	246,572	848,598
402	Equipment	5,056,502	3,722,058	397,050	885,903	1,201,185	2,484,138	-	1,237,920	6,294,422
403	Stores	221,588	178,834	90,468	83,596	17,000	191,064	17,000	4,720	226,358
404	Self Insurance	4,079,930	1,330,845	116,681	699,284	-	815,965	-	514,800	4,594,810
405	Communications Center	(0)	1,517,839	1,316,396	500,374	9,712	1,825,582	308,120	(23)	(23)
SUBTOTAL		\$ 10,992,057	\$ 9,218,176	\$ 2,631,008	\$ 2,474,895	\$ 1,537,810	\$ 6,643,213	\$ 17,000	\$ 2,591,443	\$ 13,583,570
TOTAL: ALL FUNDS		\$ 44,347,693	\$ 73,423,782	\$ 31,557,877	\$ 23,557,824	\$ 20,003,694	\$ 74,917,794	\$ 0	\$ (1,294,012)	\$ 42,933,881
2001 Revised		2001 BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	LABOR	NON PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE	NET TRANSFERS (TO) FROM OTHER FUNDS	NET SOURCE (USE)	2001 PROJECTED ENDING SOURCES AVAILABLE
FUND #	DESCRIPTION									
GENERAL GOVERNMENT										
100	General	\$ 8,012,583	\$ 36,323,368	\$ 22,740,277	\$ 10,802,779	\$ 506,048	\$ 34,049,104	\$ (3,426,620)	\$ (1,152,356)	\$ 6,160,228
102	Visitor & Convention Bureau	306,542	1,193,495	409,231	795,588	21,375	1,230,194	0	(36,899)	269,841
104	Comm. Devl. (Grant Distributions)	2,554	400,000	-	380,000	-	380,000	(20,000)	-	2,554
105	Parkland Expansion	230,609	439,300	-	15,000	-	15,000	(484,472)	(60,172)	170,437
106	Wood Stove Replacement Incentive	51,494	4,000	-	25,000	-	25,000	25,000	4,000	55,494
108	Economic Development	553,294	-	-	1,000,000	-	1,000,000	450,000	(550,000)	3,294
201	Sales Tax CIP Fund	2,248,884	9,846,459	816,247	-	8,734,562	9,550,809	(2,179,152)	(1,883,502)	365,382
202	Storm Drainage Improvements	198,815	444,000	56,509	-	2,206,219	2,262,728	1,743,656	(75,072)	123,743
207	Future Street Improvements	814,325	303,000	-	-	-	-	(650,000)	(347,000)	467,325
610	General Debt Service	-	-	-	42,000	-	42,000	42,000	-	-
614	GJ Public Finance Corp.	218,669	-	-	284,472	-	284,472	284,472	-	218,669
703	Parks Improvement Advisory Board	75,875	108,844	-	99,204	-	99,204	(85,000)	(75,360)	515
SUBTOTAL		\$ 12,713,644	\$ 49,063,466	\$ 24,022,264	\$ 13,448,043	\$ 11,468,704	\$ 48,938,511	\$ (4,300,116)	\$ (4,176,161)	\$ 8,537,484
ENTERPRISE OPERATIONS										
107	Golf Course Expansion	\$ 61,628	\$ 159,500	\$ -	\$ -	\$ -	\$ -	\$ (204,408)	\$ (44,808)	\$ 16,720
301	Water	3,066,101	4,712,805	1,925,144	1,252,875	1,193,761	4,371,780	125,000	478,025	3,542,126
302	Solid Waste	634,925	2,088,048	704,809	1,451,889	8,000	2,164,698	-	(78,658)	558,275
303	Two Rivers Convention Center	43,751	941,227	393,841	307,403	4,870,254	5,571,498	4,586,520	(43,751)	-
304	Swimming Pools	-	556,045	371,695	257,147	171,705	800,547	244,502	-	-
305	Lincoln Park Golf Course	21,659	602,425	331,560	264,990	16,800	613,350	14,800	3,878	25,534
306	Thara Rado Golf Course	149,323	1,069,555	536,630	694,426	31,100	1,262,156	189,608	(2,993)	146,330
307	City Cemeteries	-	224,911	207,412	97,591	-	305,005	80,094	-	-
308	Parking	51,626	199,400	96,419	94,617	-	191,036	-	8,264	59,990
309	Irrigation Systems	140,784	205,809	80,319	107,047	-	187,366	-	18,443	159,227
704	Cemetery Perpetual Care	1,031,454	91,601	-	-	-	-	(60,000)	31,601	1,063,055
900	Joint Sewer System	8,963,348	7,027,565	2,126,148	2,894,286	4,107,189	9,127,623	-	(2,100,058)	6,863,290
SUBTOTAL		\$ 14,164,599	\$ 17,888,891	\$ 6,773,977	\$ 7,423,273	\$ 10,398,809	\$ 24,595,059	\$ 4,978,116	\$ (1,730,852)	\$ 12,434,547
TOTAL: MUNICIPAL SERVICES		\$ 26,878,243	\$ 66,952,357	\$ 30,796,241	\$ 20,870,316	\$ 21,867,013	\$ 73,533,570	\$ 676,000	\$ (3,906,213)	\$ 20,972,031
SPECIAL TAXING DISTRICTS										
103	D.D.A. Operations	\$ (38,964)	\$ 218,889	\$ 297,551	\$ 72,303	\$ -	\$ 369,854	\$ 138,000	\$ (14,965)	\$ (53,929)
109	D.D.A. / Tax Increment Special Revenue	753,096	593,000	-	7,600	-	7,600	(441,980)	143,420	896,516
203	D.D.A. Capital Improvements	821,512	230,788	-	43,650	123,650	167,300	(885,000)	(821,512)	-
611	D.D.A. Debt Service	151,471	-	-	514,980	-	514,980	514,980	-	151,471
Sub: Downtown Development Authority		1,687,115	1,047,677	\$ 297,551	\$ 638,533	\$ 123,650	\$ 1,059,734	\$ (676,000)	\$ (683,057)	\$ 994,058
612	G.J.W. S.D. Debt Service	313,178	127,000	-	145,439	-	145,439	-	(18,439)	294,739
613	Ridgers Metro District Debt Service	493,625	166,000	-	278,093	-	278,093	-	(68,093)	431,532
SUBTOTAL		\$ 2,491,918	\$ 1,335,677	\$ 297,551	\$ 1,010,063	\$ 123,650	\$ 1,431,266	\$ (676,000)	\$ (771,589)	\$ 1,720,329
INTERNAL SERVICE OPERATIONS										
101	Enhanced 911 Special Revenue	\$ 1,619,335	\$ 955,000	\$ -	\$ -	\$ -	\$ -	\$ (886,969)	\$ 68,031	\$ 1,687,386
401	Data Processing	848,598	1,767,197	885,725	696,654	-	1,582,379	-	184,816	1,033,416
402	Equipment	6,294,422	3,510,952	402,053	964,474	1,504,728	2,871,255	-	639,697	6,934,119
403	Stores	226,358	195,699	98,729	118,091	-	216,820	-	(21,121)	205,237
404	Self Insurance	4,594,810	1,251,074	124,247	719,597	-	843,844	-	407,230	5,002,040
405	Communications Center	(23)	1,698,352	1,439,403	503,261	552,634	2,585,298	886,969	23	-
SUBTOTAL		\$ 13,361,520	\$ 9,178,774	\$ 2,950,157	\$ 3,097,077	\$ 2,057,362	\$ 8,099,936	\$ -	\$ 1,279,678	\$ 14,862,196
TOTAL: ALL FUNDS		\$ 42,953,681	\$ 77,663,308	\$ 34,043,949	\$ 24,972,458	\$ 24,048,025	\$ 83,844,432	\$ -	\$ (5,399,124)	

2002 Budget		2002						2002		
FUND #	DESCRIPTION	BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	LABOR	PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE	TRANSFERS (TO) FROM OTHER FUNDS	NET SOURCE (USE)	PROJECTED ENDING SOURCES AVAILABLE
<b>GENERAL GOVERNMENT</b>										
100	General	\$ 6,860,228	\$ 38,726,560	\$ 24,308,412	\$ 11,496,360	\$ 1,046,118	\$ 36,850,890	\$ (1,936,264)	\$ (60,594)	\$ 6,799,634
102	Visitor & Convention Bureau	269,843	1,250,256	459,797	826,737	5,000	1,291,534	-	(41,278)	228,563
104	Comm. Dev. (Grant Distributions)	2,554	400,000	-	380,000	-	380,000	(20,000)	-	2,554
105	Parkland Expansion	170,437	442,300	-	15,000	-	15,000	(488,813)	(67,513)	108,924
106	Wood Stove Replacement Incentive	55,494	3,000	-	25,000	-	25,000	-	(22,000)	33,494
108	Economic Development	3,294	-	-	450,000	-	450,000	450,000	-	3,294
201	Sales Tax CIP Fund	365,382	9,842,522	743,804	-	9,055,087	9,798,891	(107,468)	(63,837)	301,545
202	Storm Drainage Improvements	123,743	40,000	100,337	-	1,194,350	1,294,687	1,251,423	(3,264)	120,479
207	Future Street Improvements	467,325	265,000	-	-	-	-	(350,000)	(85,000)	382,325
610	General Debt Service	-	-	-	42,000	-	42,000	-	-	-
614	GJ Public Finance Corp.	218,669	-	-	288,813	-	288,813	288,813	-	218,669
703	Parks Improvement Advisory Board	515	106,816	-	15,525	-	15,525	(60,000)	31,291	31,806
	<b>SUBTOTAL</b>	<b>\$ 8,337,484</b>	<b>\$ 51,076,454</b>	<b>\$ 25,612,350</b>	<b>\$ 13,539,435</b>	<b>\$ 11,300,555</b>	<b>\$ 50,452,340</b>	<b>\$ (930,109)</b>	<b>\$ (394,195)</b>	<b>\$ 8,231,289</b>
<b>ENTERPRISE OPERATIONS</b>										
107	Golf Course Expansion	\$ 16,720	\$ 164,000	\$ -	\$ -	\$ -	\$ -	\$ (177,408)	\$ (13,688)	\$ 3,312
301	Water	3,542,126	4,560,691	2,054,618	1,204,258	2,643,358	5,902,234	-	(1,341,543)	2,200,583
302	Solid Waste	558,275	2,142,498	724,534	1,456,461	-	2,180,995	-	(34,497)	519,778
303	Two Rivers Convention Center	-	1,081,591	640,736	660,570	300,295	1,602,001	520,410	-	-
304	Swimming Pools	-	526,561	407,573	238,653	92,000	738,226	212,065	-	-
305	Lincoln Park Golf Course	25,534	621,620	363,554	264,070	2,000	629,584	18,000	2,036	27,570
306	Tiara Rado Golf Course	146,330	1,103,130	577,300	671,185	99,800	1,348,085	167,408	(77,547)	68,783
307	City Cemeteries	-	232,142	227,492	106,484	-	333,976	101,834	-	-
308	Parking	59,990	333,421	105,425	40,641	8,600	154,666	-	178,755	238,745
309	Irrigation Systems	159,227	184,826	82,468	94,731	-	177,199	-	7,627	166,854
704	Cemetery Perpetual Care	1,063,055	94,920	-	-	-	-	(62,000)	32,920	1,095,975
900	Joint Sewer System	6,863,390	13,626,856	2,340,697	3,778,086	7,186,350	12,325,133	-	1,301,323	8,164,613
	<b>SUBTOTAL</b>	<b>\$ 12,434,547</b>	<b>\$ 24,672,056</b>	<b>\$ 7,544,597</b>	<b>\$ 7,515,499</b>	<b>\$ 10,332,603</b>	<b>\$ 25,392,699</b>	<b>\$ 772,109</b>	<b>\$ 51,446</b>	<b>\$ 12,486,213</b>
	<b>TOTAL MUNICIPAL SERVICES</b>	<b>\$ 20,972,031</b>	<b>\$ 75,748,510</b>	<b>\$ 33,156,947</b>	<b>\$ 21,054,934</b>	<b>\$ 21,633,158</b>	<b>\$ 75,845,039</b>	<b>\$ (158,000)</b>	<b>\$ (254,529)</b>	<b>\$ 20,717,502</b>
<b>SPECIAL TAXING DISTRICTS</b>										
103	D.D.A. Operations	\$ (53,929)	\$ 228,929	\$ 175,000	\$ 50,000	\$ -	\$ 225,000	\$ 50,000	\$ 33,929	\$ -
109	D.D.A. / Tax Increment Special Revenue	896,516	618,000	-	-	-	-	(420,255)	197,745	1,094,261
203	D.D.A. Capital Improvements	-	600,000	-	-	600,000	600,000	-	-	-
611	D.D.A. Debt Service	151,471	-	-	528,255	-	528,255	528,255	-	151,471
	Sub: Downtown Development Authority	994,058	1,446,929	175,000	578,255	600,000	1,353,255	158,000	231,674	1,245,732
612	G.J.W.W.S.D. Debt Service	294,739	125,000	-	147,424	-	147,424	-	(22,424)	272,315
613	Ridges Metro District Debt Service	431,532	170,000	-	225,318	-	225,318	-	(55,318)	376,214
	<b>SUBTOTAL</b>	<b>\$ 1,720,339</b>	<b>\$ 1,741,929</b>	<b>\$ 175,000</b>	<b>\$ 950,997</b>	<b>\$ 600,000</b>	<b>\$ 1,725,997</b>	<b>\$ 158,000</b>	<b>\$ 173,932</b>	<b>\$ 1,894,161</b>
<b>INTERNAL SERVICE OPERATIONS</b>										
101	Enhanced 911 Special Revenue	\$ 1,687,386	\$ 976,000	\$ -	\$ -	\$ -	\$ -	\$ (1,085,885)	\$ (109,885)	\$ 1,577,501
401	Data Processing	1,031,416	1,855,544	995,360	829,357	-	1,824,717	-	30,627	1,064,243
402	Equipment	6,934,119	3,189,101	431,227	963,330	1,006,719	2,401,276	-	787,825	7,721,944
403	Stores	205,237	231,772	105,892	122,664	-	228,556	-	3,216	208,453
404	Self Insurance	5,002,040	1,266,377	134,372	883,758	-	1,018,130	-	248,247	5,250,287
405	Communications Center	-	1,871,015	1,621,846	545,054	790,000	2,956,900	3,085,885	-	-
	<b>SUBTOTAL</b>	<b>\$ 14,862,198</b>	<b>\$ 9,339,839</b>	<b>\$ 3,288,697</b>	<b>\$ 3,348,163</b>	<b>\$ 1,796,719</b>	<b>\$ 8,429,579</b>	<b>\$ -</b>	<b>\$ 940,230</b>	<b>\$ 15,822,428</b>
	<b>TOTAL ALL FUNDS</b>	<b>\$ 37,554,358</b>	<b>\$ 86,880,348</b>	<b>\$ 36,670,644</b>	<b>\$ 25,356,094</b>	<b>\$ 24,029,877</b>	<b>\$ 86,000,615</b>	<b>\$ -</b>	<b>\$ 679,639</b>	<b>\$ 38,434,191</b>
<b>2003 Budget</b>										
FUND #	DESCRIPTION	PROJECTED BEGINNING SOURCES AVAILABLE	TOTAL REVENUE	LABOR	PERSONNEL OPERATING	MAJOR CAPITAL	TOTAL EXPENSE	NET TRANSFERS (TO) FROM OTHER FUNDS	NET SOURCE (USE)	PROJECTED ENDING SOURCES AVAILABLE
<b>GENERAL GOVERNMENT</b>										
100	General	\$ 6,799,634	\$ 41,354,579	\$ 26,469,234	\$ 11,792,407	\$ 813,750	\$ 39,075,391	\$ (1,514,874)	\$ 764,314	\$ 7,563,948
102	Visitor & Convention Bureau	228,565	1,319,864	476,297	857,065	-	1,333,362	-	(13,494)	215,071
104	Comm. Dev. (Grant Distributions)	2,554	400,000	-	380,000	-	380,000	(20,000)	-	2,554
105	Parkland Expansion	108,924	446,800	-	15,000	-	15,000	(537,153)	(105,333)	3,571
106	Wood Stove Replacement Incentive	33,494	2,000	-	25,000	-	25,000	-	(23,000)	10,494
108	Economic Development	3,294	-	-	450,000	-	450,000	450,000	-	3,294
201	Sales Tax CIP Fund	301,545	10,409,267	770,569	-	7,414,481	8,185,050	(1,259,647)	964,570	1,266,115
202	Storm Drainage Improvements	120,479	40,000	104,053	-	1,721,984	1,826,041	1,781,047	(4,994)	115,485
207	Future Street Improvements	382,325	261,000	-	-	-	-	(390,000)	(129,000)	253,325
610	General Debt Service	-	-	-	42,000	-	42,000	-	-	-
614	GJ Public Finance Corp.	218,669	-	-	287,153	-	287,153	287,153	-	218,669
703	Parks Improvement Advisory Board	31,806	106,816	-	15,525	-	15,525	-	31,291	123,097
	<b>SUBTOTAL</b>	<b>\$ 8,231,289</b>	<b>\$ 54,140,330</b>	<b>\$ 27,820,153</b>	<b>\$ 13,864,150</b>	<b>\$ 9,950,219</b>	<b>\$ 51,634,522</b>	<b>\$ (1,161,474)</b>	<b>\$ 1,544,334</b>	<b>\$ 9,776,623</b>
<b>ENTERPRISE OPERATIONS</b>										
107	Golf Course Expansion	\$ 3,312	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ (79,650)	\$ 90,350	\$ 93,642
301	Water	2,200,583	4,572,341	2,128,231	1,182,085	1,082,171	4,392,487	-	179,854	2,380,437
302	Solid Waste	519,778	2,226,465	750,555	1,491,794	-	2,242,349	-	(18,884)	503,894
303	Two Rivers Convention Center	-	1,131,246	670,250	686,841	112,600	1,469,691	338,445	-	-
304	Swimming Pools	-	540,985	430,324	244,655	18,000	692,979	151,994	-	-
305	Lincoln Park Golf Course	27,570	633,705	399,438	272,441	3,000	674,879	40,000	(1,174)	26,396
306	Tiara Rado Golf Course	68,783	1,133,465	597,123	548,606	16,200	1,161,929	39,650	11,166	79,969
307	City Cemeteries	-	240,592	237,151	106,476	27,000	370,627	130,035	-	-
308	Parking	238,745	333,421	109,326	43,181	409,000	561,507	400,000	171,507	410,659
309	Irrigation Systems	166,854	188,501	85,466	94,927	-	180,393	-	8,108	174,962
704	Cemetery Perpetual Care	1,095,975	99,373	-	-	-	-	(65,000)	34,373	1,130,348
900	Joint Sewer System	8,164,613	13,987,258	2,398,173	2,785,333	5,909,759	11,093,264	-	3,894,494	11,059,107
	<b>SUBTOTAL</b>	<b>\$ 12,486,213</b>	<b>\$ 25,257,852</b>	<b>\$ 7,806,036</b>	<b>\$ 7,456,339</b>	<b>\$ 7,577,730</b>	<b>\$ 23,840,105</b>	<b>\$ 955,474</b>	<b>\$ 1,373,221</b>	<b>\$ 15,859,434</b>
	<b>TOTAL MUNICIPAL SERVICES</b>	<b>\$ 20,717,502</b>	<b>\$ 79,598,182</b>	<b>\$ 35,626,189</b>	<b>\$ 21,320,489</b>	<b>\$ 17,527,949</b>	<b>\$ 74,474,627</b>	<b>\$ (206,000)</b>	<b>\$ 4,917,555</b>	<b>\$ 25,435,957</b>
<b>SPECIAL TAXING DISTRICTS</b>										
103	D.D.A. Operations	\$ -	\$ 185,050	\$ 185,050	\$ 50,000	\$ -	\$ 235,050	\$ 50,000	\$ -	\$ 1,351,083
109	D.D.A. / Tax Increment Special Revenue	1,094,261	646,000	-	-	-	-	(389,178)	254,822	-
203	D.D.A. Capital Improvements	-	-	-	-	-	-	-	-	-
611	D.D.A. Debt Service	151,471	-	-	545,178	-	545,178	545,178	-	151,471
	Sub: Downtown Development Authority	1,245,732	831,050	185,050	595,178	-	780,228	206,000	254,822	1,502,554
612	G.J.W.W.S.D. Debt Service	272,315	123,000	-	149,567	-	149,567	-	(26,567)	245,748
613	Ridges Metro District Debt Service	376,214	175,000	-	224,103	-	224,103	-	(48,103)	327,111
	<b>SUBTOTAL</b>	<b>\$ 1,894,261</b>	<b>\$ 1,129,050</b>	<b>\$ 185,050</b>	<b>\$ 968,848</b>	<b>\$ -</b>	<b>\$ 1,153,898</b>	<b>\$ 206,000</b>	<b>\$ 181,152</b>	<b>\$ 2,075,413</b>
<b>INTERNAL SERVICE OPERATIONS</b>										
101	Enhanced 911 Special Revenue	\$ 1,577,501	\$ 1,062,000	\$ -	\$ -	\$ -	\$ -	\$ (1,436,451)	\$ (374,451)	\$ 1,203,050
401	Data Processing	1,064,243	1,916,362	1,029,517	730,622	-	1,760,139	-	156,223	1,220,466
402	Equipment	7,721,944	3,286,199	446,957	978,429	1,623,906	3,049,292	-	236,907	7,958,851
403	Stores	208,453	237,345	109,463	126,217	-	229,680	-	7,665	216,118
404	Self Insurance	5,250,287	1,326,608	138,432	910,002	-	1,048,434	-	278,174	5,528,461
405	Communications Center	-	1,936,613	1,681,492	587,929	1,133,643	3,373,064	1,436,451	-	-
	<b>SUBTOTAL</b>	<b>\$ 15,822,428</b>	<b>\$ 6,785,127</b>	<b>\$ 1,405,261</b>	<b>\$ 3,307,197</b>	<b>\$ 2,747,549</b>	<b>\$ 9,460,609</b>	<b>\$ -</b>	<b>\$ 304,518</b>	<b>\$ 16,126,946</b>
	<b>TOTAL ALL FUNDS</b>	<b>\$ 38,434,191</b>	<b>\$ 86,492,359</b>	<b>\$ 39,217,180</b>	<b>\$ 25,594,534</b>	<b>\$ 20,275,498</b>	<b>\$ 85,935,134</b>	<b>\$ -</b>	<b>\$ 5,403,222</b>	<b>\$ 43,837,416</b>



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## 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.***

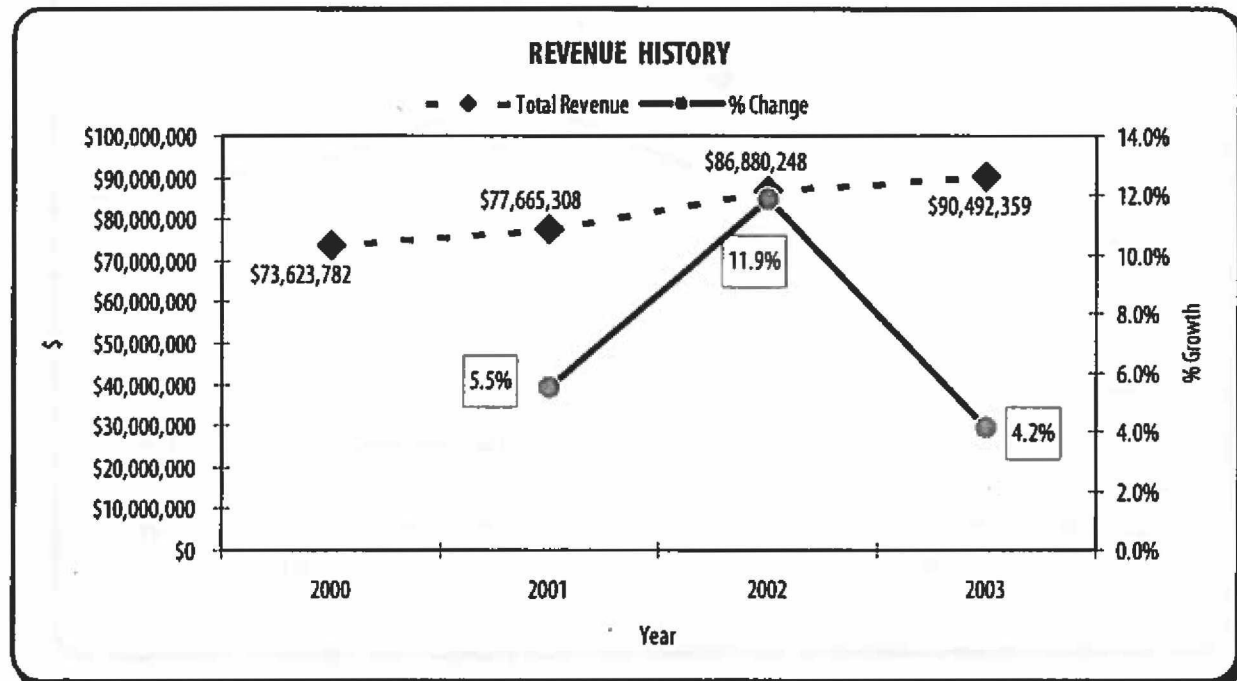
## REVENUES

Total revenue for the City of Grand Junction is projected at \$86.9 million for 2002 (a 12% increase over 2001) and \$90.5 million in 2003 (a 4.2% increase over 2002). Total revenue for Municipal Services (which excludes Internal Service Operations and Special Districts) equals \$75.7 million and \$79.6 million for the two years, respectively.

The revenue source experiencing the most growth is sales and use tax collections. Charges for Services are also projected to grow steadily over the next two years, corresponding with a growing customer base. The projected

increase in both of these major revenue sources is a direct result of what is happening in the local economy. All other revenue sources (with the exception of capital proceeds - see page 36) are projected to remain relatively flat in 2002 and 2003.

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.

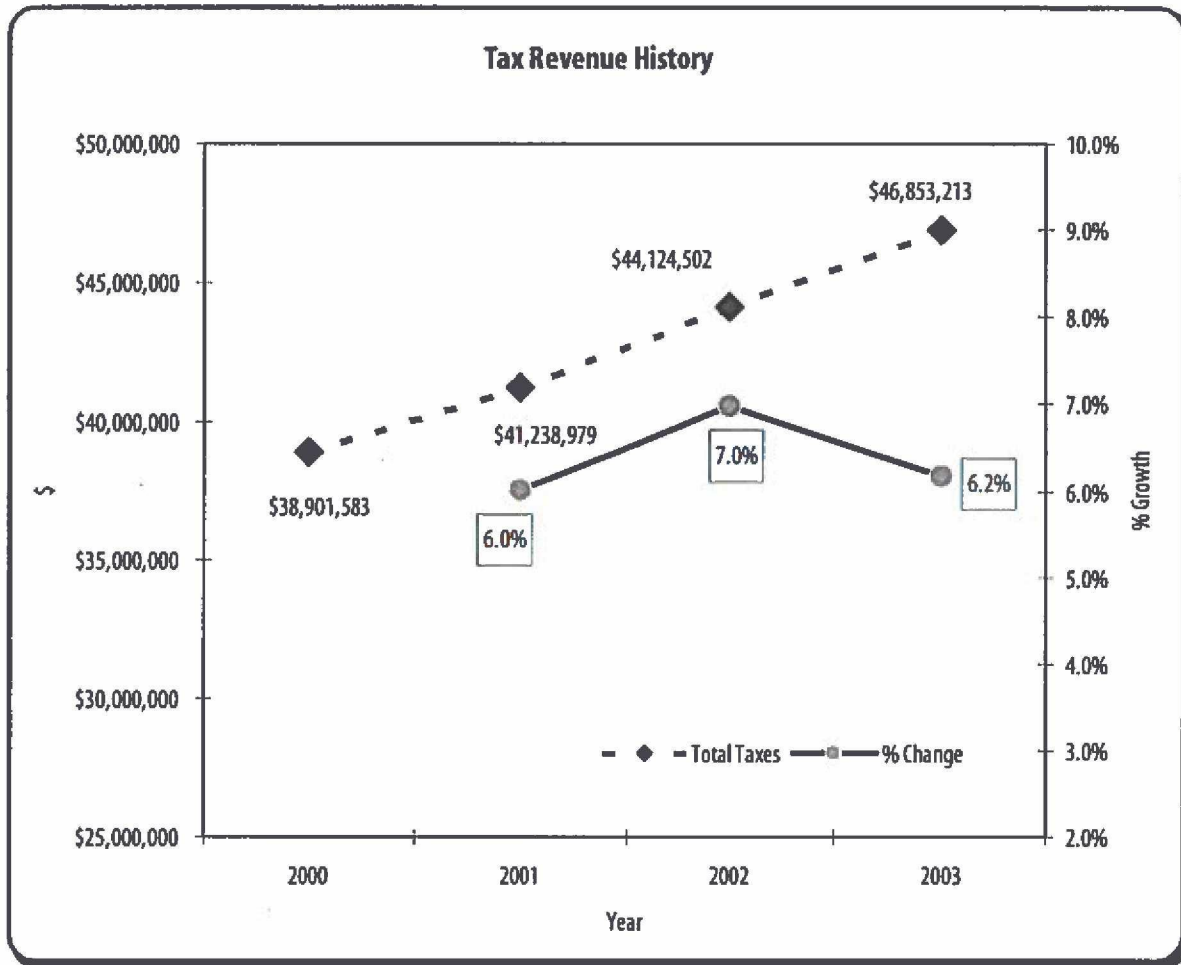


REVENUE CATEGORY	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Taxes	\$38,901,583	\$41,238,979	\$44,124,502	\$46,853,213	51.3%
Charges For Services	18,739,830	18,711,777	20,018,917	20,931,020	23.1%
Other Revenue Sources					
Licenses & Permits	111,057	101,537	102,672	103,402	0.1%
Intergovernmental	2,583,271	4,029,206	2,516,625	2,793,193	3.0%
Interfund Charges	7,531,570	7,961,107	7,881,257	8,085,727	9.0%
Interest & Investments	3,083,507	2,718,816	2,382,816	2,558,316	2.8%
Capital Proceeds	1,269,417	1,102,172	7,229,821	6,811,268	7.9%
Miscellaneous	1,403,547	1,801,714	2,623,638	2,356,220	2.8%
Subtotal: Other	15,982,369	17,714,552	22,736,829	22,708,126	25.6%
<b>Total Revenue</b>	<b>\$73,623,782</b>	<b>\$77,665,308</b>	<b>\$86,880,248</b>	<b>\$90,492,359</b>	<b>100.0%</b>
% Change		5.5%	11.9%	4.2%	
\$ Change		\$ 4,041,526	\$ 9,214,940	\$ 3,612,111	

## TAX REVENUE

The City of Grand Junction anticipates collecting approximately \$47 million, or 51.3% of its total revenues, through an assortment of taxes in 2002 and 2003.

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



Tax Revenue	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Sales & Use Taxes	\$ 30,656,358	\$33,107,000	\$35,000,000	\$37,380,000	79.6%
City Property Tax	3,219,030	2,875,046	3,711,702	3,902,913	8.4%
Highway Users Tax	1,462,456	1,500,000	1,550,000	1,600,000	3.5%
Franchise Fees	1,291,718	1,413,000	1,445,500	1,478,000	3.2%
Special District Taxes	876,087	893,300	929,300	966,300	2.1%
Lodging Tax	663,329	714,000	750,000	788,000	1.7%
Cigarette Tax	358,921	360,000	360,000	360,000	0.8%
Other Taxes	373,684	376,633	378,000	378,000	0.8%
<b>Total Taxes</b>	<b>\$38,901,583</b>	<b>\$41,238,979</b>	<b>\$44,124,502</b>	<b>\$46,853,213</b>	<b>100.0%</b>
% Change		6.0%	7.0%	6.2%	
\$ Change		\$ 2,337,396	\$ 2,885,523	\$ 2,728,711	



## 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.

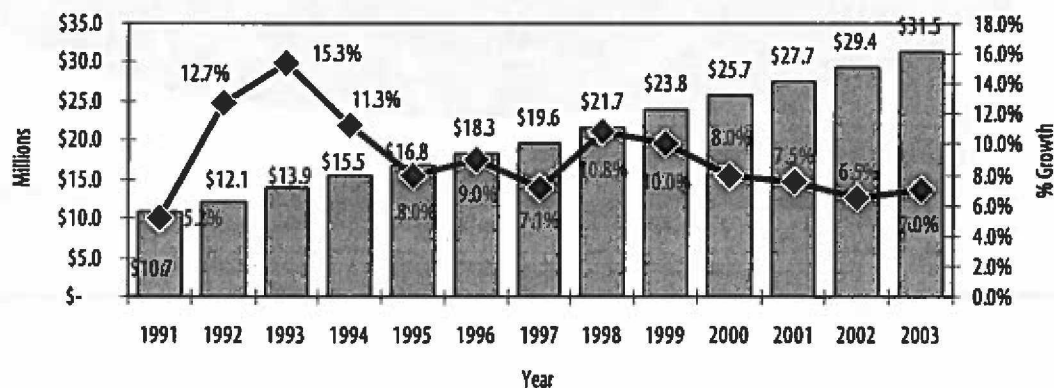
The .75% portion (the 3/4 Cent Sales & Use Tax) is collected in

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 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
<b>City 2.75% Sales Tax</b>					
General Fund, 2.00%	\$ 18,408,840	\$ 19,787,345	\$ 21,073,344	\$ 22,548,271	60.3%
CIP Fund, 0.75%	6,903,315	7,420,255	7,902,504	8,455,601	22.6%
VCB Fund, Vendor's Fee	409,354	442,400	471,152	504,128	1.3%
Subtotal	\$ 25,721,508	\$ 27,650,000	\$ 29,447,000	\$ 31,508,000	84.2%
<b>City 2.75% Use Tax</b>					
General Fund, 2.00%	\$ 747,779	\$ 859,636	\$ 727,273	\$ 727,273	2.0%
CIP Fund, 0.75%	280,417	322,364	272,727	272,727	0.8%
Subtotal	\$ 1,028,196	\$ 1,182,000	\$ 1,000,000	\$ 1,000,000	2.8%
<b>City Share / County Sales Tax</b>	3,906,653	4,275,000	4,553,000	4,872,000	13.0%
<b>Total Sales &amp; Use Taxes</b>	<b>\$ 30,656,358</b>	<b>\$ 33,107,000</b>	<b>\$ 35,000,000</b>	<b>\$ 37,380,000</b>	<b>100.0%</b>
% Change		8.0%	5.7%	6.8%	
\$ Change		\$ 2,450,642	\$ 1,893,000	\$ 2,380,000	

Historical 2.75% City Sales Tax Collections



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.

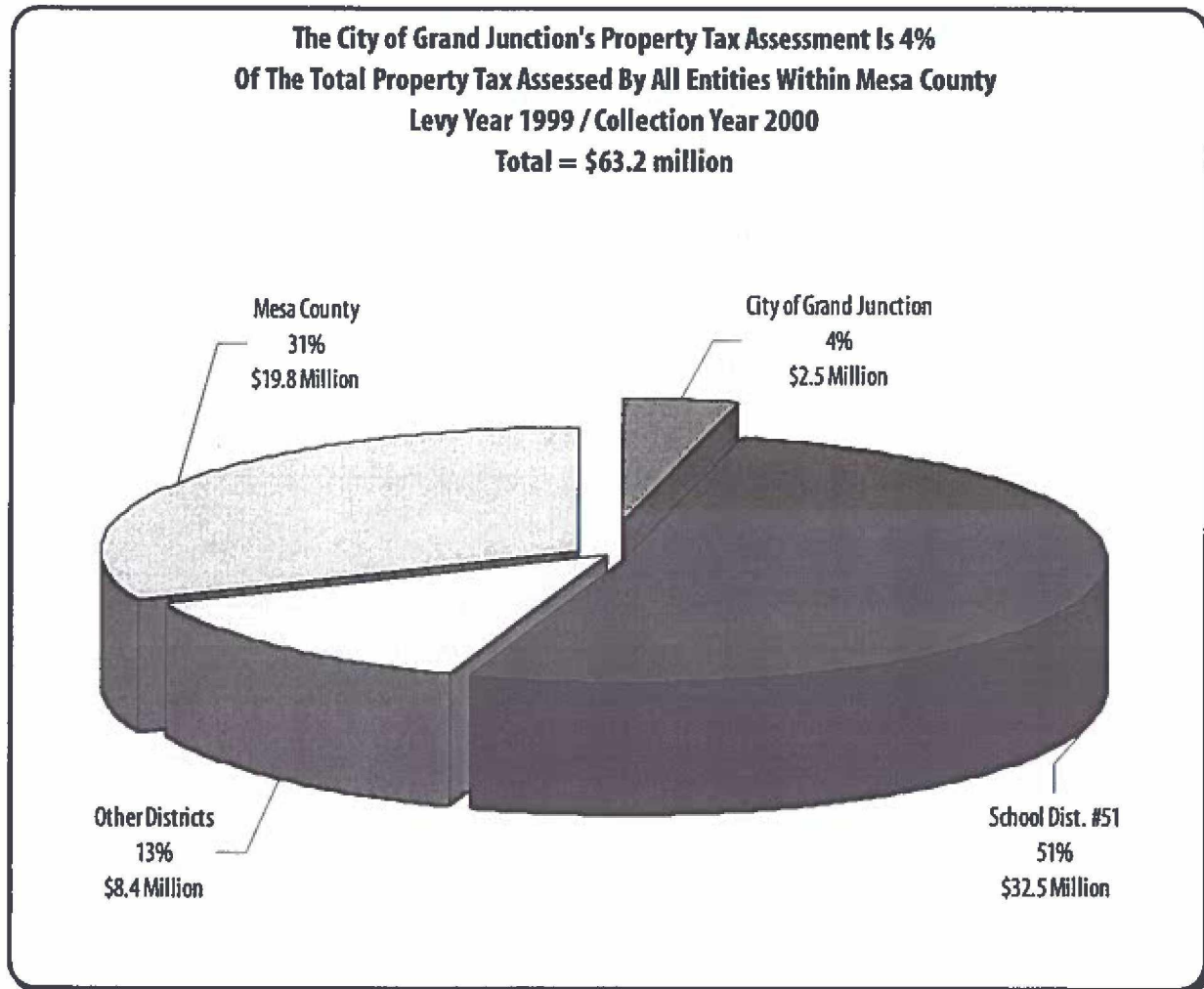
## PROPERTY TAX

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.

Total Property Tax revenue will amount to \$3.7 million in 2002 and \$3.9 million in 2003. 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.



# PROPERTY TAX

City Property Taxes	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Current Property Tax	\$ 2,930,150	\$ 3,057,064	\$ 3,534,786	\$ 3,631,121	
Less: Tabor Tax Refund	(138,752)	(599,018)	(245,084)	(155,208)	
Subtotal:	\$ 2,791,398	\$ 2,458,046	\$ 3,289,702	\$ 3,475,913	88.9%
Delinquent Property Tax	1,205	2,000	2,000	2,000	0.1%
Specific Ownership Tax	426,427	415,000	420,000	425,000	11.1%
<b>Total Property Taxes</b>	<b>\$ 3,219,030</b>	<b>\$ 2,875,046</b>	<b>\$ 3,711,702</b>	<b>\$ 3,902,913</b>	<b>100.0%</b>
% Change		-10.7%	29.1%	5.2%	
\$ Change		\$ (343,984)	\$ 836,656	\$ 191,211	

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

Market Value  
X Residential Assessment Rate  
= Assessed Value

### Property Tax (TAC #10300)

#### City of Grand Junction

#### Special Districts

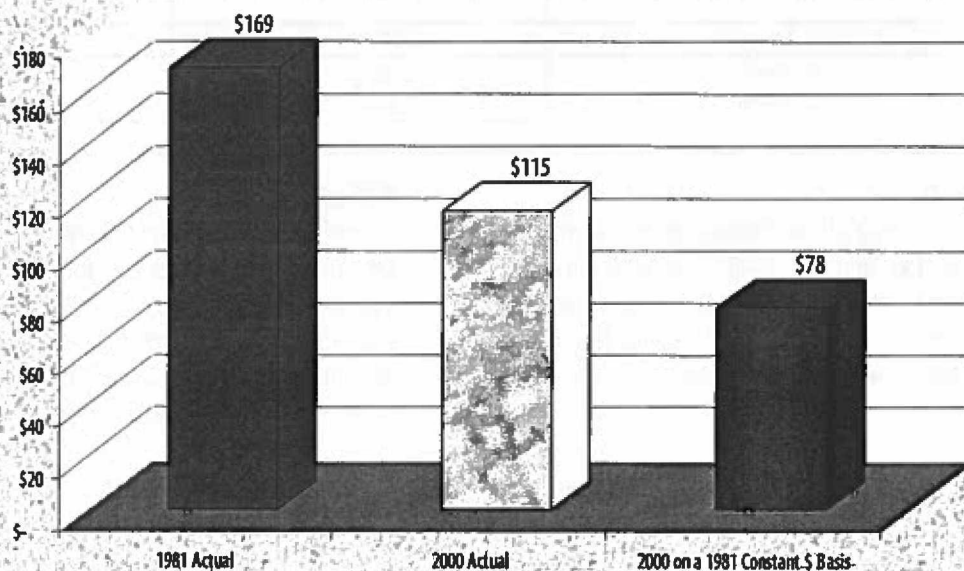
#### Mesa County

#### School District #51

Levy Year 1980 Collection 1981				Levy Year 1999 Collection 2000				Percentage Change
Mill Levy	Tax			Mill Levy	Tax			
12.000	\$ 169			6.430	\$ 115			-32%
5.290	\$ 75			4.942	\$ 88			18%
22.330	\$ 315			24.822	\$ 443			41%
47.440	\$ 669			42.635	\$ 761			14%
<b>Total</b>	<b>\$ 1,228</b>			<b>78.829</b>	<b>\$ 1,408</b>			<b>15%</b>

Although the total property tax bill on residential properties has increased, homeowners are paying **32% 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 **54% 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 \$2.9 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 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Public Service, Gas & Elect.	\$ 1,031,577	\$ 1,150,000	\$ 1,175,000	\$ 1,200,000	81.2%
GV Rural Power, Electric	70,774	60,000	62,500	65,000	4.4%
Telephone	48,000	48,000	48,000	48,000	3.3%
Cable Television	141,367	155,000	160,000	165,000	11.1%
<b>Total Franchise Fees</b>	<b>\$ 1,291,718</b>	<b>\$ 1,413,000</b>	<b>\$ 1,445,500</b>	<b>\$ 1,478,000</b>	<b>100.0%</b>
% Change		9.4%	2.3%	2.2%	
\$ Change		\$ 121,282	\$ 32,500	\$ 32,500	

### 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 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Downtown Development Auth.	\$ 666,619	\$ 692,300	\$ 718,300	\$ 746,300	77.3%
GJWWSO	62,342	66,000	69,000	71,000	7.4%
Ridges Metro District	147,126	135,000	142,000	149,000	15.4%
<b>Total Special Dist. Taxes</b>	<b>\$ 876,087</b>	<b>\$ 893,300</b>	<b>\$ 929,300</b>	<b>\$ 966,300</b>	<b>100.0%</b>
% Change		2.0%	4.0%	4.0%	
\$ Change		\$ 17,213	\$ 36,000	\$ 37,000	

### 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 over \$750,000 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

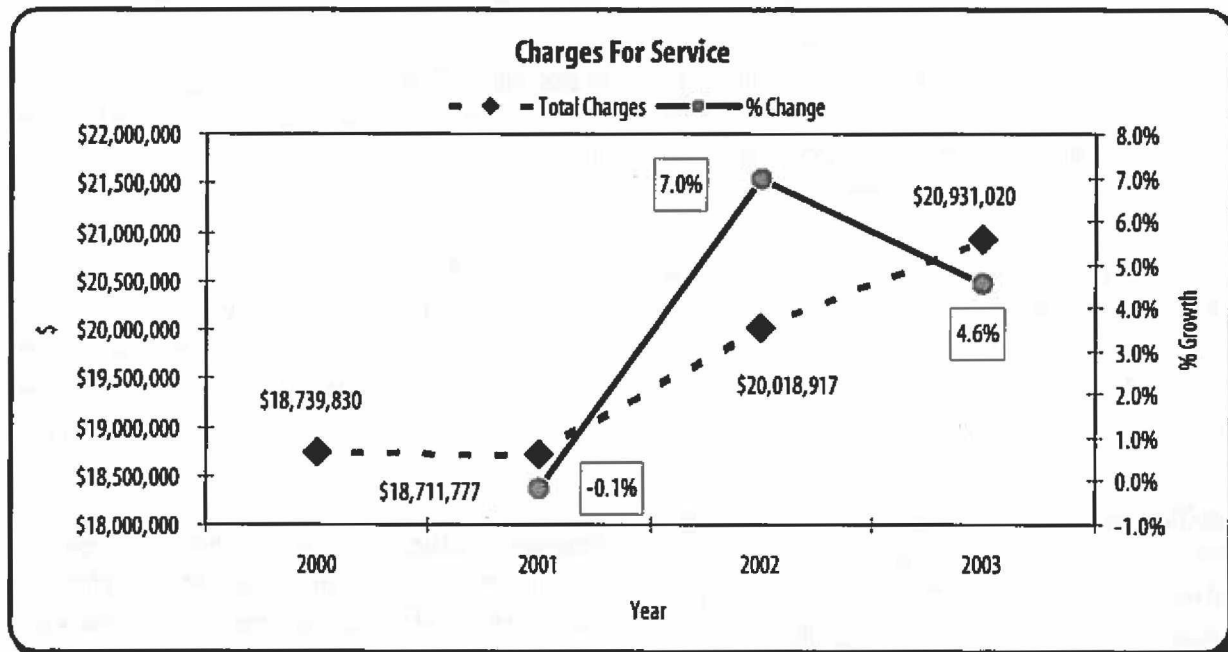
The majority of these revenues are taxes collected by the state then partially shared with local governments based on population or street miles. Other miscellaneous taxes include the City's share of Motor Vehicle Registration and Cigarette Taxes, Highway Users Tax, Mineral Leasing Severance taxes and 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 \$20 and \$21 million, in user charges, for 2002 and 2003, respectively. This equates to 23% of total City revenue.



Charges For Service	Actual 2000	Revised Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
<b>Utility Charges</b>					
Water Services	\$ 4,085,492	\$ 3,920,600	\$ 3,766,200	\$ 3,778,200	18.4%
Refuse Removal	1,982,999	2,045,048	2,105,498	2,191,465	10.5%
Sewer Charges	4,658,795	5,054,652	5,215,492	5,445,019	26.0%
Subtotal Utilities	10,727,286	11,020,300	11,087,190	11,414,684	54.9%
% Change		2.7%	0.6%	3.0%	
<b>Other Enterprise Operations</b>					
Two Rivers Convention Cntr.	\$ 735,449	\$ 311,227	\$ 1,080,947	\$ 1,130,370	5.4%
Swimming Pools	425,106	395,370	421,504	431,660	2.1%
Golf Courses	1,696,389	1,780,280	1,836,550	1,883,470	9.1%
Cemetery Operations	182,970	224,888	232,142	240,592	1.2%
Parking Operations	120,120	109,400	214,037	214,037	1.0%
Irrigation Systems	162,792	165,644	167,867	174,813	0.8%
Subtotal Enterprise	3,322,826	2,986,809	3,953,047	4,074,942	19.6%
% Change		-10.1%	32.4%	3.1%	
<b>Other Charges</b>					
Rural Fire District Contract	\$ 1,127,841	\$ 1,112,749	\$ 1,120,000	\$ 1,409,344	6.2%
Parks & Rec Program Fees	358,240	399,875	432,660	449,129	2.2%
E-911 Telephone Surcharge	807,273	850,000	901,000	955,000	4.5%
Regional Comm. Center	653,163	730,608	772,652	796,683	3.8%
All Other	1,743,201	1,611,436	1,752,368	1,831,238	8.8%
Subtotal Other	4,689,718	4,704,668	4,978,680	5,441,394	25.4%
% Change		0.3%	5.8%	9.3%	
<b>Total Charges</b>	<b>\$18,739,830</b>	<b>\$18,711,777</b>	<b>\$ 20,018,917</b>	<b>\$20,931,020</b>	<b>100.0%</b>
% Change		-0.1%	7.0%	4.6%	
\$ Change		\$ (28,053)	\$ 1,307,140	\$ 912,103	

**CHARGES FOR SERVICE** *continued***UTILITY CHARGES**

The largest share (55%) of revenue from service charges is generated by the City's water, sewer and sanitation utilities. The Water Fund anticipates collecting \$3.8 million per year in user fees for 2002 and 2003 from water sales and other user charges. The City/County Joint Sewer Fund is projecting \$5.4 million per year from monthly service charges. The Sanitation Division has projected \$2.1 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).

<b>Rate Changes</b>	<b>2002</b>	<b>2003</b>
Water	none	none
Solid Waste	4%	4%
Recycling	+\$0.25/month	0
Sewer Use Charges	2 1/2%	5%
Sewer Tap Fees	\$250	0

**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. 2002 will be the first year of operation for the newly remodeled and expanded Convention Center. Revenues are projected to increase from a historical level of \$800,000 to approximately \$1.1 million per year. These revenues come from the following charges; 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 \$850,000 in swimming pool and water slide admissions. Over \$1.8 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 revenues are projected on a cost-reimbursement basis. A variety of methods are used to project these revenues based on the estimated number of users and the various fees or rate structures.

**OTHER CHARGES**

Other user fees totaling approximately \$4.9 and \$5.4 million per year respectively, 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.

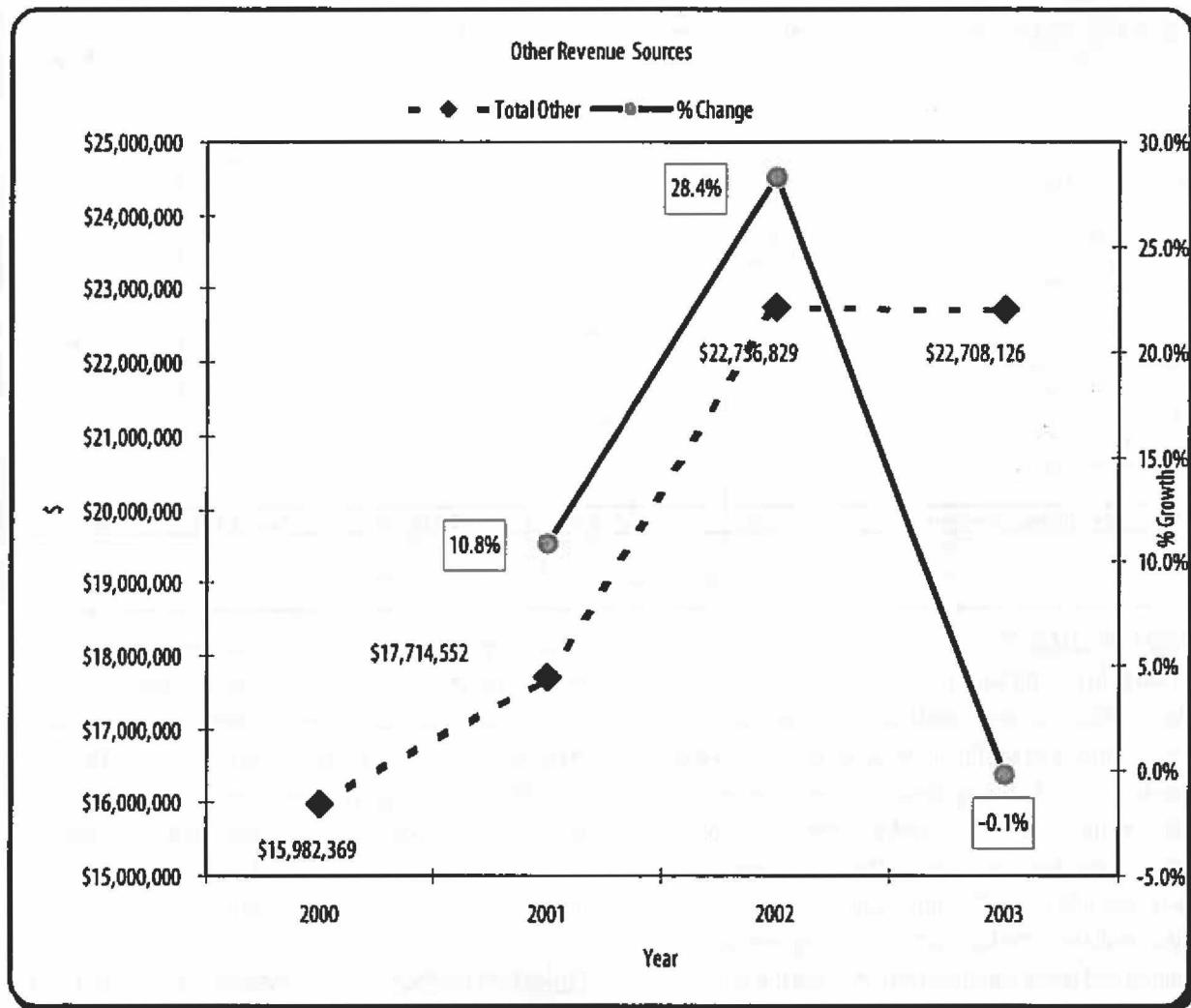
**Projection Method:** Projection methods vary depending upon the type of revenue. Some are derived directly from contracts for service while others are based on set recovery rates and/or the projected growth in the number of customers.



## OTHER REVENUE SOURCES

All other revenue sources combined account for approximately 26% of total City revenue. The types of revenue included in this category are identified in the table below and detailed on the following pages.

The most significant change is the projected \$10.4 million for Bond proceeds in the Joint Sewer Fund. These proceeds will be used for the Storm Water Separation Project and Septic System Elimination Program.



Other Revenue Sources	Actual 2000	Revised Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Licenses & Permits	\$ 111,057	\$ 101,537	\$ 102,672	\$ 103,402	0.5%
Intergovernmental	2,583,271	4,029,206	2,516,625	2,793,193	11.7%
Interfund Charges	7,531,570	7,961,107	7,881,257	8,085,727	35.1%
Interest & Investments	3,083,507	2,718,816	2,382,816	2,558,316	10.9%
Capital Proceeds	1,269,417	1,102,172	7,229,821	6,811,268	30.9%
Miscellaneous	1,403,547	1,801,714	2,623,638	2,356,220	11.0%
<b>Total Other</b>	<b>\$15,982,369</b>	<b>\$17,714,552</b>	<b>\$ 22,736,829</b>	<b>\$22,708,126</b>	<b>100.0%</b>
<b>% Change</b>		<b>10.8%</b>	<b>28.4%</b>	<b>-0.1%</b>	
<b>\$ Change</b>		<b>\$ 1,732,183</b>	<b>\$ 5,022,277</b>	<b>\$ (28,703)</b>	

**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 2000	Revised Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
General Operating Fund					
Teen Court	15,700	19,250	11,500	-	0.2%
Historic Preservation Grant	200	10,230	250	60,250	1.1%
Law Enforcement Grants	183,075	64,084	110,000	140,000	4.7%
Arts Commission	3,500	5,000	5,000	5,000	0.2%
CDBG Entitlement Funds	255,105	400,000	400,000	400,000	15.1%
State Lottery Proceeds	368,874	315,000	325,000	330,000	12.3%
Capital Project Grants	1,528,556	2,211,010	1,514,271	1,298,396	53.0%
DDA Grants	99,880	60,000	-	-	0.0%
Two Rivers CC, Energy Impact	-	600,000	-	-	0.0%
County Share, OM Pool	99,608	150,583	94,604	98,547	3.6%
EMS Equipment Grant	-	34,200	-	-	0.0%
PIAB	25,000	53,000	56,000	61,000	2.2%
Sewer System Grants	981	106,849	-	400,000	7.5%
Other Intergovernmental	2,792	-	-	-	0.0%
<b>Total Intergovernmental</b>	<b>\$ 2,583,271</b>	<b>\$4,029,206</b>	<b>\$ 2,516,625</b>	<b>\$2,793,193</b>	<b>100.0%</b>
% Change		56.0%	-37.5%	11.0%	
\$ Change		\$ 1,445,935	\$ (1,512,581)	\$ 276,568	

**INTERFUND CHARGES**

Interfund Charges totaling \$7.9 million in 2002 and \$8.1 million in 2003 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 \$965,000 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 2000	Revised Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
General Fund Overhead	\$ 912,546	\$ 923,000	\$ 958,000	\$ 973,000	4.2%
Water Fund Billing	481,440	439,014	444,000	448,000	2.0%
Joint Sewer Fund Billing	32,061	82,000	82,000	82,000	0.4%
Internal Service Funds					
Data Processing Fund	1,407,330	1,587,217	1,626,773	1,679,671	7.3%
Equipment Fund	2,807,860	2,994,159	2,702,444	2,748,218	
Stores/Print Shop	67,117	69,399	73,000	76,000	
Self Insurance	958,540	898,574	896,677	938,908	
Communications Center	864,676	967,744	1,098,363	1,139,930	4.9%
<b>Total Interfund Charges</b>	<b>\$ 7,531,570</b>	<b>\$7,961,107</b>	<b>\$ 7,881,257</b>	<b>\$8,085,727</b>	<b>18.8%</b>
% Change		5.7%	-1.0%	2.6%	
\$ Change		\$ 429,537	\$ (79,850)	\$ 204,470	

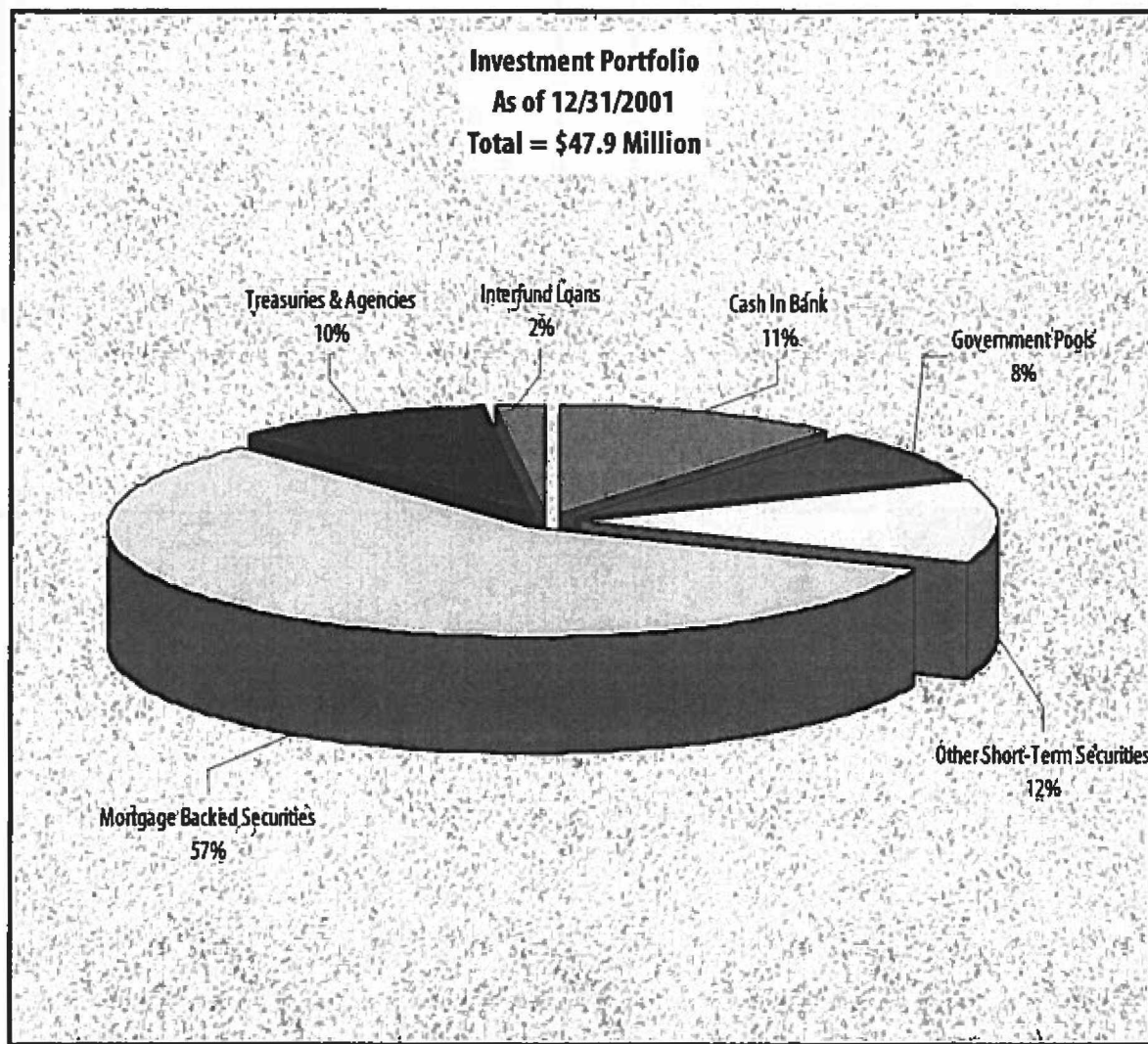
## OTHER REVENUE SOURCES

### **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

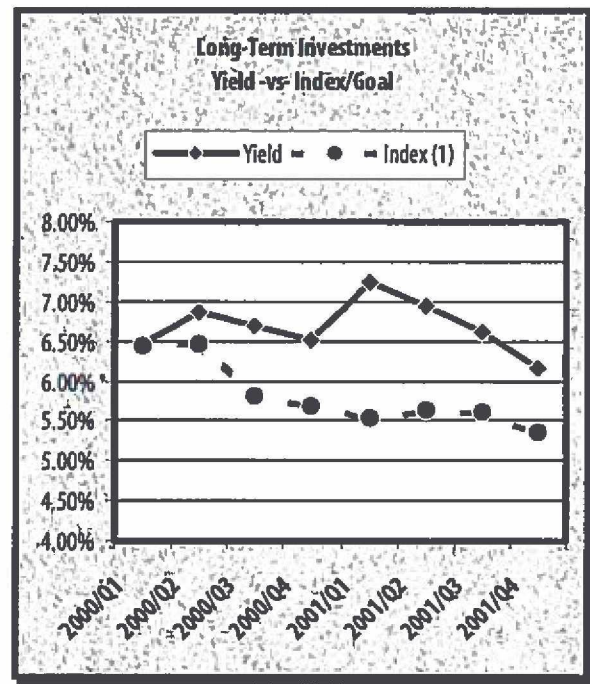
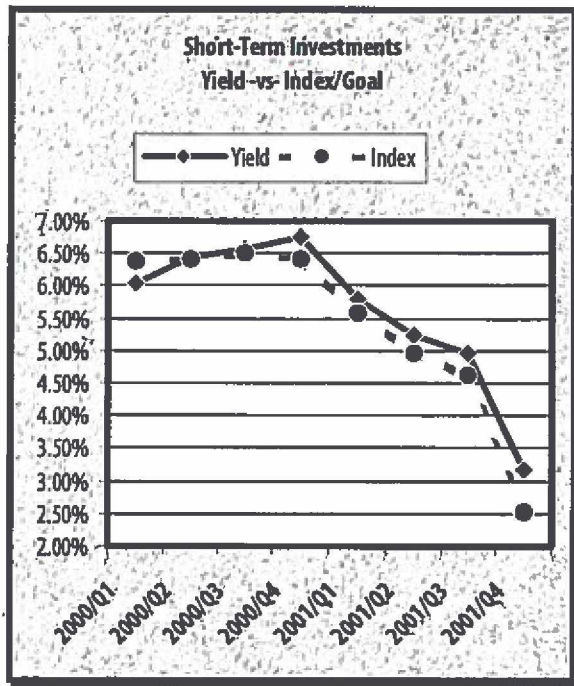
terms. The graph below depicts the make-up of the City of Grand Junction's investment portfolio.

**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

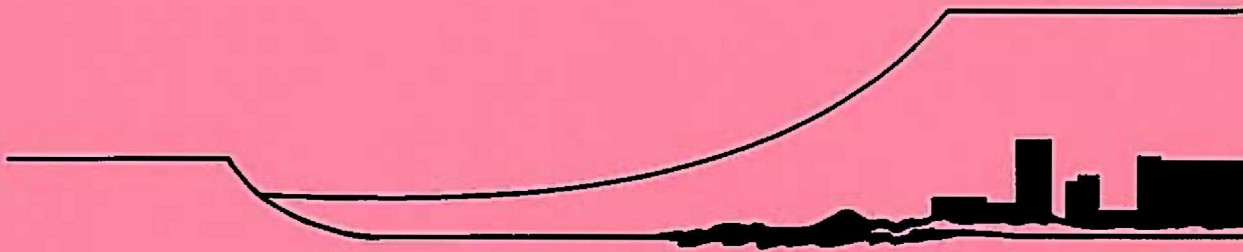
**CAPITAL PROCEEDS**

These revenue sources include the sale of assets, water and sewer tap sales and debt proceeds. Sewer debt proceeds will be used to fund the Storm Water Separation Project and the Septic System Elimination Program.

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

Capital Proceeds	Actual 2000	Revised Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Sale of Land	24,605	8,200	-	225,000	1.6%
Water Tap Sales	60,500	83,500	65,000	65,650	0.9%
Golf Course Loan Proceeds	-	-	-	-	0.0%
Irrigation System Tap Fees	25,120	31,165	6,959	3,688	0.1%
Sewer Tap Sales	747,437	922,040	1,256,433	1,284,075	18.1%
Sale Of Equipment	408,755	57,267	54,140	54,265	0.8%
DDA Note Proceeds	-	-	600,000	-	4.3%
Sewer Debt Proceeds	-	-	5,247,289	5,178,590	74.3%
GJWWSD Tap Sales	3,000	-	-	-	0.0%
Ridges District Tap Fees	-	-	-	-	0.0%
<b>Total Capital Proceeds</b>	<b>\$ 1,269,417</b>	<b>\$1,102,172</b>	<b>\$ 7,229,821</b>	<b>\$6,811,268</b>	<b>100.0%</b>
% Change		-13.2%	556.0%	-5.8%	
\$ Change		\$ (167,245)	\$ 6,127,649	\$ (418,553)	

## OPERATING EXPENSES

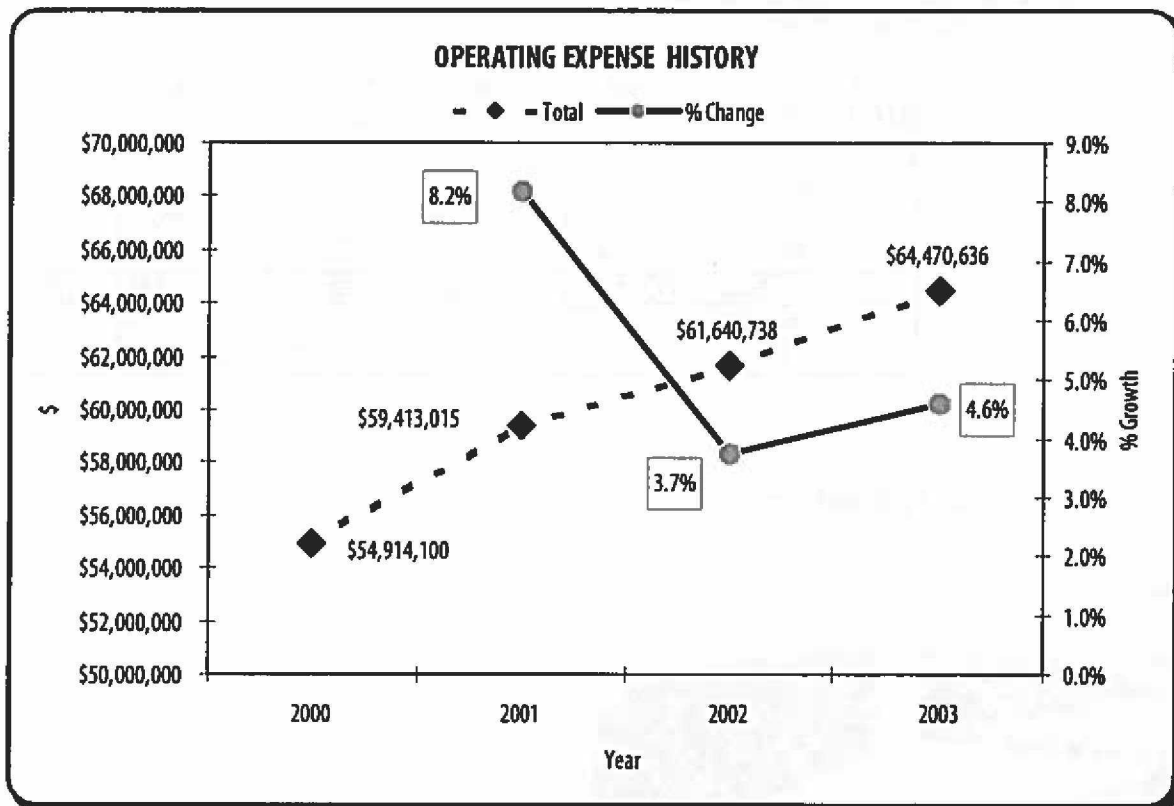


***The following section provides information regarding budgeted operating expenditures. Information on the City's capital improvement program is included under the Capital Expenditures tab. The Department Summary section provides operating expenses by department and category, additional expenditure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

## OPERATING EXPENDITURES

The City of Grand Junction has budgeted expenditures for all funds totaling approximately \$86 million in 2002, and \$85 million in 2003 (excluding budgeted transfers from one fund to another). Capital Improvements represent approximately 26% 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 \$75.8 million and \$74.5 million in 2002 and 2003 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 \$61.6 million in 2002 and \$64.5 million in 2003, constitutes 74% of the total

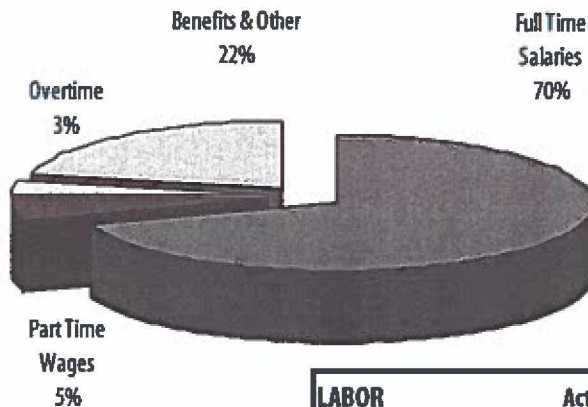
budget. Operating expenditures are budgeted to increase 3.7% in 2002 and 4.6% in 2003.

EXPENSE CATEGORY	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Labor	\$31,357,077	\$34,043,949	\$36,620,644	\$39,217,100	60.1%
Non-Personnel Operating	20,223,202	21,947,739	21,712,982	22,313,577	34.9%
Debt Service	2,727,212	2,447,929	2,448,674	2,326,952	3.8%
Operating Equipment	606,610	973,398	858,438	613,007	1.2%
<b>Total</b>	<b>\$54,914,100</b>	<b>\$59,413,015</b>	<b>\$ 61,640,738</b>	<b>\$64,470,636</b>	<b>100.0%</b>
<b>% Change</b>		<b>8.2%</b>	<b>3.7%</b>	<b>4.6%</b>	
<b>\$ Change</b>		<b>\$ 4,498,915</b>	<b>\$ 2,227,723</b>	<b>\$ 2,829,898</b>	



## LABOR COSTS

**Labor Cost By Category**

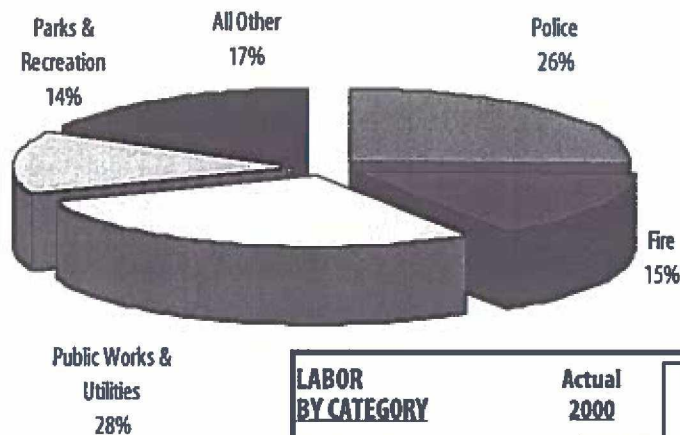


Personnel services represent the largest expenditure category requiring \$75.8 million over the next two years, 60% of operating expenditures, 44% of the total City budget.

Salaries and wages for both full-time and part-time employees account for more than 78% 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 10% of the total expense for personnel services.

LABOR BY CATEGORY	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
Full Time Salaries	\$21,912,028	\$23,982,808	\$25,794,491	\$27,313,901	70.0%
Part Time Wages	1,639,429	1,748,727	1,882,584	2,014,947	5.1%
Overtime	984,269	1,037,299	1,184,256	1,299,784	3.3%
Benefits & Other	6,821,351	7,275,115	7,759,313	8,588,468	21.6%
<b>Total</b>	<b>\$31,357,077</b>	<b>\$34,043,949</b>	<b>\$ 36,620,644</b>	<b>\$39,217,100</b>	<b>100.0%</b>
% Change		8.6%	7.6%	7.1%	
\$ Change		\$ 2,686,873	\$ 2,576,695	\$ 2,596,456	

**Labor Cost By Department**



LABOR BY CATEGORY	Actual 2000	Rev. Budget 2001	Budget 2002	Budget 2003	% Of Total 2002 & 2003
City Administration	\$717,070	\$729,919	\$759,314	\$827,352	2.1%
Admin Svcs	2,685,711	3,126,816	3,377,168	3,747,591	9.4%
Comm Dev	1,184,444	1,396,766	1,435,302	1,488,547	3.9%
Police	8,077,622	8,750,252	9,497,972	9,971,906	25.7%
Fire	4,774,024	5,031,465	5,293,099	6,214,986	15.2%
Public Works & Utilities	8,875,218	9,683,184	10,458,202	10,790,063	28.0%
Parks & Recreation	4,421,593	4,618,760	5,164,789	5,515,307	14.1%
Visitor & Conven. Bureau	366,103	409,231	459,797	476,297	1.2%
Downtown Dvlpmnt Auth.	255,293	297,551	175,000	185,050	0.5%
<b>Total</b>	<b>\$31,357,077</b>	<b>\$34,043,949</b>	<b>\$ 36,620,644</b>	<b>\$39,217,100</b>	<b>100.0%</b>
% Change		8.6%	7.6%	7.1%	
\$ Change		\$ 2,686,873	\$ 2,576,695	\$ 2,596,456	



## LABOR COSTS

The \$36.6 million year 2002 budget for personnel expenditures represents a 7.6% increase over 2001 while the \$39.2 million 2003 personnel budget reflects a 7.1% increase over 2002. These changes are primarily due to the items identified below:

- A 5% increase in our wage plan is expected in 2002 with a 3% increase expected in 2003 on our approved pay plan.
- The budget includes funding for 20 new positions with 4 being added in 2002 and an additional 18 in 2003. Two of these positions have been reclassified from part-time to full-time in 2002.

All of the position requests were prompted by increased workload and service demands, including those prompted by the new fire station being built to serve the Redlands area.

These additional positions will bring the City's full-time complement to 543 in 2002 and 561 in 2003.

### Description of Changes for 2002

PW & Utilities	Addition of 1 Environmental Compliance Coordinator Addition of 1 Crew Leader
Police	Addition of 1 Telecommunicator (Reclass from part-time to full-time)
VCB	Addition of 1 Administrative Clerk (Reclass from part-time to full-time)

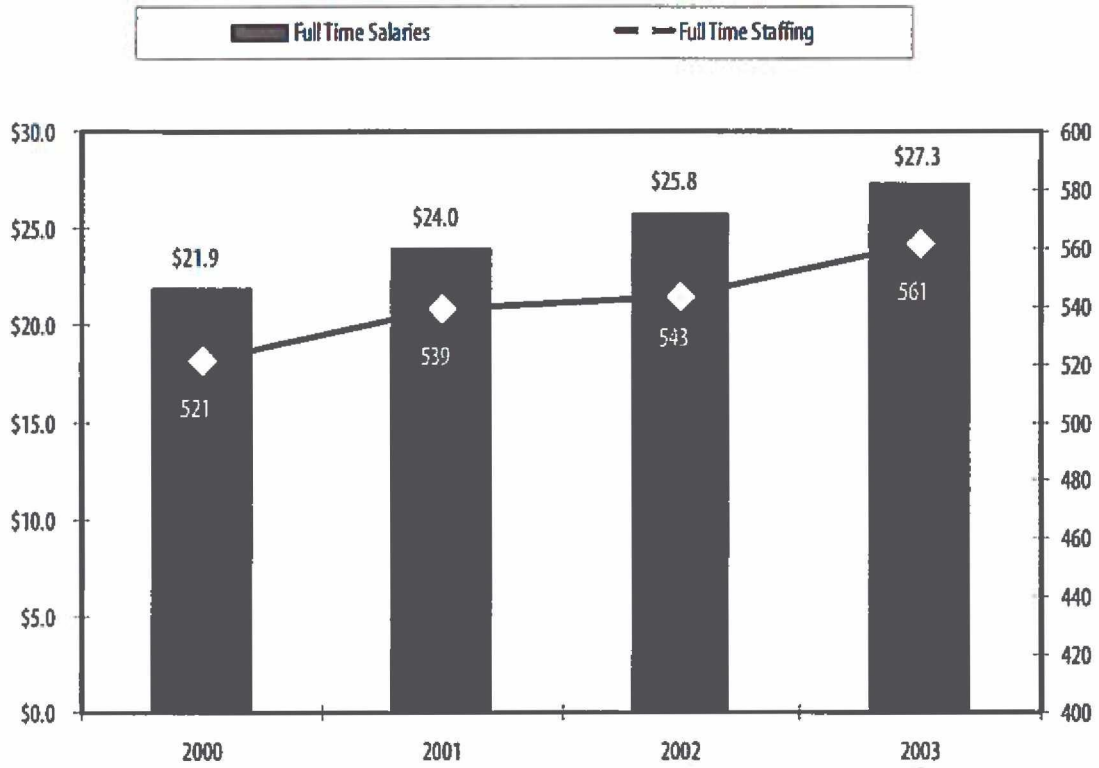
### Description of Changes for 2003

Administration	Addition of 1 Intern
Admin Svcs	Addition of 1 Buyer
Police	Addition of 1 Administrative Clerk Addition of 1 Lab & Evidence Assistant Addition of 1 Records Specialist Addition of 1 Police Officer
Fire	Addition of 4 Fire Fighter / Paramedics Addition of 3 Engineers Addition of 3 Captains
Parks & Rec	Addition of 2 Equipment Operators

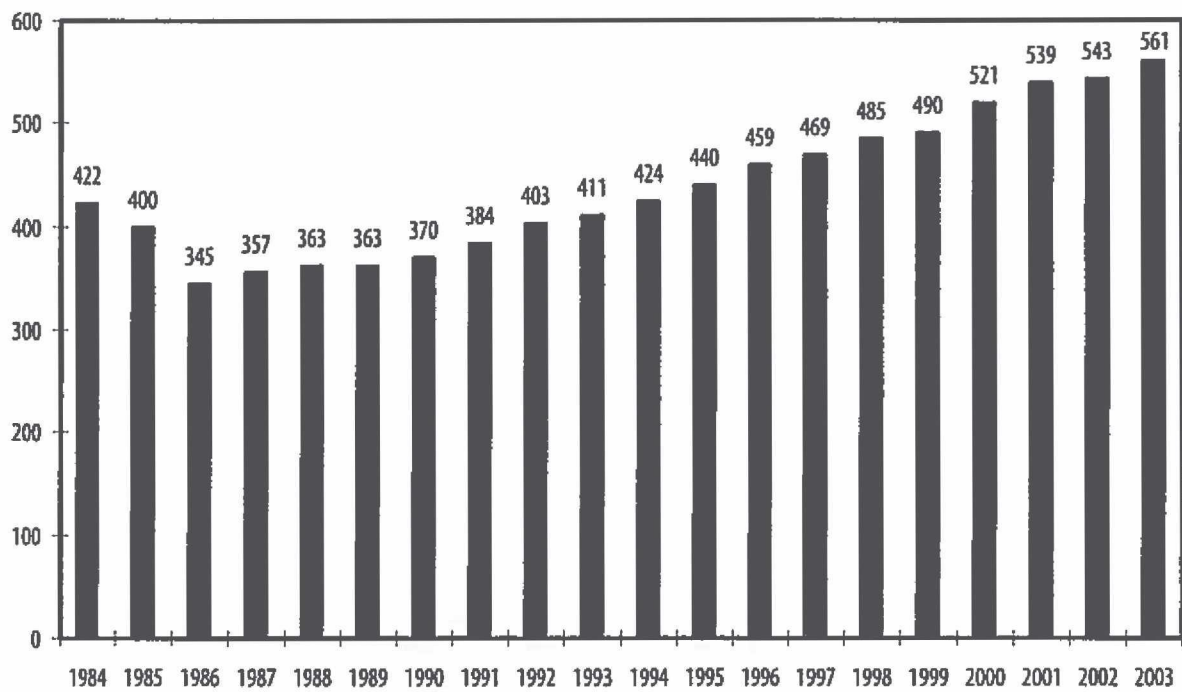
The Department Summary section of this document provides additional information about staffing level changes and graphs depicting the historical staffing levels for each department. Also, a Classification & Compensation schedule is provided in the Related Information section.

## LABOR COSTS

### Full Time Labor Cost & Staffing



### Staffing History



## 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 \$22 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 2000</b>	<b>Rev. Budget 2001</b>	<b>Budget 2002</b>	<b>Budget 2003</b>	<b>% Of Total 2002 &amp; 2003</b>
Supplies & Materials	\$3,153,118	\$3,502,038 11.1%	\$3,906,562 11.6%	\$3,994,055 2.2%	17.9%
Repairs & Maintenance	720,533	673,097 -6.6%	643,731 -4.4%	646,050 0.4%	2.9%
Printing & Publishing	621,430	623,240 0.3%	606,387 -2.7%	600,824 -0.9%	2.7%
Utilities	2,420,361	2,624,859 8.4%	2,757,351 5.0%	2,862,811 3.8%	12.8%
Rent	246,231	306,677 24.5%	111,554 -63.6%	110,915 -0.6%	0.5%
Insurance	71,284	718,554 908.0%	877,903 22.2%	903,995 3.0%	4.0%
Travel & Training	771,662	894,237 15.9%	1,125,007 25.8%	1,136,654 1.0%	5.1%
Contract & Purchased Svcs.	3,814,576	3,268,051 -14.3%	2,987,824 -8.6%	3,158,201 5.7%	14.0%
Contributions & Donations	1,575,396	1,814,816 15.2%	1,206,959 -33.5%	1,216,150 0.8%	5.5%
Interfund Charges	6,794,857	7,278,536 7.1%	7,272,152 -0.1%	7,447,395 2.4%	33.4%
Other Operating Expense	33,754	243,624 621.8%	217,552 -10.7%	236,527 8.7%	1.0%
<b>Total</b>	<b>20,223,202</b>	<b>21,947,739</b>	<b>\$ 21,712,982</b>	<b>\$22,313,577</b>	<b>100.0%</b>
<b>% Change</b>		<b>8.5%</b>	<b>-1.1%</b>	<b>2.8%</b>	
<b>\$ Change</b>		<b>\$ 1,724,538</b>	<b>\$ (234,757)</b>	<b>\$ 600,595</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.

**NOTE:** There are no scheduled debt payments in 2002 or 2003 for the proposed new sewer debt. It is expected to be a draw-down construction type loan with payments beginning in 2005.

	Original Principal Amount	Principal Amount Outstanding 12/31/01	Remaining Interest to be Paid to Maturity	Total Debt Service Requirements Remaining	Annual Debt Service Payments	
					2002	2003
<b>GENERAL OBLIGATION BONDS:</b>						
Payable from Special District Tax Revenues:						
Ridges Metro District, G.O. Refunding Series 1992	2,590,000	1,860,000	812,690	2,672,690	222,018	220,803
G.J.W.S.D., G.O. Refunding Bonds, Series 1987 A&B	1,590,000	748,653	164,476	913,128	146,223	148,366
<b>Subtotal: General Obligation Bonds</b>	<b>\$4,180,000</b>	<b>\$2,608,653</b>	<b>\$977,166</b>	<b>\$3,585,818</b>	<b>\$368,241</b>	<b>\$369,169</b>
<b>SPECIAL REVENUE BONDS:</b>						
Joint Sewer System, Refunding Series 1992	8,200,000	3,420,000	529,508	3,949,508	919,848	914,973
D.D.A. Tax Increment Financing Bonds, Series 1996	1,700,000	960,000	170,555	1,130,555	218,430	219,603
D.D.A. TIF Subordinate Bonds, Series 1999	2,000,000	1,575,000	191,100	1,766,100	309,325	325,075
<b>Subtotal: Special Revenue Bonds</b>	<b>\$11,900,000</b>	<b>\$5,955,000</b>	<b>\$891,163</b>	<b>\$6,846,163</b>	<b>\$1,447,603</b>	<b>\$1,459,651</b>
<b>PROMISSORY NOTES:</b>						
Riverfront Project, Dunn Property Note, 1989	\$351,327	\$204,474	\$89,526	\$294,000	\$42,000	\$42,000
Water Fund: Water Supply Flowline, CWC, 1989	195,930	130,587	50,136	180,723	13,902	13,902
<b>Subtotal: Promissory Notes</b>	<b>\$547,257</b>	<b>\$335,061</b>	<b>\$139,662</b>	<b>\$474,723</b>	<b>\$55,902</b>	<b>\$55,902</b>
<b>CAPITAL LEASE OBLIGATIONS</b>						
Certificates of Participation; Matchett Property	\$2,155,000	\$1,215,000	\$211,270	\$1,426,270	\$287,313	\$285,653
<b>Subtotal: Capital Leases</b>	<b>\$2,155,000</b>	<b>\$1,215,000</b>	<b>\$211,270</b>	<b>\$1,426,270</b>	<b>\$287,313</b>	<b>\$285,653</b>
<b>GENERAL FUND ADVANCES:</b>						
Tiara Rado Golf: Clubhouse Loan Refinancing 1994, 15y, 9%	626,378	117,209	10,549	127,758	127,758	-
Tiara Rado Golf: Driving Range Loan - 1999, 15y, 7.5%	350,000	322,194	193,263	515,457	39,651	39,651
Solid Waste Removal: 1996 Equip. Loan, 10y, 8%	660,000	330,000	79,200	409,200	92,400	87,120
V.C.B.: 1993 General Fund Loan, 10y, 8%	200,000	53,152	6,460	59,612	29,806	29,806
<b>Subtotal: General Fund Advances</b>	<b>\$1,836,378</b>	<b>\$822,555</b>	<b>\$289,472</b>	<b>\$1,112,027</b>	<b>\$289,615</b>	<b>\$156,577</b>
<b>GRAND TOTAL</b>	<b>\$20,618,635</b>	<b>\$10,936,268</b>	<b>\$2,508,732</b>	<b>\$13,445,000</b>	<b>\$2,448,674</b>	<b>\$2,326,952</b>
<b>DEBT SERVICE REQUIREMENTS BY FUND:</b>						
# 100 GENERAL FUND	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
# 102 VISITOR & CONVENTION BUREAU FUND	200,000	53,152	6,460	59,612	29,806	29,806
# 301 WATER ENTERPRISE FUND	195,930	130,587	50,136	180,723	13,902	13,902
# 302 SOLID WASTE REMOVAL FUND	660,000	330,000	79,200	409,200	92,400	87,120
# 306 TIARA RADO GOLF ENTERPRISE FUND	976,378	439,403	203,812	643,215	167,409	39,651
# 610 GENERAL DEBT SERVICE FUND	351,327	204,474	89,526	294,000	42,000	42,000
# 611 D.D.A. DEBT SERVICE FUND	3,700,000	2,535,000	361,655	2,896,655	527,755	544,678
# 612 G.J.W.S. DISTRICT FUND	1,590,000	748,653	164,476	913,128	146,223	148,366
# 613 RIDGES METROPOLITAN DISTRICT FUND	2,590,000	1,860,000	812,690	2,672,690	222,018	220,803
# 614 GRAND JUNCTION PUBLIC FINANCE CORP. FUND	2,155,000	1,215,000	211,270	1,426,270	287,313	285,653
# 902 JOINT SEWER ENTERPRISE FUND	8,200,000	3,420,000	529,508	3,949,508	919,848	914,973
<b>TOTAL</b>	<b>\$20,618,635</b>	<b>\$10,936,268</b>	<b>\$2,508,732</b>	<b>\$13,445,000</b>	<b>\$2,448,674</b>	<b>\$2,326,952</b>

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."

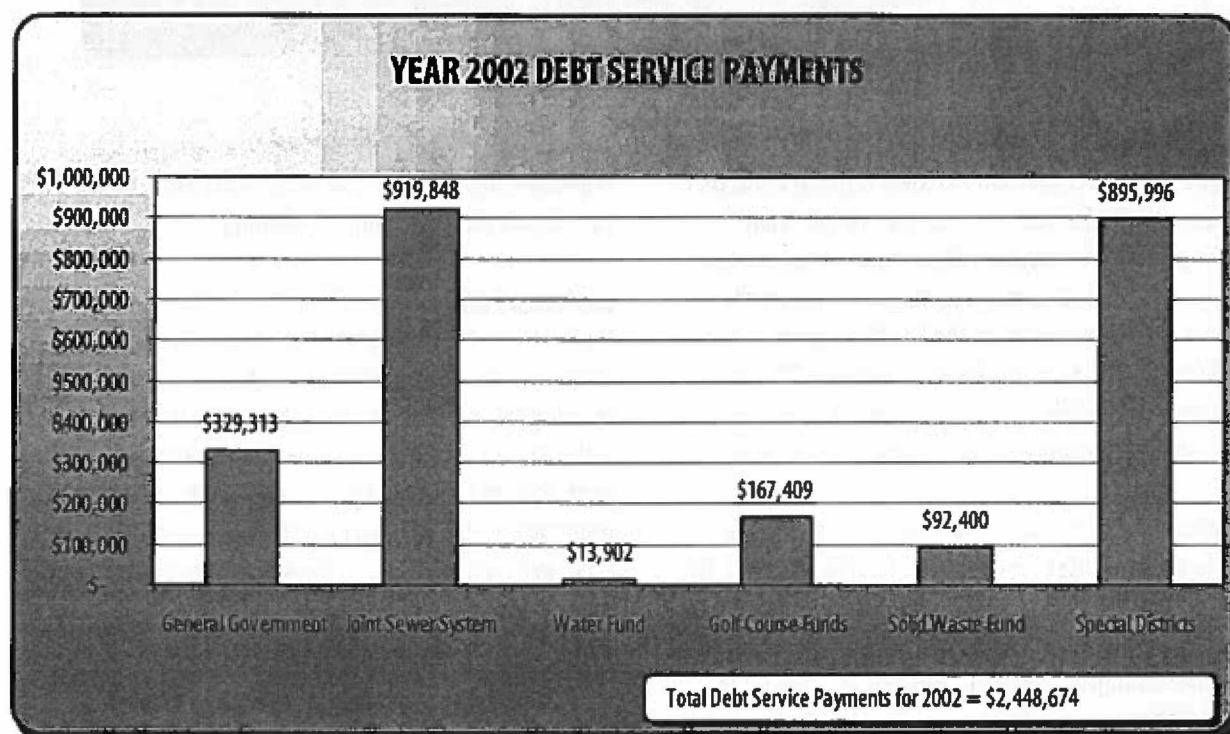
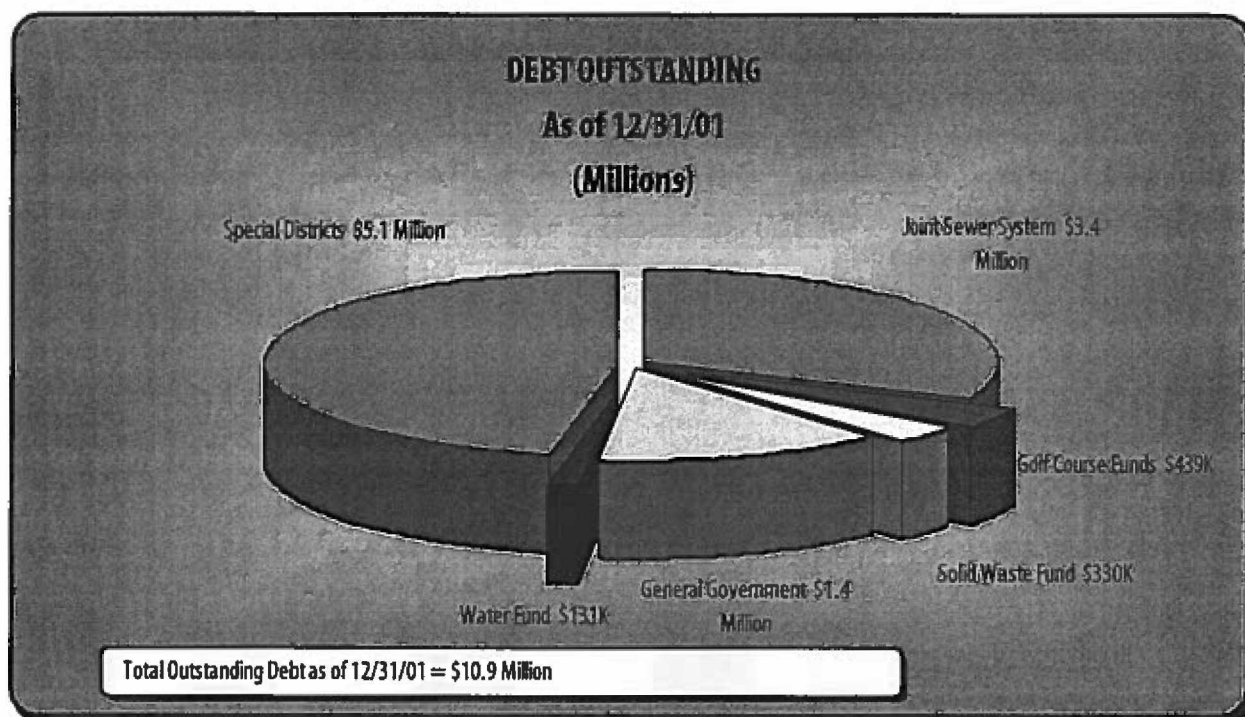
Estimated Actual Value (Determined by the County Assessor)	\$2,752,245,467
Multiplied By 0.03	0.03
Legal Debt Limit = 3% of Actual Value	\$66,402,779
Total General Obligation Debt:	\$2,608,653
Less: Special Taxing District Debt	(\$2,608,653)
Total Applicable to the Legal Debt Margin	\$0
<b>LEGAL DEBT MARGIN</b>	<b>\$66,402,779</b>



## DEBT SERVICE

As of December 31, 2001, The City of Grand Junction and its related entities has \$10.9 million in outstanding debt. Of this amount only \$1.4 million represents General Government debt. The largest portion, \$3.4 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 \$5.1 million in debt. The remaining \$1.3 million in outstanding debt is in the enterprise funds. Total Debt Service payments of approximately \$2.4 million in 2002 and in 2003, represents 3.8% of total operating expenditures.

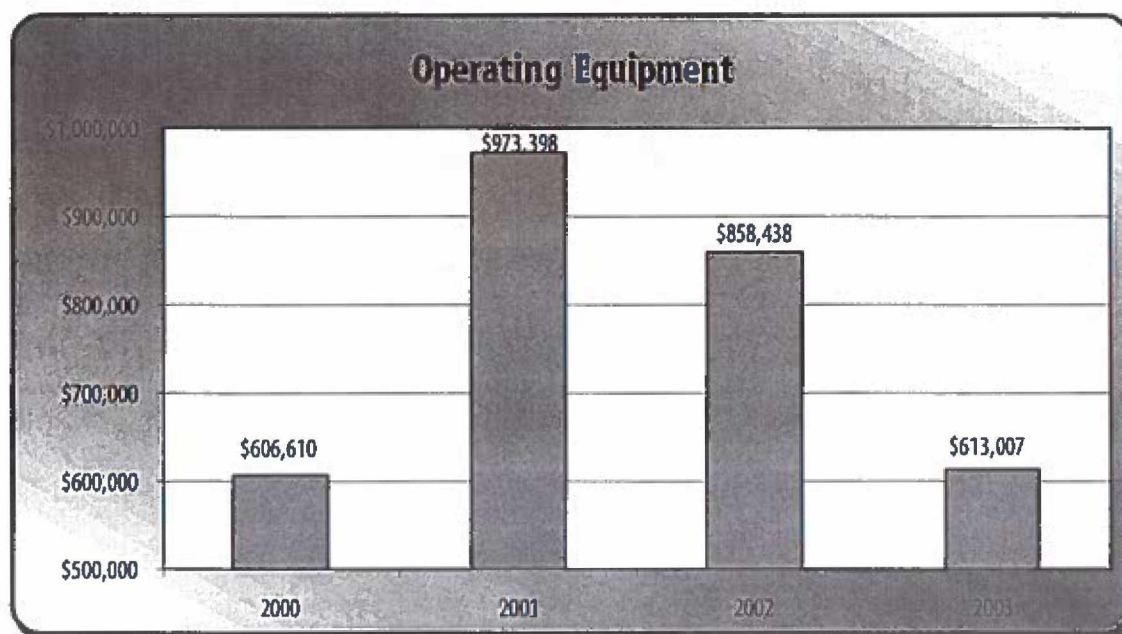


## OPERATING CAPITAL & OTHER USES

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 2002 budget total \$858,438 and includes such items as personal computers, construction and maintenance equipment, and specialty police and fire equipment. Approximately \$613,000 is included in the 2003 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, \$715,000 and \$738,000 has been budgeted in 2002 and 2003 respectively. The purpose for reserving these amounts is to respond to unanticipated needs and/or emergencies.

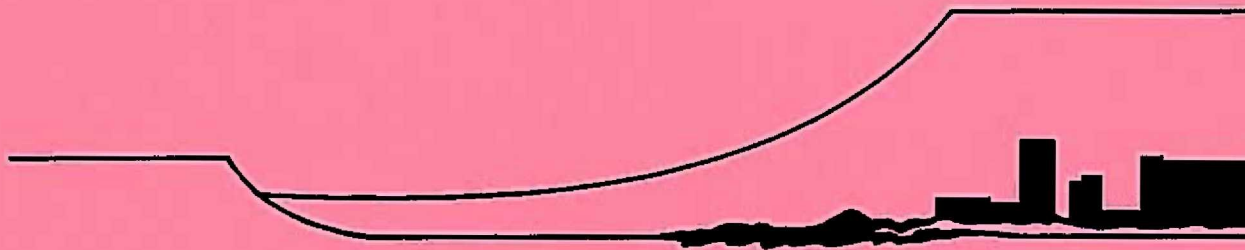
The use of these funds can be requested by department directors upon written request to the City Manager. The City Manager may approve amounts up to \$50,000 for any purpose deemed necessary. No direct expenditures are made from the Contingency Account. Requests for amounts in excess of the limits must 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.

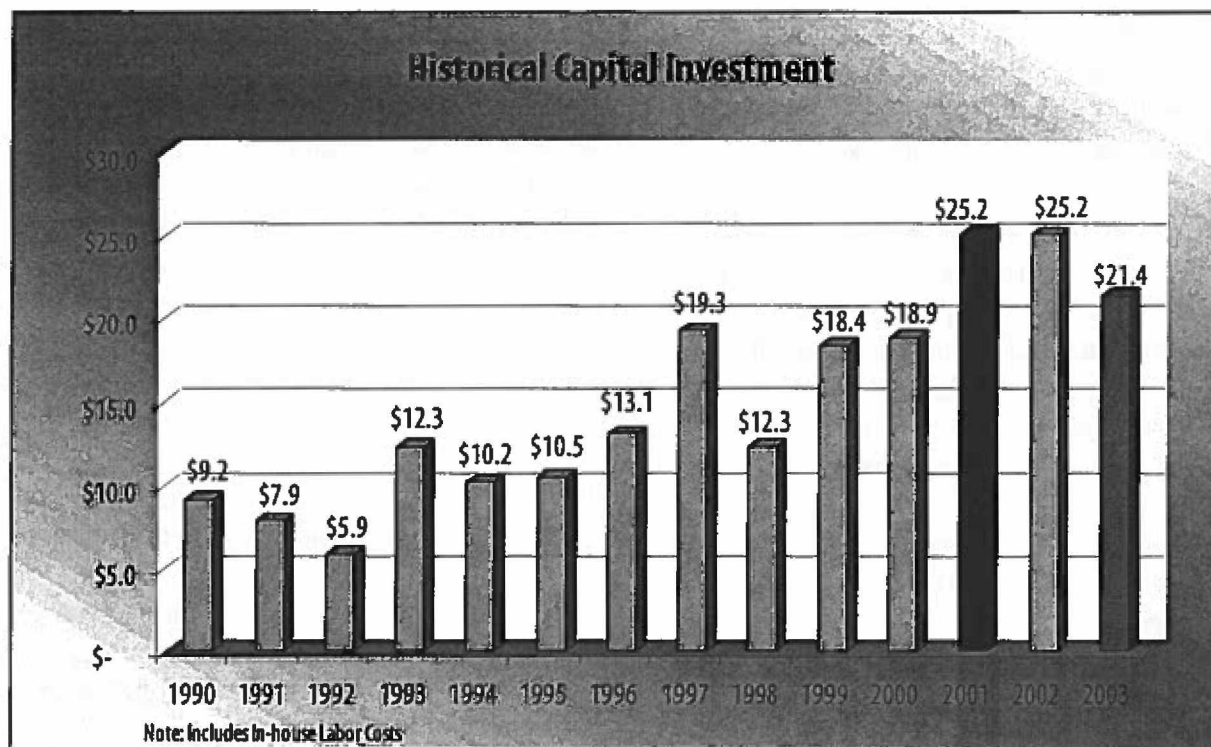
## CAPITAL EXPENDITURES



***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 \$46.6 million (including budgeted labor) over the next two years represents twenty six percent (26%) of the total two-year budget. The citizenry of Grand Junction is fortunate because of our ability to maintain a high level of commitment towards improving and maintaining the City's important infrastructure without impairing the quality or level of services provided. The community demonstrated its foresight when the voters supported the continuation of the  $\frac{3}{4}$  cent Sales & Use Tax increase through an advisory vote in 1989.

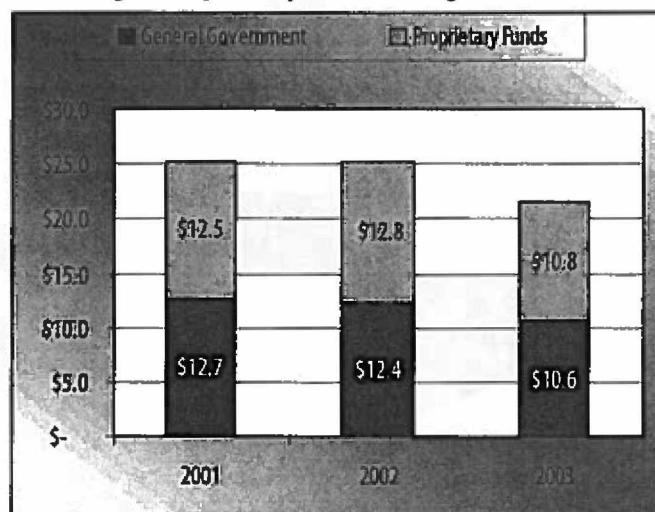
The level of general government capital projects is based on the revenue projections for the  $\frac{3}{4}$  percent portion of the City's  $2\frac{3}{4}$  percent Sales & Use Tax, plus any additional funding sources such as project grants, cost sharing with other funds or agencies, and the annual transfer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

The level of capital expenditures in the utility, other enterprise, and internal service funds is determined based on

resources available in excess of operating requirements. Approved projects are those which are necessary to reduce future maintenance costs and/or improve service delivery.

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

#### Budgeted Capital Improvement Program 2001-2002



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>2002</b>	<b>2003</b>
Storm Drainage Improvements	\$ 1,592,372	\$ 5,151,844
Water System Improvements	\$ 2,643,358	\$ 1,082,171
Equipment Replacement Program	\$ 984,734	\$ 1,569,406
E-911 Communications Center Equip	\$ 790,000	\$ 1,123,643
Sewer System Improvements	\$ 7,142,181	\$ 2,539,102
Fire Station #5 Construction	\$ 150,400	\$ 479,600
Street Overlay/Maintenance Program	\$ 1,151,437	\$ 1,950,605
Alley Improvements	\$ 326,000	\$ 340,000
Sidewalk Improvements	\$ 494,000	\$ 515,000
29 Road; Interstate 70-B -to- F Road	\$ 1,000,000	\$ 1,200,000
Riverside Parkway, Hwy 340 to Hwy 50	\$ 200,000	\$ 1,300,000
Independent Avenue, 25.5 Rd to 1st	\$ 1,105,000	
Canyon View Park/Area Improvements	\$ 695,000	

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.

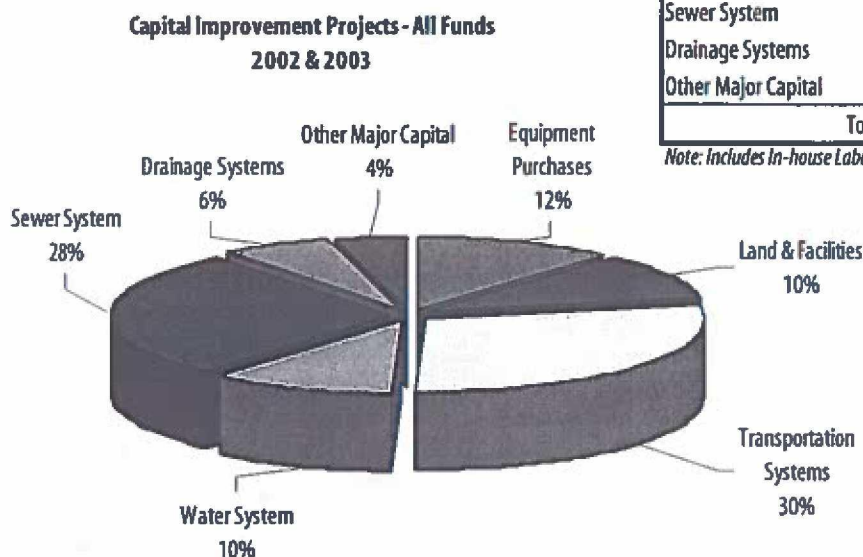
The Public Works & Utilities Department employs a sophisticated pavement management program which provides vital information about the life expectancy and structural soundness of the over 164 miles of paved streets. The results and recommendations received from this system are subsequently incorporated 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 2002 - 2003 biennial budget.

#### By Type

	<b>2002</b>	<b>2003</b>
Equipment Purchases	\$ 2,927,712	\$ 3,616,899
Land & Facilities	\$ 2,570,886	\$ 2,689,791
Transportation Systems	\$ 7,232,841	\$ 6,284,605
Water System	\$ 2,610,783	\$ 1,072,171
Sewer System	\$ 7,142,181	\$ 2,539,102
Drainage Systems	\$ 1,592,372	\$ 5,151,844
Other Major Capital	\$ 1,080,500	\$ 88,956
<b>Total</b>	<b>\$ 25,157,275</b>	<b>\$ 21,443,368</b>

*Note: Includes In-house Labor Costs*



## Major Capital Improvement Project Listing 2002-2003

### Storm Drainage Improvements

The City of Grand Junction is undertaking a significant project to separate the current combined system for collecting stormwater run-off and sewer waste. The project is expected to be completed by 2004 and will be funded by debt proceeds received from a low interest loan issued by the Colorado Water Resource and Power Authority. Other stormdrainage projects include various drainage ditch improvements and the construction of detention basins at strategic locations throughout the City.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 2,262,728	\$ 1,592,372	\$ 5,151,844	\$ 6,551,000	Debt Proceeds
Oper. Impact	Positive impact on the Sewer Treatment Plant Operations.				Sales Tax CIP Fund Transfers Storm Drainage Fees

### Water System Improvements

The most significant water system improvement (\$2.2 million in 2002) is moving and replacing the Kannah Creek flowline through Orchard Mesa. Other system improvements include various water line replacements, meter replacements, and treatment system repairs and upgrades. Future improvements include water supply diversions and reservoir construction.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 1,127,996	\$ 2,610,783	\$ 1,072,171	\$ 11,000,000	Water Service Fees
Oper. Impact	Positive impact by increasing revenue and decreasing the amount of lost water.				

### Two Rivers Convention Center Renovation

Expansion and renovation of the Two Rivers Convention Center was completed in December of 2001.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 4,678,254	\$ -	\$ -	\$ -	Transfers from the DDA and the Sales Tax CIP Fund
Oper. Impact	Moderate: \$50K - \$100K / Year				Energy Impact Grant

### Equipment Replacement Program

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

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 1,500,734	\$ 984,734	\$ 1,569,406	On-going	Equipment Accrual Replacement Funds
Oper. Impact	Negligible: <\$10K / Year				



## Major Capital Improvement Project Listing 2002-2003

### E-911 Communications Center Equipment

Replacement and upgrade of various components of the Computer Aided Dispatch (CAD) system and radio equipment used by the E-911 Communications Center. The Grand Junction Regional Communications Center provides service to all law enforcement and emergency response agencies within within Mesa County.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 552,634	\$ 790,000	\$ 1,123,643	n/a	E-911 Telephone Surcharge
Oper. Impact	Negligible: < \$10K / Year				

### Sewer System Improvements

The "Septic System Elimination" program represents the largest portion of the capital budget for sewer system improvements. The \$5 million project is expected to be completed by 2002 and will be funded by debt proceeds received from a low interest loan issued by the Colorado Water Resource and Power Authority. Other improvements include backbone system line replacements, line extensions, interceptor repairs and treatment plant improvements.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 4,384,352	\$ 7,142,181	\$ 2,539,102	\$ -	Debt Proceeds
Oper. Impact	Moderate: Debt Service costs offset by increased User Fee revenue				Tap Fees
	\$50K - \$100K / Year				Sewer Usage Fees

### Fire Station #5 Construction

Construct and staff a fifth fire station to serve the Redlands area. The level of funding is for a scaled down version of the other four stations to provide initial response to emergency calls in that area. The scale of operations could change depending upon the level of funding acquired from Mesa County and the Grand Junction Rural Fire Protection District.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ -	\$ 150,490	\$ 479,600	\$ -	3/4 Cent Sales Tax
Oper. Impact	High: \$750K - \$1M / Year to staff and operate another station.				

### Street Overlay / Maintenance Program

Includes contracted services for hot mix asphalt overlays, recycled asphalt overlays, chip-seal, patching and minor street reconstructions. 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 includes; ride quality, structural integrity and surface stress. These parameters are remeasured every two years. The funding level is adjusted annually based on the quality index and additional lane miles.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 1,243,212	\$ 1,151,437	\$ 1,950,605	On-going	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually				

## Major Capital Improvement Project Listing 2002-2003

### Alley Improvement Districts

Represents the City's share for a property 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. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 323,000	\$ 326,000	\$ 340,000	On-going	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually				

### 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. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 482,000	\$ 494,000	\$ 515,000	On-going	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually				

### 29 Road; Interstate 70-B -to- F Road

This is a joint City, County project to improve 29 Road between North Avenue and Patterson (F) Road. The project is part of a long range plan to develop a north-south arterial connecting Highway 50 with Interstate-70. Construction is scheduled in three phases over a three year period.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 1,044,000	\$ 1,000,000	\$ 1,200,000	\$ -	3/4 Cent Sales Tax
Oper. Impact	Moderate: \$50K - \$100K / Year (maintenance costs due to capacity expansion)				Federal Grants

### Riverside Parkway, Hwy 340 to Hwy 50

This arterial street will connect Highway 340 with Highway 50 and is needed to reduce congestion on I-70-B, South 5th Street and the intersection of 1st St and Grand Avenue. Right-of-way needs to be acquired from Union Pacific Railroad to minimize the impact on the Riverside neighborhood and to allow for construction of a flood levee and pedestrian/bike path where Riverside Drive currently exists. An overpass/interchange maybe required as well as structural modifications to Hwy 340 to allow a connection with River Road.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 220,000	\$ 200,000	\$ 1,300,000	\$ 8,460,000	3/4 Cent Sales Tax Federal Grants
Oper. Impact	High: > \$100K / Year (maintenance costs due to capacity expansion)				

## Major Capital Improvement Project Listing 2002-2003

**Independent Avenue, 25.5 Rd to 1st Street**

This project will widen and improve Independent Avenue from 25.5 road to 1st Street. This street is classified as an urban collector providing access to residential properties east of Motor Street and Highway 6&50. Improvements include curbs, gutters, sidewalks and bike lanes on both sides, street lighting storm drainage and a center turn lane west of Poplar Drive.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 220,000	\$ 1,105,000	\$ -	\$ -	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually (electricity for additional street lighting)				

**Two Rivers Parking Lot**

This project is for construction of a new parking lot on the south side of Two Rivers Convention Center and improvement of the alley between Colorado Avenue and Ute Avenue between 1st Street and 2nd Street. The project includes construction of a roundabout entrance to the parking lot and requires closing a section of 2nd Street from Main to Colorado.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ 1,013,545	\$ -	\$ -	\$ -	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually (parking lot sweeping and maintenance)				

**Canyon View Park/Area Improvements**

Development of the east side of Canyon View Park to include an entry from 24.5 Road, driveway parking, a playground, irrigation and landscaping, and four post-tension concrete tennis courts.

	<u>Rev. 2001</u>	<u>Budget 2002</u>	<u>Budget 2003</u>	<u>Future Years</u>	<u>Funding Source</u>
Capital Outlay	\$ -	\$ 695,000	\$ -	\$ -	3/4 Cent Sales Tax
Oper. Impact	Negligible: <\$10K / Annually				

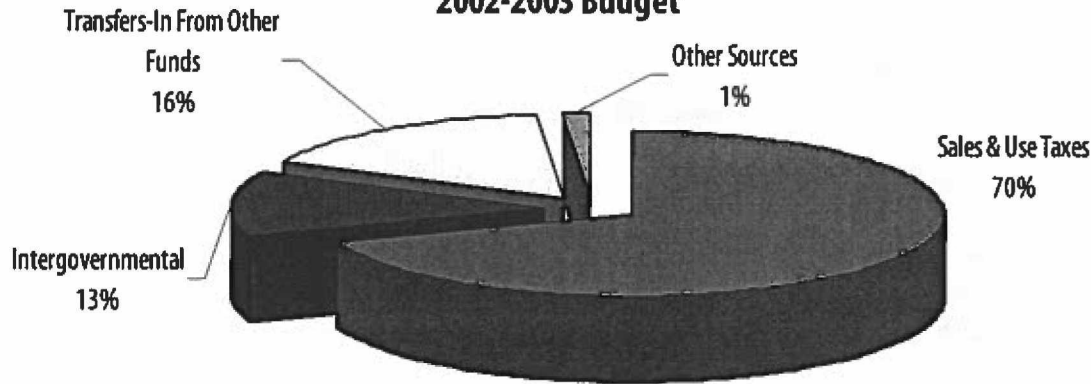


The Sales Tax Capital Improvement Fund provides for several important accounting functions. This fund is used to account for most of the general governmental resources used for the acquisition and construction of major capital facilities. In particular, this fund is used to account for the 3/4 cent portion 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.

### Sales Tax CIP Fund - Sources

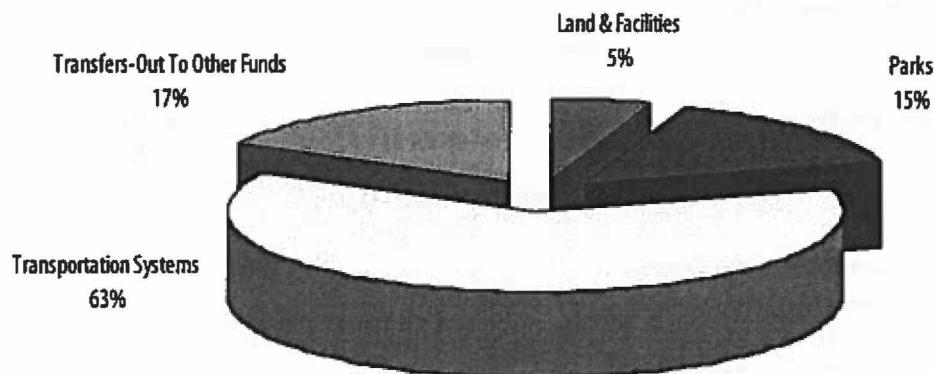
#### 2002-2003 Budget



SOURCE OF FUNDS		2002	2003
Sales & Use Taxes	\$	8,163,231	\$ 8,716,328
Intergovernmental	\$	1,514,271	\$ 1,298,396
Transfers-In From Other Funds	\$	1,918,000	\$ 1,477,000
Other Sources	\$	165,020	\$ 394,543
<b>Total</b>	<b>\$</b>	<b>11,760,522</b>	<b>\$ 11,886,267</b>
Use of Fund Balance	\$	63,837	\$ -

### Sales Tax CIP Fund - Uses

#### 2002-2003 Budget



USE OF FUNDS		2002	2003
Land & Facilities	\$	629,900	\$ 529,600
Parks	\$	1,797,750	\$ 965,600
Transportation Systems	\$	7,371,241	\$ 6,689,850
<b>Subtotal: CIP Fund Projects</b>	<b>\$</b>	<b>9,798,891</b>	<b>\$ 8,185,050</b>
Transfers-Out To Other Funds	\$	2,025,468	\$ 2,736,647
<b>Total</b>	<b>\$</b>	<b>11,824,359</b>	<b>\$ 10,921,697</b>

# 2002 - 2003 Capital Projects

I. D. #	PROJECT DESCRIPTION	2002 BUDGET	2003 BUDGET
<b>GENERAL FUND #100</b>			
<b>Administration</b>			
A01500	Teleworks Upgrade	11,500	-
A01600	Video Streaming Equipment	-	10,000
A01700	Character Generator	15,000	-
A01800	Workstations in Administration	18,000	-
	<i>Subtotal: Administration</i>	<u>44,500</u>	<u>10,000</u>
<b>Administrative Services</b>			
B02400	Sales Tax System	-	30,000
	<i>Subtotal: Administrative Services</i>	<u>-</u>	<u>30,000</u>
<b>Police Department</b>			
D04900	Document Imaging	285,628	-
D06500	Biodryer	16,000	-
D06600	CVSA	-	14,950
D06800	Wireless Integration	-	50,000
D06900	Staff Wizard - CAD Mine	47,000	-
D07100	LLEBG - 2002	39,000	-
D07200	LLEBG - 2003	-	55,000
	<i>Subtotal: Police Department</i>	<u>387,628</u>	<u>119,950</u>
<b>Fire Department</b>			
E01400	Mobile Data Terminals (MDT)	-	14,000
E03800	Fire Station #5 (West Grand Junction)	-	50,000
E03900	Diesel Exhaust System - Fire Station #4	-	25,000
E04000	Diesel Exhaust System - Fire Station #1	-	39,000
E04100	Pulse Oximeter / Carbon Dioxide Detector	-	14,000
E04200	Candidate Physical Ability Test	24,353	-
E04300	Exhaust Modifications - Unit #005	10,000	-
E04400	Fire Tactical Radio Channel C	19,000	-
E04500	Industrial Washing Machine	-	8,800
E04600	EMS Foundation Equipment	456,000	456,000
	<i>Subtotal: Fire Department</i>	<u>509,353</u>	<u>606,800</u>
<b>Public Works</b>			
F26600	Digital Ortho Photography	49,725	-
F49500	Oracle Data Base Server",	11,250	-
	<i>Subtotal: Public Works</i>	<u>60,975</u>	<u>-</u>
<b>Parks &amp; Recreation</b>			
G34700	Server for the IVR Registration System	8,600	-
G35200	Parks - Core Aerator	18,500	-
G35300	Parks - Unit 1213 Tractor Upgrade	5,562	-
G35500	Forestry - Replacement of Boom Truck	-	47,000
G37400	TRCC - Scissor Lift	11,000	-
	<i>Subtotal: Parks &amp; Recreation</i>	<u>43,662</u>	<u>47,000</u>
<b>TOTAL: GENERAL FUND</b>		<b>\$ 1,046,118</b>	<b>\$ 813,750</b>
<b>VCB FUND #102</b>			
H00500	VCB Van Upgrade	5,000	-
<b>TOTAL: VCB FUND</b>		<b>\$ 5,000</b>	<b>\$ -</b>

## 2002 - 2003 Capital Projects

### SALES TAX CAPITAL IMPROVEMENT FUND #201

#### Administrative Services

B02500	Mini-Kitchen	14,500	-
<i>Subtotal: Administrative Services</i>		<u>14,500</u>	<u>-</u>

#### Police Department

D05600	Police Bldg Air Conditioner Chiller	55,000	-
<i>Subtotal: Police Department</i>		<u>55,000</u>	<u>-</u>

#### Fire Department

E03800	Fire Station #5 (West Grand Junction)	150,400	479,600
<i>Subtotal: Fire Department</i>		<u>150,400</u>	<u>479,600</u>

#### Public Works & Utilities Department

F00400	Contract Street maintenance	1,151,437	1,950,605
F00700	Alley Improvement District	326,000	340,000
F00900	Curb, Gutter & Sidewalk Replacement	326,000	340,000
F01300	Sidewalk Improvements	168,000	175,000
F02000	Accessibility Improvements	50,000	50,000
F02200	29 Road: 170-B to F Rd.	1,000,000	1,200,000
F02500	25 1/2 Road; Independent to F Road	25,000	75,000
F03300	Bridge Repl. Horizon Dr. GRJ-F.4-26.7	-	40,000
F04600	Riverside Parkway; Hwy 340 to Hwy 50	200,000	1,300,000
F06900	Street Light Installations	92,000	96,000
F07000	Traffic Signal Controllers - Upgrade	24,000	25,000
F10400	Bookcliff Ave Reconstruction 9th to 12th	500,000	-
F15200	Independent Ave. 25.5 Rd. to 1St	1,105,000	-
F20400	Traffic Signal Equipment Upgrade	52,000	54,000
F21500	Urban Trails Implementation	49,000	-
F25600	Traffic Calming Improvements	25,000	50,000
F33800	Signal Communications-Phase I	455,500	388,000
F35000	Intersection Improvements	75,000	142,000
F38900	G Road Intersection at 25 Road	430,000	-
F45700	South Camp Trail Enhancement Project	317,000	-
F46800	PSCO Steamplant	360,000	-
F49600	Facility Improvements/Repairs	168,000	100,000
F50200	Broadway Beautification	30,000	314,245
F51100	Development Project Cost Share	332,304	-
F51300	St Mary's Intesection Improvement	300,000	-
F51500	Buck Oda Farm Purchase	50,000	50,000
F54100	Traffic Count Loop Installation	35,000	-
F54400	G Road Design; 23 1/2 Rd to Horiz.	50,000	-
F54500	F 1/2 Parkway Feasibility Study",0	85,000	50,000
<i>Subtotal: Public Works</i>		<u>7,781,241</u>	<u>6,739,850</u>

#### Parks & Recreation Department

G04000	Tennis Court Resurface - Lincoln Park	-	140,000
G05100	Lincoln Park Grounds Sprinkler System	55,000	-
G06400	Park land Aquisition - All years	75,000	75,700
G14900	Trail Construction - Canal R-O-W	50,000	50,000
G15900	Paradise Hills Park Development (1 acre)	-	65,000
G16800	Westlake Park	60,500	-
G18500	Stadium Asphalt Overlay & Sealcoat	16,000	-
G18600	Duck Pond Park Path and Sidewalk	100,000	-
G18700	Repaint Stands - Stadium	67,000	-



## 2002 - 2003 Capital Projects

G18800	Resurface Lincoln Park Track	250,000	-
G19600	Darla Jean Park Improvements	-	28,000
G23100	Eagle Rim Park (O.M.)	5,000	-
G23200	Minor Park Improvements	182,000	190,000
G24400	Backflow Prevention	9,000	-
G24500	Maint. and Repair of Existing Trails	-	139,000
G24800	Playground Protective Surfacing	10,500	11,000
G31100	Light Shields - Ftbll & Sftball Fields	34,000	16,700
G32500	Restroom Facility Reconstruction	122,000	153,200
G33500	Major Park Development	695,000	-
G34900	Lincoln Park - Fiber Optic Installation	16,750	-
G35000	Columbine Park - Screening Replacement	-	26,000
G35100	Park Irrigation System Replacement	-	71,000
G36800	Suplizio Field Backstop Netting	30,000	-
G37600	Lincoln Park Master Plan	20,000	-
<i>Subtotal: Parks &amp; Recreation</i>		<i>1,797,750</i>	<i>965,600</i>
<b>TOTAL: SALES TAX CIP FUND</b>		<b>\$ 9,798,891</b>	<b>\$ 8,185,050</b>
<b>Less: Labor</b>		<b>\$ (743,804)</b>	<b>\$ (770,569)</b>
<b>Total Major Capital</b>		<b>\$ 9,055,087</b>	<b>\$ 7,414,481</b>

**STORM DRAINAGE IMPROVEMENT FUND #202****Public Works & Utilities Department**

F12900	Storm Drainage Improvements	43,264	44,994
F31800	Ranchman's Ditch Storm Drainage Improv.	100,000	722,318
F35300	Land acq/Detention basins/City only	15,341	547,791
F35500	GJ01 Leach Crk/Airport Detention Basins	1,038,738	-
F35800	GJ02 25 1/2 Road drainage Phase 1	-	369,010
F35900	GJ03 Orchard Mesa Drainage Improvements	-	44,584
F45300	Bunting Avenue Storm Drain	97,344	97,344
<b>TOTAL: STORM DRAINAGE FUND</b>		<b>\$ 1,294,687</b>	<b>\$ 1,826,041</b>
<b>Less: Labor</b>		<b>\$ (100,337)</b>	<b>\$ (104,053)</b>
<b>Total Major Capital</b>		<b>\$ 1,194,350</b>	<b>\$ 1,721,988</b>

**DDA TIF CAPITAL IMPROVEMENTS FUND #203****Downtown Development Authority**

I01800	Redevelopment	\$ 600,000	\$ -
<b>TOTAL: DDA TIF FUND</b>		<b>\$ 600,000</b>	<b>\$ -</b>

**WATER FUND #301****Public Works & Utilities Department**

F04800	Water Line Replacements	300,000	900,000
F05800	Move Kannah Cr Flowline thru Orch Mesa	2,112,000	-
F06000	Water Treatment Plant Modifications	20,000	20,000
F11800	Kannah Creek Intake Improvements	-	32,171
F19600	Residential Water Meters	48,783	-
F26600	Digital Ortho Photography	16,575	-
F43300	Somerville Supply Diversion	50,000	-
F43500	Juaniata Reservoir Enlargement	30,000	120,000
F43900	Water Conservation Implementation	10,000	10,000
F44100	Purdy Mesa Reservoir Hydroelectric	50,000	-
F53900	Biological Safety Cabinet	6,000	-
<b>TOTAL: WATER FUND</b>		<b>\$ 2,643,358</b>	<b>\$ 1,082,171</b>

## 2002 - 2003 Capital Projects

### TWO RIVERS CONVENTION CENTER FUND #303

#### Parks & Recreation Department

G26200	Two Rivers Kitchen Equipment	43,995	49,600
G26300	Two Rivers - Tables and Chairs	65,600	33,000
G26500	Two Rivers-Pipe and Drape	14,000	-
G26700	Two Rivers-Carpet Replacement	87,000	-
G32100	Two Rivers - Wheel Chair Lift	20,000	-
G33800	Two Rivers - China and Silver	69,700	-
G37300	TRCC - Technology Upgrades	-	30,000
<b>TOTAL: TWO RIVERS C.C.</b>		<b>\$ 300,295</b>	<b>\$ 112,600</b>

### LINCOLN PARK SWIMMING POOL FUND #3041

#### Parks & Recreation Department

G32900	Swimming Pool and Water Slide Renovati	80,000	-
G35600	LP Pool Exterior Painting	5,500	-
G35700	LP Pool Deck furniture Replacement	-	18,000
<b>TOTAL: LP SWIMMING POOL FUND</b>		<b>\$ 85,500</b>	<b>\$ 18,000</b>

### ORCHARD MESA SWIMMING POOL FUND #3042

#### Parks & Recreation Department

G36200	OM Pool Ramp	6,500	-
<b>TOTAL: OM SWIMMING POOL FUND</b>		<b>\$ 6,500</b>	<b>\$ -</b>

### LINCOLN PARK GOLF COURSE FUND #305

#### Parks & Recreation Department

G02000	Cart Paths	-	1,000
G34200	Course Improvements	2,000	2,000
<b>TOTAL: LINCOLN PARK GOLF</b>		<b>\$ 2,000</b>	<b>\$ 3,000</b>

### TIARA RADO GOLF COURSE FUND #306

#### Parks & Recreation Department

G20000	Tee Improvements - Tiara Rado	3,500	3,500
G21300	Bunkers - Tiara Rado	-	1,400
G32700	Cart Paths - TR Golf Course	3,500	3,300
G34200	Course Improvements	9,000	8,000
G34300	Maintenance Building Design	20,000	-
G34500	Rough Mower	40,000	-
G36000	Sewer	5,600	-
G37700	Air Conditioning - Pro Shop	6,600	-
G37800	Carpet for Tiara Rado Golf Pro Shop	6,400	-
G37900	Video Surveillance	5,200	-
<b>TOTAL: TIARA RADO GOLF</b>		<b>\$ 99,800</b>	<b>\$ 16,200</b>

### Cemeteries Fund #307

#### Parks & Recreation Department

G08100	Columbarium Purchase and Landscaping	-	27,000
<b>TOTAL: Cemeteries</b>		<b>\$ -</b>	<b>\$ 27,000</b>

### PARKING FUND #308

#### Public Works & Utilities Department

F16000	Parking Lot Improvement	8,600	9,000
F26300	Bus Depot Purchase	-	400,000
<b>TOTAL: PARKING FUND</b>		<b>\$ 8,600</b>	<b>\$ 409,000</b>

## 2002 - 2003 Capital Projects

### EQUIPMENT FUND #402

#### Public Works & Utilities Department

F15000	Vehicle Replacement	984,734	1,569,406
F49700	Major Equipment Replacement	12,000	48,000
F49800	Fleet Repair Equipment	9,985	6,500
<b>TOTAL: EQUIPMENT FUND</b>		<b>\$ 1,006,719</b>	<b>\$ 1,623,906</b>

### COMMUNICATION CENTER FUND #405

#### Police Department

D01900	Comm Center Radio Replacement	675,000	1,123,643
D04400	Logging Recorder	100,000	-
D07000	Comm Center Improvements	15,000	-
<b>TOTAL: COMM. CENTER FUND</b>		<b>\$ 790,000</b>	<b>\$ 1,123,643</b>

### JOINT SEWER FUND #900

#### Public Works & Utilities Department

F53400	Glassware washer / cleaning system	-	6,800
F09800	Trunk Sewer Line Extensions	586,000	-
F06400	Plant Backbone Improvements	446,924	243,375
F10100	Interceptor Repair and Replace	305,941	197,390
F27100	Flow Monitoring Stations	144,126	187,267
F27200	Sewer Treatment Plant Expansion Study	-	78,956
F29900	Microwave Digestion System	-	12,800
F30000	Flow Injection Analysis	45,000	-
F35600	DT01/02 8th Street Storm Drain Outfall	156,131	1,759,636
F36100	DT04 South Ave Misc Drainage Improv.	-	14,769
F36200	DT06 Struthers Combined Sewer Separation	8,895	175,800
F36300	DT07 W. Main Combined Sewer, Phase I	-	16,328
F36400	DT08 19th St Storm Drains	60,000	1,175,228
F47300	DT10 I-70B Storm Drain	-	17,588
F47400	DT12 13th St. Storm Drain Improvement	45,000	1,195,000
F53500	DT11 Grand Ave Storm Sewer	-	400,000
F53700	Trace metals laminar flow hood	-	6,000
F54200	Persigo Microscope System	7,700	-
F54300	Persigo WWTP Mixing Zone Analy	60,000	-
F54600	Persigo WWTP Manlift	5,700	-
F10200	Sewer Line Replacement in Collection System	85,000	166,829
F10300	Sewer Line Replacement / Alley Reconstruction	305,640	125,000
F26600	Digital Ortho Photography	44,200	-
F48200	Sewer Improvement Districts	5,163,550	424,241
<b>TOTAL: JOINT SEWER FUND</b>		<b>\$ 7,469,807</b>	<b>\$ 6,203,007</b>
<b>Less: Labor</b>		<b>\$ (283,257)</b>	<b>\$ (293,248)</b>
<b>Total Major Capital</b>		<b>\$ 7,186,550</b>	<b>\$ 5,909,759</b>

<b>TOTAL: ALL FUNDS</b>	<b>\$ 25,157,275</b>	<b>\$ 21,443,368</b>
<b>Less: Labor</b>	<b>\$ (1,127,398)</b>	<b>\$ (1,167,870)</b>
<b>Total Major Capital</b>	<b>\$ 24,029,877</b>	<b>\$ 20,275,498</b>



## 2002 - 2003 Capital Projects

### **TOTAL BY FUND**

General Fund #100	1,046,118	813,750
VCB Fund #102	5,000	-
Sales Tax CIP Fund #201	9,798,891	8,185,050
Storm Drainage Improvement Fund #202	1,294,687	1,826,041
DDA TIF Capital Improvements Fund #203	600,000	-
Water Fund #301	2,643,358	1,082,171
Two Rivers Convention Center Fund #303	300,295	112,600
Lincoln Park Swimming Pool Fund #3041	85,500	18,000
Orchard Mesa Swimming Pool Fund #3042	6,500	-
Lincoln Park Golf Course Fund #305	2,000	3,000
Tiara Rado Golf Course Fund #306	99,800	16,200
Cemeteries Fund #307	-	27,000
Parking Fund #308	8,600	409,000
Equipment Fund #402	1,006,719	1,623,906
Communication Center Fund #405	790,000	1,123,643
Joint Sewer Funds #900	7,469,807	6,203,007
<b>TOTAL: ALL FUNDS</b>	<b>\$ 25,157,275</b>	<b>\$ 21,443,368</b>

### **TOTAL BY DEPARTMENT**

Administration	44,500	10,000
Administrative Services	14,500	30,000
Community Development	-	-
Downtown Development Authority	600,000	-
Police	1,232,628	1,243,593
Fire	659,753	1,086,400
Public Works & Utilities	20,265,387	17,883,975
Parks & Recreation	2,335,507	1,189,400
VCB	5,000	-
<b>TOTAL: ALL DEPARTMENTS</b>	<b>\$ 25,157,275</b>	<b>\$ 21,443,368</b>



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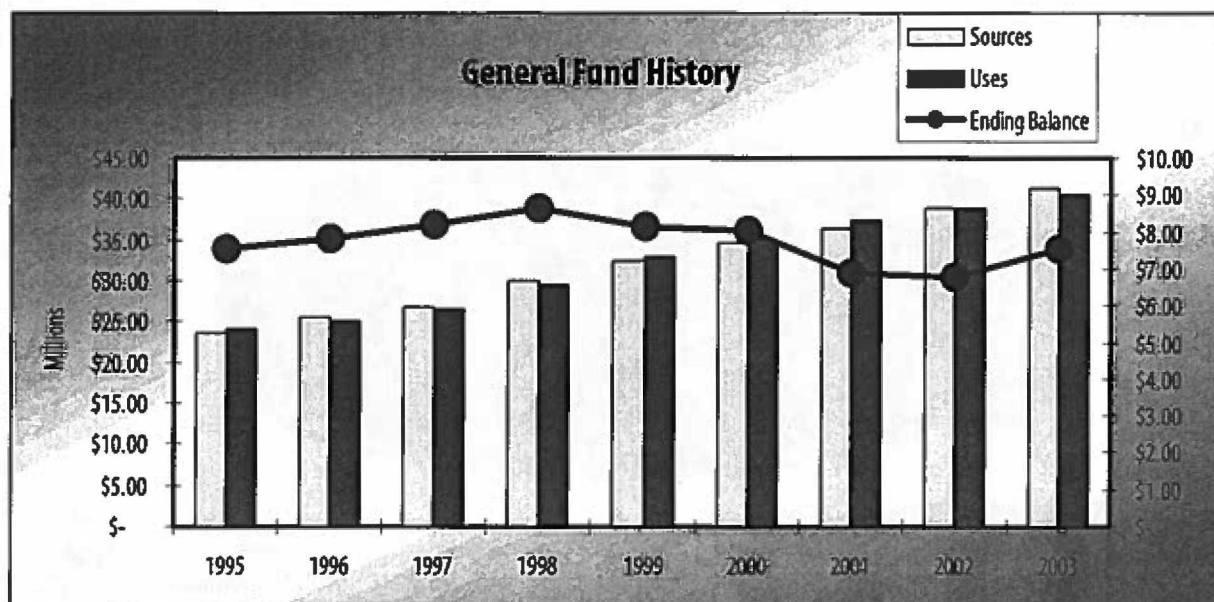
## GENERAL FUND

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***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.***

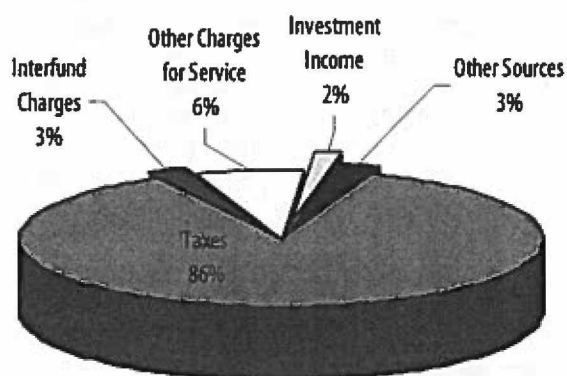




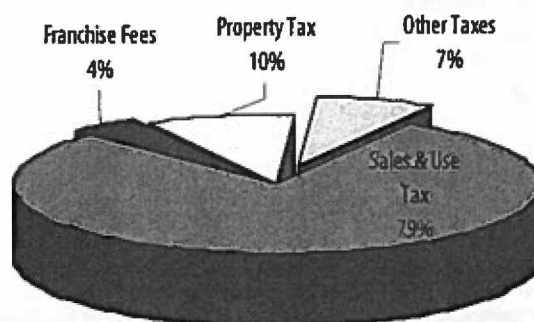
The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund revenue includes collections from the 2.0% portion of the City's 2.75% Sales and Use Tax rate, Property Taxes, Charges 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.

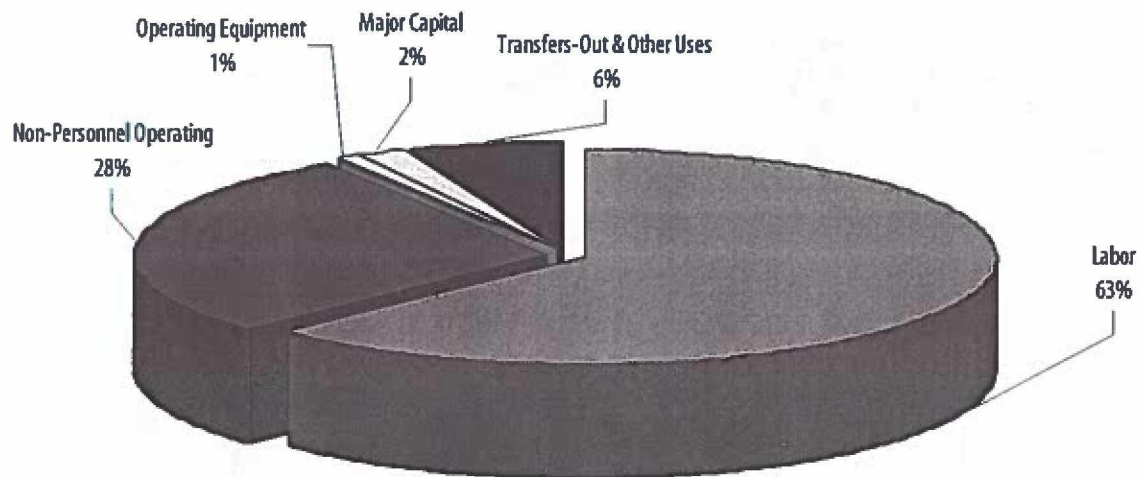
On an annual basis, General Fund revenues are sufficient to cover General Fund expenditures. The net use of funds is a result of transfers-out to other funds. The General Fund provides annual operating subsidies to the Two Rivers Convention Center, Swimming Pool, and Cemetery funds. The most significant 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.

SOURCES BY TYPE	2001	2002	2003	% of Total
Taxes	\$ 31,458,659	\$ 33,810,819	\$ 35,878,457	86%
Interfund Charges	923,000	958,000	973,000	3%
Other Charges for Service	2,398,852	2,550,419	2,937,520	6%
Investment Income	614,000	463,000	538,000	2%
Other Sources	948,857	964,322	1,047,602	3%
<b>Total Sources</b>	<b>\$ 36,343,368</b>	<b>\$ 38,746,560</b>	<b>\$ 41,374,579</b>	<b>100%</b>

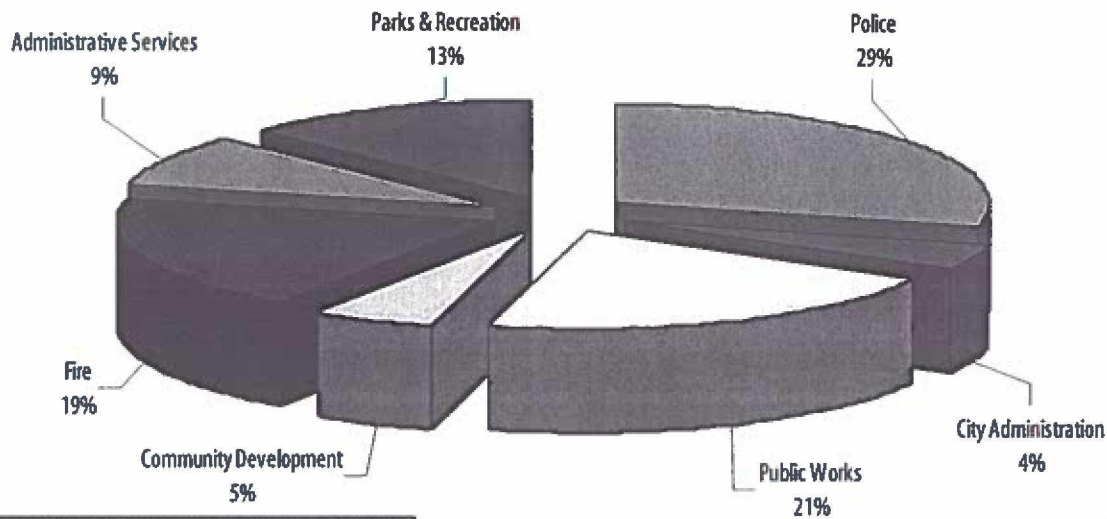


TAXES BY TYPE	2001	2002	2003	% of Total
Sales & Use Tax	\$ 24,891,982	\$ 26,318,617	\$ 28,107,543	79%
Franchise Fees	1,408,000	1,440,500	1,473,000	4%
Property Tax	2,878,678	3,716,702	3,907,913	10%
Other Taxes	2,279,999	2,335,000	2,390,001	7%
<b>Total Taxes</b>	<b>\$ 31,458,659</b>	<b>\$ 33,810,819</b>	<b>\$ 35,878,457</b>	<b>100%</b>





GENERAL FUND BUDGET BY CATEGORY				% Of Total
	2001	2002	2003	
Labor	\$ 22,740,277	\$ 24,308,412	\$ 26,469,234	63%
Non-Personnel Operating	\$ 10,888,569	\$ 10,872,326	\$ 11,235,090	28%
Operating Equipment	\$ 310,818	\$ 294,034	\$ 214,317	1%
Subtotal: Operating	\$ 33,939,664	\$ 35,474,772	\$ 37,918,641	92%
Major Capital	506,048	1,046,118	813,750	2%
<b>Total Departmental</b>	<b>\$ 34,445,712</b>	<b>\$ 36,520,890</b>	<b>\$ 38,732,391</b>	<b>94%</b>
Transfers-Out & Other Uses	3,050,012	2,286,264	1,877,874	6%
<b>TOTAL USES</b>	<b>\$ 37,495,724</b>	<b>\$ 38,807,154</b>	<b>\$ 40,610,265</b>	<b>100%</b>



GENERAL FUND OPERATING BUDGET BY DEPARTMENT				% Of Total
	2001	2002	2003	
City Administration	\$ 1,570,352	\$ 1,523,353	\$ 1,611,228	4%
Administrative Services	\$ 2,921,859	\$ 3,060,741	\$ 3,388,640	9%
Community Development	\$ 1,875,607	\$ 1,912,218	\$ 2,013,767	5%
Police	\$ 9,731,320	\$ 10,433,358	\$ 10,939,171	29%
Fire	\$ 6,447,816	\$ 6,559,393	\$ 7,553,744	19%
Public Works	\$ 7,071,607	\$ 7,478,678	\$ 7,658,647	21%
Parks & Recreation	\$ 4,323,521	\$ 4,507,031	\$ 4,753,444	13%
<b>Total Departmental Operating</b>	<b>\$ 33,939,664</b>	<b>\$ 35,474,772</b>	<b>\$ 37,918,641</b>	<b>100%</b>
Major Capital	\$ 506,048	\$ 1,046,118	\$ 813,750	
Transfers & Other Uses	\$ 3,050,012	\$ 2,286,264	\$ 1,877,874	
<b>TOTAL USES</b>	<b>\$ 37,495,724</b>	<b>\$ 38,807,154</b>	<b>\$ 40,610,265</b>	

# Department Historical Summary

ADMINISTRATION CITY COUNCIL	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 19,536	\$ 18,923	\$ 18,531	\$ 17,508	\$ 24,787	\$ 30,432	\$ 44,650	\$ 48,512	\$ 52,217
Non-Personnel Operating	320,635	210,997	310,242	285,870	810,021	467,474	636,794	583,880	605,033
<b>Total Operating</b>	<b>\$ 340,171</b>	<b>\$ 229,920</b>	<b>\$ 328,773</b>	<b>\$ 303,378</b>	<b>\$ 834,808</b>	<b>\$ 497,906</b>	<b>\$ 681,444</b>	<b>\$ 632,692</b>	<b>\$ 657,250</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	-3.1%	-2.1%	-5.5%	41.6%	22.8%	46.7%	8.6%	7.6%	14.6%
Non-Personnel Operating	-34.2%	47.0%	-7.9%	183.4%	-42.3%	36.2%	-8.3%	3.6%	22.2%
<b>Total Operating Change</b>	<b>-32.4%</b>	<b>43.0%</b>	<b>-7.7%</b>	<b>179.2%</b>	<b>-40.3%</b>	<b>36.9%</b>	<b>-7.2%</b>	<b>3.9%</b>	<b>21.4%</b>

ADMINISTRATION CITY MANAGER & LEGAL	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 433,085	\$ 504,752	\$ 528,889	\$ 547,481	\$ 651,392	\$ 686,663	\$ 685,269	\$ 710,802	\$ 775,135
Non-Personnel Operating	63,203	90,161	87,665	102,697	117,977	121,714	203,639	180,160	178,843
<b>Total Operating</b>	<b>\$ 496,288</b>	<b>\$ 594,914</b>	<b>\$ 616,554</b>	<b>\$ 650,178</b>	<b>\$ 769,369</b>	<b>\$ 808,377</b>	<b>\$ 888,908</b>	<b>\$ 890,962</b>	<b>\$ 953,978</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	16.5%	4.8%	3.5%	19.0%	5.4%	-0.2%	3.7%	9.1%	7.7%
Non-Personnel Operating	42.7%	-2.8%	17.1%	14.9%	3.2%	67.3%	-11.5%	-0.7%	16.3%
<b>Total Operating Change</b>	<b>19.9%</b>	<b>8.6%</b>	<b>5.6%</b>	<b>18.8%</b>	<b>6.1%</b>	<b>10.0%</b>	<b>0.2%</b>	<b>7.1%</b>	<b>8.7%</b>

GENERAL FUND ADMIN SERVICES	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 1,063,137	\$ 1,131,576	\$ 1,172,010	\$ 1,314,402	\$ 1,414,623	\$ 1,578,636	\$ 1,775,106	\$ 1,884,864	\$ 2,204,245
Non-Personnel Operating	757,878	812,293	882,697	962,664	1,013,655	1,187,459	1,146,753	1,175,877	1,184,395
<b>Total Operating</b>	<b>\$ 1,821,015</b>	<b>\$ 1,943,869</b>	<b>\$ 2,054,707</b>	<b>\$ 2,277,066</b>	<b>\$ 2,428,278</b>	<b>\$ 2,766,095</b>	<b>\$ 2,921,859</b>	<b>\$ 3,060,741</b>	<b>\$ 3,388,640</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	6.4%	3.6%	12.1%	7.6%	11.6%	12.4%	6.2%	16.9%	9.6%
Non-Personnel Operating	7.2%	8.7%	9.1%	5.3%	17.1%	-3.4%	2.5%	0.7%	5.9%
<b>Total Operating Change</b>	<b>6.7%</b>	<b>5.7%</b>	<b>10.8%</b>	<b>6.6%</b>	<b>13.9%</b>	<b>-0.6%</b>	<b>4.8%</b>	<b>10.7%</b>	<b>8.1%</b>



# Department Historical Summary

GENERAL FUND COMM DEVELOPMENT	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 695,441	\$ 745,617	\$ 782,017	\$ 925,374	\$ 1,137,087	\$ 1,173,430	\$ 1,396,766	\$ 1,435,302	\$ 1,488,547
Non-Personnel Operating	377,086	337,004	245,634	287,039	330,735	401,567	478,841	476,916	525,220
<b>Total Operating</b>	<b>\$ 1,072,527</b>	<b>\$ 1,082,621</b>	<b>\$ 1,027,651</b>	<b>\$ 1,212,413</b>	<b>\$ 1,467,822</b>	<b>\$ 1,574,997</b>	<b>\$ 1,875,607</b>	<b>\$ 1,912,218</b>	<b>\$ 2,013,767</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	7.2%	4.9%	18.3%	22.9%	3.2%	19.0%	2.8%	3.7%	10.3%
Non-Personnel Operating	-10.6%	-27.1%	16.9%	15.2%	21.4%	19.2%	-0.4%	10.1%	5.6%
<b>Total Operating Change</b>	<b>0.9%</b>	<b>-5.1%</b>	<b>18.0%</b>	<b>21.1%</b>	<b>7.3%</b>	<b>19.1%</b>	<b>2.0%</b>	<b>5.3%</b>	<b>8.6%</b>

GENERAL FUND POLICE	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 4,947,738	\$ 5,263,540	\$ 5,589,008	\$ 5,946,183	\$ 6,413,731	\$ 6,675,244	\$ 7,266,226	\$ 7,824,113	\$ 8,236,439
Non-Personnel Operating	1,491,949	1,646,549	1,766,507	1,993,208	2,114,964	2,216,909	2,465,094	2,609,245	2,702,732
<b>Total Operating</b>	<b>\$ 6,439,687</b>	<b>\$ 6,910,089</b>	<b>\$ 7,355,515</b>	<b>\$ 7,939,391</b>	<b>\$ 8,528,695</b>	<b>\$ 8,892,153</b>	<b>\$ 9,731,320</b>	<b>\$ 10,433,358</b>	<b>\$ 10,939,171</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	6.4%	6.2%	6.4%	7.9%	4.1%	8.9%	7.7%	5.3%	6.6%
Non-Personnel Operating	10.4%	7.3%	12.8%	6.1%	4.8%	11.2%	5.8%	3.6%	7.8%
<b>Total Operating Change</b>	<b>7.9%</b>	<b>6.4%</b>	<b>7.3%</b>	<b>7.4%</b>	<b>4.3%</b>	<b>9.4%</b>	<b>7.2%</b>	<b>4.8%</b>	<b>6.9%</b>

GENERAL FUND FIRE	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 3,772,395	\$ 3,919,371	\$ 4,065,852	\$ 4,338,961	\$ 4,698,115	\$ 4,774,024	\$ 5,031,465	\$ 5,293,099	\$ 6,214,986
Non-Personnel Operating	616,554	767,226	762,439	849,322	891,566	1,063,104	1,416,351	1,266,294	1,338,758
<b>Total Operating</b>	<b>\$ 4,388,949</b>	<b>\$ 4,686,597</b>	<b>\$ 4,828,291</b>	<b>\$ 5,188,283</b>	<b>\$ 5,589,681</b>	<b>\$ 5,837,128</b>	<b>\$ 6,447,816</b>	<b>\$ 6,559,393</b>	<b>\$ 7,553,744</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	3.9%	3.7%	6.7%	8.3%	1.6%	5.4%	5.2%	17.4%	6.5%
Non-Personnel Operating	24.4%	-0.6%	11.4%	5.0%	19.2%	33.2%	-10.6%	5.7%	11.0%
<b>Total Operating Change</b>	<b>6.8%</b>	<b>3.0%</b>	<b>7.5%</b>	<b>7.7%</b>	<b>4.4%</b>	<b>10.5%</b>	<b>1.7%</b>	<b>15.2%</b>	<b>7.1%</b>



# Department Historical Summary

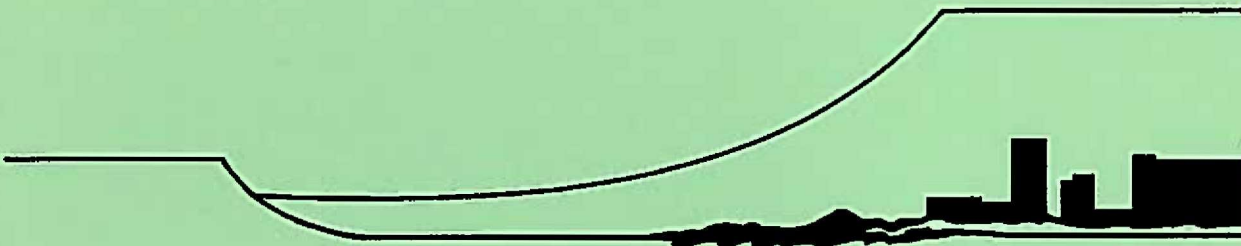
GENERAL FUND PUBLIC WORKS	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 2,279,351	\$ 2,518,057	\$ 2,619,546	\$ 2,689,492	\$ 3,079,611	\$ 3,541,904	\$ 3,763,172	\$ 4,163,787	\$ 4,316,644
Non-Personnel Operating	2,079,060	2,318,733	2,488,018	2,731,538	3,150,263	3,301,530	3,308,435	3,314,891	3,342,003
<b>Total Operating</b>	<b>\$ 4,358,411</b>	<b>\$ 4,836,790</b>	<b>\$ 5,107,564</b>	<b>\$ 5,421,030</b>	<b>\$ 6,229,874</b>	<b>\$ 6,843,434</b>	<b>\$ 7,071,607</b>	<b>\$ 7,478,678</b>	<b>\$ 7,658,647</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	10.5%	4.0%	2.7%	14.5%	15.0%	6.2%	10.6%	3.7%	8.4%
Non-Personnel Operating	11.5%	7.3%	9.8%	15.3%	4.8%	0.2%	0.2%	0.8%	6.2%
<b>Total Operating Change</b>	<b>11.0%</b>	<b>9.6%</b>	<b>8.1%</b>	<b>14.9%</b>	<b>9.8%</b>	<b>3.3%</b>	<b>5.8%</b>	<b>2.3%</b>	<b>7.4%</b>

GENERAL FUND PARKS & REC	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 1,519,464	\$ 1,632,336	\$ 1,917,228	\$ 2,233,573	\$ 2,523,847	\$ 2,608,631	\$ 2,777,623	\$ 2,947,934	\$ 3,181,021
Non-Personnel Operating	885,880	982,052	1,038,988	1,258,882	1,344,497	1,466,716	1,545,898	1,559,097	1,572,423
<b>Total Operating</b>	<b>\$ 2,405,344</b>	<b>\$ 2,614,388</b>	<b>\$ 2,956,216</b>	<b>\$ 3,492,455</b>	<b>\$ 3,868,344</b>	<b>\$ 4,075,347</b>	<b>\$ 4,323,521</b>	<b>\$ 4,507,031</b>	<b>\$ 4,753,444</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	7.4%	17.5%	16.5%	13.0%	3.4%	6.5%	6.1%	7.9%	9.8%
Non-Personnel Operating	10.9%	5.8%	21.2%	6.8%	9.1%	5.4%	0.9%	0.9%	7.6%
<b>Total Operating Change</b>	<b>8.7%</b>	<b>13.1%</b>	<b>18.1%</b>	<b>10.8%</b>	<b>5.4%</b>	<b>6.1%</b>	<b>4.2%</b>	<b>5.5%</b>	<b>9.0%</b>

GENERAL FUND ALL DEPARTMENTS	1995	1996	1997	1998	1999	2000	Rev 2001	Budget 2002	Budget 2003
Labor	\$ 14,730,147	\$ 15,734,173	\$ 16,693,082	\$ 18,012,975	\$ 19,943,193	\$ 21,068,962	\$ 22,740,277	\$ 24,308,413	\$ 26,469,234
Non-Personnel Operating	6,592,244	\$ 7,165,016	\$ 7,582,191	\$ 8,471,221	\$ 9,773,679	\$ 10,226,473	\$ 11,199,387	\$ 11,166,360	\$ 11,449,407
<b>Total Operating</b>	<b>\$ 21,322,391</b>	<b>\$ 22,899,189</b>	<b>\$ 24,275,273</b>	<b>\$ 26,484,196</b>	<b>\$ 29,716,872</b>	<b>\$ 31,295,435</b>	<b>\$ 33,939,664</b>	<b>\$ 35,474,773</b>	<b>\$ 37,918,641</b>
<b>Percentage Change</b>	<b>1995-1996</b>	<b>1996-1997</b>	<b>1997-1998</b>	<b>1998-1999</b>	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	6.8%	6.1%	7.9%	10.7%	5.6%	7.9%	6.9%	8.9%	7.6%
Non-Personnel Operating	8.7%	5.8%	11.7%	15.4%	4.6%	9.5%	-0.3%	2.5%	7.2%
<b>Total Operating Change</b>	<b>7.4%</b>	<b>6.0%</b>	<b>9.1%</b>	<b>12.2%</b>	<b>5.8%</b>	<b>8.4%</b>	<b>4.5%</b>	<b>6.9%</b>	<b>7.5%</b>



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***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.***

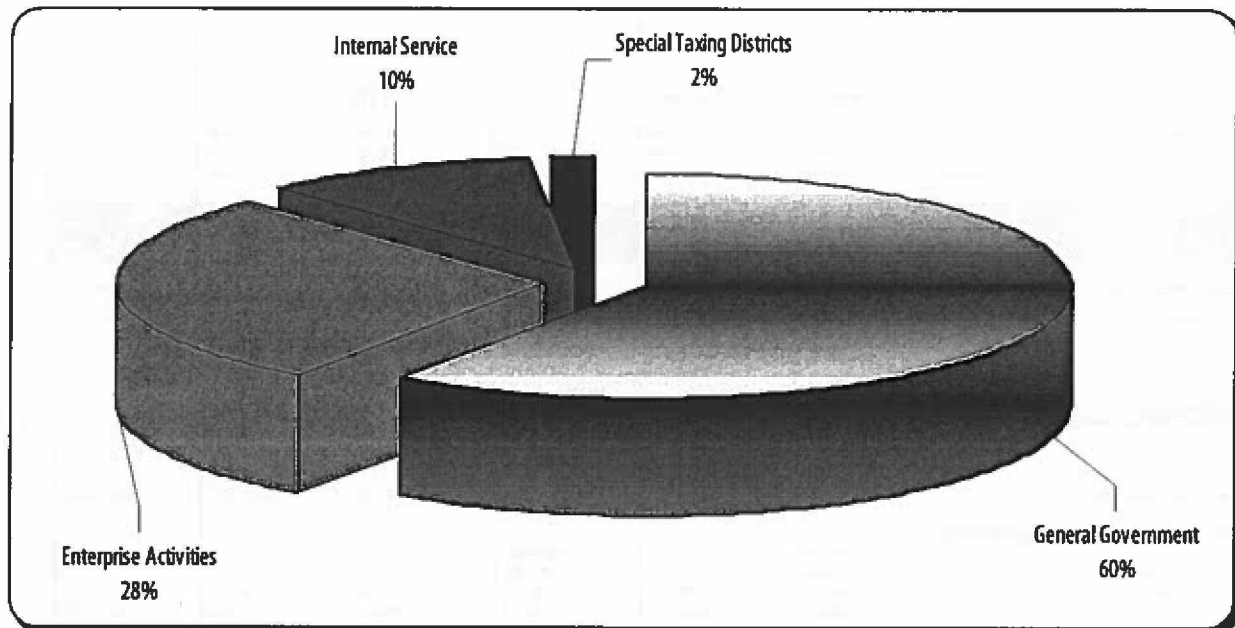
***This section is divided into four major subsections.***

- ◆ **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 and allocated to 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.

## 2002 - 2003 BUDGET BY FUND TYPE



### EXPENDITURE BUDGET

Fund Type	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
General Government	\$ 48,162,992	\$ 48,938,511	\$ 50,452,340	\$ 51,634,522
Enterprise Activities	18,054,976	24,595,059	25,392,699	22,840,105
Internal Service	6,643,713	8,099,596	8,429,579	9,460,609
Special Taxing Districts	2,056,113	1,431,266	1,725,997	1,153,898
<b>TOTAL</b>	<b>\$ 74,917,794</b>	<b>\$ 83,064,432</b>	<b>\$ 86,000,615</b>	<b>\$ 85,089,134</b>



2000 ACTUAL								Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total		
Beginning Funds Available	\$ 15,030,955	\$ 14,928,795	\$ 29,939,750	\$ 10,992,057	\$ 3,315,487	\$ 44,247,694		
<b>REVENUE</b>								
Taxes	\$ 38,025,496	\$ -	\$ 38,025,496	\$ -	\$ 876,087	\$ 38,901,583		52.8%
Licenses & Permits	110,457	-	110,457	-	600	111,057		0.2%
Intergovernmental	2,382,802	100,589	2,483,391	-	99,880	2,583,271		3.5%
Charges For Services	2,797,447	14,068,997	16,866,444	1,798,740	74,646	18,739,830		25.5%
Interfund Charges	912,546	513,501	1,426,047	6,105,523	-	7,531,570		10.2%
Interest & Investments	1,020,768	987,531	2,008,299	864,202	211,006	3,083,507		4.2%
Other Revenue	1,052,086	263,753	1,315,839	16,591	71,117	1,403,547		1.8%
Total Operating Revenue	46,301,602	15,934,371	62,235,973	8,785,056	1,333,336	72,354,365		98.3%
Capital Proceeds	-	833,297	833,297	433,120	3,000	1,269,417		1.7%
<b>TOTAL REVENUE</b>	<b>\$ 46,301,602</b>	<b>\$ 16,767,668</b>	<b>\$ 63,069,270</b>	<b>\$ 9,218,176</b>	<b>\$ 1,336,336</b>	<b>\$ 73,623,782</b>		<b>100.0%</b>
<b>EXPENDITURES</b>								
Labor	\$ 22,164,337	\$ 6,305,808	\$ 28,470,145	\$ 2,631,008	\$ 255,923	\$ 31,357,076		41.9%
Non-Personnel Operating	11,705,866	5,972,445	17,678,311	2,318,758	226,133	20,223,202		27.0%
Debt Service	625,416	1,244,602	1,870,018	-	857,194	2,727,212		3.6%
Operating Equipment	311,651	127,971	439,622	156,137	10,851	606,610		0.8%
Total Operating Expense	34,807,271	13,650,826	48,458,097	5,105,903	1,350,101	54,914,100		73.3%
Major Capital	13,355,722	4,404,150	17,759,872	1,537,810	706,012	20,003,694		26.7%
Other Uses	-	-	-	-	-	-		0.0%
-Contingency	-	-	-	-	-	-		0.0%
-Estimated Budget Savings	-	-	-	-	-	-		0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 48,162,992</b>	<b>\$ 18,054,976</b>	<b>\$ 66,217,968</b>	<b>\$ 6,643,713</b>	<b>\$ 2,056,113</b>	<b>\$ 74,917,794</b>		<b>100.0%</b>
Transfers-In From Other Funds	5,033,317	737,803	5,771,120	325,120	722,388	6,818,628		
Transfers-Out To Other Funds	5,469,236	214,691	5,683,927	308,120	826,580	6,818,627		
Net Transfers	\$ (435,920)	\$ 523,112	\$ 87,192	\$ 17,000	\$ (104,192)	\$ 0		
<b>TOTAL SOURCES</b>	<b>\$ 51,334,919</b>	<b>\$ 17,585,473</b>	<b>\$ 68,920,390</b>	<b>\$ 9,543,296</b>	<b>\$ 2,056,774</b>	<b>\$ 80,442,410</b>		
<b>TOTAL USES</b>	<b>\$ 53,632,229</b>	<b>\$ 18,269,647</b>	<b>\$ 71,901,876</b>	<b>\$ 6,961,813</b>	<b>\$ 2,062,493</b>	<b>\$ 81,736,422</b>		
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (2,297,310)</b>	<b>\$ (784,174)</b>	<b>\$ (3,081,486)</b>	<b>\$ (2,591,463)</b>	<b>\$ (823,969)</b>	<b>\$ (1,294,012)</b>		
ENDING FUNDS AVAILABLE	\$ 12,713,644	\$ 14,164,599	\$ 26,878,243	\$ 13,583,520	\$ 2,491,918	\$ 42,953,682		

2001 REVISED								Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total		
Beginning Funds Available	\$ 12,713,644	\$ 14,164,599	\$ 26,878,243	\$ 13,583,520	\$ 2,491,918	\$ 42,953,682		
<b>REVENUE</b>								
Taxes	\$ 40,345,679	\$ -	\$ 40,345,679	\$ -	\$ 893,300	\$ 41,238,979		53.1%
Licenses & Permits	101,062	-	101,062	-	475	101,537		0.1%
Intergovernmental	3,077,574	857,432	3,935,006	34,200	60,000	4,029,206		5.2%
Charges For Services	2,721,757	14,038,710	16,760,467	1,860,430	90,880	18,711,777		24.1%
Interfund Charges	923,000	521,014	1,444,014	6,517,093	-	7,961,107		10.3%
Interest & Investments	886,816	816,000	1,702,816	888,000	128,000	2,718,816		3.5%
Other Revenue	1,006,578	610,830	1,617,408	21,284	163,022	1,801,714		2.3%
Total Operating Revenue	49,062,466	16,843,986	65,906,452	9,321,007	1,335,677	76,563,136		98.6%
Capital Proceeds	-	1,044,905	1,044,905	57,267	-	1,102,172		1.4%
<b>TOTAL REVENUE</b>	<b>\$ 49,062,466</b>	<b>\$ 17,888,891</b>	<b>\$ 66,951,357</b>	<b>\$ 9,378,274</b>	<b>\$ 1,335,677</b>	<b>\$ 77,665,308</b>		<b>100.0%</b>
<b>EXPENDITURES</b>								
Labor	\$ 24,022,264	\$ 6,773,977	\$ 30,796,241	\$ 2,950,157	\$ 297,551	\$ 34,043,949		41.0%
Non-Personnel Operating	13,160,155	5,995,774	19,155,929	2,671,257	120,553	21,947,739		26.4%
Debt Service	354,778	1,211,639	1,566,417	-	881,512	2,447,929		2.9%
Operating Equipment	329,718	214,860	544,578	420,820	8,000	973,398		1.2%
Total Operating Expense	37,866,915	14,196,250	52,063,165	6,042,234	1,307,616	59,413,015		71.5%
Major Capital	11,468,204	10,398,809	21,867,013	2,057,362	123,650	24,048,025		29.0%
Other Uses	-	-	-	-	-	-		0.0%
-Contingency	93,392	-	93,392	-	-	93,392		0.1%
-Estimated Budget Savings	(490,000)	-	(490,000)	-	-	(490,000)		-0.6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 48,938,511</b>	<b>\$ 24,595,059</b>	<b>\$ 73,533,570</b>	<b>\$ 8,099,596</b>	<b>\$ 1,431,266</b>	<b>\$ 83,064,432</b>		<b>100.0%</b>
Transfers-In From Other Funds	5,445,128	5,240,524	10,685,652	886,969	774,980	12,347,601		
Transfers-Out To Other Funds	9,745,244	264,408	10,009,652	886,969	1,450,980	12,347,601		
Net Transfers	\$ (4,300,116)	\$ 4,976,116	\$ 676,000	\$ -	\$ (676,000)	\$ -		
<b>TOTAL SOURCES</b>	<b>\$ 54,507,394</b>	<b>\$ 23,129,415</b>	<b>\$ 77,637,009</b>	<b>\$ 10,268,243</b>	<b>\$ 2,110,657</b>	<b>\$ 90,012,909</b>		
<b>TOTAL USES</b>	<b>\$ 58,483,755</b>	<b>\$ 24,859,467</b>	<b>\$ 83,343,222</b>	<b>\$ 8,986,565</b>	<b>\$ 2,882,246</b>	<b>\$ 95,412,033</b>		
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (4,176,160)</b>	<b>\$ (1,730,052)</b>	<b>\$ (5,906,212)</b>	<b>\$ (1,278,678)</b>	<b>\$ (771,589)</b>	<b>\$ (5,399,123)</b>		
ENDING FUNDS AVAILABLE	\$ 8,537,484	\$ 12,434,547	\$ 20,972,031	\$ 14,862,198	\$ 1,720,329	\$ 37,554,559		

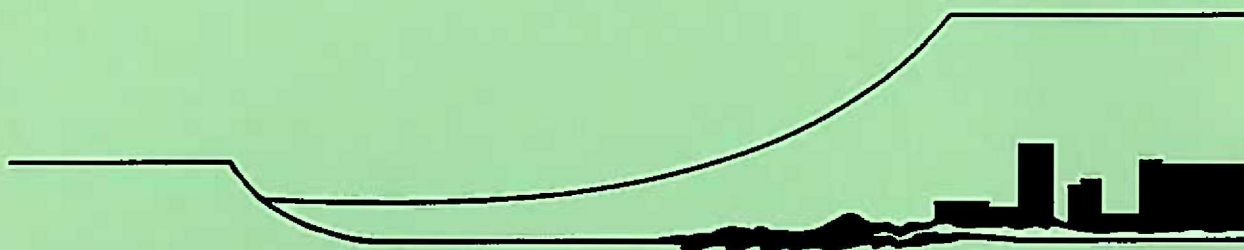
2002 BUDGET							Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	
Beginning Funds Available	\$ 8,537,484	\$ 12,434,547	\$ 20,972,031	\$ 14,862,198	\$ 1,720,329	\$ 37,554,559	
<b>REVENUE</b>							
Taxes	\$ 43,195,202	\$ -	\$ 43,195,202	\$ -	\$ 929,300	\$ 44,124,502	50.8%
Licenses & Permits	101,872	-	101,872	-	800	102,672	0.1%
Intergovernmental	2,422,021	94,604	2,516,625	-	-	2,516,625	2.9%
Charges For Services	2,863,023	15,083,157	17,946,180	2,013,737	59,000	20,018,917	23.0%
Interfund Charges	958,000	526,000	1,484,000	6,397,257	-	7,881,257	9.1%
Interest & Investments	564,816	817,000	1,381,816	906,000	95,000	2,382,816	2.7%
Other Revenue	971,520	1,575,614	2,547,134	18,675	57,829	2,623,638	3.0%
Total Operating Revenue	51,076,454	18,096,375	69,172,829	9,335,669	1,141,929	79,650,427	91.7%
Capital Proceeds	-	6,575,681	6,575,681	54,140	600,000	7,229,821	8.3%
<b>TOTAL REVENUE</b>	<b>\$ 51,076,454</b>	<b>\$ 24,672,056</b>	<b>\$ 75,748,510</b>	<b>\$ 9,389,809</b>	<b>\$ 1,741,929</b>	<b>\$ 86,880,248</b>	<b>100.0%</b>
<b>EXPENDITURES</b>							
Labor	\$ 25,612,350	\$ 7,544,597	\$ 33,156,947	\$ 3,288,697	\$ 175,000	\$ 36,620,644	42.6%
Non-Personnel Operating	12,544,532	6,224,835	18,769,367	2,888,615	55,000	21,712,982	25.2%
Debt Service	359,119	1,193,558	1,552,677	-	895,997	2,448,674	2.8%
Operating Equipment	305,784	97,106	402,890	455,548	-	858,438	1.0%
Total Operating Expense	38,821,785	15,060,096	53,881,881	6,632,860	1,125,997	61,640,738	71.7%
Major Capital	11,300,555	10,332,603	21,633,158	1,796,719	600,000	24,029,877	27.9%
Other Uses							
-Contingency	715,000	-	715,000	-	-	715,000	0.8%
-Estimated Budget Savings	(385,000)	-	(385,000)	-	-	(385,000)	-0.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 50,452,340</b>	<b>\$ 25,392,699</b>	<b>\$ 75,845,039</b>	<b>\$ 8,429,579</b>	<b>\$ 1,725,997</b>	<b>\$ 86,000,615</b>	<b>100.0%</b>
Transfers-In From Other Funds	3,970,236	1,011,717	4,981,953	1,085,885	736,255	6,804,093	
Transfers-Out To Other Funds	4,900,545	239,408	5,139,953	1,085,885	578,255	6,804,093	
Net Transfers	\$ (930,309)	\$ 772,309	\$ (158,000)	\$ -	\$ 158,000	\$ -	
<b>TOTAL SOURCES</b>	<b>\$ 55,046,690</b>	<b>\$ 25,463,779</b>	<b>\$ 80,510,469</b>	<b>\$ 10,475,694</b>	<b>\$ 2,478,184</b>	<b>\$ 93,684,541</b>	
<b>TOTAL USES</b>	<b>\$ 55,352,885</b>	<b>\$ 25,632,107</b>	<b>\$ 80,984,992</b>	<b>\$ 9,515,464</b>	<b>\$ 2,384,252</b>	<b>\$ 92,804,708</b>	
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (306,195)</b>	<b>\$ 831,672</b>	<b>\$ 525,477</b>	<b>\$ 960,230</b>	<b>\$ 1,093,932</b>	<b>\$ 879,833</b>	
ENDING FUNDS AVAILABLE	\$ 8,231,289	\$ 12,486,213	\$ 20,717,502	\$ 15,822,428	\$ 1,894,261	\$ 38,434,192	

2003 BUDGET							Percent Of Total
	General Government	Enterprise Activities	Total Municipal Services	Internal Service Operations	Special Districts	Total	
Beginning Funds Available	\$ 8,231,289	\$ 12,486,213	\$ 20,717,502	\$ 15,822,428	\$ 1,894,261	\$ 38,434,192	
<b>REVENUE</b>							
Taxes	\$ 45,886,913	\$ -	\$ 45,886,913	\$ -	\$ 966,300	\$ 46,853,213	51.8%
Licenses & Permits	102,602	-	102,602	-	800	103,402	0.1%
Intergovernmental	2,294,646	498,547	2,793,193	-	-	2,793,193	3.1%
Charges For Services	3,249,760	15,523,999	18,773,759	2,100,261	57,000	20,931,020	23.1%
Interfund Charges	973,000	530,000	1,503,000	6,582,727	-	8,085,727	8.9%
Interest & Investments	634,316	824,000	1,458,316	1,009,000	91,000	2,558,316	2.8%
Other Revenue	974,093	1,349,303	2,323,396	18,874	13,950	2,356,220	2.6%
Total Operating Revenue	54,115,330	18,725,849	72,841,179	9,710,862	1,129,050	83,681,091	92.5%
Capital Proceeds	225,000	6,532,003	6,757,003	54,265	-	6,811,268	7.5%
<b>TOTAL REVENUE</b>	<b>\$ 54,340,330</b>	<b>\$ 25,257,852</b>	<b>\$ 79,598,182</b>	<b>\$ 9,765,127</b>	<b>\$ 1,129,050</b>	<b>\$ 90,492,359</b>	<b>100.0%</b>
<b>EXPENDITURES</b>							
Labor	\$ 27,820,153	\$ 7,806,036	\$ 35,626,189	\$ 3,405,861	\$ 185,050	\$ 39,217,100	46.1%
Non-Personnel Operating	12,939,374	6,346,064	19,285,438	2,973,139	55,000	22,313,577	26.2%
Debt Service	357,459	1,055,645	1,413,104	-	913,848	2,326,952	2.7%
Operating Equipment	224,317	54,630	278,947	334,060	-	613,007	0.7%
Total Operating Expense	41,341,303	15,262,375	56,603,678	6,713,060	1,153,898	64,470,636	75.8%
Major Capital	9,950,219	7,577,730	17,527,949	2,747,549	-	20,275,498	23.8%
Other Uses							
-Contingency	738,000	-	738,000	-	-	738,000	0.9%
-Estimated Budget Savings	(395,000)	-	(395,000)	-	-	(395,000)	-0.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 51,634,522</b>	<b>\$ 22,840,105</b>	<b>\$ 74,474,627</b>	<b>\$ 9,460,609</b>	<b>\$ 1,153,898</b>	<b>\$ 85,089,134</b>	<b>100.0%</b>
Transfers-In From Other Funds	4,057,200	1,100,124	5,157,324	1,436,451	801,178	7,394,953	
Transfers-Out To Other Funds	5,218,674	144,650	5,363,324	1,436,451	595,178	7,394,953	
Net Transfers	\$ (1,161,474)	\$ 955,474	\$ (206,000)	\$ -	\$ 206,000	\$ -	
<b>TOTAL SOURCES</b>	<b>\$ 58,397,530</b>	<b>\$ 26,357,976</b>	<b>\$ 84,755,506</b>	<b>\$ 11,201,578</b>	<b>\$ 1,930,228</b>	<b>\$ 97,867,312</b>	
<b>TOTAL USES</b>	<b>\$ 58,853,196</b>	<b>\$ 22,944,735</b>	<b>\$ 81,797,931</b>	<b>\$ 10,897,060</b>	<b>\$ 1,374,976</b>	<b>\$ 92,484,067</b>	
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 7,544,334</b>	<b>\$ 13,413,241</b>	<b>\$ 3,957,575</b>	<b>\$ 3,304,518</b>	<b>\$ 5,557,252</b>	<b>\$ 5,383,245</b>	
ENDING FUNDS AVAILABLE	\$ 9,775,623	\$ 15,859,434	\$ 25,635,057	\$ 16,126,946	\$ 2,075,413	\$ 49,837,417	



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## GENERAL GOVERNMENT FUNDS



- ◆ **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

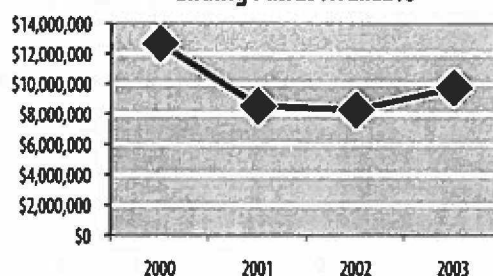
### DESCRIPTION:

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*  
*GJ Public Finance Corporation*  
*Parks Improvement Advisory Board*

Ending Funds Available



## TOTAL: GENERAL GOVERNMENT FUNDS

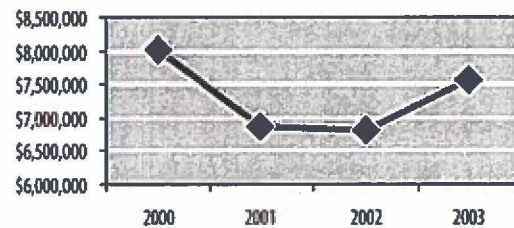
	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 15,010,955	\$ 12,713,644	\$ 8,537,484	\$ 8,231,289
<b>REVENUE</b>				
Taxes	\$ 38,025,496	\$ 40,345,679	\$ 43,195,202	\$ 45,886,913
Licenses & Permits	110,457	101,062	101,872	102,602
Intergovernmental	2,382,802	3,077,574	2,422,021	2,294,646
Charges For Services	2,797,447	2,721,757	2,863,023	3,249,760
Interfund Charges	912,546	923,000	958,000	973,000
Interest & Investments	1,020,768	886,816	564,816	634,316
Other Revenue	1,052,086	1,006,578	971,520	974,093
Total Operating Revenue	46,301,602	49,062,466	51,076,454	54,115,330
Capital Proceeds	-	-	-	225,000
<b>TOTAL REVENUE</b>	<b>\$ 46,301,602</b>	<b>\$ 49,062,466</b>	<b>\$ 51,076,454</b>	<b>\$ 54,340,330</b>
<b>EXPENDITURES</b>				
Labor	\$ 22,164,337	\$ 24,022,264	\$ 25,612,350	\$ 27,820,153
Non-Personnel Operating	11,705,866	13,160,155	12,544,532	12,939,374
Debt Service	625,416	354,778	359,119	357,459
Operating Equipment	311,651	329,718	305,784	224,317
Total Operating Expense	34,807,271	37,866,915	38,821,785	41,341,303
Major Capital	13,355,722	11,468,204	11,300,555	9,950,219
Other Uses				
-Contingency	-	93,392	715,000	738,000
-Estimated Budget Savings	-	(490,000)	(385,000)	(395,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 48,162,992</b>	<b>\$ 48,938,511</b>	<b>\$ 50,452,340</b>	<b>\$ 51,634,522</b>
Transfers-In From Other Funds	5,033,317	5,445,128	3,970,236	4,057,200
Transfers-Out To Other Funds	5,469,236	9,745,244	4,900,545	5,218,674
Net Transfers	\$ (435,920)	\$ (4,300,116)	\$ (930,309)	\$ (1,161,474)
<b>TOTAL NEW SOURCES</b>	<b>51,334,919</b>	<b>54,507,594</b>	<b>55,046,690</b>	<b>58,397,530</b>
<b>TOTAL USES</b>	<b>53,632,229</b>	<b>58,683,755</b>	<b>55,352,885</b>	<b>56,853,196</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (2,297,310)</b>	<b>\$ (4,176,160)</b>	<b>\$ (306,195)</b>	<b>\$ 1,544,334</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 12,713,644</b>	<b>\$ 8,537,484</b>	<b>\$ 8,231,289</b>	<b>\$ 9,775,623</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, Swimming Pool, and Cemetery 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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 8,137,744	\$ 8,012,583	\$ 6,860,228	\$ 6,799,634
<b>REVENUE</b>				
Taxes	\$ 29,781,471	\$ 31,458,660	\$ 33,810,819	\$ 35,878,457
Licenses & Permits	110,457	101,062	101,872	102,602
Intergovernmental	213,790	98,564	126,750	205,250
Charges For Services	2,353,472	2,398,852	2,550,419	2,937,520
Interfund Charges	912,546	923,000	958,000	973,000
Interest & Investments	666,904	614,000	463,000	538,000
Other Revenue	737,196	729,230	715,700	719,750
<b>Total Operating Revenue</b>	<b>34,775,836</b>	<b>36,323,368</b>	<b>38,726,560</b>	<b>41,354,579</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 34,775,836</b>	<b>\$ 36,323,368</b>	<b>\$ 38,726,560</b>	<b>\$ 41,354,579</b>
<b>EXPENDITURES</b>				
Labor	\$ 21,068,962	\$ 22,740,277	\$ 24,308,412	\$ 26,469,234
Non-Personnel Operating	9,922,895	10,888,569	10,872,326	11,235,090
Debt Service	-	-	-	-
Operating Equipment	303,579	310,818	294,034	214,317
<b>Total Operating Expense</b>	<b>31,295,436</b>	<b>33,939,664</b>	<b>35,474,772</b>	<b>37,918,641</b>
Major Capital	555,917	506,048	1,046,118	813,750
Other Uses				
-Contingency	-	93,392	715,000	738,000
-Estimated Budget Savings	-	(490,000)	(385,000)	(395,000)
<b>TOTAL EXPENDITURES</b>	<b>\$ 31,851,353</b>	<b>\$ 34,049,104</b>	<b>\$ 36,850,890</b>	<b>\$ 39,075,391</b>
Transfers-In From Other Funds	10,427	20,000	20,000	20,000
Transfers-Out To Other Funds	3,060,070	3,446,620	1,956,264	1,534,874
<b>Net Transfers</b>	<b>\$ (3,049,643)</b>	<b>\$ (3,426,620)</b>	<b>\$ (1,936,264)</b>	<b>\$ (1,514,874)</b>
<b>TOTAL NEW SOURCES</b>	<b>34,786,263</b>	<b>36,343,368</b>	<b>38,746,560</b>	<b>41,374,579</b>
<b>TOTAL USES</b>	<b>34,911,423</b>	<b>37,495,724</b>	<b>38,807,154</b>	<b>40,610,265</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (125,161)</b>	<b>\$ (1,152,355)</b>	<b>\$ (60,594)</b>	<b>\$ 764,314</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 8,012,583</b>	<b>\$ 6,860,228</b>	<b>\$ 6,799,634</b>	<b>\$ 7,563,948</b>

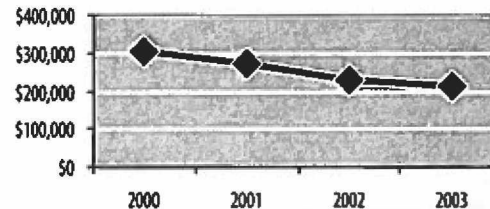
# VISITOR & CONVENTION BUREAU #102

## 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%.

Ending Funds Available



## VISITOR & CONVENTION BUREAU #102

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 294,380	\$ 306,543	\$ 269,844	\$ 228,566
<b>REVENUE</b>				
Taxes	\$ 1,072,682	\$ 1,156,400	\$ 1,221,152	\$ 1,292,128
Licenses & Permits	-	-	-	-
Intergovernmental	12,500	-	-	-
Charges For Services	23,890	17,595	11,604	11,240
Interfund Charges	-	-	-	-
Interest & Investments	15,556	19,000	17,000	16,000
Other Revenue	7,326	500	500	500
<b>Total Operating Revenue</b>	<b>1,131,954</b>	<b>1,193,495</b>	<b>1,250,256</b>	<b>1,319,868</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,131,954</b>	<b>\$ 1,193,495</b>	<b>\$ 1,250,256</b>	<b>\$ 1,319,868</b>
<b>EXPENDITURES</b>				
Labor	\$ 366,102	\$ 409,231	\$ 459,797	\$ 476,297
Non-Personnel Operating	710,370	750,882	785,181	817,259
Debt Service	29,944	29,806	29,806	29,806
Operating Equipment	8,072	18,900	11,750	10,000
<b>Total Operating Expense</b>	<b>1,114,488</b>	<b>1,208,819</b>	<b>1,286,534</b>	<b>1,333,362</b>
Major Capital	5,304	21,375	5,000	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,119,792</b>	<b>\$ 1,230,194</b>	<b>\$ 1,291,534</b>	<b>\$ 1,333,362</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>1,131,954</b>	<b>1,193,495</b>	<b>1,250,256</b>	<b>1,319,868</b>
<b>TOTAL USES</b>	<b>1,119,792</b>	<b>1,230,194</b>	<b>1,291,534</b>	<b>1,333,362</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 12,163</b>	<b>\$ (36,699)</b>	<b>\$ (41,278)</b>	<b>\$ (13,494)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 306,543</b>	<b>\$ 269,844</b>	<b>\$ 228,566</b>	<b>\$ 215,072</b>

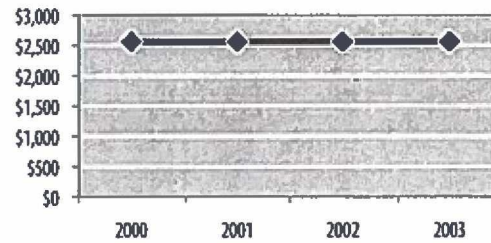


## GRANT DISTRIBUTIONS #104

## 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

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 2,554	\$ 2,554	\$ 2,554	\$ 2,554
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	255,105	400,000	400,000	400,000
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	255,105	400,000	400,000	400,000
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 255,105</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	244,678	380,000	380,000	380,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	244,678	380,000	380,000	380,000
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 244,678</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	10,427	20,000	20,000	20,000
Net Transfers	\$ (10,427)	\$ (20,000)	\$ (20,000)	\$ (20,000)
<b>TOTAL NEW SOURCES</b>	<b>255,105</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>TOTAL USES</b>	<b>255,105</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 2,554</b>	<b>\$ 2,554</b>	<b>\$ 2,554</b>	<b>\$ 2,554</b>



# **PARKLAND EXPANSION #105**

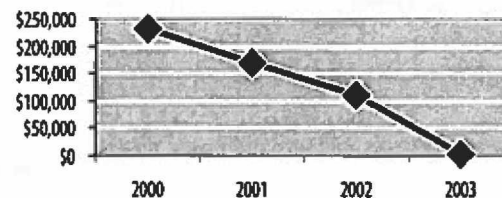
## **DESCRIPTION:**

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 GJ Public Finance Corporation to pay debt service on the certificates of participation that were issued when the City purchased the "Matchett Property" for future park development.

**Ending Funds Available**



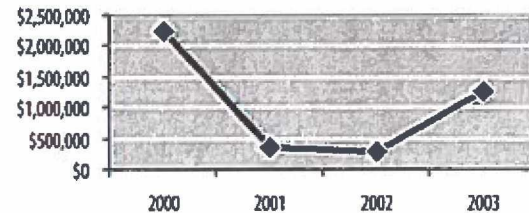
## **PARKLAND EXPANSION #105**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 331,018	\$ 230,609	\$ 170,437	\$ 108,924
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	368,874	315,000	325,000	330,000
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	21,175	16,000	8,000	6,500
Other Revenue	114,326	108,300	109,300	110,300
<b>Total Operating Revenue</b>	<b>504,375</b>	<b>439,300</b>	<b>442,300</b>	<b>446,800</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 504,375</b>	<b>\$ 439,300</b>	<b>\$ 442,300</b>	<b>\$ 446,800</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	25,284	15,000	15,000	15,000
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>25,284</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,284</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	579,500	484,472	488,813	537,153
<b>Net Transfers</b>	<b>\$ (579,500)</b>	<b>\$ (484,472)</b>	<b>\$ (488,813)</b>	<b>\$ (537,153)</b>
<b>TOTAL NEW SOURCES</b>	<b>504,375</b>	<b>439,300</b>	<b>442,300</b>	<b>446,800</b>
<b>TOTAL USES</b>	<b>604,784</b>	<b>499,472</b>	<b>503,813</b>	<b>552,153</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (100,409)</b>	<b>\$ (60,172)</b>	<b>\$ (61,513)</b>	<b>\$ (105,353)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 230,609</b>	<b>\$ 170,437</b>	<b>\$ 108,924</b>	<b>\$ 3,571</b>

**SALES TAX CIP FUND #201****DESCRIPTION:**

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

The 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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 3,674,088	\$ 2,248,884	\$ 365,382	\$ 301,545
<b>REVENUE</b>				
Taxes	\$ 7,171,343	\$ 7,730,619	\$ 8,163,231	\$ 8,716,328
Licenses & Permits	-	-	-	-
Intergovernmental	1,506,533	1,811,010	1,514,271	1,298,396
Charges For Services	3,607	4,282	-	-
Interfund Charges	-	-	-	-
Interest & Investments	184,043	147,000	29,000	31,000
Other Revenue	188,238	153,548	136,020	138,543
<b>Total Operating Revenue</b>	<b>9,053,764</b>	<b>9,846,459</b>	<b>9,842,522</b>	<b>10,184,267</b>
Capital Proceeds	-	-	-	225,000
<b>TOTAL REVENUE</b>	<b>\$ 9,053,764</b>	<b>\$ 9,846,459</b>	<b>\$ 9,842,522</b>	<b>\$ 10,409,267</b>
<b>EXPENDITURES</b>				
Labor	\$ 650,276	\$ 816,247	\$ 743,804	\$ 770,569
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>650,276</b>	<b>816,247</b>	<b>743,804</b>	<b>770,569</b>
Major Capital	12,510,553	8,734,562	9,055,087	7,414,481
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 13,160,829</b>	<b>\$ 9,550,809</b>	<b>\$ 9,798,891</b>	<b>\$ 8,185,050</b>
Transfers-In From Other Funds	3,578,300	2,880,000	1,918,000	1,477,000
Transfers-Out To Other Funds	896,439	5,059,152	2,025,468	2,736,647
<b>Net Transfers</b>	<b>\$ 2,681,861</b>	<b>\$ (2,179,152)</b>	<b>\$ (107,468)</b>	<b>\$ (1,259,647)</b>
<b>TOTAL NEW SOURCES</b>	<b>12,632,064</b>	<b>12,726,459</b>	<b>11,760,522</b>	<b>11,886,267</b>
<b>TOTAL USES</b>	<b>14,057,268</b>	<b>14,609,961</b>	<b>11,824,359</b>	<b>10,921,697</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (1,425,204)</b>	<b>\$ (1,883,502)</b>	<b>\$ (63,837)</b>	<b>\$ 964,570</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 2,248,884</b>	<b>\$ 365,382</b>	<b>\$ 301,545</b>	<b>\$ 1,266,115</b>

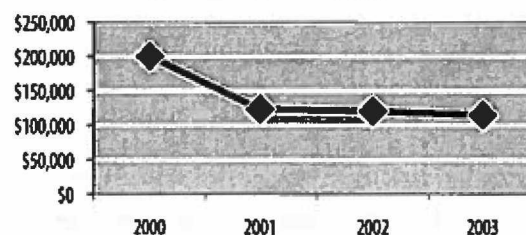
## STORM DRAINAGE IMPROVEMENTS #202

### 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.

Based on priority need, transfers from the Sales Tax Capital Improvement Fund for required to fund improvements to the storm drainage system.

Ending Funds Available



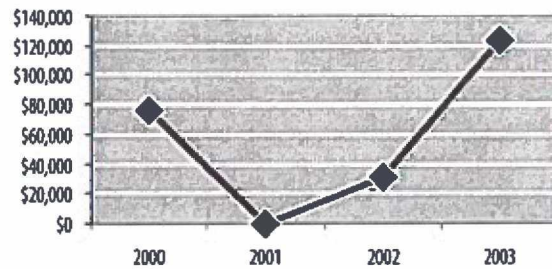
### STORM DRAINAGE IMPROVEMENTS #202

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 58,728	\$ 198,815	\$ 123,743	\$ 120,479
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	400,000	-	-
Charges For Services	66,882	35,000	35,000	35,000
Interfund Charges	-	-	-	-
Interest & Investments	(308)	9,000	5,000	5,000
Other Revenue	-	-	-	-
Total Operating Revenue	66,574	444,000	40,000	40,000
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 66,574</b>	<b>\$ 444,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>
<b>EXPENDITURES</b>				
Labor	\$ 78,998	\$ 56,509	\$ 100,337	\$ 104,053
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
Total Operating Expense	78,998	56,509	100,337	104,053
Major Capital	282,047	2,206,219	1,194,350	1,721,988
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 361,045</b>	<b>\$ 2,262,728</b>	<b>\$ 1,294,687</b>	<b>\$ 1,826,041</b>
Transfers-In From Other Funds	434,558	1,743,656	1,251,423	1,781,047
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 434,558	\$ 1,743,656	\$ 1,251,423	\$ 1,781,047
<b>TOTAL NEW SOURCES</b>	<b>501,132</b>	<b>2,187,656</b>	<b>1,291,423</b>	<b>1,821,047</b>
<b>TOTAL USES</b>	<b>361,045</b>	<b>2,262,728</b>	<b>1,294,687</b>	<b>1,826,041</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 140,087</b>	<b>\$ (75,072)</b>	<b>\$ (3,264)</b>	<b>\$ (4,994)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 198,815</b>	<b>\$ 123,743</b>	<b>\$ 120,479</b>	<b>\$ 115,485</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.

**Ending Funds Available****PARKS IMPROVEMENT ADVISORY BOARD #703**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 93,293	\$ 75,875	\$ 515	\$ 31,806
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	25,000	53,000	56,000	61,000
Charges For Services	33,912	36,028	36,000	36,000
Interfund Charges	-	-	-	-
Interest & Investments	7,678	4,816	4,816	4,816
Other Revenue	5,000	15,000	10,000	5,000
<b>Total Operating Revenue</b>	<b>71,590</b>	<b>108,844</b>	<b>106,816</b>	<b>106,816</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 71,590</b>	<b>\$ 108,844</b>	<b>\$ 106,816</b>	<b>\$ 106,816</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	16,208	99,204	15,525	15,525
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>16,208</b>	<b>99,204</b>	<b>15,525</b>	<b>15,525</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 16,208</b>	<b>\$ 99,204</b>	<b>\$ 15,525</b>	<b>\$ 15,525</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	72,800	85,000	60,000	-
<b>Net Transfers</b>	<b>\$ (72,800)</b>	<b>\$ (85,000)</b>	<b>\$ (60,000)</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>71,590</b>	<b>108,844</b>	<b>106,816</b>	<b>106,816</b>
<b>TOTAL USES</b>	<b>89,008</b>	<b>184,204</b>	<b>75,525</b>	<b>15,525</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (17,418)</b>	<b>\$ (75,360)</b>	<b>\$ 31,291</b>	<b>\$ 91,291</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 75,875</b>	<b>\$ 515</b>	<b>\$ 31,806</b>	<b>\$ 123,097</b>



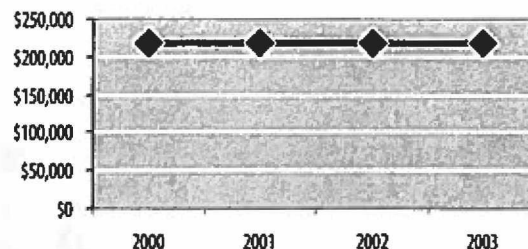
# GJ PUBLIC FINANCE CORPORATION #614

## DESCRIPTION:

The GJ Public Finance Corp. Fund is used to account for debt service payments incurred in the financing of open space land. Specifically, the certificates of participation issued to purchase the Matchett Property

Resources used to make the annual debt service payments are Lottery Funds passed through by the State of Colorado and received as transfers-in from the City's Parkland Expansion Fund.

Ending Funds Available



## GJ PUBLIC FINANCE CORPORATION #614

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 259,643	\$ 218,669	\$ 218,669	\$ 218,669
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	13,393	-	-	-
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	13,393	-	-	-
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ 13,393	\$ -	\$ -	\$ -
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	950	1,500	1,500	1,500
Debt Service	282,917	282,972	287,313	285,653
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	283,867	284,472	288,813	287,153
Major Capital	-	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 283,867	\$ 284,472	\$ 288,813	\$ 287,153
Transfers-In From Other Funds	229,500	284,472	288,813	287,153
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 229,500	\$ 284,472	\$ 288,813	\$ 287,153
<b>TOTAL NEW SOURCES</b>	242,893	284,472	288,813	287,153
<b>TOTAL USES</b>	283,867	284,472	288,813	287,153
<b>NET SOURCE (USE) OF FUNDS</b>	\$ (40,974)	\$ -	\$ -	\$ -
<b>ENDING FUNDS AVAILABLE</b>	\$ 218,669	\$ 218,669	\$ 218,669	\$ 218,669



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## **ENTERPRISE FUNDS**



- ◆ **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.***

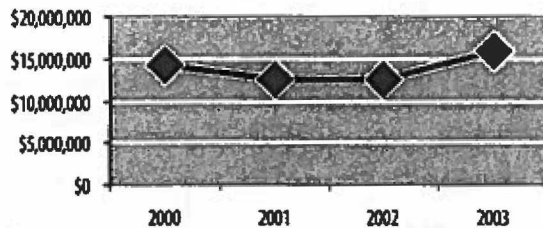
# TOTAL: ENTERPRISE FUND ACTIVITY

## 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 the 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

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 14,928,795	\$ 14,164,599	\$ 12,434,547	\$ 12,486,213
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	100,589	857,432	94,604	498,547
Charges For Services	14,068,997	14,038,710	15,083,157	15,523,999
Interfund Charges	513,501	521,014	526,000	530,000
Interest & Investments	987,531	816,000	817,000	824,000
Other Revenue	263,753	610,830	1,575,614	1,349,303
Total Operating Revenue	15,934,371	16,843,986	18,096,375	18,725,849
Capital Proceeds	833,297	1,044,905	6,575,681	6,532,003
<b>TOTAL REVENUE</b>	<b>\$ 16,767,668</b>	<b>\$ 17,888,891</b>	<b>\$ 24,672,056</b>	<b>\$ 25,257,852</b>
<b>EXPENDITURES</b>				
Labor	\$ 6,305,808	\$ 6,773,977	\$ 7,544,597	\$ 7,806,036
Non-Personnel Operating	5,972,445	5,995,774	6,224,835	6,346,064
Debt Service	1,244,602	1,211,639	1,193,558	1,055,645
Operating Equipment	127,971	214,860	97,106	54,630
Total Operating Expense	13,650,826	14,196,250	15,060,096	15,262,375
Major Capital	4,404,150	10,398,809	10,332,603	7,577,730
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,054,976</b>	<b>\$ 24,595,059</b>	<b>\$ 25,392,699</b>	<b>\$ 22,840,105</b>
Transfers-In From Other Funds	737,803	5,240,524	1,011,717	1,100,124
Transfers-Out To Other Funds	214,691	264,408	239,408	144,650
Net Transfers	\$ 523,112	\$ 4,976,116	\$ 772,309	\$ 955,474
<b>TOTAL NEW SOURCES</b>	<b>17,505,474</b>	<b>23,129,415</b>	<b>25,693,773</b>	<b>26,357,976</b>
<b>TOTAL USES</b>	<b>18,269,667</b>	<b>24,859,462</b>	<b>25,632,107</b>	<b>22,984,955</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (764,196)</b>	<b>\$ (1,730,052)</b>	<b>\$ 51,666</b>	<b>\$ 3,373,021</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 14,164,599</b>	<b>\$ 12,434,547</b>	<b>\$ 12,486,213</b>	<b>\$ 15,859,434</b>

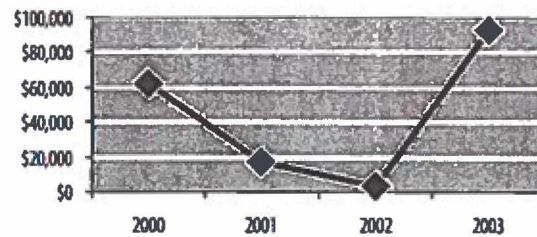


**GOLF COURSE EXPANSION FUND #107****DESCRIPTION:**

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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 58,063	\$ 61,628	\$ 16,720	\$ 3,312
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	148,053	153,500	157,000	162,000
Interfund Charges	-	-	-	-
Interest & Investments	4,599	6,000	7,000	8,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>152,652</b>	<b>159,500</b>	<b>164,000</b>	<b>170,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 152,652</b>	<b>\$ 159,500</b>	<b>\$ 164,000</b>	<b>\$ 170,000</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	149,087	204,408	177,408	79,650
<b>Net Transfers</b>	<b>\$ (149,087)</b>	<b>\$ (204,408)</b>	<b>\$ (177,408)</b>	<b>\$ (79,650)</b>
<b>TOTAL NEW SOURCES</b>	<b>152,652</b>	<b>159,500</b>	<b>164,000</b>	<b>170,000</b>
<b>TOTAL USES</b>	<b>149,087</b>	<b>204,408</b>	<b>177,408</b>	<b>79,650</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 3,565</b>	<b>\$ (44,908)</b>	<b>\$ (13,408)</b>	<b>\$ 90,350</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 61,628</b>	<b>\$ 16,720</b>	<b>\$ 3,312</b>	<b>\$ 93,662</b>

# WATER FUND #301

## DESCRIPTION:

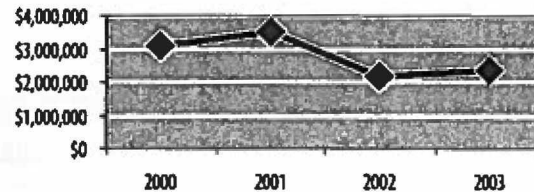
The Water Fund is a fully self-supporting enterprise fund used to account for the revenues and expenditures associated with providing water services to residents of Grand Junction and some non-residents.

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



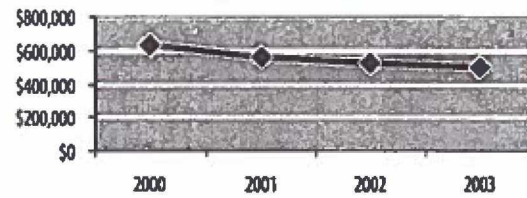
# WATER FUND #301

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 2,595,138	\$ 3,066,101	\$ 3,542,126	\$ 2,200,583
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	4,085,492	3,920,600	3,776,200	3,778,200
Interfund Charges	481,440	439,014	444,000	448,000
Interest & Investments	186,784	181,000	185,000	190,000
Other Revenue	90,512	90,491	90,491	90,491
Total Operating Revenue	4,844,228	4,631,105	4,495,691	4,506,691
Capital Proceeds	60,500	91,700	65,000	65,650
<b>TOTAL REVENUE</b>	<b>\$ 4,904,728</b>	<b>\$ 4,722,805</b>	<b>\$ 4,560,691</b>	<b>\$ 4,572,341</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,742,026	\$ 1,925,144	\$ 2,054,618	\$ 2,128,231
Non-Personnel Operating	1,208,821	1,218,016	1,153,312	1,152,183
Debt Service	133,940	13,902	13,901	13,902
Operating Equipment	19,396	20,957	37,045	16,000
Total Operating Expense	3,104,183	3,178,019	3,258,876	3,310,316
Major Capital	1,329,582	1,193,761	2,643,358	1,082,171
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,433,765</b>	<b>\$ 4,371,780</b>	<b>\$ 5,902,234</b>	<b>\$ 4,392,487</b>
Transfers-In From Other Funds	-	125,000	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ 125,000	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>4,904,728</b>	<b>4,847,805</b>	<b>4,560,691</b>	<b>4,572,341</b>
<b>TOTAL USES</b>	<b>4,433,765</b>	<b>4,371,780</b>	<b>5,902,234</b>	<b>4,392,487</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 470,963</b>	<b>\$ 476,025</b>	<b>\$ (1,341,543)</b>	<b>\$ 179,854</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 3,066,101</b>	<b>\$ 3,542,126</b>	<b>\$ 2,200,583</b>	<b>\$ 2,380,437</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.

**Ending Funds Available****SOLID WASTE FUND #302**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 684,299	\$ 634,925	\$ 558,275	\$ 519,778
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	1,982,999	2,045,048	2,105,498	2,191,465
Interfund Charges	-	-	-	-
Interest & Investments	44,400	39,000	37,000	35,000
Other Revenue	-	4,000	-	-
Total Operating Revenue	2,027,399	2,088,048	2,142,498	2,226,465
Capital Proceeds	240	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 2,027,639</b>	<b>\$ 2,088,048</b>	<b>\$ 2,142,498</b>	<b>\$ 2,226,465</b>
<b>EXPENDITURES</b>				
Labor	\$ 667,415	\$ 704,809	\$ 724,534	\$ 750,555
Non-Personnel Operating	1,276,359	1,329,035	1,342,040	1,381,172
Debt Service	102,960	97,680	92,400	87,120
Operating Equipment	25,427	25,174	22,021	23,502
Total Operating Expense	2,072,161	2,156,698	2,180,995	2,242,349
Major Capital	4,852	8,000	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,077,013</b>	<b>\$ 2,164,698</b>	<b>\$ 2,180,995</b>	<b>\$ 2,242,349</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>2,027,639</b>	<b>2,088,048</b>	<b>2,142,498</b>	<b>2,226,465</b>
<b>TOTAL USES</b>	<b>2,077,013</b>	<b>2,164,698</b>	<b>2,180,995</b>	<b>2,242,349</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (49,374)</b>	<b>\$ (76,650)</b>	<b>\$ (38,497)</b>	<b>\$ (15,884)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 634,925</b>	<b>\$ 558,275</b>	<b>\$ 519,778</b>	<b>\$ 503,894</b>

# TWO RIVERS CONVENTION CENTER FUND #303

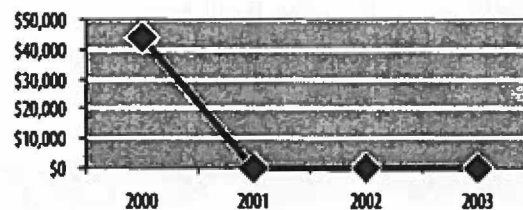
## DESCRIPTION:

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.

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. The large capital expense in 2001 and the subsequent increase in operating expenses in the 2002 and 2003 budget are due to the renovation and expansion completed in December, 2001.

Ending Funds Available



# TWO RIVERS CONVENTION CENTER FUND #303

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 373	\$ 43,751	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	600,000	-	-
Charges For Services	735,449	311,227	1,080,947	1,130,370
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	(163)	30,000	644	876
Total Operating Revenue	735,286	941,227	1,081,591	1,131,246
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 735,286</b>	<b>\$ 941,227</b>	<b>\$ 1,081,591</b>	<b>\$ 1,131,246</b>
<b>EXPENDITURES</b>				
Labor	\$ 445,317	\$ 393,841	\$ 640,736	\$ 670,250
Non-Personnel Operating	445,620	273,823	660,970	686,841
Debt Service	-	-	-	-
Operating Equipment	9,556	33,580	-	-
Total Operating Expense	900,493	701,244	1,301,706	1,357,091
Major Capital	156,365	4,870,254	300,295	112,600
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,056,858</b>	<b>\$ 5,571,498</b>	<b>\$ 1,602,001</b>	<b>\$ 1,469,691</b>
Transfers-In From Other Funds	364,950	4,586,520	520,410	338,445
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 364,950	\$ 4,586,520	\$ 520,410	\$ 338,445
<b>TOTAL NEW SOURCES</b>	<b>1,100,236</b>	<b>5,527,242</b>	<b>1,602,001</b>	<b>1,469,691</b>
<b>TOTAL USES</b>	<b>1,056,858</b>	<b>5,571,498</b>	<b>1,602,001</b>	<b>1,469,691</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 43,378</b>	<b>\$ (43,751)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 43,751</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

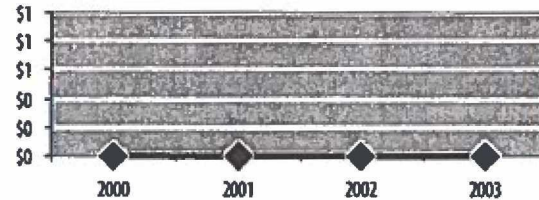


**SWIMMING POOLS FUND #304****DESCRIPTION:**

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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ -	\$ -	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	99,608	150,583	94,604	98,547
Charges For Services	425,106	395,370	421,504	431,660
Interfund Charges	-	-	-	-
Interest & Investments	-	-	-	-
Other Revenue	9,616	10,092	10,453	10,778
<b>Total Operating Revenue</b>	<b>534,330</b>	<b>556,045</b>	<b>526,561</b>	<b>540,985</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 534,330</b>	<b>\$ 556,045</b>	<b>\$ 526,561</b>	<b>\$ 540,985</b>
<b>EXPENDITURES</b>				
Labor	\$ 357,934	\$ 371,695	\$ 407,973	\$ 430,324
Non-Personnel Operating	230,606	241,147	237,203	244,655
Debt Service	-	-	-	-
Operating Equipment	-	16,000	1,450	-
<b>Total Operating Expense</b>	<b>588,540</b>	<b>628,842</b>	<b>646,626</b>	<b>674,979</b>
Major Capital	55,885	171,705	92,000	18,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 644,425</b>	<b>\$ 800,547</b>	<b>\$ 738,626</b>	<b>\$ 692,979</b>
Transfers-In From Other Funds	110,095	244,502	212,065	151,994
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 110,095</b>	<b>\$ 244,502</b>	<b>\$ 212,065</b>	<b>\$ 151,994</b>
<b>TOTAL NEW SOURCES</b>	<b>644,425</b>	<b>800,547</b>	<b>738,626</b>	<b>692,979</b>
<b>TOTAL USES</b>	<b>644,425</b>	<b>800,547</b>	<b>738,626</b>	<b>692,979</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>

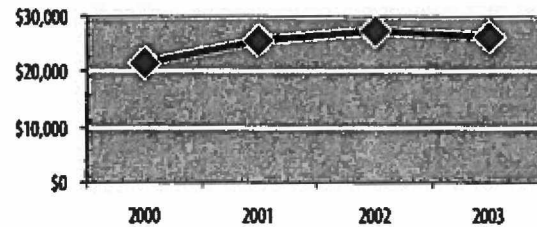
# **LINCOLN PARK GOLF COURSE FUND #305**

## **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.

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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 5,600	\$ 21,659	\$ 25,534	\$ 27,570
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	560,329	592,225	611,420	623,505
Interfund Charges	-	-	-	-
Interest & Investments	5,284	5,000	5,000	5,000
Other Revenue	4,213	5,200	5,200	5,200
Total Operating Revenue	569,826	602,425	621,620	633,705
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 569,826</b>	<b>\$ 602,425</b>	<b>\$ 621,620</b>	<b>\$ 633,705</b>
<b>EXPENDITURES</b>				
Labor	\$ 306,409	\$ 331,560	\$ 363,554	\$ 399,438
Non-Personnel Operating	236,379	261,194	264,030	269,613
Debt Service	44,230	-	-	-
Operating Equipment	-	3,796	-	2,828
Total Operating Expense	587,018	596,550	627,584	671,879
Major Capital	10,979	16,800	2,000	3,000
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 597,997</b>	<b>\$ 613,350</b>	<b>\$ 629,584</b>	<b>\$ 674,879</b>
Transfers-In From Other Funds	44,230	14,800	10,000	40,000
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 44,230	\$ 14,800	\$ 10,000	\$ 40,000
<b>TOTAL NEW SOURCES</b>	<b>614,056</b>	<b>617,225</b>	<b>631,620</b>	<b>673,705</b>
<b>TOTAL USES</b>	<b>597,997</b>	<b>613,350</b>	<b>629,584</b>	<b>674,879</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 16,059</b>	<b>\$ 4,875</b>	<b>\$ 2,036</b>	<b>\$ (1,174)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 21,659</b>	<b>\$ 25,534</b>	<b>\$ 27,570</b>	<b>\$ 26,396</b>



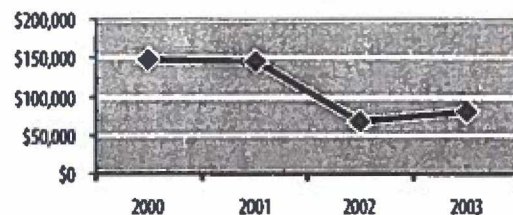
**TIARA RADO GOLF COURSE FUND #306****DESCRIPTION:**

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.

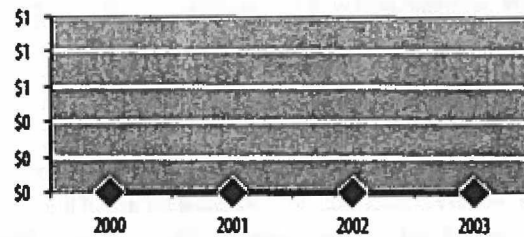
**Ending Funds Available****TIARA RADO GOLF COURSE FUND #306**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 76,598	\$ 149,323	\$ 146,330	\$ 68,783
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	988,007	1,034,555	1,068,130	1,097,965
Interfund Charges	-	-	-	-
Interest & Investments	12,292	10,000	10,000	10,000
Other Revenue	27,804	25,000	25,000	25,500
<b>Total Operating Revenue</b>	<b>1,028,103</b>	<b>1,069,555</b>	<b>1,103,130</b>	<b>1,133,465</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,028,103</b>	<b>\$ 1,069,555</b>	<b>\$ 1,103,130</b>	<b>\$ 1,133,465</b>
<b>EXPENDITURES</b>				
Labor	\$ 495,157	\$ 536,630	\$ 577,100	\$ 597,123
Non-Personnel Operating	441,351	506,592	499,876	508,956
Debt Service	104,587	167,409	167,409	39,650
Operating Equipment	2,719	20,425	3,900	-
<b>Total Operating Expense</b>	<b>1,043,814</b>	<b>1,231,056</b>	<b>1,248,285</b>	<b>1,145,729</b>
Major Capital	16,421	31,100	99,800	16,200
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,060,235</b>	<b>\$ 1,262,156</b>	<b>\$ 1,348,085</b>	<b>\$ 1,161,929</b>
Transfers-In From Other Funds	104,857	189,608	167,408	39,650
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ 104,857</b>	<b>\$ 189,608</b>	<b>\$ 167,408</b>	<b>\$ 39,650</b>
<b>TOTAL NEW SOURCES</b>	<b>1,132,960</b>	<b>1,259,163</b>	<b>1,270,538</b>	<b>1,173,115</b>
<b>TOTAL USES</b>	<b>1,060,235</b>	<b>1,262,156</b>	<b>1,348,085</b>	<b>1,161,929</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 72,725</b>	<b>\$ (2,993)</b>	<b>\$ (77,547)</b>	<b>\$ 11,186</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 149,323</b>	<b>\$ 146,330</b>	<b>\$ 68,783</b>	<b>\$ 79,969</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**

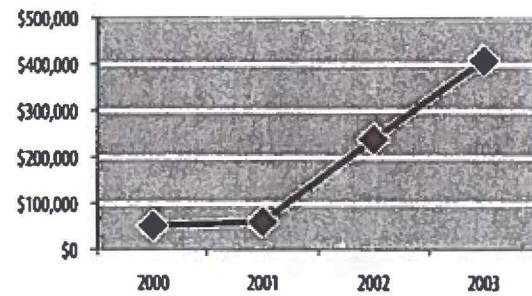
	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 2,321	\$ -	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	182,970	224,888	232,142	240,592
Interfund Charges	-	-	-	-
Interest & Investments	(916)	-	-	-
Other Revenue	-	23	-	-
Total Operating Revenue	182,054	224,911	232,142	240,592
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 182,054</b>	<b>\$ 224,911</b>	<b>\$ 232,142</b>	<b>\$ 240,592</b>
<b>EXPENDITURES</b>				
Labor	\$ 196,906	\$ 207,412	\$ 227,492	\$ 237,151
Non-Personnel Operating	96,365	97,593	101,989	102,576
Debt Service	-	-	-	-
Operating Equipment	-	-	4,495	3,900
Total Operating Expense	293,271	305,005	333,976	343,627
Major Capital	4,775	-	-	27,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 298,046</b>	<b>\$ 305,005</b>	<b>\$ 333,976</b>	<b>\$ 370,627</b>
Transfers-In From Other Funds	113,671	80,094	101,834	130,035
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 113,671	\$ 80,094	\$ 101,834	\$ 130,035
<b>TOTAL NEW SOURCES</b>	<b>295,725</b>	<b>305,005</b>	<b>333,976</b>	<b>370,627</b>
<b>TOTAL USES</b>	<b>298,046</b>	<b>305,005</b>	<b>333,976</b>	<b>370,627</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (2,321)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 57,849	\$ 51,626	\$ 59,990	\$ 238,745
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	120,120	109,400	214,037	214,037
Interfund Charges	-	-	-	-
Interest & Investments	5,980	6,000	6,000	6,000
Other Revenue	80,900	84,000	113,384	113,384
<b>Total Operating Revenue</b>	<b>207,000</b>	<b>199,400</b>	<b>333,421</b>	<b>333,421</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 207,000</b>	<b>\$ 199,400</b>	<b>\$ 333,421</b>	<b>\$ 333,421</b>
<b>EXPENDITURES</b>				
Labor	\$ 87,786	\$ 96,419	\$ 105,425	\$ 109,326
Non-Personnel Operating	32,173	34,617	40,641	43,181
Debt Service	-	-	-	-
Operating Equipment	-	60,000	-	-
<b>Total Operating Expense</b>	<b>119,959</b>	<b>191,036</b>	<b>146,066</b>	<b>152,507</b>
Major Capital	93,264	-	8,600	409,000
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 213,223</b>	<b>\$ 191,036</b>	<b>\$ 154,666</b>	<b>\$ 561,507</b>
Transfers-In From Other Funds	-	-	-	400,000
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>
<b>TOTAL NEW SOURCES</b>	<b>207,000</b>	<b>199,400</b>	<b>333,421</b>	<b>733,421</b>
<b>TOTAL USES</b>	<b>213,223</b>	<b>191,036</b>	<b>154,666</b>	<b>561,507</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (6,223)</b>	<b>\$ 8,364</b>	<b>\$ 178,755</b>	<b>\$ 171,914</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 51,626</b>	<b>\$ 59,990</b>	<b>\$ 238,745</b>	<b>\$ 410,659</b>

# IRRIGATION SYSTEMS FUND #309

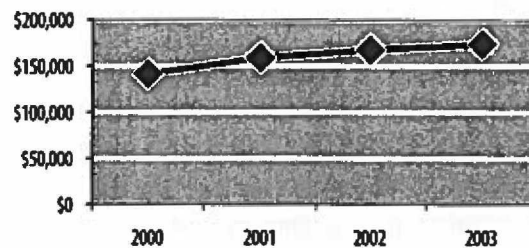
## DESCRIPTION:

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

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 166,254	\$ 140,784	\$ 159,227	\$ 166,854
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	162,792	165,644	167,867	174,813
Interfund Charges	-	-	-	-
Interest & Investments	10,212	9,000	10,000	10,000
Other Revenue	-	-	-	-
Total Operating Revenue	173,004	174,644	177,867	184,813
Capital Proceeds	25,120	31,165	6,959	3,688
<b>TOTAL REVENUE</b>	<b>\$ 198,124</b>	<b>\$ 205,809</b>	<b>\$ 184,826</b>	<b>\$ 188,501</b>
<b>EXPENDITURES</b>				
Labor	\$ 77,274	\$ 80,319	\$ 82,468	\$ 85,466
Non-Personnel Operating	90,408	107,047	94,731	94,927
Debt Service	-	-	-	-
Operating Equipment	2,000	-	-	-
Total Operating Expense	169,682	187,366	177,199	180,393
Major Capital	53,912	-	-	-
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 223,594</b>	<b>\$ 187,366</b>	<b>\$ 177,199</b>	<b>\$ 180,393</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>198,124</b>	<b>205,809</b>	<b>184,826</b>	<b>188,501</b>
<b>TOTAL USES</b>	<b>223,594</b>	<b>187,366</b>	<b>177,199</b>	<b>180,393</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (25,470)</b>	<b>\$ 18,443</b>	<b>\$ 8,627</b>	<b>\$ 8,108</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 140,784</b>	<b>\$ 159,227</b>	<b>\$ 166,854</b>	<b>\$ 174,962</b>

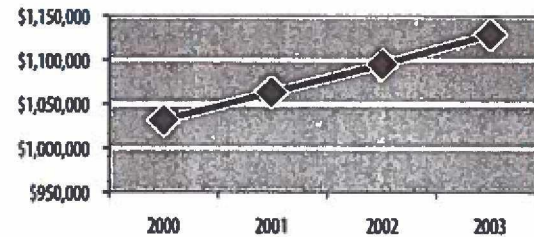


**CEMETERY PERPETUAL CARE FUND #704****DESCRIPTION:**

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 designed to provide for the maintenance of the cemeteries for perpetuity.

**Ending Funds Available****CEMETERY PERPETUAL CARE FUND #704**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 1,012,569	\$ 1,031,454	\$ 1,063,055	\$ 1,095,975
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	18,885	31,601	32,920	34,373
Interfund Charges	-	-	-	-
Interest & Investments	65,604	60,000	62,000	65,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<u>84,489</u>	<u>91,601</u>	<u>94,920</u>	<u>99,373</u>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 84,489</b>	<b>\$ 91,601</b>	<b>\$ 94,920</b>	<b>\$ 99,373</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
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	<u>65,604</u>	<u>60,000</u>	<u>62,000</u>	<u>65,000</u>
<b>Net Transfers</b>	<b>\$ (65,604)</b>	<b>\$ (60,000)</b>	<b>\$ (62,000)</b>	<b>\$ (65,000)</b>
<b>TOTAL NEW SOURCES</b>	<b>84,489</b>	<b>91,601</b>	<b>94,920</b>	<b>99,373</b>
<b>TOTAL USES</b>	<b>65,604</b>	<b>60,000</b>	<b>62,000</b>	<b>65,000</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 18,885</b>	<b>\$ 31,601</b>	<b>\$ 32,920</b>	<b>\$ 34,373</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,031,454</b>	<b>\$ 1,063,055</b>	<b>\$ 1,095,975</b>	<b>\$ 1,130,348</b>

# JOINT SEWER FUND #900

## DESCRIPTION:

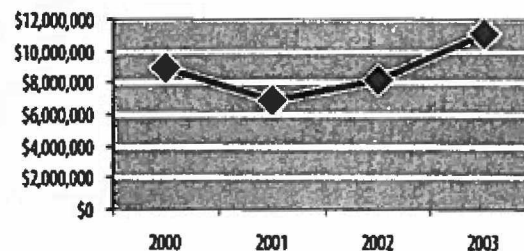
The purpose of this fund is to account for the revenues and expenses associated with the operation of the City/County Joint Sewer System.

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 for 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. The capital proceeds and related major capital expenditures budgeted in 2002 and 2003 is for the Combined Sewer Separation Project and the Septic System Elimination Program.

Ending Funds Available



## JOINT SEWER FUND #900

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 10,269,731	\$ 8,963,348	\$ 6,863,290	\$ 8,164,613
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	981	106,849	-	400,000
Charges For Services	4,658,795	5,054,652	5,215,492	5,445,019
Interfund Charges	32,061	82,000	82,000	82,000
Interest & Investments	653,292	500,000	495,000	495,000
Other Revenue	50,871	362,024	1,330,442	1,103,074
Total Operating Revenue	5,396,000	6,105,525	7,122,934	7,525,093
Capital Proceeds	747,437	922,040	6,503,722	6,462,665
<b>TOTAL REVENUE</b>	<b>\$ 6,143,437</b>	<b>\$ 7,027,565</b>	<b>\$ 13,626,656</b>	<b>\$ 13,987,758</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,929,584	\$ 2,126,148	\$ 2,360,697	\$ 2,398,172
Non-Personnel Operating	1,914,363	1,926,710	1,830,043	1,861,960
Debt Service	858,885	932,648	919,848	914,973
Operating Equipment	68,873	34,928	28,195	8,400
Total Operating Expense	4,771,705	5,020,434	5,138,783	5,183,505
Major Capital	2,678,115	4,107,189	7,186,550	5,909,759
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,449,820</b>	<b>\$ 9,127,623</b>	<b>\$ 12,325,333</b>	<b>\$ 11,093,264</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>6,143,437</b>	<b>7,027,565</b>	<b>13,626,656</b>	<b>13,987,758</b>
<b>TOTAL USES</b>	<b>7,449,820</b>	<b>9,127,623</b>	<b>12,325,333</b>	<b>11,093,264</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (1,306,383)</b>	<b>\$ (2,100,058)</b>	<b>\$ 1,301,323</b>	<b>\$ 2,894,494</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 8,963,348</b>	<b>\$ 6,863,290</b>	<b>\$ 8,164,613</b>	<b>\$ 11,059,107</b>

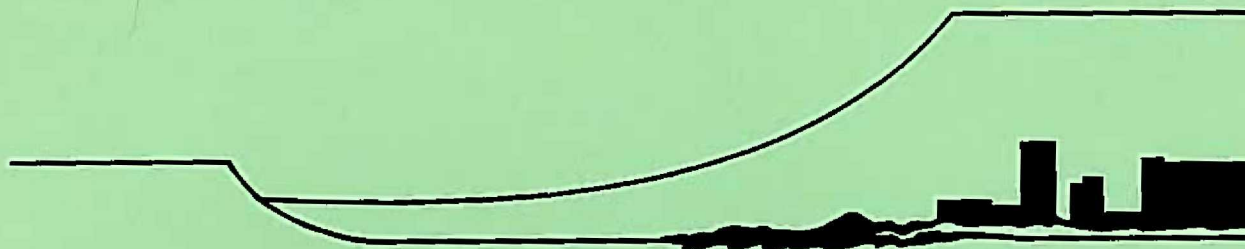




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## **INTERNAL SERVICE FUNDS**

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- ◆ **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

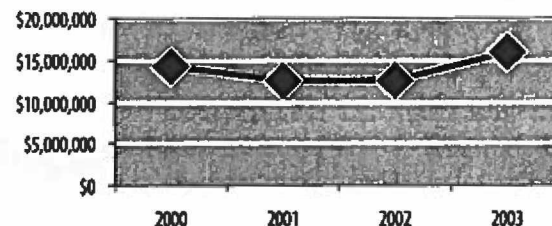
## DESCRIPTION:

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

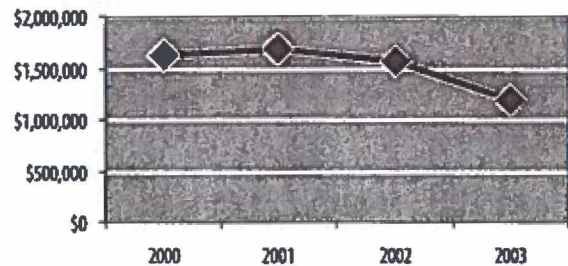
	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 10,992,057	\$ 13,583,520	\$ 14,862,198	\$ 15,822,428
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	34,200	-	-
Charges For Services	1,798,740	1,860,430	2,013,737	2,100,261
Interfund Charges	6,105,523	6,517,093	6,397,257	6,582,727
Interest & Investments	864,202	888,000	906,000	1,009,000
Other Revenue	16,591	21,284	18,675	18,874
Total Operating Revenue	8,785,056	9,321,007	9,335,669	9,710,862
Capital Proceeds	433,120	57,267	54,140	54,265
<b>TOTAL REVENUE</b>	<b>\$ 9,218,176</b>	<b>\$ 9,378,274</b>	<b>\$ 9,389,809</b>	<b>\$ 9,765,127</b>
<b>EXPENDITURES</b>				
Labor	\$ 2,631,008	\$ 2,950,157	\$ 3,288,697	\$ 3,405,861
Non-Personnel Operating	2,318,758	2,671,257	2,888,615	2,973,139
Debt Service	-	-	-	-
Operating Equipment	156,137	420,820	455,548	334,060
Total Operating Expense	5,105,903	6,042,234	6,632,860	6,713,060
Major Capital	1,537,810	2,057,362	1,796,719	2,747,549
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,643,713</b>	<b>\$ 8,099,596</b>	<b>\$ 8,429,579</b>	<b>\$ 9,460,609</b>
Transfers-In From Other Funds	325,120	886,969	1,085,885	1,436,451
Transfers-Out To Other Funds	308,120	886,969	1,085,885	1,436,451
Net Transfers	\$ 17,000	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>9,543,296</b>	<b>10,265,243</b>	<b>10,475,694</b>	<b>11,201,578</b>
<b>TOTAL USES</b>	<b>6,951,833</b>	<b>8,986,565</b>	<b>9,515,464</b>	<b>10,897,060</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 2,591,463</b>	<b>\$ 1,278,678</b>	<b>\$ 960,230</b>	<b>\$ 304,518</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 13,583,520</b>	<b>\$ 14,862,198</b>	<b>\$ 15,822,428</b>	<b>\$ 16,126,946</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.

**Ending Funds Available****ENHANCED 911 SPECIAL REVENUE FUND #101**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 1,032,011	\$ 1,619,355	\$ 1,687,386	\$ 1,577,501
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	807,273	850,000	901,000	955,000
Interfund Charges	-	-	-	-
Interest & Investments	88,191	105,000	75,000	107,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	895,464	955,000	976,000	1,062,000
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ 895,464	\$ 955,000	\$ 976,000	\$ 1,062,000
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	-	-	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	-	-	-	-
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ -	\$ -	\$ -	\$ -
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	308,120	886,969	1,085,885	1,436,451
<b>Net Transfers</b>	\$ (308,120)	\$ (886,969)	\$ (1,085,885)	\$ (1,436,451)
<b>TOTAL NEW SOURCES</b>	895,464	955,000	976,000	1,062,000
<b>TOTAL USES</b>	308,120	886,969	1,085,885	1,436,451
<b>NET SOURCE (USE) OF FUNDS</b>	\$ 587,344	\$ 68,031	\$ (109,885)	\$ (374,451)
<b>ENDING FUNDS AVAILABLE</b>	\$ 1,619,355	\$ 1,687,386	\$ 1,577,501	\$ 1,203,050

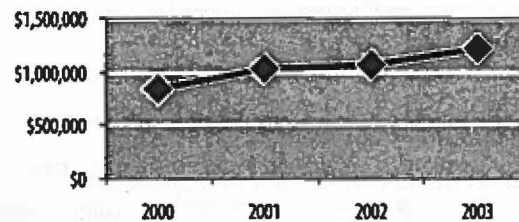


**DATA PROCESSING FUND #401**
**DESCRIPTION:**

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.

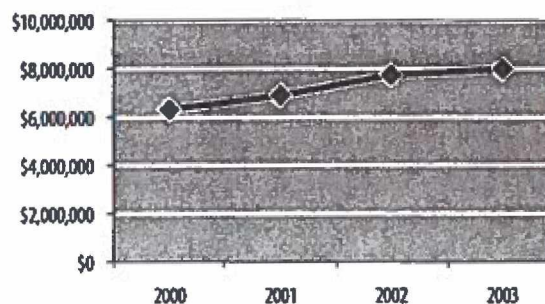
**Ending Funds Available**

**DATA PROCESSING FUND #401**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 602,026	\$ 848,598	\$ 1,033,416	\$ 1,064,243
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	119,739	120,980	168,771	174,691
Interfund Charges	1,407,330	1,587,217	1,626,773	1,679,671
Interest & Investments	46,067	59,000	60,000	62,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>1,573,136</b>	<b>1,767,197</b>	<b>1,855,544</b>	<b>1,916,362</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,573,136</b>	<b>\$ 1,767,197</b>	<b>\$ 1,855,544</b>	<b>\$ 1,916,362</b>
<b>EXPENDITURES</b>				
Labor	\$ 710,413	\$ 885,725	\$ 995,360	\$ 1,029,517
Non-Personnel Operating	267,619	343,854	385,309	401,562
Debt Service	-	-	-	-
Operating Equipment	38,119	352,800	444,048	329,060
<b>Total Operating Expense</b>	<b>1,016,151</b>	<b>1,582,379</b>	<b>1,824,717</b>	<b>1,760,139</b>
Major Capital	310,413	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,326,564</b>	<b>\$ 1,582,379</b>	<b>\$ 1,824,717</b>	<b>\$ 1,760,139</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>1,573,136</b>	<b>1,767,197</b>	<b>1,855,544</b>	<b>1,916,362</b>
<b>TOTAL USES</b>	<b>1,326,564</b>	<b>1,582,379</b>	<b>1,824,717</b>	<b>1,760,139</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 246,572</b>	<b>\$ 184,818</b>	<b>\$ 30,827</b>	<b>\$ 156,223</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 848,598</b>	<b>\$ 1,033,416</b>	<b>\$ 1,064,243</b>	<b>\$ 1,220,466</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.

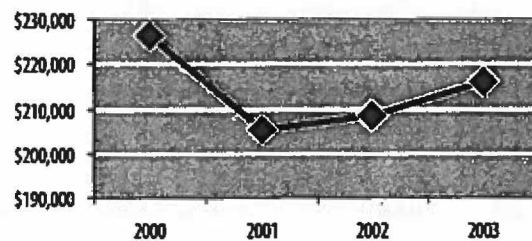
**Ending Funds Available****EQUIPMENT FUND #402**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 5,056,502	\$ 6,294,422	\$ 6,934,119	\$ 7,721,944
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	34,200	-	-
Charges For Services	107,258	33,042	13,042	13,042
Interfund Charges	2,807,860	2,994,159	2,702,444	2,748,218
Interest & Investments	374,230	388,000	415,000	466,000
Other Revenue	-	4,784	4,975	5,174
<b>Total Operating Revenue</b>	<b>3,289,348</b>	<b>3,454,185</b>	<b>3,135,461</b>	<b>3,232,434</b>
Capital Proceeds	432,710	56,767	53,640	53,765
<b>TOTAL REVENUE</b>	<b>\$ 3,722,058</b>	<b>\$ 3,510,952</b>	<b>\$ 3,189,101</b>	<b>\$ 3,286,199</b>
<b>EXPENDITURES</b>				
Labor	\$ 397,050	\$ 402,053	\$ 431,227	\$ 446,957
Non-Personnel Operating	856,095	955,774	956,330	978,429
Debt Service	-	-	-	-
Operating Equipment	29,808	8,700	7,000	-
<b>Total Operating Expense</b>	<b>1,282,953</b>	<b>1,366,527</b>	<b>1,394,557</b>	<b>1,425,386</b>
Major Capital	1,201,185	1,504,728	1,006,719	1,623,906
Other Uses				
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,484,138</b>	<b>\$ 2,871,255</b>	<b>\$ 2,401,276</b>	<b>\$ 3,049,292</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>3,722,058</b>	<b>3,510,952</b>	<b>3,189,101</b>	<b>3,286,199</b>
<b>TOTAL USES</b>	<b>2,484,138</b>	<b>2,871,255</b>	<b>2,401,276</b>	<b>3,049,292</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 1,237,920</b>	<b>\$ 639,697</b>	<b>\$ 787,825</b>	<b>\$ 236,907</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 6,294,422</b>	<b>\$ 6,934,119</b>	<b>\$ 7,721,944</b>	<b>\$ 7,958,851</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**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 221,588	\$ 226,358	\$ 205,237	\$ 208,453
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	111,307	125,800	158,272	160,845
Interfund Charges	67,117	69,399	73,000	76,000
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	178,424	195,199	231,272	236,845
Capital Proceeds	410	500	500	500
<b>TOTAL REVENUE</b>	<b>\$ 178,834</b>	<b>\$ 195,699</b>	<b>\$ 231,772</b>	<b>\$ 237,345</b>
<b>EXPENDITURES</b>				
Labor	\$ 90,468	\$ 98,729	\$ 105,892	\$ 109,463
Non-Personnel Operating	83,596	116,491	118,164	119,717
Debt Service	-	-	-	-
Operating Equipment	-	1,600	4,500	500
Total Operating Expense	174,064	216,820	228,556	229,680
Major Capital	17,000	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 191,064</b>	<b>\$ 216,820</b>	<b>\$ 228,556</b>	<b>\$ 229,680</b>
Transfers-In From Other Funds	17,000	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 17,000	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>195,834</b>	<b>195,699</b>	<b>231,772</b>	<b>237,345</b>
<b>TOTAL USES</b>	<b>191,064</b>	<b>216,820</b>	<b>228,556</b>	<b>229,680</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 4,770</b>	<b>\$ (21,121)</b>	<b>\$ 3,216</b>	<b>\$ 7,665</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 226,358</b>	<b>\$ 205,237</b>	<b>\$ 208,453</b>	<b>\$ 216,118</b>

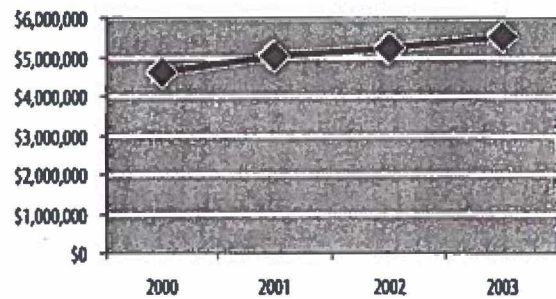


## SELF INSURANCE FUND #404

**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.

**Ending Funds Available**

## SELF INSURANCE FUND #404

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 4,079,930	\$ 4,594,810	\$ 5,002,040	\$ 5,250,287
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	958,540	898,574	896,677	938,908
Interest & Investments	355,714	336,000	356,000	374,000
Other Revenue	16,591	16,500	13,700	13,700
Total Operating Revenue	1,330,845	1,251,074	1,266,377	1,326,608
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,330,845</b>	<b>\$ 1,251,074</b>	<b>\$ 1,266,377</b>	<b>\$ 1,326,608</b>
<b>EXPENDITURES</b>				
Labor	\$ 116,681	\$ 124,247	\$ 134,372	\$ 138,432
Non-Personnel Operating	699,284	717,897	883,758	910,002
Debt Service	-	-	-	-
Operating Equipment	-	1,700	-	-
Total Operating Expense	815,965	843,844	1,018,130	1,048,434
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 815,965</b>	<b>\$ 843,844</b>	<b>\$ 1,018,130</b>	<b>\$ 1,048,434</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	<b>1,330,845</b>	<b>1,251,074</b>	<b>1,266,377</b>	<b>1,326,608</b>
<b>TOTAL USES</b>	<b>815,965</b>	<b>843,844</b>	<b>1,018,130</b>	<b>1,048,434</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 514,880</b>	<b>\$ 407,230</b>	<b>\$ 248,247</b>	<b>\$ 278,174</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 4,594,810</b>	<b>\$ 5,002,040</b>	<b>\$ 5,250,287</b>	<b>\$ 5,528,461</b>

# COMMUNICATIONS CENTER FUND #405

## DESCRIPTION:

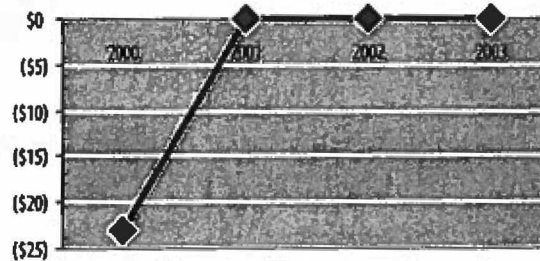
The Communications Center Fund is used to account for the expense associated with the operations of the Grand Junction Regional Emergency 911 Communications Center and the related charges for its operation to the City Police and Fire Departments, as well as various other local governments which use its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

Ending Funds Available



# COMMUNICATIONS CENTER FUND #405

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ -	\$ (23)	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	653,163	730,608	772,652	796,683
Interfund Charges	864,676	967,744	1,098,363	1,139,930
Interest & Investments	-	-	-	-
Other Revenue	-	-	-	-
Total Operating Revenue	1,517,839	1,698,352	1,871,015	1,936,613
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,517,839</b>	<b>\$ 1,698,352</b>	<b>\$ 1,871,015</b>	<b>\$ 1,936,613</b>
<b>EXPENDITURES</b>				
Labor	\$ 1,316,396	\$ 1,439,403	\$ 1,621,846	\$ 1,681,492
Non-Personnel Operating	412,164	537,241	545,054	563,429
Debt Service	-	-	-	-
Operating Equipment	88,210	56,020	-	4,500
Total Operating Expense	1,816,770	2,032,664	2,166,900	2,249,421
Major Capital	9,212	552,634	790,000	1,123,643
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,825,982</b>	<b>\$ 2,585,298</b>	<b>\$ 2,956,900</b>	<b>\$ 3,373,064</b>
Transfers-In From Other Funds	308,120	886,969	1,085,885	1,436,451
Transfers-Out To Other Funds	-	-	-	-
Net Transfers	\$ 308,120	\$ 886,969	\$ 1,085,885	\$ 1,436,451
<b>TOTAL NEW SOURCES</b>	<b>1,825,959</b>	<b>2,585,321</b>	<b>2,956,900</b>	<b>3,373,064</b>
<b>TOTAL USES</b>	<b>1,825,982</b>	<b>2,585,298</b>	<b>2,956,900</b>	<b>3,373,064</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (23)</b>	<b>\$ 23</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ (23)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

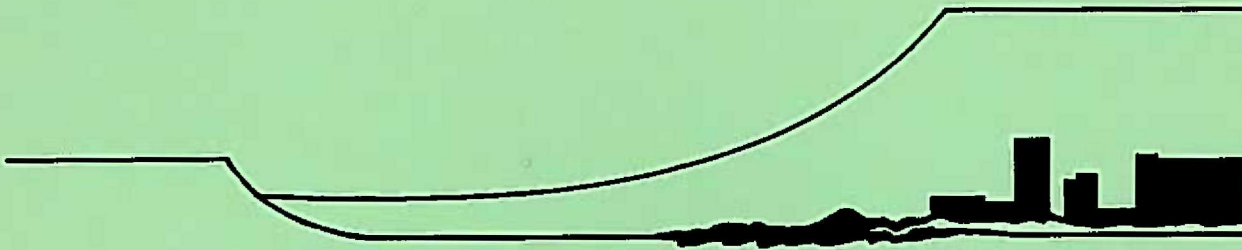


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## **SPECIAL TAXING DISTRICTS**

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- ◆ ***Downtown Development Authority Funds:***
  - ♣ ***DDA Operating Fund***
  - ♣ ***DDA (TIF) Capital Projects Fund***
  - ♣ ***DDA (TIF) Debt Service Fund***
- ◆ ***Tax Increment Revenue Fund***
- ◆ ***GJWS 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.

### Downtown Development Authority Funds:

DDA Operating Fund

DDA (TIF) Capital Projects Fund

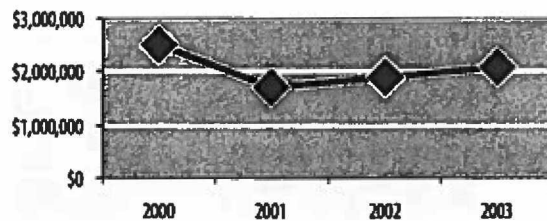
DDA (TIF) Debt Service Fund

### Tax Increment Revenue Fund

Grand Junction West Water & Sanitation District Fund

Ridges Metropolitan District Fund

### Ending Funds Available



## TOTAL: SPECIAL TAXING DISTRICTS

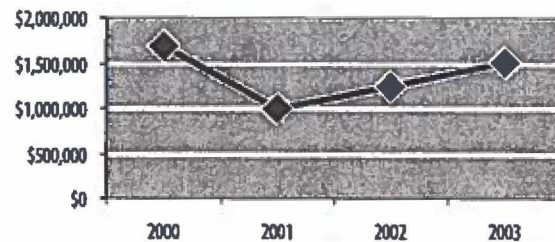
	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
Beginning Funds Available	\$ 3,315,887	\$ 2,491,918	\$ 1,720,329	\$ 1,894,261
<b>REVENUE</b>				
Taxes	\$ 876,087	\$ 893,300	\$ 929,300	\$ 966,300
Licenses & Permits	600	475	800	800
Intergovernmental	99,880	60,000	-	-
Charges For Services	74,646	90,880	59,000	57,000
Interfund Charges	-	-	-	-
Interest & Investments	211,006	128,000	95,000	91,000
Other Revenue	71,117	163,022	57,829	13,950
Total Operating Revenue	1,333,336	1,335,677	1,141,929	1,129,050
Capital Proceeds	3,000	-	600,000	-
<b>TOTAL REVENUE</b>	<b>\$ 1,336,336</b>	<b>\$ 1,335,677</b>	<b>\$ 1,741,929</b>	<b>\$ 1,129,050</b>
<b>EXPENDITURES</b>				
Labor	\$ 255,923	\$ 297,551	\$ 175,000	\$ 185,050
Non-Personnel Operating	226,133	120,553	55,000	55,000
Debt Service	857,194	881,512	895,997	913,848
Operating Equipment	10,851	8,000	-	-
Total Operating Expense	1,350,101	1,307,616	1,125,997	1,153,898
Major Capital	706,012	123,650	600,000	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,056,113</b>	<b>\$ 1,431,266</b>	<b>\$ 1,725,997</b>	<b>\$ 1,153,898</b>
Transfers-In From Other Funds	722,388	774,980	736,255	801,178
Transfers-Out To Other Funds	826,580	1,450,980	578,255	595,178
Net Transfers	\$ (104,192)	\$ (676,000)	\$ 158,000	\$ 206,000
<b>TOTAL NEW SOURCES</b>	<b>2,058,724</b>	<b>2,110,657</b>	<b>2,478,184</b>	<b>1,936,228</b>
<b>TOTAL USES</b>	<b>2,882,693</b>	<b>2,882,746</b>	<b>2,304,252</b>	<b>1,749,076</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (823,969)</b>	<b>\$ (772,089)</b>	<b>\$ (826,068)</b>	<b>\$ (812,848)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 2,491,918</b>	<b>\$ 1,720,329</b>	<b>\$ 1,894,261</b>	<b>\$ 2,075,413</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.)**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 2,464,141	\$ 1,687,115	\$ 994,058	\$ 1,245,732
<b>REVENUE</b>				
Taxes	\$ 666,619	\$ 692,300	\$ 718,300	\$ 746,300
Licenses & Permits	600	475	800	800
Intergovernmental	99,880	60,000	-	-
Charges For Services	33,644	49,880	20,000	20,000
Interfund Charges	-	-	-	-
Interest & Investments	152,637	77,000	50,000	50,000
Other Revenue	63,170	163,022	57,829	13,950
<b>Total Operating Revenue</b>	<b>1,016,550</b>	<b>1,042,677</b>	<b>846,929</b>	<b>831,050</b>
Capital Proceeds	-	-	600,000	-
<b>TOTAL REVENUE</b>	<b>\$ 1,016,550</b>	<b>\$ 1,042,677</b>	<b>\$ 1,446,929</b>	<b>\$ 831,050</b>
<b>EXPENDITURES</b>				
Labor	\$ 255,923	\$ 297,551	\$ 175,000	\$ 185,050
Non-Personnel Operating	222,066	116,053	50,500	50,500
Debt Service	494,532	514,480	527,755	544,678
Operating Equipment	10,851	8,000	-	-
<b>Total Operating Expense</b>	<b>983,372</b>	<b>936,084</b>	<b>753,255</b>	<b>780,228</b>
Major Capital	706,012	123,650	600,000	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,689,384</b>	<b>\$ 1,059,734</b>	<b>\$ 1,353,255</b>	<b>\$ 780,228</b>
Transfers-In From Other Funds	722,388	774,980	736,255	801,178
Transfers-Out To Other Funds	826,580	1,450,980	578,255	595,178
<b>Net Transfers</b>	<b>\$ (104,192)</b>	<b>\$ (676,000)</b>	<b>\$ 158,000</b>	<b>\$ 206,000</b>
<b>TOTAL NEW SOURCES</b>	<b>1,718,938</b>	<b>1,817,657</b>	<b>2,183,184</b>	<b>1,632,228</b>
<b>TOTAL USES</b>	<b>2,515,964</b>	<b>2,510,714</b>	<b>1,931,510</b>	<b>1,375,406</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (797,026)</b>	<b>\$ (693,057)</b>	<b>\$ 251,674</b>	<b>\$ 256,822</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 1,687,115</b>	<b>\$ 994,058</b>	<b>\$ 1,245,732</b>	<b>\$ 1,502,554</b>

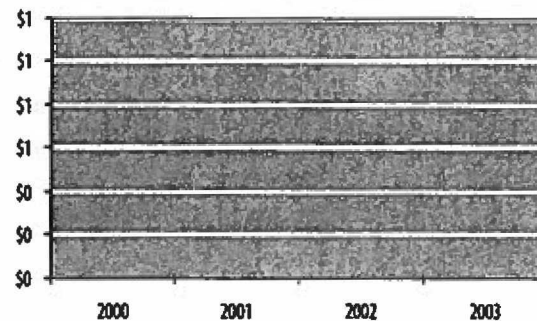


**D.D.A. OPERATING FUND #103**
**DESCRIPTION:**

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 tax from the 5.0 mill levy assessed against properties within the DDA's boundary, enterprise zone donations, federal and state grants.

**Ending Funds Available**

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

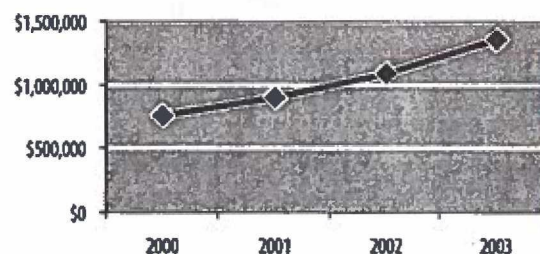
	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 23,425	\$ (38,964)	\$ (53,929)	\$ -
<b>REVENUE</b>				
Taxes	\$ 142,024	\$ 150,300	\$ 150,300	\$ 150,300
Licenses & Permits	600	475	800	800
Intergovernmental	-	-	-	-
Charges For Services	33,644	49,880	20,000	20,000
Interfund Charges	-	-	-	-
Interest & Investments	(794)	(2,000)	-	-
Other Revenue	23,790	20,234	57,829	13,950
<b>Total Operating Revenue</b>	199,264	218,889	228,929	185,050
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	\$ 199,264	\$ 218,889	\$ 228,929	\$ 185,050
<b>EXPENDITURES</b>				
Labor	\$ 255,923	\$ 297,551	\$ 175,000	\$ 185,050
Non-Personnel Operating	117,468	64,303	50,000	50,000
Debt Service	-	-	-	-
Operating Equipment	10,851	8,000	-	-
<b>Total Operating Expense</b>	384,242	369,854	225,000	235,050
Major Capital	8,961	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 393,203	\$ 369,854	\$ 225,000	\$ 235,050
Transfers-In From Other Funds	131,550	136,000	50,000	50,000
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 131,550	\$ 136,000	\$ 50,000	\$ 50,000
<b>TOTAL NEW SOURCES</b>	330,814	354,889	278,929	235,050
<b>TOTAL USES</b>	393,203	369,854	225,000	235,050
<b>NET SOURCE (USE) OF FUNDS</b>	\$ (62,389)	\$ (14,965)	\$ 53,929	\$ -
<b>ENDING FUNDS AVAILABLE</b>	\$ (38,964)	\$ (53,929)	\$ -	\$ -

**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.

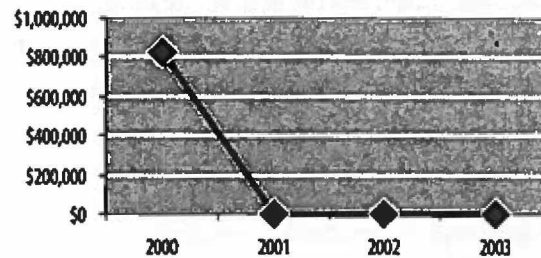
**Ending Funds Available****TAX INCREMENT SPECIAL REVENUE FUND #109**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 636,835	\$ 753,096	\$ 896,516	\$ 1,094,261
<b>REVENUE</b>				
Taxes	\$ 524,595	\$ 542,000	\$ 568,000	\$ 596,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	63,550	51,000	50,000	50,000
Other Revenue	-	-	-	-
<b>Total Operating Revenue</b>	<b>588,145</b>	<b>593,000</b>	<b>618,000</b>	<b>646,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 588,145</b>	<b>\$ 593,000</b>	<b>\$ 618,000</b>	<b>\$ 646,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	9,112	7,600	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>9,112</b>	<b>7,600</b>	<b>-</b>	<b>-</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 9,112</b>	<b>\$ 7,600</b>	<b>\$ -</b>	<b>\$ -</b>
Transfers-In From Other Funds	95,808	124,000	158,000	206,000
Transfers-Out To Other Funds	558,580	565,980	578,255	595,178
<b>Net Transfers</b>	<b>\$ (462,772)</b>	<b>\$ (441,980)</b>	<b>\$ (420,255)</b>	<b>\$ (389,178)</b>
<b>TOTAL NEW SOURCES</b>	<b>683,953</b>	<b>717,000</b>	<b>776,000</b>	<b>852,000</b>
<b>TOTAL USES</b>	<b>567,692</b>	<b>573,580</b>	<b>578,255</b>	<b>595,178</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ 116,261</b>	<b>\$ 143,420</b>	<b>\$ 197,745</b>	<b>\$ 256,822</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 753,096</b>	<b>\$ 896,516</b>	<b>\$ 1,094,261</b>	<b>\$ 1,351,083</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.

**Ending Funds Available**

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

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 1,652,908	\$ 821,512	\$ -	\$ -
<b>REVENUE</b>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	99,880	60,000	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	89,881	28,000	-	-
Other Revenue	39,380	142,788	-	-
<b>Total Operating Revenue</b>	<b>229,141</b>	<b>230,788</b>	<b>-</b>	<b>-</b>
Capital Proceeds	-	-	600,000	-
<b>TOTAL REVENUE</b>	<b>\$ 229,141</b>	<b>\$ 230,788</b>	<b>\$ 600,000</b>	<b>\$ -</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	95,486	43,650	-	-
Debt Service	-	-	-	-
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>95,486</b>	<b>43,650</b>	<b>-</b>	<b>-</b>
Major Capital	697,051	123,650	600,000	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 792,537</b>	<b>\$ 167,300</b>	<b>\$ 600,000</b>	<b>\$ -</b>
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	268,000	885,000	-	-
<b>Net Transfers</b>	<b>\$ (268,000)</b>	<b>\$ (885,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL NEW SOURCES</b>	<b>229,141</b>	<b>230,788</b>	<b>600,000</b>	<b>-</b>
<b>TOTAL USES</b>	<b>1,060,537</b>	<b>1,092,300</b>	<b>600,000</b>	<b>-</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (831,396)</b>	<b>\$ (861,512)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 821,512</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



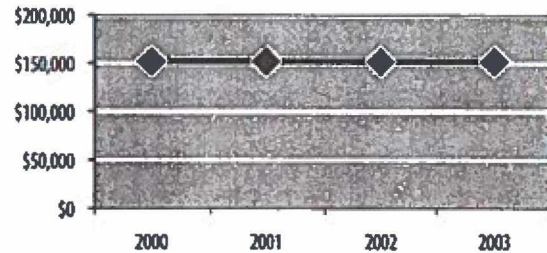
**D.D.A. DEBT SERVICE FUND #611****DESCRIPTION:**

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.

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

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

maturing annually through 2004. 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.

**Ending Funds Available****D.D.A. DEBT SERVICE FUND #611**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 150,973	\$ 151,471	\$ 151,471	\$ 151,471
<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	500	500
Debt Service	494,532	514,480	527,755	544,678
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	494,532	514,980	528,255	545,178
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 494,532	\$ 514,980	\$ 528,255	\$ 545,178
Transfers-In From Other Funds	495,030	514,980	528,255	545,178
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ 495,030	\$ 514,980	\$ 528,255	\$ 545,178
<b>TOTAL NEW SOURCES</b>	495,030	514,980	528,255	545,178
<b>TOTAL USES</b>	494,532	514,980	528,255	545,178
<b>NET SOURCE (USE) OF FUNDS</b>	\$ 498	\$ -	\$ -	\$ -
<b>ENDING FUNDS AVAILABLE</b>	\$ 151,471	\$ 151,471	\$ 151,471	\$ 151,471

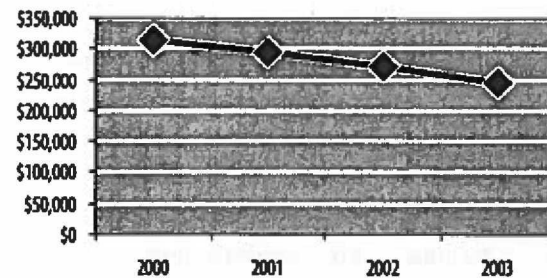
**DESCRIPTION:**

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

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

The annexation agreement does not subject the City of Grand Junction, or its taxpayers, to any additional costs necessary to

pay the special district's current debt. Upon retirement of its current obligations, the GJWWS District will be totally dissolved.

**Ending Funds Available****G.J.W.W.S.D. DEBT SERVICE FUND #612**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 325,731	\$ 313,178	\$ 294,739	\$ 272,315
<b>REVENUE</b>				
Taxes	\$ 62,342	\$ 66,000	\$ 69,000	\$ 71,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	41,002	41,000	39,000	37,000
Interfund Charges	-	-	-	-
Interest & Investments	19,538	20,000	17,000	15,000
Other Revenue	2,117	-	-	-
<b>Total Operating Revenue</b>	124,999	127,000	125,000	123,000
Capital Proceeds	3,000	-	-	-
<b>TOTAL REVENUE</b>	\$ 127,999	\$ 127,000	\$ 125,000	\$ 123,000
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	1,082	1,200	1,200	1,200
Debt Service	139,470	144,239	146,224	148,367
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	140,552	145,439	147,424	149,567
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 140,552	\$ 145,439	\$ 147,424	\$ 149,567
Transfers-In From Other Funds	-	-	-	-
Transfers-Out To Other Funds	-	-	-	-
<b>Net Transfers</b>	\$ -	\$ -	\$ -	\$ -
<b>TOTAL NEW SOURCES</b>	127,999	127,000	125,000	123,000
<b>TOTAL USES</b>	140,552	145,439	147,424	149,567
<b>NET SOURCE (USE) OF FUNDS</b>	\$ (12,553)	\$ (18,439)	\$ (22,424)	\$ (26,567)
<b>ENDING FUNDS AVAILABLE</b>	\$ 313,178	\$ 294,739	\$ 272,315	\$ 245,748

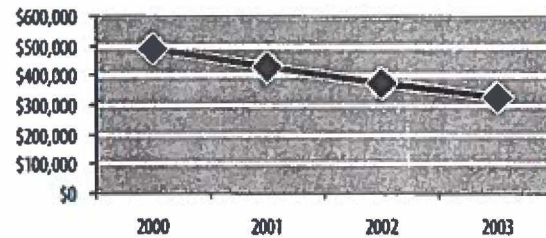


**RIDGES METRO DISTRICT DEBT SERVICE FUND #613****DESCRIPTION:**

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.

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.

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.

**Ending Funds Available****RIDGES METRO DISTRICT DEBT SERVICE FUND #613**

	2000 ACTUAL	2001 REVISED	2002 BUDGET	2003 BUDGET
<b>Beginning Funds Available</b>	\$ 526,015	\$ 491,625	\$ 431,532	\$ 376,214
<b>REVENUE</b>				
Taxes	\$ 147,126	\$ 135,000	\$ 142,000	\$ 149,000
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges For Services	-	-	-	-
Interfund Charges	-	-	-	-
Interest & Investments	38,831	31,000	28,000	26,000
Other Revenue	5,830	-	-	-
<b>Total Operating Revenue</b>	<b>191,787</b>	<b>166,000</b>	<b>170,000</b>	<b>175,000</b>
Capital Proceeds	-	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 191,787</b>	<b>\$ 166,000</b>	<b>\$ 170,000</b>	<b>\$ 175,000</b>
<b>EXPENDITURES</b>				
Labor	\$ -	\$ -	\$ -	\$ -
Non-Personnel Operating	2,985	3,300	3,300	3,300
Debt Service	223,192	222,793	222,018	220,803
Operating Equipment	-	-	-	-
<b>Total Operating Expense</b>	<b>226,177</b>	<b>226,093</b>	<b>225,318</b>	<b>224,103</b>
Major Capital	-	-	-	-
Other Uses	-	-	-	-
-Contingency	-	-	-	-
-Estimated Budget Savings	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 226,177</b>	<b>\$ 226,093</b>	<b>\$ 225,318</b>	<b>\$ 224,103</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>191,787</b>	<b>166,000</b>	<b>170,000</b>	<b>175,000</b>
<b>TOTAL USES</b>	<b>226,177</b>	<b>226,093</b>	<b>225,318</b>	<b>224,103</b>
<b>NET SOURCE (USE) OF FUNDS</b>	<b>\$ (34,390)</b>	<b>\$ (60,093)</b>	<b>\$ (55,318)</b>	<b>\$ (49,103)</b>
<b>ENDING FUNDS AVAILABLE</b>	<b>\$ 491,625</b>	<b>\$ 431,532</b>	<b>\$ 376,214</b>	<b>\$ 327,111</b>



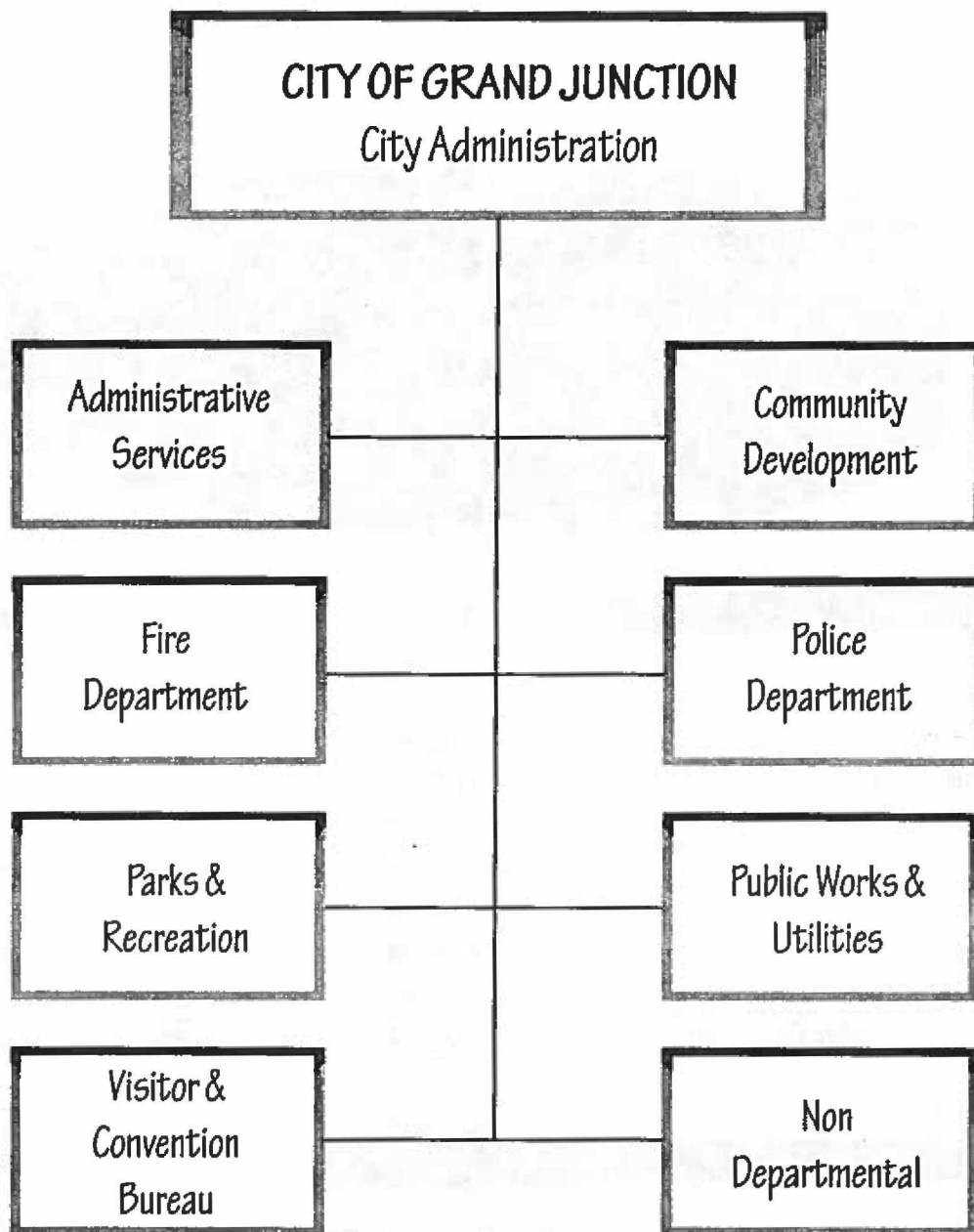
## DEPARTMENT SUMMARIES

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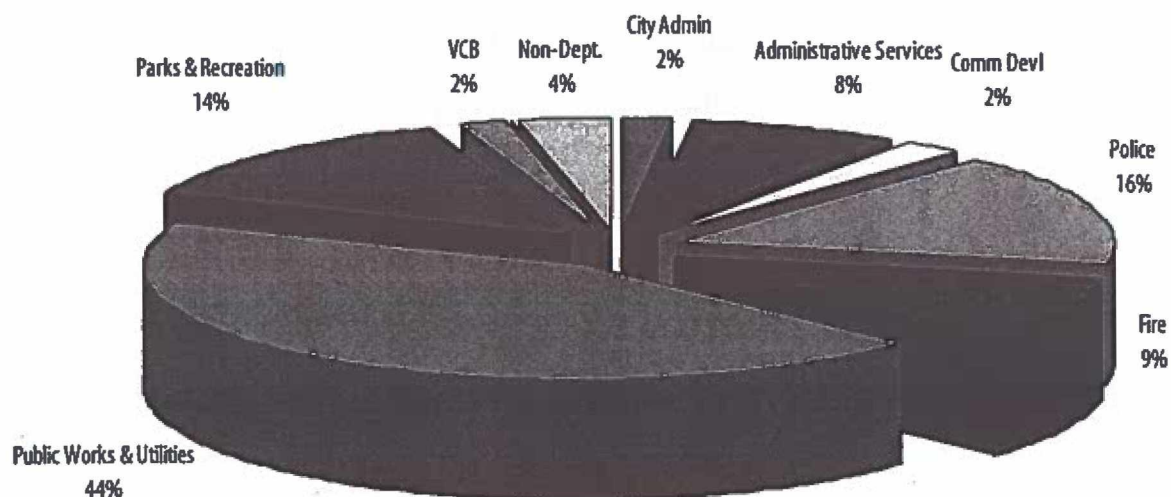


- ◆ **City Administration**
- ◆ **Administrative Services**
- ◆ **Community Development**
- ◆ **Police Department**
- ◆ **Fire Department**
- ◆ **Public Works & Utilities**
- ◆ **Parks & Recreation**
- ◆ **Visitor & Convention Bureau**
- ◆ **Non-Departmental**

***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



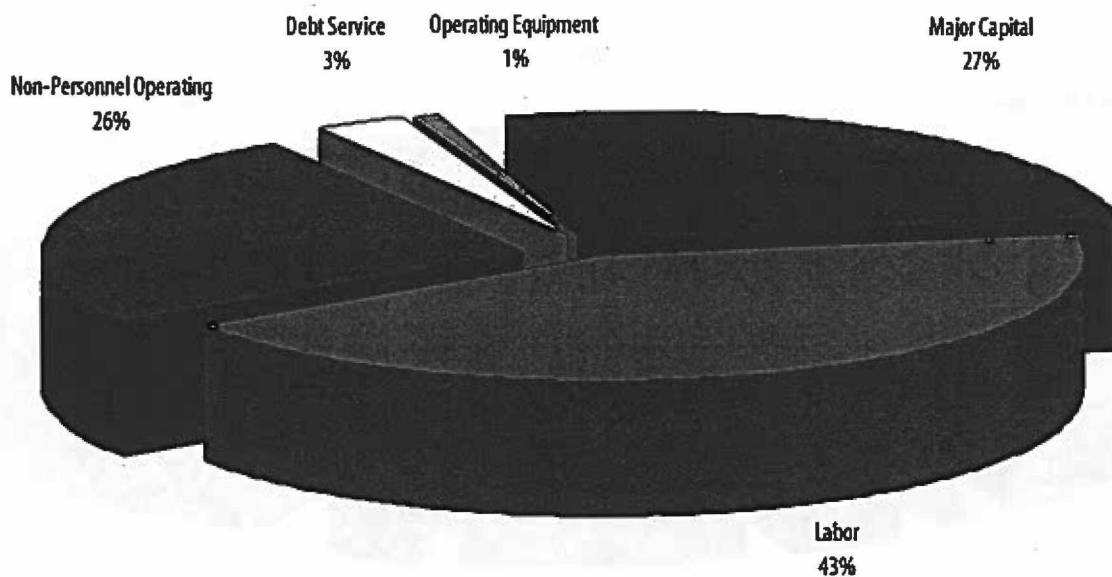
Budget By Department	2001	2002	2003
City Administration	\$ 1,709,432	\$ 1,567,853	\$ 1,621,228
Administrative Services	6,108,861	6,654,087	6,979,133
Community Development	1,890,307	1,912,218	2,013,767
Police	12,554,537	13,887,213	14,488,503
Fire	6,518,468	7,219,146	8,640,144
Public Works & Utilities	35,897,534	39,195,514	37,165,272
Parks & Recreation	14,292,181	11,015,715	10,151,149
Visitor & Convention Bureau	1,230,194	1,291,534	1,333,362
<b>Total: City Departments</b>	<b>80,201,514</b>	<b>82,743,280</b>	<b>82,392,558</b>

Non-Departmental	2,862,918	3,257,335	2,696,576
<b>TOTAL</b>	<b>\$ 83,064,432</b>	<b>\$ 86,000,615</b>	<b>\$ 85,089,134</b>

% Change	2001 - 2002	2002 - 2003	Average
City Administration	-8.3%	3.4%	-2.4%
Administrative Services	8.9%	4.9%	6.9%
Community Development	1.2%	5.3%	3.2%
Police	10.6%	4.3%	7.5%
Fire	10.7%	19.7%	15.2%
Public Works & Utilities	9.2%	-5.2%	2.0%
Parks & Recreation	-22.9%	-7.8%	-15.4%
Visitor & Convention Bureau	5.0%	3.2%	4.1%
<b>Total: City Departments</b>	<b>3.2%</b>	<b>-0.4%</b>	<b>1.4%</b>
Non-Departmental	13.8%	-17.2%	-1.7%
<b>TOTAL</b>	<b>8.5%</b>	<b>-1.1%</b>	<b>1.2%</b>



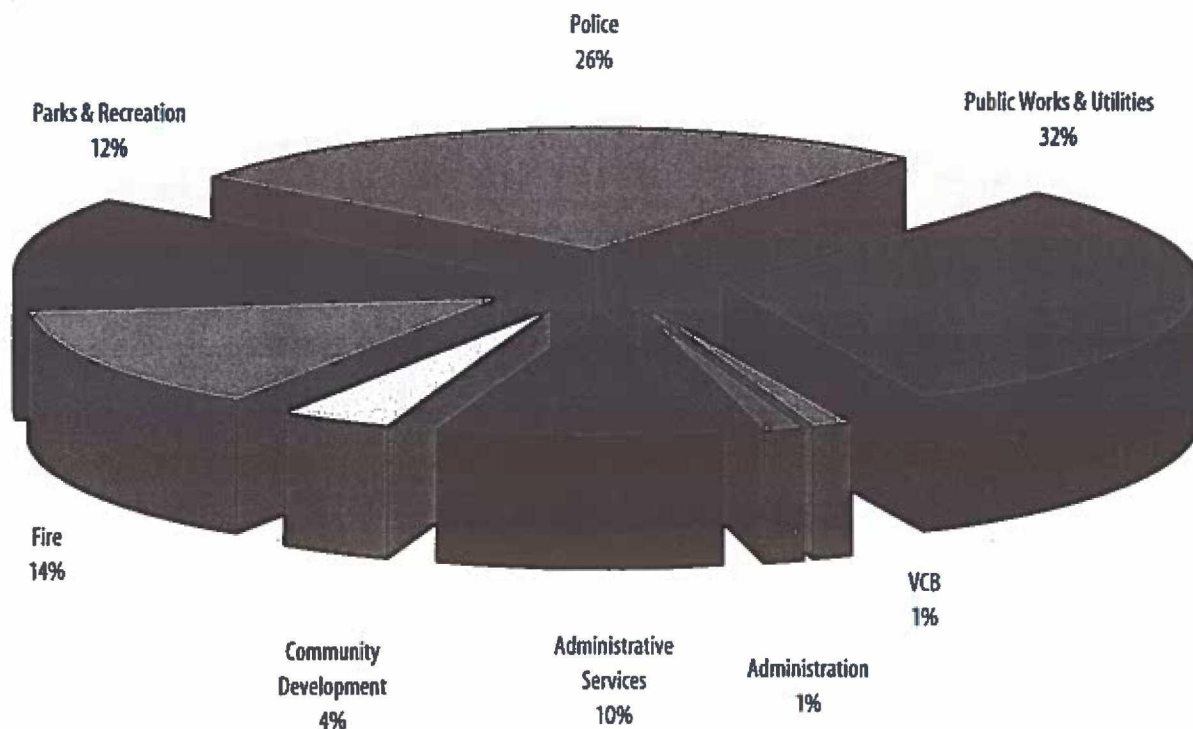
## Total City Departments Summary by Category



Budget By Major Category		2001	2002	2003
Labor	\$	34,043,949	\$ 36,620,644	\$ 39,217,100
Non-Personnel Operating		21,947,739	21,712,982	22,313,577
Debt Service		2,447,929	2,448,674	2,326,952
Operating Equipment		973,398	858,438	613,007
<b>Subtotal Operating</b>	<b>\$</b>	<b>59,413,015</b>	<b>\$ 61,640,738</b>	<b>\$ 64,470,636</b>
Major Capital		24,048,025	24,029,877	20,275,498
Contingency/Budget Savings		(396,608)	330,000	343,000
<b>TOTAL</b>	<b>\$</b>	<b>83,064,482</b>	<b>\$ 86,000,615</b>	<b>\$ 85,089,134</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	7.6%	7.1%	7.3%
Non-Personnel Operating	-1.1%	2.8%	0.8%
Debt Service	0.0%	-5.0%	-2.5%
Operating Equipment	-11.8%	-28.6%	-20.2%
<b>Subtotal Operating</b>	<b>3.7%</b>	<b>4.6%</b>	<b>4.2%</b>
Major Capital	-0.1%	-15.6%	-7.8%
<b>TOTAL</b>	<b>3.5%</b>	<b>-1.1%</b>	<b>1.2%</b>

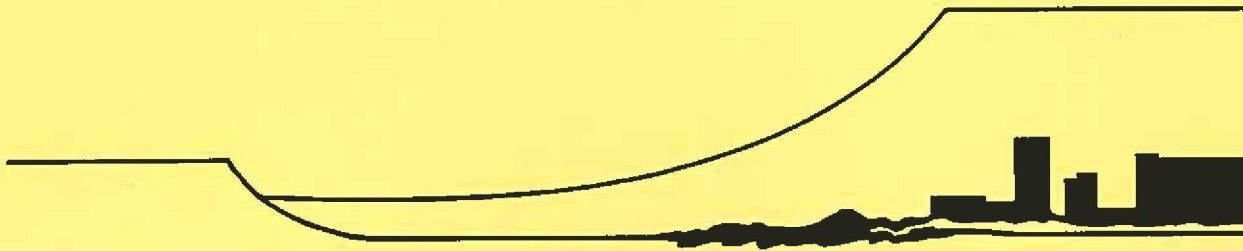
# Personnel Summary



# Personnel History

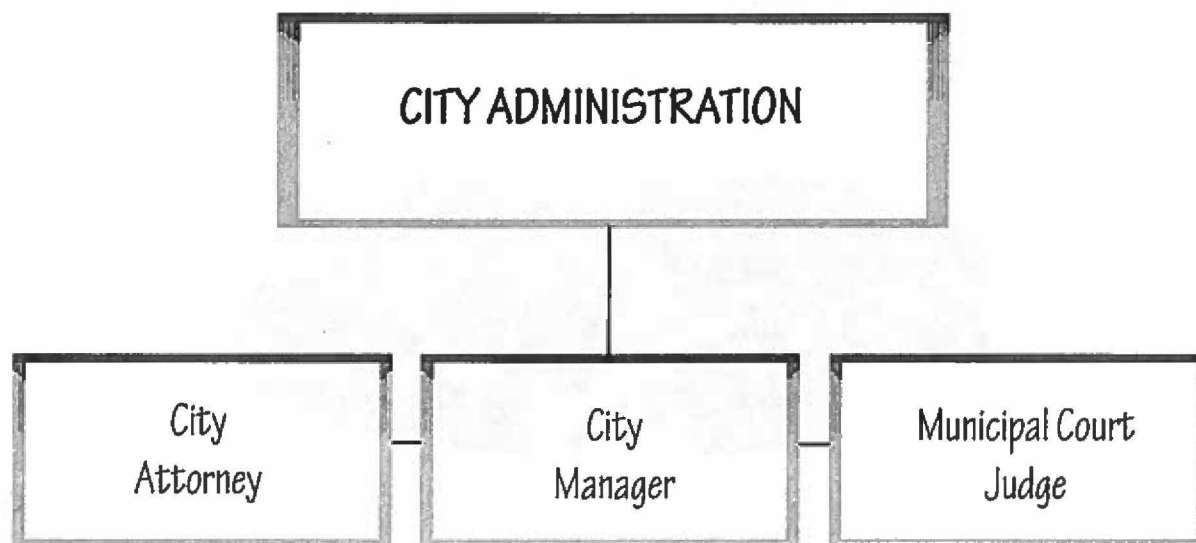
Department	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	6	5	4	4	4	4	5	6	6	6	6	7	7	7	8	8	8	8	8	9
VCB	0	0	0	0	0	0	2	3	4	5	5	5	6	6	6	6	7	7	8	8
Admin Svcs	48	47	40	41	39	41	41	40	40	41	42	42	43	45	45	46	50	52	52	53
Police	104	99	83	89	95	94	97	99	107	108	110	118	124	128	132	130	137	140	141	145
Fire	66	65	57	60	60	60	60	62	65	65	66	66	66	66	70	70	69	75	75	85
PW & Utilities	142	131	117	119	122	121	121	127	132	135	141	144	149	148	151	154	166	170	172	172
Comm Dev	9	8	7	6	5	5	6	8	9	11	13	15	17	17	17	19	21	22	22	22
Parks & Rec	47	45	37	38	38	38	38	39	40	40	41	43	47	52	56	57	63	65	65	67
TOTALS	422	400	345	357	363	363	370	384	403	411	424	440	459	469	485	490	521	539	543	561

## **CITY ADMINISTRATION**



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

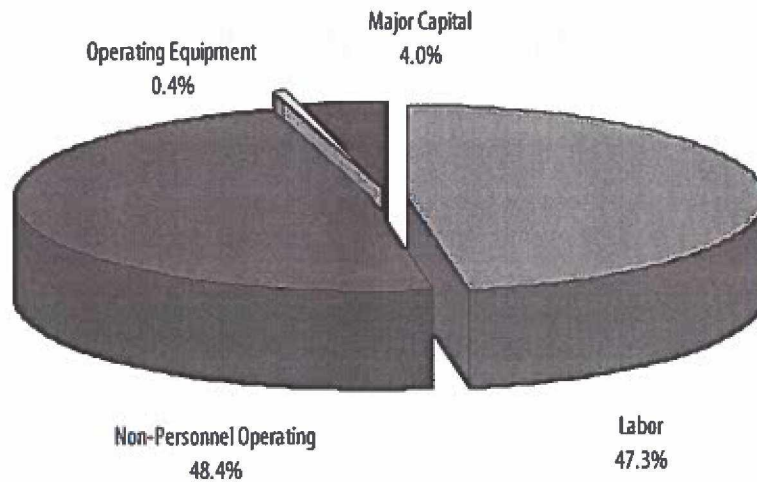




### ***SIGNIFICANT BUDGET ISSUES***

- Funding for MesAbility, or Grand Valley Transit, is increasing from \$50,000 in 2001 to \$200,809 in 2002.
- The budget contains \$50,000 each year to purchase development rights for the buffer areas. This is the City's contribution to the project which is also being support by Mesa County, Fruita and Palisade.
- The budget for 2003 contains funds for a citizen satisfaction survey.
- The budget contains funds to sponsor a recognition dinner each year for citizens who volunteer to serve on the various boards and commissions.
- The 2002 budget contains funds to replace the character generator which is used during the broadcasting of City meetings on channel 12. The budget also funds an upgrade of the Teleworks automated voice response system.
- A graduate level intern position for the City Manager's office is included in the 2003 budget.

<b>Departmental Budget Trends</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Operating Budget	\$ 1,570,352	\$ 1,523,353	\$ 1,611,228
Percent Change in Operating Budget		-3.0%	5.8%
Full-Time Staffing	8	8	9

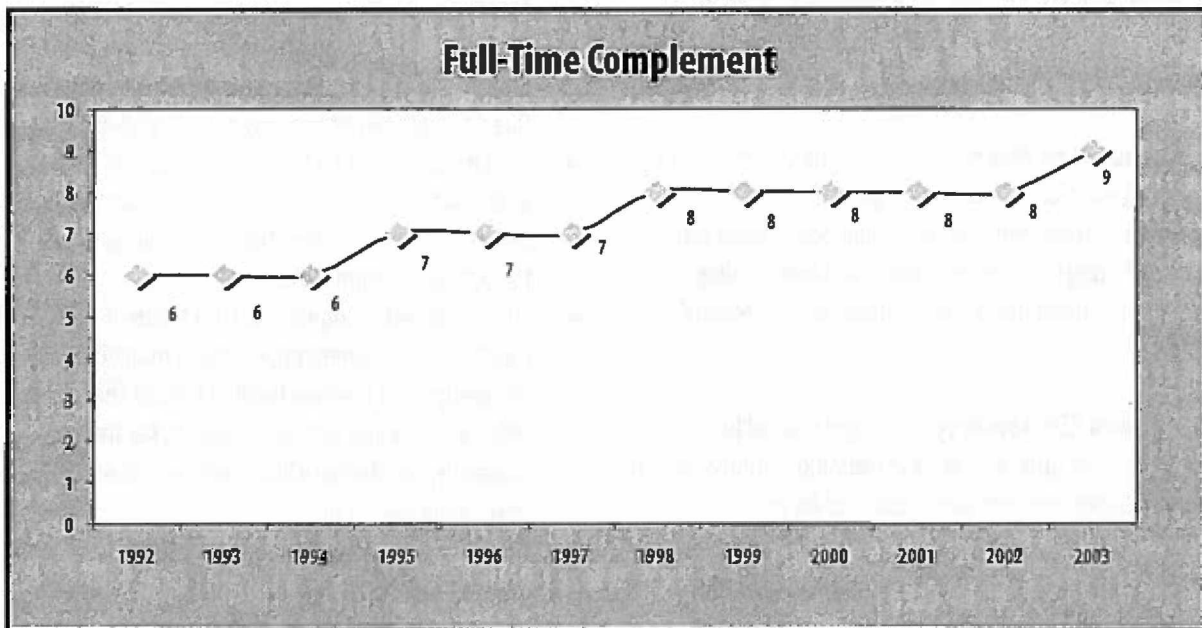


Budget By Major Category	2001	2002	2003
Labor	\$ 729,919	\$ 759,314	\$ 827,352
Non-Personnel Operating	835,047	754,039	781,876
Debt Service	-	-	-
Operating Equipment	5,386	10,000	2,000
<b>Subtotal Operating</b>	<b>\$ 1,570,352</b>	<b>\$ 1,523,353</b>	<b>\$ 1,611,228</b>
Major Capital	139,080	44,500	10,000
<b>TOTAL</b>	<b>\$ 1,709,432</b>	<b>\$ 1,567,853</b>	<b>\$ 1,621,228</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	4.0%	9.0%	6.5%
Non-Personnel Operating	-9.7%	3.7%	-3.0%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	85.7%	-80.0%	2.8%
<b>Subtotal Operating</b>	<b>-3.0%</b>	<b>5.8%</b>	<b>1.4%</b>
Major Capital	-68.0%	-77.5%	-72.8%
<b>TOTAL</b>	<b>-8.3%</b>	<b>3.4%</b>	<b>-2.4%</b>

**CITY ADMINISTRATION: Budget By Fund / Organization Code**

Fund #	Orgn. #	Orgn. Description	2001 Revised	2002 Budget	2003 Budget
100	111	City Council	\$ 731,444	\$ 658,892	\$ 667,250
100	121	City Manager	\$ 449,730	\$ 472,330	\$ 509,365
100	131	City Attorney	\$ 439,178	\$ 436,631	\$ 444,613
Subtotal: Fund 100			\$ 1,620,352	\$ 1,567,853	\$ 1,621,228
201	121	City Manager	\$ 89,080	\$ -	\$ -
<b>Total: City Administration</b>			<b>\$ 1,709,432</b>	<b>\$ 1,567,853</b>	<b>\$ 1,621,228</b>



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
City Manager	3	3	3	3	3	3	3	3	3	3	3	4
City Attorney	3	3	3	3	3	3	4	4	4	4	4	4
Public Information	0	0	0	1	1	1	1	1	1	1	1	1
<b>Total</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>	<b>8</b>	<b>9</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

- The City participated in the Vision 20/20 project which developed a community vision for the Grand Valley.
- The City was a partner in a project to purchase development rights in the buffer areas between Grand Junction and Fruita and Palisade. This joint effort with Mesa County, Fruita and Palisade received two GOCO grants to help purchase development rights in the buffer areas.
- City Council developed the plaza for the Cornerstones of Law and Liberty on the south side of City Hall.
- A de-brucing measure was placed on the April ballot. This issue did not pass.
- The City conducted its first Citizen Satisfaction Survey. The response to this survey was overwhelming and City services generally received very favorable ratings.
- Two Department Head positions were filled. Bob Blanchard was hired as the Community Development Director and Greg Morrison was hired as the Police Chief.
- The City conducted its first Communications Audit. This audit examined how we communicate both internally and externally and suggested several things we can do to improve our communications.
- The City provided Community Development Block Grant funding to six different projects for a total of \$504,000. The groups that received funding include The Energy Office, Grand Valley Catholic Outreach, Habitat for Humanity, the Marillac Clinic, Partners and Mesa Developmental Services.
- The City received four marketing and communications awards from the City-County Communications and Marketing Association.
- The City completed a \$6 million remodel and expansion of Two Rivers Convention Center.

### **Future Outlook**

- The construction of a fifth fire station in the Redlands area has been discussed and proposed. The funding details for the construction and operation of this station need to be developed among the various participating entities.
- The City may face Tabor issues in the future depending on the rate of growth we experience.
- Funding for capital projects such as roads and parks will be an issue as we continue to grow and try and meet the needs of our citizens.
- Providing a high level of services to our citizens will continue to be a challenge as we experience more and more growth.
- A high priority item during this two year budget will be to develop and implement the City Council's priorities.



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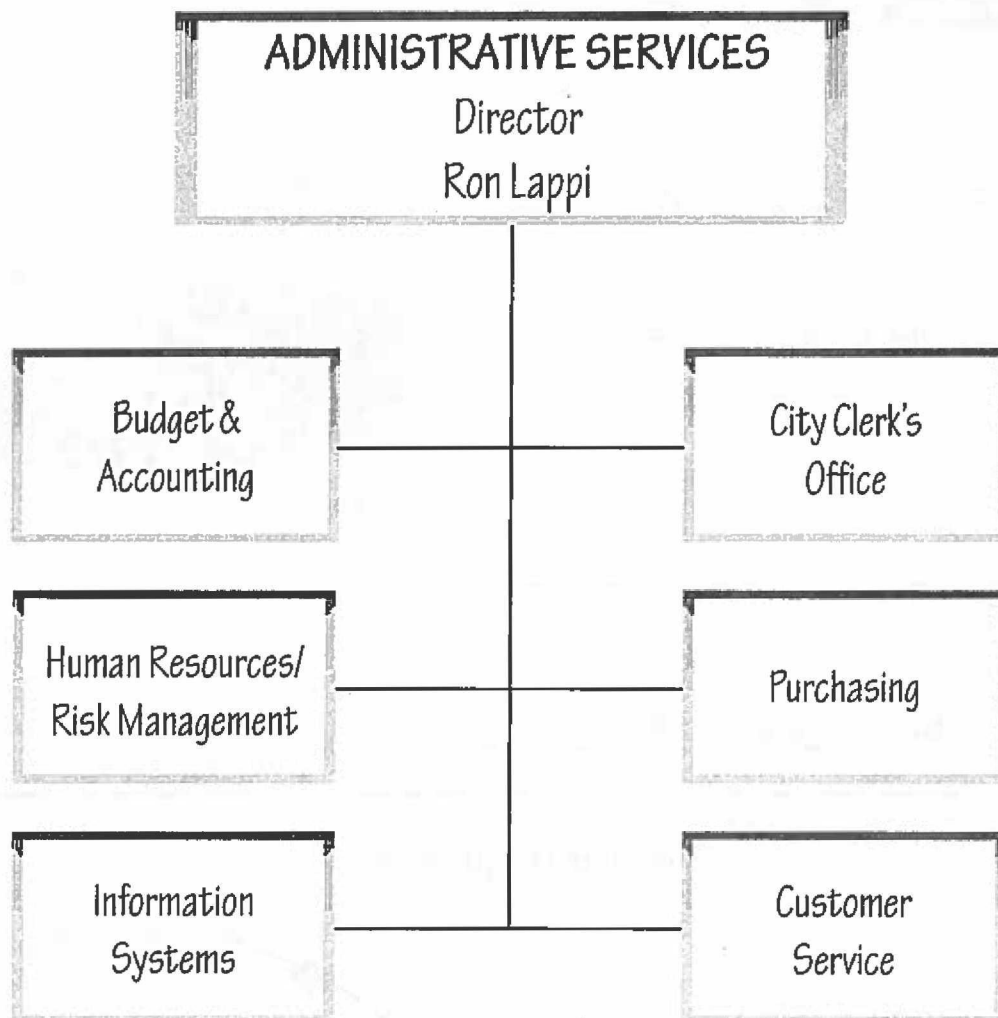
## **ADMINISTRATIVE SERVICES**

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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 Buyer position to assist in improving our competitive bidding processes and products.
- Moving the City's systems to Internet transaction based systems in the next two years.
- Implementation of the new GASB34 financial reporting model in 2003.

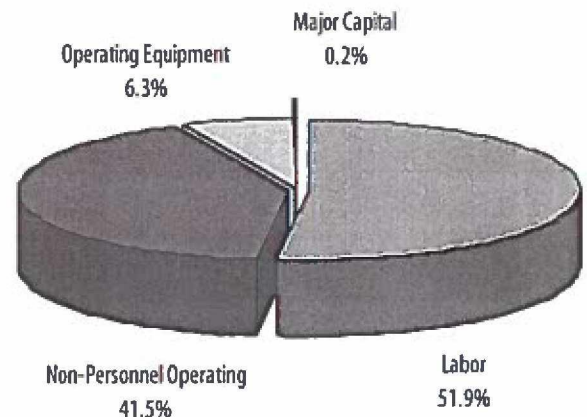
Departmental Budget Trends	2001	2002	2003
Operating Budget	\$ 6,108,861	\$ 6,639,587	\$ 6,949,133
Percent Change in Operating Budget		8.7%	4.7%
Full-Time Staffing	52	52	53

Budget By Major Category	2001	2002	2003
Labor	\$ 3,126,816	\$ 3,377,168	\$ 3,747,591
Non-Personnel Operating	2,536,424	2,796,711	2,866,482
Debt Service	-	-	-
Operating Equipment	445,621	465,708	335,060
<b>Subtotal Operating</b>	<b>\$ 6,108,861</b>	<b>\$ 6,639,587</b>	<b>\$ 6,949,133</b>

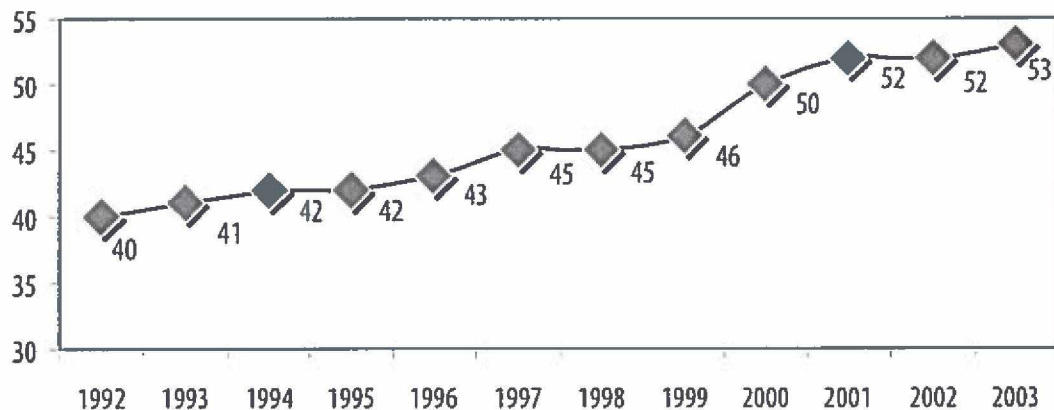
Major Capital	-	14,500	30,000
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<b>TOTAL</b>	<b>\$ 6,108,861</b>	<b>\$ 6,654,087</b>	<b>\$ 6,979,133</b>
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% Change	2001-2002	2002-2003	Average
Labor	8.0%	11.0%	9.5%
Non-Personnel Operating	10.3%	2.5%	6.4%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	4.5%	-28.1%	-11.8%
<b>Subtotal Operating</b>	<b>8.7%</b>	<b>4.7%</b>	<b>6.7%</b>
Major Capital	n/a	106.9%	n/a
<b>TOTAL</b>	<b>8.9%</b>	<b>4.9%</b>	<b>6.9%</b>



Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	3	3	3	3	3	3	3	3	3	3	3	3
Budget & Accounting	8	8	8	8	6	6	6	6	6	6	6	6
Customer Service	7	7	7	7	9	9	9	10	10	10	10	10
Human Resources	6	7	7	7	7	7	7	7	8	9	9	9
Information Systems	8	8	8	8	9	11	11	11	14	15	15	15
Purchasing	6	6	6	6	6	6	6	6	6	6	6	7
City Clerk	2	2	3	3	3	3	3	3	3	3	3	3
<b>Total</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>50</b>	<b>52</b>	<b>52</b>	<b>53</b>



**ADMINISTRATIVE SERVICES DEPARTMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	201	Office of the Director-Admin. Svcs	\$ 250,313	\$ 269,675	\$ 277,081
100	210	Accounting Division	\$ 589,835	\$ 627,418	\$ 632,864
100	220	Customer Service	\$ 194,336	\$ 204,668	\$ 233,555
100	222	Municipal Court	\$ 174,965	\$ 192,009	\$ 198,827
100	224	Teen Court	\$ 21,580	\$ 15,000	\$ 15,000
100	231	City Clerk General Operations	\$ 337,679	\$ 348,999	\$ 356,655
100	232	City Clerk Elections	\$ 46,368	\$ -	\$ 31,100
100	241	Personnel	\$ 539,111	\$ 573,688	\$ 587,098
100	245	Personnel General Items	\$ 507,522	\$ 558,354	\$ 749,593
100	261	General Purchasing	\$ 260,150	\$ 270,931	\$ 336,866
Subtotal: Fund 100			\$ 2,921,859	\$ 3,060,741	\$ 3,418,640
201	245	Personnel General Items	\$ -	\$ 14,500	\$ -
301	220	Customer Service	\$ 408,857	\$ 422,938	\$ 433,536
308	223	Parking Control	\$ 135,102	\$ 84,506	\$ 88,705
401	251	Administration-Information Services	\$ 122,838	\$ 188,022	\$ 195,807
401	252	Technical Services	\$ 414,549	\$ 457,574	\$ 473,406
401	253	Customer Support	\$ 926,762	\$ 1,031,099	\$ 936,983
401	259	Telephone Clearing-Information Svc	\$ 118,230	\$ 148,022	\$ 153,943
Subtotal: Fund 401			\$ 1,582,379	\$ 1,824,717	\$ 1,760,139
403	262	Stores Activities	\$ 73,924	\$ 77,780	\$ 80,286
403	2631	Print Shop Printing	\$ 122,096	\$ 128,936	\$ 126,456
403	2632	Print Shop - Copiers Management	\$ 20,800	\$ 21,840	\$ 22,937
Subtotal: Fund 403			\$ 216,820	\$ 228,556	\$ 229,680
4041	2480	Risk Manager	\$ 126,908	\$ 135,067	\$ 139,518
4041	2481	Worker's Compensation	\$ 484,764	\$ 612,732	\$ 627,297
4042	2482	General Property and Liability	\$ 232,172	\$ 270,331	\$ 281,618
Subtotal: Fund 404			\$ 843,844	\$ 1,018,130	\$ 1,048,434
<b>Total Administrative Services Dept.</b>			<b>\$ 6,108,861</b>	<b>\$ 6,654,087</b>	<b>\$ 6,979,133</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 \$3.1 million for 2002 and \$3.4 million for 2003, increases of 4.8% and 10.7% respectively. This increase includes one new position in the Purchasing Division in 2003. 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 \$6.6 and \$6.9 million respectively for 2002 and 2003. This is an increase over 2001 of 8.0% and 4.7% for each of 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, and prepare and staff City Council meetings. 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; and employee counseling. 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 \$5,000, 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 government agencies. 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 Intranet and Internet citywide in 2001 was a major undertaking.
- Hiring the full-time Training Coordinator and development of a Training Program / Calendar for 2002.
- The development of a comprehensive Capital Improvement Program and Biennial Budget for 2002 and 2003.
- We received our 15<sup>th</sup> annual award for excellence in financial reporting and our 10<sup>th</sup> year of Distinguished Budget awards.
- Assisted in the recruitment and hiring of two new department directors for Community Development and the Police Department.

#### **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 for information and financial transactions.
- Complete comprehensive procedure and reference manuals for all divisions.
- Implement the approved on-line bidding and procurement systems in Purchasing.



# Performance Measurement Data Sheets

Administrative Services / Budget and Accounting

## CASH MANAGEMENT

(Year End 2001)

### 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:

	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 588,432	\$ 627,418	\$ 632,864
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	3.59%	4.00%	4.25%
INDEX/GOAL: Long-term Investment Index	5.55%	6.00%	6.25%
INDEX/GOAL: Weighted Average Yield	5.03%	5.20%	5.45%

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

	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$14,711	\$15,685	\$15,822
Program FTE's	0.1	0.1	0.1
Program Man-hours	125	125	125
Average Balance of Cash and Investments	\$ 47,897,678	\$ 49,000,000	\$ 50,000,000

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

	2001 Actual	2002 Budget	2003 Budget
Average Balance Of Short-term Investments	\$ 19,159,071	\$ 19,600,000	\$ 20,000,000
Average Balance Of Long-term Investments	\$ 28,738,607	\$ 29,400,000	\$ 30,000,000
Percentage of Cash Invested	100.00%	100.00%	100.00%
Yield On Short-term Investments	4.52%	4.75%	5.00%
Yield On Long-term Investments	6.51%	6.50%	6.75%
Weighted Average Yield Of Investments	5.74%	5.80%	6.05%

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

	2001 Actual	2002 Budget	2003 Budget

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

	2001 Actual	2002 Budget	2003 Budget
Short-term Yield's - Variance From Index	0.93%	0.75%	0.75%
Long-term Yield's - Variance From Index	0.96%	0.50%	0.50%
Weighted average - Variance From Index	0.71%	0.60%	0.60%

**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 2001)

**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:	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 588,432	\$ 627,418	\$ 632,864
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	30%	30%	30%
% 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.	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$176,530	\$188,225	\$189,859
Program FTE's	1.5	1.5	1.5
Program Man-hours	3,120	3,120	3,120
Cost per Program Manhour	\$ 56.58	\$ 60.33	\$ 60.85

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Total Transaction Dollars	\$ 158,795,719	\$ 179,685,000	\$ 182,976,000
Number Of Correcting Journal Entries	312	250	200
Cost of Correcting Journal Entries	\$ 17,653	\$ 15,082	\$ 12,170

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Correction Cost as a Percent of Program Expenses	10.00%	8.01%	6.41%
Correction Cost to Per \$1Million of Transactions	\$ 111.17	\$ 83.94	\$ 66.51

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% Decrease in the # of Correcting Journal Entries	-10.34%	-19.87%	-20.00%
% Decrease in the Cost of Correcting Journal Entries	-8.08%	-14.56%	-19.31%

**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 2001)

<b>PRIMARY OBJECTIVE:</b>			
To process sales tax returns in a efficient and effective manner.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Sales Tax Revenues	\$ 23,831,970	\$ 28,975,848	\$ 31,003,872
Operating Expense for the Division (General Fund)	\$ 188,664	\$ 204,668	\$ 203,555
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)	3,240	3,305	3,371
% Of Budget Allocated to this Function	75%	75%	75%
% Of FTE's/Man-Hours Utilized by this Function	75%	75%	75%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
YTD Program Expenditures	\$ 141,498	\$ 153,501	\$ 152,666
Program FTE's	0.75	0.75	0.75
Program Man-Hours	1,560	1,560	1,560
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Number of Sales Tax Returns Processed	20,982	23,080	25,388
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Sales Tax Return Processed	\$ 6.74	\$ 6.65	\$ 6.01
Minutes per Sales Tax Return Processed	4.46	4.06	3.69
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Sales Tax Returns Processed Correctly	19,933	22,619	24,880.46
Accuracy Rate Of Returns Processed	95%	98%	98%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Correctly Processed Sales Tax Return	\$ 7.10	\$ 6.79	\$ 6.14
Minutes per Correctly Processed Sales Tax Return	4.70	4.14	3.76
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
To lengthen the rotation time in the sales tax entry position in order to increase the comfort level and awareness of the sales tax system.			
Note: The sales tax system is being replaced in 2003. The plan is to replace the system with a system that is specifically written for sales tax, and this should in turn improve processing time, accuracy, and service to our vendors. Additionally on-line filing will be evaluated and implemented most likely by 2004.			

# Performance Measurement Data Sheets

Administrative Services / Customer Service

## UTILITY BILLING

(Year End 2001)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

<b>PRIMARY OBJECTIVE:</b>			
To process utility billing and receipts in a efficient and effective manner.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Utility Revenue	\$ 9,198,175	\$ 9,188,028	\$ 9,427,727
Operating Expense for the Division (Water Fund)	395,828	\$ 422,938	\$ 433,536
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	22,672	24,032	25,474.26
% Of Budget Allocated to this Function	25%	25%	25%
% Of FTE's/Man-Hours Utilized by this Function	25%	25%	25%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
YTD Program Expenditures	\$ 98,957	\$ 105,735	\$ 108,384
Program FTE's	1	1	1
Program Man-Hours	2,080	2,080	2,080
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.</b>	2001 Actual	2002 Budget	2003 Budget
Number of Utility Bills Issued	273,839	282,054	290,516
Number of Utility Receipts Processed	241,013	253,064	265,716.83
Total # Account Transactions	514,852	535,118	556,233
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Budget
Cost per Transaction	\$ 0.19	\$ 0.20	\$ 0.19
Minute per Transaction	0.242	0.233	0.224
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Budget
Number of Bills Issued Correctly	271,101	279,234	287,611
Number of Receipts Processed Correctly	237,398	249,268	261,731
Total Number of Accurate Transactions	508,498	528,501	549,342
Overall Accuracy Rate	98.77%	98.76%	98.76%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	2001 Actual	2002 Budget	2003 Budget
Cost per Correctly Processed Transaction	\$ 0.19	\$ 0.20	\$ 0.20
Minute per Correctly Processed Transaction	0.245	0.236	0.227
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
To continue to encourage customers to pay their bill via our automatic draft program.			
To provide on-line payment of bills. Currently evaluating that alternative within E-gov committee. Implementation most likely would be in 2003.			



# Performance Measurement Data Sheets

Administrative Services / Customer Service

## MUNICIPAL COURT

(Year End 2001)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

<b>PRIMARY OBJECTIVE:</b>			
To input tickets issued by the Police Department in a timely manner with a high degree of accuracy.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Municipal Court Fine Revenue Collected	\$ 454,944	\$ 550,000	\$ 550,000
Operating Expense for the Division (General Fund)	171,073	\$ 192,009	\$ 198,827
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	6,886	4,500	4,700
% Of Budget Allocated to this Function	10.0%	6.5%	7.0%
% Of FTE's/Man-Hours Utilized by this Function	10.0%	6.5%	7.0%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	17,107	\$ 12,481	\$ 13,918
Program FTE's	0.20	0.13	0.14
Program Man-Hours @ 2,080 per FTE Annually	416	270	291
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of services received.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Tickets Entered	6,861	4,475	4,675
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Ticket Entered	\$ 2.49	\$ 2.79	\$ 2.98
Number of Tickets Entered per Minute	3.64	3.63	3.74
<b>Effectiveness</b>			
	2001 Actual	2002 Budget	2003 Budget
objectives are achieved, or otherwise reflect the quality of performance.			
Percent of Tickets Issued that were Entered	99.6%	99.4%	99.5%
Number of Tickets Entered w/o Errors	6,725	4,386	4,582
Accuracy Rate	98.0%	98.0%	98.0%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Muni-Court Cost per Correctly Entered Ticket	\$ 2.54	\$ 2.85	\$ 3.04
Tickets Entered Correctly per Minute	3.71	3.70	3.81
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
<p>Note: The number of tickets written into Municipal Court by the Police Department decreased significantly in 2001 from both 2000 actual and 2001 anticipated. Therefore the budget and time allocation to this function both decreased in 2001, 2002, and 2003.</p> <p>We are currently evaluating the possibility of eliminating manual entry of Municipal Court Tickets. The hope is to coordinate with an electronic summons program through the Police Department. Anticipated implementation is 2003. This obviously would eliminate most if not all errors by Muni Ct staff as well as the majority of time allocated to setting up tickets and cases.</p>			



# Performance Measurement Data Sheets

Administrative Services / City Clerk

## COUNCIL PACKETS

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b>			
To provide the City Council with Workshop Packets on-time (72 hours prior to the meeting) and without errors.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 354,103	\$ 348,999	\$ 387,755
Total # of FTE's in the Division	3.00	3.00	3.00
Total Man-Hours @ 2,080 per FTE	5,893	6,240	6,240
% Of Budget Allocated To This Program	6%	5%	5%
% Of FTE's/Man-Hours Utilized By This Program	13%	11%	11%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$ 21,246	\$ 17,450	\$ 19,388
Program FTE's	0.37	0.32	0.32
Program Man-Hours	\$ 766	\$ 686	\$ 686
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# Of Packet Distributions	29	24	24
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost Per Packet	\$ 733	\$ 727	\$ 808
Average # Of Man-Hours Utilized Per Packet Distribution	26	29	29
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
# Of Packets Distributed Without Errors	28	24	24
% Distributed Without Errors	97%	100%	100%
# Of Packets Distributed On-Time (72 Hours Prior To Workshop/Meeting)	29	24	24
% Distributed On-Time	100%	100%	100%
# Of Packets Distributed On-Time & Without Errors	28	24	24
% Distributed On-Time & Without Errors	97%	100%	100%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost Per Packet Distributed	\$ 733	\$ 727	\$ 808
# Of Man-Hours Utilized Per Packet Distributed	26	29	29
<b>YEAR END ANALYSIS:</b>			
<p>1. Due to widespread use of the electronic packet, the number of paper packets has been reduced by half. Procedures have been refined for the electronic packet and all of staff is trained on the process so it is much smoother.</p> <p>2. Staff is familiar with packet materials in order to catch errors prior to distribution. A task force will be formed this year to review procedures in order to eliminate some of the errors before submittal.</p> <p>3. The agenda meeting has really improved communication on the agenda.</p> <p>4. This year we had 5 additional packets for special sessions. Although included in this measure, they were "mini" packets.</p>			

# Performance Measurement Data Sheets

Administrative Services / Human Resources

## RISK MANAGEMENT

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Measures of Property/Liability Exposure:			
Population	42,879	43,737	44,611
Annual City Budget*	\$ 83,100,000	\$ 86,100,000	\$ 86,600,000
Total Insured Property Value*	\$ 74,776,562	80,459,581	\$ 86,574,509
Measures of Worker's Compensation Exposure:			
Total Employee Hours Worked	1,235,602	1,275,141	1,315,946
Manual premium (payroll x NCCI rate for each class)*	\$ 914,821	978,858	\$ 1,042,484
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Risk Management Budget*	126,908	\$ 130,525	\$ 136,092
Worker's Compensation Expenses (= total WC cost of risk)	\$ 569,369	\$ 600,666	\$ 620,603
Property/Liability Expenses (= total P/L cost of risk)	\$ 270,975	\$ 287,804	\$ 297,692
Total Number of FTE's (Risk Mgmt)*	1.5	1.5	1.5
Total Cost of Risk (claims+mgmt+insurance)	\$ 840,344	888,470	918,295
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of services received.	2001 Actual	2002 Budget	2003 Budget
Number of Property & Liability Claims	63	65	68
Loss costs for Property & Liability Claims	\$ 124,283	127,358	128,060
Number of Worker's Compensation Claims	78	82	84
Loss Costs for Workers Compensation Claims	\$ 246,383	\$ 396,960	\$ 408,875
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Ratio: Annual Employee Hours Worked / Risk Management FTE staff	823,735	850,094	877,297
Ratio: Risk Management Budget / Annual City Budget	0.153%	0.152%	0.157%
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Worker's Compensation Claims Costs per 100,000 hours worked	\$ 19,940	31,131	31,071
Property/Liability Claims Cost per \$10,000 Annual Budget	\$ 14.9%	14.79	14.79
Ratio: Cost of Risk / (City Total Annual Budget + Total Property Value)	0.532%	0.533%	0.530%
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 Actual	2002 Budget	2003 Budget
WC Cost of Risk (claims+management+insurance) to Manual Premium	0.62	0.61	0.60
P/L Cost of Risk per \$1,000 Property Exposure	3.62	3.58	3.44
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 2001)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

<b>PRIMARY OBJECTIVE:</b>			
To increase efficiency and effectiveness of the Technical Support functions of supporting and maintaining the City's computer networks and communication systems.			
<b>SERVICE DATA SECTION:</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Total Expenditures for the Division	\$ 419,058	\$ 457,574	\$ 473,045
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	90%	90%	90%
% Of FTE's/Man-Hours Utilized By This Program	90%	90%	90%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Program Expenditures	\$377,152	\$411,817	\$ 425,741
Program FTE's	5.4	5.4	5.4
Program Man-Hours	11,232	11,232	11,232
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Hardware Maintenance: (Consumes an estimated 30% of total resources)			
- # Of Fileservers Maintained: (Weight Factor 60%)	20	22	24
- # Of Personal Computers Deployed: (Weight Factor 10%)	450	475	500
- # Of Telecommunication Lines Maintained: (Weight Factor 30%)	30	35	40
- Weighted Number of Hardware Workunits	66.0	71.2	76.4
Software Maintenance: (Consumes an estimated 70% of total resources)			
- # Of Operating Systems Maintained: (Weight Factor 40%)	470	497	524
- # Of Telecommunication Systems: (Weight Factor 20%)	30	35	40
- # Of Software Applications Supported: (Weight Factor 40%)	40	45	50
- Weighted Number of Software Workunits	210.0	223.8	237.6
Total Number of Weighted Workunits	276.0	295.0	314.0
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Hardware Maintenance: (30%)			
- Cost Per Workunit	\$ 1,714	\$ 1,735	\$ 1,672
- Manhours Per Workunit	51.1	47.3	44.1
Software Maintenance: (70%)			
- Cost Per Workunit	\$ 1,257	\$ 1,288	\$ 1,254
- Manhours Per Workunit	37	35	33
Cost Per Total Weighted Workunit	\$ 1,366	\$ 1,396	\$ 1,356
Manhours Per Total Weighted Workunit	40.7	38.1	35.8
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Annual Customer Survey Rating	4.6	5.0	5.0
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Cost Per Workunit / Rating	\$ 297	\$ 279	\$ 271
Manhours Per Workunit / Rating	8.8	7.6	7.2
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 2001)

<b>PRIMARY OBJECTIVE:</b>			
To increase efficiency and effectiveness in the use of personal computer systems by providing formal user training.			
<b>SERVICE DATA SECTION:</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Total Expenditures for the Division	\$ 349,366	\$ 433,187	\$ 448,093
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	10%	10%	10%
% Of FTE's/Man-Hours Utilized By This Program	10%	10%	10%
Number Of PC Users	450	475	500
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Program Expenditures	\$34,937	\$43,319	\$ 44,809
Program FTE's	0.6	0.6	0.6
Program Man-Hours	1,248	1,248	1,248
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
# Of Training Classes Held	30	35	40
# Of Different Types of Training Classes	5	6	7
Total # Of Users Who Attended Training	300	350	400
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Average Cost Per Training Class	\$ 1,165	\$ 1,238	\$ 1,120
Average Cost Per User Trained	\$ 116	\$ 124	\$ 112
Average # Of Users Trained Per Training Class	10	10	10
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Calls For Service	12,200	11,000	\$ 10,000
Average # Of Calls Per User	27	23	20
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Average # Of Calls Per User / Average # Of Users Per Training Class	2.7	2.3	2.0
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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

**PRINT SHOP**

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b>			
To process print shop requests in a efficient and effective manner and provide low cost photocopier services.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 461,330	\$ 499,487	\$ 457,082
Total # of FTE's in the Division	6.00	6.00	7.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	14,560
% OF Budget Allocated To This Program	27%	30%	33%
% Of FTE's/Man-Hours Utilized By This Program	17%	17%	14%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$123,648	\$150,776	\$149,393
Program FTE's	1.0	1.0	1.0
Program Man-Hours	2,080	2,080	2,080
Cost per Program Man-hour	\$ 59.45	\$ 72.49	\$ 71.82
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# Of Print Shop Requests Completed	866	892	919
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost Per Print Shop Requests	143	169	163
Man-hour Per Print Shop Requests	2.4	2.3	2.3
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
# Of Print Shop Requests Completed On-Time & Without Error	860	886	912
Man-hour Per Requests Completed On-Time & Without Errors	2.4	2.3	2.3
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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

## GENERAL PURCHASING

(Year End 2001)

### 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:

	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 461,330	\$ 499,487	\$ 457,082
Total # of FTE's in the Division	6.00	6.00	7.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	14,560
% Of Budget Allocated To This Program	58%	54%	74%
% Of FTE's/Man-Hours Utilized By This Program	58%	58%	64%

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

	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$268,305	\$270,931	\$336,886
Program FTE's	3.5	3.5	4.5
Program Man-Hours	7,238	7,238	10,774
Cost per Program Man-hour	\$ 37.00	\$ 37.00	\$ 31.00

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

	2001 Actual	2002 Budget	2003 Budget
# Of Requisitions Processed	788	812	836
# Of Purchase Orders Issued	788	812	836
# Of Informal Quotations / Proposals - Under \$10K	1,034	1,065	1,097
# Of Formal bids / Proposals - Over \$10K	74	76	79
Total # Of Work Units	2,684	2,765	2,848

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

	2001 Actual	2002 Budget	2003 Budget
Cost Per Work Unit	100	98	118
Man-hour Per Work Unit	3	3	4

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

	2001 Actual	2002 Budget	2003 Budget
# Of Informal Quotations Processed Accurately & On-Time	1,034	1,065	1,097
# Of Formal Bids / Proposals Completed Accurately & On-Time	68	70	75
Total # Of Work Units Completed Accurately & On-Time	2,600	2,696	2,800
% Of Work Units Completed Accurately & On-Time	97.0%	97.5%	98%

### 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

## STORES OPERATION

(Year End 2001)

DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

<b>PRIMARY OBJECTIVE:</b>			
Total customer satisfaction by providing City departments with quality products in an efficient and cost effective manner.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Expenditures for the Division	\$ 461,330	\$ 499,487	\$ 457,082
Total # of FTE's in the Division	6.00	6.00	7.00
Total Man-Hours @ 2,080 per FTE	12,480	12,480	14,560
% Of Budget Allocated To This Program	15%	16%	18%
% Of FTE's/Man-Hours Utilized By This Program	25%	25%	25%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$69,376	\$77,780	\$80,286
Program FTE's	1.5	1.5	1.5
Program Man-Hours	3,120	3,120	3,640
Cost per Program Man-hour	\$ 22.24	\$ 24.93	\$ 22.06
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# Of Requisitions Filled	1,502	1,547	1,593
# Of Items Issued	42,056	43,318	44,617
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost Per Requisition	46	50	50
Man-hour Per Requisition	2.08	2.02	2.28
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Requisitions filled within 24 hours and Delivered as Scheduled	1,472	1,516	1,562
% Filled on Time	98.0%	98.00%	98.00%
Number of Requisitions Satisfied During Initial Request (not backordered or cancelled)	1,050	1,082	1,114
% Satisfied During Initial Request	69.9%	75.0%	80.0%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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

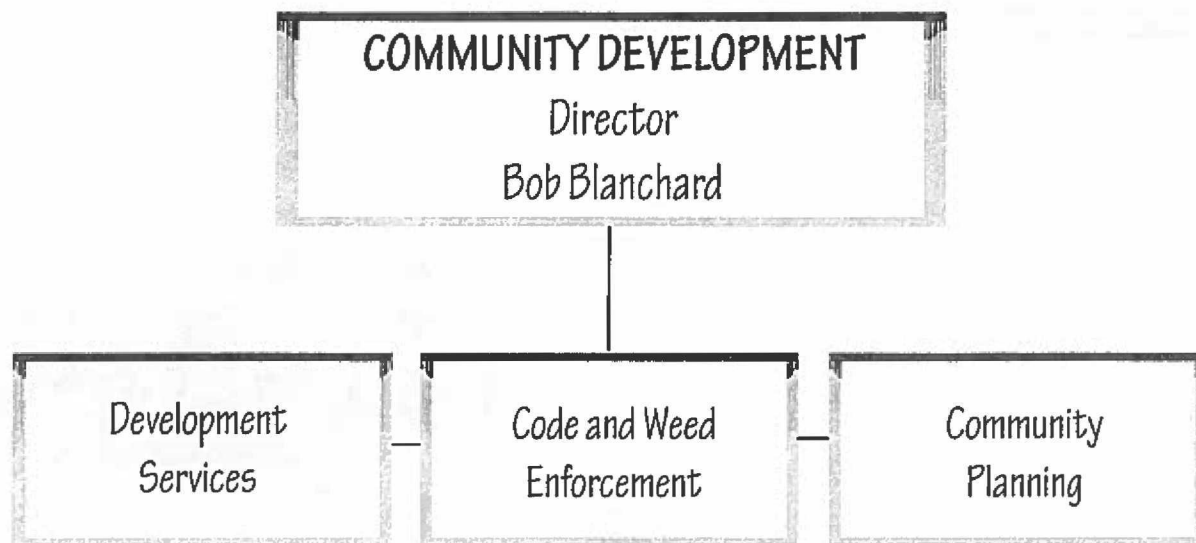
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- ◆ ***Development Services***
- ◆ ***Code Enforcement***
- ◆ ***Community Planning***

***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.***





### **SIGNIFICANT BUDGET ISSUES**

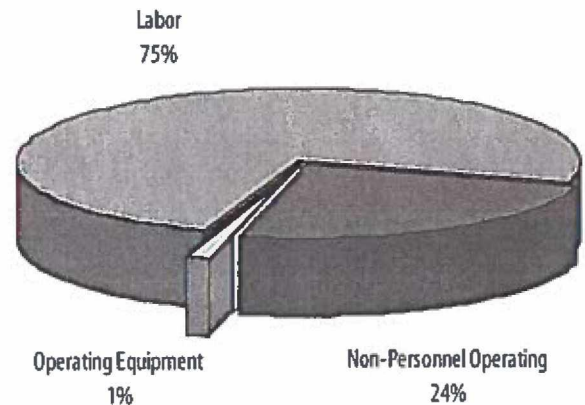
- In 2002, \$16,050 is budgeted for the South Downtown, El Poso, Riverside Neighborhood Plan.
- The Mesa State College Area Plan has \$6,050 budgeted for 2002. This plan encompasses the neighborhoods surrounding the campus that are directly impacted by the activities and future expansion of the campus.
- \$13,350 is budgeted in 2002 and 2003 for updating and adopting corridor guidelines and standards for key corridors.
- In 2002, \$24,500 is budgeted to hire a consultant to assist the City in developing an infill/redevelopment policy.
- The City and County are proposing a joint planning process to look at land uses along the rebuilt 29 Road corridor in 2003.
- 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>2001</b>	<b>2002</b>	<b>2003</b>
Operating Budget	\$ 1,875,607	\$ 1,912,218	\$ 2,013,767
Percent Change in Operating Budget		2.0%	5.3%
Full-Time Staffing	22	22	22

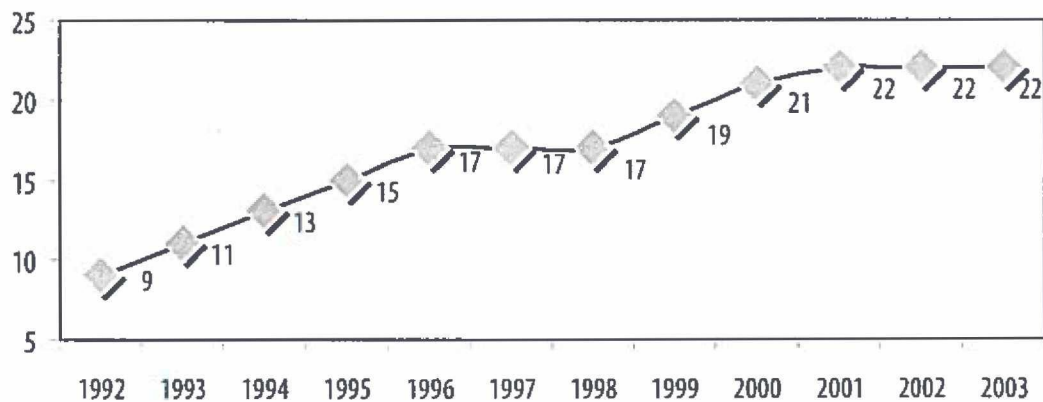
Budget By Major Category	2001	2002	2003
Labor	\$ 1,396,766	\$ 1,435,302	\$ 1,488,547
Non-Personnel Operating	455,334	439,956	510,625
Debt Service	-	-	-
Operating Equipment	23,507	36,960	14,595
<b>Subtotal Operating</b>	<b>\$ 1,875,607</b>	<b>\$ 1,912,218</b>	<b>\$ 2,013,767</b>

Major Capital	14,700	-	-
<b>TOTAL</b>	<b>\$ 1,890,307</b>	<b>\$ 1,912,218</b>	<b>\$ 2,013,767</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	2.8%	3.7%	3.2%
Non-Personnel Operating	-3.4%	16.1%	6.3%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	57.2%	-60.5%	-1.6%
<b>Subtotal Operating</b>	<b>2.0%</b>	<b>5.3%</b>	<b>3.6%</b>
Major Capital	n/a	n/a	n/a
<b>TOTAL</b>	<b>1.2%</b>	<b>5.3%</b>	<b>3.2%</b>



Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Development Services	2	2	2	2	2	2	2	2	2	2	2	2
Planning	4	6	7	9	11	11	11	13	15	15	15	15
Code Enforcement	3	3	4	4	4	4	4	4	4	5	5	5
<b>Total</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>	<b>22</b>	<b>22</b>

**COMMUNITY DEVELOPMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	311	Com Dev Administration	\$ 302,187	\$ 316,338	\$ 325,688
100	321	Development Services	\$ 599,076	\$ 454,225	\$ 467,349
100	322	Community Planning	\$ 427,302	\$ 615,506	\$ 622,469
100	3230	Mesa State College Area Plan	\$ -	\$ 6,050	\$ -
100	3231	South Downtown Plan-Planning Project	\$ -	\$ 16,050	\$ -
100	3233	Growth Plan/Code Revision-Plng Proj	\$ 33,300	\$ -	\$ -
100	3235	Historic Preservation-Planning Proj	\$ 1,594	\$ 3,496	\$ 102,414
100	3239	Downtown Area Plan	\$ 29,200	\$ -	\$ -
100	3240	Redlands Plan	\$ 23,100	\$ -	\$ -
100	3241	Corridor Overlays	\$ -	\$ 13,350	\$ 13,350
100	3242	29 Road Corridor Plan	\$ -	\$ -	\$ 5,200
100	3250	Planning Projects, One-Time	\$ -	\$ 24,500	\$ -
100	331	Code Enforcement- Com Dev	\$ 364,381	\$ 365,989	\$ 376,256
100	332	Weed Abatement - Com Dev	\$ 110,168	\$ 96,713	\$ 101,041
<b>Total: Community Development Dept.</b>			<b>\$ 1,890,307</b>	<b>\$ 1,912,218</b>	<b>\$ 2,013,767</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 \$1.9 million in 2002 and \$2.0 million in 2003 with additional increases of 1.2% in 2002 and 5.3% in 2003.

**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 customers' goals and objectives, as well as those of the community. The Development Services Division is currently assigned one full-time Planning Technician (processing), two Associate Planners, two Senior Planners and one Supervisor.

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 nine full-time employees in this Division including three Planning Technicians (front counter), one Associate Planner, one Senior Planner, one Principal Planner, one GIS Analyst, one GIS Technician and a Planning Manager.

The **Code Enforcement Division's** purpose is to ensure compliance with various provisions of the City's Zoning and Development Code and 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 five full-time employees in this Division including a Code Enforcement Supervisor, three Code Enforcement Officers and an Administrative Assistant. In addition, six part-time seasonal employees work in the Weed Abatement Program.

#### DEPARTMENT STRATEGIC OBJECTIVES

A Five-Year General Operating Plan for the Department was developed in 1998 to cover the years 1999 to 2004. Unfortunately, with the departure of the department director in 1999, the focus for the department narrowed to ongoing programs such as development review, historic preservation and the administration of the Community Development Block Grant program along with a few special projects including the Redlands Plan (in association with Mesa County) and the finalization of the Zoning and Development Code in March 2000.

Nevertheless, two of the goals from that operating plan, which were adopted by the department in January 1999, remain valid today:

#### **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 fully and effectively participate in the planning process.

## OVERVIEW OF OPERATIONAL CHANGES & SIGNIFICANT BUDGET ISSUES

### Personnel

No new personnel are requested for the next two years.

### Non-Personnel Operating

The Community Development Department's non-personnel operating budget is projected to decrease \$101,792 (17.1%) from 2001 Current to Revised, decrease again \$16,624 (3.4%) for 2002 Requested and increase \$48,304 (10.1%) for 2003 Requested. The fluctuation from year to year is primarily contributed to the project accounts which have been summarized in the latter part of this narrative.

Excluding the project accounts, the department's non-personnel operating budget is projected to increase \$7,441 (1.9%) from 2001 Current to Revised, increase \$7,124 (1.8%) for 2002 Requested and subsequently decrease by \$9,214 (-2.2%) for 2003 Requested.

The slight increase from 2001 Current to Revised is contributed to the addition of funds to purchase new modular office furniture for the director (\$7,200).

The increase from 2001 Revised to 2002 is contributed the cost of a new GIS database management software (\$18,940). The amount budgeted for the GIS database management software is a portion of the total cost with the bulk of the request in the Public Works Department's budget. The total cost of the software is approximately \$52k in 2002 and another \$23k in 2003.

The Original 2001 department budget includes the following Planning Projects:

- Mesa College Area Plan
- South Downtown/El Poso/Riverside Neighborhood Plan
- Orchard Mesa Joint City/County Plan Update
- Growth Plan – Consistency Amendment
- Growth Plan 5-Year Update
- Historic Preservation Survey Phase III (periphery of downtown area and outlying areas the City has recently annexed)
- Redlands Joint City/County Plan
- Corridor Overlays

Because of staff turnover and vacancies, only the Growth Plan Consistency Amendment, Growth Plan Update (to be

initiated this Fall) and the Redlands Plan were actually completed or started during this budget cycle. Therefore, the majority of the remainder of this list will be slated for the 2002/2003 budget cycle.

The department is currently involved in the Joint City/County Redlands Neighborhood Plan and the annual review and update of the Zoning and Development Code. In addition to the Department's ongoing responsibilities including but not limited to development review, code enforcement, historic preservation, annual review of the Zoning and Development Code and Community Development Block Grant administration, proposed projects for the current year and the next two years include:

### BUDGET YEAR 2001

#### *Growth Plan 5-Year Update and Consistency Amendment (\$33,300)*

It has been five years since the adoption of the Growth Plan. Staff will begin updating the Plan this Fall with the project going into the Spring of 2002. The update will include a consistency review of the zoning map and the future land use map, as well as an assessment of the status of the implementation of the plan.

#### *Joint City/County Redlands Neighborhood Plan (\$23,100)*

In conjunction with the Redlands Transportation Plan, the City and County Planning Commissions are updating the Redlands Goal and Policies and taking a closer look at the land use plan for the Redlands. The bulk of the work on the plan will be completed in 2001, with an expected adoption early in 2002.

#### *Westside Downtown Redevelopment Study (\$29,200)*

The Westside Downtown Study will examine the redevelopment potential of the area bounded by the railroad, Main Street and 4th Street. The area is anchored by the proposed Grand Junction Historic Intermodal Plaza and Two Rivers Convention Center. The study will incorporate and expand the feasibility and design study of the proposed intermodal plaza.



**BUDGET YEAR 2002*****South Downtown/El Poso/Riverside Neighborhood Plan (\$16,050)***

The South Downtown/El Poso/Riverside Plan was started over five years ago to address the redevelopment of the area near the Colorado River. The study area is generally bounded by South Avenue, the Colorado River, 15<sup>th</sup> Street east of the 5<sup>th</sup> Street bridge, the railroad, the Colorado River and Highway 340 west of the 5<sup>th</sup> Street bridge, and includes the El Poso neighborhood north of the railroad and west of Highway 340. The plan will take a closer look at proposed land uses in the area, as well as the potential redevelopment of the City owned property west of the 5<sup>th</sup> Street Bridge.

***Mesa State College Area Plan (\$6,050)***

The Mesa State College Area Plan would encompass the neighborhoods surrounding the campus that are directly impacted by the activities and future expansion of the campus. The tentative boundaries are 7<sup>th</sup> Street to 15<sup>th</sup> Street, Belford Avenue to Bookcliff Avenue.

***Corridor Overlays: 7<sup>th</sup> Street, 12<sup>th</sup> Street, Patterson Road (\$13,350)***

One of the implementation strategies of the Growth Plan was to update and adopt corridor guidelines and standards for key corridors. Significant work has been completed by a previous consultant that just needs review and updating.

***Infill/Redevelopment Policy (\$24,500)***

Monies budgeted in 2002 to hire a consultant to assist the City in developing an infill/redevelopment policy.

**BUDGET YEAR 2003*****Joint City/County 29 Road Corridor Plan (\$5,200)***

The development pressures for the 29 Road corridor will change dramatically with the improvements planned for the road corridor. The City and County are proposing a joint planning process to look at land uses along the rebuilt corridor.

***Historic Preservation Survey (City's net cost \$40,000)***

The Historic Preservation Board has suggested that the City undertake another large historic survey project. The last two surveys primarily focused on Downtown and portions of Orchard Mesa and Riverside. There are other areas of the

City that are or are becoming historic (50 years or older) on the periphery of downtown and in outlying areas that the City has recently annexed that would be helpful to inventory. In order to do so, and as with the previous two surveys, it may be possible to obtain a grant from the Colorado Historical Society to help fund the project. Based on the cost of the previous survey, a new survey is projected to cost \$100,000. The City will be requesting a grant in the amount of \$60,000; therefore, the net cost to the City will be \$40,000 in 2002 for this project.

***Corridor Plans—1<sup>st</sup> Street and 6 & 50 (\$13,350)***

One of the implementation strategies of the Growth Plan is to update and adopt corridor guidelines and standards for key corridors. Significant work has been completed by a previous consultant that just needs review and updating.



# Performance Measurement Data Sheets

Community Development  
**DEVELOPMENT SERVICES**  
 (Year End 2001)

DEPARTMENT SUMMARIES - COMMUNITY DEVELOPMENT

<b>PRIMARY OBJECTIVE:</b>			
To recover an increasing percentage of the cost of processing permits and development applications through development fees.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
City Population Estimate	43,184	44,334	45,484
City Population Growth Rate	2.8%	2.6%	2.6%
City Dwelling Unit Estimate	19,789	20,289	20,789
Square Miles in City Limits	32.40	33.00	33.50
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
OPERATING EXPENDITURES - Development Services Division (321)	\$639,759	\$454,225	\$ 467,349
FTE's - Development Services Division (Fig. 1, 5-Year Operating Plan)	10.55	10.65	10.65
MANHOURS - Development Services Division (2,080 = 1 FTE)	21,944	22,152	22,152
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Budget
<b>WORKLOAD MEASURES:</b>			
Total No. of Development Applications Reviewed (Weight 80%)	291	311	331
Total No. of Planning Clearances Issued (Weight 10%)	1,112	1,474	1,835
Total No. of Other Permits Issued (Sign, Fence, etc. includes TUPs) (Weight 10%)	914	1,012	1,110
<b>TOTAL APPLICATIONS &amp; PERMITS PROCESSED</b>	<b>2,317</b>	<b>2,797</b>	<b>3,276</b>
Total Weighted # of Workunits	435	497	559
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Budget
Cost per Weighted Workunit	\$ 1,469	\$ 913	\$ 836
Manhour per Weighted Workunit	50.4	44.5	39.6
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Budget
Development Application Revenue	\$ 88,187	\$ 112,809	\$ 120,706
Planning Clearance Revenue	\$ 9,578	\$ 16,256	\$ 17,557
Other Permit Revenue	\$ 16,113	\$ 13,958	\$ 14,656
<b>TOTAL REVENUE</b>	<b>\$ 113,878</b>	<b>\$ 143,023</b>	<b>\$ 152,919</b>
Average Fee per Work Unit	\$ 262	\$ 288	\$ 273
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	2001 Actual	2002 Budget	2003 Budget
Recovery Rate	18%	31%	33%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 subsequently 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 2001)

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Estimated Population	43,184	44,334	45,484
Dwelling Unit Estimate	19,789	20,289	20,789
Coverage Area / No. of Acres	20,736	20,936	21,136
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Expenditures	\$395,529	\$ 462,702	\$ 477,298
Budgeted FTE's (includes 6 half-time employees)	8.0	8.0	8.0
Budgeted Manhours (2,080 = 1 FTE)	16,640	16,640	16,640
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Workload Measures:			
-Number of Outstanding Code Enforcement Cases from Prior Year	88	91	94
-Number of New Code Enforcement Cases	1,483	1,676	1,869
Total Number of Cases (Weight = 85%)	1,571	1,767	1,963
Total Number of Weed Violation Notices (Weight = 15%)	2,627	2,059	2,500
TOTAL CODE & WEED CASES	4,198	3,826	4,463
Total Weighted # of Workunits	1,729	1,811	2,044
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Weighted Workunit	\$ 228.71	\$ 255.52	\$ 233.56
Manhour per Weighted Workunit	9.6	9.2	8.1
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Code Violations Cleared / Resolved (Weight = 85%)	1,450	1,626	1,802
Number of Weed Violations Resolved without Abatement (Weight = 15%)	2,385	1,750	2,065
Total Number Cleared	3,835	3,376	3,867
Number of Weighted Workunits Cleared	1,590	1,645	1,841
Code Violation Clearance Rate	92%	92%	92%
Weed Violation Clearance Rate	91%	85%	83%
Total Clearance Rate	91%	85%	87%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost Per Cleared Workunit	\$ 248.72	\$ 281.35	\$ 259.20
Manhour per Cleared Workunit	10.5	10.1	9.0
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b> Write a procedures manual and continue with the policy manual for consistent enforcement practices/interpretation of code. Review field equipment to assure maximum efficiency.			



## POLICE DEPARTMENT

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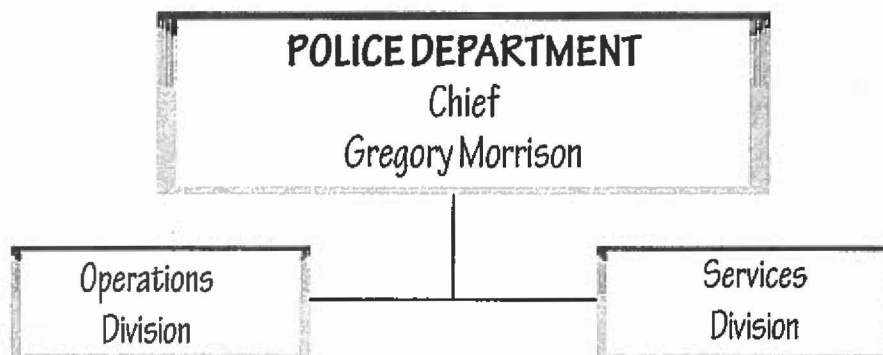


- ◆ **Services**
- ◆ **Operations**

***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.***





### ***SIGNIFICANT BUDGET ISSUES***

- The Police Department will be adding a Telecommunicator in 2002 and an Administrative Clerk, a Lab & Evidence Assistant, a Records Specialist, and a Police Officer in 2003.
- An upgrade to the Law Records Management System in 2002. This upgrade offers smooth integration of LRMS with the Computer Aided Dispatch system and the Mobile Data Computer system.
- The 2003 budget contains a request for the VisionTek side of the wireless Field Reporting System. This will be integrated with the Records Management System and will be partially funded by Local Law Enforcement Block Grant money.
- \$15,000 has been budgeted in 2002 for improvements to the Communications Center.
- A computerized voice stress analyzer is budgeted in 2003.

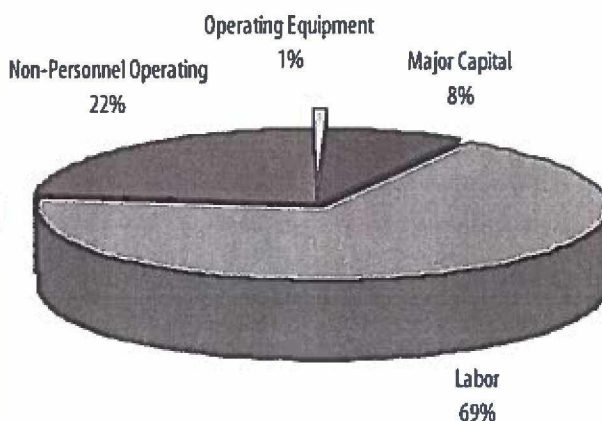
<b>Departmental Budget Trends</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Operating Budget	\$ 11,812,617	\$ 12,654,585	\$ 13,244,910
Percent Change in Operating Budget		7.1%	4.7%
Full-Time Staffing	140	141	145

Budget By Major Category	2001	2002	2003
Labor	\$ 8,750,252	\$ 9,497,972	\$ 9,971,906
Non-Personnel Operating	2,901,137	3,071,954	3,168,476
Debt Service	-	-	-
Operating Equipment	161,228	84,659	104,528
<b>Subtotal Operating</b>	<b>\$ 11,812,617</b>	<b>\$ 12,654,585</b>	<b>\$ 13,244,910</b>

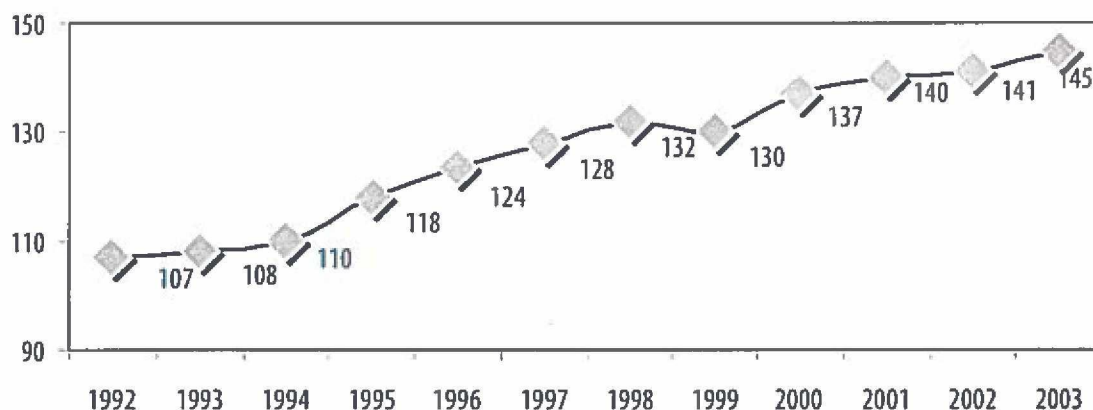
Major Capital	741,920	1,232,628	1,243,593
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<b>TOTAL</b>	<b>\$ 12,554,537</b>	<b>\$ 13,887,213</b>	<b>\$ 14,488,503</b>
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% Change	2001 - 2002	2002 - 2003	Average
Labor	8.5%	5.0%	6.8%
Non-Personnel Operating	5.9%	3.1%	4.5%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-47.5%	23.5%	-12.0%
<b>Subtotal Operating</b>	<b>7.1%</b>	<b>4.7%</b>	<b>5.9%</b>
Major Capital	66.1%	0.9%	33.5%
<b>TOTAL</b>	<b>10.6%</b>	<b>4.3%</b>	<b>7.5%</b>



Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	10	10	10	10	9	10	10	9	11	11	11	11
Services	19	19	20	20	12	13	13	13	14	14	14	17
Patrol	46	46	47	49	57	59	62	62	68	70	70	71
Investigations	13	13	13	13	17	17	17	17	16	17	17	17
Comm. Center	19	20	20	26	29	29	30	29	28	28	29	29
<b>Total</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>137</b>	<b>140</b>	<b>141</b>	<b>145</b>

**POLICE DEPARTMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	410	Chief of Police	\$273,166	\$276,207	\$281,589
100	421	Police Operations Div. Commander	\$136,982	\$145,401	\$149,301
100	422	Uniform Patrol	\$4,850,919	\$5,239,028	\$5,412,006
100	4220	Patrol MSC	\$273,860	\$284,771	\$294,821
100	4221	SWAT - Police Oper - Uniform Patrol	\$59,081	\$69,804	\$68,345
100	4231	Traffic Safety-Police Operations	\$8,175	\$8,857	\$9,016
100	4233	Victim Assistance Program-Pol Oper	\$53,200	\$59,638	\$61,901
100	4241	General Investigations - Police	\$1,132,883	\$1,153,581	\$1,205,022
100	431	Division Commander-Police Services	\$391,031	\$333,291	\$380,356
100	433	Professional Standards-Police Svcs	\$301,158	\$335,798	\$348,208
100	434	Crime Prevention - Police	\$167,758	\$178,501	\$189,551
100	435	School Resource-Police Services	\$199,380	\$222,142	\$229,679
100	436	Lab - Police Services	\$360,728	\$412,572	\$487,410
100	437	Records and Crime Analysis-Pol Svcs	\$650,230	\$907,931	\$692,235
100	441	Communications Center-Police Svcs	\$838,252	\$955,689	\$991,856
100	450	Non-Personnel - Police Services	\$223,802	\$237,774	\$257,826
Subtotal: Fund 100			\$9,920,606	\$10,820,986	\$11,059,121
201	450	Non-Personnel - Police Services	\$0	\$55,000	\$0
308	422	Uniform Patrol	\$48,633	\$54,327	\$56,318
405	441	Communications Center-Police Svcs	\$1,698,352	\$1,871,015	\$1,936,613
405	442	Enhanced 911-Police Services-ComCtr	\$886,946	\$1,085,885	\$1,436,451
Subtotal: Fund 405			\$2,585,298	\$2,956,900	\$3,373,064
<b>Total: Police Department</b>			<b>\$12,554,537</b>	<b>\$13,887,213</b>	<b>\$14,488,503</b>



The Grand Junction Police Department is a state-accredited agency that provides a full range of police services for the City of Grand Junction, Colorado. The Police 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.

#### **Department Goals for 2002 and 2003**

1. Provision of Timely, Quality and Courteous Police Services within the Corporate City Limits.
2. Expansion of Community Policing and Problem Solving Policing Philosophy.
3. Maintain Accreditation of the Police Department by the Colorado Association of Chiefs of Police (CACP).
4. Consolidation and Integration of the Information Management Systems.
5. Continued Collaboration with Other Criminal Justice Agencies for the Identification and Prosecution of Narcotics Trafficking.
6. Training of Department Personnel to Meet Emerging Technological, Social and Criminal Justice Issues.
7. Plan for Future Space and Building Needs.

#### **Significant Issues**

- Over the past few years we have experienced an increase in the average number of position vacancies throughout the Department. The Patrol Section and the 9-1-1 Communication Center are the most notable areas that suffer from employee resignations. This year we left vacancies unfilled in the Communication Center and Patrol due to an insufficient number of applicants who were able to com

plete the recruitment and selection process. We are working with Human Resources to review where and how we recruit new employees.

- Retirements and subsequent promotions will have a definite affect on the composition of the Police Department. Starting with me, as the new Chief of Police, the management of the Department will experience significant changes this coming year and in the next few years that follow. In the immediate future I will be conducting promotional testing and selection processes to replace three Sergeants, one Lieutenant and one Captain. Those vacancies being the result of retirements.
- A relatively new item is the need to provide employees with protective items to combat exposures to airborne and bloodborne pathogens. Unfortunately, there are situations that require the use of force to overcome resistance by the person being arrested. In those cases Police Officers are subject to cuts, scrapes and other injuries that enable the transmission of pathogens.
- The cost of doing business in the Crime Lab has been increasing over several years due to the type and quantity of biohazards we encounter during criminal investigations. To comply with health and safety regulations we have to account for each item of bio contaminated evidence. In 2001, Crime Lab personnel disposed of two 33-gallon containers of biohazard material - In 1997, no containers were logged as destroyed. We are also dealing with increased quantities of evidence that is hazardous or flammable, including solvents, red phosphorous and propane, items that require an individual documentation and proper disposal. In 2000 there were nine meth lab cases, whereas in 1997 there were none. We presently have 43 large and small propane torches and tanks to dispose of - in 1997 there were none.
- The increased number of evidence items when added to the increased accountability and documentation for handling and disposing of items uses up resources. As a result the work product of the Crime Lab to provide expert testing and testimony for the prosecution of criminal cases has decreased. Examples are the lack of fingerprinting of the evidence items that are collected at the crime scene and logged into the Lab. Due to the time involved in processing other evidence items we are se

lecting for fingerprint processing only those items that have the greatest promise of yielding an identifiable print. With the AFIS search capability we identified 221 latent prints, while in 1995 we identified 39. For habitual offender prosecution cases there were 115 identified in 2000, with only 19 such identifications in 1995 and only 9 in 1990. Add to this list the 189 requests to audio enhance tape recordings for the courts, versus the 57 that were requested in 1998; and the 800 individual drug examinations in 2000, compared to 286 examinations several years ago and you can see the picture of how our resources are being severely stretched.

- The terrorist attacks on the World Trade Center are impacting this community in several ways. Those acts and the more recent Anthrax terrorism are having effects on our resources. Walker Field Airport is paying for the overtime to have Police Officers on site 10 hours a day, 7 days a week. Grand Junction is a hub for many transportation routes and conveyances. The train depot, the bus depot, the interstate highway and the state highway systems can all be targets of terrorist activity.
- The problems associated with the Anthrax mailings has also had its impact locally. On Monday, October 15<sup>th</sup>, members of the Health Department, Police Department, Fire Department, Sheriff's Office, and FBI met to discuss how we would handle the various requests for service. Realizing that there will be incidents reported to us that may be credible threats and some less than credible threats, the Incident Management Group established a protocol on how to assess and respond to citizen concerns and reports of possible contamination. That type of response uses up resources very quickly that would normally have been available for other duties prior to September 11<sup>th</sup>.
- With these issues in mind I have elected to withdraw the Department from the pursuit of national accreditation. The personnel resources being utilized for national accreditation can be better served by pursuing State Accreditation. This does two things – First, like national accreditation it keeps us focused on maintaining and reviewing our policies and procedures to be current and in line with legal issues and liability training. Second, it permits me the latitude to reassign a full time Police Officer position to where the current events have shown a need.

#### Future Outlook

- Increased Inter-Agency cooperation. The Police Department and the Mesa County Sheriff's Department have pledged to identify as many areas for interagency cooperation as possible. This should result in increased service and efficiency for the citizens of Mesa County and the City of Grand Junction.
- The PD is scheduled to replace our Police Records Management software in 2002. The Department will work with the Sheriff's Department to explore mutually compatible systems for the future. This would enable officers from both agencies to access the information contained in the reports and summonses from both agencies. Both the Sheriff and the Police Chief agree that a combined Records Management system, integrated with the District Attorneys office, would result in an optimally efficient operation.
- The Department and the Sheriff's Office will coordinate as many training functions as possible for both sworn and civilian employees.
- The Grand Valley Drug Task Force, staffed by officers from the Grand Junction Police Department and the Mesa county Sheriff's Office, are in discussions with the Drug Enforcement Agency to combine office and enforcement activities future years.
- The Department and the Sheriff's Office will explore integrating traffic enforcement efforts in the future to address increases in the traffic and congestion in the area.
- Expanding Community Policing Initiatives.
- The Department will be completing a Community- Policing strategic planning process to identify potential police-community partnership opportunities and community policing and problem solving training needs.
- The Department is exploring establishing several small substations in the outlying areas of the city. These substations would be utilized by on-duty officers for follow-up activity, phone calls and as a convenient place to meet with citizens. This will potentially reduce response time to calls for service and make the officers more accessible to citizens. In addition to use by officers, these substations may be manned periodically by Police Service Technicians and volunteers.
- The Department is committed to expanding our support services for victims of crimes to keep them advised of the progress of criminal investigations, prosecutions and support programs available for crime victims.



# Performance Measurement Data Sheets

Police Department

**PATROL**

(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Calls for Service	48,646	51,078	53,632
Total Crimes Reported	9,424	9,895	10,389
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
Patrol Officer and PST Personnel Costs	\$ 4,241,864	\$ 4,405,261	\$ 4,581,471
Total FTEs - Patrol Officers	40.0	42.0	42.0
Total FTEs - Police Service Technicians	5.0	5.0	5.0
Total FTOs Assigned to Patrol	6.0	7.0	7.0
Total FTO Hours Worked	12,480	14,560	14,560
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Budget
Total Calls for Service Handled by Patrol Officers	37,731	39,618	41,599
Total Calls for Service Handled by Police Service Technicians	10,915	11,460	12,033
Number of Self-Initiated Incidents Generated by Uniformed Officers	14,391	18,000	18,000
Total FTO Hours as Acting Supervisor	900	900	900
Total FTO Hours as Trainer or Lead Person	3,040	3,648	3,648
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Budget
Average Cost per Call for Service	\$ 87.20	\$ 86.25	\$ 85.42
Average Hours per Call for Service per Patrol Officer	2.21	2.21	2.10
Average Hours per Call for Service per Police Service Technician	0.95	0.91	0.86
Average Hours per Call for Service (Total)	1.92	1.91	1.82
Percent of Calls for Service Diverted to Civilian Desk Officers	22.4%	22.4%	22.4%
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Budget
Clearance Rate for All Crimes Reported	47.1%	50.5%	55.5%
Average Response Time to Emergency Calls for Service	5.55	<5.00	<5.00
% FTO Work Time Spent as Acting Supervisor	7.2%	6.2%	6.2%
% FTO Work Time Spent as Trainer or Lead Person	24.4%	25.1%	25.1%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	2001 Actual	2002 Budget	2003 Budget
Average Calls for Service per Patrol Officer per Year	943.3	990.0	1,039.0
Average Calls for Service per Police Service Technician	2,183.0	2,292.0	2,406.6
Cost per Call for Service	\$ 87.20	\$ 86.25	\$ 85.42
Cost per Crime Reported	\$ 450.11	\$ 445.20	\$ 440.99
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b> 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 2001)

<b>PRIMARY OBJECTIVE:</b>			
To investigate, identify, apprehend and provide information and testimony for the prosecution of criminals and their related activities.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Number of Cases Referred	726	800	850
Number of Cases Assigned Using Solvability Factors	415	450	500
Number of Cases Generated by the Special Investigations Unit	176	200	250
Number of Cases Carried Over from Previous Year	149	150	150
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
Investigation Section Budget*	\$ 753,803	\$ 833,142	\$ 870,294
Number of General Investigators, FTE	7	8	8
Number of Police Service Technicians, FTE	2	2	2
Number of Investigators Assigned to Joint Drug Task Force, FTE	4	4	4
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
Total Number of Cases Assigned to General Investigators	415	450	500
Total Number of Cases Assigned to Police Service Technicians	317	350	400
Total Number of Cases Assigned to Joint Drug Task Force	176	200	250
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
Cost per Case Assigned / Generated per General Investigator	\$ 259.48	\$ 231.43	\$ 217.57
Average Man-hours per Case per General Investigator	35.08	37.0	33.3
Average Man-hours per Case per Police Service Technician	13.1	11.9	10.4
Average Man-hours per Case per Task Force Investigator	47.3	41.6	33.3
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
Cases Cleared by Arrest by General Investigators	83	100	125
Cases Cleared by Felony Summons by General Investigators	26	50	75
Cases Cleared by Warrant Application by General Investigators	70	80	90
Cases Inactivated by General Investigators	104	110	120
Cases Unfounded by General Investigators	46	50	50
Cases Given Exceptional Clearance by General Investigators	65	85	100
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
Average Case Load per General Investigator	59.29	56.25	62.50
Average Case Load per Police Service Technician	158.50	175.00	200.00
Average Case Load per Task Force Investigator	44.00	50.00	62.50
Overall Clearance Rate	53.83%	59.38%	62.22%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To provide a prompt, efficient and professional communication link between citizens of Mesa County and Public Safety Responders through direct service and communication support.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Law Enforcement and EMS Billable Transactions	97,178	101,065	105,107
Number of Officer Initiated Transactions	26,038	26,949	27,892
Number of Non-Billable Transactions (Excluding Officer Initiated Activity)	19,835	21,818	24,000
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Communication Center Personnel and Operating Costs for 441	\$ 1,692,784	\$ 1,891,194	\$ 1,957,711
Total Authorized FTE Telecommunicators	21.0	21.0	21.0
Actual Proficient FTE Telecommunicators	15.0	21.0	21.0
Number of CTO Hours Worked	8,955.0	12,480.0	12,480.00
Number of Communication Training Officers (CTO)	5.0	6.0	6.0
Number of Shift Supervisors	5.0	5.0	5.0
Number of Shift Supervisor's Hours Worked	9176	10,400	10,400.00
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Resignations and Terminations	4.0	2.0	2.0
Number of Hours CTOs as Acting Supervisors	99.50	800.00	800.00
Number of CTO Hours Spent Training	3,112.00	2,500.00	2,500.00
Number of In Progress Calls (priority 0 & 1)	35,664	37,091	38,575
Number of Hours Shift Supervisors Work to Meet Minimum Staffing (Includes Overtime)	4,228	260	260
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Billable Transaction	\$ 17.42	\$ 18.71	\$18.63
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Percent of High Priority Calls Dispatched Prior to 90 Seconds	89.0%	100.0%	100.0%
Percent of CTOs Work Time as Acting Supervisors	1.0%	7.0%	7.0%
Percent of CTOs Work Time Spent Training	35.0%	20.0%	20.0%
Percent of Shift Supervisor's Work Time Spent Meeting Minimum Staffing	46.0%	10.0%	10.0%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Telecommunicator Personnel Turnover Rate	19.0%	10.0%	10.0%
Average Number of Billable Transactions per Telecommunicator	6,478.5	4,812.6	5,005.1
Average Number of All Transactions per Telecommunicator	9,536.7	7,135	7,476
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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.			

# Performance Measurement Data Sheets

Police Department  
**CRIME LAB**  
(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To preserve physical evidence for court presentation; to return property to owners; to process, compare and analyze evidence in a professional manner and provide testimony.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Property Cases Received	2,289	2,000	2,100
Number of Lab Requests Received	2,440	2,000	2,200
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Crime Lab and Evidence Budget	\$ 360,495	\$ 433,972	\$ 492,810
Number of Crime Lab FTEs	3	3	4
Number of Property FTEs	2	2	3
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Lab Requests Completed	2,302	2,000	2,100
Number of Crime Scenes Processed	10	10	7
Cases Maintained in Inventory	5,230	<5,500	<5,700
Conduct Quarterly Random Inspection Audits	4	4	4
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Property Case Submitted (40% of Operating Budget + Personnel Costs)	\$ 42.95	<\$200.00	<\$150.00
Cost per Lab Request (60% of Operating Budget + Personnel Costs)	\$ 89.34	<\$150.00	<\$125.00
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Turn Around Time for Lab Requests	12.8	<14.0	<20.0
Number of Property Items or Inventory Discharged as a Result of Court Dispositions	9,029	5,000	5,000
Number of Property Items Returned to Owners	1,967	1,900	1,900
% of Property Accounted for in Audits	100%	100%	100%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Property Case + Average Days in Turn Around for Lab Requests	\$5.8	<182	<100
Cases Dismissed attributable to Crime Lab/Property Error	0	0	0
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Continue to increase the quality and efficiency of the evidence and laboratory process through specialized training and career development; by updating procedures, adopting the American Society of Crime Lab Directors (ASCLAD) protocols and updating or replacing outdated equipment. Obtain larger laboratory facilities to allow a less congested work environment for the five employees and three volunteers. Obtain large evidence and property storage facilities to address growth.			



# Performance Measurement Data Sheets

Police Department

## RECORDS

(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To provide complete and accurate police case electronic records, accessible and retrievable by all police personnel on the network within 24 hours of receipt of file in Records.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Case Reports Received Annually	12,696	13,204	13,732
Total Number of Customer Service Requests Received Annually (Quarterly Survey)	4,097	4,261	4,431
Total Number of Documents Indexed, Processed and Disseminated (Annually)	108,820	113,173	117,700
Total Number of FTEs Assigned to Records	8	8	8
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Records Personnel Costs (Salaries and Operating Costs)	\$ 515,404	\$ 536,020	\$ 557,461
Number of FTEs Performing Data Entry into LRMS	2	2	2
Number of FTEs Handling Customer Service Requests	3	3	3
Number of FTEs Handling Document Indexing, Processing and Dissemination	3	3	3
Total Hours Performing Data Entry into LRMS (75% Availability Factor)	3,120.0	3,120.0	3,120.0
Total Hours Performing Customer Service (85% Availability Factor)	5,304.0	5,304.0	5,304.0
Total Hours Performing Document Handling (85% Availability Factor)	5,304.0	5,304.0	5,304.0
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Criminal Incidents Received	8,154	8,480	8,819
Number of Traffic Accident Incidents Received	2,701	2,809	2,921
Number of Non-Criminal Incidents Received	1,841	1,915	1,991
Number of Criminal Incidents Entered Within 6 Days of 9-1-1 Created Date	842	876	911
Number of Traffic Accident Incidents Entered Within 6 Days of 9-1-1 Created Date	901	937	975
Number of Non-Criminal Incidents Entered Within 6 Days of 9-1-1 Created Date	423	440	458
Number of Documents Handled (Annually)	108,820	113,173	117,700
Number of Customer Service Requests Completed (Quarterly Survey)	4,097	4,261	4,431
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Number of Hours Used per Each Record Entered into LRMS	0.25	0.40	0.39
Average Cost per All Records Entered into LRMS (Criminal, Traffic & Non-Criminal)	\$ 12.89	\$ 12.89	\$ 12.89
Average Number of Hours Used per Each Document Handled	0.05	0.05	0.05
Average Cost per Document Handled	\$ 1.78	\$ 1.78	\$ 1.78
Average Number of Hours Used per Customer Service Request	1.29	1.24	1.20
Average Cost per Customer Service Request Received	\$ 47.18	\$ 47.17	\$ 47.18
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Percent of Criminal Incidents Entered Within 6 Days of 9-1-1 Created Date	10.3%	10.3%	10.3%
Percent of Traffic Accident Incidents Entered Within 6 Days of 9-1-1 Created Date	33.4%	33.4%	33.4%
Percent of Non-Criminal Cases Entered into LRMS Within 6 Days of 9-1-1 Created Date	23.0%	23%	23%
Percent of FTE Hours Used on Entering Cases into LRMS	22.7%	22.7%	22.7%
Percent of FTE Hours Used on Customer Service Requests	38.6%	38.6%	38.6%
Percent of FTE Hours Used on Document Handling	38.6%	38.6%	38.6%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Customer Service Requests Handled per FTE Assigned	1365.7	1420.3	1477.0
Percent of Accuracy of Paper Based Case Files Based on Audit (Annual)	100.00%	100%	100%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
1. Work to improve hours dedicated to data entry in increased number of cases made available on-line in LRMS for Department use.			
2. Monitor workload and resources to ensure timely, accurate and friendly customer service support.			
3. Perform annual audit to determine and improve upon accuracy of case files.			

# Performance Measurement Data Sheets

Police Department

## TRAFFIC

(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To maximize the safe and smooth flow of vehicular and pedestrian movement in the City with minimum life, injury or property damage.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Traffic Related Calls for Service (Accidents, Motorists assist, Traffic Complaints, Hazards)	7,297	7,588	7,892
Total Traffic Collisions Citywide (Fatal, Injury, Hit & Run, Property damage, Private Property)	3,495	3,635	3,780
Total Traffic Complaints citywide (From CAD)	3,471	3,610	3,754
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
Traffic Officer and Traffic PST Personnel & Operating Costs	\$ 471,315	\$ 490,167	\$ 509,774
Total FTE's for Traffic Officers	4	4	4
Total FTE's for Traffic Police Service Technicians	1	1	1
Total FTE's (Traffic Officer's and Police Service Technician's)	5	5	5
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Budget
Total Number of Traffic Related Calls for Service Assigned to the Traffic Unit	2,326	2,420	2,515
Total Number of Accidents Handled by Traffic Unit	1,504	1,564	1,626
Total Number of Traffic Summons Issued by Traffic Officers	4,698	4,850	4,900
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Budget
Average Cost per Traffic Related Call for Service	\$ 202.63	\$ 202.55	\$ 202.69
Percentage of Traffic Related Calls for Service Handled by Traffic Personnel	31%	30%	30%
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Budget
Percentage of Traffic Collisions Caused by DUI, DUIG & DWAI drivers	3.0%	2%	2.0%
Percentage of Traffic Collisions Where Persons Were Injured	17.4%	15%	15.0%
Percentage of Traffic Collisions Involving Pedestrians (School Zone, Residential, Other)	0.6%	0.5%	0.5%
Percentage of Traffic Collisions Involving Bicyclists	1.1%	1.0%	1.1%
Usage of Seatbelts and Child Restraints (Quarterly & Annual Random Surveys)	79.0%	80%	80.0%
Accidents Compared to Total Number of Registered Vehicles in Mesa County	1/45	1/65	1/65
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	2001 Actual	2002 Budget	2003 Budget
Average Traffic Related Calls for Service per Traffic Officer per Year	442.0	400.0	400.0
Average Traffic Related Calls for Service per Police Service Technician per Year	806.0	550.0	550.0
Percentage of Calls Diverted to Police Service Technician	31%	25%	25%
Percentage of Change in Traffic Related Complaints	-2.7%	-1.0%	-1.0%
Percentage of Change in Number of Injuries from Traffic Collisions	-2.2%	-2.0%	-2.0%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Monitor accident locations and causation to identify STEP enforcement areas. divert appropriate calls to Police Service Technician to allow traffic officers time for STEP, School Zone and Restraint enforcement. Work with Community Relations on educational programs to target problem areas identified.			



# Performance Measurement Data Sheets

Police Department  
**SCHOOL RESOURCE**  
(Year End 2001)

<b>PRIMARY OBJECTIVE:</b>			
To foster a positive relationship between students, families, school staff and the Police Department by Police Officers serving as role models. Officers activities include classroom instruction, problem solving and providing law enforcement services, when necessary.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
School Resource Unit Total Budget	203,630	\$ 160,461	\$ 165,715
Operational Budget for Unit	28,067	\$ 48,740	\$ 49,643
SRO FTEs	2.25	2.25	2.25
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
Personnel Budgets for 2 Middle School Officers	\$ 120,489	\$ 85,025	\$ 88,114
Personnel Budgets for 1 High School Officer	\$ 60,244	\$ 42,512	\$ 44,057
SRO FTEs Assigned to High School	0.75	0.75	0.75
SRO FTEs Assigned to Middle Schools	1.50	1.50	1.50
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Budget
Number of DARE Students	860	946	1,041
Number of GREAT Students	1,061	1,167	1,284
Number of Other Students in Middle School Programs	718	790	869
Number of LRE Students in High School Program	320	352	387
Number of Students in Other High School Programs	3,835	4,219	4,640
Number of Calls for Service	243	267	294
Number of Criminal Investigations by High School Officer	213	234	258
Number of Arrests by High School Officer	146	161	177
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Budget
Cost per DARE Student (Taught by 2 FTE @ Mid. Schl. @ 20% Personnel Budget)	\$ 28.02	\$ 17.98	\$ 16.93
Cost per GREAT Student (Taught by 2 FTE @ Mid. Schl @ 10% Personnel Budget)	\$ 11.36	\$ 7.29	\$ 6.86
Cost per Other Program Student (Taught by 2 FTE @ Mid. Schl @ 20% Personnel Budget)	\$ 33.56	\$ 21.53	\$ 20.28
Cost per LRE Student (Taught by 1 FTE @ High Schl. @ 5% Personnel Budget)	\$ 9.41	\$ 6.04	\$ 5.69
Cost per Other Program Student (Taught by 1 FTE @ High Schl @ 10% Personnel Budget)	\$ 1.57	\$ 1.01	\$ 0.95
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Budget
Percent of Students Graduating DARE	44%	44%	44%
Percent of Students Graduating GREAT	33%	33%	33%
Percent of Students Completing LRE	100%	100%	100%
Percent of Students Completing Other High School Programs	100%	100%	100%
Percent of Survey Respondents with Positive Comments on DARE	100%	100%	100%
Percent of Survey Respondents in Favor of Continuing DARE	94%	95%	95%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	2001 Actual	2002 Budget	2003 Budget
Cost per Student Graduating DARE	63.68	40.85	38.47
Cost per Student Graduating GREAT	34.41	22.08	20.80
Cost per Student Completing LRE	9.41	6.04	5.69
Cost per Student Completing Other High School Programs	1.57	1.01	0.95



# Performance Measurement Data Sheets

Police Department  
**CRIME PREVENTION**  
(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To coordinate a variety of projects which encourages understanding, cooperation and involvement by members of the community to participate in programs directed at reducing the vulnerability of persons, residences and businesses to criminal attack. Additionally, to promote safety with emphasis on Crime Stoppers, Crime Prevention Programs and News Media Relations.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Crime Prevention Unit Total Budget	\$ 168,808	\$ 178,501	\$ 189,551
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Personnel Services (2-FTE Officers and 1-FTE Administrative Assistant)	\$ 157,665	\$ 163,109	\$ 168,812
Adj. Personnel Services for 2-Officers and 1-PTE Admin Asst.	\$ 142,315	\$ 144,875	\$ 150,031
Operating Expense for the Unit	\$ 11,143	\$ 15,392	\$ 20,739
Total Number of Man-Hours @ 2,080 per FTE Annually (2-Fulltime Officers and 1-Parttime Administrative Assistant)	5,200	5,200	5,200
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# of Crime Stopper Calls	784	862	949
# of PIO Hours	455	275	275
# of Hours Spent on Crime Prevention Programs	121	100	100
# of Hours Spent on Community Relations	231	175	175
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Crime Stopper Call for 2-FTE Officers and 1-PTE Admin Assist.	\$ 81.69	\$ 75.63	\$ 71.14
Recovery per Case Cleared by Crime Stoppers	\$ 2,767.16	\$ 1,857.14	\$ 1,666.67
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
# of Cases Cleared	32	35	39
% of Cases Cleared	4%	4%	4%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Cost for Cases Cleared by Crime Stopper Calls	\$ 2,614	\$ 2,647	\$ 2,775
Total Recovery of Cases Cleared by Crime Stopper Calls	\$ 88,549	\$ 65,000	\$ 65,000
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
To provide quality professional services to the citizens of Grand Junction and to maintain positive media relations by providing complete, accurate and up-to-date information.			

# Performance Measurement Data Sheets

Police Department

**SWAT**

(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
SWAT will provide a tactical response to high risk and critical incidents that are beyond the scope of normal patrol operations. The Hostage Negotiations Team will provide a capability of conducting negotiations with hostage takers and barricaded subjects.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total SWAT Budget	\$ 41,610	\$ 69,804	\$ 68,345
Total Number of Officers Assigned to SWAT	13	13	13
Total number of Officers Assigned to Negotiations	5	5	5
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Operating Expenses (Overtime, Training, Operating Supplies)	\$ 38,656	\$ 51,350	\$ 53,097
Total Budget Devoted to Training (Operating supplies, training budget, and personnel costs)	\$ 23,885	\$ 35,719	\$ 36,702
Total Hours - Tactical Operations/Training	1,764	2,600	2,600
Total Hours - Negotiations Operations/Training	50	300	300
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Search Warrants Served	6	12	12
Number of Hostage/Barricaded Suspect Call-outs	2	2	2
Hours Committed to Training	1,814	2,000	2,000
Other Requests for Assistance (VIP protection, etc)	-	2	2
Number of Negotiations Deployments	2	2	2
Number of Call-outs Cancelled Prior to Deployment	2	4	4
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost per SWAT Incident	\$ 5,201.25	\$ 4,362.75	\$ 4,271.56
Average Cost per Training Hour	\$ 13.17	\$ 17.86	\$ 18.35
Average Number of Officers Required for Successful Resolution	9.75	11.0	11.0
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
% of Warrants Completed Successfully	100%	100%	100%
% of Hostage/Barricaded Situations Completed Successfully	100%	100%	100%
% of Other Call-outs Completed Successfully	100%	100%	100%
Average Number of Officers Responding to Call-out	7.0	8.0	8.0
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Index of Officer Response(+ or -)	<2.75	<3	<3
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Continuously evaluate the training resources committed to these units. Make adjustments; where needed, to the training program.			

# Performance Measurement Data Sheets

Police Department

**K-9**

(Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
To assist in achieving the preservation of life and property by promoting an atmosphere of service and safety in the community, utilizing canines in the general and specialized patrol to enhance crime prevention, crime suppression, criminal investigation and Police Officer/Citizen protection.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Calls for Service by K-9 Officers	2,377	2,300	2,415
Total On Duty Calls for K-9 Utilizations	701	760	798
Total Off Duty Call-Outs for K-9 Utilizations	17	18	19
*Interdiction of parcels at UPS and Federal Express		26	26
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
K-9 Officers Personnel Costs	\$ 191,688	\$ 209,028	\$ 219,479
Total FTEs-K-9 Officers	4.0	4.0	4.0
Operating Budget	\$ 40,660	\$ 40,660	\$ 40,660
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Calls for Building/Suspect/Evidence Searches	339	341	358
Total Calls for Narcotics Searches	307	344	361
Total Hours Spent on Utilizations per Year	367.00	384.00	403.00
Total On-Duty Training Hours	583.00	720.00	720.00
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost per K-9 Team per Calls for Service	\$ 75.07	\$ 81.12	\$ 80.49
Average Hours per Call for Utilization per K-9 Officer	0.48	0.34	0.34
Average Cost per K-9 Team for Training	\$ 3,661.76	\$ 4,522.24	\$ 4,748.34
Average Cost per K-9 Team for Annual Certification	\$ 998.00	\$ 920.00	\$ 1,047.00
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
% of Calls Suspects/Evidence Located	16.7%	18.0%	19.0%
% of Calls Narcotics Located	32.0%	37.0%	39.0%
% of K-9s Successfully Certified Through Training	100.0%	100.0%	100.0%
% of total calls for service given K-9 unit that are for K-9 utilization	29.5%	33.0%	34.7%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Cost of Calls for Utilization Where Suspect/Evidence/Drugs Located	\$ 29,852.00	\$ 34,711.34	\$ 40,320.75
Average Total Hours Spent per Year per K-9 Team - Suspect/Evidence/Narcotics Located	44.75	50.00	55.00
Total Cost for Successful Certification of K-9 Unit	\$ 3,992	\$ 3,680	\$ 3,864
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Encourage increased utilization of the K-9 Unit by Patrol and Special Investigations.			
Monitor scheduling to reduce off-duty call-outs.			
Increase drug interdiction on I-70 corridor and local motels to increase seizures of drugs and money.			
*New-Implement Interdiction of parcels at UPS and Federal Express			



# Performance Measurement Data Sheets

Police Department  
**PROFESSIONAL STANDARDS**  
 (Year End 2001)

DEPARTMENT SUMMARIES - POLICE

<b>PRIMARY OBJECTIVE:</b>			
Achieve and maintain National and State Accreditation. Ensure integrity of the Department by tracking citizen comments, reviewing "high risk" and/or significant incidents, and conducting fair and impartial administrative investigations on behalf of both the employees and the community. Provide on-going training for employees to improve skills, knowledge and abilities.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Professional Standards Unit Total Budget	\$ 300,473	\$ 355,798	\$ 349,208
Personnel Costs - 3 Personnel Assigned	\$ 200,131	\$ 213,289	\$ 220,497
Operational Expenses for Unit	\$ 100,342	\$ 142,509	\$ 127,711
Number of FTEs	2.75	3.00	3.00
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
No. of Hours - Coordination of Training Courses/Programs/Activities (ATO)	802.0	1,500.0	1,500.0
No. of Hours - Processing of Citizen Comments (IA Sgt)	125.5	130.0	135.0
No. of Hours - Internal Affairs Investigations/High Risk and Disciplinary Reviews (IA Sgt)	212.0	378.0	383.0
No. of Hours - Police Officer Recruitment (All Personnel)	125.0	300.0	300.0
No. of Hours - Applicant Background Investigations (All Personnel)	600.0	600.0	600.0
No. of Hours - CALEA Accreditation (All Personnel)	716.0	700.0	400.0
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of Training Schools Attended (In House/Hosted and External)	130	100	100
Total Number of Department Personnel Attending/Receiving Training	107	141	141
Total Number of Training Hours (Sworn and Civilian Personnel)	9,906	10,000	10,000
Total Citizen Comments	251	260	270
Total Citizen Comments (Allegations) Sustained	21	25	30
Total Outside Commendations	126	130	140
Total I.A./High Risk/Disciplinary reviews	106	120	130
Total Number of Police Officer Applicants Tested	55	60	60
Total Number of Background Investigations Conducted (Including Comm Center)	25	30	30
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average Cost per Employee Attending Training	\$ 937.78	\$ 1,010.70	\$ 905.75
Average Cost per Hour of Training	\$ 10.13	\$ 14.25	\$ 12.77
Average Cost per I.A./Citizen Comment/ Disciplinary Reviews	\$ 25.94	\$ 36.68	\$ 34.51
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
% of Total "Sustained" I.A./Citizen Comment/Disciplinary Reviews	6%	7%	9%
Average Number of Training Hours Received - Sworn Employees	107.0	80.0	80.0
Average Number of Training Hours Received - Civilian Employees	31.0	40.0	40.0
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Budget	2003 Budget
# of Sustained Complaints/Allegations (per 10,000) Incidents/Events/Calls for Service (ComCtr)	5.00	7.00	9.00
# of Sustained Complaints/Allegations (per 10,000) Incidents/Events/Calls for Service (PD)	16.00	18.00	20.00
% of Department Personnel Attending/Receiving Training (Sworn and Civilian)	95.5%	100.0%	100.0%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Ensure overall Accreditation, Policy and Department Standards for compliance by monitoring/reviewing citizen comments and reported incidents. Continue quarterly training/testing of "high risk" and "skills" areas. Begin quarterly training regarding Disciplinary issues. Continue monitoring of training activities and schedule courses/classes per budget and agency goals.			

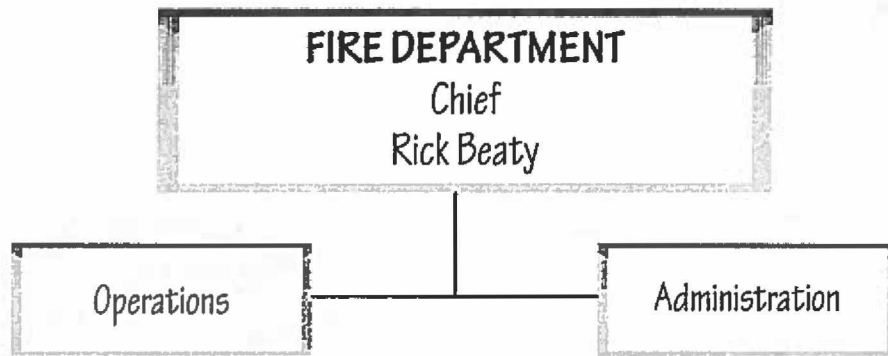
## **FIRE DEPARTMENT**

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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.***



### ***SIGNIFICANT BUDGET ISSUES***

- To increase service delivery, the capital budget includes \$150,400 in 2002 and \$529,600 in 2003 to build a new fire station (#5) in west Grand Junction.
- In order to staff the new fire station, funds have been added in 2003 for an additional ten fire personnel.
- \$456,000 has been budgeted for each of the two years to fund the lease/purchase of fire equipment.
- Exhaust systems have been budgeted for station 1 and station 4 in 2003 for \$64,000.

<b>Departmental Budget Trends</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Operating Budget	\$ 6,447,816	\$ 6,559,393	\$ 7,553,744
Percent Change in Operating Budget		1.7%	15.2%
Full-Time Staffing	75	75	85

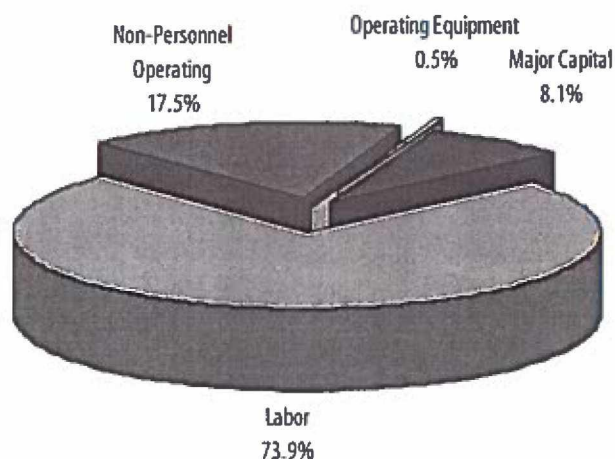


Budget By Major Category	2001	2002	2003
Labor	\$ 5,031,465	\$ 5,293,099	\$ 6,214,986
Non-Personnel Operating	1,368,734	1,236,539	1,311,281
Debt Service	-	-	-
Operating Equipment	47,617	29,755	27,477
<b>Subtotal Operating</b>	<b>\$ 6,447,816</b>	<b>\$ 6,559,393</b>	<b>\$ 7,553,744</b>

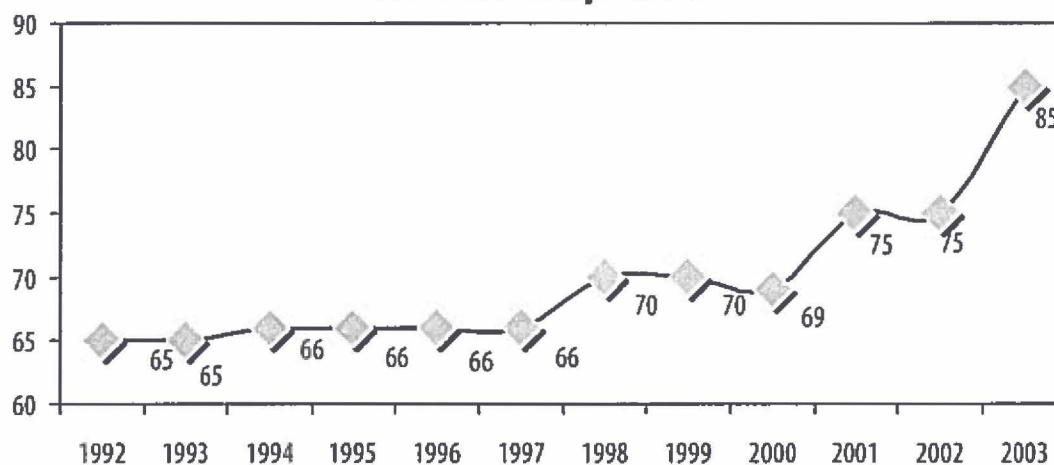
Major Capital	70,652	659,753	1,086,400
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<b>TOTAL</b>	<b>\$ 6,518,468</b>	<b>\$ 7,219,146</b>	<b>\$ 8,640,144</b>
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% Change	2001-2002	2002-2003	Average
Labor	5.2%	17.4%	11.3%
Non-Personnel Operating	-9.7%	6.0%	-1.8%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-37.5%	-7.7%	-22.6%
<b>Subtotal Operating</b>	<b>1.7%</b>	<b>15.2%</b>	<b>8.4%</b>
Major Capital	833.8%	64.7%	449.2%
<b>TOTAL</b>	<b>10.7%</b>	<b>19.7%</b>	<b>15.2%</b>



Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	4	4	4	4	4	4	4	4	3	3	3	3
Fire Suppression	55	55	56	56	56	56	59	59	59	65	65	75
EMS / HAZMAT	2	2	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	4	4	4	4	4	4
<b>Total</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>	<b>75</b>	<b>85</b>

**FIRE DEPARTMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	511	Fire Administration	\$655,072	\$860,009	\$874,665
100	521	Emergency Oper Administration-Fire	\$119,450	\$157,970	\$161,994
100	5210	Personnel-Fire Emerg Oper Administr	\$4,103,485	\$4,278,873	\$5,164,771
100	5211	Reserves-Fire Emerg Oper Admin	\$55,530	\$71,563	\$75,841
100	52121	Station #1-Fire Emerg Oper Admin	\$40,059	\$50,173	\$80,290
100	52122	Station #2-Fire Emerg Oper Admin	\$15,791	\$22,705	\$17,450
100	52123	Station #3-Fire Emerg Oper Admin	\$14,755	\$27,340	\$18,640
100	52124	Station #4-Fire Emerg Oper Admin	\$18,515	\$16,850	\$42,210
100	52125	Station #5-Fire Emerg Oper Admin	\$0	\$0	\$119,830
100	5213	Communications-Fire Emerg Oper Admi	\$27,879	\$26,300	\$17,000
100	5214	Operations-Fire Emerg Oper Admin	\$477,071	\$452,757	\$467,914
100	522	Emergency Medical Services - Fire	\$101,187	\$114,065	\$126,193
100	5231	Equipment Repair - Fire Fighting	\$10,580	\$8,780	\$8,780
100	524	Specialized Rescue - Fire	\$41,615	\$46,075	\$45,165
100	5252	HAZMAT D.E.R.A. Services-Fire Emerg	\$52,782	\$72,583	\$75,124
100	531	Fire Non-Emergent Administration	\$39,692	\$42,536	\$43,829
100	5312	Physical Fitness-Fire Non-Emergent	\$28,748	\$59,482	\$38,649
100	5320	Personnel-Fire Non-Emergnt Code Enf	\$135,610	\$141,104	\$147,025
100	5330	Administratn-Fire Non-Emer-Pub Info	\$59,204	\$67,228	\$70,450
100	53321	Schools-Fire Non-Emerg-Public Educa	\$2,388	\$2,461	\$2,535
100	53323	Businesses-Fire Non-Emer-Pub Educat	\$13,504	\$14,694	\$15,064
100	53325	General -Fire Non-Emerg-Public Educ	\$5,687	\$7,198	\$6,067
100	5333	Juvenile Fire Setters-Fire Pub Educ	\$8,717	\$12,070	\$10,684
100	5340	Personnel-Fire Non-Emergent Sv Invs	\$86,258	\$91,461	\$95,956
100	5350	Admin-Fire Non-Emer Services-Traing	\$179,404	\$183,801	\$185,031
100	5351	Emergency Med-Fire Non-Emer Sv-Trng	\$135,494	\$152,736	\$157,661
100	5360	Admin-Fire Non-Emer-HAZMAT Support	\$70,758	\$73,622	\$76,238
100	53612	Sara Cntrct-Fire Non-Em-Preplanning	\$14,182	\$14,311	\$15,490
Subtotal: Fund 100			\$6,513,418	\$7,068,746	\$8,160,544
201	52124	Station #4-Fire Emerg Oper Admin	\$5,050	\$0	\$0
201	52125	Station #5-Fire Emerg Oper Admin	\$0	\$150,400	\$479,600
Subtotal: Fund 201			\$5,050	\$150,400	\$479,600
<b>Total: Fire Department</b>			<b>\$6,518,468</b>	<b>\$7,219,146</b>	<b>\$8,640,144</b>

Grand Junction Fire Department is divided into two major sections aimed at delivering a wide range of emergency and routine services to the City of Grand Junction and the Grand Junction Rural Fire Protection District. The total service delivery area includes the City's limits and territory surrounding the City, approximately 93 square miles, and a population of 65,000.

The ADMINISTRATION SECTION of the Department provides support functions to emergency operations and handles various areas of code enforcement. These include:

- **Fire Code Enforcement** - The two main aspects in this Bureau are Fire Inspections and New Development. Fire Inspections include inspection services that assist the business community in identifying hazards and minimizing potential losses. The inspection program also gives fire fighters an opportunity to become familiar with building layouts in order to plan fire-fighting strategies. Over 3,500 business are inspected annually to identify and correct fire code violations and current information is obtained on fire protection systems, location of alarm panels, sprinkler hookups and shutoffs for sprinklers. This information is then input into a computer program that provides fire fighters with information on each business and enables the Fire Inspection Bureau to analyze its activities. New Development projects are reviewed for compliance with applicable codes. Officers check site plans to ensure adequate fire protection and emergency access. Building plans are checked for conformance to fire, building, and life-safety codes. The fire prevention officers review fire protection systems for compliance with International Fire Code design standards.
- **Hazardous Materials Services** - Services in this Division include drug lab amelioration, contract negotiation and development of various agreements, billing for applicable hazardous materials and out-of-district responses, and helping businesses to develop emergency response plans to enable the Fire Department to handle situations involving hazardous chemicals.
- **Fire Investigations** - The Fire Investigations Coordinator is responsible for the investigation of all fires within our Fire Protection District. If a fire is determined to be

accidental in nature, steps are taken to reduce the likelihood of similar incidents. If a fire is the result of arson, the fire investigation team conducts a criminal investigation with the cooperation of law enforcement agencies in order to prosecute arsonists.

- **Public Information / Education** - The Public Education/Information Officer is responsible for overseeing activities related to safety education and information for the public. These include programs that are designed to teach the general public how to react in a safe manner when confronted with an emergency such as fire, medical, or other natural disasters and a Fall school program.
- **Juvenile Fire Setters Program** - This program was established over 15 years ago to identify and address juvenile fire setting behavior involving children in our community under the age of 18. The four major components of this program are: 1) identification of the problem; 2) assessing the motivation and level of future fire-setting risk; 3) providing age-appropriate education; and 4) referring families to appropriate community agencies for further intervention.

**Fire Training** - The Training Coordinator develops, procures, and coordinates programs to meet the training needs of Department personnel. Certifications are required to qualify personnel to respond to emergencies, and it is the Coordinator's responsibility to see that the Department meets these regulations. The annual Engineer, Captain, and Shift Commander tests and the biennial fire fighter recruitment are also managed within this cost center. Training is an ongoing activity requiring many hours of involvement by emergency services personnel. Because updated knowledge is required on such varied subjects as hazardous materials, high-angle rescue, water rescue and recovery, EMS training and fire suppression, the need for continual training is paramount. The Training Division also manages the Reserve Firefighter program. Firefighters in this program serve as part-time firefighters with the Department and are used as temporary replacements for full-time personnel when the need arises. The Training Officer provides much of the direct training to the members of the program.



The OPERATIONS SECTION provides some support functions (e.g., company inspections, minor equipment repair) for emergency operations, in addition to the primary provision of emergency response and mitigation. Specific functions of the Operations Section are:

- **Fire Suppression** - Fire control is a complex process involving a number of activities carried out simultaneously. In addition to extinguishing the fire, fire fighters rescue trapped individuals, minimize loss by covering or removing personal property, and coordinate the efforts of multiple agencies during an incident.
- **Hazardous Materials Response** - Chemicals, biological agents and radioactive materials continuously move through our community. Accidental release events involving these hazardous materials are quite varied and have the potential to adversely affect a great number of our residents and environment. The Grand Junction Fire Department is highly proactive in training and response preparedness and is considered one of the best teams in the region. In 2000, the Grand Junction Fire Department and the Grand Junction Police Department jointly developed the Hazardous Device Team. This Team is comprised of specially-trained individuals who render safe explosives and improvised explosive devices.

**Emergency Medical Services Response** - Currently, the GJFD provides services within a "two-tier" system in which Grand Junction Fire Department provides first- response capabilities with highly trained personnel, while a second-tier private ambulance responds to provide patient transportation to the hospital. This type of system emphasizes a rapid Fire response to stabilize the situation; then, it allows a quick return to service and availability for the next call when the transfer of the patient to a private ambulance is made for transport to the hospital. In cases where the patient's condition is critical, or there is need for additional staffing, Grand Junction Fire Department personnel will ride in with the private ambulance to continue care. The Department also maintains transport capability with two ambulances for those situations when a private ambulance is not available (5% of the time). This service is provided at the Advanced Life Support level with the staffing of paramedic personnel at all four stations.

The EMS Division supports the provision of EMS in the following major categories: Quality Assurance/Quality Improvement; EMS Training/Continuing Education; National, State, County regulation compliance; Equipment/supply procurement, maintenance and inventory; Data collection/analysis; Private Ambulance permit oversight; Local/Regional EMS Coordination; Medical Surveillance Program coordination; Multiple Casualty Incident planning/preparation; EMS planning; EMS budget preparation/oversight.

Clinically, the EMS Division follows standards that have been developed both locally and nationally by the medical profession. Thus, coordination of the Department's emergency medical services requires a strong interface with the Physician Advisor, the hospitals and other medical components of the community.

- **Technical Rescue** - The relative isolation of our area, varying terrain, and recreational activities of the public require preparation for virtually any emergency. Specialized rescue includes rope rescue, water rescue, and confined space rescue.

# Performance Measurement Data Sheets

Fire Department  
**OPERATIONS**  
(Year End 2001)

DEPARTMENT SUMMARIES - FIRE

<b>PRIMARY OBJECTIVE:</b>			
To service an increasing number of calls without incurring commensurate increases in funding.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Projected
Total Emergency Responses (City)	5,931	6,027	6,257
Fire Responses	1,345	1,399	1,455
Medical Responses	4,586	4,628	4,802
Total Emergency Responses (Rural District)	1,462	1,479	1,515
Fire Responses	388	388	405
Medical Responses	1,074	1,091	1,110
Total Responses (all inclusive)	7,393	7,506	7,772
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Projected
F.D. Operations Budget (excludes facilities and certain overhead costs)	\$4,828,289	\$5,025,419	\$5,933,843
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Projected
Average Response Time (City)	5.27	5.30	6.00
Average Response Time (Rural District)	7.47	7.60	8.00
Average Response Time (All Areas)	5.67	5.75	6.00
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	2001 Actual	2002 Budget	2003 Projected
Cost per Call (all calls for emergency service)	\$ 653	\$ 670	\$ 763
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>	2001 Actual	2002 Budget	2003 Projected
Fire Loss / 1,000 Assessed Valuation (Total 2001 = \$593023616)	3.45	4	4
Fire Responses / 1,000 Population	26	27	27
Medical Responses / 1,000 Population	86	85	86
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Continue to examine new methods and process aimed at holding or reducing costs.			

# Performance Measurement Data Sheets

## Fire Department INVESTIGATIONS (Year End 2001)

<b>PRIMARY OBJECTIVE:</b> Investigate all fires in our response district to determine the origin and cause.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total number of fires	530	551	573
% determined to be accidental	69.0%	70%	70%
% determined to be incendiary	22.0%	25%	25%
% determined to be suspicious	5.0%	3%	3%
% undetermined	4.0%	2%	2%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Fire Investigations budget	\$ 85,015	\$91,460	\$95,956
Hours worked in Division	2,220	2,230	2,240
# of full-time investigators	1	1	1
# of shift investigators	7	7	7
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# of fires requiring investigations	530	551	573
# of fires investigated by Division	106	110	115
# of fires investigated by shift investigators	154	190	200
# of fires investigated by engine company personnel	270	251	258
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Average hours per Division investigation	18.9	20	22
Average cost per Division investigation	\$ 531	\$ 550.00	\$ 575.00
Average hours per shift investigator investigation	3.5	4	5
Average cost per shift investigator investigation	\$58.17	\$ 65.00	\$ 70.00
Average hours per engine company investigation	0.3	0	0
Average cost per engine company investigation	\$ 4.98	\$ 5.50	\$ 6.00
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
% of investigations cleared	100%	100	100
# of arrests	15	10	12
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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  
**FIRE PREVENTION**  
(Year End 2001)

DEPARTMENT SUMMARIES - FIRE

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Fire Prevention Budget(excludes revenue from permits)	\$ 204,050	\$ 243,122	\$ 229,503
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%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>	2001 Actual	2002 Budget	2003 Budget
New Constuction: 50% of resources allocated to this program.	50%	50%	50%
Program FTE's	1.0	1.0	1.0
Existing Buildings: 25% of resources allocated to this program.	25%	25%	25%
Program FTE's	0.5	0.5	0.5
Administration, Training, and Planning: 25% of resources allocated to this program.	25%	25%	25%
Program FTE's	0.5	0.5	0.5
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>	2001 Actual	2002 Budget	2003 Budget
New Construction: Consumes an estimated 50% of total resources.	Total Number of Reviews or Inspections	Total Number of Reviews or Inspections	Total Number of Reviews or Inspections
Development Plan Reviews	271.0	276.4	281.9
Building Plan Reviews	238.0	242.8	247.6
Fire Alarm System Reviews	35.0	35.7	36.4
Fire Sprinkler Reviews	41.0	41.8	42.7
Hood Extinguishing System Reviews	18.0	18.4	18.7
Spray Booth System Reviews	2.0	2.0	2.1
AST/UST Installation Reviews	7.0	7.1	7.3
Knox Box Installations	21.0	21.4	21.8
<b>Total Reviews+ knox box installations</b>	<b>633.0</b>	<b>645.7</b>	<b>658.6</b>
Development Plan Reviews: 1 hour per review	271	276.4	281.9
Building Plan Reviews: 1 hour per review	238	242.8	247.6
Fire Alarm System Reviews: 4 hours per review	140	142.8	145.7
Fire Sprinkler Reviews: 8 hours per review	328	334.6	341.3
Hood Extinguishing System Reviews: 1 hour per review	18	18.4	18.7
Spray Booth System Reviews: 1 hour per review	2	2.0	2.1
AST/UST Installation Reviews: 1 hour per review	7	7.1	7.3
<b>Total man-hours: Plan Reviews</b>	<b>1,004.0</b>	<b>1,024.1</b>	<b>1,044.6</b>
New Development Inspections: 50% of projects require a site inspection	135.5	138.2	141.0
Building Inspections: 50% of building plan reviews require an inspection	119.0	121.4	123.8
Fire Alarm System Inspections: 3 inspections @ 1.5 hours per inspection	157.5	17.9	18.2
Fire Sprinkler System Inspections: 5 inspections @ 1.5 hours per inspection	307.5	20.9	21.3
Hood Extinguishing System Inspections: 1 inspection at 1.5 hours	27.0	9.2	9.4
Spray Booth System Inspections: 1 inspection at 1.5 hours	3.0	1.0	1.0
AST/UST Installation Inspections: 3 inspections at 1.5 hours per inspection	31.5	3.6	3.6
Knox Box Installations: Administration/Installation@ 2 hours per	42.0	10.7	10.9
Special Projects: Large projects requiring detailed review and inspection: 250 hours/project.	-	-	-
Reinspections: 30% of inspections require a reinspection due to inadequacies.	206	138.2	141.0
<b>Total man-hours for new development: inspections</b>	<b>1029</b>	<b>461</b>	<b>470</b>

# Performance Measurement Data Sheets

Fire Department  
**FIRE PREVENTION cont.**  
(Year End 2001)

<b>Existing Buildings: Consumes an estimated 25% of Total Resources</b>			
Regular Inspections: Schools, College, Day Care, Group Homes, Change of Use	106.1	109.3	112.6
Liquor License Inspections	79.6	82.0	84.4
Reinspections	53.0	54.6	56.2
Hazard Complaints	63.7	65.6	67.6
Referrals: Company Inspections with technical or compliance issues	63.7	65.6	67.6
Certificate of Occupancy Inspections: Begins the company inspection program	265.2	273.2	281.4
Regular Inspections: 2 hrs. per inspection	212	219	225
Liquor License Inspections: 2 hrs. per inspection	159	164	169
Reinspections: 1.5 hrs. per inspection	80	82	84
Hazard Complaints: 2 hrs. per inspection	127	131	135
Referrals: 3 hrs per inspection	191	197	203
Certificate of Occupancy Inspections: 1.5 hrs. per inspection	398	410	422
<b>Total Man-hours: inspections for existing buildings</b>	<b>1167</b>	<b>1202</b>	<b>1238</b>
<b>Administration, Training, and Planning: 25% of resources allocated here.</b>	<b>Man-hours</b>	<b>Man-hours</b>	<b>Man-hours</b>
Administration	480	480	480
Training	240	240	240
Planning	240	240	240
Special Projects: Sunpro implementation/training/conversion	100	398	100
Special Projects: RHAVE Implementation	25	50	25
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>	<b>2001 Actual</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
Total Man-hours budgeted to meet Quality Standard: New Construction	1,920	1,920	1,920
Total Man-hours budgeted to meet Quality Standard: Existing Buildings	960	960	960
Total Man-hours budgeted to meet Quality Standard: Admin., Training, Planning	960	960	960
Total Man-hours budgeted to meet Quality Standard: Special Projects	-	-	-
Total Man-hours expended to meet Quality Standard: New Construction	2,033	1,485	1,515
Total Man-hours expended to meet Quality Standard: Existing Buildings	1167	1202	1238
Total Man-hours expended to meet Quality Standard: Admin., Training, Planning	640	960	640
Total Man-hours expended to meet Quality standard: Special Projects	0	448	0
<b>Total Man-hours expended</b>	<b>3840</b>	<b>4095</b>	<b>3393</b>
<b>EFFECTIVENESS MEASURES: Man-hours budgeted/man-hours expended</b>	<b>2001 Actual</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
<b>&gt;100% reflects excess hours budgeted to meet quality standard.</b>			
New Construction Effectiveness Percentage	94%	129%	127%
Existing Buildings Effectiveness Percentage	82%	80%	78%
Administration, Training, Planning Effectiveness	150%	100%	150%
Special Projects: Sunpro and Rhave	Not budgeted	Not budgeted	Not budgeted
<b>OFF BUDGET ITEMS: Reflects the estimated additional man-hours required to implement Sunpro and Rhave with a four year time of completion...</b>	<b>2001 Actual</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
Sunpro and Rhave: volunteer hours expended or budgeted	40	50	50
Sunpro and Rhave: Fire Department operations hours expended or budgeted	0	50	50
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>	<b>2001 Actual</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
Man-hour shortfall/surplus: New Construction	(113)	435	405
Man-hour shortfall/surplus: Existing Buildings	(207)	(242)	(278)
Man-hour shortfall/surplus: Admin., Training, Planning	0	0	0
Total Man-hours expended to meet Quality standard: Special Projects	0	(448)	0
Actual Man-hour shortfall/surplus	(320)	(255)	127
Budgeted man-hour shortfall/surplus	-	-	-
<b>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. 2001 goals and objectives have not been completed and are not reflected in 2001 budget. Off Budget Items: Training, field surveys, and data entry may require up to 17,500 man-hours to complete all fields in both data bases. This is to be spread over a period of years. I assumed a four-year time period to complete both the Sunpro Occupancy database and the RHAVE database.</b>			



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### ◆ **Public Works**

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

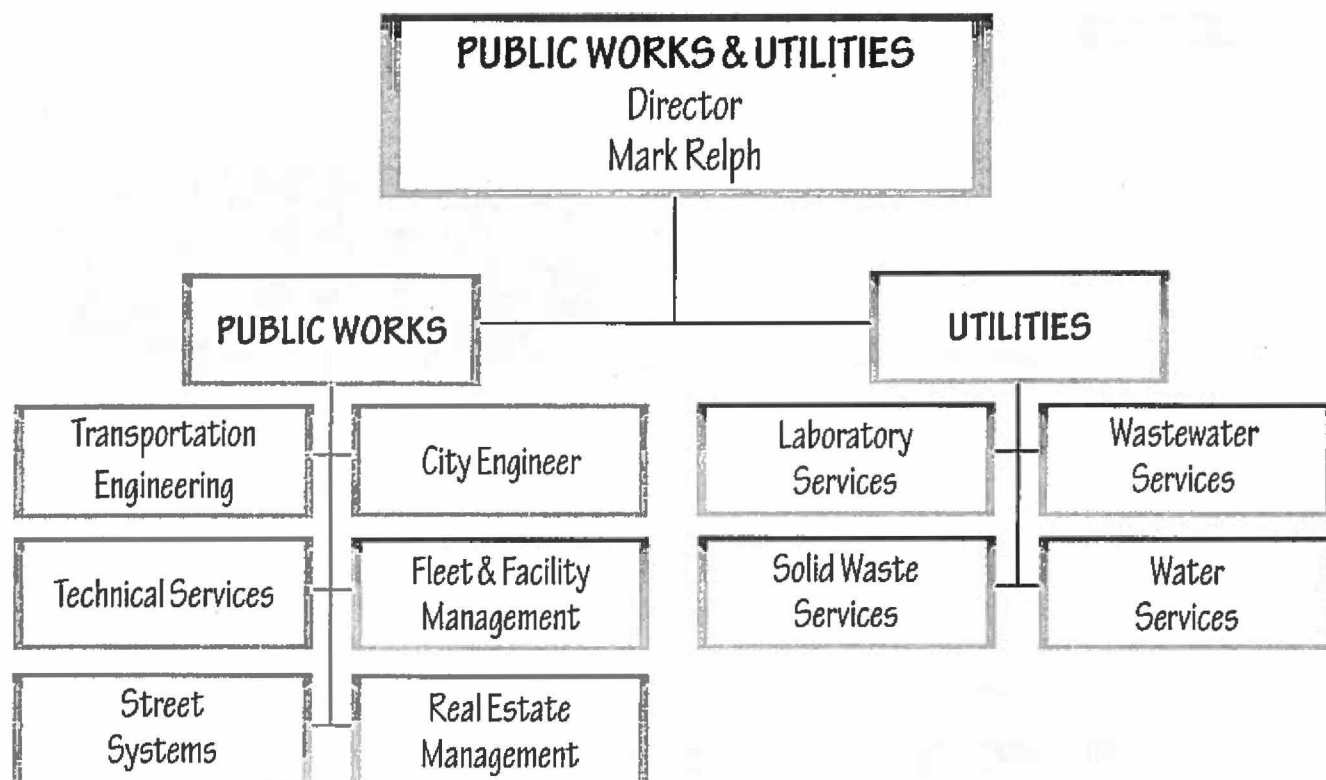
### ◆ **Utilities**

- ♣ **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

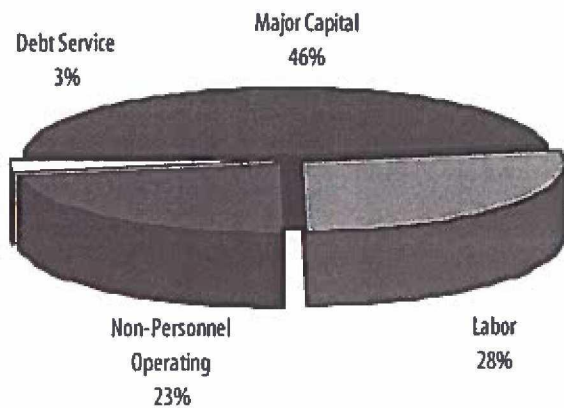
- The 2002-2003 budget includes \$14.5 million dollars for maintenance and infrastructure improvements, which will include the first phase of the Riverside By-Pass, the second and third phase of the 29 Road corridor improvements.
- Public Works has requested FTEs in new positions over the next two years. These positions include a crew leader in Transportation Engineering, a part time janitor and a part time maintenance worker for the Streets Division.

#### Utilities Division

- No water rate increases for 2002 or 2003.
- -3.99% reduction in Water non-personnel operating expenses for 2002.
- Solid Waste residential and commercial rate increase of 4% in 2002 and 2003: Residential rates for a 96-gallon container will increase from \$9.84 to \$10.23 in 2002 and to \$10.64 in 2003.
- Recycling rates will increase from \$1.50 to \$1.75 per month.
- Examination of commercial roll-off services by Solid Waste.
- New position of Environmental Compliance Coordinator in Utilities.
- Elimination of combined sewer systems (CSEP) and septic systems (SSEP).
- Increase of monthly wastewater service rate of 2.5% for 2002 and 5% for 2003.
- Cooperative effort with State/Federal agencies and local landowners to identify stream standard limits.

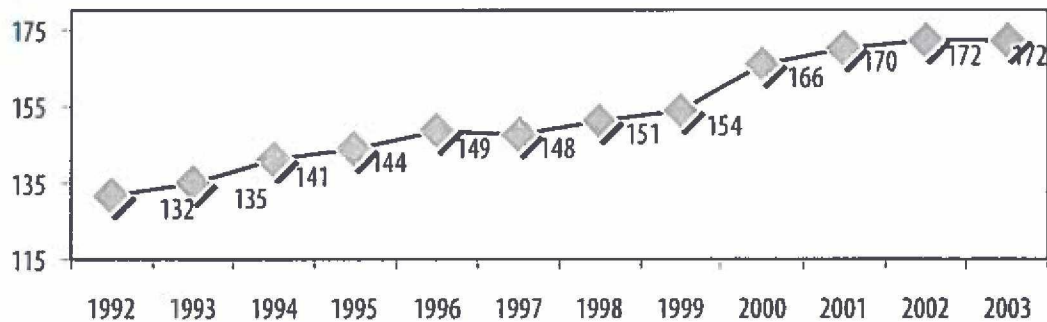
Departmental Budget Trends		2001	2002	2003
Operating Budget	\$	19,451,850	\$ 20,057,525	\$ 20,449,167
Percent Change in Operating Budget			3.1%	2.0%
Full-Time Staffing		170	172	172

Budget By Major Category	2001	2002	2003
Labor	\$ 9,683,184	\$ 10,458,202	\$ 10,790,063
Non-Personnel Operating	8,574,299	8,377,762	8,544,490
Debt Service	1,044,230	1,026,149	1,015,995
Operating Equipment	150,137	195,411	98,619
<b>Subtotal Operating</b>	<b>\$ 19,451,850</b>	<b>\$ 20,057,525</b>	<b>\$ 20,449,167</b>
Major Capital	16,445,684	19,137,989	16,716,105
<b>TOTAL</b>	<b>\$ 35,897,534</b>	<b>\$ 39,195,514</b>	<b>\$ 37,165,272</b>



% Change	2001-2002	2002-2003	Average
Labor	8.0%	3.2%	5.6%
Non-Personnel Operating	-2.3%	2.0%	-0.2%
Debt Service	-1.7%	-1.0%	-1.4%
Operating Equipment	30.2%	-49.5%	-9.7%
<b>Subtotal Operating</b>	<b>3.1%</b>	<b>2.0%</b>	<b>2.5%</b>
Major Capital	16.4%	-12.7%	0.8%
<b>TOTAL</b>	<b>9.2%</b>	<b>-5.2%</b>	<b>2.0%</b>

### Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	4	5	5	5	5	5	5	5	5	6	6	6
Facilities & Equip	8	9	9	9	10	10	10	10	13	14	14	14
Streets & Traffic	27	29	32	33	34	35	36	36	38	39	40	40
Projects & Engineer	14	17	17	19	23	26	28	31	36	36	36	36
Water Services	30	26	27	27	26	26	27	27	28	29	29	29
Sanitation Services	16	17	18	18	18	13	13	13	13	13	13	13
Wastewater Treat	33	32	33	33	33	33	33	33	33	33	34	34
<b>Total</b>	<b>132</b>	<b>135</b>	<b>141</b>	<b>144</b>	<b>149</b>	<b>148</b>	<b>152</b>	<b>155</b>	<b>166</b>	<b>170</b>	<b>172</b>	<b>172</b>



**PUBLIC WORKS DEPARTMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	61111	Annexations-Public Works-TS-CADD	\$9,488	\$11,077	\$11,489
100	61112	Service to Other Dept-PW-TS-CADD	\$10,993	\$13,224	\$13,691
100	61113	Service to Other Div.-PW-TS-CADD	\$10,993	\$19,573	\$20,271
100	61114	Citizen Requests-PW-TS-CADD	\$7,706	\$7,535	\$7,807
100	61115	Project Design-PW-TS-CADD	\$7,706	\$10,680	\$11,064
100	61119	General Tech Svcs-PW-TS-CADD	\$107,072	\$112,792	\$119,046
100	61120	GIS - Public Works - Technical Serv	\$287,422	\$332,067	\$272,247
100	61210	Land-Public Wrks-Property Managemnt	\$37,188	\$15,341	\$15,492
100	61219	General Land-PW-Property Management	\$41,539	\$122,714	\$122,837
100	61220	Growth-Public Works-Property Manag.	\$41,021	\$38,628	\$39,917
100	61221	Annexations-PW-Prop Manag-Growth	\$1,018	\$0	\$0
100	61230	Improvement Districts-PW-Prop Manag	\$2,745	\$0	\$0
100	61240	Rights-of-Way/Easements-PW-Prop Man	\$42,718	\$35,681	\$36,968
100	61314	Project Design-PW-Engineering Office	\$17,821	\$10,747	\$10,792
100	61319	General Eng Office Svc-Publ Works	\$289,440	\$356,741	\$362,370
100	61324	R.O.W. Work Permits/Inspec-PW-EnFld	\$21,066	\$29,846	\$30,896
100	61329	General Eng. Field-PW-City Engineer	\$244,104	\$254,669	\$244,987
100	61331	Plan Review-PW-Engineering Developmt	\$166,316	\$195,142	\$201,973
100	61332	Const Eng/Insp-PW-Engineering Devlp	\$45,779	\$54,767	\$56,523
100	61410	Building & Plant-PW-Fac & Equipmnt	\$1,989	\$0	\$0
100	614101	City Hall-PW-Fac & Equip-Bldg/Plant	\$189,405	\$207,984	\$215,458
100	614111	Fire Station #1-PW-Fac/Equip-Bld/Pt	\$25,906	\$21,935	\$22,731
100	614112	Fire Station #2-PW-Fac/Equip-Bld/Pt	\$9,760	\$12,170	\$12,626
100	614113	Fire Station #3-PW-Fac/Equip-Bld/Pt	\$13,465	\$12,621	\$13,094
100	614114	Fire Station #4-PW-Fac/Equip-Bld/Pt	\$25,593	\$12,321	\$12,783
100	614131	Older American Ctr-PW-Fac/Equip-Bld	\$32,512	\$29,354	\$30,534
100	614132	Lincoln Park Barn-PW-Fac/Equip-Bldg	\$9,224	\$9,710	\$10,074
100	614133	Parks & Rec Off-PW-Fac/Equip-Bldg	\$16,066	\$12,512	\$12,963
100	614141	Shops - Oper Ctr-PW-Fac/Equip-Bldg	\$64,906	\$82,043	\$85,691
100	614142	Shops - Svc Ctr-PW-Fac/Equip-Bldg	\$39,756	\$49,589	\$49,129
100	614143	Engineering Lab-PW-Fac/Equip-Bldg	\$15,198	\$16,290	\$16,855
100	614144	Transportation Eng-PW-Fac/Equip-Bld	\$6,472	\$9,727	\$10,061
100	614161	Police Station-PW-Fac/Equip-Bldg/Pt	\$129,083	\$127,163	\$131,634
100	6150	Public Works Administration	\$382,732	\$416,560	\$424,190
100	61610	Streets Cleaning Section-PW-Str Sys	\$503,929	\$462,210	\$477,325
100	61621	Trash Removal-PW-Str Sys-Str Maint	\$268,109	\$293,655	\$304,870
100	61622	Leaf Removal-PW-Str Sys-Str Maint	\$86,156	\$109,553	\$110,777
100	61623	Snow & Ice Removal-PW-Str Sys-StrMn	\$132,282	\$125,394	\$130,161
100	61624	Preventive Str Maint-PW-Str Sys/Mnt	\$554,177	\$583,139	\$578,352
100	61625	Street Patching/Grdg-PW-St Sys-Main	\$963,192	\$906,748	\$925,566
100	61626	Storm Drainage Main-PW-St Sys-Maint	\$388,083	\$318,647	\$320,353
100	61627	Irrigation Sys Maint-PW-St Sys-Main	\$133,746	\$124,952	\$129,146
100	61628	Sidewalk Maintenance-PW-St Sys-Main	\$21,055	\$21,905	\$23,068
100	61630	Services to Others-PW-Street System	\$1,662	\$1,793	\$1,853
100	61631	Gen Svcs to Others-PW-Street System	\$26,890	\$29,938	\$29,739
100	61632	Flood Cntrl-PW-Street System-Srv Ot	\$452	\$486	\$503
100	61641	Street Painting-PW-Str Sys-Traffic	\$231,641	\$259,713	\$271,317
100	61642	Traffic Signals-PW-Str Sys-Traffic	\$311,540	\$316,237	\$316,580
100	61643	Traffic Signs-PW-Str Sys-Traffic	\$190,378	\$222,580	\$231,359
100	61650	Transportation Section-PW-Str System	\$16,200	\$0	\$0
100	616510	Street Lighting-PW-Stre Sys-Transpt	\$696,864	\$739,158	\$787,569
100	616521	General-PW-Str Sys-Transp Enginrng	\$343,512	\$382,342	\$393,915
Subtotal: Fund 100			\$7,224,067	\$7,539,653	\$7,658,647

201	61115	Project Design-PW-TS-CADD	\$78,683	\$77,484	\$80,269
201	61210	Land-Public Wrks-Property Managemnt	\$0	\$2,348	\$2,431
201	61211	Land Acquisitions-PW-Prop Managemnt	\$50,000	\$50,000	\$50,000
201	61230	Improvement Districts-PW-Prop Manag	\$46,338	\$22,363	\$23,198
201	61234	Water-PW-Prop Man-Improvement Dist	\$501	\$0	\$0
201	61240	Rights-of-Way/Easements-PW-Prop Man	\$99,557	\$91,680	\$94,932
201	61241	Streets-PW-Prop Man-ROW/Easements	\$1,453	\$0	\$0
201	61313	Citizen Requests-PW-Eng Office	\$2,677	\$0	\$0
201	61314	Project Design-PW-Engineering Office	(\$152,977)	(\$419,326)	(\$435,010)
201	61325	Project Design-PW-Engineering Field	\$250,656	\$208,379	\$216,496
201	61340	Project Const-PW-Engineering Serv	\$7,104,792	\$6,855,741	\$6,026,850
201	61410	Building & Plant-PW-Fac & Equipmnt	\$22,017	\$0	\$0
201	614101	City Hall-PW-Fac & Equip-Bldg/Plant	\$10,961	\$0	\$0
201	614142	Shops - Srvc Ctr-PW-Fac/Equip-Bldg	\$0	\$0	\$100,000
201	614143	Engineering Lab-PW-Fac/Equip-Bldg	\$0	\$168,000	\$0
201	6150	Public Works Administration	\$45,000	\$0	\$0
201	61641	Street Painting-PW-Str Sys-Traffic	\$79,409	\$49,000	\$0
201	61642	Traffic Signals-PW-Str Sys-Traffic	\$325,000	\$531,500	\$467,000
201	616510	Street Lighting-PW-Str Sys-Transpt	\$106,395	\$92,000	\$96,000
201	616521	General-PW-Str Sys-Transp Enginrng	\$15,111	\$52,072	\$17,684
201	62320	Recycling-PW-Utilities-Solid Waste	\$4,000	\$0	\$0
Subtotal: Fund 201			\$8,089,574	\$7,781,241	\$6,739,850
202	61115	Project Design-PW-TS-CADD	\$7,706	\$13,824	\$14,320
202	61210	Land-Public Wrks-Property Managemnt	\$0	\$638	\$660
202	61211	Land Acquisitions-PW-Prop Managemnt	\$870,013	\$15,341	\$547,791
202	61240	Rights-of-Way/Easements-PW-Prop Man	\$0	\$22,179	\$22,976
202	61244	Storm Drainage-PW-Prop Man-ROW/Ease	\$165,269	\$0	\$0
202	61314	Project Design-PW-Engineering Office	\$35,875	\$42,299	\$43,760
202	61325	Project Design-PW-Engineering Field	\$12,928	\$21,397	\$22,338
202	61340	Project Const-PW-Engineering Serv	\$1,170,937	\$1,179,009	\$1,174,197
Subtotal: Fund 202			\$2,262,728	\$1,294,687	\$1,826,041
301	61113	Service to Other Div.-PW-TS-CADD	\$7,329	\$7,768	\$8,042
301	61114	Citizen Requests-PW-TS-CADD	\$10,133	\$7,535	\$7,807
301	61115	Project Design-PW-TS-CADD	\$17,839	\$19,787	\$20,499
301	61120	GIS - Public Works - Technical Serv	\$1,000	\$44,643	\$21,357
301	61240	Rights-of-Way/Easements-PW-Prop Man	\$6,824	\$0	\$0
301	61314	Project Design-PW-Engineering Office	\$64,354	\$54,692	\$56,561
301	61325	Project Design-PW-Engineering Field	\$43,726	\$59,194	\$61,346
301	61340	Project Const-PW-Engineering Serv	\$948,029	\$2,542,000	\$1,020,000
301	62110	Water Administration-PW-Utilities	\$149,311	\$123,354	\$126,336
301	62120	Water Supply & Treatment-PW-Utilis	\$30,000	\$0	\$0
301	62121	Water Supply-PW-Utilities-Supp/Trtm	\$256,314	\$242,648	\$244,704
301	62122	Water Treatment-PW-Util-Supply/Trtm	\$558,778	\$501,601	\$507,023
301	62123	Kannah Creek Water Plant	\$23,030	\$23,159	\$23,720
301	62130	Pipeline Maintenance-PW-Util-Water	\$20,765	\$0	\$0
301	62131	Pipeline-PW-Util-Water-Pipeline Mnt	\$1,354,338	\$1,384,043	\$1,411,066
301	62133	Meter Repr/Repl-PW-Util-Wtr-Pipelin	\$232,976	\$243,035	\$200,752
301	62170	Water Engineering/Cap-PW-Util-Water	\$45,500	\$0	\$32,171
301	6241	Water Lab - PW - Utilities	\$192,677	\$225,837	\$217,567
Subtotal: Fund 301			\$3,962,923	\$5,479,297	\$3,958,951
302	62311	Non-automated Coll-PW-Util-Solid Ws	\$2,156,698	\$2,180,995	\$2,242,349
302	62320	Recycling-PW-Utilities-Solid Waste	\$8,000	\$0	\$0
Subtotal: Fund 302			\$2,164,698	\$2,180,995	\$2,242,349

308	61115	Project Design-PW-TS-CADD	\$3,082	\$2,700	\$2,797
308	61314	Project Design-PW-Engineering Office	\$2,513	\$2,675	\$2,765
308	61325	Project Design-PW-Engineering Field	\$1,705	\$1,858	\$1,922
308	61340	Project Const-PW-Engineering Serv	\$0	\$8,600	\$409,000
Subtotal: Fund 308			\$7,300	\$15,833	\$416,484
309	62160	Irrigation Systems-PW-Util-Water	\$187,366	\$177,199	\$180,393
402	61421	Fleet Maintenance-PW-Fac/Equip-Fac	\$2,871,255	\$2,401,276	\$3,049,292
902	61113	Service to Other Div.-PW-TS-CADD	\$7,329	\$7,768	\$8,042
902	61114	Citizen Requests-PW-TS-CADD	\$10,133	\$10,680	\$11,064
902	61120	GIS - Public Works - Technical Serv	\$0	\$33,791	\$26,320
902	62110	Water Administration-PW-Utilities	\$0	\$95,781	\$89,813
902	62140	Customer Service-PW-Util-Water	\$3,108	\$0	\$0
902	62211	Plant Oper-PW-Util-Wastewater-Bkbn	\$2,929,892	\$2,894,493	\$2,900,770
902	62212	Interceptors-PW-Util-Wastewtr-Bkbn	\$12,626	\$13,226	\$13,723
902	62221	Collection Sys Maint-PW-Util-Wstwtr	\$1,246,937	\$1,224,602	\$1,248,861
902	62222	Lift Stations-PW-Util-Wstwtr-Collec	\$58,401	\$67,018	\$69,225
902	62223	Industrl Prtrmt-PW-Util-Wstwtr-Col	\$118,067	\$129,117	\$133,799
902	6242	Wastewater Lab - PW - Utilities	\$356,779	\$379,051	\$395,442
903	61240	Rights-of-Way/Easements-PW-Prop Man	\$0	\$638	\$660
903	61314	Project Design-PW-Engineering Office	\$13,557	\$14,685	\$15,196
903	61325	Project Design-PW-Engineering Field	\$10,798	\$14,640	\$15,158
903	61340	Project Const-PW-Engineering Serv	(\$24,355)	(\$29,963)	(\$31,014)
903	62230	Wastewater Eng/Cap-PW-Util-Wastewtr	\$356,611	\$586,000	\$0
904	61115	Project Design-PW-TS-CADD	\$0	\$7,861	\$8,141
904	61314	Project Design-PW-Engineering Office	\$31,830	\$30,268	\$31,298
904	61325	Project Design-PW-Engineering Field	\$12,327	\$16,084	\$16,642
904	61340	Project Const-PW-Engineering Serv	(\$44,157)	\$215,813	\$4,698,269
904	62210	Backbone Oper-PW-Util-Wastewater	\$22,007	\$5,700	\$0
904	62211	Plant Oper-PW-Util-Wastewater-Bkbn	\$954,084	\$591,050	\$509,598
904	62230	Wastewater Eng/Cap-PW-Util-Wastewtr	\$357,000	\$305,941	\$197,390
904	622310	Backbone Eng/Cap-PW-Util-WstwtrEnCp	\$0	\$60,000	\$0
904	6242	Wastewater Lab - PW - Utilities	\$24,000	\$52,700	\$18,800
905	61115	Project Design-PW-TS-CADD	\$7,706	\$10,680	\$11,064
905	61120	GIS - Public Works - Technical Serv	\$0	\$44,200	\$0
905	61230	Improvement Districts-PW-Prop Manag	\$9,301	\$0	\$0
905	61234	Water-PW-Prop Man-Improvement Dist	\$501	\$0	\$0
905	61240	Rights-of-Way/Easements-PW-Prop Man	\$10,381	\$0	\$0
905	61314	Project Design-PW-Engineering Office	\$54,372	\$47,362	\$48,974
905	61325	Project Design-PW-Engineering Field	\$16,848	\$25,857	\$26,822
905	61340	Project Const-PW-Engineering Serv	\$477,046	\$306,741	\$204,969
905	62220	Collections Oper-PW-Util-Wastewater	\$2,363	\$0	\$0
906	61115	Project Design-PW-TS-CADD	\$28,899	\$9,552	\$9,894
906	61230	Improvement Districts-PW-Prop Manag	\$0	\$4,281	\$4,438
906	61240	Rights-of-Way/Easements-PW-Prop Man	\$0	\$3,521	\$3,641
906	61314	Project Design-PW-Engineering Office	\$56,921	\$58,390	\$60,438
906	61325	Project Design-PW-Engineering Field	\$23,725	\$39,438	\$40,883
906	61340	Project Const-PW-Engineering Serv	\$1,982,590	\$5,048,368	\$304,947
Subtotal: Fund 900			\$9,127,623	\$12,325,333	\$11,093,264
<b>Total: Public Works Department</b>			<b>\$35,897,534</b>	<b>\$39,195,514</b>	<b>\$37,165,272</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 Facility Management.

**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.

**Real Estate 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 Facility 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, Irrigation for the Ridges Development, Solid Waste and Recycling and Wastewater (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.

**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.

**MAJOR ACCOMPLISHMENTS****Public Works Division**

- Implemented public access to the citywide GIS web site. Developed Public Works section of the city web site.
- Developed the "Managing Traffic" resource guide and completed a significant public communication program related to the long term plans for transportation improvements in the valley.
- Completed the 2000 Chipseal program. This year's program included the largest area of the 10 areas of the City.
- Completed the 2000 Capital Improvement program with 58 construction contracts for a total of \$31,900,673 which includes:
  - Reconstruction of 24 Road
  - Improvements to Horizon Drive between 12<sup>th</sup> St. and G Road
  - 27 ½ Road from F to G Roads
- Completed the construction of the New City Hall.
- Jointly developed construction plans for the first phase of the 29 Road improvements from I-70B to north of North Ave.
- Constructed the new Transportation Engineering office and maintenance facility located at the City shops area on River Road.
- Completed the 2000 Spring Cleanup program with the highest volumes in the history of the program (17% greater than 1999) for a total cost of \$194,871.

**Utilities Division**

- Completion of the Kannah Creek Treatment Plant and service to Kannah Creek residents.
- Connection of the Cross-Bar-Cross Livestock Water Company to treated water.
- Connection of irrigation water service to the Redlands Mesa Golf Course.
- -29% irrigation water rate reduction for residents in the Ridges.
- Obtained a "temporary modification" of CDPHE proposed stream standards at Persigo Wash.
- Take-over of wastewater collection and treatment services for the Panorama Improvement District.
- Implementation of Septic System Elimination Program.
- Completion of feasibility studies to eliminate combined sewer systems.

**FUTURE OUTLOOK****Public Works Division**

- Public Works will continue to monitor the annexation activity over the next two years to understand how this growth effects our ability to continue meeting the public's expectations.
- The Capital Improvement plan includes several large projects that will need to be completed in phases over time. Each one of the phases will have to be planned in conjunction with other agencies including DCOT and Mesa County.
- Public Works will continue to pursue discussions with CDOT and Mesa County regarding possible jurisdictional trades. The goal will be to match the road function to the appropriate agency.

**Utilities Division**

- Construction of the Kannah Creek Flowline Replacement project through Orchard Mesa in 2002
- Connection of the Reeder Mesa Livestock Water Company to treated water.
- Increased drinking water monitoring for unregulated contaminants, disinfection by-products, and *Giardia/Cryptosporidium*.
- Examination of City-wide comprehensive "green waste" recycling program.
- Options for automated trash collection to "post-1994" annexed neighborhoods.
- Privatization of grease and septic disposal at Persigo Plant.
- Options to create a Valley-wide stormwater management agency.
- Long-term disposal of biosolids (sewer sludge) at Mesa County compost project.



# Performance Measurement Data Sheets

Public Works & Utilities

**THERMOPLASTIC**

(Year End 2001)

DEPARTMENT SUMMARIES - PUBLIC WORKS & UTILITIES

<b>PRIMARY OBJECTIVE:</b>			
RE-SURFACE 35% OF CROSSWALKS ANNUALLY			
TOTAL # CROSSWALKS: 35% MATERIAL REQUIRED ANNUALLY			
406	141	11 TONS	
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
TOTAL NUMBER OF CROSSWALKS IN THE SYSTEM	406	410	414
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
PROGRAM EXPENDITURES	\$21,419	\$22,062	\$22,723
NUMBER OF MAN-HOURS	628	634	641
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
NUMBER OF CROSSWALKS RESURFACED	77	78	79
TONS OF MATERIAL APPLIED	8.0	8.1	8.2
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
COST PER CROSSWALK	\$278	\$286	\$295
NUMBER OF MAN-HOURS PER CROSSWALK	8.2	8.2	8.2
POUNDS OF MATERIAL APPLIED PER CROSSWALK	208	208	208
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
(NUMBER OF CROSSWALKS RESURFACED) / BENCHMARK	55%	55%	55%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Although only 55% of the benchmarked crosswalks were striped, all crosswalks in town are in good shape. All crosswalks that we identified as being poor or marginal were remarked. The majority of the crosswalks striped this year were in the downtown area. In this area the streets are narrower. This equals to less material per crosswalk.			



# Performance Measurement Data Sheets

Public Works & Utilities

## PAINTING

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> Stripe the traffic lanes as required: as an average, total lane miles are striped 1.2 times annually.			
<b>SERVICE DATA SECTION:</b>			
	2000 Actual	2001 Budget	2002 Budget
TOTAL NUMBER OF LANE MILES IN THE SYSTEM	328	337	348
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
PROGRAM EXPENDITURES	\$97,844	\$88,072	\$94,050
MAN-HOURS REQUIRED FOR STRIPING	1624	1422	1471
GALLONS OF PAINT APPLIED	7,250	6,355	6,575
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
NUMBER OF LANE MILES STRIPED	461	404	418
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
COST FOR LANE MILE STRIPED	\$ 212	\$ 218	\$ 225
COST FOR GALLON OF PAINT APPLIED	\$ 13.50	\$ 13.91	\$ 14.33
MAN-HOURS REQUIRED PER LANE MILE	3.52	3.52	3.52
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
LANE MILES STRIPED PER BENCHMARK	117%	100%	100%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b> Man-hours are up this year due to the addition of another tail truck being added to our operation this year. Equipment and material costs were down this year.			

# Performance Measurement Data Sheets

Public Works & Utilities

## TRASH REMOVAL / FRESH AS A DAISY

(Year End 2001)

MISSION/GOAL(S) - 2001			
To provide a cost effective and quality service oriented method to remove spring clean up debris for all City residents.			
SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Number of Full Time Employees	22	22	22
Total Number of Full Time Employees Hours	45,760	45,760	45,760
% of Hours Utilized For Program	10.0%	10.6%	11.2%
Total Division Expenditures	\$ 2,909,950	\$ 3,060,258	\$ 3,115,335
% of Total Expenditures Utilized for Program	9.1%	9.6%	9.79%
INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$ 264,889	\$ 293,655	\$ 304,870
Program Man-hours	4,557	4,850	5,143
OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Total Cubic Yards of Debris Collected	15,880	16,675	17,470
EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Cost per Cubic Yard Collected	\$ 16.68	\$ 17.61	\$ 17.45
Cost per Man Hour	\$ 58.13	\$ 60.55	\$ 59.28
Cubic Yards of Debris per Man Hour	\$ 3.48	3.44	3.40
Man Hours per Cubic Yard Collected	\$ 0.29	0.29	0.29
EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Cubic Yards Collected per Benchmark-12280	129.3%	135.8%	142.3%
Cost per Cubic Yard per Benchmark-\$15.04	110.8%	117.1%	116.0%
Cost per Man Hour per Benchmark- \$48.20	120.6%	125.6%	123.0%
OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 Actual	2002 Budget	2003 Budget
Cost per Man Hour per 1000 Cubic Yards Debris Collected	\$3.66	\$3.63	\$3.39

# Performance Measurement Data Sheets

Public Works & Utilities

## LEAF REMOVAL

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> To effectively perform the task of removing all leaves from the city streets in a timely manner, utilizing all available resources in order to provide quality service to city residents.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Number of Full Time Employees	22	22	22
% of Full Time Employees allocated to the Removal Program	50%	50%	50%
Total Days Utilized in Program	60	60	60
Total Division Expenditures	\$ 3,015,043	\$ 3,060,258	\$ 3,115,335
% of Total Expenditures for Program	4.0%	4.1%	4.2%
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$ 120,127	124,932	129,929
Program Man-hours	5,280	5,280	5,280
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Total Cubic Yards of Debris Collected	8,427	8,500	8,500
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Cost per Cubic Yard Collected	\$ 14.26	\$ 14.70	\$ 15.29
Cost per Man Hour	\$ 22.75	\$ 23.66	\$ 24.61
Cubic Yards of Debris per Man Hour	\$ 1.60	\$ 1.61	\$ 1.61
Man Hours per Cubic Yard Collected	\$ 0.63	\$ 0.62	\$ 0.62
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Cubic Yards Collected per Benchmark- 5500 Cu. Yds.	153.2%	154.5%	154.5%
Cost per Cubic Yard per Benchmark - \$10.99	130%	134%	139%
Cost per Man Hour per Benchmark- \$30.59	74%	77%	80%
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 Actual	2002 Budget	2003 Budget
Cost per Man Hour per 1000 Cubic Yards Debris Collected	\$2.70	\$2.78	\$2.90



# Performance Measurement Data Sheets

Public Works & Utilities

## CHIP SEAL

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> To provide a quality chipseal program within the City of Grand Junction.			
<b>SERVICE DATA SECTION:</b>	2001 ACTUAL	2002 Budget	2003 Budget
Total Number of Full Time Employees	\$ 23	\$ 25	25
% of Full Time Employees allocated to the Removal Program	73%	90%	90%
Total Full Time Labor Hours	47,840	52,000	52,000
% of Full Time labor Hours for Program	8.0%	12.5%	13.1%
Total Division Expenditures	\$2,863,166	\$ 3,060,258	\$ 3,115,335
% of Total Expenditures for Program	13.4%	14.8%	15.3%
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 ACTUAL	2002 Budget	2003 Budget
Program Expenditures	\$384,638	\$454,000	476,700
Program Labor Hours	3,815	6,500	6,825
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 ACTUAL	2002 Budget	2003 Budget
Total Square Yards Chipsealed	347,900	500,000	533,395
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 ACTUAL	2002 Budget	2003 Budget
Cost per Sq.Yd. Chipsealed	\$ 1.11	\$ 0.91	\$ 0.89
Cost per Labor Hour	\$ 100.82	\$ 69.85	\$ 69.85
Sq.Yd's. per Labor Hour	91.2	76.9	78.2
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 ACTUAL	2002 Budget	2003 Budget
Sq.Yd. Chipsealed per Benchmark (500,000)	70%	100%	107%
Cost per Sq.Yd. per Benchmark (\$1.09)	101%	83%	82%
Cost per Labor Hour per Benchmark (\$88.63)	114%	79%	79%
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 ACTUAL	2002 Budget	2003 Budget
Cost per Labor Hour per 1000 Sq.Yd's. Chipsealed	\$0.29	\$0.14	\$0.13

# Performance Measurement Data Sheets

Public Works & Utilities

## STREET CLEANING OPERATIONS

(Year End 2001)

DEPARTMENT SUMMARIES - PUBLIC WORKS & UTILITIES

<b>PRIMARY OBJECTIVE:</b> To provide clean and safe streets for the citizens of Grand Junction and the motoring public.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Actual	2003 Actual
Curb Lane Miles Within the City Limits	524	528	532
Residential	229	231	233
Arterial/Collector	128	129	130
Commercial	167	168	169
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Actual	2003 Actual
Program Expenditures	\$ 480,344	\$ 462,210	\$ 477,325
Program Man-Hours	4,781	5,840	5,840
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Actual	2003 Actual
Residential Curb Lane Miles Swept	2,088	4,770	4,770
Arterial/Collector CLM Swept	807	1,125	1,125
Commercial CLM Swept	2,691	2,250	2,250
Chipseal/Misc. CLM Swept	2,509	1,980	1,980
Total Curb Lane Miles Swept	8,095	10,125	10,125
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Actual	2003 Actual
Cost per Curb Lane Mile Swept	\$ 59.34	\$ 45.65	\$ 47.14
Cost per Man Hour	\$ 100.47	\$ 79.15	\$ 81.73
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Actual	2003 Actual
Curb Lane Miles Swept Above the Goal/Standard - 9000 CLM	(905)	1,125	1,125
% Above Standard	-10.1%	12.5%	12.5%
Chipseal per total CLM Swept	31%	20%	20%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 Actual	2002 Actual	2003 Actual
Cost per manhour per 1000 curb-lane miles swept	\$ 12.41	\$ 7.82	\$ 8.07
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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.			

# Performance Measurement Data Sheets

Public Works & Utilities  
**FLEET MAINTENANCE**  
 (Year End 2001)

**PRIMARY OBJECTIVE:** To provide Fleet Services in an efficient and effective manner through proactive scheduled repairs versus reactive unscheduled repairs maintaining cost effectiveness as budgeted.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Operating Expenditures for the Division	\$ 907,182	\$ 1,005,704	\$ 1,035,876
Total # of FTE	8.05	8.05	8.05
Total man-hours @ 1866 Equipment related hours	15,021	15,021	15,021
% Of Scheduled Repairs	76.1%	76.1%	76.1%
% Of Un-Scheduled Repairs	23.9%	23.9%	23.9%
% Of Repairs Completed	100.00%	100.00%	100.00%

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Program Expenditures	\$907,182	\$1,005,704	\$1,035,876
Program FTE's	8.05	8.05	8.05
Program man-hours	15,021	15,021	15,021

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Number Of Scheduled Fleet Maintenance Repairs	3,185	3,312	3,444
Number Of Un-Scheduled Fleet Maintenance Repairs	1,001	1,041	1,082
Total Number Of Repairs Completed	4,186	4,353	4,526

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Average Cost Per Repair Performed	217	231	229
Expenditures per man-hour	60	67	69
Expenditures per FTE	112,693	124,932	128,680

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Number Of Repair Requests Completed On-Time & Without Error	4,143	4,326	4,498
Number Of Repair Requests Completed With Error (Re-Work)	26	27	28
Satisfaction Rate	99.4%	99.4%	99.4%

**ACTION PLAN FOR CONTINUOUS IMPROVEMENT:**

Continue to monitor Scheduled to Non-Scheduled Maintenance Repairs. Fleet Services initial goal was to reach 70% Scheduled Repair to 30% Non-Scheduled Repairs. This goal was achieved during 2000. Fleet will continue to focus on maintaining a minimum of 70% scheduled repairs with minimum re-work. 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 & Utilities

## WATER METER READING

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 BUDGET
# Of Customers/Meters	9,380	9,390	9,416
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.			
	2001 Actual	2002 Budget	2003 BUDGET
Operating Budget - Labor based on hourly (\$23.90 for 2002, \$24.62 for 2003)	\$ 101,484	\$ 107,550	\$ 110,777
Total # of Manhours to Perform Tasks	4,858	4,500	4,500
Total Number of FTE's (Total Manhours / 2,080)	2.3	2.2	2.2
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.			
	2001 Actual	2002 Budget	2003 BUDGET
Number Of Meters Read	112,560	112,680	113,000
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.			
	2001 Actual	2002 Budget	2003 BUDGET
Cost per Meter Read	\$ 0.90	\$ 0.95	\$ 0.98
Number Of Meters Read Per Manhour	23.2	25.0	25.1
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.			
	2001 Actual	2002 Budget	2003 BUDGET
# Of Meter Reading Errors	131	100	75
Meter Reading Accuracy Rate	99.88%	99.91%	99.93%
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.			
	2001 Actual	2002 Budget	2003 BUDGET
Cost Per Properly Read Meter	\$ 0.90	\$ 0.96	\$ 0.98
# Of Properly Read Meters Per Manhour	23.1	25.0	25.1
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 an improvement over past three years has shown . 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 decreased with the implementation of the Ute Water Customer trades but 2001 should show slight increase due to acquisition of Kannah Creek water system.			

# Performance Measurement Data Sheets

Public Works & Utilities

## WATER TREATMENT

(Year End 2001)

**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:

	2001 Actual	2002 Budget	2003 Budget
Operating Expenditures For The Division	\$ 483,180	\$ 481,601	\$ 487,023
Number Of Active Accounts	9,186	9,190	9,195

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

	2001 Actual	2002 Budget	2003 Budget
Chemical Costs (Average Daily Chemical Costs x Treated Water Production)	\$ 50,158	\$ 44,000	\$ 44,000
Electrical Costs (Actual Yearly Budget Expenditure)	\$ 29,936	\$ 28,000	\$ 28,000
Total Treatment Costs (Less Bulk Water Purchases and Operating Capital)	\$ 478,562	\$ 481,601	\$ 487,023

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

	2001 Actual	2002 Budget	2003 Budget
Treated Water Production - Million Gallons Per Year	2,162	2,000	2,000
Treated Water Consumption - Million Gallons Per Year	1,940	1,800	1,800

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

	2001 Actual	2002 Budget	2003 Budget
(a) Chemical Costs Per Million Gallons Water Produced	\$ 23.20	\$ 22.00	\$ 22.00
(b) Electrical Costs Per Million Gallons Water Produced	\$ 13.85	\$ 14.00	\$ 14.00
Total Treatment Costs Per Million Gallons Water Produced	\$ 221.35	\$ 240.80	\$ 243.51

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

	2001 Actual	2002 Budget	2003 Budget
Percent Unaccounted For Water	10.3%	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 NTU	99.6%	100.0%	100.0%
(c) Percent Of Turbidity Readings In Compliance With Desired Internal Treatment Goal - 0.10 NTU	94.4%	95.0%	95.0%

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

	2001 Actual	2002 Budget	2003 Budget
Variance From Desired Internal Treatment Goal Of 0.10 NTU (minus = better than goal)	0.6%	0.0%	0.0%
Water Treatment Efficiency Factor (a + b) / c / 36 (36 = Average cost for chemicals and electricity based on new product)	1.19	1.15	1.15

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

2001 analysis shows an improvement in water treatment costs with a dramatic increase in turbidity goal compliance. 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 2001)

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Operating Revenue For The Division	\$ 2,104,977	\$ 2,142,498	\$ 2,226,465
Operating Expenditures For The Division	\$ 2,116,738	\$ 2,181,279	\$ 2,242,350
Operating Profit (Loss)	\$ (11,761)	\$ (38,781)	\$ (15,885)
Total Number Of FTE's In The Division (Includes Administration)	9.10	9.13	9.13
Number Of Residential Customers (Weekly Average)	11,203	11,353	11,500
Number Of Commercial Customers (Weekly Average)	704	740	750
Total Number Of Customers Served (Weekly Average)	11,907	12,093	12,250
Average Monthly Residential Rate	\$ 9.46	\$ 10.23	\$ 10.64
Average Rate Of Other Service Providers	\$ 10.25	\$ 11.06	\$ 11.06
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Weekly Operating Expense (Total Expense / # Of Weeks)	40,706.50	\$ 41,948	\$ 43,122
Collection Manhours (Weekly Average)	264	265	265
Collection FTE's (Manhours / 40)	6.60	6.63	6.63
Number Of Collection Trucks	10	10	10
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Number Of Residential Containers Served (Weekly Average)	13,293	13,300	13,500
Number Of Commercial Containers Served (Weekly Average)	1,117	1,130	1,135
Total Number Of Containers Served (Weekly Average)	14,410	14,430	14,635
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Cost Per Container (Weekly Average)	\$ 2.82	\$ 2.91	\$ 2.95
Number Of Containers Served Per Manhour	54.6	54.5	55.2
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Number Of Call Backs For Missed Containers (Weekly Average)	8	5	5
City Rate As A % Of Other Collection Service Providers	92%	92%	96%
<b>OVERALL PERFORMANCE MEASURES:</b> Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
(A) Average Number Of Containers Served Per Manhour - Number Of Call Backs	54.6	54.4	55.21
(B) Cost Per Container X City's Rate As A % Of Other Service Providers	2.61	2.69	2.83
A / B (The Higher The Number The Better Overall Performance)	20.92	20.24	19.48
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Continue to work with customers, equipment, and personnel to improve our projectivity to achieve or stay above our effectiveness measures.			



# Performance Measurement Data Sheets

Public Works & Utilities  
**WASTEWATER TREATMENT**  
 (Year End 2001)

DEPARTMENT SUMMARIES - PUBLIC WORKS & UTILITIES

<b>PRIMARY OBJECTIVE:</b> Provide a cost effective wastewater treatment operation, that will safeguard public health and the environment.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Population Served	66,518	67,848	70,562
Sewer Taps	22,094	22,978	23,897
Miles of Sewage Collection System Maintained	372	375	380
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Operational Budget	\$3,107,249	\$3,200,466	\$3,328,485
Number of Full Time Employees	28	28	28
Number of Man-Hours	58,240	58,240	58,240
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Gallons of Wastewater Treated	2,827,962,000	3,056,911,168	3,179,187,615
Miles of Sewer Line Cleaned	210	215	220
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Cost Per Million Gallons of Wastewater Treated	1.099	1.047	1.047
Miles of Sewer Line Cleaned Per Man-Hour	0.02	0.02	0.02
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Number of Discharge Violations	1	0	0
Compliance With Water Quality Discharge Limitations	99%	100%	100%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Stay informed of all new treatment technologies.			

# Performance Measurement Data Sheets

Public Works & Utilities

## ION CHROMATOGRAPHY INSTRUMENTATION

(Year End 2001)

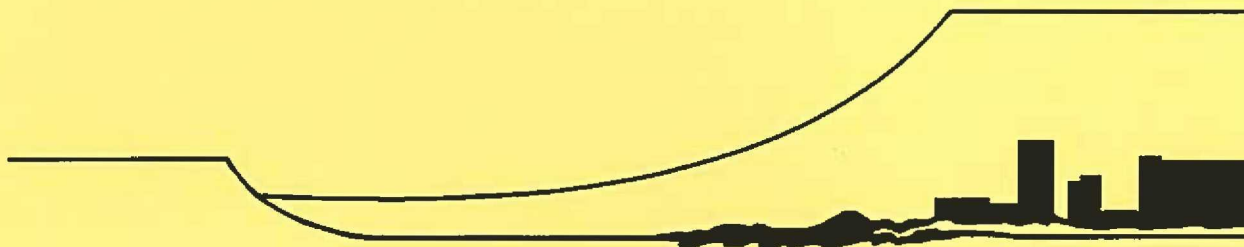
<b>PRIMARY OBJECTIVE:</b> The long-range goal of the laboratory division is to provide its customers with accurate, reliable and legally defensible laboratory results. This is done by providing an independent assessment of water and wastewater treatment plant operations and water quality to ensure compliance with federal environmental regulatory requirements.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Water laboratory operational budget, \$ per year	\$193,832	\$219,837	\$217,567
Wastewater laboratory operational budget, \$ per year	\$345,803	\$379,051	388,641
<b>INPUTS:</b> Measure the resources used in performing the work.			
	2001 Actual	2002 Budget	2003 Budget
Water laboratory labor, hours per year	4,784	4,784	4,784
Wastewater laboratory labor, hours per year	9,776	9,776	9,776
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed.			
	2001 Actual	2002 Budget	2003 Budget
Number of drinking water quality analyses per year	13,215	13,215	13,215
Number of wastewater quality analyses per year	13,100	13,100	13,100
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.			
	2001 Actual	2002 Budget	2003 Budget
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.			
	2001 Actual	2002 Budget	2003 Budget
Number of water violations	0	0	0
Compliance with water quality standards	100%	100%	100%
Number of wastewater discharge violations	1	0	0
Compliance with wastewater quality standards	99%	100%	100%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Continue to plan and implement methods to improve laboratory efficiency and productivity.			



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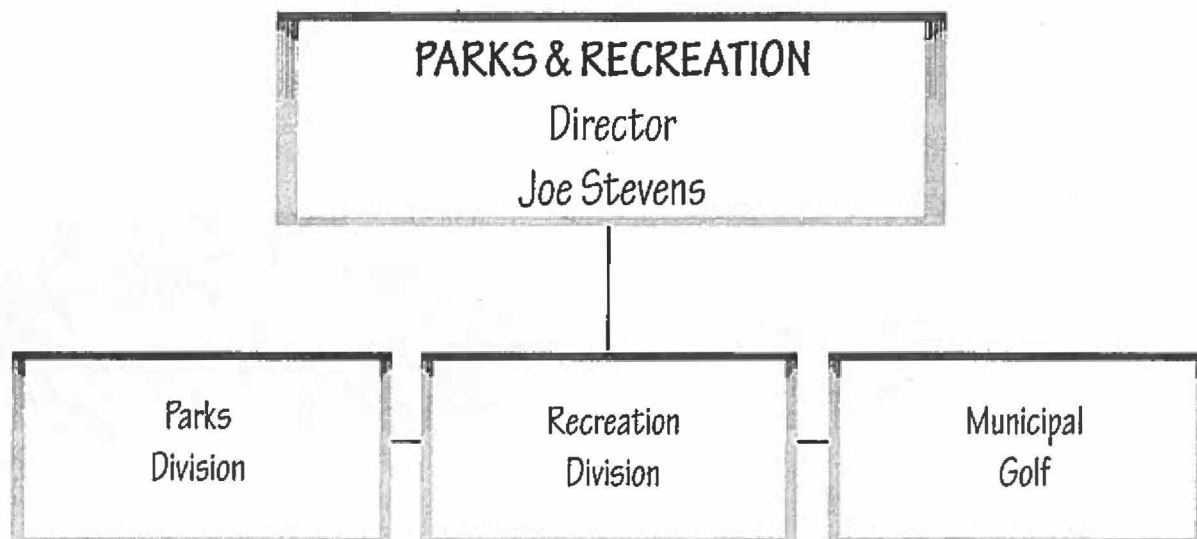


## **PARKS & RECREATION**



- ◆ **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.***



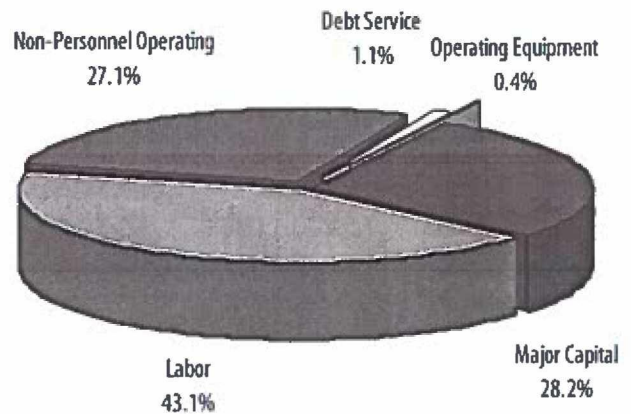
### ***SIGNIFICANT BUDGET ISSUES***

- Replacement of restroom facilities at Riverside and Columbine Park
- Begin development of access roads, parking lot and tennis complex at Canyon View Park
- Replace four of the eight tennis courts at Lincoln Park
- Improved financial performance of special events through sponsorships and donations
- Integrate individuals with disabilities into existing programs utilizing community resources
- Continue to increase Recreation program offerings with no full or part time staff increases
- Purchase and install handicapped accessible ramp at Orchard Mesa Community Center Pool
- Aquatic program fee increases are proposed
- Potential impact of minimum wage increases, fully realized in 2003
- Continue to reevaluate the Parks and Recreation Activity Guide and determine cost-effective measures and segmented marketing to enhance return on investment
- Grand Junction Parks & Recreation to host the 2002 and 2003 Western Colorado Senior Games
- Implement recommendations from the newly revised *Grand Junction Strategic Cultural Plan*
- Receive direction and implement philosophies on financial operation of Two rivers Convention Center
- Working on using picture ID's for golf season tickets- part of improved software for pro shop operations
- Plan to install Video Surveillance at Tiara Rado driving range

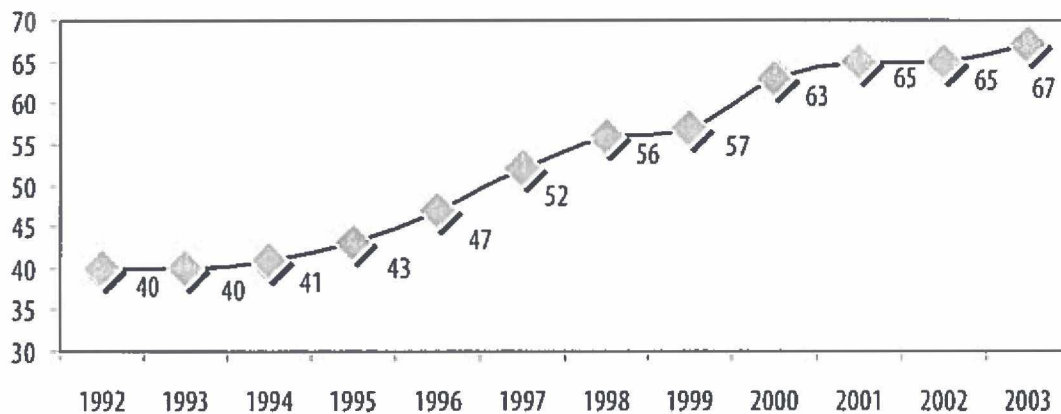
<b>Departmental Budget Trends</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Operating Budget	\$ 7,801,217	\$ 8,680,208	\$ 8,961,749
Percent Change in Operating Budget		11.3%	3.2%
Full-Time Staffing	65	65	67

Budget By Major Category	2001	2002	2003
Labor	\$ 4,618,760	\$ 5,164,789	\$ 5,515,307
Non-Personnel Operating	2,902,046	3,323,815	3,386,065
Debt Service	167,409	167,409	39,650
Operating Equipment	113,002	24,195	20,728
<b>Subtotal Operating</b>	<b>\$ 7,801,217</b>	<b>\$ 8,680,208</b>	<b>\$ 8,961,749</b>
Major Capital	6,490,964	2,335,507	1,189,400
<b>TOTAL</b>	<b>\$ 14,292,181</b>	<b>\$ 11,015,715</b>	<b>\$ 10,151,149</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	11.8%	6.8%	9.3%
Non-Personnel Operating	14.5%	1.9%	8.2%
Debt Service	0.0%	-76.3%	-38.2%
Operating Equipment	-78.6%	-14.3%	-46.5%
<b>Subtotal Operating</b>	<b>11.3%</b>	<b>3.2%</b>	<b>7.3%</b>
Major Capital	-64.0%	-49.1%	-56.5%
Contingency			
<b>TOTAL</b>	<b>-22.9%</b>	<b>-7.8%</b>	<b>-15.4%</b>



Full-Time Complement



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	5	5	5	6	6	6	6	7	7	7	7	7
Parks, General	17	17	18	19	21	26	27	27	28	29	29	31
Two Rivers Conv Ctr	5	5	5	5	6	6	7	7	7	8	8	8
Cemeteries	4	4	4	4	4	4	3	3	4	4	4	4
Recreation, General	2	2	2	2	3	3	5	5	5	5	5	5
Municipal Golf, LP	3	3	3	3	3	3	3	3	5	5	5	5
Municipal golf, TR	3	4	4	4	4	4	5	5	7	7	7	7
<b>Total</b>	<b>39</b>	<b>40</b>	<b>41</b>	<b>43</b>	<b>47</b>	<b>52</b>	<b>56</b>	<b>57</b>	<b>63</b>	<b>65</b>	<b>65</b>	<b>67</b>



**PARKS & RECREATION DEPARTMENT: Budget By Fund / Organization Code**

<b>Fund #</b>	<b>Orgn. #</b>	<b>Orgn. Description</b>	<b>2001 Revised</b>	<b>2002 Budget</b>	<b>2003 Budget</b>
100	700	Parks and Recreation Administration	\$576,868	\$648,072	\$652,951
100	711	Parks Operation - Parks Division	\$1,635,471	\$1,654,787	\$1,677,603
100	712	Forestry - Parks Division	\$550,147	\$564,932	\$680,463
100	713	Stadium - Parks Division	\$286,912	\$281,073	\$314,473
100	714	Riverfront-P&R-Parks Division	\$91,693	\$85,892	\$122,652
100	715	Lincoln Park Auditorium-P&R-Prks Dv	\$21,395	\$21,252	\$22,005
100	716	Canyon View Park-P&R-Prks Dv	\$475,656	\$488,798	\$506,447
100	731	Recreation Administration - P&R	\$274,827	\$296,518	\$301,410
100	73210	Special Events - P & R - Div A-S.E.	\$75	\$75	\$75
100	73230	Youth Tennis - P&R - Div B - YS	\$5,671	\$6,829	\$7,238
100	732301	Other Early Childhood-P&R-DivA-E.C.	\$1,960	\$1,995	\$2,192
100	73234	Country Western Dance-P&R-DivA-GenR	\$1,664	\$2,250	\$2,363
100	73236	Ballroom Dance - P&R - DivA-Gen Rec	\$2,633	\$2,680	\$2,794
100	73238	Photography - P&R - Div A - AE/SI	\$568	\$582	\$604
100	73240	Jazzercise - P&R - Div A - Gen Rec	\$7,530	\$8,675	\$8,815
100	73241	Yoga - P&R - Div A - Gen Rec	\$607	\$639	\$675
100	73248	Drama - P&R - Div A - Gen Rec	\$9,763	\$10,670	\$10,992
100	73251	Tot Tumbling - P&R - Div A - E.C.	\$3,525	\$3,675	\$3,900
100	73253	Skiing - P&R - Div B - O Rec	\$219	\$256	\$256
100	73254	Snowshoe - P&R - Div A - O Rec	\$230	\$140	\$140
100	73256	Fishing - P&R - Div B - O Rec	\$808	\$1,128	\$1,168
100	73258	Investments - P&R - Div A - AE/SI	\$295	\$319	\$338
100	73259	Youth Education - P&R - Div B-Y Rec	\$8,501	\$6,975	\$7,275
100	73260	Adult Education - P&R - DivA-AE/SI	\$4,601	\$4,881	\$5,267
100	73261	Music - P&R - Div B - Y Rec	\$0	\$488	\$600
100	73262	Culinary - P&R - Div A - Gen Rec	\$511	\$845	\$902
100	73300	Adult Basketball - P&R - Div B - AS	\$7,378	\$10,948	\$11,701
100	733001	Youth Open Gym - P&R - Div B - YS	\$239	\$159	\$171
100	733002	Youth Flag Football - P&R - Div B-Y S	\$5,230	\$7,427	\$7,723
100	73301	Youth Basketball - P&R - Div B - YS	\$53,674	\$50,044	\$52,414
100	733010	Equipment Rental - P&R - Div B - AS	\$225	\$0	\$0
100	733011	Adult Tennis - P&R - Div B - AS	\$882	\$841	\$873
100	733013	Adult Flag Football - P&R - Div B-AS	\$5,529	\$7,440	\$7,962
100	733015	Adult Soccer - P&R - Div B - AS	\$13,033	\$13,776	\$14,760
100	73302	Youth Wrestling - P&R - Div B - YS	\$4,016	\$2,285	\$2,285
100	73303	Summer Softball - P&R - Div B - AS	\$63,922	\$64,851	\$68,629
100	73304	Fall Softball - P&R - Div B - AS	\$32,326	\$33,542	\$35,444
100	73305	Fall Volleyball - P&R - Div B - AS	\$11,641	\$11,442	\$12,218
100	73306	Spring Volleyball - P&R - Div B - AS	\$4,352	\$6,211	\$6,623
100	73308	Track - P&R - Div B - YS	\$4,193	\$3,769	\$3,941
100	73309	Summer Volleyball - P&R - Div B- AS	\$453	\$695	\$739
100	73310	Gymnastics - P&R - Div B - YS	\$3,408	\$3,497	\$3,671
100	73312	Rafting - P&R - Rec B - O Rec	\$2,432	\$3,087	\$3,145
100	73314	Special Events - P&R - Div B - S.E.	\$6,485	\$6,972	\$7,176
100	7332	Adult Educat/Spec Interest-P&R-DivB	\$0	\$569	\$569
100	73320	Arts and Crafts - P&R - Div B-Y Rec	\$3,714	\$0	\$0
100	73331	Outdoor Events - P&R - Rec B- O Rec	\$3,680	\$4,245	\$4,245
100	73332	Dog Obedience - P&R-Div A - Gen Rec	\$7,100	\$7,384	\$7,679
100	73337	Youth Bowling - P&R - Div B - YS	\$1,316	\$1,429	\$1,443
100	73339	Rock Climbing - P&R - Div B - O Rec	\$2,650	\$2,999	\$3,055
100	73340	STARS Program - P&R - Div B - Y Rec	\$39,165	\$38,684	\$40,944

100	73342	Spring Softball	\$8,274	\$8,712	\$9,189
100	73343	Youth Recreation	\$4,107	\$5,806	\$6,114
100	735	Senior Recreation Center-P&R-Rec	\$35,879	\$50,702	\$56,864
100	736	Arts Commission -P&R-Recreation	\$70,089	\$97,751	\$97,267
100	761	Convention Center Operations - P&R	\$0	\$11,000	\$0
Subtotal: Fund 100			\$4,357,521	\$4,550,693	\$4,800,444
105	792	Lottery and Open Space-P&R Other Ac	\$15,000	\$15,000	\$15,000
201	711	Parks Operation - Parks Division	\$1,341,776	\$1,434,750	\$826,600
201	713	Stadium - Parks Division	\$0	\$363,000	\$0
201	714	Riverfront-P&R-Parks Division	\$6,000	\$0	\$139,000
201	715	Lincoln Park Auditorium-P&R-Prks Dv	\$19,329	\$0	\$0
Subtotal: Fund 201			\$1,367,105	\$1,797,750	\$965,600
303	760	Two Rivers Convention Center - P&R	\$0	\$69,700	\$0
303	761	Convention Center Operations - P&R	\$5,376,772	\$897,556	\$802,290
303	762	Banquet Events	\$194,726	\$417,885	\$437,936
303	763	Entertainment Events	\$0	\$28,676	\$30,544
303	764	Meetings/Seminars	\$0	\$23,240	\$24,838
303	765	Outside Catering	\$0	\$7,651	\$8,211
303	766	Service Clubs & Associations	\$0	\$129,100	\$135,563
303	767	Trade Shows	\$0	\$28,195	\$30,309
Subtotal: Fund 303			\$5,571,498	\$1,602,001	\$1,469,691
3041	740	Swimming Pools - P&R	\$0	\$5,500	\$0
3041	741	Pool Operations -P&R-Swimming Pools	\$267,881	\$304,210	\$249,554
3041	742	Learn to Swim -P&R- Swimming Pools	\$26,389	\$27,164	\$28,971
3041	743	Waterslide - P&R - Swimming Pools	\$38,002	\$40,251	\$42,860
3042	741	Pool Operations -P&R-Swimming Pools	\$425,801	\$314,631	\$321,934
3042	742	Learn to Swim -P&R- Swimming Pools	\$42,474	\$46,870	\$49,659
Subtotal: Fund 304			\$800,547	\$738,626	\$692,979
305	750	Golf Operations - P&R	\$389,939	\$375,670	\$414,266
305	751	Golf Learning Center-P&R-Golf Oper.	\$26,769	\$29,317	\$31,972
305	752	Interim Pro Shop Mgmt-P&R-Golf Oper	\$196,642	\$224,597	\$228,640
Subtotal: Fund 305			\$613,350	\$629,584	\$674,879
306	750	Golf Operations - P&R	\$850,408	\$877,815	\$704,791
306	751	Golf Learning Center-P&R-Golf Oper.	\$33,330	\$36,168	\$44,550
306	752	Interim Pro Shop Mgmt-P&R-Golf Oper	\$378,418	\$434,103	\$412,589
Subtotal: Fund 306			\$1,262,156	\$1,348,085	\$1,161,929
307	770	Cemetery Operations	\$305,005	\$333,976	\$370,627
<b>Total: Parks &amp; Recreation Department</b>			<b>\$14,292,181</b>	<b>\$11,015,715</b>	<b>\$10,151,149</b>

## ADMINISTRATION

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 Park Operations Division is responsible for maintaining turf, playgrounds and structures in over 250 acres of developed parks and open space as well maintaining and monitoring more than 565 acres of undeveloped parkland. The Horticultural Division maintains roses, flowers, shrubs, and turf plantings in street boulevards and landscaping at the Visitor and Convention Bureau, Downtown Shopping corridor, City Hall, Two Rivers Convention Center, the downtown parking lots and the Senior Recreation Center. Park Operations is responsible for scheduling maintenance and improvements at Stocker Stadium Football Field and all-weather running track as well as Suplizio Baseball Field. These are major sporting venues for the entire Grand Valley including School District 51 and Mesa State College. The Park Division works closely with the Riverfront Commission and maintains over 15 miles of the riverfront and urban trail network. The large cascading trees that grace city parks, golf courses, cemeteries and line city streets are under the care of the Forestry Division. Overall the Forestry Division is responsible for planting and caring for over 30,000 municipal trees. 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.

## RECREATION

The Recreation Division provides leisure programming

elements for the Department and offers approximately 1,100 recreation programs annually, serving more than 265,000 participants. The division encompasses recreation programming and facility operation in recreation, aquatics, and senior recreation, and also includes the Grand Junction Commission on Arts & Culture. 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 after school and summer day programs. Consistent, comprehensive evaluation of programs is conducted to ensure high quality experiences for participants and appropriate program mix across market segments.

### Aquatics Division

The Aquatics Division provides year-round swimming opportunities at two community pools. Orchard Mesa Community Center Pool is jointly funded with School District 51 and Mesa County, and is on the Orchard Mesa Middle School campus. The pool, besides serving as a community aquatics facility for public swim and learn-to-swim programs, is also a practice and meet site for area high schools and two local competitive age-group swim clubs. One of the premier outdoor swimming pools on the Western Slope is located in Lincoln Park. Lincoln Park-Moyer Pool and Waterslide is an olympic size, traditional swimming pool inclusive of a 350' waterslide, and operates during the summer from Memorial Day weekend through Labor Day, for an approximate 110 day season. 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 U.S. Western Zone Swim Meet. The pool additionally is consistently targeted to host state and regional competition events. Both pools' operations are professionally licensed through Ellis and Associates and offer Ellis/National Safety Council learn-to-swim programs. Consistent, comprehensive evaluation of programs and aquatic activities is conducted to ensure high quality experiences for participants and appropriate aquatics program mix across market segments.



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 city financed, major capital improvement projects involving buildings and parks.

**TWO RIVERS CONVENTION CENTER**

Two Rivers Convention Center is an enterprise operation of the City, is located on Main Street, and is considered to be the western anchor of the downtown area. The facility, in 2001, is undergoing a significant transformation and building addition that will complement the building with approximately 5,000 square feet of new space in meeting rooms, offices, kitchen, and other support amenities, as well as aesthetic, and acoustic improvements. Prior to redevelopment, the facility annually attracted more than 1,100 rental events over 330 days, equating to approximately 5,100 annual event hours. These events include major musical concerts, outdoor and 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 more than 1,200 attendees. The Center also offers off-site catering for events in the Grand Junction area.

**GOLF COURSES**

The Golf Division provides a pleasurable outdoor entertainment experience for patrons. The City owns and operates two golf courses. Lincoln Park is an easy to walk nine-hole course in the center of town. Tiara Rado is a scenic eighteen-hole course at the base of the Colorado National Monument. Both courses have full service pro shops, range, and food service. It is essential that the golf patrons find the golf experience to be customer oriented, affordable, and aesthetically pleasing. As a steward of the land, the Golf Division uses sustainable agriculture in the care of Lincoln Park and Tiara Rado Golf Courses.

**CEMETERY**

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 from lot sales and burials, an increasingly difficult task as the trend from burial to cremation continues and a new veteran's cemetery prepares to open. Cemetery fees were increased in 1997 but held fast in 1998 and 1999. An increase of 3.5% took place in 2000 and 2001 and annual 3.5% increases are anticipated in the future. A comprehensive advertising campaign was developed and implemented in 1999 and will continue in the future. Columbarium sales increased from 1 in 1999 to 13 in 2001 due in part to advertising efforts and sales promotion by staff. The development of the Cremation Garden, purchase of columbarium and landscape improvements throughout the cemetery have all added to cemetery revenue but the need for a funding subsidy continues. Cemetery staff will continue to develop new strategies for marketing available services in a creative way to increase sales and build a positive public image.

**MAJOR ACCOMPLISHMENTS***Administration*

- "Park Appearance" was rated 1<sup>st</sup> of 14 categories by Grand Junction citizens in the 2001 City of Grand Junction Household Survey, receiving a 4.27 rating out of 5
- "Recreation Programs" were rated 5<sup>th</sup> of 14 categories by Grand Junction citizens in the 2001 City of Grand Junction Household Survey, receiving a 3.90 rating out of 5
- Council adopted the Comprehensive Master Plan for Parks and Recreation
- Broke ground on Two Rivers Convention Center major remodel, reopen December 2001
- Implemented automated voice registration system for Parks and Recreation
- Hired Head Golf professional for Lincoln Park and Tiara Rado municipal golf courses
- Hired new manager for Two Rivers Convention Center and developed new policies and procedures
- Administered \$600,000 Department of Local Affairs Grant for Two Rivers Convention Center construction
- Dedicated Eagle Rim Park

**Park Operations and Riverfront**

- Installed new playground equipment at Emerson and Hawthorne Parks
- Installed the playground and opened new restrooms at West Lake Park
- Worked with the Tamarisk Coalition to remove Tamarisk along the Colorado River and started work on the test section of the soft surface trail
- Installed new drinking fountains in Lincoln, Emerson, Whitman, Hawthorne, Eagle Rim, Duck Pond, Sherwood, Williams, Cottonwood Meadows, Spring Valley II, Riverside, Melrose, and Pine Ridge Parks
- Installed back-flow devices on nearly 100% of the irrigation systems that use domestic water
- Installed automated irrigation system in all but two sections of Lincoln Park
- Resurfaced the Lincoln Park and Ridges tennis courts
- Resurfaced the asphalt basketball courts at Spring Valley II and Cottonwood Meadows Parks
- Fabricated and installed park rule signs for Eagle Rim Park
- Fabricated and installed gates for Stocker Stadium North Avenue parking and the practice field in Lincoln Park
- Designed and rebuilt the Seventh Street Islands
- Installed several memorial bench pads and benches along the Riverfront Trail
- Started implementing centralized computer control of the irrigation systems at Sherwood, Eagle Rim, Emerson, Whitman, Lincoln and Desert Vista Parks
- Completed the parking lot renovation and installed new security lighting at Columbine Park

**Sports Fields & Facilities**

- Asphalt overlay project on the north and west sides of the Lincoln Park Barn was completed
- A new main entry and ticket booth was completed at Stocker Stadium and Suplizio Field
- Relevelled, installed drainage and installed new sod on the outfield at Suplizio Field
- Repaired several worn areas and restriped the track
- Installed two drinking fountains at the multi-use fields at Canyon View
- Installed three background screens behind home plate at the baseball field at Canyon View Park
- Purchased a new large area mower for Canyon View

- Installed new air conditioners at the Lincoln Park Barn
- Installed new retaining walls and landscaping behind the softball field dug outs at Canyon View Park
- Hosted the state competitive Little League tournament at Pomona Park
- Installed fence top safety covering on the outfield fences at Pomona Park
- Installed a temporary outfield fence at Pomona Park that will be used for girl's high school softball games

**Forestry**

- Received the International Society of Arboriculture Gold Leaf Award for Outstanding Arbor Day Activities in 2000
- Achieved the National Arbor Day Foundation Growth Award in 2000
- Achieved Tree City USA status for the 17<sup>th</sup> consecutive year
- Hosted the annual Western Slope Tree Care Workshop with record attendance in 2001

**Recreation Administration**

- Hosted the Colorado Parks & Recreation Association Western Slope Section Summit in Spring of 2001
- Hired two new recreation professionals as Recreation Supervisor and Coordinator to replace previous incumbents
- Assisted in implementing new concessions contract for Parks & Recreation Department facilities

**Recreation Programming**

- Annual Volunteer hours for all areas combined totaled at least 6.9 FTEs
- Hosted Sectional competitions in NFL/Gatorade Punt, Pass & Kick, Rockies Baseball and MLB/Fleer Diamond Skills Challenges
- Received SD-51 Safe and Drug Free Schools Grants of approximately \$5,700 for cooperative after school programs with the School District
- Received \$12,500 in donations over the past two years from Meadow Gold Dairies for Youth Basketball
- Received approximately \$5,200 in donations from Okagawa Farms, \$4,000 in donations from Orchard Mesa Lions, \$550 in donations from private sources, and \$400 from the Mesa County Health Department for the STARS program



- Received a \$1,700 grant from the early childhood initiative through the Center of Independence for Development of Early Childhood Programs, inclusive of all abilities
- In total, have received in excess of \$23,900 in the past two years from donations to recreation programs to help offset operating costs and fund scholarships
- Contracted janitorial services at aquatic facilities and senior recreation center was cancelled and service is now provided through Building Maintenance Division of Public Works and by seasonal Recreation Division staff
- Participated in/organized Western Colorado Senior Games
- Volunteer hours total more than 6,875 – equivalent to 3.31 FTEs – at the Senior Recreation Center
- Recreation Division staff works cooperatively with the Senior Center, Inc., to make facility improvements: purchase and installation of new cabinets was made for nearly \$10,000

#### Aquatics

- Installed T-1 communication lines and brought Lincoln Park-Moyer Pool and Orchard Mesa Pool “on-line” for program registration and facility booking capabilities
- Purchased and implemented Automated External Defibrillators and procedures at both pools
- Recipient award upgraded from Bronze in 1998 to Silver in both 1999 and 2000 for lifeguard performance. (2001 performance will not be recorded until into 2002)
- Initiated an open night at Orchard Mesa Pool for SCUBA enthusiasts
- Started a Junior Lifeguard Training Program
- Learn to Swim Scholarships totaled 46 during the past two years. The value of the scholarships awarded was \$1,322
- General awards accounts were initiated, with implementation to begin in 2002, to compensate employees who work for the entire summer season

#### Commission on Arts & Culture

- Donated \$20,000 in City funds and \$5,200 in State funds to local organizations to help underwrite 19 different arts events and programs, with an audience of 32,000
- Utilized a steering committee of 50 community members to revise the *Grand Junction Strategic Cultural Plan* to help guide cultural development over the next decade

- Produced the 3<sup>rd</sup> and 4<sup>th</sup> annual Arts Expo & Cultural Tour, with 2000 annual participants and attendees, to showcase arts organizations, activities, and local artists
- Selected 1% for the Arts sculptures for four primary City of Grand Junction buildings: the traffic engineering building, police station, City Hall, and Two Rivers Convention Center and assisted in funding a sculpture for Eagle Rim Park
- Conducted an economic impact of the arts survey
- Sponsored “Shakespeare in the Park” in Lincoln Park in August 2000, enjoyed by more than 600 people
- Updated and republished *The Sourcebook: A Directory of Grand Junction Area Artists and Arts Organizations*

#### Golf Courses

- Increased net revenue from in-house operation of range, golf carts, and pro shops \$30,000
- Hired two Class A golf professionals, and one apprentice professional
- Tiara Rado became a fully certified Audubon Co-operative Sanctuary Golf Course
- Reduced use of pesticides by 99% at both Lincoln Park and Tiara Rado
- Installed T-1 communication line to Tiara Rado and networked with City computer system

#### Two Rivers Convention Center

- Reorganized professional staffing to include Executive Chef/Supervisor of Food, Beverage & Events
- Sponsored the community bridal show each year
- Hosted area fundraisers and gala such as Carnival of Venice, Community Hospital Gala
- Hosted trade shows, public dances, Home & Garden Show
- Participated in dedication for Eagle Rim Park, City Hall, and entrance of Suplizio Field
- Assisted in conventions such as Colorado Association of Police Chiefs, H.O.G. Rally, and Colorado Municipal League
- Participating on 2002 Olympic Torch Relay Committee
- Participated in annual Denver Mission to promote Grand Junction area
- Facility finalization of renovation/expansion plans
- Facility closure and relocation and opening
- Redeveloped marketing plan business plan
- Redesigned pricing and menus



# Performance Measurement Data Sheets

Parks & Recreation

## STADIUM

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> To provide the best possible athletic fields and facilities for both baseball and football.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Operating Expenditures for the Division (100-713)	\$ 254,924	\$ 281,072	\$ 314,472
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%
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.			
	2001 Actual	2002 Budget	2003 Budget
Total Program Operating Expenditures	\$203,939	\$224,858	\$251,578
Program FTE's	2.8	2.8	2.8
Program Man Hours @ 2,080 per FTE, per Year	5,824	5,824	5,824
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.			
	2001 Actual	2002 Budget	2003 Budget
FOOTBALL & TRACK STADIUM: # Of Event Days	87	87	87
BASEBALL STADIUM: # Of Event Days	79	79	79
TOTAL # OF EVENT DAYS	166	166	166
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.			
	2001 Actual	2002 Budget	2003 Budget
Cost Per Event Day	1,229	1,355	1,516
Event Days per Manhour	0.029	0.03	0.03
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.			
	2001 Actual	2002 Budget	2003 Budget
Number of Event Days Where A Complaint Was Registered	6	5	5
% Of Event Days W/O Complaints	96%	97%	97%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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.			

DEPARTMENT SUMMARIES - PARKS & RECREATION

# Performance Measurement Data Sheets

Parks & Recreation  
**CANYON VIEW**  
(Year End 2001)

DEPARTMENT SUMMARIES - PARKS & RECREATION

<b>PRIMARY OBJECTIVE:</b> To provide the best possible athletic fields possible for softball and soccer/ multi purpose.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Operating Budget for the Division (100-716)	\$ 467,849	\$ 488,797	\$ 506,447
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%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program Operating Expenditures	\$327,494	\$342,158	\$354,513
Program FTE's	5.8	5.8	5.8
Program Man Hours @ 2,080 per FTE, per Year	12,012	12,012	12,012
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 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
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Square Foot Maintained	0.14	0.1	0.1
# Of Square Feet Maintained per Manhour	199	199	199
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Turf Quality Index Rating (Best Possible = 1.00)	0.8	1	1
Discounted Square Footage of Turf = (Total Square Footage X Index Rating)	1,912,358	2,390,448	2,390,448
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 2001)

<b>PRIMARY OBJECTIVE:</b> To enhance and protect the City's inventory of trees by increasing overall service performance.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Operating Budget for the Division (100-712)	\$ 542,169	\$ 564,932	\$ 680,463
Total number of FTE's in the Division	7.75	7.75	8.75
% of budget allocated to this function	100%	100%	100%
% of FTE's utilized by this function	100%	100%	100%
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Program Operating Expenditures	\$542,169	\$564,932	\$680,463
Program FTE's	7.8	7.8	8.8
Program Man Hours @ 2,080 per FTE, per Year *	16,224	16,224	18,304
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Number of Trees (Beginning of Year)	32,075	32,082	32,982
# of New Trees Planted	519	500	600
# Of Trees Removed	512	100	100
TOTAL TREE INVENTORY (End of Period)	32,082	32,482	33,582
Number of Trees Trimmed (YTD)	1,183	2,500	3,500
Number of Trees Sprayed (YTD)	8,273	10,500	11,500
Number of Trees Raised (YTD)	748	2,000	2,000
TOTAL NUMBER OF TREES SERVICED (YTD)	10,204	15,000	17,000
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Cost per Tree in Inventory *	16.9	17.39	20
# Of Trees in Inventory Maintained per Man-hour *	1.9	2	2
Cost per Tree Serviced	53	38.00	40.00
# Of Trees Serviced per Man-hour	0.62	1.08	1.07
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
# Of Services per Tree	0.32	0.46	0.5
Number of Diseased or Otherwise Unhealthy Trees	6,416	5,521	5,037
Number of Healthy Trees	25,666	26,961	28,545
Percentage of the Tree Inventory that is Healthy	80%	83.00%	85.00%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 2001)

<b>PRIMARY OBJECTIVE:</b> To provide the best possible maintained turf areas throughout the city cemeteries and reduce the number of complaints annually.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Budget for the Division	\$ 311,061	\$ 333,976	\$ 370,627
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%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Program expenditures	\$217,742	\$233,783	\$259,439
Program FTE's	3.7	3.7	3.7
Program Man Hours @ 2,080 per FTE, per Year	7,696	7,696	7,696
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
Number of irrigated acres maintained	35	35	35
Total: Square footage of Maintained Turf	1,524,600	1,524,600	1,524,600
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Cost per Square Foot Maintained	0.14	0.15	0.17
# of Square Feet Maintained per Man-hour	198	198	198
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
Turf Quality Index Rating, 1. = High .01 = low	0.06	0.07	0.08
Discounted Square Footage of Turf = (Total Square Footage x Index Rating)	91,476	106,722	121,968
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 plane 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

## TWO RIVERS CONVENTION CENTER

(Year End 2001)

**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:	2001 Actual	2002 Budget	2003 Budget
Operating Revenue	\$ 334,669	\$ 1,081,591	\$ 1,131,246
Food Revenue	\$ 183,662	\$ 654,463	\$ 680,897
Liquor Revenue	\$ 39,239	\$ 138,424	\$ 143,960
Room Rental	\$ 57,973	\$ 219,970	\$ 231,695

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Food Cost	\$ 90,419	\$ 318,873	\$ 204,269
Liquor Cost	\$ 11,017	\$ 46,095	\$ 47,939
Labor Cost	\$ 393,841	\$ 640,736	\$ 670,250

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
Number of functions	200	600	625

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Revenue per function	\$ 1,673.35	1,803	1,810

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Food Cost %	49%	49%	30%
Liquor Cost %	28%	33%	20%
Labor Cost %	118%	59%	50%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

- Control costs such as labor, food, liquor.
- Control operational costs.
- Continue to market and sell facility.
- Train staff to be more efficient in their work.
- Maximize room rental as it is the highest profit margin.

The figures for 2001 are less because of the renovation. Two Rivers was closed from June thru Dec 14th.



# Performance Measurement Data Sheets

Parks & Recreation

## SPECIAL EVENTS

(Year End 2001)

**PRIMARY OBJECTIVE:** Provide a diverse range of special event programs to an increasing number of participants of all ages at a very low cost or for free. This programming segment experiences very low cost recovery, as a purpose is to encourage participation across a broad range of Valley residents, either to simply provide a recreational experience, or to capture participant interest for additional program offering/expansion.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures (operating)	\$ 1,348,223	\$ 1,441,513	\$ 1,498,829
Total Recreation Division Revenues	971,621	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Special Events Program Expenditures	\$ 5,995	\$ 6,972	\$ 7,181
Special Events Program Revenues	3,880	2,861	3,957
% of Total Recreation Division Allocated to Special Events	0.0044	0.0048	0.0048
Special Events Program FTEs	0.10	0.11	0.11
Special Events Volunteer FTEs	0.18	0.19	0.19

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered	30	32	33
# on new program sessions offered (never offered before)	6	6	6
# of Program sessions canceled	5	4	4
# of Program session participants (NOT duplicated)	7,240	7,340	7,560
# of successful programs	25	28	29

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Special Events Program Cost	\$5,995	\$6,972	\$7,181
Average Program Fee	0.54	0.39	0.52
# of Potential Participants	115,000	115,000	115,000
% of Target Population Actually serviced	0.06	0.06	0.07
Brochure: participant ratio (Response Rate)	0.05	0.05	0.05

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.17	0.13	0.12
Cost Recovery Ratio (Revenue to Expense Ratio)	0.65	0.41	0.55
Avg. number of participants per program	289.60	262.14	260.69
Total number of contact hours	10,337	10,543	10,648

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations, and continue to finetune performance measures. Continue to forge community partnerships to expand these offerings to wider ranges of individuals. **Year end notations:** This is the first year that Performance Measures on Special Events has been implemented to separate them from general recreation program offerings. Not all special events will be tracked herein - examples of exclusions will be for Aquatics, and Adult Sports. A re-evaluation of special events and a determination of their particular worth to the Recreation Division was a large undertaking in 2001. Ideas for new events and enhancements to existing events will be the focus in 2002. Difficulty is still being encountered in tracking participants in special events that do not require registration - this is a staff management obstacle that needs to be overcome.



# Performance Measurement Data Sheets

## Parks & Recreation GENERAL RECREATION (Year End 2001)

**PRIMARY OBJECTIVE:** Provide a diverse range of general recreation programs to an increasing number of participants of all ages. This performance segment represents General Recreation only; that includes such programs as those in arts, music & culture, dance, early childhood, education and special interest, and outdoor adventures.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures (operating)	\$ 1,348,223	\$ 1,441,513	\$ 1,498,829
Total Recreation Division Revenues	971,621	983,722	1,018,315
Total # FTEs within the Recreation Division	20.05	20.92	20.79
Total hours @ 2,080 per FTE within the Recreation Division	41,704	43,514	43,243
Total # Volunteer Hours within the Recreation Division	11,958	16,219	14,960
Total # programs within all of Recreation Division	1,863	2,044	2,059
Total # Activity Guides Distributed	150,000	150,000	150,000
Total # registrations from all Recreation programs within the Division	16,426	17,659	18,541

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
General Recreation Program Expenditures	\$ 98,157	\$ 111,653	\$ 115,013
General Recreation Program Revenues	\$ 107,124	\$ 114,659	\$ 126,033
% of Total Recreation Division Allocated to General Recreation	0.10	0.11	0.11
General Recreation Program FTEs (excludes contract hours)	1.70	1.74	1.80
General Recreation Volunteer FTEs	0.17	0.17	0.18

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered	758	776	703
# of new program sessions offered (never offered before)	75	59	40
# of Program sessions canceled	202	140	105
# of Program session participants (NOT duplicated)	3,124	3,295	3,259
# of successful programs	556	636	598

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
General Recreation Program Cost	\$98,157	\$111,653	\$115,013
Average Program Fee	34.29	34.80	38.67
# of Potential Participants (Mesa County)	80,553	80,553	80,533
% of Target Population Actually serviced	0.04	0.04	0.04
Brochure: participant ratio	0.02	0.02	0.02

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.27	0.18	0.15
% of Satisfied Customers			
Cost Recovery Ratio (Revenue to Expense Ratio)	1.09	1.03	1.10
Avg. number of participants per program	5.62	5.18	5.45
Total number of contact hours	46,765	47,774	48,403
Scholarship \$ given	3,540	3,750	3,770

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through budget, contact hours, and evaluations, and continue to fine-tune performance measures. **Year end notations:** 2001 Total Recreation Division revenues and expenditures are exclusive of Two Rivers Convention Center, previously included. 2001 first year that contact hours were identified. The number of new and canceled programs was high for 2001 due to the new after school craft club. Same may be true for 2002 because of a new twirling program and continuance of the after school craft club. Most programs under this section are contracted services with the exception of STARS and Youth Recreation. Therefore, they are designed to recover at least 100% of their costs, so this section performed very well in 2001. The future possibility of moving STARS from this section will further show the General Recreation's true performance level.

# Performance Measurement Data Sheets

## Parks & Recreation YOUTH SPORTS (Year End 2001)

**PRIMARY OBJECTIVE:** To offer recreational sports programs to youth at a low cost to encourage life-long positive activities. Final program division cost recovery is scheduled to attain 75% recovery of program promotion and production (direct) costs.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures (Operating)	\$ 1,348,223	\$ 1,441,513	\$ 1,498,829
Total Recreation Division Revenues	971,621	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,549
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Youth Sports Program Expenditures	\$ 74,339	\$ 71,942	\$ 75,215
Youth Sports Program Revenues	60,855	64,275	66,297
% of Total Recreation Division Budget Allocated to Youth Sports	0.06	0.05	0.05
Youth Sports Program FTEs	1.68	1.73	1.78
Youth Sports Volunteer FTEs	1.87	1.92	1.98

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered	72	72	74
# on new program sessions offered (never offered before)	0	3	3
# of Program sessions canceled	12	10	11
# of Program session participants (NOT duplicated)	2,067	1,947	2,205
# of successful programs	60	62	63

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Youth Sports Program Cost	\$74,339	\$71,942	\$75,215
Average Program Fee	1,014.25	1,036.69	1,052.33
Average Program Fee to participant	29.44	33.01	30.07
# of Potential Participants (Mesa County)	25,470	25,470	25,470
% of Target Population Actually serviced	0.08	0.08	0.09
Brochure: participant ratio (Response Rate)	0.01	0.01	0.01

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.17	0.14	0.15
% of Satisfied Customers			
Cost Recovery Ratio (Revenue to Expense Ratio)	0.82	0.89	0.88
Avg. number of participants per program	34.45	31.40	35.00
Total number of contact hours	39,703	40,894	41,711
Total amount of scholarships given	373.37	450	475

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations. **Year end notations:** Performance Measures indicate a drop in participation from 2000 to 2001: While a small percentage reduction did indeed occur during the final quarter of the year, it also is a result of removing adult tennis from the youth tennis orgn and tracking it separately under the appropriate Adult Sports category. Youth Flag Football and Youth Basketball were better performers in 2001 than in the past due to decreased staff and supply costs and overall improved program management. Youth wrestling was transferred to a contract program, so cost recovery was at least 100%. Actual accounts for 2002 will not include wrestling as it will no longer be held through Parks & Recreation.

# Performance Measurement Data Sheets

## Parks & Recreation ADULT SPORTS (Year End 2001)

**PRIMARY OBJECTIVE:** To offer recreational sports programs to adults (18+ years) at a reasonable rate encouraging an active and healthy lifestyle.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures (operating)	\$ 1,348,223	\$ 1,441,513	\$ 1,498,829
Total Recreation Division Revenues	971,621	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Adult Sports Program Expenditures	\$ 139,444	\$ 158,458	\$ 163,211
Adult Sports Program Revenues	201,139	204,353	210,483
% of Total Recreation Division Budget Allocated to Adult Sports	0.10	0.11	0.11
Adult Sports Program FTEs	4.01	4.22	4.35
Adult Sports Volunteer FTEs	0	0	0

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered	128	134	139
# on new program sessions offered (never offered before)	17	15	10
# of Program sessions canceled	33	25	15
# of successful programs	95	109	124
# of Program session participants (NOT duplicated)	6,998	7,500	8,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Adult Sports Program Cost	\$139,444	\$158,458	\$163,211
Average Program Fee	1,571.40	1,525.02	1,514.27
Average Program Fee to participant	28.74	27.25	26.31
# of Potential Participants	55,083	55,083	55,083
% of Target Population Actually serviced	0.13	0.14	0.15
Brochure: participant ratio	0.05	0.05	0.05

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.26	0.19	0.11
% of Satisfied Customers	98%	98%	98%
Cost Recovery Ratio (Revenue to Expense Ratio)	1.44	1.29	1.29
Avg. number of participants per program	73.66	68.81	64.52
Total number of contact hours	59,533	60,744	61,351

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Monitor programs through the budget, contact hours and evaluations. Year end notations: Participation continues to grow due to changes and improvements in leagues. Efforts will be focused on including new special events in league play as well as increasing coed/leisure options. Adult basketball continues to be the only adult sport to have a cost recovery ratio below 100%. High staff costs and the lack of qualified individuals to fill staff positions are the main reasons for its lackluster performance.



# Performance Measurement Data Sheets

Parks & Recreation

## SENIOR RECREATION

(Year End 2001)

<b>PRIMARY OBJECTIVE:</b> Provide diverse range of senior recreation services to an increasing number of seniors (age 50+) primarily through the operations of the Senior Recreation Center, currently managed completely by volunteers in cooperation with the Recreation Supervisor.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 1,354,512	\$ 1,533,513	\$ 1,498,829
Total Recreation Division Revenues	921,345	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	231,130	231,383	237,411
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Senior Recreation Program Expenditures	\$ 18,529	\$ 50,702	56,864
Senior Recreation Program Revenues	6,811	20,975	22,320
% of Total Recreation Division Budget Allocated to Senior Recreation	0.01	0.03	0.04
Senior Recreation Program FTEs	0.55	1.08	1.08
Senior Recreation Volunteer FTEs	3.3	3.5	3.5
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered	632	682	697
# of new program sessions offered (never offered before)	8	50	25
# of Program sessions canceled	7	8	4
# of Program session participants (duplicated)	30,000	32,400	33,150
# of successful programs	625	675	693
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Senior Recreation Program Cost	\$18,529	\$50,702	\$56,864
Average Program Fee	10.90	31.10	32.20
Average Program Fee to participant	0.23	0.65	0.67
# of Potential Participants	28,433	30,000	36,433
% of Target Population Actually serviced	1.06	1.08	0.91
Brochure: participant ratio	0.20	0.22	0.22
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.011	0.011	0.005
% of Satisfied Customers			
Cost Recovery Ratio (Revenue to Expense Ratio)	0.37	0.41	0.39
Avg. number of participants per program	48.0	48.0	47.8
Total number of contact hours	115,281	DNK	DNK
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 some fees to secure greater cost recovery, in balance with free and low cost programs and events. More programs, outside of the senior recreation center, will cater to the needs of an increasingly younger and more active "senior" population.			

# Performance Measurement Data Sheets

Parks & Recreation

## AQUATICS

(Year End 2001)

DEPARTMENT SUMMARIES - PARKS & RECREATION

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 2,268,858	\$ 1,354,512	\$ 1,533,513
Total Recreation Division Revenues	1,638,436	921,345	983,722
% of Total Recreation Budget Allocated to Youth Sports	43.22	44.00	45.00
Total # Recreation Division registrations	96,139	91,520	93,600
Total # Recreation Division participation	13,041	15,000	15,000
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 Actual	2002 Budget	2003 Budget
Aquatics Program Operating Expenditures	\$682,564	\$ 759,171	\$ 601,420
Aquatics Program Revenues	511,026	561,103	498,528
% of Total Recreation Division Allocated to Aquatics	0.30	0.56	0.39
Aquatics Program FTEs	15.836	16.00	16.10
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered (actual sessions (incl. T/Th, Sat, etc.))	29	30	35
# of Program classes canceled	163,090	169,000	170,100
# of Program session participants (duplicated)	658	662	669
# of successful programs	68	66	67
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 Actual	2002 Budget	2003 Budget
Aquatics Program Cost	\$682,564	\$759,171	\$601,420
Average Program Fee	3.13	3.32	2.93
Average Program Fee to participant	135,000	136,000	136,500
# of Potential Participants	1.21	1.24	1.25
Brochure:Participant ratio	0.75	0.74	0.83
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.10	0.10	0.10
% of Satisfied Customers	99.5%	99.5%	99.5%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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 ORCHARD MESA POOL (Year End 2001)

DEPARTMENT SUMMARIES - PARKS & RECREATION

<b>PRIMARY OBJECTIVE:</b> Operate and maintain the indoor aquatic facility and effectively program to ensure participants of all ages the opportunity to build and maintain life-long aquatic skills and enjoyment.			
<b>SERVICE DATA SECTION:</b>			
	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 1,354,512	\$ 1,533,513	1,498,829
Total Recreation Division Revenues	921,345	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.			
	2001 Actual	2002 Budget	2003 Budget
LP Operations Operating Expenditures	\$ 387,679	\$ 314,631	321,934
LP Operations Program Revenues	245,936	208,554	213,547
% of Total Recreation Division Allocated to LP Operations	0.29	0.21	0.21
LP Operations Program FTEs	8.25	7.82	7.82
LP Operations Volunteer FTEs	0.16	0.22	0.16
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.			
	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered (actual sessions (incl. T/Th, Sat, etc.)	727	730	730
# of new program sessions offered (never offered before)	-	-	0
# of Program classes canceled	-	-	0
# of Program session participants (duplicated)	50,216	52,180	52,715
# of successful programs	727	730	730
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.			
	2001 Actual	2002 Budget	2003 Budget
LP Operations Program Cost	\$387,679	\$314,631	\$321,934
Average Program Fee	338.29	285.69	292.53
Average Program Fee to participant	4.90	4.00	4.05
# of Potential Participants	108,900	109,000	109,000
% of Target Population Actually serviced	0.46	0.48	0.48
Brochure: Participant ratio	0.33	0.35	0.35
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved; or otherwise reflect the quality of performance.			
	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	-	-	-
Cost Recovery Ratio (Revenue to Expense Ratio)	0.63	0.66	0.66
Avg. number of participants per program	69.07	71.48	72.21
Total number of contact hours	100,432	102,360	105,430
Total amount of scholarships given	-	-	0
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Monitor programs through the budget, contact hours and evaluations; provide for appropriate professional and technical training. Continue and improve communications with Mesa County staff and Commissioners to keep them apprised of the operations, as they split the operations subsidy equally with the City. Year end notations: Public swim attendance continues to increase, 2001 was a record high year for collected facility admission. Program participation tends to vary according to which reporting mechanisms are utilized and vary in quality of tracking. Average program fees to participants holding relatively steady, as does target population serviced. Continue to refine tracking of measures, determining what is relevant to performance.			



# Performance Measurement Data Sheets

Parks & Recreation

## ORCHARD MESA LEARN TO SWIM

(Year End 2001)

**PRIMARY OBJECTIVE:** Learn to Swim (LTS) Operate and maintain the indoor public aquatic facility, and effectively program with swim instructional programs to ensure participants of all ages the opportunity to build and maintain life-long aquatic skills and enjoyment.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 1,354,512	\$ 1,533,513	1,498,829
Total Recreation Division Revenues	921,345	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
LP Learn to Swim Program Operating Expenditures	\$ 36,223	\$ 46,870	49,659
LP Learn to Swim Program Revenues	48,977	58,344	59,500
% of Total Recreation Division Allocated to LTS	0.03	0.03	0.03
LP LTS Program FTEs	1.75	1.62	1.62
LP LTS Volunteer FTEs	0	0	0

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered (actual sessions (incl. T/Th, Sat, etc.)	481	460	478
# of new program sessions offered (never offered before)	-	-	0
# of Program classes canceled	104	50	50
# of Program session participants (duplicated)	14,331	15,531	15,997
# of successful programs	377	410	428

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
LTS Program Cost	\$36,223	\$46,870	\$49,659
LTS Average Program Fee	129.91	142.30	139.02
LTS Average Program Fee to participant	3.42	3.76	3.72
# of Potential Participants	25,470.00	25,500.00	25,500.00
% of Target Population Actually serviced	0.56	0.61	0.63
Brochure:Participant ratio	0.10	0.10	0.11

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.22	0.11	0.10
Cost Recovery Ratio (Revenue to Expense Ratio)	1.35	1.24	1.20
Avg. number of participants per program	38.01	37.88	37.38
Total number of contact hours	9,833	10,126	10,430
Total amount of scholarships given (dollars)	65.00	325.00	350.00

### 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. Before 2002, class cancellations were not entered into the CLASS registration system and thus not tracked appropriately. Program will be expanded to Saturdays. Continue to refine tracking of measures, determining what is relevant to performance. Cost recovery of lessons reflects decrease over next two years, along with scholarship funding increase.

# Performance Measurement Data Sheets

Parks & Recreation

## LINCOLN PARK POOL

(Year End 2001)

**PRIMARY OBJECTIVE:** Operate and maintain the seasonal (outdoor) pool complex and effectively program to ensure participants of all ages the opportunity to build and maintain life-long aquatic skills and enjoyment.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 1,354,512	\$ 1,533,513	1,498,829
Total Recreation Division Revenues	921,345	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
LP Operations Operating Expenditures	\$ 272,485	\$ 344,461	292,414
LP Operations Program Revenues	199,629	219,664	226,939
% of Total Recreation Division Allocated to LP Operations	0.20	0.22	0.20
LP Operations Program FTEs	6.04	6.69	6.69
LP Operations Volunteer FTEs	0.23	0.53	0.23

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program sessions offered (actual sessions (incl. T/Th, Sat, etc.))	196	201	201
# of new program sessions offered (never offered before)	-	-	0
# of Program classes canceled	-	-	0
# of Program session participants (duplicated)	88,121	99,764	102,756
# of successful programs	196	201	201

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
LP Operations Program Cost	\$272,485	\$344,461	\$292,414
Average Program Fee	1,018.52	1,092.86	1,129.05
Average Program Fee to participant	2.27	2.20	2.21
# of Potential Participants	108,900	109,000	109,000
% of Target Population Actually serviced	0.81	0.92	0.94
Brochure:Participant ratio	0.59	0.67	0.69

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Cost Recovery Ratio (Revenue to Expense Ratio)	0.73	0.64	0.78
Avg. number of participants per program	449.60	496.34	511.22
Total number of contact hours	176,242	199,528	205,512
Total amount of scholarships given	-	-	0

### 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 program fees to participants holding relatively steady, target population actually serviced is skewed because of duplicated participation nature of open (public) swim. Continue to refine tracking of measures, determining what is relevant to performance.

# Performance Measurement Data Sheets

Parks & Recreation

## LINCOLN PARK LEARN TO SWIM

(Year End 2001)

**PRIMARY OBJECTIVE:** LP Learn to Swim (LTS) Operate and maintain the seasonal (outdoor) pool complex and effectively program with swim instructional programs to ensure participants of all ages the opportunity to build and maintain life-long aquatic skills and enjoyment.

SERVICE DATA SECTION:	2001 Actual	2002 Budget	2003 Budget
Total Recreation Division Expenditures	\$ 1,354,512	\$ 1,533,513	1,498,829
Total Recreation Division Revenues	921,345	983,722	1,018,315
Total # Recreation Division registrations	16,426	17,659	18,541
Total # Recreation Division participation	213,130	231,383	237,411

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
LP Learn to Swim Program Operating Expenditures	\$ 23,654	\$ 27,164	28,971
LP Learn to Swim Program Revenues	39,228	40,000	41,000
% of Total Recreation Division Allocated to LTS	0.02	0.02	0.02
LP LTS Program FTEs	1.49	1.24	1.24
LP LTS Volunteer FTEs	0	0	0

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
# of Program class sessions offered (actual sessions (incl. T/Th, Sat, etc.))	128	128	128
# of new program class sessions offered (never offered before)	1	-	0
# of Program class sessions canceled	3	4	4
# of Program session participants (duplicated)	11,033	11,426	11,769
# of successful class sessions	125	124	124

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
LTS Program Cost	\$23,654	\$27,164	\$28,971
LTS Average Program Fee	313.82	322.58	330.65
LTS Average Program Fee to participant	3.56	3.50	3.48
# of Potential Participants	25,470.00	25,500.00	25,500.00
% of Target Population Actually serviced	0.43	0.45	0.46
Brochure:Participant ratio	0.07	0.08	0.08

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
% of Canceled Programs	0.02	0.03	0.03
% of Satisfied Customers			
Cost Recovery Ratio (Revenue to Expense Ratio)	1.66	1.47	1.42
Avg. number of participants per program	88.26	92.15	94.91
Total number of contact hours	8,849	9,114	9,387
Total amount of scholarships given (dollars)	65.00	201.50	214.5

### 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. Before 2002, class cancellations were not entered into the CLASS registration system and thus not tracked appropriately. Program will be expanded to Saturdays, allowing more participation. Continue to refine tracking of measures, determining what is relevant to performance. Cost recovery of lessons reflects decrease over next two years, along with scholarship funding increase.



# Performance Measurement Data Sheets

Parks & Recreation  
**LINCOLN PARK GOLF COURSE**  
 (Year End 2001)

DEPARTMENT SUMMARIES - PARKS & RECREATION

<b>PRIMARY OBJECTIVE:</b> To provide the public a quality golf course, at a competitive price, while recovering at least 100% of the operating and maintenance costs.			
<b>SERVICE DATA SECTION:</b>	2001 Actual	2002 Budget	2003 Budget
9-Hole Green Fees			
Lincoln Park 9 hole rate	\$ 12.50	\$ 13.25	NA
Adobe	\$ 13.00	\$ 13.50	NA
Chipeta	\$ 11.00	\$ 12.50	NA
Montrose	\$ 14.00	\$ 15.00	NA
Rifle	\$ 18.00	\$ 18.00	NA
Devil's Thumb	\$ 18.00	\$ 18.00	NA
Battlement Mesa	\$ 18.00	\$ 20.00	NA
Deer Creek Village	\$ 13.00	\$ 14.00	NA
Rangely (just a guess not open as of 3/6/01)	\$ 10.00	\$ 11.00	NA
Redlands Mesa GC	\$ 25.00	\$ 30.00	NA
Glenwood Springs	\$ 19.00	\$ 21.00	NA
Average other area courses	\$ 17.67	\$ 19.22	NA
<b>INPUTS:</b> Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Operating Expense	\$ 603,991	\$ 627,584	\$ 671,879
Improvement Expense	\$ 428	\$ 2,000	\$ 3,000
Total Operating Expense	\$ 604,419	\$ 629,584	\$ 674,879
Total Operating Revenue	\$ 598,662	\$ 621,620	\$ 633,705
<b>OUTPUTS/OUTCOMES:</b> Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
number of rounds played	45,538	48,000	48,000
<b>EFFICIENCY MEASURES:</b> Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Average cost per round	\$ 13.27	\$ 13.12	\$ 14.06
Revenue per round	\$ 13.15	\$ 12.95	\$ 13.20
<b>EFFECTIVENESS MEASURES:</b> Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Our rate as a % of average competition	71%	69%	N/A
Operating coverage ratio	99%	99%	94%
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
Lincoln Park was close to recovering 100% of the operating costs through operating revenue. However, the course had almost no play in December and a very poor October. Even though there was good weather in October the Western Slope courses showed poor play in October. It may have been the result of 9/11. Also, the warm weather in November required course maintenance deeper into the year than normal. There were also some unexpected unemployment claims from 2000 paid in 2001. 2001 was the first year for a full years wages paid to the pro shop staff.			
2002 has started well for Lincoln Park with a lot of early season play. There is a \$10,000 transfer scheduled from the Expansion fund to cover some of the budgeted expenses at LP. Both pro shop and maintenance staffs will be working diligently to reduce or eliminate this transfer.			

# Performance Measurement Data Sheets

Parks & Recreation

## TIARA RADO GOLF COURSE

(Year End 2001)

DEPARTMENT SUMMARIES - PARKS & RECREATION

**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:	2001 Actual	2002 Budget	2003 Budget
<b>9-Hole Green Fees</b>			
Lincoln Park 9 hole rate	\$ 12.50	\$ 13.25	NA
Adobe	\$ 13.00	\$ 13.50	NA
Chipeta	\$ 11.00	\$ 12.50	NA
Montrose	\$ 14.00	\$ 15.00	NA
Rifle	\$ 18.00	\$ 18.00	NA
Devil's Thumb	\$ 18.00	\$ 18.00	NA
Battlement Mesa	\$ 18.00	\$ 20.00	NA
Deer Creek Village	\$ 13.00	\$ 14.00	NA
Rangely (just a guess not open as of 3/6/01)	\$ 10.00	\$ 11.00	NA
Redlands Mesa GC	\$ 25.00	\$ 30.00	NA
Glenwood Springs	\$ 19.00	\$ 21.00	NA
Average other area courses	\$ 17.67	\$ 19.22	NA

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 Actual	2002 Budget	2003 Budget
Operating Expense	\$ 1,088,788	\$ 1,080,876	\$ 1,100,255
Improvement Expense	\$ 4,633	\$ 99,800	\$ 16,200
Total Operating Expense	\$ 1,093,421	\$ 1,180,676	\$ 1,116,455
Total Operating Revenue	\$ 1,100,544	\$ 1,103,130	\$ 1,133,465

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 Actual	2002 Budget	2003 Budget
number of rounds played	85,751	86,000	86,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 Actual	2002 Budget	2003 Budget
Average cost per round	\$ 12.75	\$ 13.73	\$ 12.98
Revenue per round	\$ 12.83	\$ 12.83	\$ 13.18

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 Actual	2002 Budget	2003 Budget
Our rate as a % of average competition	71%	69%	N/A
Operating coverage ratio	101%	93%	102%

### ACTION PLAN FOR CONTINUOUS IMPROVEMENT:

Tiara Rado had a good year considering very slow play in October and no play in December. It was the first year for paying a years worth of wages to the pro shop staff. The recovery exceeded the goal of 100% and a double payment was made from expansion to pay off the debt on the clubhouse sooner. The course made some good improvements.

The projection is for the recovery rate to be less than 100%. Most likely Tiara Rado will be near 100%. There are some significant purchases in both the pro shop and maintenance areas that will great improve the customers golf experience and improve the operation of the Golf division. Any short fall will come from the accumulated fund balance of about \$155,000.



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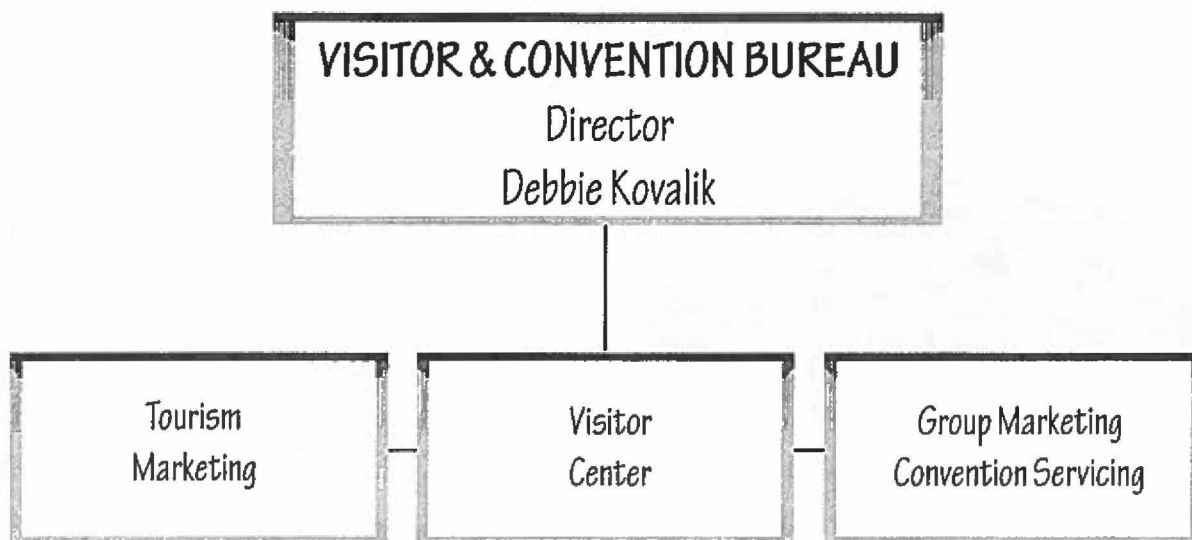


## **VISITOR & CONVENTION BUREAU**



- ◆ **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***

Promotional efforts will focus on consumers' increasing use of the Internet and how to attract more people to our site, encourage them to look at multiple pages within the site, and convert a web surfer to a visitor. Significant funds will be invested in research to confirm the effectiveness of our advertising, identify consumer trends, and ensure that future marketing decisions are well founded.

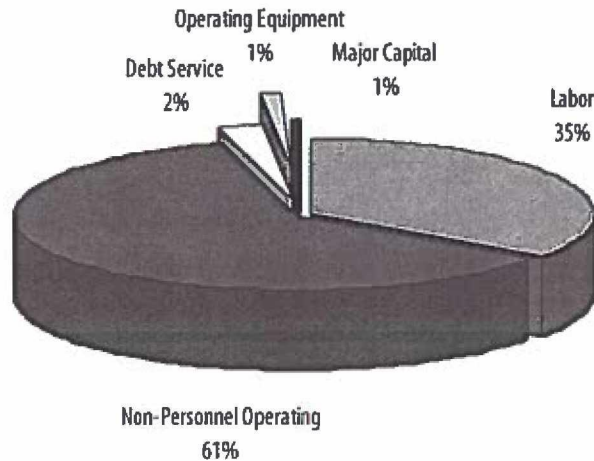
Maintenance and upkeep of the Visitor Center is now included in the line item Repairs & Maintenance – Buildings. (Routine maintenance and repairs have been performed on an as-needed basis.) The proposed budget dedicates funds toward major items such as landscape improvements and carpet replacement to maintain the Center's appearance as the first official "welcome" to visitors to our community. Remodeling the Visitor Center deck as a conference room is currently underway and funds are included in the 2001 revised budget.

### ***Revenue***

2001 lodging tax receipts, originally projected to increase 4% over 2000, have been revised to a 7.5% increase of 2000 actual. Receipts were up through June but declined in July. Attendance at sports tournaments (August and October) and area events (September) are expected to increase hotel occupancy resulting in tax receipts in line with revised projections. Increases of 5% per year are projected for 2002 through 2004 as the positive results of a renewed state-funded advertising campaign are felt throughout Colorado.

Charges for Services are co-operative fees paid by area hotels that participate with the VCB in sales efforts that market Grand Junction as a meeting destination. This revenue item will decline beginning in 2002 when these funds are more appropriately receipted as direct reimbursements, thereby reducing business travel expenses.

Departmental Budget Trends	2001	2002	2003
Operating Budget	\$ 1,208,819	\$ 1,286,534	\$ 1,333,362
Percent Change in Operating Budget		6.4%	3.6%
Full-Time Staffing	7	8	8

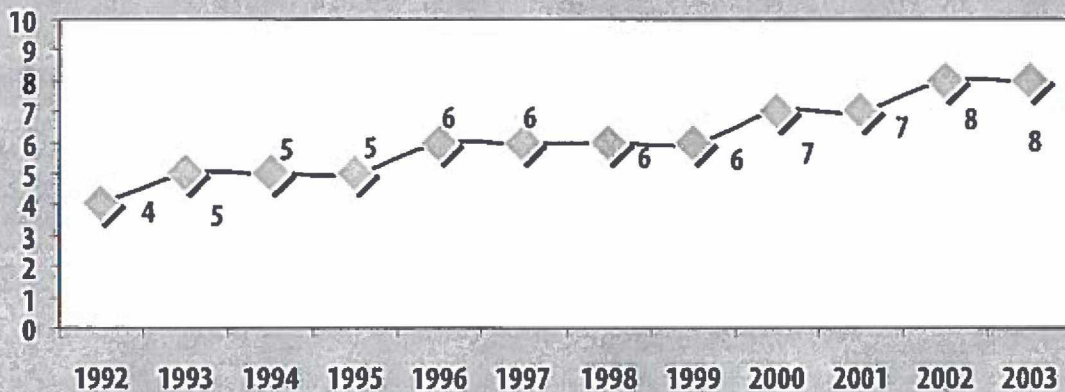


Budget By Major Category	2001	2002	2003
Labor	\$ 409,231	\$ 459,797	\$ 476,297
Non-Personnel Operating	750,882	785,181	817,259
Debt Service	29,806	29,806	29,806
Operating Equipment	18,900	11,750	10,000
<b>Subtotal Operating</b>	<b>\$ 1,208,819</b>	<b>\$ 1,286,534</b>	<b>\$ 1,333,362</b>
Major Capital	21,375	5,000	-
<b>TOTAL</b>	<b>\$ 1,230,194</b>	<b>\$ 1,291,534</b>	<b>\$ 1,333,362</b>
<b>% Change</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>Average</b>
Labor	12.4%	3.6%	8.0%
Non-Personnel Operating	4.6%	4.1%	4.3%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-37.8%	-14.9%	-26.4%
<b>Subtotal Operating</b>	<b>6.4%</b>	<b>3.6%</b>	<b>5.0%</b>
Major Capital	-76.6%	-100.0%	-88.3%
Contingency	0.0%	0.0%	0.0%
<b>TOTAL</b>	<b>5.0%</b>	<b>3.2%</b>	<b>4.1%</b>

**VISITOR & CONVENTION BUREAU: Budget By Fund / Organization Code**

Fund #	Orgn. #	Orgn. Description	2001 Revised	2002 Budget	2003 Budget
102	14121	VCB Marketing Brochure	\$44,000	\$40,000	\$38,000
102	14122	VCB Marketing Photography	\$6,000	\$3,500	\$4,000
102	14123	VCB Marketing Summer Promotion	\$750	\$750	\$750
102	14131	VCB Marketing Familiarization Trips	\$6,432	\$9,100	\$9,650
102	14132	VCB Marketing Convention Servicing	\$9,215	\$9,700	\$11,000
102	14133	VCB Marketing Printing	\$7,570	\$3,500	\$6,500
102	14134	VCB Marketing Pow Wow	\$1,349	\$1,500	\$1,500
102	142	VCB Administration	\$1,139,727	\$1,205,840	\$1,243,778
102	1431	VCB Volunteers	\$14,922	\$17,399	\$17,924
102	1432	VCB Retail Operations	\$230	\$245	\$260
<b>Total: Visitor &amp; Convention Bureau</b>			<b>\$1,230,194</b>	<b>\$1,291,534</b>	<b>\$1,333,362</b>

**Full-Time Complement**



Employees by Division	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
Administration	3	3	3	3	3	3	3	3	4	4	5	5
Sales	1	1	1	1	2	2	2	2	2	2	2	2
Visitor Center	1	1	1	1	1	1	1	1	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>



Tourism marketing of the Grand Valley formally began in 1983. The City of Grand Junction provided operating capital in the form of a percentage of the vendors fee (1.667%) and contracted with the Chamber of Commerce for tourism marketing services from 1983 - 1989. The vendors fee continues to be dedicated to tourism marketing and currently represents 33% of the Visitor & Convention Bureau's (VCB) total operating revenue. A 3% lodging tax, passed in a city-wide election in 1989, became the basis for the operating capital of the newly-created VCB. A nine-member advisory Board of Directors, appointed by City Council, oversees the Bureau's operations.

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

While all of the Bureau's marketing efforts are interrelated, operations are focused in three distinct areas:

- Tourism Marketing
- Visitor Center
- Group Marketing and Convention Servicing

### **Tourism Marketing**

Individual leisure travelers are targeted through advertising in selected national, regional and state wide publications. Potential visitors respond to these ads by calling the VCB's toll-free number to request a free visitor guide. The Visitor Guide, which is updated every year, is a four-color brochure that describes attractions, activities and lodging in the Grand Junction area. This brochure is designed to "lure" visitors to come to Grand Junction, thereby converting a telephone inquiry to an actual visit. The VCB distributes 300,000 visitor guides a year through mailings and at visitor centers throughout the states of Colorado and Utah. Additionally, promotions are advertised on Denver television stations and in regional newspapers offering special lodging rates. A dedicated public relations campaign, begun in 1994, distributes press releases to local, regional and national publications. Travel writers and other media representatives

are hosted in an effort to generate articles and other news reports about Grand Junction.

The VCB's Internet website is an additional marketing tool for the consumer market. Originally launched in 1995, the site was completely redesigned in 2001 to incorporate the creative campaign begun in 2000, using *Grand Junction, Colorado's Wine Country*. In 2000, GJVCB's comprehensive creative campaign received a first place gold award from the Hospitality Sales & Marketing Association International (HSMIAI), a worldwide association of travel-related businesses.

### **Visitor Center**

The Visitor Center serves as a marketing tool to direct the leisure travel market. The international award-winning (HSMIAI) Visitor Center welcomes the visitor to pictorialize the character of the Grand Valley. The displays in the Center emphasize the area's scenic resources and attractions by utilizing effective visual displays and dynamic photographic images. 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 volunteers encourage travelers to spend an additional night in Grand Junction by describing attractions to visit and suggesting various activities for visitors to enjoy.

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. Research shows that each party (2.5 people) spending the night in Grand Junction spends an average of \$452 compared with expenditures of \$74 for those who either drive through or spend part of a day in the city. Realizing the economic potential of reaching significantly more visitors with a highly-visible Center, the VCB constructed a Visitor Center at the Interstate 70-Horizon Drive interchange in 1993. (The previous location was off Horizon Drive north of the interchange and was not visible to traffic exiting the Interstate.)

In 1992 Colorado voters declined to continue funding the Colorado Tourism Board and visitation has been affected by the lack of a state-wide promotion agency. The number of visitors assisted at the Visitor Center decreased slightly from 1993 to 2000, but the most significant change has been in the geographical mix:

	<u>1993</u>	<u>1998</u>	<u>2000</u>
Total visitors	33,813	32,407	29,173
Out-of-State	29,074	18,713	16,575
In-State	3,981	11,044	10,061
International	758	2,650	2,537

### 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) Inquiries received as a result of prospect's awareness of Grand Junction
- (7) Personal sales calls
- (8) Educational/familiarization tours

Utilizing the sales methods listed above, the VCB Group Sales Division has built a database of over 1,500 contacts. The sales staff continuously prospects, qualifies and works with these clients to convince them to bring a group or groups to Grand Junction. Once the sales staff confirms that the client will consider bringing business to this area, information about the group is sent to all local lodging properties in the form of a sales lead. Once the sales lead is received, it then becomes the responsibility of each individual property to respond directly to the client to obtain the business. The VCB sales staff continues to work with the client to insure that his or her needs have been met and the business has become a confirmed booking at a local lodging property. Confirmed

bookings resulting from a sales mission, trade show or educational tour are designated as direct bookings and are tracked on an annual basis.

Measurement of the Group Sales Division's performance is tracked by (1) the number of sales leads issued (2) the economic impact of groups assisted by the sales staff.

	<u>2000 Goal</u>	<u>2000 Actual</u>
Sales Leads Issued	129	111
Estimated Economic Impact	\$5,466,960	\$6,134,232

# Performance Measurement Data Sheets

Visitor & Convention Bureau

## TOURISM

(Year End 2001)

**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:	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Total department expenditures	\$ 1,105,863	\$ 1,265,852	\$ 1,319,868
% Budget allocated to this program	70%	70%	70%
Total Number of Rooms Available	2,415	2,421	2,509
Occupancy rate (2001 average)	64.0%	64.0%	64.0%
Lodging tax revenues	\$ 724,652	\$ 750,000	788,000

INPUTS: Measure the resources used in performing the work or rendering the service.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Program expenditures	\$774,104	\$886,096	\$923,908
Program FTE's	9.0	9.0	9.0
Program man-hours	18,720	18,720	18,720

OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Advertising responses - telephone inquiries	6,067	5,200	5,000
Advertising responses - brochure mailings	17,510	15,500	15,000
Advertising responses - website visitations	85,541	90,000	95,000
Total Advertising Response	109,118	110,700	115,000
Visits to Visitor Center	30,105	29,000	29,000
Total Customers Served	139,223	139,700	144,000

EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Average cost per Customer Served	\$ 5.56	\$ 6.34	\$ 6.42
Average man-hours per Customer Served	0.13	0.13	0.13

EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
<b>ESTIMATED ECONOMIC IMPACT:</b>			
Estimated # of Room Nights Sold (# Of Rooms X OC Rate X 365)	564,144	565,546	586,102
Ratio of People Per Room Night	3.4	3.4	3.4
Estimated Number of Visitors	1,918,090	1,922,855	1,992,748
Estimated \$ Spent per Person	\$ 48	\$ 49	\$ 50
Economic Impact	\$ 92,068,301	\$ 94,219,897	\$ 99,637,408

OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Cost per \$1,000,000 in Economic Impact	8,408	9,405	9,273

### 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 2001)

<b>PRIMARY OBJECTIVE:</b> 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.			
<b>SERVICE DATA SECTION:</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Total department expenditures	\$ 1,105,863	\$ 1,265,852	\$ 1,306,618
% Budget allocated to this division	30%	30%	30%
<b>INPUTS: Measure the resources used in performing the work or rendering the service.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Program expenditures	\$ 331,759	\$ 379,756	\$ 391,985
Program FTE's	3.8	3.8	3.8
Program man-hours @ 2,080 per FTE	7,904	7,904	7,904
<b>OUTPUTS/OUTCOMES: Indicate the amount of work performed or the amount of service rendered.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
<b># OF CONTACTS:</b>			
From Trade Shows	312	315	315
From Sales Missions	50	-	50
From Direct Sales Calls	9	100	100
From Other/Miscellaneous Sources	226	275	290
From Telemarketing (Follow-up contacts)	416	700	800
<b>TOTAL # OF CONTACTS</b>	<b>1,013</b>	<b>1,390</b>	<b>1,555</b>
<b>EFFICIENCY MEASURES: Reflect the relationship between the amount of work performed and the resources required to perform it.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Average cost per Contact	\$ 327.50	\$ 273.21	\$ 252.08
Average man-hours per Contact	7.8	5.7	5.1
<b>EFFECTIVENESS MEASURES: Depict the degree to which performance objectives are achieved, or otherwise reflect the quality of performance.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
# Of Leads From Contacts	88	90	91
Contact Conversion Ratio (% Of Contacts Resulting in a Lead)	9%	9%	9%
# Of Confirmed Bookings	44	45	46
Lead Conversion Ratio	50%	50%	50%
<b>OVERALL PERFORMANCE MEASURES: Combine the dimensions of efficiency and effectiveness in a single indicator.</b>			
	2001 ACTUAL	2002 BUDGET	2003 BUDGET
Average cost per Confirmed Booking	\$ 7,540.0	\$ 8,439	\$ 8,521
Average man-hours per Confirmed Booking	\$ 179.6	175.6	171.8
<b>ACTION PLAN FOR CONTINUOUS IMPROVEMENT:</b>			
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.			

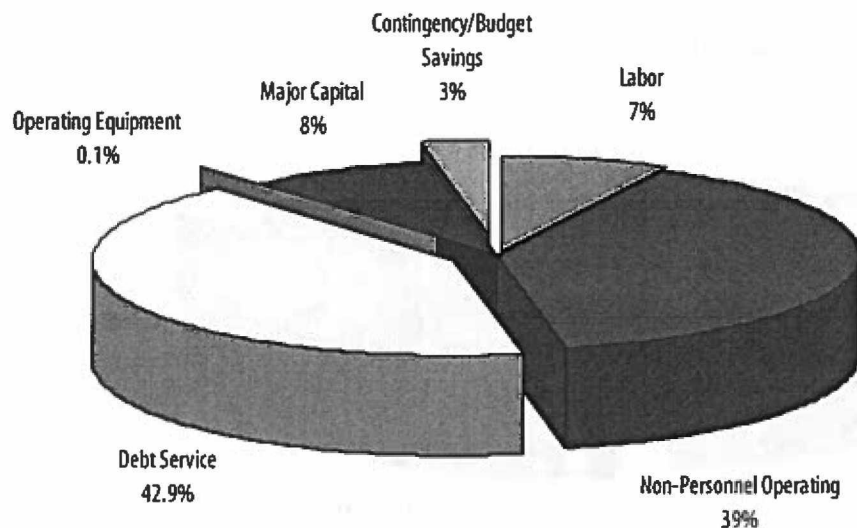
## **NON-DEPARTMENTAL**

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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

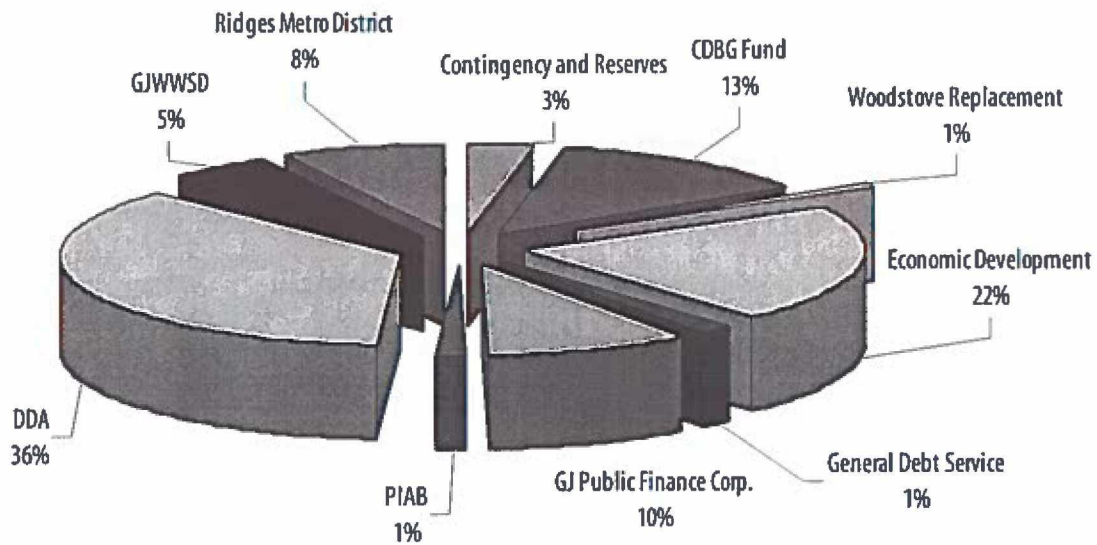


Budget By Major Category		2001	2002	2003
Labor	\$	297,551	\$ 175,000	\$ 185,050
Non-Personnel Operating	\$	1,623,841	\$ 927,025	\$ 927,025
Debt Service	\$	1,206,484	\$ 1,225,310	\$ 1,241,501
Operating Equipment	\$	8,000	\$ -	\$ -
<b>Subtotal Operating</b>	<b>\$</b>	<b>3,135,876</b>	<b>\$ 2,327,335</b>	<b>\$ 2,353,576</b>
Major Capital	\$	123,650	\$ 600,000	\$ -
Contingency/Budget Savings		(396,608)	330,000	343,000
<b>TOTAL</b>	<b>\$</b>	<b>2,862,918</b>	<b>\$ 3,257,335</b>	<b>\$ 2,696,576</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	-41.2%	5.7%	-17.7%
Non-Personnel Operating	-42.9%	0.0%	-21.5%
Debt Service	1.6%	1.3%	1.4%
Operating Equipment	-100.0%	#DIV/0!	#DIV/0!
<b>Subtotal Operating</b>	<b>-25.8%</b>	<b>1.1%</b>	<b>-12.3%</b>
Major Capital	385.2%	-100.0%	142.6%
<b>TOTAL</b>	<b>13.8%</b>	<b>-17.2%</b>	<b>-1.7%</b>



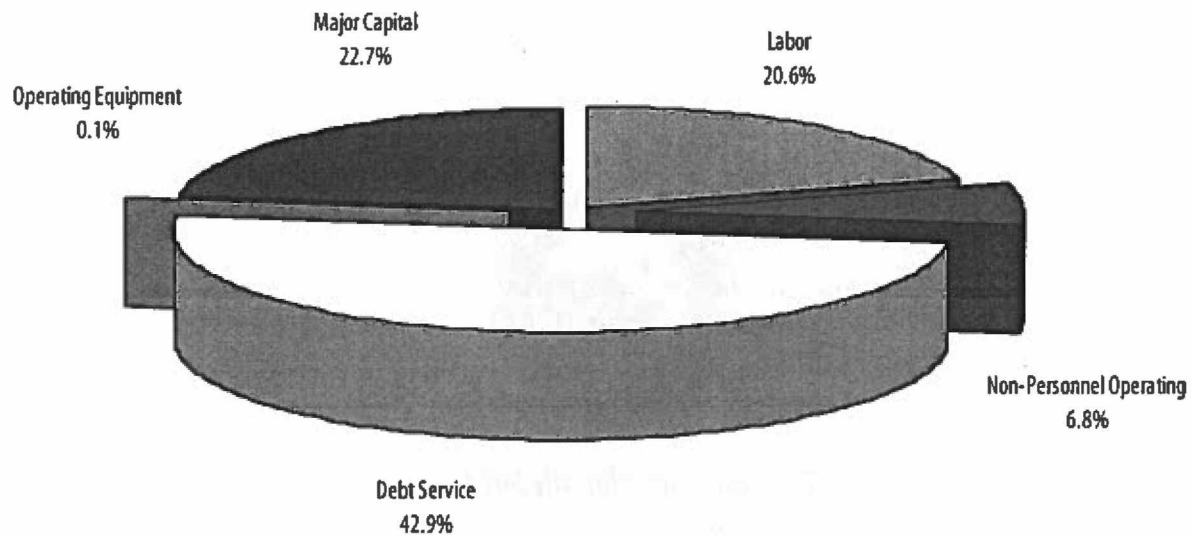
## Non-Departmental Summary



### Budget By Major Category

	2001	2002	2003
Contingency and Reserves	\$ (396,608)	\$ 330,000	\$ 343,000
CDBG Fund	380,000	380,000	380,000
Woodstove Replacement	25,000	25,000	25,000
Economic Development	1,000,000	450,000	450,000
General Debt Service	42,000	42,000	42,000
GJ Public Finance Corp.	284,472	288,813	287,153
PIAB	99,204	15,525	15,525
DDA	1,059,734	1,353,255	780,228
GJWWSD	145,439	147,424	149,567
Ridges Metro District	226,093	225,318	224,103
<b>TOTAL</b>	<b>\$ 2,862,918</b>	<b>\$ 3,257,335</b>	<b>\$ 2,696,576</b>

# Downtown Development Authority



Budget By Major Category	2001	2002	2003
Labor	\$ 297,551	\$ 175,000	\$ 185,050
Non-Personnel Operating	115,553	50,000	50,000
Debt Service	514,980	528,255	545,178
Operating Equipment	8,000	-	-
<b>Subtotal Operating</b>	<b>\$ 936,084</b>	<b>\$ 753,255</b>	<b>\$ 780,228</b>
Major Capital	123,650	600,000	-
<b>TOTAL</b>	<b>\$ 1,059,734</b>	<b>\$ 1,353,255</b>	<b>\$ 780,228</b>

% Change	2001 - 2002	2002 - 2003	Average
Labor	-41.2%	5.7%	-17.7%
Non-Personnel Operating	-56.7%	0.0%	-28.4%
Debt Service	0.0%	0.0%	0.0%
Operating Equipment	-100.0%	#DIV/0!	#DIV/0!
<b>Subtotal Operating</b>	<b>-19.5%</b>	<b>3.6%</b>	<b>-8.0%</b>
Major Capital	385.2%	-100.0%	142.6%
<b>TOTAL</b>	<b>27.7%</b>	<b>-42.3%</b>	<b>-7.3%</b>



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## RELATED INFORMATION

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***This section presents various information related to the economic and financial concerns of the City of Grand Junction. Included are the budget appropriation ordinance and resolution, tables, listings, and summary information which reflect historical trends on various statistical data, ten year, long range financial projection worksheets for each of the major operating funds, and a glossary of commonly used terms in government finance.***

RESOLUTION NO. 129-01

**A RESOLUTION ADOPTING THE BUDGET FOR THE PURPOSE OF DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS ENDING DECEMBER 31, 2002 AND 2003.**

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, 2002 and 2003; and

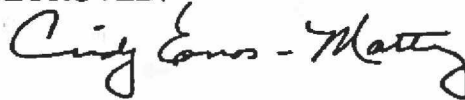
WHEREAS, after full and final consideration of the budget estimates, the City Council is of the opinion that the budget should be approved and adopted:

**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, 2002 and 2003, 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, 2002 and 2003.

ADOPTED AND APPROVED THIS 5<sup>th</sup> Day of December 2001.

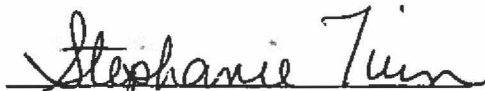
APPROVED:



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President of the Council

ATTEST:

  
City Clerk

## Ordinance No. 3387

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, 2002, AND ENDING DECEMBER 31, 2002.

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, 2002, and ending December 31, 2002, said sums to be derived from the various accounting funds as indicated for the expenditures of:

FUND NAME	FUND #	APPROPRIATION	Emergency Reserve
General	100	\$ 38,807,154	\$ 2,250,000
Enhanced 911 Special Revenue	101	\$ 1,085,885	
Visitor & Convention Bureau	102	\$ 1,291,534	
DDA Operations	103	\$ 225,000	
CDBG Special Revenue	104	\$ 400,000	
Parkland Expansion	105	\$ 503,813	
Wood Stove Replacement Incentive	106	\$ 25,000	
Golf Course Expansion	107	\$ 177,408	
Economic Development	108	\$ 450,000	
TIF Pledged Revenue	109	\$ 578,255	
Sales Tax CIP	201	\$ 11,824,359	
Storm Drainage Improvement	202	\$ 1,284,687	
DDA/TIF/Capital Improvement	203	\$ 600,000	
Future Street Improvements	207	\$ 350,000	
Water	301	\$ 5,902,234	
Solid Waste	302	\$ 2,180,995	
Two Rivers Convention Center	303	\$ 1,602,001	
Swimming Pools	304	\$ 738,626	
Lincoln Park Golf Course	305	\$ 829,584	
Tara Rado Golf Course	308	\$ 1,348,065	
City Cemeteries	307	\$ 333,976	
Parking	308	\$ 154,666	
Irrigation	309	\$ 177,199	
Data Processing	401	\$ 1,824,717	
Equipment	402	\$ 2,401,276	
Stores	403	\$ 228,556	
Self Insurance	404	\$ 1,018,130	
Communications Center	405	\$ 2,956,900	

(Continued from Page 1)			
G.MWSD Debt Service	612	\$ 147,424	
Ridges Metro District Debt Service	613	\$ 225,318	
Grand Junction Public Finance Corp	614	\$ 288,813	
Parks Improvement Advisory Board	703	\$ 75,525	
Cemetery Perpetual Care	704	\$ 62,000	
Joint Sewer System	900	\$ 12,325,333	
<b>TOTAL ALL FUNDS</b>		<b>\$ 92,804,708</b>	<b>\$ 2,250,000</b>

SECTION 2. The following amounts are hereby levied for collection in the year 2002 and for the specific purpose indicated:

	Millage Rate	Amount Levied
For General Fund	8.000	\$3,527,577
Temporary Credit	0.556	-\$245,084
For Ridges Metropolitan District Fund		
District #1	10.000	\$102,809
District #2	150.000	\$3,582
For Grand Junction West Water & Sanitation District Fund	7.500	\$71,604
For Downtown Development Authority	5.000	\$126,045
Temporary Credit	0.482	-\$12,135

SECTION 3. That commencing January 1, 2002, the annual salary for the City Manager of the City of Grand Junction, Colorado, shall be \$100,000.

INTRODUCED AND ORDERED PUBLISHED this 21st day of November, 2001.

PASSED AND ADOPTED this 5th day of December, 2001.

Attest:

*Stephanie Tulin*  
City Clerk

*Chris Evans - Mayor*  
President of the Council



**CITY OF GRAND JUNCTION**  
**2002 Classification and Compensation Schedule**

2002 RPT ee's	2002 FT ee's		Entry Monthly	Inter I	Inter II	Prof Monthly
<b>BENCHMARK: 911 Telecommunicator</b>						
	21	911 Telecommunicator	2813	2941		3235
	5	Communications Shift Supervisor	3608			4149
<b>0</b>	<b>26</b>					
<b>BENCHMARK: Accounting Clerk</b>						
	2	Leisure Services Representative	2277			2618
1	4	Accounting Clerk	2393			2752
	1	Payroll Technician	2515			2892
	6	Customer Service Representative	2515			2892
	2	Senior Customer Service Rep	2777			3194
<b>1</b>	<b>15</b>					
<b>BENCHMARK: Administrative Clerk</b>						
1		Life Guard (PT)	1608			1849
5	0	Recreation Leader II (PT)	1913			2200
2	3	Administrative Clerk	2011			2313
<b>8</b>	<b>3</b>					
<b>BENCHMARK: Auditor</b>						
	1	Accountant / Analyst	3267			3757
	1	Auditor	3608			4149
	2	Senior Buyer	3608			4149
	1	Accounting Supervisor	4402			5062
	1	City Clerk	4861			5590
	1	Customer Service Manager	4861			5590
	1	Purchasing Manager	4861			5590
	1	Budget and Accounting Manager	5109			5875
	<b>9</b>					
<b>BENCHMARK: Automotive and Heavy Equipment Mechanic</b>						
	2	Parks Equipment Mechanic	2710			3116
	1	Service Writer	2848			3275
1	5	Auto and Heavy Equip Mechanic	2339			3275
<b>1</b>	<b>8</b>					
<b>BENCHMARK: Code Enforcement Officer</b>						
	3	Code Enforcement Officer	2813			3235
	8	Police Services Technician	2813			3235
	<b>11</b>					
<b>BENCHMARK: Construction Inspector</b>						
	2	Survey Technician	2994			3443
	4	Construction Inspector	3307			3803
	1	Development Inspector	3307			3803
	1	Quality Assurance Technician	3307			3803
	1	Senior Survey Technician	3307			3803
	1	Senior Construction Inspector	3476			3997
	<b>10</b>					
<b>BENCHMARK: Criminalist</b>						
	2	Criminalist	3608			4149
	1	Police Records Manager	3985			4583
	1	Crime Lab Supervisor/Criminalist	3985			4583
	<b>4</b>					

RELATED INFORMATION

**CITY OF GRAND JUNCTION**  
**2002 Classification and Compensation Schedule**

RELATED INFORMATION

<b>BENCHMARK: Engineering Technician</b>				
4	Planning Technician	2883		3316
1	Transportation Systems Technician	3031		3486
3	Engineering Technician	3031		3486
1	Real Estate Technician	3031		3486
2	Senior Engineering Technician	3186		3664
1	Real Estate Specialist	3349		3851
1	Sr. Real Estate Technician	3519		4047
1	Transportation Systems Analyst	3699		4254
1	Senior Real Estate Specialist	3699		4254
1	Real Estate Manager	4512		5189
1	GIS/CADD Manager	4512		5189
<b>17</b>				

<b>BENCHMARK: Equipment Operator</b>				
5	Custodian	1890		2173
1	Storekeeper	2305		2651
3	Building Maintenance Worker	2423		2786
1	43 Equipment Operator	2529	2656	2789
1	Parking Meter Service Worker	2546		2928
1	Senior Meter Reader	2659	2792	2931
15	Specialty Equipment Operator	2677		3078
4	Traffic Technician	2659	2792	2931
2	Utility Locator	2677		3078
1	Equipment Supply Coordinator	2795	2934	3081
27	Crew Leader	2795	2934	3081
2	Traffic Signal Technician	2795	2934	3081
<b>1</b>	<b>105</b>			

<b>BENCHMARK: Evidence Technician</b>				
1	Lab/Evidence Assistant	2305		2651
1	Evidence Technician	2546		2928
<b>2</b>				

<b>BENCHMARK: Fire Unit Supervisor (Captain)</b>				
21	Firefighter	3136	3293	3457
10	Fire Engineer	3810	4001	4201
15	Firefighter / Paramedic	3464	3637	3819
2	Fire Engineer / Paramedic	4116		4599
2	Fire Prevention Officer	4014		4415
1	Public Information Officer	4014		4415
11	Fire Unit Supervisor (Captain)	4419	4527	4640
1	FUS (Captain) / Paramedic	4725		5038
1	Fire Investigations Coordinator	4241		4877
1	Hazardous Materials Coord.	4241		4877
1	EMS Coordinator	4457		5125
1	Training Officer	4457		5125
3	Admin Fire Officer (Shift Commander)	5390		5660
1	Administration/Operations Officer	6105		6410
<b>71</b>				

**CITY OF GRAND JUNCTION**  
**2002 Classification and Compensation Schedule**

<b>BENCHMARK: HR Analyst</b>				
1	1	Victims Services Coordinator	2994	3443
		Cultural Arts Coordinator	3070	3530
	1	VCB Promotions Coordinator	3070	3530
	1	Volunteer Coordinator	3476	3997
	1	Training Coordinator	3839	4415
	2	Human Resources Analyst	3839	4415
	1	Public Communications Coordinator	3839	4415
	1	VCB Sales Manager	4035	4640
	1	Risk Manager	4683	5386
1	9			
<b>BENCHMARK: HR Manager</b>				
	1	Human Resources Manager	6078	6990
	1			
<b>BENCHMARK: IS Manager</b>				
	1	Information Services Manager	6230	7165
	1			
<b>BENCHMARK: IS Support Specialist</b>				
	1	Print Shop Operator	2546	2928
	1	Computer Operator	2546	2928
	0	GIS Technician I	2813	3235
	1	Webserver Coordinator	3108	3574
	1	Telecommunications Technician	3108	3574
	5	IS Support Specialist	3108	3574
	3	GIS Technician II	3108	3574
	1	GIS Technician III	3267	3757
	2	GIS Analyst	3608	4149
	15			
<b>BENCHMARK: Police Officer</b>				
	63	Police Officer	3379	3548
	63		3725	4098
<b>BENCHMARK: Police Sergeant</b>				
	12	Police Sergeant	4881	5125
	1	Professional Standards Administ.	4683	5386
	5	Police Lieutenant	5954	6252
	2	Police Captain	6575	6904
	20			
<b>BENCHMARK: Police Records Specialist</b>				
	8	Police Records Specialist	2249	2586
	8			
<b>BENCHMARK: Project Engineer</b>				
	2	Engineer (EIT)	3937	4527
	8	Project Engineer	4801	5521
	1	Environ Reg Compliance Coordinator	4801	5521
	1	Transportation Engineer	5303	6098
	1	Engineering Projects Manager	5303	6098
	1	Utility Engineer	5574	6410
	1	City Engineer	5574	6410
	1	Public Works Manager	6154	7077
	1	Utility Manager	6154	7077
	17			

RELATED INFORMATION



**CITY OF GRAND JUNCTION**  
**2002 Classification and Compensation Schedule**

RELATED INFORMATION

<b>BENCHMARK: Recreation Coordinator</b>				
2		2nd Assistant Golf Professional	2167	2492
1		1st Assistant Golf Professional	2643	3039
1		Recreation Coordinator	2920	3358
1		Aquatics Coordinator	2920	3358
1		Chef	2920	3358
6				
<b>BENCHMARK: Sr. Admin Assistant</b>				
2	13	Administrative Assistant	2393	2752
	1	VCB Services Coordinator	2393	2752
	13	Senior Administrative Assistant	2643	3039
	1	VCB Sales Assistant	2643	3039
	5	Administrative Specialist	2777	3194
	1	Executive Assistant	2777	3194
2	34			
<b>BENCHMARK: Senior Planner</b>				
	3	Associate Planner	3563	4098
	3	Senior Planner	3937	4527
	1	Principal Planner	4137	4757
	1	Code Enforcement Supervisor	4347	4999
	1	Development Services Supvr.	4347	4999
	1	Planning Manager	5046	5803
10				
<b>BENCHMARK: Staff Attorney</b>				
	1	Staff Attorney	4188	4816
1				
<b>BENCHMARK: Street Superintendent</b>				
	1	Ass't Convention Center Mgr.	3888	4471
	1	Food & Beverage Supervisor	3888	4471
	3	Parks Maintenance Supervisor	4293	4937
	5	Public Works Mtnc Supervisor	4293	4937
	1	Construction Supervisor	4293	4937
	1	Wastewater Mtnc Supervisor	4293	4937
	1	Water Resources Supervisor	4293	4937
	1	Water Supply Supervisor	4293	4937
	1	Solid Waste Supervisor	4293	4937
	2	Recreation Supervisor	4293	4937
	1	Parks Planner	4512	5189
	1	Golf Professional	4983	5731
	1	Golf Course Superintendent	4983	5731
	1	Solid Waste Superintendent	4983	5731
	1	Street Superintendent	4983	5731
	1	Environmental Lab Manager	4983	5731
	1	Wastewater Svcs Superintendent	4983	5731
	1	Convention Center Manager	4983	5731
	1	Recreation Superintendent	4983	5731
	1	Fleet & Facilities Manager	4983	5731
	1	Communications Center Mgr.	4983	5731
	1	Water Services Superintendent	5237	6023
	1	Asst Parks and Rec Director	5504	6330
30				

**CITY OF GRAND JUNCTION**  
**2002 Classification and Compensation Schedule**

<b>BENCHMARK: Systems/Network Analyst</b>				
5	Systems/Network Analyst	4402		5062
1	Systems Support Supervisor	4861		5590
<b>6</b>				
<b>BENCHMARK: WW Plant Operator</b>				
2	Assistant Plant Mechanic	2610		3002
2	Stationary Equipment Operator	2743		3155
3	Plant Mechanic	2883		3316
1	TV Equipment Operator	2883		3316
1	Electrician	2883		3316
1	Cross Connection Control Coordinator	2883		3315
1	Plant Safety Coordinator	2883		3316
4	Water Plant Operator	3031		3486
5	Wastewater Plant Operator	3031		3486
1	Lead Plant Mechanic	3186		3664
3	Laboratory Analyst	3186		3664
1	Lead Wastewater Plant Operator	3349		3851
1	Indust Pre-Treat Specialist	3349		3851
2	Laboratory Chemist	3519		4047
1	Water Quality Specialist	3519		4047
1	Industrial Pre-Treatment Coord.	3888		4471
<b>30</b>				
<b>Executive Staff</b>				
1	VCB Director			5977
1	Assistant City Manager			7326
1	Community Development Director			7566
1	Parks and Recreation Director			7167
1	Fire Chief			7723
1	City Attorney			8167
1	Assistant City Attorney			7147
1	Police Chief			7998
1	Public Works and Utilities Director			7696
1	City Manager			9167
1	Administrative Services Director			7522
<b>11</b>				

14      **543 TOTAL EMPLOYEES**

**RELATED INFORMATION**

## Operating Capital Summary

By Fund	2001	2002	2003
General Fund	\$ 310,818	\$ 294,034	\$ 214,317
VCB Fund	\$ 18,900	\$ 11,750	\$ 10,000
DDA Operating Fund	\$ 8,000	\$ -	\$ -
Water Fund	\$ 20,957	\$ 37,045	\$ 16,000
Solid Waste Fund	\$ 25,174	\$ 22,021	\$ 23,502
Two Rivers Convention Center	\$ 33,580	\$ -	\$ -
Swimming Pools	\$ 16,000	\$ 1,450	\$ -
Lincoln Park Golf Course Fund	\$ 3,796	\$ -	\$ 2,828
Tiara Rado Golf Course Fund	\$ 20,425	\$ 3,900	\$ -
Cemetery Fund	\$ -	\$ 4,495	\$ 3,900
Parking Fund	\$ 60,000	\$ -	\$ -
Data Processing Fund	\$ 352,800	\$ 444,048	\$ 329,060
Equipment Fund	\$ 8,700	\$ 7,000	\$ -
Stores/Print Shop Fund	\$ 1,600	\$ 4,500	\$ 500
Self Insurance Fund	\$ 1,700	\$ -	\$ -
Communications Center Fund	\$ 56,020	\$ -	\$ 4,500
Joint Sewer Fund	\$ 34,928	\$ 28,195	\$ 8,400
<b>Total</b>	<b>\$ 973,398</b>	<b>\$ 858,438</b>	<b>\$ 613,007</b>

By Department	2001	2002	2003
City Administration	\$ 5,386	\$ 10,000	\$ 2,000
Visitor & Convention Bureau	\$ 18,900	\$ 11,750	\$ 10,000
DDA	\$ 8,000	\$ -	\$ -
Administrative Services	\$ 445,621	\$ 465,708	\$ 335,060
Community Development	\$ 23,507	\$ 36,960	\$ 14,595
Police	\$ 161,228	\$ 84,659	\$ 104,528
Fire	\$ 47,617	\$ 29,755	\$ 27,477
Public Works	\$ 150,137	\$ 195,411	\$ 98,619
Parks & Recreation	\$ 113,002	\$ 24,195	\$ 20,728
<b>Total</b>	<b>\$ 973,398</b>	<b>\$ 858,438</b>	<b>\$ 613,007</b>



**City Administration****Operating Capital List**

<b>Fund</b>	<b>Org</b>	<b>Account</b>	<b>Activity</b>	<b>Description</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
100	111	80140	111165	Equipment, Television Broadcast	2,000	0	0
100	121	78200		Computer Hardware	0	0	2,000
100	121	78200	107140	Computers	0	4,000	0
100	121	78400	113420	Furniture, Office	0	2,000	0
100	121	80110		Office Furniture	3,386	0	0
100	131	78200	126050	Printer, Laserjet	0	1,500	0
100	131	78400	113420	Furniture, Office	0	2,500	0
				<b>City Administration</b>	<b>5,386</b>	<b>10,000</b>	<b>2,000</b>

**Visitor & Convention Bureau****Operating Capital List**

102	142	78200	107140	Computers	0	1,500	0
102	142	78600	111600	Fax Machine	0	750	0
102	142	78700	103400	Booth, Trade Show	0	2,000	5,000
102	142	78700	111420	Exhibits	0	7,500	5,000
102	142	80110		Office Furniture	3,900	0	0
102	142	80140	103400	Booth, Trade Show	2,000	0	0
102	142	80160	111420	Exhibits	3,000	0	0
102	142	80160	111425	Exhibits, Touch Screen Display	10,000	0	0
				<b>Visitor &amp; Convention Bureau</b>	<b>18,900</b>	<b>11,750</b>	<b>10,000</b>

**Downtown Development Authority****Operating Capital List**

103	191	80110		Office Furniture	500	0	0
103	191	80115		Office Equipment	500	0	0
103	191	80120		Computer Equipment	3,500	0	0
103	191	80125		Computer Software/Programs	3,500	0	0
				<b>DDA</b>	<b>8,000</b>	<b>0</b>	<b>0</b>

## Administrative Services

## Operating Capital List

100	201	80110	113420	Furniture, Office	2,300	0	0
100	220	78600		Office Equipment	0	1,900	0
308	223	80160	120235	Meters	60,000	0	0
100	224	80120		Computer Equipment	3,630	0	0
100	224	80125		Computer Software/Programs	2,950	0	0
100	231	78100	118440	Machines	0	900	0
100	231	78200	118440	Machines	0	0	900
100	231	78400	101884	Auditorium	0	700	0
100	231	78400	113400	Furnishings, Office	0	2,200	600
100	231	80110	113400	Furnishings, Office	1,900	0	0
100	231	80120	114650	Hardware	1,000	0	0
100	231	80120	126030	Printer, Laser	1,600	0	0
100	241	78400	104070	Cabinet, File	0	760	0
100	241	78600	126043	Printer, Color	0	2,500	0
100	241	80110	131570	Shredder	616	0	0
100	241	80110	113420	Furniture, Office	5,900	0	0
100	241	80115	111600	Fax Machine	562	0	0
100	241	80120	107140	Computers	720	0	0
100	245	78200	107140	Computers	0	2,000	0
100	245	78400	113420	Furniture, Office	0	2,000	0
4041	2480	78200	111100	Equipment, Scanner	1,150	0	0
4041	2480	78300	111100	Equipment, Scanner	550	0	0
401	251	78700		Other Operating Equipment	0	35,510	39,560
401	253	78100	122401	Router Communication Hardware	0	4,450	23,350
401	253	78200	125991	Printers/Scanners Replacement	0	5,500	8,050
401	253	78200	107167	Computer, Upgrade	0	17,000	5,000
401	253	78200	107165	Computer, Network	0	2,000	106,100
401	253	78200	107166	Computer, Personal	0	299,588	147,000
401	253	78300	132280	Software & Upgrades	0	80,000	0
401	253	80140	132280	Software & Upgrades	20,000	0	0
401	253	80140	125991	Printers/Scanners Replacement	29,400	0	0
401	253	80140	107165	Computer, Network	69,600	0	0
401	253	80140	107166	Computer, Personal	233,800	0	0
100	261	78200	110920	Equipment, Office	0	0	2,000
100	261	78400	138220	Work Stations	0	2,000	2,000
100	261	78600	126030	Printer, Laser	0	2,200	0
100	261	80110	138220	Work Stations	3,000	0	0
100	261	80115	126030	Printer, Laser	2,171	0	0
100	261	80120	107160	Computer, Laptop	3,173	0	0
403	2631	78500	111115	Equipment, Shop	0	4,500	500
403	2631	80160	111115	Equipment, Shop	1,600	0	0
<b>Administrative Services</b>					<b>445,621</b>	<b>465,708</b>	<b>335,060</b>

**Community Development****Operating Capital List**

100	311	78600	102721	Binding Machine, Cerlox	0	900	0
100	311	80110	103080	Bookcases	1,000	0	0
100	311	80110	105320	Chair, Office	1,700	0	0
100	311	80110	104065	Cabinets, custom-made	2,300	0	0
100	311	80110	113420	Furniture, Office	7,200	0	0
100	321	78200	126000	Printer, Color	0	800	0
100	321	78200	107140	Computers	0	0	3,865
100	321	78400	113420	Furniture, Office	0	7,200	0
100	321	78600	136300	TV/VCR	0	750	0
100	321	78600	135750	Transcriber, Dictaphone	0	950	0
100	321	80120	129881	Scanners	845	0	0
100	322	78200	125410	Plotters	0	3,000	0
100	322	78300	132332	Software, Geographical Inform Sys	0	18,940	5,690
100	322	78600	104293	Camera, Digital	0	850	0
100	322	80110	133797	Table, Cutting	980	0	0
100	322	80120	132300	Software, Arcview	1,200	0	0
100	331	78200	126000	Printer, Color	0	800	0
100	331	78200	126030	Printer, Laser	0	0	3,120
100	331	78200	125459	Pocket PC	0	1,920	1,920
100	331	80110	113420	Furniture, Office	5,088	0	0
100	331	80120	107140	Computers	3,194	0	0
100	332	78600	104293	Camera, Digital	0	850	0
<b>Community Development</b>					<b>23,507</b>	<b>36,960</b>	<b>14,595</b>

**Fire Department****Operating Capital List**

100	511	78100	127140	Radios, Portable	0	0	800
100	521	78100	127140	Radios, Portable	0	0	800
100	5213	78100	127140	Radios, Portable	0	4,800	0
100	5213	78100	114725	Headsets	0	2,500	3,000
100	5213	80130	127140	Radios, Portable	2,879	0	0
100	5214	78500	135000	Trailer Supplies	0	0	1,300
100	5214	78500	137420	Washer, Hi Pressure	0	3,000	0
100	5214	78700	129884	SCBA	0	9,900	9,900
100	5214	80130	127170	Radios, Vehicle	14,900	0	0
100	5214	80130	111000	Equipment, Radio	17,088	0	0
100	5214	80140	110770	Equipment	3,614	0	0
100	5214	80160	129580	Safety Supplies	290	0	0
100	522	78100	127140	Radios, Portable	0	0	800
100	522	78700	110910	Equipment, Medical	0	4,100	2,874
100	524	78700	134990	Trailer	0	1,800	0
100	5312	78700	124735	Physical Fitness	0	0	2,404
100	5312	80160	111190	Equipment, Training	3,111	0	0
100	5320	78100	127140	Radios, Portable	0	0	1,600
100	5330	78100	127140	Radios, Portable	0	0	800
100	5340	78100	127140	Radios, Portable	0	0	800
100	5340	78500	104293	Camera, Digital	0	0	799



**Fire Department (cont.)****Operating Capital List**

100	5340	80160	137150	Videos	1,082	0	0
100	5350	78100	127140	Radios, Portable	0	0	800
100	5350	78200	107160	Computer, Laptop	0	3,655	0
100	5350	80125	132240	Software	4,653	0	0
100	53612	78100	127140	Radios, Portable	0	0	800
			<b>Fire</b>		<b>47,617</b>	<b>29,755</b>	<b>27,477</b>

**Police Department****Operating Capital List**

100	410	80120	107167	Computer, Upgrade	413	0	0
100	422	78100	136880	Vehicle Radios	0	7,500	7,800
100	422	78100	127140	Radios, Portable	0	13,800	16,975
100	422	78700	137710	Weapons	0	0	750
100	422	78700	111230	Equipment, Video	0	1,154	0
100	422	78700	103890	Building, Storage	0	1,500	0
100	422	78700	116540	K-9, Bite Suit	0	1,500	0
100	422	78700	102625	Bicycle, Mountain	0	2,400	2,400
100	422	78700	137711	Weapons, Handgun	0	3,000	6,750
100	422	78700	101380	Armor, Body	0	8,400	9,000
100	422	80130	136880	Vehicle Radios	7,210	0	0
100	422	80130	127140	Radios, Portable	20,300	0	0
100	422	80160	112310	Firearms	740	0	0
100	422	80160	102625	Bicycle, Mountain	2,400	0	0
100	422	80160	137711	Weapons, Handgun	4,460	0	0
100	422	80160	101380	Armor, Body	10,000	0	0
100	4221	78700	101380	Armor, Body	0	10,025	6,199
100	4221	80160	111240	Equipment, Vision	3,960	0	0
100	4241	80120	400410	Siezed Funds Picture Link Software	3,000	0	0
100	4241	80120	107150	Computer, Gateway	6,525	0	0
100	4241	80160	137142	Video Surveillance	5,000	0	0
100	431	80110	138220	Work Stations	7,521	0	0
100	431	80120	400360	LLEBG 1999 Automation Project	491	0	0
100	431	80120	400370	LLEBG 2000 Automation Project	2,337	0	0
100	431	80160	400360	LLEBG 1999 Automation Project	4,454	0	0
100	431	80160	107080	Computer Accessories	18,000	0	0
100	433	78300	107080	Computer Accessories	0	0	3,132
100	433	78300	132240	Software	0	0	11,077
100	433	78400	113410	Furniture	0	12,120	0
100	434	78200	107160	Computer, Laptop	0	0	6,000
100	435	80160	400350	Bike Donation Program	2,390	0	0
100	436	78200	126000	Printer, Color	0	929	0
100	436	78200	107150	Computer, Gateway	0	0	4,200
100	436	78200		Computer Hardware	0	0	5,200
100	436	78400		Furniture & Fixtures	0	0	500
100	436	78400	108285	Countertops	0	1,400	0
100	436	78400	104080	Cabinet, Fingerprint File	0	900	1,650

**Police Department (cont.)****Operating Capital List**

100	436	78400	109390	Desks	0	2,780	0
100	436	78400	131410	Shelving	0	3,117	0
100	436	78700	110793	Equipment, Audio	0	0	861
100	436	78700	110510	Electronic Balance	0	0	1,500
100	436	78700	104280	Camera, 35mm	0	1,480	1,480
100	436	78700	104080	Cabinet, Fingerprint File	0	0	4,500
100	436	78700	104293	Camera, Digital	0	3,154	3,154
100	436	78700	137142	Video Surveillance	0	9,500	0
100	436	80120	400380	SLARP upgrade	119	0	0
100	436	80140	104050	Cabinet	572	0	0
100	436	80140	120440	Microscope	1,450	0	0
100	436	80140	104080	Cabinet, Fingerprint File	1,486	0	0
100	436	80140	107965	Construction	2,380	0	0
100	437	78200		Computer Hardware	0	0	2,000
100	437	78200	107150	Computer, Gateway	0	0	3,400
100	437	78300	132240	Software	0	0	1,500
405	442	78200	107140	Computers	0	0	2,000
405	442	78400	105290	Chairs	0	0	2,500
405	442	80140	125990	Printers	4,800	0	0
405	442	80140	120610	Monitor, PC	21,220	0	0
405	442	80140	107140	Computers	30,000	0	0
			<b>Police</b>		<b>161,228</b>	<b>84,659</b>	<b>104,528</b>

**Public Works & Utilities****Operating Capital List**

100	61119	80120	107140	Computers	3,000	0	0
100	61120	78300	132332	Software, Geographical Inform Sys	0	8,595	8,395
100	61120	78700	111140	Equipment, Survey	0	2,000	0
100	61120	80120	107140	Computers	1,002	0	0
100	61120	80120	132240	Software	9,272	0	0
301	61120	78300	132332	Software, Geographical Inform Sys	0	4,895	0
301	61120	78700	111140	Equipment, Survey	0	2,500	0
902	61120	78300	132332	Software, Geographical Inform Sys	0	5,895	0
902	61120	78700	111140	Equipment, Survey	0	2,500	0
100	61314	80110	113410	Furniture	2,672	0	0
100	61314	80120	107140	Computers	1,000	0	0
100	61319	78300	132240	Software	0	6,000	0
100	61319	80110	113410	Furniture	3,720	0	0
100	61319	80120	132240	Software	6,589	0	0
100	61329	78200	125990	Printers	0	1,000	0
100	61329	78200	107150	Computer, Gateway	0	10,000	0
100	61329	78300	132240	Software	0	5,145	0
100	61329	78400	113420	Furniture, Office	0	4,000	5,000
100	61329	78500	111140	Equipment, Survey	0	0	1,700
100	61329	78500	118140	Locator, Line	0	780	1,622
100	61329	78700	107100	Computer Lines	0	4,000	0
100	61329	80120	107140	Computers	1,006	0	0

## Public Works &amp; Utilities (cont.)

## Operating Capital List

100	61329	80140	111140	Equipment, Survey	1,020	0	0
100	614101	80140		Other Equipment	2,500	0	0
100	614142	78500	134710	Tools, Specialty	0	0	1,200
100	614142	78500	136665	Vacuum Cleaner	0	700	700
100	614142	78500	136670	Vacuum, Wet Dry, Extractor	0	2,500	0
100	614142	78600	118797	Map/Plan Holder	0	700	0
402	61421	78200	107140	Computers	0	3,000	0
402	61421	78300	111160	Equipment, Test	0	4,000	0
402	61421	80140	111160	Equipment, Test	2,700	0	0
402	61421	80140	107040	Compressor, Air	6,000	0	0
100	6150	78200	126030	Printer, Laser	0	3,000	0
100	6150	78400	104070	Cabinet, File	0	0	1,000
100	6150	78400	101400	Art	0	1,500	0
100	6150	78400	104050	Cabinet	0	2,000	0
100	6150	78400	113410	Furniture	0	6,270	6,000
100	6150	80110	113410	Furniture	5,772	0	0
100	6150	80120	107140	Computers	1,100	0	0
100	61622	78700	127190	Radio, Push To Talk Headgear	0	2,400	0
100	61625	78100	127160	Radios, Two-Way	0	1,400	0
100	61625	78300	126050	Printer, Laserjet	0	1,000	0
100	61625	78500	116400	Jackhammer	0	0	1,000
100	61625	78500	107010	Compactor	0	0	4,500
100	61625	78700	131860	Signs, Traffic & Symbols	0	10,300	0
100	61625	80120	111230	Equipment, Video	1,600	0	0
100	61625	80120	132240	Software	3,000	0	0
100	61625	80130	127160	Radios, Two-Way	1,000	0	0
100	61625	80140	102413	Barrier - Jersey Barrier Tongs	2,800	0	0
100	61626	78100	104293	Camera, Digital	0	850	0
100	61626	78500	118110	Locate, Utility	0	3,310	0
100	61641	78500	114182	Grinder, Teeth	0	0	5,000
100	61642	78500	110870	Equipment, Field	0	0	1,100
100	61642	78500	137845	Welding Torch	0	1,200	0
100	61642	78500	102330	Banding Material	0	1,500	0
100	61642	78500	110150	Drill Press	0	0	1,500
100	61642	78500	110190	Driver, Post	0	0	2,500
100	61642	78500	125703	Post Puller	0	2,500	0
100	61642	78500	118140	Locator, Line	0	3,000	0
100	61642	78500	115090	Hoist, Emergency	0	4,000	0
100	61643	78500	102330	Banding Material	0	0	1,500
100	61643	78500	107040	Compressor, Air	0	2,500	0
100	61643	80140	111060	Equipment, Safety Mobile	1,800	0	0
100	616521	78300		Computer Software	0	5,000	0
100	616521	78500	108288	Counters, Mobil Traffic	0	0	7,000
100	616521	78600	129880	Scanner, Color	0	0	1,000
100	616521	78600	126030	Printer, Laser	0	4,000	0
100	616521	80110	113420	Furniture, Office	2,500	0	0
100	616521	80120	107140	Computers	2,000	0	0
100	616521	80140	108288	Counters, Mobil Traffic	7,025	0	0
301	62110	80110	113410	Furniture	128	0	0
902	62110	78200		Computer Hardware	0	3,000	0
902	62110	78400		Furniture & Fixtures	0	5,500	0



# Public Works & Utilities (cont.)

## Operating Capital List

301	62122	80160	108110	Controller	3,500	0	0
301	62122	80160	101045	Analyzer, Particle	4,500	0	0
301	62131	78200	126030	Printer, Laser	0	1,500	0
301	62131	78500	102085	Backflow Test Gauge	0	0	1,500
301	62131	78500	120590	Monitor, Gas	0	0	1,900
301	62131	78500	131285	Sewer Cleaning Machine	0	2,500	0
301	62131	78500	126855	Pump, Diaphragm	0	1,500	1,500
301	62131	78500	126910	Pump, Trash/Water 2	0	1,600	1,600
301	62131	78500	109451	Detector, Water Leak	0	3,500	0
301	62131	78500	118140	Locator, Line	0	3,500	0
301	62131	78500	129850	Saw, Cutoff	0	2,000	2,000
301	62131	78500	135910	Trench Shoring	0	3,500	2,500
301	62131	80130	127170	Radios, Vehicle	550	0	0
301	62131	80140	137420	Washer, Hi Pressure	1,100	0	0
301	62131	80140	126855	Pump, Diaphragm	1,249	0	0
301	62131	80140	126910	Pump, Trash/Water 2	1,300	0	0
301	62131	80140	134150	Tarps	1,725	0	0
301	62131	80140	120590	Monitor, Gas	1,904	0	0
902	62211	80140	137830	Welder, Electric	4,500	0	0
902	62211	80140	112615	Flo-Monitoring	8,618	0	0
902	62211	80140	100015	6 in. Magnetic Meter	8,910	0	0
302	62311	78100	120540	Mobile	0	0	600
302	62311	78700	110260	Dumpsters, Trash	0	8,489	8,829
302	62311	78700	108033	Containers, Automated Refuse	0	13,532	14,073
302	62311	80130	120540	Mobile	500	0	0
302	62311	80140	105730	Cleaner, Steam	4,000	0	0
302	62311	80160	110260	Dumpsters, Trash	7,970	0	0
302	62311	80160	108033	Containers, Automated Refuse	12,704	0	0
301	6241	78200	107140	Computers	0	650	0
301	6241	78700	110890	Equipment, Lab	0	9,400	5,000
301	6241	80140	120570	Monitor	800	0	0
301	6241	80140	104293	Camera, Digital	1,000	0	0
301	6241	80140	110890	Equipment, Lab	3,200	0	0
902	6242	78200	107140	Computers	0	1,000	2,000
902	6242	78700	104050	Cabinet	0	1,000	0
902	6242	78700	115540	Incubator	0	0	3,600
902	6242	78700	110890	Equipment, Lab	0	9,300	2,800
902	6242	80140	113420	Furniture, Office	1,500	0	0
902	6242	80140	104050	Cabinet	3,000	0	0
902	6242	80140	110890	Equipment, Lab	8,400	0	0
				<b>Public Works</b>	<b>150,137</b>	<b>195,411</b>	<b>98,619</b>

RELATED INFORMATION

## Parks &amp; Recreation

## Operating Capital List

100	700	78200	129881	Scanners	0	500	0
100	700	78200	120610	Monitor, PC	0	1,200	0
100	700	78300	132240	Software	0	750	0
100	700	78400		Furniture & Fixtures	0	2,000	1,500
100	700	78700	104291	Camera, Components	0	500	0
100	700	80110		Office Furniture	2,100	0	0
100	700	80120	127475	Records Management - CD ROM	264	0	0
100	700	80120	106130	Clipart	375	0	0
100	700	80120	132240	Software	537	0	0
100	700	80120	126205	Project Mgmt. Software	935	0	0
100	700	80140	104291	Camera, Components	200	0	0
100	711	78100	127140	Radios, Portable	0	0	800
100	711	78500	137420	Washer, Hi Pressure	0	700	0
100	711	78500	124157	Pavement Breaker	0	1,000	0
100	711	78500	108797	Cutter, Plasma	0	2,000	0
100	711	80140	114165	Greaser, Pneumatic	1,300	0	0
100	711	80140	103774	Brush Cutter	2,300	0	0
100	711	80140	113148	Fountain - Ridges Pond	3,700	0	0
100	712	78500	105259	Chainsaw	0	1,500	1,600
100	712	80140	105259	Chainsaw	1,400	0	0
100	713	78500	125854	Power Broom	0	700	0
100	713	78500	102880	Blower	0	1,500	0
100	713	78500	123565	Painter/Liner	0	0	4,800
100	713	80140	112080	Fence, Backstop	9,900	0	0
100	714	80140	136200	Truck, Utility	8,000	0	0
100	716	78500	125854	Power Broom	0	700	0
100	716	80140	100600	Aerator	8,190	0	0
100	731	78200	125990	Printers	0	800	800
100	731	78300	132240	Software	0	500	500
100	735	78400	113410	Furniture	0	0	4,000
3041	741	78500	125686	Pool Vacuum	0	550	0
3041	741	80140	125686	Pool Vacuum	3,550	0	0
3042	741	78600	125992	Printer/Fax	0	900	0
3042	741	80140	125686	Pool Vacuum	3,550	0	0
3042	741	80140	118156	Lockerroom Partitions	8,900	0	0
305	750	78500	108800	Cutter, Sod	0	0	2,828
305	750	80140	135900	Trees	3,796	0	0
306	750	80140	135900	Trees	1,339	0	0
306	750	80140	121725	Mower, Rough	1,500	0	0
306	750	80140	137820	Welder	1,791	0	0
306	750	80140	105730	Cleaner, Steam	2,295	0	0
306	750	80140	108880	Data Line	6,820	0	0
306	752	78700	115280	Heating, Ventilating, Air Condition	0	1,900	0
306	752	78700	108285	Countertops	0	2,000	0
306	752	80140	108880	Data Line	6,680	0	0
303	761	80120	117611	License - Network	650	0	0
303	761	80120	107140	Computers	2,000	0	0
303	761	80140	110793	Equipment, Audio	6,000	0	0
303	761	80140	126530	Public Address System	7,000	0	0
303	761	80140	133790	Table, Aluminum	14,020	0	0
303	762	80140	102595	Beverage Servers	3,910	0	0

# **Parks & Recreation (cont.)**

## **Operating Capital List**

307	770	78400	105290	Chairs	0	1,150	1,200
307	770	78500	113233	Frost Removal	0	645	0
307	770	78500	137750	Weedeater	0	1,200	1,200
307	770	78500	118273	Lowering Device	0	1,500	1,500
<b>Parks &amp; Recreation</b>					<b>113,002</b>	<b>24,195</b>	<b>20,728</b>
<b>TOTAL</b>					<b>973,398</b>	<b>858,438</b>	<b>613,007</b>

**RELATED INFORMATION**



## 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.



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