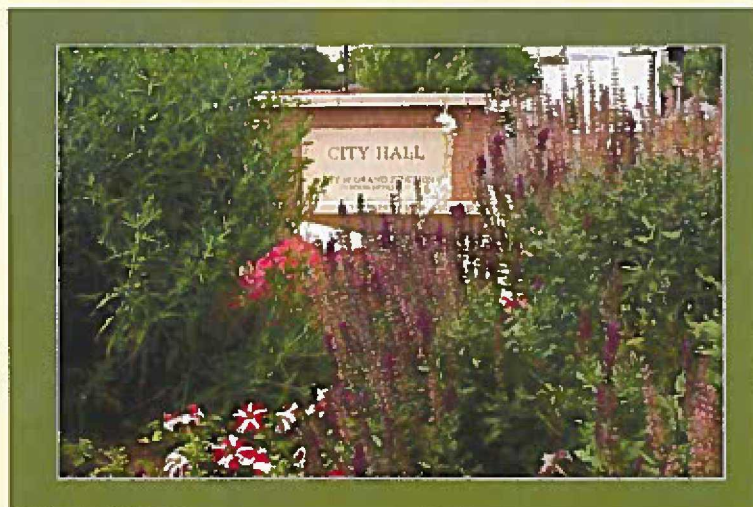


# 2004-2005 Biennial Budget



City of Grand Junction, Colorado  
*Serving the Community Together*

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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

**For the Biennium Beginning  
January 1, 2002**

*Anne Spray Kinsley* *Jeffrey L. Esall*  
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, 2002.

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

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



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## INTRODUCTION



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

**ADMINISTRATION**

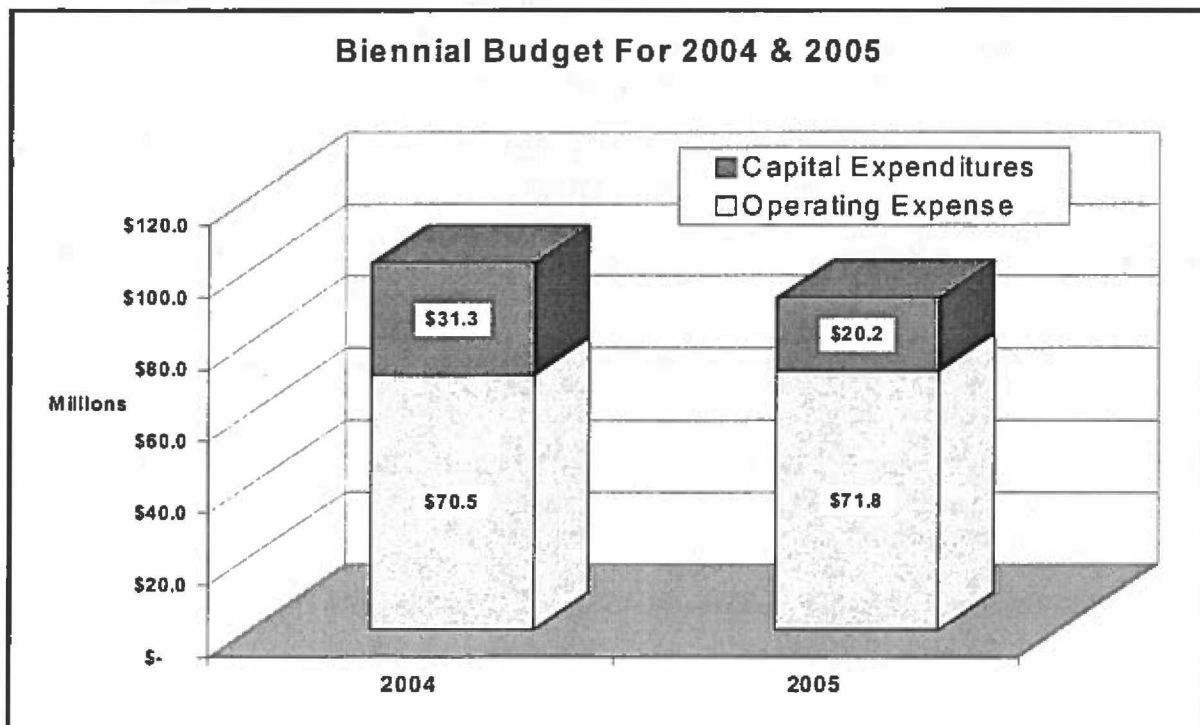
March 17, 2004

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 2004 and 2005. 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 2004-2005 document includes enhancements from the previous report. Also, we have included our Performance Measurement worksheets that include primary goals and 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 2004 and 2005.

As adopted by the City Council on December 3, 2003, the total budget for the year beginning January 1, 2004 is \$101,839,996. The budget for fiscal year 2005 totals \$92,025,556 but with the recent passage of the Riverside Parkway Bond Issue (subsequent to budget development) it will result in an upward revision to the capital budget in 2005. 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.



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

| <b><u>Key Statistical Measures</u></b>    | <b>1990</b> | <b>2002</b> | <b>% Change</b> | <b>Rate of Annual Growth</b> |
|---|-------------|-------------|-----------------|------------------------------|
| <b>Sales Tax Licenses</b>                 | 1,933       | 3,435       | 77.7%           | 4.91%                        |
| <b>Lane Miles of Streets</b>              | 380         | 743         | 95.5%           | 5.75%                        |
| <b>Square Miles</b>                       | 14.77       | 32.6        | 120.7%          | 6.82%                        |
| <b>Population</b>                         | 29,081      | 46,400      | 59.6%           | 3.97%                        |
| <b>Development Activity</b>               | 365         | 1,544       | 323.0%          | 12.77%                       |
| <b>Police Calls for Service</b>           | 29,163      | 49,234      | 68.8%           | 4.46%                        |
| <b>Number of Housing Units</b>            | 13,698      | 20,750      | 51.5%           | 3.52%                        |
| <b>Trash Customers</b>                    | 9,375       | 12,250      | 30.7%           | 2.25%                        |
| <b>Average Growth of These Indicators</b> |             |             |                 | 5.56%                        |
| <b>Full-Time City Employees</b>           | 370         | 561         | 51.6%           | 3.53%                        |

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

#### **Financial Highlights**

- Fund balances are projected to decrease by \$14.7 million in 2004 and decrease by \$3.3 million in 2005 and is a direct result of our commitment to ongoing capital improvements. The General Fund balances are projected to decrease \$2.2 million in 2004 and \$0.6 million in 2005, respectively. (Pages 19, 20 and 57)
- ♦ Overall municipal services revenues are expected to be \$76 million in 2004, an increase of 1% over 2003, while 2005 is expected to grow to \$77.3 million or 1.7% over 2004. (Page 63)
- ♦ Operating costs for all Municipal Services before capital costs and debt service are expected to be \$58.7 million and \$60.1 million in 2004 and 2005 respectively, a 2.8% increase in 2004 and 2.5% increase in 2005. (Page 63)
- ♦ City Sales Tax Revenue is expected to grow at an improved rate in the future and is estimated at 5% in 2004 and 6% in 2005. (Page 25)
- ♦ The budget includes funding for 3 new full time positions in 2004 and one position moving from ¾ to full time and none in 2005. This is less than any year since 1989. This is due in part to the fiscal restraints caused by lower than normal sales tax growth and a high level of capital commitments. (Page 38)
- ♦ This budget fully funds our market driven pay plan with an estimated 2% in 2004 and 3% in 2005 respectively, together with the one time market catch-up of 2.74% applied in 2004. (Page 37)
- ♦ The Major Capital spending plans will continue at very high levels in 2004 and 2005 at \$31.3 million and \$20.2 million,



respectively, with the passage of the Riverside Parkway bond issue, it is estimated that the capital budgets will be increased \$8 million in 2004 and \$31 million in 2005. (Page 55)

- ◆ We will not be in an excess revenue position relative to Tabor revenue limits in either 2004 or 2005 except for modest property tax amounts. (Page 11)
- ◆ In order to start addressing facilities needs in the City this budget initiated the beginning of a Facilities Replacement Fund starting with a transfer from the Equipment Fund of \$2.5 million. (Page 75)
- ◆ Utility rate increases of 5% and 2.5% are being proposed for 2004 and 2005 for sewer. Sewer Plant Investment fees are going up both years \$250 a year. A rate change is being proposed for the Water Fund to make it revenue neutral but encourages conservation. (Page 155)
- ◆ Golf revenues are expected to increase in 2004 and 2005 as a result of approximately a 10% rate increase at Tiara Rado and a 4% increase at Lincoln. This is the first time we have proposed a different fee structure for the two courses. (Page 176)
- ◆ No rate increases are being proposed for both pools in 2004 and 2005; while various general recreation fee increases are proposed this year and next to achieve a 70 to 80% recovery rate. (Pages 175, 173)
- ◆ Premiums for benefits are not expected to change in 2004, except for approximately an 8% increase in health insurance rates. (Page 37)

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 performance measurement and other data gathering techniques. This budget addresses the City Council priorities for the next two years including transportation corridors such as the 29 Road project and the Riverside Parkway projects; emphasis on infill and redevelopment, affordable housing, beautification of entrances, and development of neighborhood organizations and identifying their needs. The development of an updated strategic plan is another of the priorities being addressed.

While this budget emphasizes capital projects in the next two years, the operating needs of individual departments will require attention and prioritization by 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, especially Lanny Paulson, Sarah Lee, Lisa Hart, and Seth Hoffman. 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 187.

Respectfully submitted,



Kelly Arnold  
City Manager

## City of Grand Junction Strategic Plan Update

January 21, 2004

### Background

Grand Junction City Council members and senior staff met on January 21, 2004 to review the actions accomplished to date on the City's 2002 – 2012 Strategic Plan and to review, amend, and add to the remaining 2002-2004 actions contained in the Plan. In addition, Council identified areas within some solutions where they would like particular emphasis placed in 2004. The remaining Action Steps outlined below should be accomplished in 2004, and a new plan that builds on 2002-2004 should be finalized by the end of 2004.

### Solution: Balance of Character, Economy and Environment

**Emphasis for 2004: *Economic development***

#### Steps Brought Forward

- ♦ Define, develop, match and prioritize attributes of a small town have been incorporated into other Plan elements
- ♦ The following will remain as ongoing:
  - Complete external community policing training
  - Neighborhood-based community policing strategic plan
  - Community policing as our culture

#### Steps Added

- ♦ Strategies for economic development participation; including the new City staff position
- ♦ Coordinate receiving quarterly air quality reports from the Health Department
- ♦ Staff will provide to City Council a report on energy conservation and costs. Council can decide how to/whether to build on that information (e.g. landscaping strategies, community education, etc.)

### Solution: Efficient Transportation

**Emphasis for 2004: *Work with Mesa County and the State on the 29 Road interchange***

#### Steps Brought Forward

- ♦ Obtained Metropolitan Planning Organization (MPO) approval for I-70 corridor as an "8<sup>th</sup> pot" project has been accomplished; it's on the MPO list
- ♦ The following steps are progressing but will take some time:
  - Conduct a feasibility study/analysis to prioritize future interchange locations on I-70
  - Develop cost estimates and funding strategies for interchanges on I-70
  - Review an urban speed limit on I-70 to more easily facilitate additional interchanges and reduce their cost
  - Based on the Growth Plan, calculate build out for the entire 201 area
  - Update the Master Road Plan including corridors and right-of-way needs
  - Prioritize projects on the new 30 year plan to add to the 15-year CIP plan including coordination with areas of "Redevelopment Designation"
- ♦ Conduct a feasibility study/analysis to prioritize future interchange locations including 29 Road as a top State-wide Transportation Improvement Program (STIP) priority
- ♦ City and County staffs will develop a financial analysis of funding options for Grand Valley Transit and get a decision from the Board of County Commissioners for a future funding source

### Solution: Open and Beautiful Spaces

#### Steps Brought Forward

- ♦ Improve entrances and gateways
  - Identify and prioritize locations
  - Fund top priorities in the next two year budget

**Solution: Responsible Young Citizens****Steps Added**

- ◆ Schedule a March 2004 City Council workshop at the Mesa Mall meeting room to meet with the Youth Council
- ◆ Schedule a quarterly update from the Youth Council at City Council workshops; formalize the ongoing relationship with the Youth Council
- ◆ Work with the Youth Council to identify areas where the City can better serve local youth

**Solution: Shelter and Housing That Are Adequate****Steps Brought Forward**

- ◆ Work with the appropriate developers to identify and stimulate interest in affordable housing projects

**Steps Added**

- ◆ Prepare a white paper to address optional strategies to promote affordable housing that addresses the community need
- ◆ Identify City property appropriate for use in providing affordable housing; issue an RFP for developing affordable housing on those sites
- ◆ Examine existing zoning to determine where zoning revisions might be appropriate to encourage high-density affordable housing
- ◆ Create a regional discussion on housing and affordability

**Solution: Vital Neighborhoods****Steps Brought Forward**

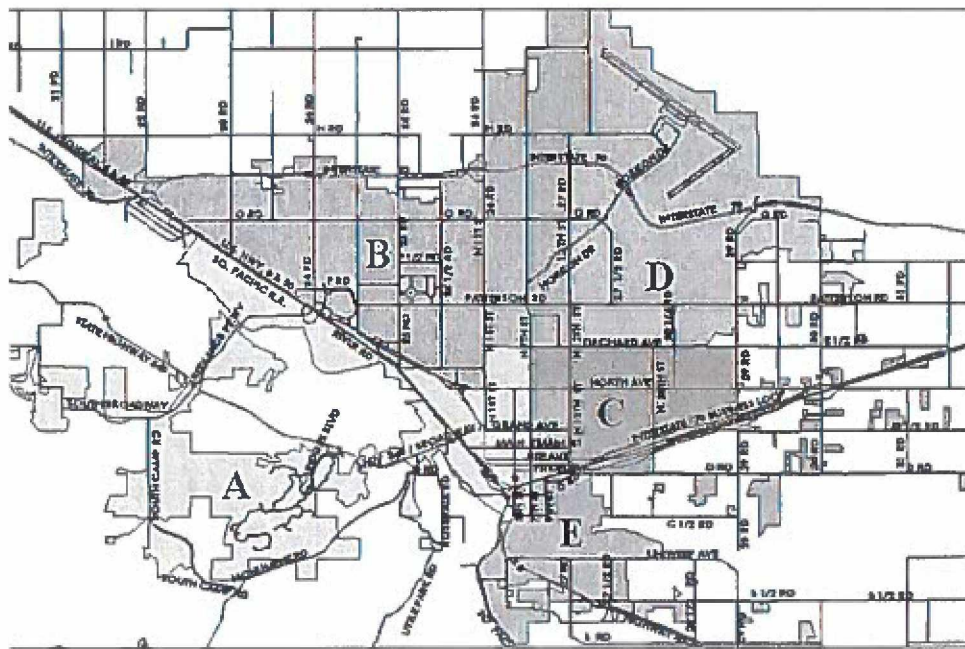
- ◆ City Council makes a decision on a model and funding for a neighborhood program

**Steps Added**

- ◆ Begin a Council discussion about maintaining and revitalizing older neighborhoods, including their infrastructure and their problem-solving capacity
- ◆ Develop conceptual guidelines for the development of the Jarvis property and initiate development



# CITY OF GRAND JUNCTION, COLORADO



| <u>City Council</u>                     | <u>Expires</u> |
|---|----------------|
| Jim Spehar, Mayor - District B          | May 2007       |
| Cindy Enos-Martinez - District A        | May 2005       |
| Gregg Palmer - District C               | May 2007       |
| William McCurry - District D            | May 2005       |
| Harry Butler, Mayor ProTem - District E | May 2005       |
| Bruce Hill - At Large                   | May 2007       |
| Dennis Kirtland - At Large              | May 2005       |

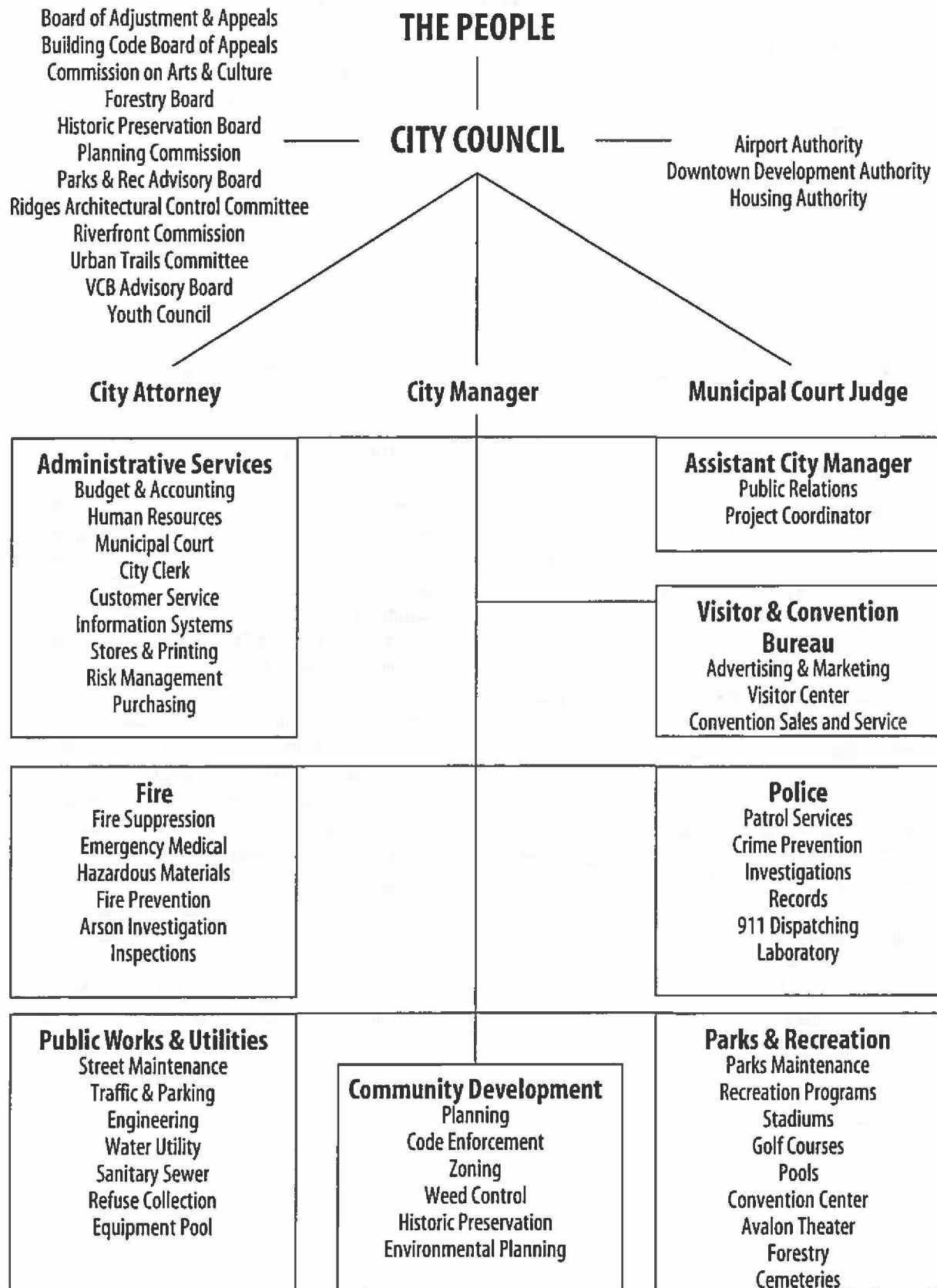
## ELECTION DISTRICT BOUNDARIES APRIL, 2003

### APPOINTED OFFICIALS

|                 |                        |
|-----------------|------------------------|
| Kelly E. Arnold | City Manager           |
| David A. Varley | Assistant City Manager |
| John P. Shaver  | Acting City Attorney   |
| David Palmer    | Municipal Judge        |

### DEPARTMENT DIRECTORS

|                |                          |
|----------------|--------------------------|
| Ron Lappi      | Administrative Services  |
| Bob Blanchard  | Community Development    |
| Rick Beaty     | Fire Chief               |
| Joe Stevens    | Parks & Recreation       |
| Greg Morrison  | Police Chief             |
| Mark Relph     | Public Works & Utilities |
| Debbie Kovalik | Visitor and Convention   |



## CITY OF GRAND JUNCTION STATISTICAL REVIEW

**Form of Government**

Council/City Manager

**Population**

City Proper 45,793

Urbanized 115,000 (est.)

Average Growth Rate: 2.3%

**Economic Trends**

Grand Junction is the wholesale, manufacturing, and retail center of a territory covering 60,000 square miles. Its growing establishments answer many of the needs of the immensely rich trade territory. Added to normal industrial applications are construction, public services, and tourism.

Single family home sales in Grand Junction have gone from an average price of \$93,443 in 1996 to \$160,000 in 2003, an average annual increase of 10%. The per capita income in 1997 averaged \$21,627 and increased to \$25,366 in 2001, an upward trend of 4% a year. Retail sales growth has averaged 9% the last ten years but was down in 2003 to 2.6%. 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 58,354 in 1998 to 69,129 in 2003 and unemployment moved from 5% in 1998 to 5.2% in 2003.

**Top Ten Major Employers**

Mesa County Valley School District #51

St. Mary's Hospital

Mesa State College

Mesa County

City Markets, Inc.

State of Colorado

WalMart

City of Grand Junction

StarTek USA, Inc.

Grand Junction Regional Center

**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 5,800 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



## CITY OF GRAND JUNCTION STATISTICAL REVIEW

elk are hunted. Recreational facilities, public campgrounds and rental cabins are available. The Powderhorn ski area operates for five months in the year-round playground.

A 100-mile drive circles from Grand Junction via the town of Mesa over the top on Skyway Drive and back over Land's End Road to Grand Junction. At Land's End Shelter House, the 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 Colorado Mountain Winefest, Art & Jazz Festival, Downtown Farmer's Market, Oktoberfest and the Marching Band competition, and the Parade of Lights.

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; 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.

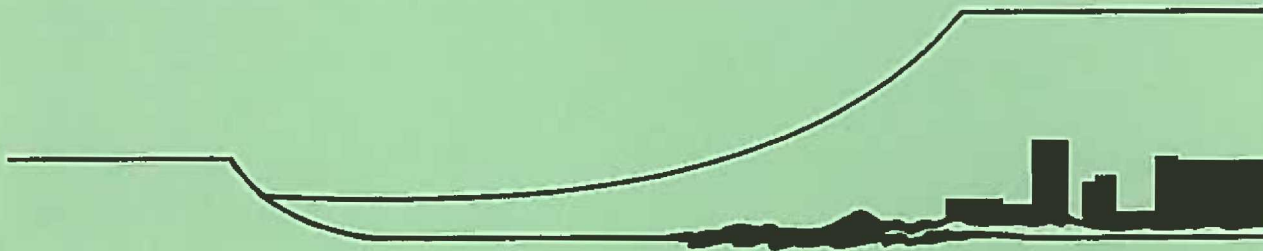
### The Museum of Western Colorado

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, are 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 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 2004 and 2005 and the ordinance appropriating the budgeted amounts for each Fund for the fiscal year ending December 31, 2004 are included in the Related Information section.

## TABOR AMENDMENT COMPLIANCE WORKSHEET

|  | 1994          | 1995         | 1996          | 1997          | 1998         | 1999         | 2000         | 2001         | 2002          | 2003         |
|--|---------------|--------------|---------------|---------------|--------------|--------------|--------------|--------------|---------------|--------------|
| Prior Year Denver/Boulder CPI                                  | 4.20%         | 4.40%        | 4.30%         | 3.50%         | 3.30%        | 2.40%        | 2.90%        | 3.96%        | 4.68%         | 3.27%        |
| Growth in Property Value from Annexations and New Construction | 10.20%        | 5.04%        | 6.75%         | 7.87%         | 4.37%        | 3.28%        | 4.06%        | 4.18%        | 5.85%         | 4.50%        |
| <b>Total Allowed Growth</b>                                    | <b>14.40%</b> | <b>9.44%</b> | <b>11.05%</b> | <b>11.17%</b> | <b>7.67%</b> | <b>5.68%</b> | <b>6.96%</b> | <b>8.14%</b> | <b>10.53%</b> | <b>7.77%</b> |

|                                      | Actual      | Actual      | Actual       | Actual       | Actual              | Actual              | Actual              | Actual              | Actual              | Revised Budget      |
|--------------------------------------|-------------|-------------|--------------|--------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| "Black Box" Revenue: Margin (Refund) | \$ 840,000  | \$ 889,364  | \$ 1,320,617 | \$ 1,151,436 | \$ (122,107)        | \$ (599,018)        | \$ (162,845)        | \$ 1,404,869        | \$ 1,404,019        | \$ 1,800,000        |
| Refund from Property Tax Limitation  | \$ -        | \$ -        | \$ -         | \$ -         | \$ (138,752)        | \$ (38,136)         | \$ (245,167)        | \$ (155,208)        | \$ (320,273)        | \$ (294,672)        |
| Collection Year                      |             |             |              |              | 1999                | 1999                | 2000                | 2001                | 2002                | 2003                |
| <b>TOTAL REFUND REQUIRED</b>         | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b>  | <b>\$ -</b>  | <b>\$ (138,752)</b> | <b>\$ (599,018)</b> | <b>\$ (245,167)</b> | <b>\$ (155,208)</b> | <b>\$ (320,273)</b> | <b>\$ (294,672)</b> |

|                           | Actual<br>1999<br>2000 | Actual<br>2000<br>2001 | Actual<br>2001<br>2002 | Actual<br>2002<br>2003 | Projected<br>2003<br>2004 | Projected<br>2004<br>2005 |
|---------------------------|------------------------|------------------------|------------------------|------------------------|---------------------------|---------------------------|
| Assessed Value            | \$ 322,868,668         | \$ 382,132,990         | \$ 440,947,146         | \$ 468,909,060         | \$ 510,753,990            | \$ 549,080,539            |
| % Change                  |                        | 18%                    | 15%                    | 8%                     | 6%                        | 7.5%                      |
| Credit Mill Levy Required | 0.377                  | 1.566                  | 0.594                  | 0.331                  | 0.627                     | 0.637                     |



## 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 on-going operating expenditures, or some combination of the two must be made.

The difference between ongoing (operating) and one-time (capital) expenditures leads to the realization that a change in the level of operating expense in the current year's budget has a greater impact on the fund's ending balance in year ten than does a like change in capital expenditures. This relationship becomes very important in the final budgeting process.



For example, assume that after inputting the projected revenues and proposed expenditures into the Ten-Year Projection Model, the variance from the required minimum balance is a negative \$1 million. Under this scenario, for the ending balance to equal the required minimum either a \$500,000 decrease in capital spending or a \$50,000 reduction in operating expenditures in the current year's budget would be necessary.

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

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

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

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

## Two-Year Budgeting

The City's fiscal year starts on January 1st and ends on December 31st of each year. Although the City legally appropriates its budget on an annual basis, a **two-year budget** process has been developed which results in the City Council approving a two-year budget plan by Resolution. This two-year budget will be the 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 implemented the new GASB 34 reporting requirements for the fiscal year ending December 31, 2002. The City also implemented 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 2004/2005 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 prioritizes 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.

## BUDGET CALENDAR

| DATE   | DAY                 | DESCRIPTION   | WHO   | TIME                                      | LOCATION                                      |
|--|---------------------|---|---|---|---|
| June 18th  | Monday              | The Budget System will be open for departments to begin inputting Revenues and Non-Personnel Operating Expenses   |   |   |   |
| June 23rd  | Monday              | Time Allocation Worksheets will be distributed by Human Resources   |   |   |   |
| July 9th   | Wednesday           | MEETING: Equipment Replacement Review Team  | Dept. Reps  | 8:00-12:00                                | AS Conf Rm                                    |
| July 11th  | Friday              | MEETING: Approval of Pay & Benefits for 2004-2005 (Regular Dept Head Meeting)   | City Manager<br>Dept Heads<br>HR Manager                                      | 8:00                                      | Admin Conf Rm                                 |
| July 18th  | Friday              | Time Allocation Worksheets for currently approved positions are due to HR   |   |   |   |
| "  | "                   | Personnel Adjustment Request Forms for New Positions, Reclassifications, and Retirements are due to HR  |   |   |   |
| July 25th  | Friday              | All General Fund Revenue Accounts should be input into the Banner System for Revised 2001, 2004 and 2005  |   |   |   |
| July 31st  | Thursday            | MEETING: To review General Fund Revenues and Set Spending Limits for 2004 and 2005  | City Manager<br>Asst City Mgr<br>AS Director<br>B&A Manager<br>Dept Directors | 1:30-3:30                                 | AS Conf Rm                                    |
| Aug 5 <sup>th</sup> , 7 <sup>th</sup> & 12 <sup>th</sup> | Wed, Thurs & Tues   | MEETING: Internal Service Fund Budget Reviews (Funds 401, 402, 403, 404, & 405)<br>6/6 - 10:00 - 12:00 Fleet Maintenance Fund 402<br>1:00 - 4:00 Comm Ctr Fund 405<br>6/7 - 10:00 - 12:00 Data Processing Fund 401<br>1:00 - 2:00 Stores Fund 403<br>6/12 - 10:30-12:00 Self Insurance Fund 404   | Budget Review Team and respective Dept. Staff                                 | 10:00-4:00                                | AS Conf Rm                                    |
| Aug 15 <sup>th</sup>                                     | Friday              | 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: Data Processing Charges, Equipment Rental & Vehicle Fuel, Stores Overhead, Worker's Comp and Property & Liability Insurance, and Police & Fire Communication Center Charges. |   |   |   |
| "  | "                   | 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 2003, 2004 and 2005. The Revenue ID in the Banner System will be closed.  |   |   |   |
| Aug 21st   | Thurs               | MEETING: Capital Improvement Plan   | City Manager<br>AS Director<br>B&A Manager<br>PW&R Director<br>Parks Director | PW&R: 8:30 - 11:30<br>Parks: 12:00 - 2:00 | AS Conf Room                                  |
| Aug 22nd   | Friday              | Interfund Charges derived from revenues will be calculated and entered into the budget system by the Budget & Accounting Division   |   |   |   |
| "  | "                   | Preliminary Payroll Projections for 2004 and 2005 will be posted to the budget system   |   |   |   |
| "  | "                   | The Banner Budget System will be closed. All operating and operating equipment requests (excluding those associated with new positions and capital projects) should be entered into the system  |   |   |   |
| Aug 25th   | Tuesday             | MEETING: General Government Capital Improvement Program Balancing   | City Manager<br>Asst. CM<br>Dept. Directors<br>B&A Manager                    | 9:00-11:00                                | Admin Conf Rm                                 |
| Aug 28th   |                     | MEETING: Budget Presentations to Review Team<br>Parks & Recreation 1:00-5:00  | Budget Review Team and respective Dept. Staff                                 | 1:00-5:00                                 |   |
| Sept 3rd - 9th   | Wednesday - Tuesday | MEETING: Budget Presentations to Review Team<br>Sept 3rd: Public Works and Utilities<br>Sept 4th: No meetings!<br>Sept 5th: Fire and Community Development Fire 9:00-2:00, CD 2:00-5:00<br>Sept 8th: Police and Administrative Services Police 9:00-2:00, Admin Svcs 2:00-5:00<br>Sept 9th: VCB 9:00-12:00 and complete any other if necessary              | Budget Review Team and respective Dept. Staff                                 | 9:00 - 5:00                               | Admin Conf Rm                                 |
| Sept 10th  | Wednesday           | MEETING: Preliminary General Fund Balancing   | City Manager<br>Asst. CM<br>AS Director<br>B&A Manager                        | 1:00-2:00                                 | Admin Conf Rm                                 |
| Sept 15th - 18th   | Monday - Thursday   | MEETING: Department Reviews with the City Manager<br>Sept 15th: Police and Fire - Police 9:00-12:00; Fire 1:00-4:00<br>Sept 16th: Administrative Services and Parks - Admin Svcs 9:00-12:00; Parks 1:00-4:00<br>Sept 17th: Public Works & Utilities 9:00-4:00<br>Sept 18th: Community Development 2:00-5:00<br>Sept 29th: VCB 9:00-11:00                    | City Manager<br>Review Team<br>Dept. Directors                                | 9:00-4:00<br>CD 2-5<br>VCB 5-11           | AS Conf Rm                                    |
| Sept 29th  | Monday              | MEETING: City Council CIP Meeting / Includes Dinner (Regular CC Workshop)   | City Council<br>City Manager<br>Dept Heads as needed<br>B&A Manager           | 5:30-9:30 p.m.                            | Two Rivers Convention Center                  |
| October 2nd  | Thursday            | MEETING: General Fund Balancing & New Position Requests / Final Review and Recommendations  | City Manager<br>Dept Heads<br>B&A Manager<br>HR Manager                       | 9:00-3:00 w/Lunch                         | Admin Conf Rm                                 |
| October 9th  | Thursday            | Payroll Projections are updated to include new positions and rolled into the budget system. The Budget & Accounting Division will input non-personnel operating expenditures related to approved capital projects and new positions   |   |   |   |
| October 13th   | Monday              | Presentation to City Council of the B&A Budget Request (Regular CC Workshop)  | DDA Board   | 7:30 p.m.                                 | City Hall Auditorium                          |
| October 14th   | Tuesday             | MEETING: Final Balancing & Council Presentation Discussion  | City Manager<br>Dept Heads<br>B&A Manager                                     | 9:00-11:00                                | Admin Conf Rm                                 |
| October 15th   | Wednesday           | First Reading of the 2003 - 2 <sup>nd</sup> Supplemental Appropriation Ordinance (Regular CC Meeting)   |   |   |   |
| October 29th   | Wednesday           | BUDGET PRESENTATION TO CITY COUNCIL   | City Council<br>City Manager<br>Dept Heads<br>City Staff                      | 10:00-5:30                                | Two Rivers Whitewater Rm Inc. Lunch and snack |
| November 5th   | Wed                 | Second Reading/Adoption of the 2003 - 2 <sup>nd</sup> Supplemental Appropriation Ordinance (Regular CC Meeting)   |   |   |   |
| November 19th  | Wed                 | First Reading of the 2004 Appropriation Ordinance (Regular CC Meeting)  |   |   |   |
| Dec 3rd  | Wed                 | Second Reading / Adoption of the 2004 Appropriation Ordinance, the 2004-2005 Biennial Budget Resolution and the Tax Levy Certifications (Regular CC Meeting)  |   |   |   |



### 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.

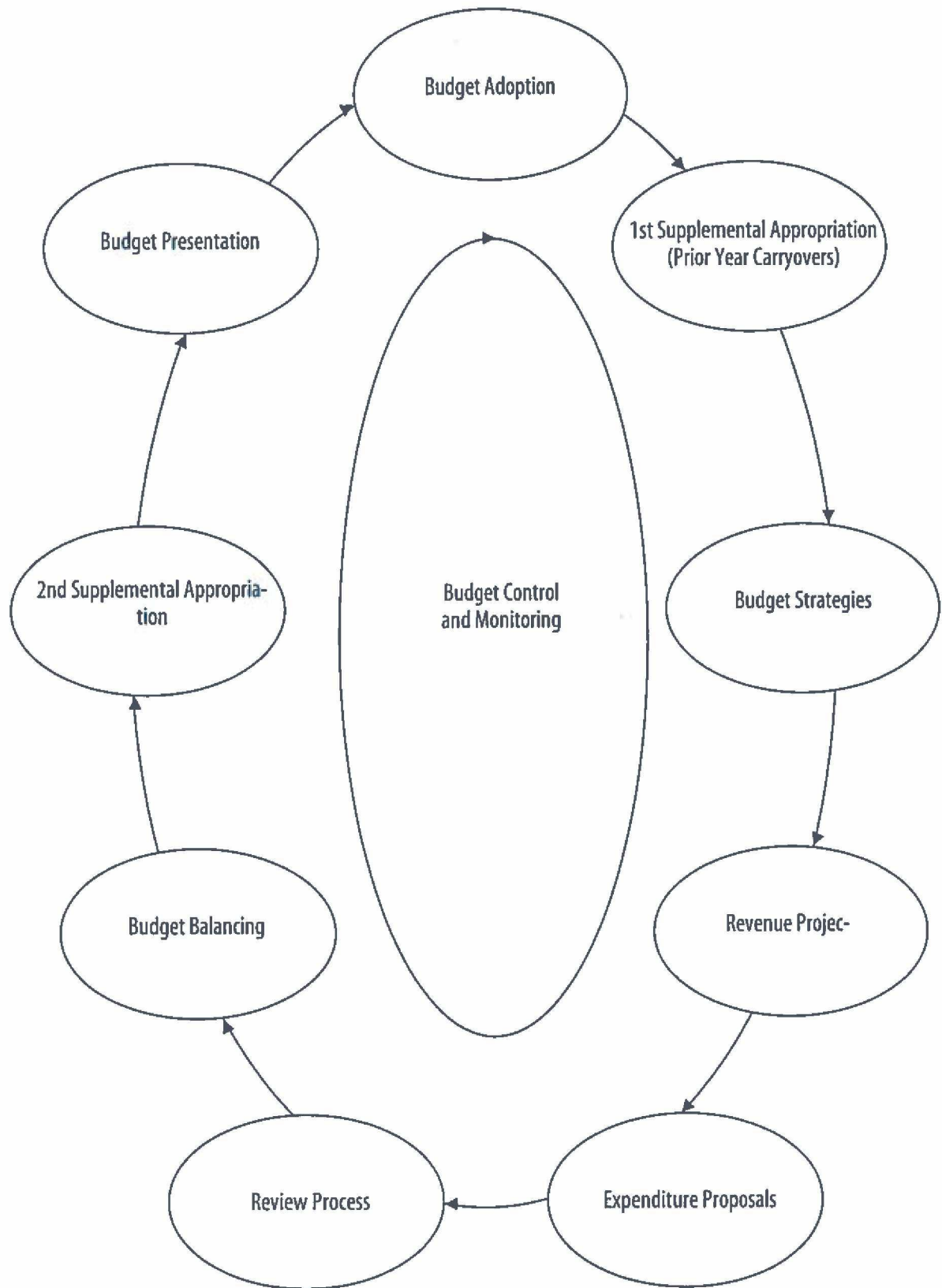
In addition to the many internal controls, the City employs two methods for external review of financial records, practices, and policies.

- 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.

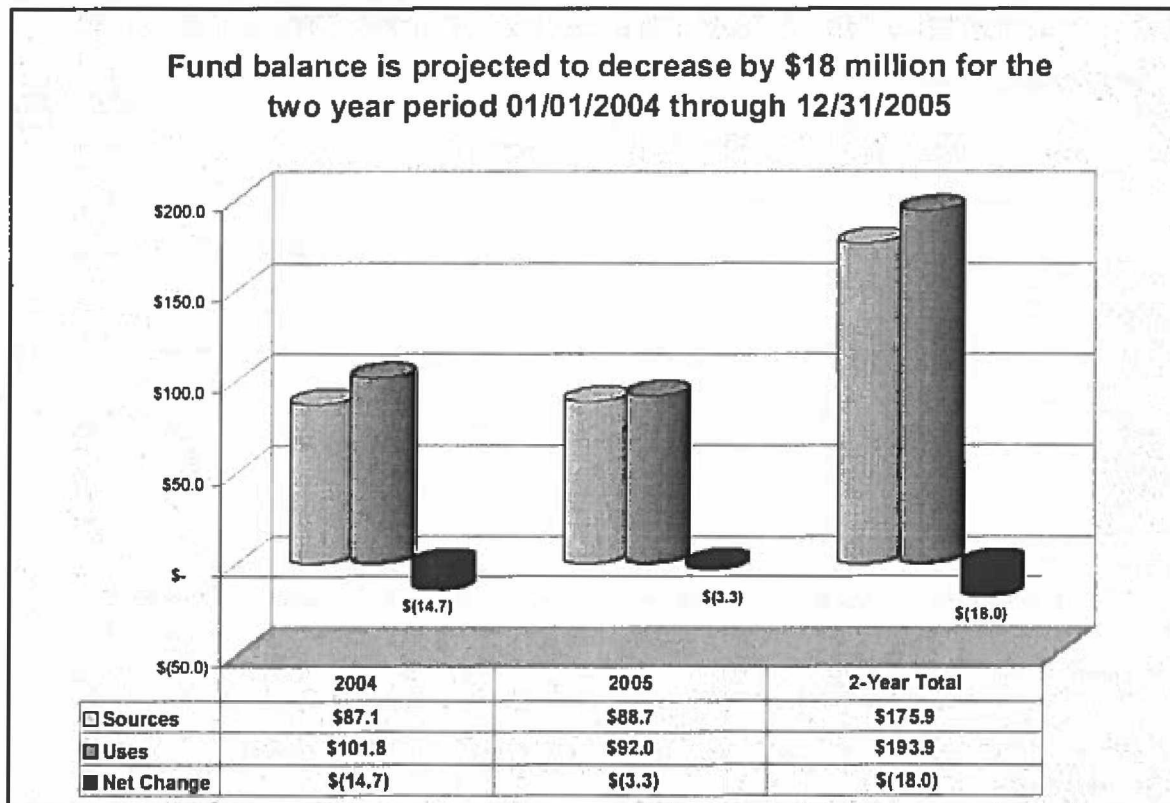
Maintaining the City's healthy financial position will continue to be a primary challenge of our City's Administration. Like many other cities across the country, Grand Junction is undergoing a challenging period as several complicated realities impact the City's financial condition. Such issues as the 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 decrease in total fund balances of approximately \$18 million is projected over the next two years. The majority of the use of fund balance can be attributed to expending bond proceeds for major capital improvement projects in the Joint Sewer Fund, the Water Fund, and the Tax Increment Financing (TIF) CIP Fund. The major projects utilizing these debt proceeds include Water Line Replacements, the Combined Sewer Elimination Project (CSEP), the Septic System Elimination Program (SSEP), and renovations in the Downtown TIF District.

The following pages will provide summary analysis of the projected revenues and budgeted expenditures for the years 2004 and 2005. Additional detail information can be found in the Fund and Department summary sections of this document.



NOTE: Totals are rounded from detailed supporting tables.



| 2002 ACTUAL                 |                                    | 2002 ACTUAL<br>BEGINNING<br>SOURCES<br>AVAILABLE | TOTAL<br>REVENUE | EXPENDITURES  |                               |                 |                  |                  | NET<br>TRANSFERS<br>(TO) FROM<br>OTHER<br>FUNDS | NET<br>SOURCE<br>(USE) | 2002 ACTUAL<br>ENDING<br>SOURCES<br>AVAILABLE |
|-----------------------------|------------------------------------|--|------------------|---------------|-------------------------------|-----------------|------------------|------------------|---|------------------------|---|
| FUND<br>#                   | DESCRIPTION                        |  |                  | LABOR         | NON<br>PERSONNEL<br>OPERATING | DEBT<br>SERVICE | MAJOR<br>CAPITAL | TOTAL<br>EXPENSE |   |                        |   |
| GENERAL GOVERNMENT          |                                    |  |                  |               |                               |                 |                  |                  |   |                        |   |
| 100                         | General                            | \$ 7,665,797                                     | \$ 36,538,692    | \$ 23,949,494 | \$ 10,780,159                 | \$ 394,108      | \$ 272,782       | \$ 35,376,523    | \$ (2,399,263)                                  | \$ 1,082,808           | \$ 8,748,703                                  |
| 102                         | Visitor & Convention Bureau        | 346,324  | 1,302,083        | 456,435       | 781,722                       | 29,806          | -                | 1,267,973        | -   | 38,112                 | 381,436                                       |
| 104                         | Comm. Dev. (Grant Distributions)   | 2,554  | 715,576          | -             | 690,355                       | -               | -                | 690,355          | (15,221)  | 26,000                 | 22,554  |
| 105                         | Parkland Expansion                 | 340,529  | 817,414          | -             | 12,817                        | -               | -                | 12,817           | (484,281)                                       | 430,316                | 760,845                                       |
| 106                         | Wood Shave Replacement Incentive   | 79,268   | 3,437            | -             | 3,895                         | -               | -                | 3,895            | -   | (484)                  | 78,810  |
| 108                         | Economic Development               | 745,094  | -                | -             | 578,600                       | -               | -                | 578,600          | 450,000   | (128,600)              | 617,494                                       |
| 201                         | Sales Tax CIP Fund                 | 1,760,740  | 8,817,891        | 855,205       | -                             | -               | 7,642,049        | 8,497,254        | 1,318,572                                       | 1,839,206              | 3,399,949                                     |
| 202                         | Storm Damage Improvements          | 1,592,195  | 239,707          | 66,396        | -                             | -               | 250,199          | 316,595          | 130,170   | 63,232                 | 1,645,427                                     |
| 207                         | Future Street Improvements         | 698,214  | 690,548          | -             | 46,336                        | -               | -                | 46,336           | (493,000)                                       | 181,210                | 849,424                                       |
| 208                         | Facilities Capital Fund            | -  | -                | -             | -                             | -               | -                | -                | -   | -                      | -   |
| 610                         | General Debt Service               | -  | -                | -             | -                             | 42,000          | -                | 42,000           | 42,000  | -                      | -   |
| 614                         | Grand Jct. Public Finance Corp.    | 217,212  | 3,400            | -             | 950                           | 287,313         | -                | 288,263          | 284,281   | (882)                  | 216,630                                       |
| 703                         | Parks Improvement Advisory Board   | 1,842  | 95,731           | -             | 17,465                        | -               | -                | 17,465           | (60,000)  | 18,264                 | 20,109  |
| SUBTOTAL                    |                                    | \$ 13,479,769                                    | \$ 51,829,481    | \$ 25,327,532 | \$ 12,882,311                 | \$ 753,227      | \$ 8,165,010     | \$ 47,128,078    | \$ (1,226,792)                                  | \$ 3,270,811           | \$ 16,741,388                                 |
| ENTERPRISE OPERATIONS       |                                    |  |                  |               |                               |                 |                  |                  |   |                        |   |
| 107                         | Golf Course Expansion              | \$ 61,323  | \$ 157,623       | \$ -          | \$ -                          | \$ -            | \$ -             | \$ -             | \$ (174,858)                                    | \$ (17,235)            | \$ 44,088                                     |
| 301                         | Water                              | 4,512,987  | 8,420,621        | 2,017,646     | 1,181,119                     | 98,906          | 2,999,399        | 6,277,070        | -   | 2,143,661              | 8,655,638                                     |
| 302                         | Solid Waste                        | 731,340  | 2,249,768        | 707,657       | 1,359,393                     | 92,400          | 5,472            | 2,165,124        | -   | 84,644                 | 815,964                                       |
| 303                         | Two Rivers Convention Center       | 28,843   | 1,171,731        | 768,915       | 884,897                       | -               | 102,839          | 1,834,651        | 862,920   | -                      | 26,843  |
| 304                         | Swimming Pools                     | 18,114   | 532,844          | 399,539       | 258,901                       | -               | -                | 657,440          | 124,586   | -                      | 18,114  |
| 305                         | Lincoln Park Golf Course           | 74,880   | 560,398          | 366,389       | 250,299                       | -               | -                | 616,688          | 70,000  | 5,734                  | 76,427  |
| 306                         | Tura Rado Golf Course              | 217,690  | 1,066,349        | 575,260       | 547,719                       | 104,857         | 49,472           | 1,277,308        | 104,858   | (106,110)              | 111,570                                       |
| 307                         | City Comelons                      | 30,084   | 167,763          | 223,632       | 98,969                        | -               | -                | 322,192          | 154,429   | -                      | 20,084  |
| 308                         | Parking                            | 106,689  | 335,677          | 95,559        | 74,396                        | -               | -                | 169,955          | 188,722   | 372,611                | 272,611                                       |
| 309                         | Irrigation Systems                 | 170,224  | 183,803          | 71,780        | 68,924                        | -               | -                | 140,704          | -   | 23,099                 | 193,323                                       |
| 704                         | Cemetery Perpetual Care            | 1,060,684  | 68,784           | -             | -                             | -               | -                | -                | (46,411)  | 22,373                 | 1,083,637                                     |
| 900                         | Joint Sewer System                 | 8,057,820  | 21,637,099       | 2,273,782     | 1,544,341                     | 964,270         | 4,329,766        | 9,132,169        | -   | 12,664,930             | 25,547,750                                    |
| SUBTOTAL                    |                                    | \$ 15,057,781                                    | \$ 36,532,451    | \$ 7,497,172  | \$ 5,708,751                  | \$ 1,265,433    | \$ 7,678,920     | \$ 27,523,277    | \$ 895,534                                      | \$ 16,834,708          | \$ 29,682,489                                 |
| TOTAL: MUNICIPAL SERVICES   |                                    | \$ 28,537,550                                    | \$ 88,377,932    | \$ 32,824,704 | \$ 18,591,062                 | \$ 2,033,660    | \$ 15,843,930    | \$ 68,751,355    | \$ (331,258)                                    | \$ 18,995,519          | \$ 46,423,877                                 |
| SPECIAL TAXING DISTRICTS    |                                    |  |                  |               |                               |                 |                  |                  |   |                        |   |
| 103                         | D.D.A. Operations                  | \$ (202,636)                                     | \$ 197,071       | \$ 171,161    | \$ 78,910                     | \$ -            | \$ -             | \$ 250,071       | \$ 254,877                                      | \$ 201,877             | \$ (161)                                      |
| 109                         | T.I.F. Special Revenue             | 834,337  | 738,614          | -             | 11,607                        | -               | -                | 11,607           | (451,874)                                       | 278,133                | 1,209,470                                     |
| 203                         | T.I.F. Capital Improvements        | 25,408   | 81,237           | -             | -                             | -               | 95,911           | 95,911           | -   | (16,674)               | 10,734  |
| 611                         | T.I.F. Debt Service                | 143,471  | -                | -             | 1,000                         | 527,755         | -                | 528,755          | 528,755   | (580)                  | 142,871                                       |
| Sub D.D.A. & T.I.F.         |                                    | \$ 901,175                                       | \$ 1,016,922     | \$ 171,161    | \$ 91,517                     | \$ 527,755      | \$ 95,911        | \$ 696,344       | \$ 331,258                                      | \$ 461,838             | \$ 1,363,014                                  |
| 612                         | G.J.W.W.S.D. Debt Service          | 299,713  | 133,898          | -             | 1,413                         | 143,865         | -                | 145,278          | -   | (11,419)               | 288,294                                       |
| 613                         | Ridges Metro District Debt Service | 421,628  | 214,596          | -             | 2,433                         | 222,010         | -                | 224,443          | -   | 89,148                 | 623,774                                       |
| SUBTOTAL                    |                                    | \$ 1,632,320                                     | \$ 1,465,377     | \$ 171,161    | \$ 95,363                     | \$ 893,626      | \$ 95,911        | \$ 1,256,073     | \$ 331,258                                      | \$ 646,662             | \$ 2,173,042                                  |
| INTERNAL SERVICE OPERATIONS |                                    |  |                  |               |                               |                 |                  |                  |   |                        |   |
| 101                         | Enhanced 911 Special Revenue       | \$ 2,119,753                                     | \$ 998,523       | \$ -          | \$ -                          | \$ -            | \$ -             | \$ -             | \$ (1,108,441)                                  | \$ (109,916)           | \$ 2,009,635                                  |
| 401                         | Data Processing                    | 1,327,487  | 1,065,100        | 991,277       | 857,499                       | -               | 2,775            | 1,852,001        | -   | 13,107                 | 1,340,584                                     |
| 402                         | Equipment                          | 7,529,426  | 3,005,671        | 432,283       | 791,750                       | -               | 615,089          | 2,039,102        | -   | 988,669                | 8,495,995                                     |
| 403                         | Stores                             | 258,213  | 218,981          | 105,671       | 101,858                       | -               | -                | 207,329          | -   | 11,882                 | 269,885                                       |
| 404                         | Self Insurance                     | 5,247,779  | 1,248,438        | 133,984       | 898,331                       | -               | -                | 1,032,315        | -   | 216,323                | 5,464,052                                     |
| 405                         | Communications Center              | 64,450   | 1,665,168        | 1,632,113     | 874,877                       | -               | 865,121          | 2,872,111        | 1,108,441                                       | 2,798                  | 37,248  |
| SUBTOTAL                    |                                    | \$ 16,537,108                                    | \$ 9,203,269     | \$ 3,295,207  | \$ 3,322,869                  | \$ -            | \$ 1,482,985     | \$ 8,100,858     | \$ -  | \$ 1,622,431           | \$ 17,639,539                                 |
| TOTAL ALL FUNDS             |                                    | \$ 46,496,188                                    | \$ 99,484,194    | \$ 36,291,672 | \$ 22,899,591                 | \$ 2,827,286    | \$ 17,330,426    | \$ 78,168,388    | \$ -  | \$ 19,738,312          | \$ 64,436,470                                 |

| 2003 REVISED                |                                     |                                  | EXPENDITURES  |               |                         |              |               |                |                                 | 2003             |                                    |
|-----------------------------|-------------------------------------|----------------------------------|---------------|---------------|-------------------------|--------------|---------------|----------------|---------------------------------|------------------|------------------------------------|
| FUND #                      | DESCRIPTION                         | 2003 BEGINNING SOURCES AVAILABLE | TOTAL REVENUE | LABOR         | NON PERSONNEL OPERATING | DEBT SERVICE | MAJOR CAPITAL | TOTAL EXPENSE  | TRANSFERS (TO) FROM OTHER FUNDS | NET SOURCE (USE) | PROJECTED ENDING SOURCES AVAILABLE |
| GENERAL GOVERNMENT          |                                     |                                  |               |               |                         |              |               |                |                                 |                  |                                    |
| 100                         | General                             | \$ 8,748,703                     | \$ 40,054,070 | \$ 26,742,586 | \$ 11,877,212           | \$ 394,108   | \$ 642,681    | \$ 39,656,567  | \$ (1,598,131)                  | \$ (1,201,648)   | \$ 7,547,055                       |
| 102                         | Visitor & Convention Bureau         | 381,436                          | 1,260,126     | 475,387       | 802,737                 | 29,806       | -             | 1,307,910      | -                               | (47,784)         | 333,652                            |
| 104                         | Comm. Dev. (Grant Distributions)    | 22,554                           | 446,563       | -             | 446,563                 | -            | -             | 446,563        | (20,000)                        | (20,000)         | 2,554                              |
| 105                         | Parkland Expansion                  | 760,845                          | 737,600       | -             | 12,100                  | -            | -             | 12,100         | (637,153)                       | 86,647           | 849,382                            |
| 106                         | Wood Shave Replacement Incentive    | 78,810                           | 872           | -             | -                       | -            | -             | -              | (79,882)                        | (79,810)         | -                                  |
| 108                         | Economic Development                | 617,494                          | -             | -             | 450,000                 | -            | -             | 450,000        | -                               | -                | 617,494                            |
| 201                         | Sales Tax CIP Fund                  | 3,399,949                        | 11,290,353    | 843,777       | -                       | -            | 12,023,121    | 12,866,898     | 1,028,000                       | (580,588)        | 2,839,404                          |
| 202                         | Storm Damage Improvements           | 1,645,427                        | 387,000       | 84,901        | -                       | -            | 2,388,253     | 2,474,156      | 700,000                         | (1,287,156)      | 258,271                            |
| 207                         | Future Street Improvements          | 849,424                          | 411,000       | -             | -                       | -            | -             | -              | (950,000)                       | (838,000)        | 310,424                            |
| 208                         | Facilities Capital Fund             | -                                | -             | -             | -                       | -            | -             | -              | -                               | -                | -                                  |
| 610                         | General Debt Service                | -                                | -             | -             | -                       | 42,000       | -             | 42,000         | 42,000                          | -                | -                                  |
| 614                         | Grand Jct. Public Finance Corp.     | 216,630                          | -             | -             | 1,500                   | 285,653      | -             | 287,153        | 287,153                         | -                | 216,630                            |
| 703                         | Parks Improvement Advisory Board    | 20,108                           | 104,536       | -             | 31,636                  | -            | -             | 31,636         | -                               | 72,902           | 93,010                             |
| SUBTOTAL                    |                                     | \$ 16,741,380                    | \$ 54,662,322 | \$ 29,146,633 | \$ 13,821,748           | \$ 751,567   | \$ 15,035,057 | \$ 57,515,003  | \$ (780,813)                    | \$ (3,673,494)   | \$ 13,087,086                      |
| ENTERPRISE OPERATIONS       |                                     |                                  |               |               |                         |              |               |                |                                 |                  |                                    |
| 107                         | Golf Course Expansion               | \$ 44,088                        | \$ 163,600    | \$ -          | \$ -                    | \$ -         | \$ -          | \$ -           | \$ (107,000)                    | \$ 56,600        | \$ 100,688                         |
| 301                         | Water                               | 8,655,638                        | 4,643,388     | 2,124,895     | 1,279,008               | 98,709       | 2,577,879     | 6,040,491      | -                               | (1,397,103)      | 5,256,535                          |
| 302                         | Solid Waste                         | 815,964                          | 2,208,358     | 740,122       | 1,368,617               | 87,120       | -             | 2,193,659      | -                               | 14,889           | 830,683                            |
| 303                         | Two Rivers Convention Center        | 26,843                           | 1,242,770     | 844,833       | 852,209                 | -            | 84,000        | 1,780,842      | 411,229                         | (26,843)         | -                                  |
| 304                         | Swimming Pools                      | 18,114                           | 538,052       | 421,967       | 227,998                 | -            | 38,000        | 687,963        | 131,797                         | (18,114)         | -                                  |
| 305                         | Lincoln Park Golf Course            | 78,427                           | 606,790       | 401,205       | 282,076                 | 2,280        | 79,303        | 764,884        | 15,000                          | (63,074)         | 15,353                             |
| 306                         | Tura Rado Golf Course               | 111,570                          | 1,096,858     | 613,121       | 525,817                 | 107,831      | 16,200        | 1,262,969      | 92,000                          | (74,311)         | 37,259                             |
| 307                         | City Comelons                       | 20,084                           | 161,198       | 235,644       | 103,423                 | -            | 27,000        | 366,068        | 184,787                         | (20,084)         | -                                  |
| 308                         | Parking                             | 272,611                          | 358,480       | 108,942       | 120,842                 | -            | 8,000         | 236,884        | -                               | 117,596          | 390,207                            |
| 309                         | Irrigation Systems                  | 183,323                          | 177,998       | 86,087        | 108,634                 | -            | -             | 194,721        | -                               | (17,123)         | 176,200                            |
| 704                         | Cemetery Perpetual Care             | 1,083,637                        | 43,000        | -             | -                       | -            | -             | -              | (24,000)                        | 19,000           | 1,082,637                          |
| 900                         | Joint Sewer System                  | 20,582,750                       | 8,148,737     | 2,411,311     | 1,916,134               | 3,575,477    | 8,877,394     | 17,580,316     | -                               | (8,431,879)      | 12,131,171                         |
| SUBTOTAL                    |                                     | \$ 29,882,469                    | \$ 20,568,629 | \$ 7,987,726  | \$ 6,782,658            | \$ 3,832,417 | \$ 12,507,878 | \$ 31,110,776  | \$ 703,813                      | \$ (8,845,236)   | \$ 20,042,133                      |
| TOTAL: MUNICIPAL SERVICES   |                                     | \$ 46,623,849                    | \$ 75,240,951 | \$ 36,134,359 | \$ 20,604,406           | \$ 4,583,984 | \$ 27,543,933 | \$ 88,625,781  | \$ (77,000)                     | \$ (13,513,630)  | \$ 33,149,619                      |
| SPECIAL TAXING DISTRICTS    |                                     |                                  |               |               |                         |              |               |                |                                 |                  |                                    |
| 103                         | D.D.A. Operations                   | \$ (161)                         | \$ 252,850    | \$ 148,284    | \$ 105,780              | \$ -         | \$ -          | \$ 252,044     | \$ 32,500                       | \$ 33,106        | \$ 32,945                          |
| 109                         | T.I.F. Special Revenue              | 1,209,470                        | 1,001,333     | -             | 22,500                  | -            | -             | 22,500         | (2,155,207)                     | (1,176,374)      | 33,198                             |
| 203                         | T.I.F. Capital Improvements         | 10,734                           | 4,360,000     | -             | -                       | 627,200      | 850,000       | 1,477,200      | (58,000)                        | 2,824,800        | 2,835,334                          |
| 611                         | T.I.F. Debt Service                 | 142,871                          | -             | -             | 108,000                 | 2,214,878    | -             | 2,400,678      | 2,257,707                       | (142,871)        | -                                  |
| Sub D.D.A. & T.I.F.         |                                     | \$ 1,363,014                     | \$ 5,614,083  | \$ 148,284    | \$ 314,280              | \$ 2,741,878 | \$ 850,000    | \$ 4,152,422   | \$ 77,000                       | \$ 1,638,641     | \$ 2,901,875                       |
| 612                         | G.J.W.W.S.D. Debt Service           | 288,294                          | 118,000       | -             | 2,000                   | 148,367      | -             | 150,367        | -                               | (32,367)         | 235,827                            |
| 613                         | Ridgely Mills District Debt Service | 521,774                          | 150,000       | -             | 3,300                   | 220,803      | -             | 224,103        | -                               | (76,303)         | 447,471                            |
| SUBTOTAL                    |                                     | \$ 2,173,082                     | \$ 5,982,083  | \$ 148,284    | \$ 319,780              | \$ 3,111,048 | \$ 850,000    | \$ 4,527,902   | \$ 77,000                       | \$ 1,431,991     | \$ 3,605,073                       |
| INTERNAL SERVICE OPERATIONS |                                     |                                  |               |               |                         |              |               |                |                                 |                  |                                    |
| 101                         | Enhanced 911 Special Revenue        | \$ 2,009,835                     | \$ 1,005,000  | \$ -          | \$ -                    | \$ -         | \$ -          | \$ -           | \$ (2,271,545)                  | \$ (1,266,545)   | \$ 743,290                         |
| 401                         | Data Processing                     | 1,340,584                        | 1,940,733     | 1,037,231     | 730,622                 | -            | -             | 1,767,853      | -                               | (72,880)         | 1,513,474                          |
| 402                         | Equipment                           | 8,493,895                        | 2,844,193     | 448,712       | 885,799                 | -            | 1,363,361     | 2,895,872      | -                               | 248,221          | 8,744,316                          |
| 403                         | Stores                              | 289,865                          | 207,887       | 111,308       | 98,599                  | -            | -             | 209,907        | -                               | (2,020)          | 287,845                            |
| 404                         | Self Insurance                      | 5,468,002                        | 1,082,000     | 137,512       | 891,963                 | -            | -             | 1,029,475      | -                               | 83,133           | 5,519,135                          |
| 405                         | Communications Center               | 57,248                           | 1,596,031     | 1,696,018     | 796,235                 | -            | 1,734,523     | 4,227,576      | 2,271,545                       | -                | 97,248                             |
| SUBTOTAL                    |                                     | \$ 17,639,339                    | \$ 9,136,432  | \$ 3,229,580  | \$ 3,403,219            | \$ -         | \$ 3,097,884  | \$ 9,930,661   | \$ -                            | \$ (794,231)     | \$ 16,845,300                      |
| TOTAL: ALL FUNDS            |                                     | \$ 64,263,188                    | \$ 90,267,483 | \$ 39,710,223 | \$ 24,737,363           | \$ 7,588,932 | \$ 31,641,817 | \$ 103,145,438 | \$ -                            | \$ (12,871,070)  | \$ 53,460,460                      |

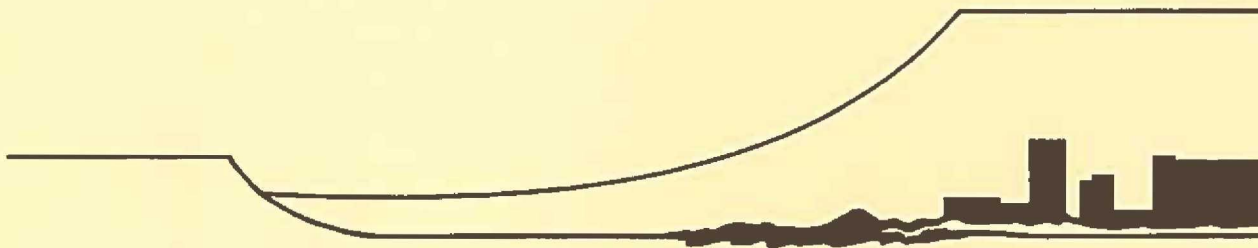
| 2004 Budget                 |                                    |   | EXPENDITURES  |               |                         |               |               | NET           |                                 | 2004 Budget      |                                    |               |
|-----------------------------|------------------------------------|---|---------------|---------------|-------------------------|---------------|---------------|---------------|---------------------------------|------------------|------------------------------------|---------------|
| FUND #                      | DESCRIPTION                        | 2004 Budget BEGINNING SOURCES AVAILABLE | TOTAL REVENUE | LABOR         | NON PERSONNEL OPERATING | DEBT SERVICE  | MAJOR CAPITAL | TOTAL EXPENSE | TRANSFERS (TO) FROM OTHER FUNDS | NET SOURCE (USE) | PROJECTED ENDING SOURCES AVAILABLE |               |
| GENERAL GOVERNMENT          |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 100                         | General                            | \$ 7,547,656                            | \$ 41,732,656 | \$ 28,477,815 | \$ 12,190,814           | \$ 384,108    | \$ 504,828    | \$ 41,567,365 | \$ (2,370,458)                  | \$ (2,261,164)   | \$ 5,341,891                       |               |
| 102                         | Visitor & Convention Bureau        | 323,682                                 | 1,304,812     | 523,842       | 650,852                 | -             | -             | 1,174,794     | -                               | (70,182)         | 263,479                            |               |
| 104                         | Comm. Dev. (Grant Distributions)   | 2,554                                   | 400,000       | -             | 365,000                 | -             | -             | 365,000       | (35,000)                        | -                | 2,554                              |               |
| 105                         | Parkland Expansion                 | 849,282                                 | 588,300       | -             | 12,850                  | -             | -             | 12,850        | (1,158,816)                     | (574,168)        | 275,224                            |               |
| 106                         | Wood Stove Replacement Incentive   | -                                       | -             | -             | -                       | -             | -             | -             | -                               | -                | -                                  |               |
| 108                         | Economic Development               | 617,494                                 | -             | 31,191        | 650,000                 | -             | -             | 681,191       | 450,000                         | (231,191)        | 386,303                            |               |
| 201                         | Sales Tax CIP Fund                 | 2,838,404                               | 11,180,077    | 735,231       | -                       | -             | 11,601,579    | 12,336,810    | (1,155,800)                     | (2,332,833)      | 508,871                            |               |
| 202                         | Storm Drainage Improvements        | 258,271                                 | 107,500       | 140,107       | -                       | -             | 3,858,893     | 3,997,000     | 3,800,000                       | (89,899)         | 168,771                            |               |
| 207                         | Future Street Improvements         | 310,424                                 | 426,500       | -             | -                       | -             | -             | -             | (550,000)                       | (133,496)        | 186,924                            |               |
| 208                         | Facilities Capital Fund            | -                                       | -             | -             | -                       | -             | -             | -             | 2,500,000                       | 2,500,000        | 2,500,000                          |               |
| 810                         | General Debt Service               | -                                       | -             | -             | -                       | 42,000        | -             | 42,000        | -                               | -                | -                                  |               |
| 814                         | Grand Jct. Public Finance Corp.    | 216,830                                 | -             | -             | 1,500                   | 283,118       | -             | 284,618       | 284,618                         | -                | 216,830                            |               |
| 703                         | Parks Improvement Advisory Board   | 93,010                                  | 104,088       | -             | 21,000                  | -             | -             | 21,000        | (135,000)                       | (81,812)         | 41,098                             |               |
| SUBTOTAL                    |                                    |   | \$ 13,067,686 | \$ 55,853,733 | \$ 29,928,265           | \$ 14,091,818 | \$ 719,226    | \$ 15,983,300 | \$ 60,702,827                   | \$ 1,670,745     | \$ (3,179,148)                     | \$ 8,809,738  |
| ENTERPRISE OPERATIONS       |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 107                         | Golf Course Expansion              | \$ 100,668                              | \$ 170,480    | \$ -          | \$ -                    | \$ -          | \$ -          | \$ -          | \$ (245,000)                    | \$ (72,948)      | \$ 28,148                          |               |
| 301                         | Water                              | 9,258,535                               | 4,573,288     | 2,223,143     | 1,229,898               | 289,228       | 3,208,906     | 6,922,873     | -                               | (2,341,888)      | 2,908,930                          |               |
| 302                         | Solid Waste                        | 830,883                                 | 2,275,252     | 784,968       | 1,412,040               | 198,000       | 5,780         | 2,400,468     | -                               | (123,216)        | 703,487                            |               |
| 303                         | Two Rivers Convention Center       | -                                       | 1,448,514     | 687,295       | 643,408                 | -             | 129,500       | 1,860,203     | 411,787                         | -                | -                                  |               |
| 304                         | Swimming Pools                     | -                                       | 612,108       | 423,326       | 238,030                 | -             | 259,300       | 921,656       | 308,468                         | -                | -                                  |               |
| 305                         | Lincoln Park Golf Course           | 15,353                                  | 623,468       | 387,422       | 300,180                 | 18,042        | 18,600        | 731,244       | 105,000                         | (2,775)          | 12,578                             |               |
| 306                         | Tara Rado Golf Course              | 37,258                                  | 1,164,892     | 632,458       | 534,468                 | 39,651        | 99,000        | 1,305,578     | 138,000                         | (7,846)          | 24,673                             |               |
| 307                         | City Composites                    | -                                       | -             | -             | -                       | -             | -             | -             | -                               | -                | -                                  |               |
| 308                         | Parking                            | 390,207                                 | 362,480       | 107,531       | 120,998                 | -             | 9,500         | 238,027       | -                               | 124,483          | 514,680                            |               |
| 309                         | Irrigation Systems                 | 178,200                                 | 184,805       | 84,126        | 100,558                 | -             | 7,000         | 191,632       | -                               | (6,377)          | 188,323                            |               |
| 704                         | Cemetery Perpetual Care            | 1,102,037                               | 54,000        | -             | -                       | -             | -             | -             | (33,000)                        | 31,000           | 1,123,037                          |               |
| 900                         | Joint Sewer System                 | 12,131,171                              | 8,711,581     | 2,648,147     | 1,981,175               | 1,068,450     | 7,388,378     | 13,084,148    | -                               | (4,273,847)      | 2,758,604                          |               |
| SUBTOTAL                    |                                    |   | \$ 20,042,133 | \$ 29,181,009 | \$ 6,186,214            | \$ 6,781,448  | \$ 1,584,371  | \$ 11,123,942 | \$ 27,855,976                   | \$ 888,755       | \$ (6,784,712)                     | \$ 13,253,420 |
| TOTAL: MUNICIPAL SERVICES   |                                    |   | \$ 53,110,819 | \$ 76,034,742 | \$ 38,114,800           | \$ 20,883,242 | \$ 2,903,597  | \$ 27,087,243 | \$ 68,348,682                   | \$ 3,189,600     | \$ (9,964,881)                     | \$ 23,145,158 |
| SPECIAL TAXING DISTRICTS    |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 103                         | D.D.A. Operations                  | \$ 32,845                               | \$ 249,800    | \$ 141,914    | \$ 109,138              | \$ -          | \$ -          | \$ 251,030    | \$ 4,000                        | \$ 2,888         | \$ 35,795                          |               |
| 108                         | T.I.F. Special Revenue             | 33,196                                  | 988,500       | -             | 25,000                  | -             | -             | 25,000        | (885,000)                       | -                | 12,888                             |               |
| 203                         | T.I.F. Capital Improvements        | 2,835,534                               | 79,000        | -             | -                       | -             | 1,798,000     | 1,798,000     | -                               | (1,736,000)      | 1,109,534                          |               |
| 811                         | T.I.F. Debt Service                | -                                       | -             | -             | 2,000                   | 1,120,000     | -             | 1,122,000     | -                               | -                | -                                  |               |
| Sub: D.D.A. & T.I.F.        |                                    |   | \$ 2,801,875  | \$ 1,309,400  | \$ 141,914              | \$ 136,138    | \$ 1,120,000  | \$ 1,798,000  | \$ 3,184,030                    | \$ 141,000       | \$ (1,743,888)                     | \$ 1,158,023  |
| 812                         | G.J.W.W. & D. Debt Service         | 255,827                                 | 120,000       | -             | 2,000                   | 150,881       | -             | 152,881       | -                               | (32,481)         | 223,246                            |               |
| 813                         | Rodges Metro District Debt Service | 447,471                                 | 165,000       | -             | 4,000                   | 224,190       | -             | 228,190       | -                               | (82,189)         | 264,281                            |               |
| SUBTOTAL                    |                                    |   | \$ 3,805,073  | \$ 3,884,400  | \$ 141,914              | \$ 142,138    | \$ 1,694,871  | \$ 1,798,000  | \$ 3,374,821                    | \$ 141,000       | \$ (1,839,821)                     | \$ 1,785,552  |
| INTERNAL SERVICE OPERATIONS |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 101                         | Enhanced 811 Special Revenue       | \$ 743,290                              | \$ 1,003,448  | \$ -          | \$ -                    | \$ -          | \$ -          | \$ -          | \$ (948,843)                    | \$ 88,863        | \$ 799,083                         |               |
| 401                         | Data Processing                    | 1,513,474                               | 2,157,617     | 1,055,010     | 1,017,083               | -             | 4,000         | 2,076,093     | -                               | 81,534           | 1,584,998                          |               |
| 402                         | Equipment                          | 8,744,316                               | 2,956,383     | 478,858       | 967,775                 | -             | 2,021,160     | 3,466,790     | (2,500,000)                     | (3,911,887)      | 8,732,509                          |               |
| 403                         | Stores                             | 267,845                                 | 219,000       | 125,184       | 104,252                 | -             | -             | 229,436       | -                               | (10,416)         | 257,429                            |               |
| 404                         | Self Insurance                     | 5,518,138                               | 1,083,114     | 143,450       | 826,330                 | -             | -             | 1,069,780     | -                               | (8,868)          | 5,512,469                          |               |
| 405                         | Communications Center              | 57,248                                  | 2,115,581     | 1,851,768     | 770,828                 | -             | 440,000       | 3,062,596     | 848,843                         | -                | 57,248                             |               |
| SUBTOTAL                    |                                    |   | \$ 16,845,368 | \$ 9,515,711  | \$ 3,685,247            | \$ 3,786,066  | \$ 2,463,160  | \$ 9,906,473  | \$ (2,500,000)                  | \$ (2,890,782)   | \$ 13,254,548                      |               |
| TOTAL: ALL FUNDS            |                                    |   | \$ 83,846,460 | \$ 77,144,862 | \$ 41,911,841           | \$ 24,761,468 | \$ 3,788,468  | \$ 31,348,403 | \$ 101,839,398                  | \$ -             | \$ (14,895,144)                    | \$ 38,363,254 |

| 2005 Budget                 |                                    |   | EXPENDITURES  |               |                         |               |               | NET           |                                 | 2005 Budget      |                                    |               |
|-----------------------------|------------------------------------|---|---------------|---------------|-------------------------|---------------|---------------|---------------|---------------------------------|------------------|------------------------------------|---------------|
| FUND #                      | DESCRIPTION                        | 2005 Budget BEGINNING SOURCES AVAILABLE | TOTAL REVENUE | LABOR         | NON PERSONNEL OPERATING | DEBT SERVICE  | MAJOR CAPITAL | TOTAL EXPENSE | TRANSFERS (TO) FROM OTHER FUNDS | NET SOURCE (USE) | PROJECTED ENDING SOURCES AVAILABLE |               |
| GENERAL GOVERNMENT          |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 100                         | General                            | \$ 8,341,891                            | \$ 43,701,396 | \$ 29,320,895 | \$ 12,154,808           | \$ 384,108    | \$ 77,000     | \$ 41,946,611 | \$ (2,388,438)                  | \$ (811,882)     | \$ 4,730,839                       |               |
| 102                         | Visitor & Convention Bureau        | 283,479                                 | 1,374,828     | 540,307       | 853,111                 | -             | -             | 1,393,468     | -                               | (21,472)         | 241,998                            |               |
| 104                         | Comm. Dev. (Grant Distributions)   | 2,554                                   | 400,000       | -             | 364,000                 | -             | -             | 364,000       | (36,000)                        | -                | 2,554                              |               |
| 105                         | Parkland Expansion                 | 275,224                                 | 584,300       | -             | 13,600                  | -             | -             | 13,600        | (821,298)                       | (248,898)        | 34,828                             |               |
| 106                         | Wood Stove Replacement Incentive   | -                                       | -             | -             | -                       | -             | -             | -             | -                               | -                | -                                  |               |
| 108                         | Economic Development               | 388,303                                 | -             | 40,685        | 750,000                 | -             | -             | 790,685       | 450,000                         | (340,685)        | 45,618                             |               |
| 201                         | Sales Tax CIP Fund                 | 508,871                                 | 8,418,763     | 779,260       | -                       | -             | 9,881,240     | 10,460,500    | 589,500                         | (482,237)        | 54,634                             |               |
| 202                         | Storm Drainage Improvements        | 168,771                                 | 106,700       | 144,570       | -                       | -             | 1,424,430     | 1,569,000     | 1,400,000                       | (62,380)         | 108,471                            |               |
| 207                         | Future Street Improvements         | 186,924                                 | 442,835       | -             | -                       | -             | -             | -             | (800,000)                       | (187,280)        | 28,558                             |               |
| 208                         | Facilities Capital Fund            | 2,500,000                               | -             | -             | -                       | -             | -             | -             | -                               | -                | 2,500,000                          |               |
| 810                         | General Debt Service               | -                                       | -             | -             | -                       | 42,000        | -             | 42,000        | -                               | -                | -                                  |               |
| 814                         | Grand Jct. Public Finance Corp.    | 216,830                                 | -             | -             | 1,500                   | 284,788       | -             | 286,288       | 286,288                         | -                | 216,830                            |               |
| 703                         | Parks Improvement Advisory Board   | 41,098                                  | 104,088       | -             | 21,000                  | -             | -             | 21,000        | -                               | 83,088           | 124,186                            |               |
| SUBTOTAL                    |                                    |   | \$ 9,869,736  | \$ 50,142,510 | \$ 30,825,796           | \$ 14,559,818 | \$ 720,806    | \$ 11,162,870 | \$ 56,889,193                   | \$ (805,936)     | \$ (1,842,821)                     | \$ 3,337,113  |
| ENTERPRISE OPERATIONS       |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 107                         | Golf Course Expansion              | \$ 28,148                               | \$ 179,485    | \$ -          | \$ -                    | \$ -          | \$ -          | \$ -          | \$ (145,000)                    | \$ 39,488        | \$ 58,613                          |               |
| 301                         | Water                              | 2,958,930                               | 4,581,869     | 2,293,617     | 1,234,978               | 291,554       | 448,497       | 4,268,646     | -                               | 284,843          | 3,303,773                          |               |
| 302                         | Solid Waste                        | 703,487                                 | 2,344,881     | 809,650       | 1,450,468               | -             | 174,000       | 2,434,118     | -                               | (88,437)         | 816,010                            |               |
| 303                         | Two Rivers Convention Center       | -                                       | 1,834,173     | 908,583       | 875,213                 | -             | 395,000       | 2,179,806     | 545,833                         | -                | -                                  |               |
| 304                         | Swimming Pools                     | -                                       | 588,453       | 430,536       | 237,222                 | -             | 78,000        | 745,758       | 158,308                         | -                | -                                  |               |
| 305                         | Lincoln Park Golf Course           | 12,578                                  | 840,338       | 407,217       | 298,217                 | 18,042        | 8,500         | 732,978       | 80,000                          | (7,738)          | 10,840                             |               |
| 306                         | Tara Rado Golf Course              | 24,673                                  | 1,180,064     | 848,548       | 531,178                 | 39,740        | 20,000        | 1,239,466     | 85,000                          | 8,398            | 40,271                             |               |
| 307                         | City Composites                    | -                                       | -             | -             | -                       | -             | -             | -             | -                               | -                | -                                  |               |
| 308                         | Parking                            | 514,580                                 | 375,480       | 111,035       | 121,734                 | -             | 10,500        | 242,769       | -                               | 132,715          | 847,271                            |               |
| 309                         | Irrigation Systems                 | 188,223                                 | 186,236       | 86,535        | 88,821                  | -             | 12,000        | 187,656       | -                               | (11,418)         | 187,205                            |               |
| 704                         | Cemetery Perpetual Care            | 1,123,037                               | 66,800        | -             | -                       | -             | -             | -             | (45,000)                        | 31,800           | 1,144,537                          |               |
| 900                         | Joint Sewer System                 | 7,758,604                               | 9,332,400     | 2,729,462     | 2,045,740               | 1,173,555     | 4,321,018     | 10,269,773    | -                               | (937,373)        | 8,821,231                          |               |
| SUBTOTAL                    |                                    |   | \$ 13,253,420 | \$ 21,196,561 | \$ 6,428,682            | \$ 6,883,872  | \$ 1,522,881  | \$ 5,485,913  | \$ 22,308,768                   | \$ 656,838       | \$ (484,768)                       | \$ 12,600,551 |
| TOTAL: MUNICIPAL SERVICES   |                                    |   | \$ 23,145,158 | \$ 77,339,071 | \$ 39,254,480           | \$ 21,683,491 | \$ 2,426,397  | \$ 16,647,643 | \$ 79,197,461                   | \$ (149,880)     | \$ (2,007,389)                     | \$ 21,137,764 |
| SPECIAL TAXING DISTRICTS    |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 103                         | D.D.A. Operations                  | \$ 35,795                               | \$ 252,850    | \$ 148,152    | \$ 108,537              | \$ -          | \$ -          | \$ 254,889    | \$ 4,500                        | \$ 2,461         | \$ 38,256                          |               |
| 108                         | T.I.F. Special Revenue             | 12,888                                  | 1,018,000     | -             | 27,500                  | -             | -             | 27,500        | (937,500)                       | -                | 82,688                             |               |
| 203                         | T.I.F. Capital Improvements        | 1,109,534                               | 35,000        | -             | -                       | -             | 1,136,000     | 1,136,000     | -                               | (1,161,000)      | 8,534                              |               |
| 811                         | T.I.F. Debt Service                | -                                       | -             | -             | 2,000                   | 1,080,000     | -             | 1,082,000     | 1,082,000                       | -                | -                                  |               |
| Sub: D.D.A. & T.I.F.        |                                    |   | \$ 1,158,525  | \$ 1,302,850  | \$ 148,152              | \$ 130,037    | \$ 1,080,000  | \$ 1,136,000  | \$ 2,500,168                    | \$ 148,000       | \$ (1,848,438)                     | \$ 106,488    |
| 812                         | G.J.W.W. & D. Debt Service         | 223,246                                 | 122,000       | -             | 2,000                   | 153,181       | -             | 155,181       | -                               | (32,181)         | 190,065                            |               |
| 813                         | Rodges Metro District Debt Service | 384,281                                 | 171,000       | -             | 4,500                   | 221,890       | -             | 226,390       | -                               | (58,190)         | 228,091                            |               |
| SUBTOTAL                    |                                    |   | \$ 1,765,552  | \$ 1,885,850  | \$ 148,152              | \$ 144,537    | \$ 1,154,871  | \$ 1,136,000  | \$ 2,681,560                    | \$ 148,000       | \$ (1,138,916)                     | \$ 826,642    |
| INTERNAL SERVICE OPERATIONS |                                    |   |               |               |                         |               |               |               |                                 |                  |                                    |               |
| 101                         | Enhanced 811 Special Revenue       | \$ 799,083                              | \$ 1,034,858  | \$ -          | \$ -                    | \$ -          | \$ -          | \$ -          | \$ (1,144,196)                  | \$ (109,640)     | \$ 680,253                         |               |
| 401                         | Data Processing                    | 1,594,984                               | 2,203,565     | 1,084,196     | 863,094                 | -             | -             | 2,051,290     | -                               | 182,298          | 1,747,293                          |               |
| 402                         | Equipment                          | 8,732,309                               | 3,011,832     | 492,314       | 832,346                 | -             | 1,794,887     | 3,222,547     | -                               | (210,718)        | 5,521,794                          |               |
| 403                         | Stores                             | 257,429                                 | 220,700       | 128,128       | 108,441                 | -             | -             | 235,568       | -                               | (14,888)         | 242,560                            |               |
| 404                         | Self Insurance                     | 5,512,469                               | 1,122,185     | 147,896       | 855,830                 | -             | -             | 1,103,746     | -                               | 19,418           | 5,330,886                          |               |
| 405                         | Communications Center              | 57,248                                  | 2,189,186     | 1,915,577     | 817,854                 | -             | 809,000       | 3,333,361     | 1,144,166                       | -                | 57,248                             |               |
| SUBTOTAL                    |                                    |   | \$ 13,954,548 | \$ 7,822,124  | \$ 3,776,061            | \$ 3,779,507  | \$ 2,394,887  | \$            |                                 |                  |                                    |               |



**Total: All Funds**  
Summary by Category

|                                  | 2002<br>ACTUAL           | 2003<br>REVISED           | 2004<br>BUDGET            | 2005<br>BUDGET            |
|----------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|
| Beginning Funds Available        | \$ 46,698,157            | \$ 66,436,470             | \$ 53,560,400             | \$ 38,865,254             |
| <b>REVENUE</b>                   |                          |                           |                           |                           |
| Taxes                            | \$ 44,360,433            | \$ 45,503,905             | \$ 47,535,345             | \$ 49,999,341             |
| Licenses & Permits               | 112,785                  | 112,757                   | 99,250                    | 101,328                   |
| Intergovernmental                | 1,843,177                | 4,100,881                 | 3,127,430                 | 1,086,998                 |
| Charges For Services             | 21,349,873               | 22,346,580                | 23,207,194                | 24,090,776                |
| Interfund Charges                | 7,763,730                | 8,015,080                 | 8,254,379                 | 8,430,145                 |
| Interest & Investments           | 2,291,610                | 1,285,616                 | 1,370,012                 | 1,377,311                 |
| Other Revenue                    | <u>1,968,486</u>         | <u>2,997,867</u>          | <u>1,824,346</u>          | <u>1,764,092</u>          |
| Total Operating Revenue          | 79,690,094               | 84,362,686                | 85,417,956                | 86,849,990                |
| Capital Proceeds                 | 19,156,504               | 5,904,800                 | 1,726,896                 | 1,866,854                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 98,846,598</b>     | <b>\$ 90,267,486</b>      | <b>\$ 87,144,852</b>      | <b>\$ 88,716,844</b>      |
| <b>EXPENDITURES</b>              |                          |                           |                           |                           |
| Labor                            | \$ 36,291,072            | \$ 39,710,223             | \$ 41,911,661             | \$ 43,174,703             |
| Non-Personnel Operating          | 21,790,948               | 23,448,330                | 23,938,315                | 24,304,129                |
| Debt Service                     | 2,533,190                | 7,695,032                 | 3,798,468                 | 3,698,668                 |
| Operating Equipment              | <u>1,172,250</u>         | <u>775,153</u>            | <u>843,150</u>            | <u>669,486</u>            |
| Total Operating Expense          | 61,787,460               | 71,628,738                | 70,491,594                | 71,846,986                |
| Major Capital                    | 17,320,826               | 31,610,917                | 31,348,402                | 20,178,570                |
| Other Uses                       |                          |                           |                           |                           |
| -Contingency                     | -                        | 403,900                   | 500,000                   | 500,000                   |
| -Estimated Budget Savings        | -                        | (500,000)                 | (500,000)                 | (500,000)                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 79,108,286</b>     | <b>\$103,143,556</b>      | <b>\$101,839,996</b>      | <b>\$ 92,025,556</b>      |
| Transfers-In From Other Funds    | 6,271,256                | 9,322,400                 | 13,644,717                | 8,653,932                 |
| Transfers-Out To Other Funds     | <u>6,271,256</u>         | <u>9,322,400</u>          | <u>13,644,717</u>         | <u>8,653,932</u>          |
| Net Transfers \$                 | -                        | \$ -                      | \$ -                      | \$ -                      |
| <b>TOTAL NEW SOURCES</b>         | <b>105,117,854</b>       | <b>99,589,886</b>         | <b>100,789,569</b>        | <b>97,370,776</b>         |
| <b>TOTAL USES</b>                | <b><u>85,379,542</u></b> | <b><u>112,465,956</u></b> | <b><u>115,484,713</u></b> | <b><u>100,679,488</u></b> |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 19,738,312</b>     | <b>\$ (12,876,070)</b>    | <b>\$ (14,695,144)</b>    | <b>\$ (3,308,711)</b>     |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 66,436,470</b>     | <b>\$ 53,560,400</b>      | <b>\$ 38,865,254</b>      | <b>\$ 35,556,544</b>      |



***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.***



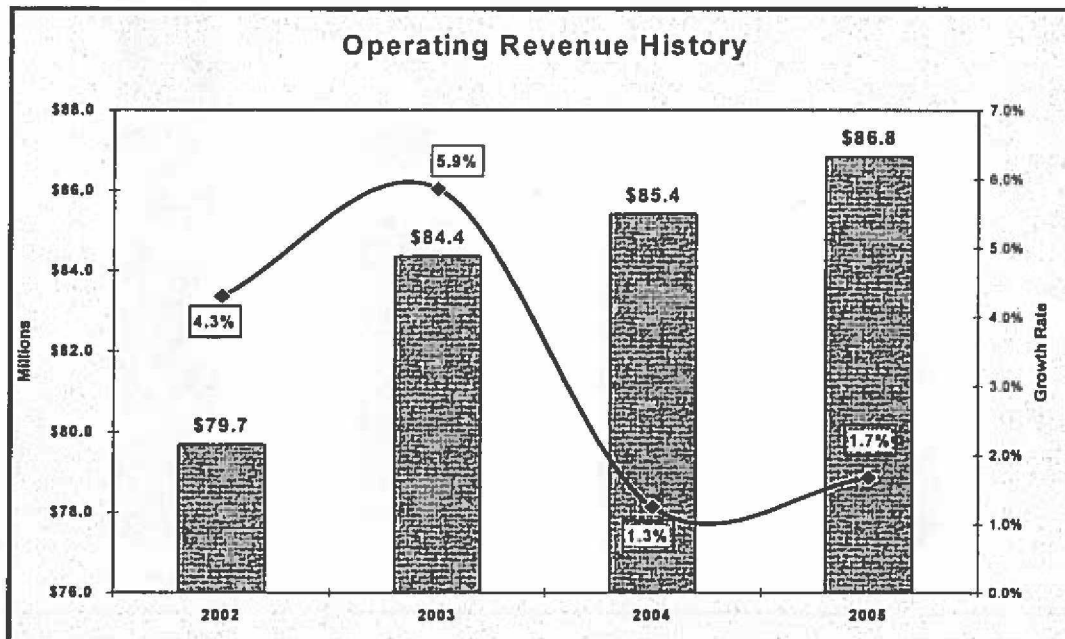
## REVENUES

Total operating revenue for the City of Grand Junction is projected at \$85.4 million for 2004 (a 1.3% increase over 2003) and \$86.8 million in 2005 (a 1.7% increase over 2004). Total revenue for Municipal Services (which excludes Internal Service Operations and Special Districts) equals \$76 million and \$77.3 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 Intergovernmental Revenue) are projected to remain relatively flat in 2004 and 2005.

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.

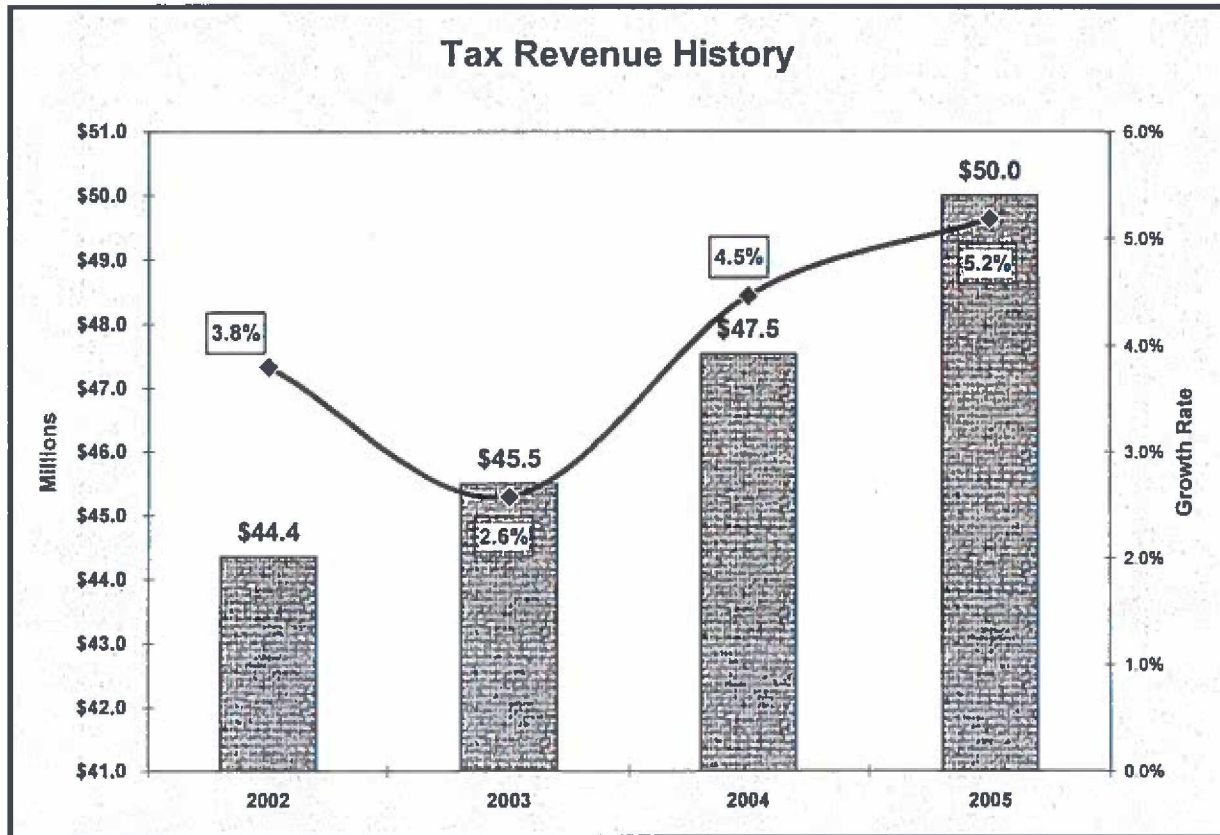


| REVENUE<br>BY CATEGORY         |                      |                      |                      |                      | % of Total<br>for 2004<br>& 2005 |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
|                                | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       |                                  |
| Taxes                          | \$ 44,360,433        | \$ 45,503,905        | \$ 47,535,345        | \$ 49,999,341        | 55.5%                            |
| Charges For Services           | 21,349,873           | 22,346,580           | 23,207,194           | 24,090,776           | 26.9%                            |
| Other Operating Revenue        |                      |                      |                      |                      |                                  |
| Licenses & Permits             | 112,785              | 112,757              | 99,250               | 101,328              | 0.1%                             |
| Intergovernmental              | 1,843,177            | 4,100,881            | 3,127,430            | 1,086,998            | 2.4%                             |
| Interfund Charges              | 7,763,730            | 8,015,080            | 8,254,379            | 8,430,145            | 9.5%                             |
| Interest & Investments         | 2,291,610            | 1,285,616            | 1,370,012            | 1,377,311            | 1.6%                             |
| All Other Sources              | 1,968,486            | 2,997,867            | 1,824,346            | 1,764,092            | 2.0%                             |
| Subtotal: Other                | 13,979,788           | 16,512,201           | 14,675,417           | 12,759,873           | 15.6%                            |
| <b>Total Operating Revenue</b> | <b>\$ 79,690,094</b> | <b>\$ 84,362,686</b> | <b>\$ 85,417,956</b> | <b>\$ 86,849,990</b> | <b>98.0%</b>                     |
| Capital Proceeds               | 19,156,504           | 5,904,800            | 1,726,896            | 1,866,854            | 2.0%                             |
| <b>TOTAL REVENUE</b>           | <b>\$ 98,846,598</b> | <b>\$ 90,267,486</b> | <b>\$ 87,144,852</b> | <b>\$ 88,716,844</b> | <b>100.0%</b>                    |
| Operating Revenue % Change     |                      | 5.9%                 | 1.3%                 | 1.7%                 |                                  |
| Operating Revenue \$ Change    |                      | \$ 4,672,592         | \$ 1,055,270         | \$ 1,432,034         |                                  |

## TAX REVENUE

The City of Grand Junction anticipates collecting approximately \$97.5 million, or 55.5% of its total revenues, through an assortment of taxes in 2004 and 2005.

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



| TAX REVENUE              |                      |                      |                      |                      | % of Total<br>for 2004<br>& 2005 |
|--------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
|                          | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       |                                  |
| City Sales & Use Taxes   | \$ 34,663,852        | \$ 35,530,000        | \$ 37,206,000        | \$ 39,338,000        | 78.5%                            |
| City Property Tax        | 3,835,440            | 4,198,064            | 4,392,727            | 4,552,000            | 9.2%                             |
| Highway Users Tax        | 1,483,594            | 1,450,000            | 1,500,000            | 1,550,000            | 3.1%                             |
| Franchise Fees           | 1,379,459            | 1,388,000            | 1,435,000            | 1,483,000            | 3.0%                             |
| Special District Taxes   | 1,022,866            | 1,340,583            | 1,372,150            | 1,405,650            | 2.8%                             |
| Lodging Tax              | 783,872              | 744,680              | 774,468              | 813,191              | 1.6%                             |
| Cigarette Tax            | 355,742              | 360,000              | 360,000              | 360,000              | 0.7%                             |
| Other Taxes              | 835,607              | 492,578              | 495,000              | 497,500              | 1.0%                             |
| <b>Total Tax Revenue</b> | <b>\$ 44,360,433</b> | <b>\$ 45,503,905</b> | <b>\$ 47,535,345</b> | <b>\$ 49,999,341</b> | <b>100.0%</b>                    |
|                          | % Change             | 2.6%                 | 4.5%                 | 5.2%                 |                                  |
|                          | \$ Change            | \$ 1,143,472         | \$ 2,031,440         | \$ 2,463,996         |                                  |

## TAX REVENUE

### SALES AND 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.

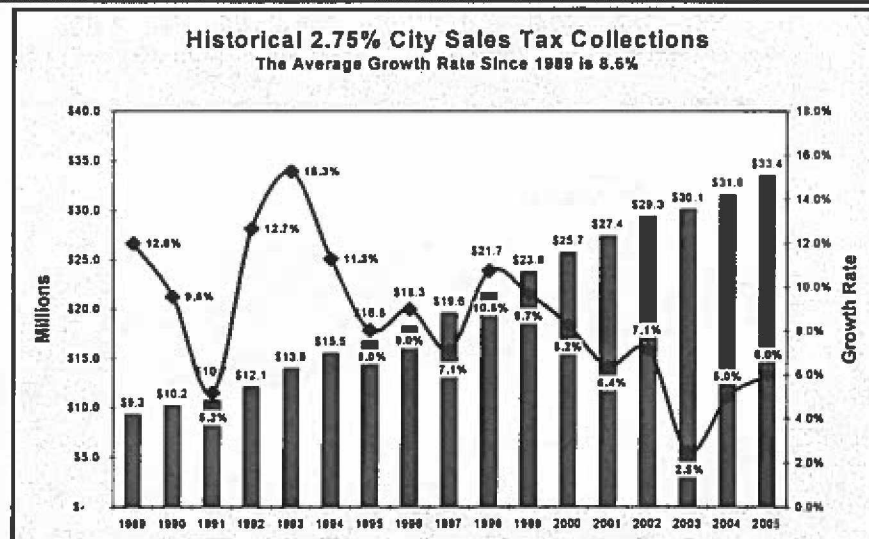
The 2.0% portion of the City's Sales and Use Tax rate, as well as the City's Share of the County's Sales Tax, is collected in the General Fund to partially finance the operating costs associated with providing general governmental type services to the community.

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.

| Tax Revenue<br>Sales & Use Tax |               | Actual<br>2002 | Rev. Budget<br>2003 | Budget<br>2004 | Budget<br>2005 | % of Total<br>for 2004<br>& 2005 |
|--------------------------------|---------------|----------------|---------------------|----------------|----------------|----------------------------------|
| City 2.75% Sales Tax           |               |                |                     |                |                |                                  |
| General Fund, 2.0%             | \$ 20,979,058 | \$ 21,503,523  | \$ 22,578,950       | \$ 23,933,429  | 60.8%          |                                  |
| Sales Tax CIP Fund, 0.75%      | 7,867,147     | 8,063,821      | 8,467,106           | 8,975,036      | 22.8%          |                                  |
| VCB Fund, Vendor's Fee         | 473,811       | 485,656        | 509,944             | 540,535        | 1.4%           |                                  |
| Subtotal                       | \$ 29,320,016 | \$ 30,053,000  | \$ 31,556,000       | \$ 33,449,000  | 84.9%          |                                  |
| City 2.75% Use Tax             |               |                |                     |                |                |                                  |
| General Fund, 2.0%             | \$ 678,471    | \$ 727,273     | \$ 727,273          | \$ 727,273     | 1.9%           |                                  |
| Sales Tax CIP Fund, 0.75%      | 254,480       | 272,727        | 272,727             | 272,727        | 0.7%           |                                  |
| Subtotal                       | \$ 932,951    | \$ 1,000,000   | \$ 1,000,000        | \$ 1,000,000   | 2.6%           |                                  |
| City Share / County Sales Tax  | \$ 4,410,884  | \$ 4,477,000   | \$ 4,650,000        | \$ 4,889,000   | 12.5%          |                                  |
| Total Sales & Use Tax          | \$ 34,663,852 | \$ 35,530,000  | \$ 37,206,000       | \$ 39,338,000  | 100.0%         |                                  |
| % Change                       |               | 2.5%           | 4.7%                | 5.7%           |                |                                  |
| \$ Change                      |               | \$ 866,148     | \$ 1,676,000        | \$ 2,132,000   |                |                                  |

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



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

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



## TAX REVENUE

### PROPERTY TAX

The City's Property Tax rate for the levy years 2004 and 2005 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.

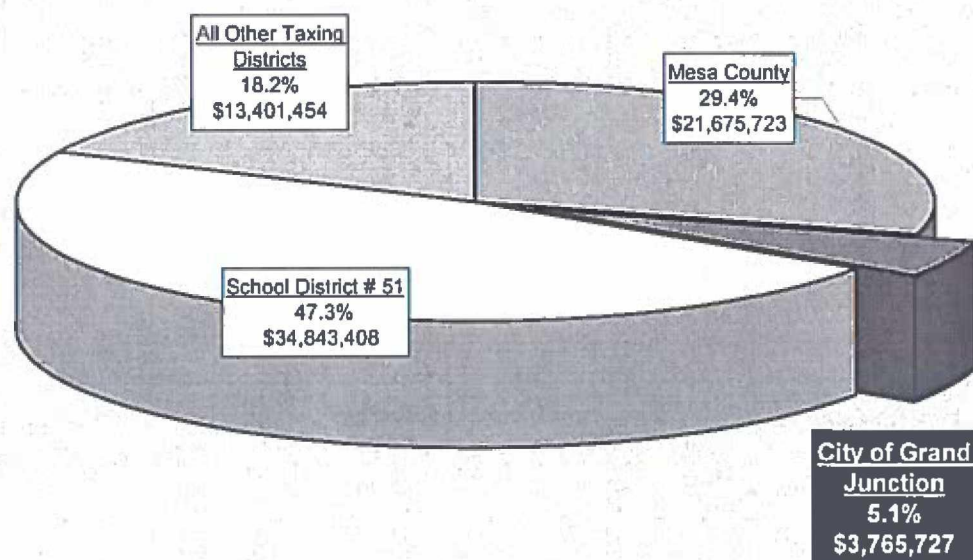
Total Property Tax revenue will amount to \$4.4 million in 2004 and \$4.6 million in 2005. As depicted on the

accompanying chart, the City is not property tax driven like many government entities. The City's levy constitutes approximately 5% of the total Property Tax assessed in Mesa County.

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

| Tax Revenue<br>City Property Tax |                     |                     |                     |                     | % of Total<br>for 2004<br>& 2005 |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------------------|
|                                  | Actual<br>2002      | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      |                                  |
| Current Property Tax             | \$ 3,512,979        | \$ 3,751,272        | \$ 4,086,000        | \$ 4,150,000        |                                  |
| Less: Tabor Refund               | (245,167)           | (155,208)           | (320,273)           | (250,000)           |                                  |
| Subtotal                         | \$ 3,267,812        | \$ 3,596,064        | \$ 3,765,727        | \$ 3,900,000        | 85.70%                           |
| Delinquent Property Tax          | 3,605               | 2,000               | 2,000               | 2,000               | 0.04%                            |
| Specific Ownership Tax           | 564,024             | 600,000             | 625,000             | 650,000             | 14.25%                           |
| <b>Total City Property Tax</b>   | <b>\$ 3,835,440</b> | <b>\$ 4,198,064</b> | <b>\$ 4,392,727</b> | <b>\$ 4,552,000</b> | <b>100.00%</b>                   |
|                                  | % Change            | 9.5%                | 4.6%                | 3.6%                |                                  |
|                                  | \$ Change           | \$ 362,624          | \$ 194,663          | \$ 159,273          |                                  |

The City of Grand Junction's Property Tax Assessment = 5.1%  
of the total Property Tax (\$73.7 Million) Assessed by all entities within Mesa County  
Levy Year 2003 / Collection Year 2004





## TAX REVENUE

### FRANCHISE FEES

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

a percent of their monthly revenue to the City. As depicted in the following table, the City of Grand Junction anticipates collecting approximately \$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.

| Tax Revenue<br>Franchise Fees |           | Actual<br>2002   | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|-------------------------------|-----------|------------------|---------------------|---------------------|---------------------|----------------------------------|
| Excl Energy, Gas & Electric   | \$        | 1,067,119        | \$ 1,070,000        | \$ 1,110,000        | \$ 1,150,000        | 77.5%                            |
| GV Rural Power, Electric      |           | 90,222           | 100,000             | 102,000             | 105,000             | 7.1%                             |
| Quest, Telephone Service      |           | 48,000           | 48,000              | 48,000              | 48,000              | 3.3%                             |
| Bresnan Comm., Cable TV       |           | 174,118          | 170,000             | 175,000             | 180,000             | 12.2%                            |
| <b>Total Franchise Fees</b>   | <b>\$</b> | <b>1,379,459</b> | <b>\$ 1,388,000</b> | <b>\$ 1,435,000</b> | <b>\$ 1,483,000</b> | <b>100.0%</b>                    |
|                               | % Change  |                  | 0.6%                | 3.4%                | 3.3%                |                                  |
|                               | \$ Change |                  | \$ 8,541            | \$ 47,000           | \$ 48,000           |                                  |

### 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.

| Tax Revenue<br>Special District Taxes  |           | Actual<br>2002   | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|--|-----------|------------------|---------------------|---------------------|---------------------|----------------------------------|
| DDA Operations   | \$        | 133,831          | \$ 152,650          | \$ 148,650          | \$ 150,150          | 10.8%                            |
| TIF Special Revenue  |           | 680,742          | 965,933             | 985,500             | 1,010,500           | 71.9%                            |
| G.J.W.W.S.D.   |           | 82,970           | 84,000              | 85,000              | 86,000              | 6.2%                             |
| Ridges Metro District  |           | 125,323          | 138,000             | 153,000             | 159,000             | 11.2%                            |
| <b>Total Special District Taxes</b>  | <b>\$</b> | <b>1,022,866</b> | <b>\$ 1,340,583</b> | <b>\$ 1,372,150</b> | <b>\$ 1,405,650</b> | <b>100.0%</b>                    |
| (For more information see <i>Special Taxing Districts</i> in the Fund Summaries Section) | % Change  |                  | 31.1%               | 2.4%                | 2.4%                |                                  |
|  | \$ Change |                  | \$ 317,717          | \$ 31,567           | \$ 33,500           |                                  |

### LODGING TAX

The voters approved a Hotel/Motel Lodging Tax which became effective January 1, 1990. These funds are collected in the Visitor & Convention Bureau Fund and are dedicated for direct promotional activities and projects. The City expects to collect approximately \$800,000 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

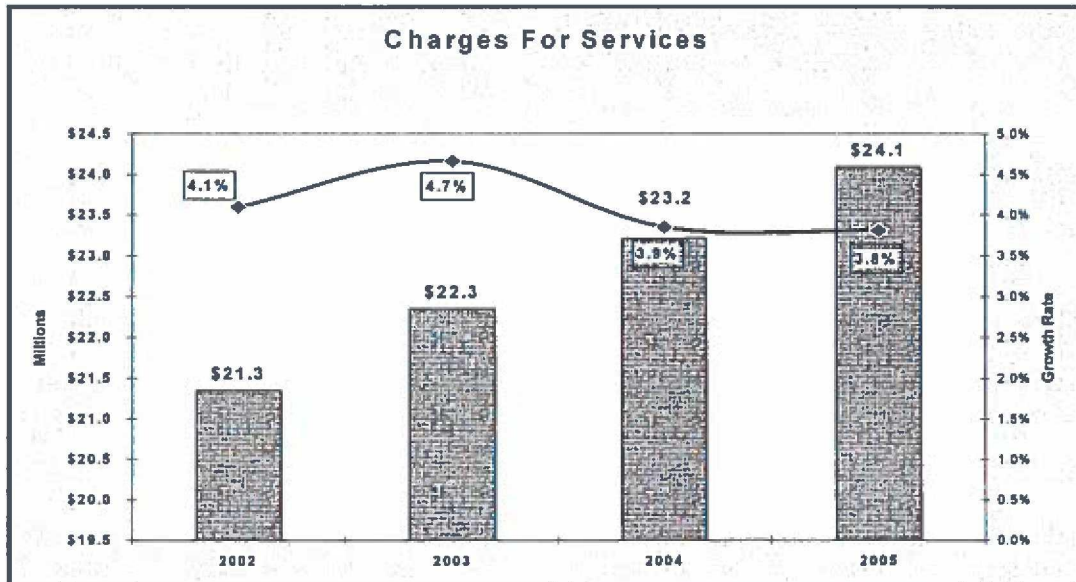
The majority of these revenues are taxes collected by the state then partially shared with local governments based on population or street miles. Other miscellaneous taxes include the City's share of Motor Vehicle Registration and Cigarette Taxes, Highway Users Tax, Mineral Leasing Severance taxes and 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 \$23 and \$24 million, in user charges for 2004 and 2005, respectively. This equates to 27% of total City revenue.



| CHARGES FOR SERVICES               | Actual 2002       | Rev. Budget 2003    | Budget 2004          | Budget 2005         | % of Total for 2004 & 2005 |
|------------------------------------|-------------------|---------------------|----------------------|---------------------|----------------------------|
| <b>Utility Charges</b>             |                   |                     |                      |                     |                            |
| Water Services                     | \$ 4,112,720      | \$ 3,885,918        | \$ 3,898,418         | \$ 3,977,339        | 16.7%                      |
| Refuse Removal                     | 2,219,088         | 2,192,358           | 2,258,752            | 2,327,161           | 9.7%                       |
| Sewer Charges                      | 5,306,568         | 6,009,720           | 6,406,518            | 6,733,676           | 27.8%                      |
| Subtotal Utilities                 | 11,638,376        | 12,087,996          | 12,563,688           | 13,038,176          | 54.1%                      |
| % Change                           |                   | 3.9%                | 3.9%                 | 3.8%                |                            |
| <b>Other Enterprise Operations</b> |                   |                     |                      |                     |                            |
| Two Rivers Convention Center       | \$ 1,176,135      | \$ 1,342,770        | \$ 1,448,514         | \$ 1,634,173        | 6.5%                       |
| Swimming Pools                     | 429,472           | 420,559             | 438,463              | 451,466             | 1.9%                       |
| Golf Courses                       | 1,721,554         | 1,836,248           | 1,916,409            | 1,970,367           | 8.2%                       |
| Cemetery Operations                | 167,763           | 161,198             | -                    | 0                   | 0.0%                       |
| Parking Operations                 | 175,549           | 194,480             | 194,480              | 194,480             | 0.8%                       |
| Irrigation Systems                 | 170,415           | 171,518             | 178,355              | 179,739             | 0.8%                       |
| Subtotal Enterprise                | 3,840,888         | 4,126,773           | 4,176,221            | 4,430,225           | 18.2%                      |
| % Change                           |                   | 7.4%                | 1.2%                 | 6.1%                |                            |
| <b>Other Charges</b>               |                   |                     |                      |                     |                            |
| Rural Fire District Contract       | \$ 1,141,974      | \$ 1,680,558        | \$ 1,896,327         | \$ 1,944,102        | 8.1%                       |
| Parks & Rec Program Fees           | 376,098           | 387,390             | 397,161              | 406,341             | 1.7%                       |
| E-911 Telephone Surcharge          | 889,692           | 955,000             | 980,446              | 1,006,656           | 4.2%                       |
| Regional Comm. Center              | 768,205           | 804,672             | 902,909              | 934,337             | 3.9%                       |
| All Other                          | 2,694,640         | 2,304,191           | 2,290,442            | 2,330,940           | 9.8%                       |
| Subtotal Other                     | 5,870,609         | 6,131,811           | 6,467,285            | 6,622,375           | 27.7%                      |
| % Change                           |                   | 4.4%                | 5.5%                 | 2.4%                |                            |
| <b>Total Charges for Services</b>  | <b>21,349,873</b> | <b>\$22,346,580</b> | <b>\$ 23,207,194</b> | <b>\$24,090,776</b> | <b>100.0%</b>              |
| % Change                           |                   | 4.7%                | 3.9%                 | 3.8%                |                            |
| \$ Change                          |                   | \$ 996,707          | \$ 860,614           | \$ 883,582          |                            |

## CHARGES FOR SERVICE *continued*

### **UTILITY CHARGES**

The largest share (54%) of revenue from service charges is generated by the City's water, sewer and sanitation utilities. The Water Fund anticipates collecting \$3.9 million per year in user fees for 2004 and 2005 from water sales and other user charges. The City/County Joint Sewer Fund is projecting \$6.4 and \$6.7 million respectively, per year from monthly service charges. The Sanitation Division has projected \$2.3 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).

these revenues based on the estimated number of users and the various fees or rate structures.

### **OTHER CHARGES**

Other user fees totaling approximately \$6.5 and \$6.6 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 the Grand Junction Rural Fire Protection 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 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. 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 Mesa County and 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 \$890,000 in swimming pool and water slide admissions. Over \$1.9 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 \$370,000 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



## OTHER OPERATING REVENUES

All other revenue sources combined account for approximately 16% of total City revenue. The types of revenue included in this category are identified in the table below and detailed on the following pages.

| OTHER OPERATING REVENUE              | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       | % of Total<br>for 2004<br>& 2005 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
| Licenses & Permits                   | \$ 112,785           | \$ 112,757           | \$ 99,250            | \$ 101,328           | 0.7%                             |
| Intergovernmental                    | 1,843,177            | 4,100,881            | 3,127,430            | 1,086,998            | 15.4%                            |
| Interfund Charges                    | 7,763,730            | 8,015,080            | 8,254,379            | 8,430,145            | 60.8%                            |
| Interest & Investments               | 2,291,610            | 1,285,616            | 1,370,012            | 1,377,311            | 10.0%                            |
| All Other Sources                    | 1,968,486            | 2,997,867            | 1,824,346            | 1,764,092            | 13.1%                            |
| <b>Total Other Operating Revenue</b> | <b>\$ 13,979,788</b> | <b>\$ 16,512,201</b> | <b>\$ 14,675,417</b> | <b>\$ 12,759,873</b> | <b>100.0%</b>                    |
|                                      | % Change             | 18.1%                | -11.1%               | -13.1%               |                                  |
|                                      | \$ Change            | \$ 2,532,413         | \$ (1,836,784)       | \$ (1,915,544)       |                                  |

### 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.

| Other Operating Revenue<br>Intergovernmental | Actual<br>2002      | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|--|---------------------|---------------------|---------------------|---------------------|----------------------------------|
| <u>General Fund</u>                          |                     |                     |                     |                     |                                  |
| Teen Court, Federal Grant                    | \$ 11,250           | \$ 6,132            | \$ 4,850            | \$ -                | 0.1%                             |
| Historic Preservation Grants                 | 250                 | 60,250              | -                   | -                   | 0.0%                             |
| Law Enforcement Grants                       | 59,967              | 177,464             | 116,000             | 92,500              | 4.9%                             |
| Recreation Program Grants                    | 2,680               | 500                 | -                   | -                   | 0.0%                             |
| Arts Commission, State Grant                 | 3,200               | 350                 | -                   | -                   | 0.0%                             |
| Subtotal: General Fund                       | \$ 77,347           | 244,696             | 120,850             | 92,500              | 5.1%                             |
| CDBG Entitlement Funds                       | 572,627             | 400,000             | 400,000             | 400,000             | 19.0%                            |
| Other Pass-Through Grants                    | 142,949             | 46,563              | -                   | -                   | 0.0%                             |
| State Lottery Fund Distribution              | 423,029             | 400,000             | 405,000             | 410,000             | 19.3%                            |
| Capital Project Grants                       | 479,200             | 2,722,727           | 1,981,344           | -                   | 47.0%                            |
| DDA, Colorado Historical Society             | -                   | 90,000              | -                   | -                   | 0.0%                             |
| Water Supply, State Grant                    | 14,602              | -                   | -                   | -                   | 0.0%                             |
| County Share / O.M. Pool Subsidy             | 91,423              | 107,295             | 164,236             | 128,498             | 6.9%                             |
| EMS Equipment Grant                          | -                   | 33,600              | -                   | -                   | 0.0%                             |
| PIAB Contributions                           | 42,000              | 56,000              | 56,000              | 56,000              | 2.7%                             |
| Other Intergovernmental Revenue              | -                   | -                   | -                   | -                   | 0.0%                             |
| <b>Total Intergovernmental</b>               | <b>\$ 1,843,177</b> | <b>\$ 4,100,881</b> | <b>\$ 3,127,430</b> | <b>\$ 1,086,998</b> | <b>100.0%</b>                    |
|  | % Change            | 122.5%              | -23.7%              | -65.2%              |                                  |
|  | \$ Change           | \$ 2,257,704        | \$ (973,451)        | \$ (2,040,432)      |                                  |

## OTHER OPERATING REVENUES

### INTERFUND CHARGES

Interfund Charges totaling \$8.3 million in 2004 and \$8.4 million in 2005 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 \$920,000 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.

| Other Operating Revenue<br>Interfund Charges |           | Actual<br>2002   | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|--|-----------|------------------|---------------------|---------------------|---------------------|----------------------------------|
| General Fund Administrative Fees             | \$        | 907,164          | \$ 892,500          | \$ 908,100          | \$ 931,700          | 11.0%                            |
| Water Fund, Billing & Line Repair            |           | 473,040          | 473,300             | 478,700             | 488,200             | 5.8%                             |
| Sewer Fund Billing                           |           | 54,218           | 82,000              | 82,400              | 82,400              | 1.0%                             |
| <u>Internal Service Fund Charges</u>         |           |                  |                     |                     |                     |                                  |
| Data Processing Charges                      |           | 1,639,824        | 1,734,542           | 1,922,966           | 1,966,786           | 23.3%                            |
| Equipment Accrual & Maint.                   |           | 2,604,549        | 2,666,471           | 2,639,651           | 2,680,448           | 31.9%                            |
| Central Stores, Overhead                     |           | 72,998           | 76,000              | 76,000              | 76,000              | 0.9%                             |
| Self Insurance, Worker's Comp.               |           | 615,357          | 631,375             | 626,388             | 642,229             | 7.6%                             |
| Self Insurance, P&L                          |           | 298,217          | 307,533             | 307,533             | 307,533             | 3.7%                             |
| Comm. Center, Police C.F.S.                  |           | 955,689          | 1,001,797           | 1,054,946           | 1,091,665           | 12.9%                            |
| Comm. Center, Fire C.F.S.                    |           | 142,674          | 149,562             | 157,695             | 163,184             | 1.9%                             |
| Subtotal: Internal Service                   |           | 6,329,308        | 6,567,280           | 6,785,179           | 6,927,845           | 82.2%                            |
| <b>Total Interfund Charges</b>               | <b>\$</b> | <b>7,763,730</b> | <b>\$ 8,015,080</b> | <b>\$ 8,254,379</b> | <b>\$ 8,430,145</b> | <b>100.0%</b>                    |
| % Change                                     |           |                  | 3.2%                | 3.0%                | 2.1%                |                                  |
| \$ Change                                    |           |                  | \$ 251,350          | \$ 239,299          | \$ 175,766          |                                  |

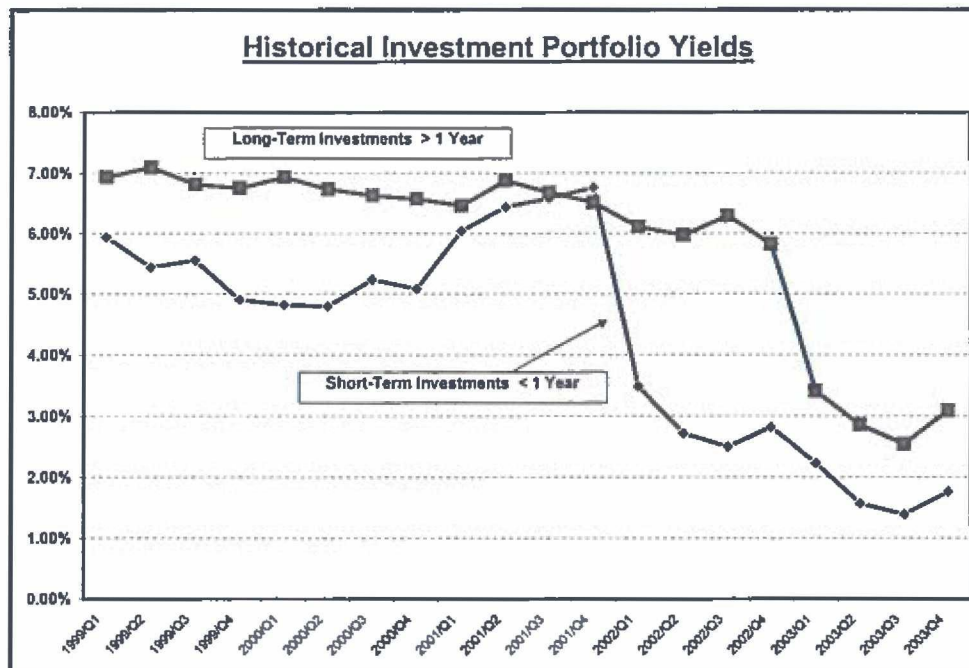
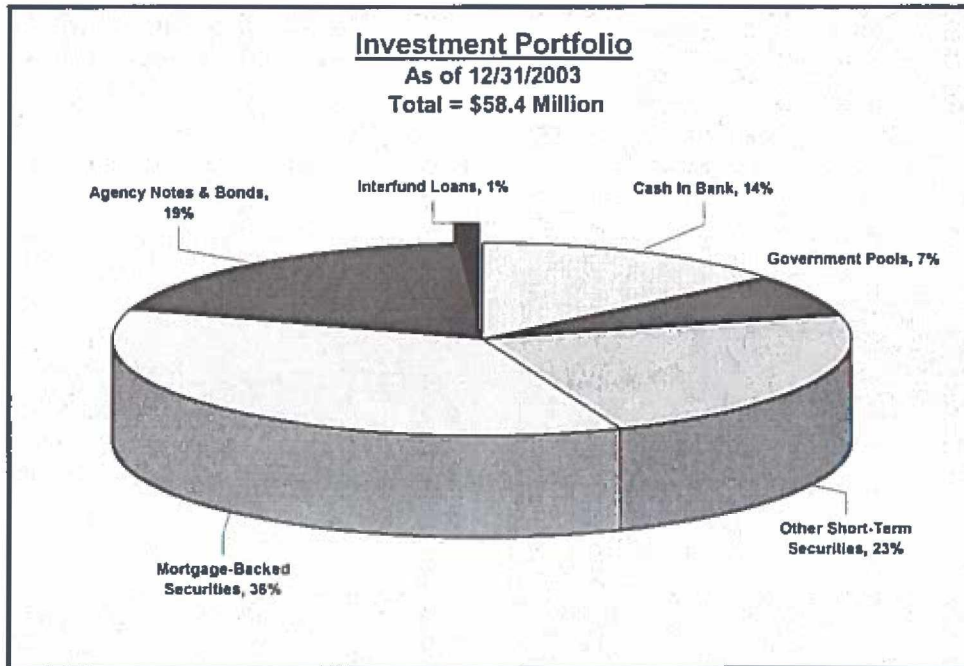
## OTHER OPERATING REVENUES

### INTEREST INVESTMENT INCOME

Pooled interest income totaling approximately \$1.4 million annually (1.6% 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 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 interest rates.





## CAPITAL PROCEEDS

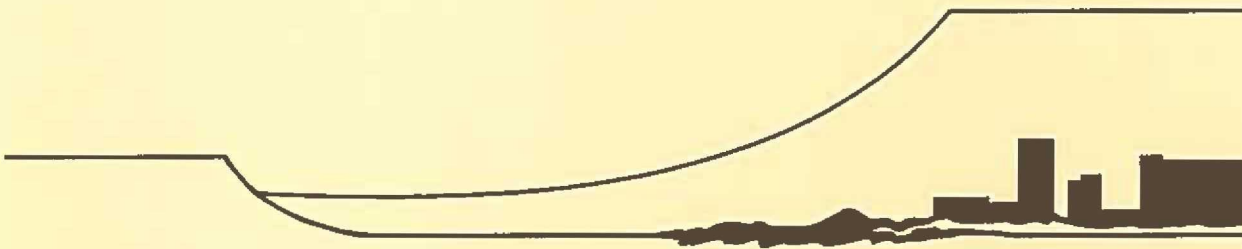
These revenue sources include the sale of assets, water and sewer tap sales and debt proceeds.

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

| CAPITAL PROCEEDS                  |           | Actual<br>2002       | Rev. Budget<br>2003 | Budget<br>2004      | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|-----------------------------------|-----------|----------------------|---------------------|---------------------|---------------------|----------------------------------|
| Sale of Land, Steamplant          | \$        | -                    | \$ -                | \$ 200,000          | \$ -                | 5.6%                             |
| Sales of Land, DDA - Reed Bldg.   |           | -                    | 827,000             | -                   | -                   | 0.0%                             |
| TIF Revenue Bond Proceeds         |           | -                    | 3,000,000           | -                   | -                   | 0.0%                             |
| TIF Debt Proceeds, Line of Credit |           | 80,200               | 439,000             | -                   | -                   | 0.0%                             |
| Water Fund, Sale of Land          |           | -                    | 25,070              | -                   | -                   | 0.0%                             |
| Water Revenue Bond Proceeds       |           | 3,566,522            | -                   | -                   | -                   | 0.0%                             |
| Water Tap Sales                   |           | 82,150               | 105,000             | 42,000              | 42,000              | 2.3%                             |
| LP Golf Course, Loan Proceeds     |           | -                    | 76,000              | -                   | -                   | 0.0%                             |
| Irrigation Fund Tap Sales         |           | 5,720                | 2,080               | 2,450               | 2,499               | 0.1%                             |
| Sale of Equipment                 |           | 41,224               | 42,150              | 52,537              | 53,548              | 3.0%                             |
| GJWWSD Tap Sales                  |           | 3,500                | 1,000               | 1,000               | 1,000               | 0.1%                             |
| Sewer Fund Tap Sales              |           | 1,378,210            | 1,387,500           | 1,428,909           | 1,767,807           | 89.0%                            |
| Sewer Revenue Bond Proceeds       |           | 14,061,000           | -                   | -                   | -                   | 0.0%                             |
| <b>Total Capital Proceeds</b>     |           | <b>\$ 19,156,504</b> | <b>\$ 5,904,800</b> | <b>\$ 1,726,896</b> | <b>\$ 1,866,854</b> | <b>100.0%</b>                    |
|                                   | % Change  |                      | -69.2%              | -70.8%              | 8.1%                |                                  |
|                                   | \$ Change |                      | \$ (13,251,704)     | \$ (4,177,904)      | \$ 139,958          |                                  |

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## OPERATING EXPENSES



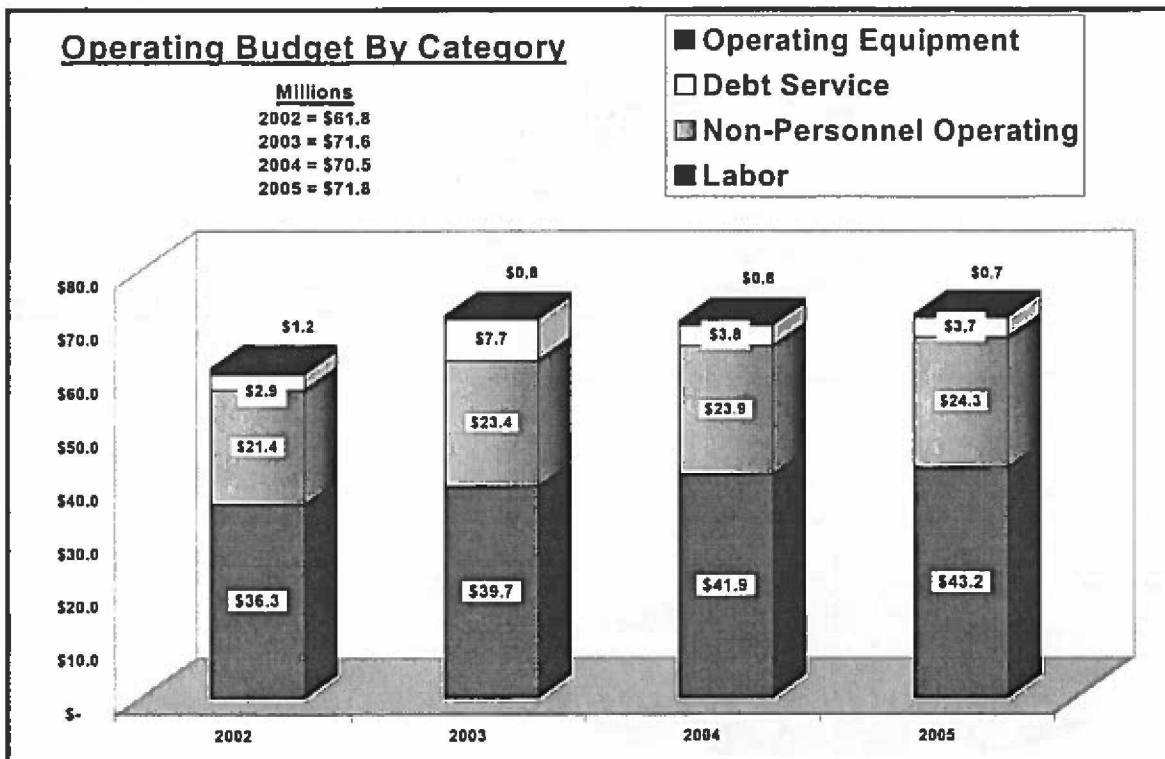
*The following section provides information regarding budgeted operating expenditures. Information on the City's capital improvement program is included under the Capital Expenditures tab. The Department Summary section provides operating expenses by department and category, additional expenditure data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



## OPERATING EXPENDITURES

The City of Grand Junction has budgeted operating expenditures for all funds totaling approximately \$70.5 million in 2004, and \$71.8 million in 2005. These figures include amounts budgeted in the Internal Service Funds and therefore over-states the City's planned use of resources. The operating budget for Municipal Services totals \$61.3 million and \$62.6 million in 2004 and 2005 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.

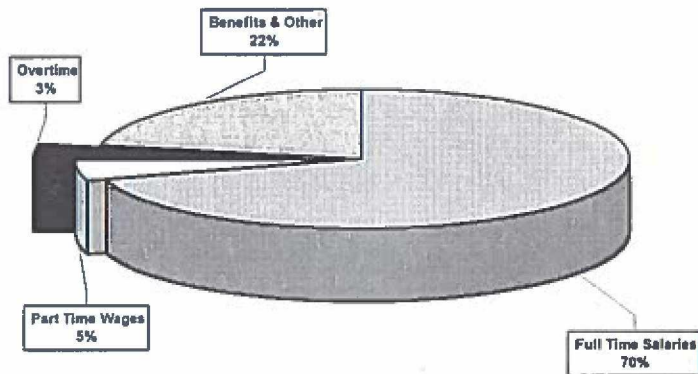


| OPERATING EXPENSE<br>BY CATEGORY |                      |                      |                      |                      | % of Total<br>for 2004<br>& 2005 |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
|                                  | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       |                                  |
| Labor                            | \$ 36,291,072        | \$ 39,710,223        | \$ 41,911,661        | \$ 43,174,703        | 59.8%                            |
| Non-Personnel Operating          | 21,396,840           | 23,448,330           | 23,938,315           | 24,304,129           | 33.9%                            |
| Debt Service                     | 2,927,298            | 7,695,032            | 3,798,468            | 3,698,668            | 5.3%                             |
| Operating Equipment              | 1,172,250            | 775,153              | 843,150              | 669,486              | 1.1%                             |
| <b>TOTAL OPERATING EXPENSE</b>   | <b>\$ 61,787,460</b> | <b>\$ 71,628,738</b> | <b>\$ 70,491,594</b> | <b>\$ 71,846,986</b> | <b>100.0%</b>                    |
|                                  | % Change             | 15.9%                | -1.6%                | 1.9%                 |                                  |
|                                  | \$ Change            | \$ 9,841,278         | \$ (1,137,144)       | \$ 1,355,392         |                                  |

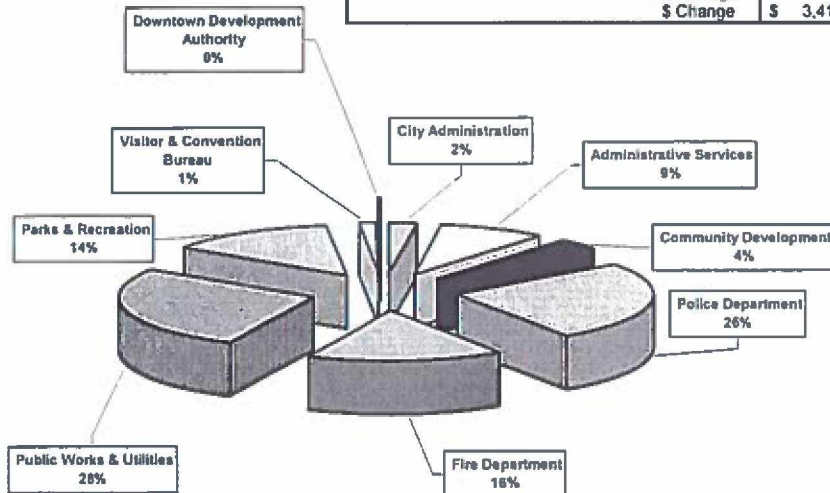
## LABOR COSTS

Personnel services represent the largest expenditure category requiring \$85.1 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.

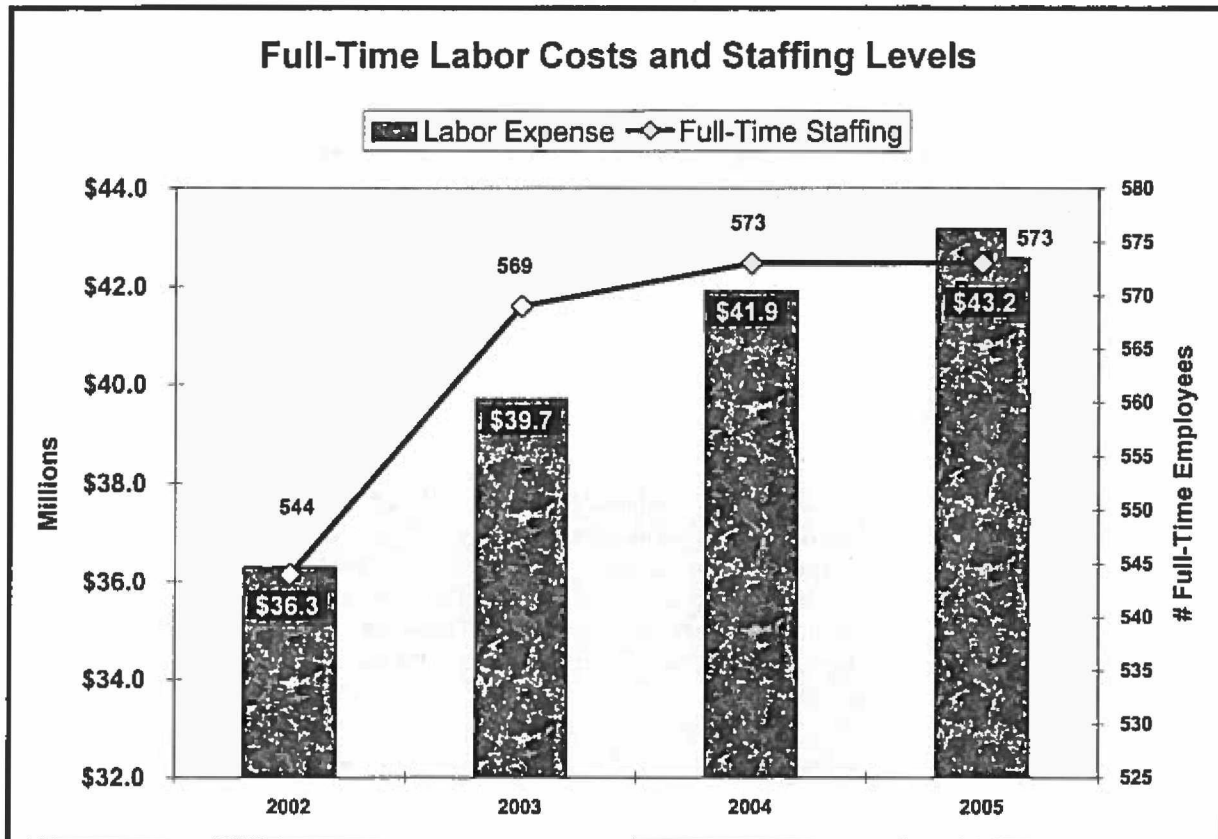


| Labor By Category  |                      |                      |                      |                      | % of Total<br>for 2004<br>& 2005 |
|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
|                    | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       |                                  |
| Full Time Salaries | \$ 25,093,814        | \$ 27,571,679        | \$ 29,422,757        | \$ 30,320,132        | 70.2%                            |
| Part Time Wages    | 1,889,215            | 1,937,514            | 2,028,389            | 2,041,477            | 4.8%                             |
| Overtime           | 1,575,838            | 1,488,912            | 1,377,023            | 1,418,463            | 3.3%                             |
| Benefits & Other   | 7,732,205            | 8,712,118            | 9,083,492            | 9,394,631            | 21.7%                            |
| <b>Total</b>       | <b>\$ 36,291,072</b> | <b>\$ 39,710,223</b> | <b>\$ 41,911,661</b> | <b>\$ 43,174,703</b> | <b>100.0%</b>                    |
| % Change           |                      | 9.4%                 | 5.5%                 | 3.0%                 |                                  |
| \$ Change          |                      | \$ 3,419,150         | \$ 2,201,438         | \$ 1,263,042         |                                  |



| Labor By Department            |                      |                      |                      |                      | % of Total<br>for 2004<br>& 2005 |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------------------|
|                                | Actual<br>2002       | Rev. Budget<br>2003  | Budget<br>2004       | Budget<br>2005       |                                  |
| City Administration            | \$ 780,957           | \$ 844,842           | \$ 938,812           | \$ 982,278           | 2.3%                             |
| Administrative Services        | 3,230,619            | 3,575,489            | 3,682,252            | 3,792,940            | 8.8%                             |
| Community Development          | 1,401,124            | 1,481,384            | 1,568,569            | 1,615,831            | 3.7%                             |
| Police Department              | 9,468,687            | 10,391,184           | 10,796,428           | 11,129,765           | 25.8%                            |
| Fire Department                | 5,254,802            | 6,297,412            | 6,869,342            | 7,072,309            | 16.4%                            |
| Public Works & Utilities       | 10,275,109           | 10,824,550           | 11,517,272           | 11,878,391           | 27.5%                            |
| Parks & Recreation             | 5,252,176            | 5,673,713            | 5,873,130            | 6,016,650            | 14.0%                            |
| Visitor & Convention Bureau    | 456,435              | 475,367              | 523,942              | 540,387              | 1.3%                             |
| Downtown Development Authority | 171,162              | 146,282              | 141,914              | 146,152              | 0.3%                             |
| <b>Total</b>                   | <b>\$ 36,291,072</b> | <b>\$ 39,710,223</b> | <b>\$ 41,911,661</b> | <b>\$ 43,174,703</b> | <b>100.0%</b>                    |
| % Change                       |                      | 9.4%                 | 5.5%                 | 3.0%                 |                                  |
| \$ Change                      |                      | \$ 3,419,150         | \$ 2,201,438         | \$ 1,263,042         |                                  |

## LABOR COSTS



The \$42 million year 2004 budget for personnel expenditures represents a 5.5% increase over 2003 while the \$43.2 million 2005 personnel budget reflects a 3% increase over 2004. These changes are primarily due to the following.

### PAY ADJUSTMENTS

Pay adjustments for 2004 are based on the comprehensive market survey conducted every two years in accordance with the City pay plan. They include changes (increases or decreases) that have occurred in the market for each benchmark position as of January 1, 2003, plus the percentage that wages are expected to grow from January 2003 to January 2004. Market changes that occurred in 2003 vary by benchmark from 0% to 8.48%. Based on historical data, information provided by Mountain States Employers Council and "best guess" estimates from our market organizations we will be adjusting the 2003 market data by 2% to account for wage growth anticipated from 2003 to 2004.

The weighted average increase, including the 2% added for anticipated wage growth in 2004, is 4.74% for all bench-

marks. The total financial impact included in the labor budget for 2004 based on wages only is \$1.23MM. General fund impact is approximately \$821K (67%). A 3% projection for pay increases will be used as a placeholder for the 2005 labor budget. As a result of the market survey recommendations, 24 employees will have their pay frozen in 2004.

The annual salaries earned by City employees (excluding department heads) ranges from \$25,164 to \$91,662.

### BENEFITS

No increases in rates for dental insurance, long-term disability insurance or life insurance are projected for 2004.

Subsequent to compiling the budget for 2004-2005, Rocky Mountain Health Plans notified the City that a 7.91% increase in health insurance premiums will be effective January 1, 2004 with no changes to our existing plans. The budget impact of this increase will be \$220K (\$147K General Fund).



## LABOR COSTS

No other benefit changes have been included in the 2004-2005 budget.

The budget includes funding for 3 new full time positions in 2004 and one position moving from  $\frac{3}{4}$  to full time and none in 2005. This is less than any year since 1989. This is due in part to the fiscal restraints caused by the sales tax slow down in growth and a high level of capital commitments.

These additional positions will bring the City's full-time complement to 573 in 2004 and 2005.

- 1 Development Coordinator
- 2 911 Telecommunicators/Comm. Center
- 1 VCB Administrative Clerk

An additional 22 positions were requested for the biennial period at a cost of approximately \$1,140,000 that were not recommended for funding in 2004 and 2005.

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

## PERSONNEL HISTORY

| Department     | 1984 | 1985 | 1986 | 1987 | 1988 | 1989 | 1990 | 1991 | 1992 | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
|----------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Administration | 6    | 5    | 4    | 4    | 4    | 4    | 5    | 6    | 6    | 6    | 6    | 7    | 7    | 7    | 8    | 8    | 8    | 8    | 8    | 9    | 10   | 10   |
| VCB            | 0    | 0    | 0    | 0    | 0    | 0    | 2    | 3    | 4    | 5    | 5    | 5    | 6    | 6    | 6    | 6    | 7    | 7    | 8    | 8    | 9    | 9    |
| Admin Svcs     | 48   | 47   | 40   | 41   | 39   | 41   | 41   | 40   | 40   | 41   | 42   | 42   | 43   | 45   | 45   | 46   | 50   | 52   | 52   | 53   | 53   | 53   |
| Police         | 104  | 99   | 83   | 89   | 95   | 94   | 97   | 99   | 107  | 108  | 110  | 118  | 124  | 128  | 132  | 130  | 137  | 140  | 142  | 145  | 147  | 147  |
| Fire           | 66   | 65   | 57   | 60   | 60   | 60   | 60   | 62   | 65   | 65   | 66   | 66   | 66   | 66   | 70   | 70   | 69   | 75   | 75   | 90   | 90   | 90   |
| PW & Utilities | 142  | 131  | 117  | 119  | 122  | 121  | 121  | 127  | 132  | 135  | 141  | 144  | 149  | 148  | 151  | 154  | 166  | 170  | 172  | 172  | 172  | 172  |
| Comm Dev       | 9    | 8    | 7    | 6    | 5    | 5    | 6    | 8    | 9    | 11   | 13   | 15   | 17   | 17   | 17   | 19   | 21   | 22   | 22   | 22   | 22   | 22   |
| Parks & Rec    | 47   | 45   | 37   | 38   | 38   | 38   | 38   | 39   | 40   | 40   | 41   | 43   | 47   | 52   | 56   | 57   | 63   | 65   | 65   | 70   | 70   | 70   |
| TOTALS         | 422  | 400  | 345  | 357  | 363  | 363  | 370  | 384  | 403  | 411  | 424  | 440  | 459  | 469  | 485  | 490  | 521  | 539  | 544  | 569  | 573  | 573  |

## 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 34% of all budgeted operating expenditures, or \$24 million per year.

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

| NON-PERSONNEL<br>OPERATING EXPENSE   | Actual<br>2002    | Rev. Budget<br>2003 | Budget<br>2004       | Budget<br>2005      | % of Total<br>for 2004<br>& 2005 |
|--------------------------------------|-------------------|---------------------|----------------------|---------------------|----------------------------------|
| Supplies & Materials                 | \$3,574,123       | \$3,875,250         | \$3,955,847          | \$3,964,519         | 16.4%                            |
| % Change                             |                   | 8.4%                | 2.1%                 | 0.2%                |                                  |
| Repairs & Maintenance                | \$602,528         | 733,825             | 651,855              | 650,248             | 2.7%                             |
| % Change                             |                   | 21.8%               | -11.2%               | -0.2%               |                                  |
| Printing & Publishing                | \$303,963         | 299,883             | 306,394              | 289,245             | 1.2%                             |
| % Change                             |                   | -1.3%               | 2.2%                 | -5.6%               |                                  |
| Utilities                            | \$2,967,684       | 3,145,588           | 3,364,037            | 3,473,667           | 14.2%                            |
| % Change                             |                   | 6.0%                | 6.9%                 | 3.3%                |                                  |
| Rent                                 | \$107,435         | 111,911             | 108,288              | 108,305             | 0.4%                             |
| % Change                             |                   | 4.2%                | -3.2%                | 0.0%                |                                  |
| Insurance                            | \$850,478         | 908,721             | 940,541              | 970,611             | 4.0%                             |
| % Change                             |                   | 6.8%                | 3.5%                 | 3.2%                |                                  |
| Travel & Training                    | \$989,563         | 1,055,856           | 1,184,191            | 1,153,469           | 4.8%                             |
| % Change                             |                   | 6.7%                | 12.2%                | -2.6%               |                                  |
| Contract & Purchased Services        | \$2,881,656       | 3,736,964           | 3,539,976            | 3,547,389           | 14.7%                            |
| % Change                             |                   | 29.7%               | -5.3%                | 0.2%                |                                  |
| Contributions & Donations            | \$1,258,441       | 1,438,667           | 1,423,781            | 1,531,469           | 6.1%                             |
| % Change                             |                   | 14.3%               | -1.0%                | 7.6%                |                                  |
| Interfund Charges                    | 7,763,730         | 8,015,080           | 8,254,379            | 8,430,145           | 34.6%                            |
| % Change                             |                   | 3.2%                | 3.0%                 | 2.1%                |                                  |
| Other Operating Expense              | 97,239            | 126,585             | 209,026              | 185,062             | 0.8%                             |
| % Change                             |                   | 30.2%               | 65.1%                | -11.5%              |                                  |
| <b>Total Non-Personnel Operating</b> | <b>21,396,840</b> | <b>23,448,330</b>   | <b>\$ 23,938,315</b> | <b>\$24,304,129</b> | <b>100.0%</b>                    |
| % Change                             |                   | 9.6%                | 2.1%                 | 1.5%                |                                  |
| \$ Change                            |                   | \$ 2,051,490        | \$ 489,985           | \$ 365,814          |                                  |

## 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. The City's General Obligation Bond rating from Moody's is A2, while Standard & Poor's has given the City an A+. Also, the recent 2004 General Fund Revenue Bond Obligation of the City received an AA- rating from Standard & Poor's.

*Note: The election authorizing the 2004 bonds occurred after the adoption of the budget. The budget impact will be addressed in a Supplemental Appropriation Ordinance for 2004.*

| City of Grand Junction, Colorado<br>Debt Schedule           |                                 |  |  |  |                                    |                    |
|---|---------------------------------|--|--|--|------------------------------------|--------------------|
|   | Original<br>Principal<br>Amount | Principal<br>Amount<br>Outstanding<br>12/31/03 | Remaining<br>Interest to<br>be Paid<br>to Maturity | Total<br>Debt Service<br>Requirements<br>Remaining | Annual<br>Debt Service<br>Payments |                    |
|   |                                 |  |  |  | 2004                               | 2005               |
| <b>GENERAL OBLIGATION BONDS</b>                             |                                 |  |  |  |                                    |                    |
| Payable from Special District Tax Revenue:                  |                                 |  |  |  |                                    |                    |
| Ridges Metro District, G.O. Refunding Series 1992           | 2,590,000                       | 1,635,000                                      | 594,870  | 2,229,870  | 224,190                            | 221,890            |
| G.J.W.W.S.D., G.O. Refunding Bonds, Series 1987 A&B         | 1,590,000                       | 538,383  | 82,156   | 618,539  | 150,681                            | 153,181            |
| <b>Subtotal: General Obligation Bonds</b>                   | <b>\$4,180,000</b>              | <b>\$2,171,383</b>                             | <b>\$677,026</b>                                   | <b>\$2,848,409</b>                                 | <b>\$374,871</b>                   | <b>\$374,871</b>   |
| <b>SPECIAL REVENUE BONDS:</b>                               |                                 |  |  |  |                                    |                    |
| Tax Increment Financing Bonds, Series 2003                  | 2,995,000                       | 2,995,000                                      | 174,700  | 3,169,700  | 1,120,000                          | 1,080,000          |
| Water Fund, CWRPDA Bonds, Series 2002                       | 3,568,522                       | 3,555,747                                      | 1,666,343  | 5,222,090  | 246,326                            | 277,652            |
| Sewer Fund, CWRPDA Bonds, Series 2002                       | 13,490,000                      | 12,825,000                                     | 5,998,207  | 18,823,207   | 1,068,450                          | 1,173,555          |
| <b>Subtotal: Special Revenue Bonds</b>                      | <b>\$20,051,522</b>             | <b>\$19,375,747</b>                            | <b>\$7,839,250</b>                                 | <b>\$27,214,997</b>                                | <b>\$2,434,776</b>                 | <b>\$2,531,207</b> |
| <b>PROMISSORY NOTES:</b>                                    |                                 |  |  |  |                                    |                    |
| Riverfront Project, Dunn Property Note, 1989                | \$351,327                       | \$204,474                                      | \$89,528   | \$294,000  | \$42,000                           | \$42,000           |
| Water Fund: Water Supply Flowline, CWC&B, 1989              | 195,930                         | 115,474  | 37,446   | 152,919  | 13,902                             | 13,902             |
| <b>Subtotal: Promissory Notes</b>                           | <b>\$547,257</b>                | <b>\$319,947</b>                               | <b>\$126,972</b>                                   | <b>\$446,919</b>                                   | <b>\$55,902</b>                    | <b>\$55,902</b>    |
| <b>CAPITAL LEASE OBLIGATIONS</b>                            |                                 |  |  |  |                                    |                    |
| Certificates of Participation: Malchett Property, 1996      | \$2,155,000                     | \$765,000                                      | \$88,305   | \$853,305  | \$283,118                          | \$284,798          |
| E.M.S. Equipment - Lease Purchase, 2001                     | \$1,800,378                     | \$1,117,738                                    | \$64,586   | \$1,182,324  | \$394,108                          | \$394,108          |
| <b>Subtotal: Capital Leases</b>                             | <b>\$3,955,378</b>              | <b>\$1,882,738</b>                             | <b>\$152,891</b>                                   | <b>\$2,035,629</b>                                 | <b>\$677,226</b>                   | <b>\$678,906</b>   |
| <b>GENERAL FUND ADVANCES:</b>                               |                                 |  |  |  |                                    |                    |
| Tiara Rado Golf, 1999-Driving Range Loan (15y, 7.5%)        | 350,000                         | 290,080  | 148,095  | 438,156  | 39,651                             | 39,740             |
| Solid Waste Removal, 1996-Container Loan (10y, 8%)          | 660,000                         | 198,000  | -  | 198,000  | 198,000                            | -                  |
| Lincoln Park Golf Course, 2003-Pumphouse Loan (5y, 6.0%)    | 76,000                          | 76,000   | 14,211   | 90,211   | 18,042                             | 18,042             |
| <b>Subtotal: General Fund Advances</b>                      | <b>\$1,086,000</b>              | <b>\$564,080</b>                               | <b>\$160,306</b>                                   | <b>\$724,367</b>                                   | <b>\$255,693</b>                   | <b>\$57,782</b>    |
| <b>GRAND TOTAL</b>  | <b>\$29,820,157</b>             | <b>\$24,313,876</b>                            | <b>\$8,956,446</b>                                 | <b>\$33,270,321</b>                                | <b>\$3,798,468</b>                 | <b>\$3,698,668</b> |
| <b>DEBT SERVICE REQUIREMENTS BY FUND:</b>                   |                                 |  |  |  |                                    |                    |
| # 100 GENERAL, General Government Fund                      | \$ 1,800,378                    | \$ 1,117,738                                   | \$ 64,586  | \$ 1,182,324                                       | \$ 394,108                         | \$ 394,108         |
| # 301 WATER, Enterprise Fund                                | 3,782,452                       | 3,671,221                                      | 1,703,789  | 5,375,009  | 260,228                            | 291,554            |
| # 302 SOLID WASTE REMOVAL, Enterprise Fund                  | 660,000                         | 198,000  | -  | 198,000  | 198,000                            | -                  |
| # 305 LINCOLN PARK GOLF COURSE, Enterprise Fund             | 76,000                          | 76,000   | 14,211   | 90,211   | 18,042                             | 18,042             |
| # 306 TIARA RADO GOLF COURSE, Enterprise Fund               | 350,000                         | 290,080  | 148,095  | 438,156  | 39,651                             | 39,740             |
| # 610 GENERAL DEBT SERVICE, General Government Fund         | 351,327                         | 204,474  | 89,528   | 294,000  | 42,000                             | 42,000             |
| # 811 TIF DEBT SERVICE, Special Taxing District Fund        | 2,995,000                       | 2,995,000                                      | 174,700  | 3,169,700  | 1,120,000                          | 1,080,000          |
| # 812 G.J.W.W.S. DISTRICT, Special Taxing District Fund     | 1,590,000                       | 538,383  | 82,156   | 618,539  | 150,681                            | 153,181            |
| # 813 RIDGES METROPOLITAN DISTRICT, Special Taxing District | 2,590,000                       | 1,635,000                                      | 594,870  | 2,229,870  | 224,190                            | 221,890            |
| # 814 G.J. PUBLIC FINANCE CORP., General Government Fund    | 2,155,000                       | 765,000  | 88,305   | 853,305  | 283,118                            | 284,798            |
| # 900 JOINT SEWER SYSTEM, Enterprise Fund                   | 13,490,000                      | 12,825,000                                     | 5,998,207  | 18,823,207   | 1,068,450                          | 1,173,555          |
| <b>TOTAL</b>  | <b>\$29,820,157</b>             | <b>\$24,313,876</b>                            | <b>\$8,956,446</b>                                 | <b>\$33,270,321</b>                                | <b>\$3,798,468</b>                 | <b>\$3,698,668</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."

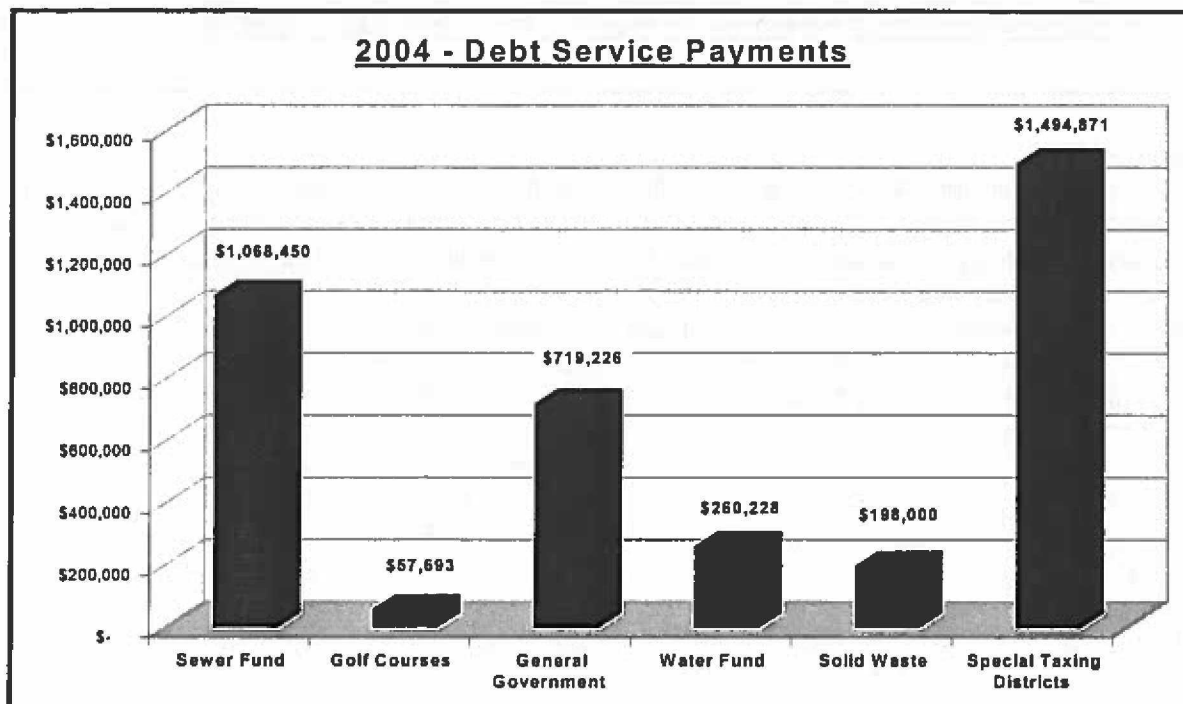
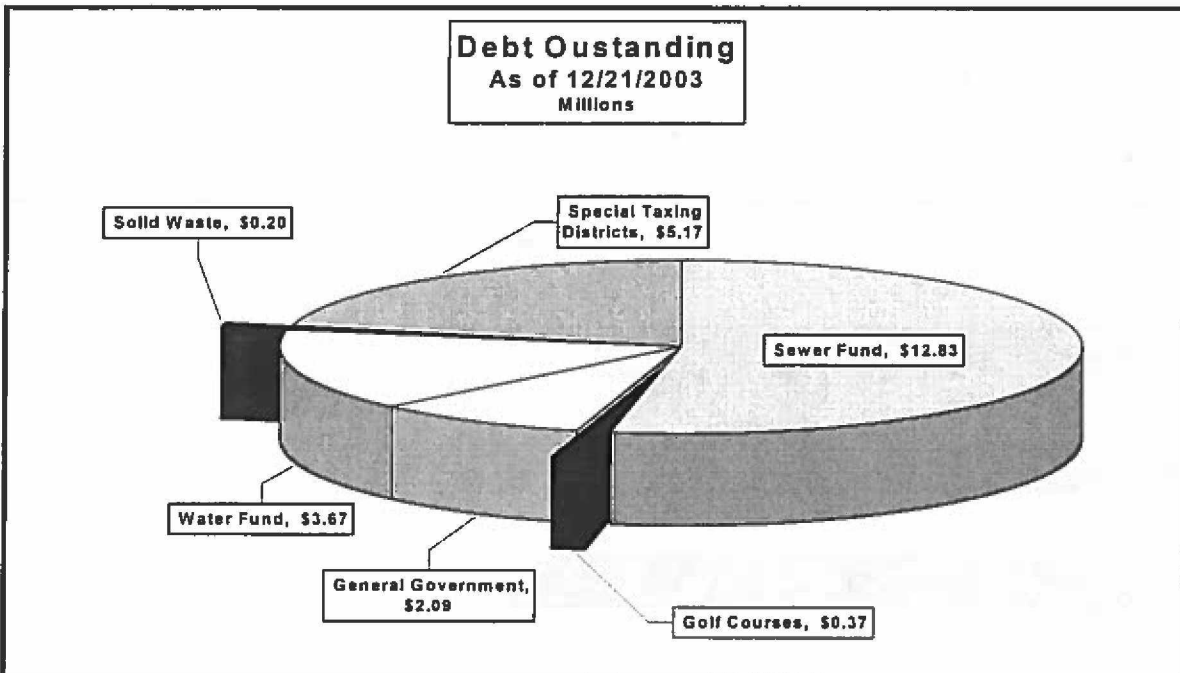
|  |                      |
|--|----------------------|
| Estimated Actual Value (Determined by the County Assessor) | \$3,453,472,259      |
| Multiplied By 0.03   | 0.03                 |
| Legal Debt Limit = 3% of Actual Value                      | \$103,604,168        |
| Total General Obligation Debt:                             | \$2,171,383          |
| Less: Special Taxing District Debt                         | (\$2,171,383)        |
| Total Applicable to the Legal Debt Margin                  | \$0                  |
| <b>LEGAL DEBT MARGIN</b>                                   | <b>\$103,604,168</b> |



## DEBT SERVICE

As of December 31, 2003, The City of Grand Junction and its related entities has \$24.3 million in outstanding debt. Of this amount only \$2.1 million represents General Government debt. The largest portion, \$12.8 million is the liability of the City of Grand Junction / Mesa County Joint Sewer Utility Fund. The special taxing districts have a

combined total of approximately \$5.2 million in debt. The remaining outstanding debt is in the various enterprise funds. Total Debt Service payments of approximately \$3.8 million in 2004 and in 2005, represents 5.3% of total operating expenditures.

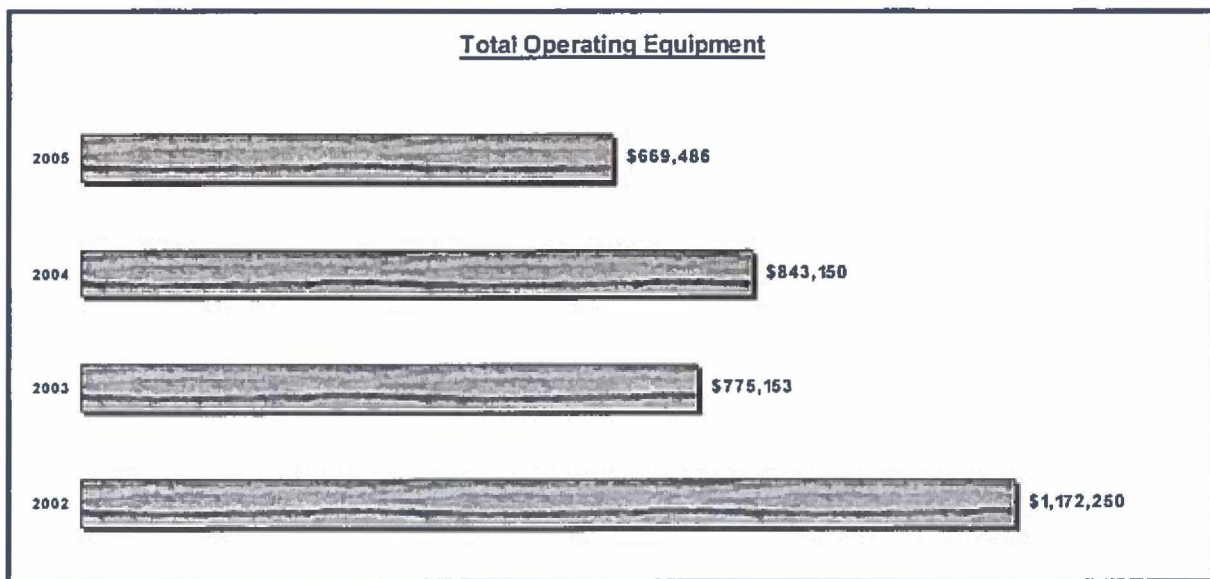


## OPERATING EQUIPMENT & OTHER USES

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 2004 budget total \$843,150 and include such items as personal computers, construction and maintenance equipment, and specialty police and fire equipment. Approximately \$670,000 is included in the 2005 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, \$500,000 has been budgeted both in 2004 and 2005. The purpose for reserving these amounts is to respond to unanticipated needs and/or emergencies.

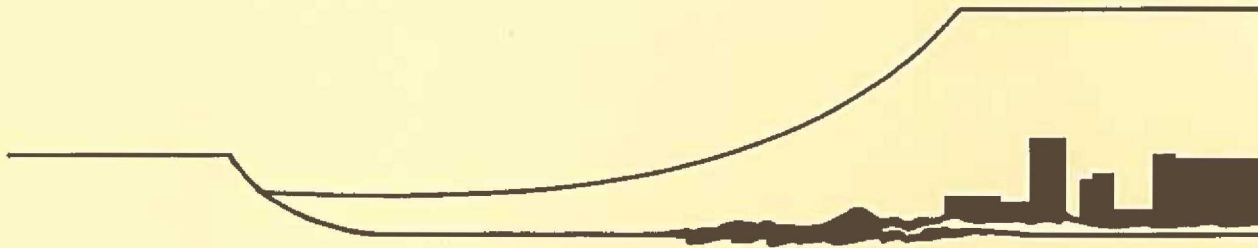
The use of these funds can be requested by department directors upon written request to the City Manager. The City Manager may approve amounts up to \$50,000 for any purpose deemed necessary. No direct expenditures are made from the Contingency Account. Requests for amounts in excess of the limits must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

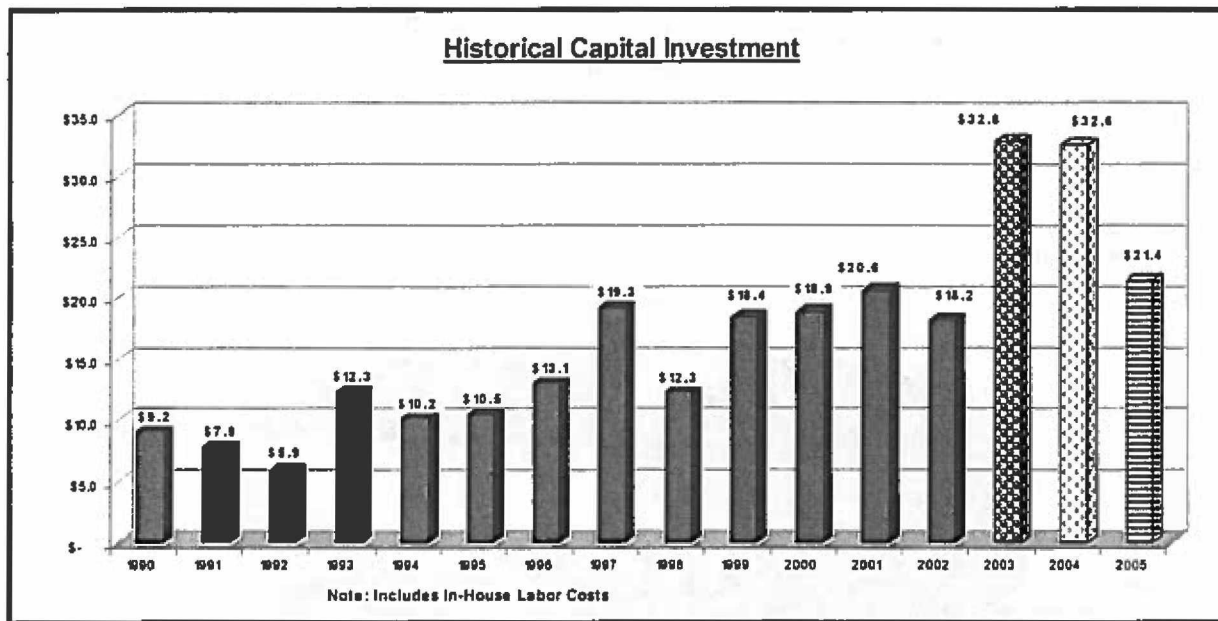
## CAPITAL EXPENDITURES



*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 \$54 million (including budgeted labor) over the next two years represents twenty eight percent (28%) 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.

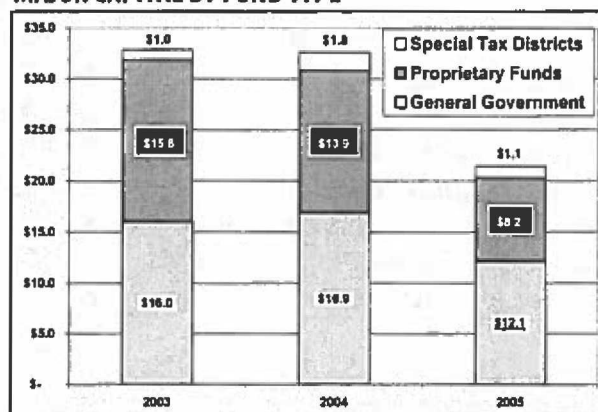
The level of general government capital projects is based on the revenue projections for the  $\frac{3}{4}$  percent portion of the City's  $2\frac{3}{4}$  percent Sales & Use Tax, plus any additional funding sources such as project grants, cost sharing with other funds or agencies, and the annual transfer 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.

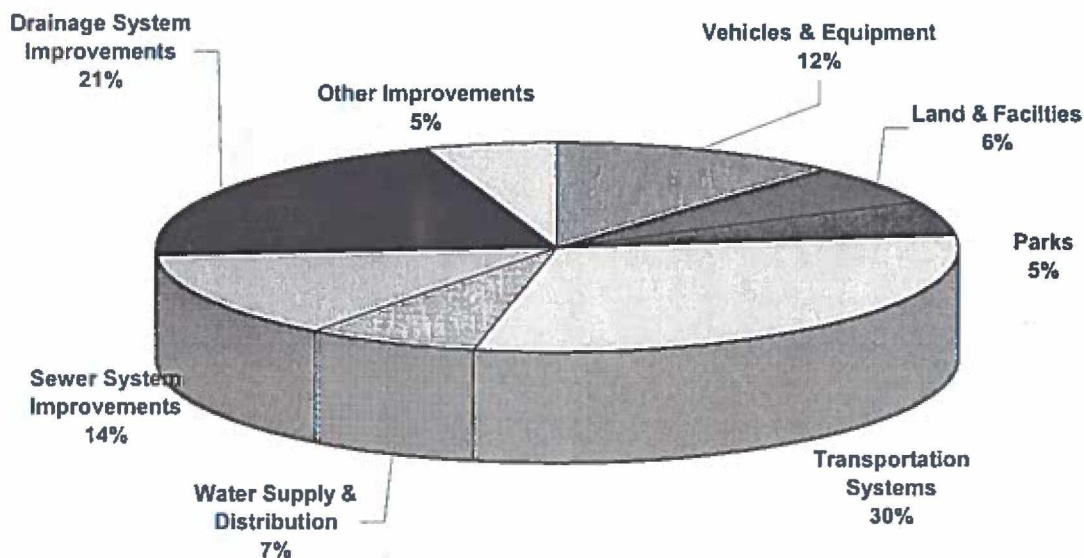
Approved projects are those which are necessary to reduce future maintenance costs and/or improve service delivery.

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.

### MAJOR CAPITAL BY FUND TYPE



### Capital Improvement Projects By Type 2003-2005



After ensuring the protection of the City's existing projected capital revenues for the next ten years. This infrastructure, capital improvements and additions are then prioritized based on public safety needs, productivity identifying and prioritizing the capital improvements improvements, and enhancements to the City's capital necessary to maintain and enhance the City's infrastructure. 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

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

| BY TYPE                             |    | 2003       | 2004          | 2005          |
|-------------------------------------|----|------------|---------------|---------------|
| Vehicles & Equipment                | \$ | 4,007,121  | \$ 3,191,513  | \$ 2,885,508  |
| Land & Facilities                   | \$ | 2,181,253  | \$ 2,555,870  | \$ 711,000    |
| Parks                               | \$ | 2,555,522  | \$ 1,100,000  | \$ 936,000    |
| Transportation Systems              | \$ | 7,803,485  | \$ 9,117,000  | \$ 9,274,500  |
| Water Supply & Distribution         | \$ | 2,498,269  | \$ 3,180,000  | \$ 461,000    |
| Sewer System Improvements           | \$ | 4,623,988  | \$ 2,855,885  | \$ 4,339,939  |
| Drainage System Improvements        | \$ | 7,687,474  | \$ 8,758,794  | \$ 1,569,000  |
| Other Improvements                  | \$ | 1,472,018  | \$ 1,821,000  | \$ 1,272,441  |
|                                     | \$ | 32,829,130 | \$ 32,580,062 | \$ 21,449,388 |
| Note: Includes In-House Labor Costs |    |            |               |               |

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 170 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 2004 - 2005 biennial budget.

| "MAJOR" CIP PROJECTS                    | BUDGET YEAR  |              |              | 3-Year<br>Total |
|---|--------------|--------------|--------------|-----------------|
|   | 2003         | 2004         | 2005         |                 |
| Sewer System Improvements               | \$ 9,966,929 | \$ 7,700,974 | \$ 4,643,541 | \$ 22,311,444   |
| Storm Drainage Improvements             | \$ 2,474,156 | \$ 3,997,000 | \$ 1,569,000 | \$ 8,040,156    |
| Riverside Bypass                        | \$ 1,099,388 | \$ 2,000,000 | \$ 3,250,000 | \$ 6,349,388    |
| Water System Improvements               | \$ 2,577,079 | \$ 3,233,630 | \$ 470,970   | \$ 6,281,679    |
| Street Overlay/Maintenance Program      | \$ 1,745,621 | \$ 1,750,000 | \$ 1,775,000 | \$ 5,270,621    |
| Equipment Replacement Program           | \$ 1,363,361 | \$ 2,021,160 | \$ 1,794,887 | \$ 5,179,408    |
| 29 Road; Interstate 70-B -to- F Road    | \$ 1,472,833 | \$ 1,395,000 | \$ -         | \$ 2,867,833    |
| E-911 Communications Center Equipment   | \$ 1,734,523 | \$ 440,000   | \$ 600,000   | \$ 2,774,523    |
| Fire Station #5 Construction            | \$ 1,050,000 | \$ 963,923   | \$ -         | \$ 2,013,923    |
| 25.5 Road, Independent Avenue to F Road | \$ 75,000    | \$ 1,332,000 | \$ -         | \$ 1,407,000    |
| City / County Parking Garage            | \$ 500,000   | \$ 600,387   | \$ -         | \$ 1,100,387    |
| Wingate Park Development                | \$ -         | \$ 625,000   | \$ -         | \$ 625,000      |



## Major Capital Improvement Project Listing

### Sewer System Improvements

The Septic System Elimination Project (SSEP) and Combined Sewer Elimination Project (CSEP) represents the largest portion of the sewer system improvements. These projects are funded by \$13.495 million low interest loan issued by the Colorado Water Resource and Power Authority. Other improvements include backbone system line replacements, line extensions, interceptor repairs and maintenance, flow monitoring stations, and treatment plant improvements.

|                | <u>Rev. 2003</u>   | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>                         |
|----------------|--|--------------------|--------------------|---|
| Capital Outlay | \$ 9,966,929   | \$ 7,700,974       | \$ 4,643,541       | Debt Proceeds<br>Tap Fees<br>Sewer Usage Fees |
| Oper. Impact   | Moderate: Debt Service costs offset by increased User Fee revenue<br>\$50K - \$100K / Year |                    |                    |   |

### Storm Drainage Improvements

The City of Grand Junction is undertaking a significant project to mitigate potential flooding in a major commercial area that falls within the one-hundred year floodplain as modified by the Corps of Engineers.

Other storm drainage projects include various drainage ditch improvements and the construction of detention basins at strategic locations throughout the City.

|                | <u>Rev. 2003</u>   | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>                               |
|----------------|--|--------------------|--------------------|---|
| Capital Outlay | \$ 2,474,156   | \$ 3,997,000       | \$ 1,569,000       | Sales Tax CIP Fund Transfers<br>Storm Drainage Fees |
| Oper. Impact   | Negligible: <\$10K / Year<br>Pipeline maintenance and repairs. |                    |                    |   |

### Riverside Bypass

This is the most significant transportation project in the history of the City. The project entails building a loop around the City from I-70 at 29 Road, south on 29 Road to D Road, west on D Road connecting to 5th Street, continuing west on Riverside Drive connecting to Hwy-340, west on the Frontage Road (with a major interchange at 25 Road) to 24 Road and then North on 24 Road to Interstate 70. The current City Council has committed to funding this project on a cash basis over the next 20 years. However, we are anticipating voter approval in the November election to issue General Revenue debt to complete the entire project in the next seven years.

|                | <u>Rev. 2003</u>  | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Future Years</u> | <u>Funding Source</u>                             |
|----------------|---|--------------------|--------------------|---------------------|---|
| Capital Outlay | \$ 1,099,388  | \$ 2,000,000       | \$ 3,250,000       | \$ 115,000,000      | Sales Tax CIP Fund<br>Public Utilities Commission |
| Oper. Impact   | High: \$100K+ / Year<br>Street maintenance and lighting |                    |                    |                     |   |

### Water System Improvements

The most significant water system improvement is moving replacing the old water lines in the downtown area in conjunction with the Sewer Fund's CSEP program. The City borrowed \$3.6 million from the Colorado Water Resources and Power Development Authority to fund this project. Other improvement include; treatment plant modifications, building a diversion of the Sommerville Ranch water supply, and rehabilitation of the Purdy Mesa Reservoir.

|                | <u>Rev. 2003</u>  | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>               |
|----------------|---|--------------------|--------------------|-------------------------------------|
| Capital Outlay | \$ 2,577,079  | \$ 3,233,630       | \$ 470,970         | Water Service Fees<br>Loan Proceeds |
| Oper. Impact   | Moderate: Annual debt service costs of approximately \$275K/year will be partially offset by the reduction in lost water. |                    |                    |                                     |



## Major Capital Improvement Project Listing

### 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. 2003</u>              | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Future Years</u> | <u>Funding Source</u> |
|----------------|-------------------------------|--------------------|--------------------|---------------------|-----------------------|
| Capital Outlay | \$ 1,745,621                  | \$ 1,750,000       | \$ 1,775,000       | On-going            | 3/4 Cent Sales Tax    |
| Oper. Impact   | Negligible: <\$10K / Annually |                    |                    |                     |                       |

### 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/accural charges paid into the fund annually by the operating departments.

|                | <u>Rev. 2003</u>          | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Future Years</u> | <u>Funding Source</u>                  |
|----------------|---------------------------|--------------------|--------------------|---------------------|--|
| Capital Outlay | \$ 1,363,361              | \$ 2,021,160       | \$ 1,794,887       | On-going            | Equipment Accrual<br>Replacement Funds |
| Oper. Impact   | Negligible: <\$10K / Year |                    |                    |                     |  |

### 29 Road, I-70B to F Road

This is a joint City, County and Federally funded program to improve 29 Road between North Avenue and Patterson Road. The street is classified as a Minor Arterial on the Major Street Plan and is a designated bike route on the Urban Trails Master Plan. This project is part of a long range plan develop a north-south arterial connecting Highway 50 with I-70.

|                | <u>Rev. 2003</u>              | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>   |
|----------------|-------------------------------|--------------------|--------------------|---|
| Capital Outlay | \$ 1,472,833                  | \$ 1,395,000       | \$ -               | 3/4 Cent Sales Tax<br>State Grants<br>Federal Grants<br>Mesa County |
| Oper. Impact   | Negligible: <\$10K / Annually |                    |                    |   |

### 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 Mesa County.

|                | <u>Rev. 2003</u>           | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>     |
|----------------|----------------------------|--------------------|--------------------|---------------------------|
| Capital Outlay | \$ 1,734,523               | \$ 440,000         | \$ 600,000         | E-911 Telephone Surcharge |
| Oper. Impact   | Negligible: < \$10K / Year |                    |                    |                           |

## Major Capital Improvement Project Listing

### 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. 2003</u>   | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>             |
|----------------|--|--------------------|--------------------|-----------------------------------|
| Capital Outlay | \$ 1,050,000   | \$ 963,923         | \$ -               | 3/4 Cent Sales Tax<br>Mesa County |
| Oper. Impact   | High: \$750K - \$1M / Year to staff and operate another station. |                    |                    |                                   |

### 25.5 Road, Independent Avenue to F Road

This project will widen and improve 25.5 Road. The street is classified as an urban Collector providing access to Sam's Club, Pomona School, and several residential and commercial subdivisions. Improvements will include a center turn lane, paved shoulders, street lighting, a storm drainage system and curb, gutter, and sidewalk on both sides. Sight distance will be increased and the steep grade decreased on the vertical curve located near West Orchard Avenue. A pedestrian crosswalk with raised medians will be installed at Pomona School.

|                | <u>Rev. 2003</u>              | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u> |
|----------------|-------------------------------|--------------------|--------------------|-----------------------|
| Capital Outlay | \$ 75,000                     | \$ 1,332,000       | \$ -               | 3/4 Cent Sales Tax    |
| Oper. Impact   | Negligible: <\$10K / Annually |                    |                    |                       |

### City / County Parking Garage

This is a joint City, County project to build a Parking Garage adjacent to both City Hall and the Mesa County Administrative Services Building to provide off-street parking for employees of both organizations. This project will provide a long-term solution for employee parking issues and make more parking available our customers and Downtown shoppers.

|                | <u>Rev. 2003</u>              | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u> |
|----------------|-------------------------------|--------------------|--------------------|-----------------------|
| Capital Outlay | \$ 500,000                    | \$ 600,387         | \$ -               | 3/4 Cent Sales Tax    |
| Oper. Impact   | Negligible: <\$10K / Annually |                    |                    |                       |

### Wingate Park Development

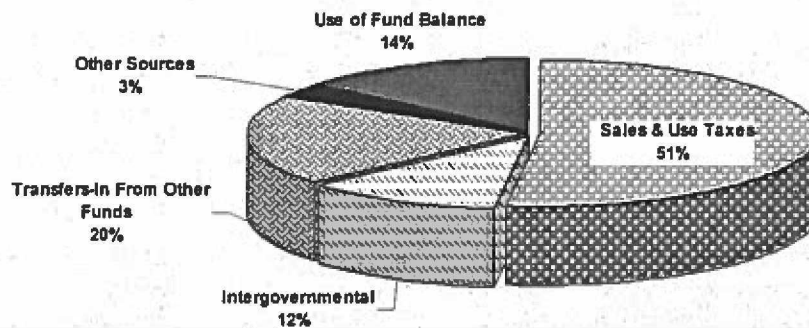
Wingate Park will be developed as a neighborhood / school park to serve the South Camp area neighborhoods on the Redlands. The park will contain typical neighborhood-park facilities (shelter, play area, trails, ball courts, landscaping improvements and irrigation.

|                | <u>Rev. 2003</u>              | <u>Budget 2004</u> | <u>Budget 2005</u> | <u>Funding Source</u>                  |
|----------------|-------------------------------|--------------------|--------------------|--|
| Capital Outlay | \$ -                          | \$ 625,000         | \$ -               | 3/4 Cent Sales Tax<br>Lottery Proceeds |
| 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

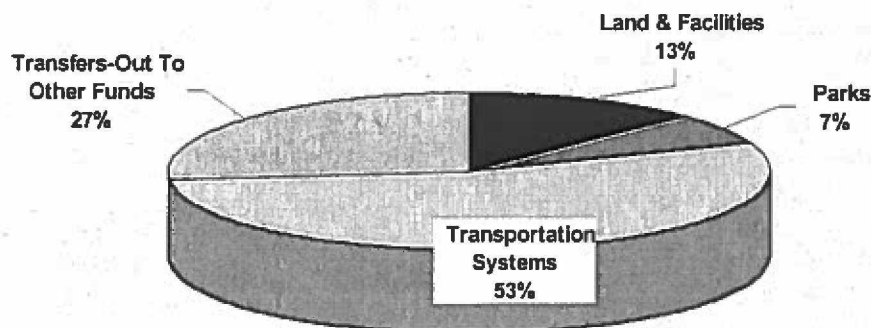
development, and general debt service. Other major revenue sources include grants from other governments, interest income and transfers-in from other funds. The majority of the resources generated by the 3/4 cent Sales & Use Tax are used to improve and maintain the important investment in streets, buildings,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

### Sales Tax CIP Fund - Sources 2004-2005 Budget



| SOURCE OF FUNDS               |    | 2004      |            | 2005      |            |
|-------------------------------|----|-----------|------------|-----------|------------|
| Sales & Use Taxes             | \$ | 8,727,833 | \$         | 9,235,763 |            |
| Intergovernmental             | \$ | 1,996,344 | \$         | -         |            |
| Transfers-In From Other Funds | \$ | 3,322,000 | \$         | 2,918,000 |            |
| Other Sources                 | \$ | 455,900   | \$         | 183,000   |            |
| Use of Fund Balance           | \$ | 2,332,533 | \$         | 452,237   |            |
| Total                         |    | \$        | 16,834,610 | \$        | 12,789,000 |

### Sales Tax CIP Fund - Uses 2004-2005 Budget



| USE OF FUNDS                 |    | 2004      |            | 2005      |            |
|------------------------------|----|-----------|------------|-----------|------------|
| Land & Facilities            | \$ | 2,149,310 | \$         | 260,000   |            |
| Parks                        | \$ | 1,100,000 | \$         | 936,000   |            |
| Transportation Systems       | \$ | 9,107,500 | \$         | 9,264,500 |            |
| Transfers-Out To Other Funds | \$ | 4,477,800 | \$         | 2,328,500 |            |
| Total                        |    | \$        | 16,834,610 | \$        | 12,789,000 |

## Capital Project Listing, All Funds

|                               |                                  | <u>2004 Budget</u> | <u>2005 Budget</u> |
|-------------------------------|----------------------------------|--------------------|--------------------|
| <b>GENERAL FUND #100</b>      |                                  |                    |                    |
| <u>Administration</u>         |                                  |                    |                    |
| -                             | -                                | -                  | -                  |
| Subtotal: Administration      |                                  | -                  | -                  |
| <u>Police Department</u>      |                                  |                    |                    |
| D00300                        | Public Safety Records Management | 200,000            | -                  |
| D04900                        | Document Imaging                 | 85,628             | -                  |
| D08600                        | AFIS                             | -                  | 61,000             |
| Subtotal: Police Department   |                                  | 285,628            | 61,000             |
| <u>Fire Department</u>        |                                  |                    |                    |
| E04900                        | Vehicle Diesel Exhaust Systems   | 72,000             | -                  |
| Subtotal: Fire Department     |                                  | 72,000             | -                  |
| <u>Public Works</u>           |                                  |                    |                    |
| F46500                        | Vee Box Spreader (De-ice)        | 12,900             | -                  |
| Subtotal: Public Works        |                                  | 12,900             | -                  |
| <u>Parks &amp; Recreation</u> |                                  |                    |                    |
| G39600                        | Econnect Internet enabled mod    | 42,000             | -                  |
| G40700                        | Utility Cart, Cemetery           | 8,400              | -                  |
| G41100                        | Riding Field Liner @ CVP         | 10,500             | -                  |
| G43000                        | Wide-Area Mower                  | 48,000             | -                  |
| G43100                        | 3/4 Ton Pickup                   | 17,000             | -                  |
| G43200                        | 1/2 Ton Truck                    | -                  | 16,000             |
| G43300                        | Utility Cart                     | 8,400              | -                  |
| Subtotal: Parks & Recreation  |                                  | 134,300            | 16,000             |
| <b>TOTAL: GENERAL FUND</b>    |                                  | <b>\$ 504,828</b>  | <b>\$ 77,000</b>   |

**SALES TAX CAPITAL IMPROVEMENT FUND #201**

|  |   |           |           |
|--|---|-----------|-----------|
| <u>Fire Department</u>                         |   |           |           |
| E03800   | Fire Station #5 (West Grand Junction)   | 963,923   | -         |
| Subtotal: Fire Department                      |   | 963,923   | -         |
| <u>Public Works &amp; Utilities Department</u> |   |           |           |
| F00400   | Contract Street maintenance             | 1,750,000 | 1,775,000 |
| F00700   | Alley Improvement District              | 350,000   | 360,000   |
| F00900   | Curb, Gutter & Sidewalk Replacement     | 300,000   | 300,000   |
| F01300   | Sidewalk Improvements                   | 150,000   | 150,000   |
| F02000   | Accessibility Improvements              | 50,000    | 50,000    |
| F02200   | 29 Road: I70-B to F Rd.                 | 1,395,000 | -         |
| F02500   | 25 1/2 Road; Independent to F Road      | 1,332,000 | -         |
| F04600   | Riverside Parkway; Hwy 340 to Hwy 50    | 2,000,000 | 3,250,000 |
| F06900   | Street Light Installations              | 50,000    | 52,000    |
| F07000   | Traffic Signal Controllers - Upgrade    | 26,000    | 27,000    |
| F20400   | Traffic Signal Equipment Upgrade        | 56,000    | 58,000    |
| F25600   | Traffic Calming Improvements            | 25,000    | 25,000    |
| F33800   | Signal Communications-Phase I           | 187,500   | 187,500   |
| F35000   | Intersection Improvements               | 71,000    | -         |
| F38400   | Orchard: Normandy to 29 Rd (1/2 County) | -         | 52,000    |



## Capital Project Listing, All Funds

|                        |  | <u>2004 Budget</u> | <u>2005 Budget</u> |
|------------------------|--|--------------------|--------------------|
| F39000                 | G Road Intersection at 24 1/2 Road       | 700,000            | -                  |
| F39200                 | G Road Intersection at 26 Road           | -                  | 40,000             |
| F39400                 | G Road Intersection at 27 Road           | -                  | 30,000             |
| F42200                 | 29 Road Viaduct (1/2 County)             | 300,000            | 500,000            |
| F45700                 | South Camp Trail Enhancement Project     | 150,000            | -                  |
| F47500                 | Horizon Dr/I-70 Interchange Improvements | -                  | 250,000            |
| F49600                 | Facility Improvements/Repairs            | 100,000            | 100,000            |
| F51500                 | Buck Oda Farm Purchase                   | 50,000             | 50,000             |
| F54500                 | F 1/2 Parkway Feasibility Study          | 50,000             | -                  |
| F59100                 | City/County Parking Garage               | 600,387            | -                  |
| F59200                 | Crosby Avenue; 25 1/2 Rd to Main St      | 110,000            | 1,700,000          |
| F59300                 | El Poso Street Improvement District      | 55,000             | 458,000            |
| Subtotal: Public Works |  | 9,857,887          | 9,414,500          |

### Parks & Recreation Department

|                              |  |           |           |
|------------------------------|--|-----------|-----------|
| G04000                       | Tennis Court Resurface - Lincoln Park    | -         | 30,000    |
| G06400                       | Park land Aquisition - All years         | -         | 80,000    |
| G15900                       | Paradise Hills Park Development (1 acre) | 65,000    | -         |
| G17500                       | Stadium Football Field Renovation        | -         | 23,000    |
| G19600                       | Darla Jean Park Improvements             | 20,000    | -         |
| G23200                       | Minor Park Improvements                  | 117,000   | 125,000   |
| G24500                       | Maint. and Repair of Existing Trails     | 84,000    | 96,000    |
| G32500                       | Restroom Facility Reconstruction         | 140,000   | -         |
| G35000                       | Columbine Park - Screening Replacement   | 25,000    | -         |
| G35100                       | Park Irrigation System Replacement       | 68,000    | 130,000   |
| G38300                       | Automation of Irrigation System          | 68,000    | 77,000    |
| G38500                       | Stadium PA Replacement at LP             | 270,000   | -         |
| G40800                       | New goal posts at Stocker Stadium        | 10,000    | -         |
| G41000                       | Concession stand roof at stadium         | 15,000    | -         |
| G41700                       | PA System at Pomona                      | 8,000     | -         |
| G41900                       | Phase 1 of Horizon Park                  | -         | 485,000   |
| G42100                       | Wingate Park Development                 | 625,000   | -         |
| G42200                       | Dog Park Development                     | 20,000    | -         |
| Subtotal: Parks & Recreation |  | 1,535,000 | 1,046,000 |

|  |                      |                      |
|--|----------------------|----------------------|
| <b>TOTAL: SALES TAX CAPITAL IMPROVEMENTS</b> | <b>\$ 12,356,810</b> | <b>\$ 10,460,500</b> |
|--|----------------------|----------------------|

### **STORM DRAINAGE DEVELOPMENT FUND #202**

#### Public Works & Utilities Department

|                                   |   |                     |                     |
|-----------------------------------|---|---------------------|---------------------|
| F12900                            | Storm Drainage Improvements             | 47,000              | 49,000              |
| F31800                            | Ranchman's Ditch Storm Drainage Improv. | 3,500,000           | 1,500,000           |
| F35800                            | GJ02 25 1/2 Road drainage Phase 1       | 400,000             | -                   |
| F45500                            | South Camp Rd Drainage Improvements     | 30,000              | -                   |
| F53800                            | 28 Road Detention Pond Improvements     | 20,000              | 20,000              |
| <b>TOTAL: STORM DRAINAGE FUND</b> |   | <b>\$ 3,997,000</b> | <b>\$ 1,569,000</b> |

### **TAX INCREMENT FINANCING CAPITAL IMPROVEMENTS FUND #203**

#### Non-Departmental

|                            |                       |                     |                     |
|----------------------------|-----------------------|---------------------|---------------------|
| -                          | Downtown Improvements | 1,796,000           | 1,136,000           |
| -                          | -                     | -                   | -                   |
| <b>TOTAL: TIF CIP FUND</b> |                       | <b>\$ 1,796,000</b> | <b>\$ 1,136,000</b> |

FINANCIAL OVERVIEW - CAPITAL EXPENDITURES

## Capital Project Listing, All Funds

|  |   | 2004 Budget         | 2005 Budget       |
|--|---|---------------------|-------------------|
| <b>WATER FUND #301</b>                         |   |                     |                   |
| <b>Public Works &amp; Utilities Department</b> |   |                     |                   |
| F04800   | Water Line Replacements                 | 3,000,000           | 300,000           |
| F06000   | Water Treatment Plant Modifications     | 50,000              | 30,000            |
| F11800   | Kannah Creek Intake Improvements        | 10,000              | -                 |
| F43200   | Purdy Mesa Reservoir outlet works rehab | -                   | 31,000            |
| F43300   | Somerville Supply Diversion             | 100,000             | 100,000           |
| F53900   | Lab Equip - Biological Safety Cabinet   | 6,400               | -                 |
| F57400   | Lab Equip - ICP-Mass Spec               | 22,230              | -                 |
| F58500   | Centrifuge                              | -                   | 9,970             |
| F58700   | Xeriscape Gardens                       | 25,000              | -                 |
| F58800   | Meter Reading Device Repl               | 20,000              | -                 |
| <b>TOTAL: WATER FUND</b>                       |   | <b>\$ 3,233,630</b> | <b>\$ 470,970</b> |

|  |                         |                 |                   |
|--|-------------------------|-----------------|-------------------|
| <b>SOLID WASTE REMOVAL FUND #302</b>           |                         |                 |                   |
| <b>Public Works &amp; Utilities Department</b> |                         |                 |                   |
| F55700   | Recycling Bldg. Remodel | 5,760           | -                 |
| F55800   | Automated Garbage Truck | -               | 174,000           |
| <b>TOTAL: SOLID WASTE FUND</b>                 |                         | <b>\$ 5,760</b> | <b>\$ 174,000</b> |

|   |   |                   |                   |
|---|---|-------------------|-------------------|
| <b>TWO RIVERS CONVENTION CENTER FUND #303</b> |   |                   |                   |
| <b>Parks &amp; Recreation Department</b>      |   |                   |                   |
| G33100  | Two Rivers - Facility Management Software   | 55,000            | -                 |
| G37300  | Two Rivers - Technology Upgrades            | -                 | 30,000            |
| G39700  | Two Rivers - Display Case for Service Clubs | 18,500            | -                 |
| G39800  | Two Rivers - Catering Trailer               | 6,000             | -                 |
| G39900  | Two Rivers - HVAC in River Rooms            | -                 | 175,000           |
| G40100  | Avalon - Theatrical Lighting                | 50,000            | -                 |
| G40200  | Avalon - Upgrade Sound System               | -                 | 70,000            |
| G40300  | Avalon - Remodel concessions                | -                 | 20,000            |
| G40400  | Avalon - New Seats                          | -                 | 100,000           |
| <b>TOTAL: TWO RIVERS C.C.</b>                 |   | <b>\$ 129,500</b> | <b>\$ 395,000</b> |

|  |                                    |                   |                  |
|--|------------------------------------|-------------------|------------------|
| <b>LINCOLN PARK SWIMMING POOL FUND #3041</b> |                                    |                   |                  |
| <b>Parks &amp; Recreation Department</b>     |                                    |                   |                  |
| G19100                                       | Lincoln Park Pool replaster        | 112,500           | -                |
| G35700                                       | LP Pool Deck furniture Replacement | -                 | 15,000           |
| G35800                                       | LP Pool Stantrol Board Replacement | 7,300             | -                |
| G42700                                       | Built-in Water Toys                | 7,500             | -                |
| <b>TOTAL: LP SWIMMING POOL FUND</b>          |                                    | <b>\$ 127,300</b> | <b>\$ 15,000</b> |

|  |                                 |                   |                  |
|--|---------------------------------|-------------------|------------------|
| <b>ORCHARD MESA SWIMMING POOL FUND #3042</b> |                                 |                   |                  |
| <b>Parks &amp; Recreation Department</b>     |                                 |                   |                  |
| G36300                                       | OM Pool Shower/Toilet Partition | 7,000             | -                |
| G36600                                       | OM Pool Roof Replacement        | 125,000           | -                |
| G39500                                       | High Window Replacement         | -                 | 63,000           |
| <b>TOTAL: OM SWIMMING POOL FUND</b>          |                                 | <b>\$ 132,000</b> | <b>\$ 63,000</b> |

# Capital Project Listing, All Funds

|   |                                   | 2004 Budget         | 2005 Budget         |
|---|-----------------------------------|---------------------|---------------------|
| <b>LINCOLN PARK GOLF COURSE FUND #305</b>             |                                   |                     |                     |
| <b><u>Parks &amp; Recreation Department</u></b>       |                                   |                     |                     |
| G38600  | Course Improvements               | 1,500               | 3,000               |
| G38700  | Aerator LP & TR                   | -                   | 5,500               |
| G39000  | Walk Behind Greens Mower          | 14,100              | -                   |
| <b>TOTAL: LINCOLN PARK GOLF</b>                       |                                   | <b>\$ 15,600</b>    | <b>\$ 8,500</b>     |
| <b>TIARA RADO GOLF COURSE FUND #306</b>               |                                   |                     |                     |
| <b><u>Parks &amp; Recreation Department</u></b>       |                                   |                     |                     |
| G34200  | Course Improvements               | 5,000               | 5,000               |
| G37000  | Greens Mower                      | 20,000              | -                   |
| G38700  | Aerator LP & TR                   | -                   | 8,800               |
| G39200  | Replace 17th Green                | 60,000              | -                   |
| G42500  | New Carpet for Pinon Grill        | 14,000              | -                   |
| G42900  | Cart                              | -                   | 6,200               |
| <b>TOTAL: TIARA RADO GOLF</b>                         |                                   | <b>\$ 99,000</b>    | <b>\$ 20,000</b>    |
| <b>PARKING FUND #308</b>                              |                                   |                     |                     |
| <b><u>Public Works &amp; Utilities Department</u></b> |                                   |                     |                     |
| F16000  | Parking Lot Improvement           | 9,500               | 10,000              |
| <b>TOTAL: PARKING FUND</b>                            |                                   | <b>\$ 9,500</b>     | <b>\$ 10,000</b>    |
| <b>IRRIGATION SYSTEMS FUND #309</b>                   |                                   |                     |                     |
| <b><u>Public Works &amp; Utilities Department</u></b> |                                   |                     |                     |
| F57300  | Ridges Irrigation Improvements    | 7,000               | 12,000              |
| <b>TOTAL: IRRIGATION FUND</b>                         |                                   | <b>\$ 7,000</b>     | <b>\$ 12,000</b>    |
| <b>DATA PROCESSING FUND #401</b>                      |                                   |                     |                     |
| <b><u>Administrative Services</u></b>                 |                                   |                     |                     |
| B02600  | Minivan - Upgrade                 | 4,000               | -                   |
| <b>TOTAL: DATA PROCESSING FUND</b>                    |                                   | <b>\$ 4,000</b>     | <b>\$ -</b>         |
| <b>EQUIPMENT FUND #402</b>                            |                                   |                     |                     |
| <b><u>Public Works</u></b>                            |                                   |                     |                     |
| F15000  | Vehicle Replacement               | 1,799,100           | 1,737,687           |
| F49700  | Major Equipment Replacement       | 213,160             | 50,000              |
| F49800  | Fleet Repair Equipment            | 8,900               | 7,200               |
| <b>TOTAL: EQUIPMENT FUND</b>                          |                                   | <b>\$ 2,021,160</b> | <b>\$ 1,794,887</b> |
| <b>COMMUNICATION CENTER FUND #405</b>                 |                                   |                     |                     |
| <b><u>Police Department</u></b>                       |                                   |                     |                     |
| D01900  | Comm Center Radio Replacement     | 250,000             | 200,000             |
| D02100  | E-911 PSAP/Network Equipment      | 40,000              | -                   |
| D07000  | Comm Center Improvements          | 130,000             | -                   |
| D08200  | Radio Dispatch Console            | 20,000              | -                   |
| D08300  | Mobile Communication/Command Post | -                   | 400,000             |
| <b>TOTAL: COMM. CENTER FUND</b>                       |                                   | <b>\$ 440,000</b>   | <b>\$ 600,000</b>   |

FINANCIAL OVERVIEW - CAPITAL EXPENDITURES

## Capital Project Listing, All Funds

|  |   | 2004 Budget          | 2005 Budget          |
|--|---|----------------------|----------------------|
| <b>JOINT SEWER SYSTEM FUNDS</b>                |   |                      |                      |
| <b>Public Works &amp; Utilities Department</b> |   |                      |                      |
| F06400   | Plant Backbone Improvements                   | 475,000              | 1,807,000            |
| F10100   | Interceptor Repair and Replace                | 205,285              | 213,497              |
| F27100   | Flow Monitoring Stations                      | 128,100              | 174,700              |
| F27200   | Sewer Treatment Plant Expansion Study         | -                    | 85,400               |
| F30000   | Flow Injection Analysis                       | -                    | 48,600               |
| F44500   | Sewer Pan/Tilt TV Camera                      | 25,000               | -                    |
| F48600   | Sewer Rate Study                              | -                    | 51,051               |
| F54300   | Persigo WWTP Mixing Zone Analysis             | 80,000               | -                    |
| F54900   | Combined Sewer Elimination Project            | 4,761,794            | -                    |
| F56700   | Lab Equip - Autoclave                         | 6,425                | -                    |
| F56800   | Lab equip - Analytical Balance                | -                    | 6,325                |
| F57400   | Lab equip - ICP-Mass Spec                     | 51,870               | -                    |
| F58900   | Persigo TV Van Repl                           | -                    | 112,226              |
| Joint Sewer Fund 904                           |   | 5,733,474            | 2,498,799            |
| <b>Public Works &amp; Utilities Department</b> |   |                      |                      |
| F10200   | Sewer Line Replacement in Collection System   | 340,000              | 212,142              |
| F10300   | Sewer Line Replacement / Alley Reconstruction | 127,500              | 132,600              |
| Joint Sewer Fund 905                           |   | 467,500              | 344,742              |
| <b>Public Works &amp; Utilities Department</b> |   |                      |                      |
| F48200   | Sewer Improvement Districts                   | 1,500,000            | 1,799,990            |
| Joint Sewer Fund 906                           |   | 1,500,000            | 1,799,990            |
| <b>TOTAL: JOINT SEWER FUNDS</b>                |   | <b>\$ 7,700,974</b>  | <b>\$ 4,643,531</b>  |
| <b>TOTAL: ALL FUNDS</b>                        |   | <b>\$ 32,580,062</b> | <b>\$ 21,449,388</b> |



## Capital Project Listing, All Funds

|  | <u>2004 Budget</u>   | <u>2005 Budget</u>   |
|--|----------------------|----------------------|
| <b><u>TOTAL BY FUND</u></b>            |                      |                      |
| General Fund #100                      | 504,828              | 77,000               |
| Sales Tax CIP Fund #201                | 12,356,810           | 10,460,500           |
| Storm Drainage Improvement Fund #202   | 3,997,000            | 1,569,000            |
| TIF CIP Fund #203                      | 1,796,000            | 1,136,000            |
| Water Fund #301                        | 3,233,630            | 470,970              |
| Solid Waste Removal Fund #302          | 5,760                | 174,000              |
| Two Rivers Convention Center Fund #303 | 129,500              | 395,000              |
| Lincoln Park Swimming Pool Fund #3041  | 127,300              | 15,000               |
| Orchard Mesa Swimming Pool Fund #3042  | 132,000              | 63,000               |
| Lincoln Park Golf Course Fund #305     | 15,600               | 8,500                |
| Tiara Rado Golf Course Fund #306       | 99,000               | 20,000               |
| Parking Fund #308                      | 9,500                | 10,000               |
| Irrigation Systems Fund #309           | 7,000                | 12,000               |
| Data Processing Fund #401              | 4,000                | -                    |
| Equipment Fund #402                    | 2,021,160            | 1,794,887            |
| Communication Center Fund #405         | 440,000              | 600,000              |
| Joint Sewer Fund #904                  | 5,733,474            | 2,498,799            |
| Joint Sewer Fund #905                  | 467,500              | 344,742              |
| Joint Sewer Fund #906                  | 1,500,000            | 1,799,990            |
| <b>TOTAL: ALL FUNDS</b>                | <b>\$ 32,580,062</b> | <b>\$ 21,449,388</b> |

### **TOTAL BY DEPARTMENT**

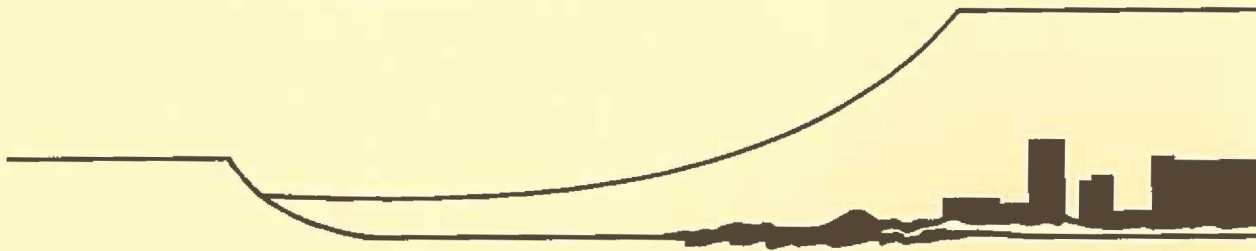
|                               |                      |                      |
|-------------------------------|----------------------|----------------------|
| Administration                | -                    | -                    |
| Administrative Services       | 4,000                | -                    |
| Police                        | 725,628              | 661,000              |
| Fire                          | 1,035,923            | -                    |
| Public Works & Utilities      | 26,845,811           | 18,088,888           |
| Parks & Recreation            | 2,172,700            | 1,563,500            |
| Non-Departmental              | 1,796,000            | 1,136,000            |
| <b>TOTAL: ALL DEPARTMENTS</b> | <b>\$ 32,580,062</b> | <b>\$ 21,449,388</b> |

### **Note: Totals Includes In-House Labor**

|   |                     |                     |
|---|---------------------|---------------------|
| Sales Tax CIP Fund #2011                    | \$755,231           | \$779,260           |
| Storm Drainage Capital Fund #202            | 140,107             | 144,570             |
| Water Fund #301                             | 23,724              | 24,473              |
| Joint Sewer Funds #'s 904-906               | 312,598             | 322,515             |
| Total: Budgeted In-House Labor              | \$1,231,660         | \$1,270,818         |
| <b>MAJOR CAPITAL: Net of In-House Labor</b> | <b>\$31,348,402</b> | <b>\$20,178,570</b> |

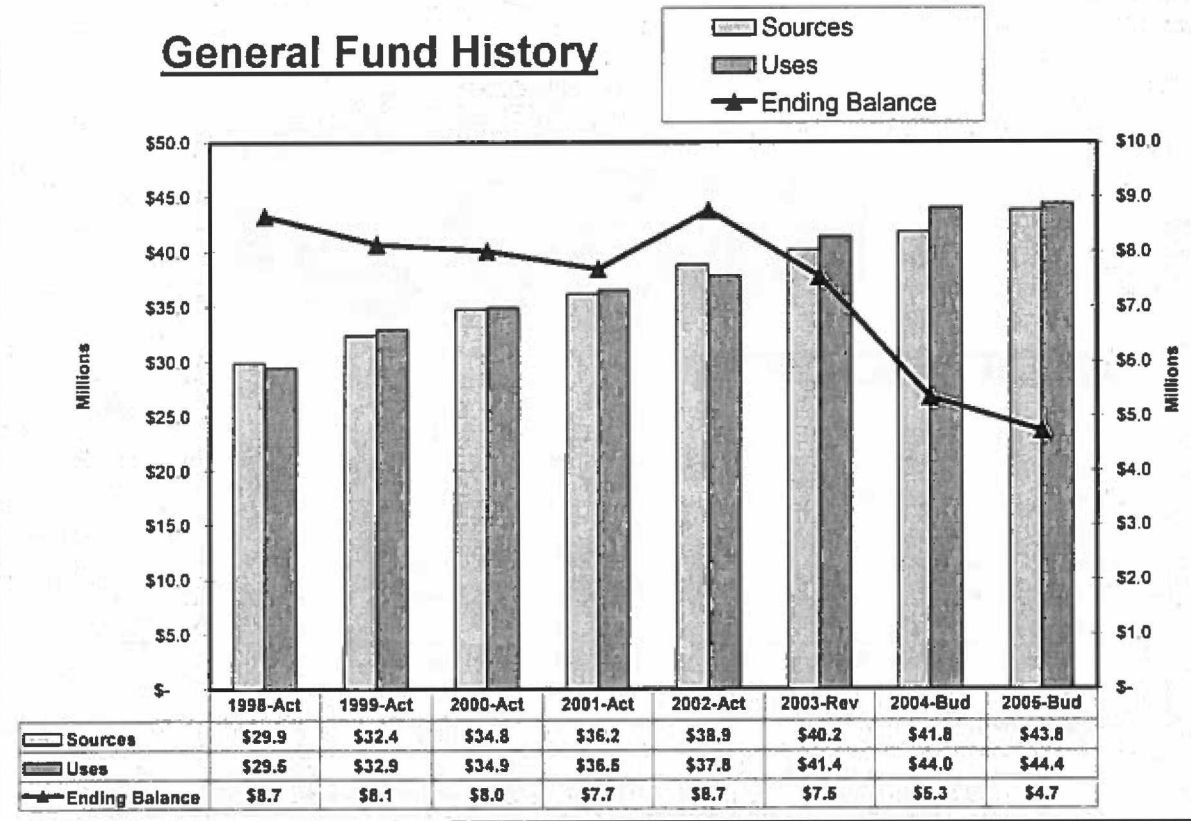
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## GENERAL FUND



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

## General Fund History

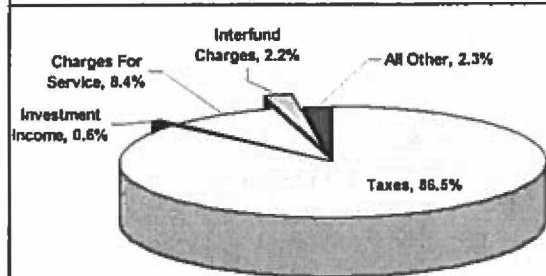


The General Fund is the general operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. General Fund revenue includes collections from the 2.0% portion of the City's 2.75% Sales and Use Tax rate, Property Taxes, Charges for Service, and various other types of revenue. General Fund expenditures include those necessary for providing basic municipal services including police and fire protection,

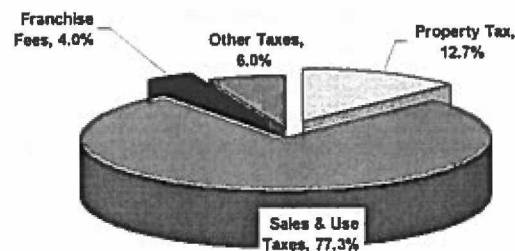
street and traffic services, parks and recreation activities, community planning, and general administration.

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.

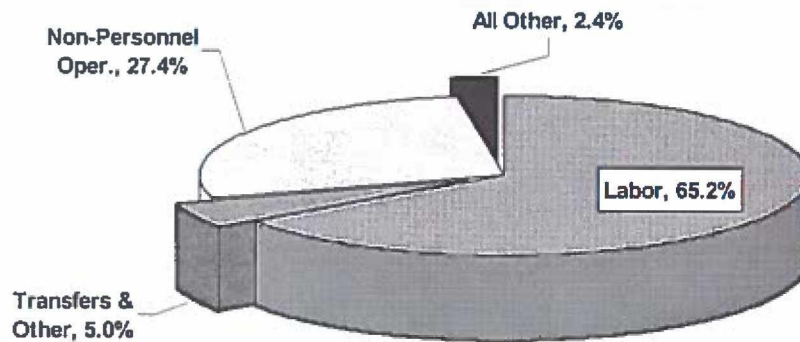
| SOURCES BY TYPE               |                      |                      |                      |               |
|-------------------------------|----------------------|----------------------|----------------------|---------------|
|                               | 2003                 | 2004                 | 2005                 | % Of Total    |
| Taxes                         | \$ 34,808,438        | \$ 36,150,950        | \$ 38,004,202        | 86.5%         |
| Charges For Service           | 3,308,901            | 3,568,729            | 3,643,583            | 8.4%          |
| Interfund Charges             | 892,500              | 908,100              | 931,700              | 2.2%          |
| Investment Income             | 241,400              | 254,000              | 279,000              | 0.6%          |
| Other                         | 1,002,831            | 852,677              | 843,513              | 2.1%          |
| Subtotal Revenue              | \$ 40,054,070        | \$ 41,732,656        | \$ 43,701,998        | 99.8%         |
| Transfers-In From Other Funds | 99,682               | 68,000               | 81,000               | 0.2%          |
| <b>TOTAL SOURCES</b>          | <b>\$ 40,153,752</b> | <b>\$ 41,800,656</b> | <b>\$ 43,782,998</b> | <b>100.0%</b> |



| TAXES BY TYPE      |                      |                      |                      |               |
|--------------------|----------------------|----------------------|----------------------|---------------|
|                    | 2003                 | 2004                 | 2005                 | % Of Total    |
| Property Tax       | \$ 4,332,272         | \$ 4,718,000         | \$ 4,807,000         | 12.7%         |
| Sales & Use Taxes  | 26,967,798           | 27,916,223           | 29,509,702           | 77.3%         |
| Franchise Fees     | 1,388,000            | 1,435,000            | 1,483,000            | 4.0%          |
| Other Taxes        | 2,220,370            | 2,081,727            | 2,204,500            | 6.0%          |
| <b>TOTAL TAXES</b> | <b>\$ 34,908,438</b> | <b>\$ 36,150,950</b> | <b>\$ 38,004,202</b> | <b>100.0%</b> |

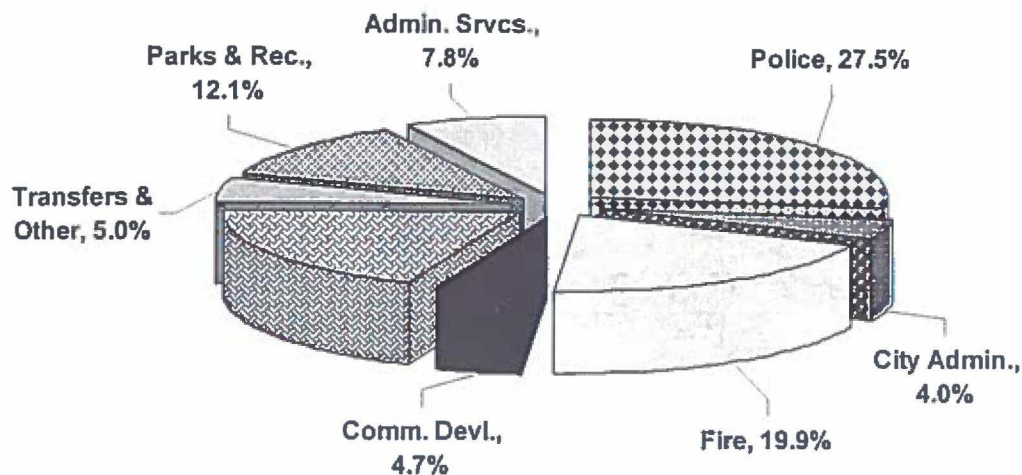






#### BUDGET BY DEPARTMENT

|                                    | 2003                 | 2004                 | 2005                 | % Of Total    |
|------------------------------------|----------------------|----------------------|----------------------|---------------|
| City Administration                | \$ 1,756,701         | \$ 1,712,107         | \$ 1,755,029         | 4.0%          |
| Administrative Services            | 3,315,708            | 3,346,374            | 3,418,145            | 7.8%          |
| Community Development              | 2,046,516            | 2,009,313            | 2,036,232            | 4.7%          |
| Fire Department                    | 8,235,555            | 8,724,162            | 8,867,511            | 19.9%         |
| Police Department                  | 11,619,419           | 12,033,885           | 12,084,942           | 27.5%         |
| Public Works                       | 7,974,124            | 8,246,938            | 8,397,173            | 19.0%         |
| Parks & Recreation                 | 4,804,664            | 5,494,586            | 5,387,579            | 12.1%         |
| <b>Total Departmental Expenses</b> | <b>\$ 39,752,687</b> | <b>\$ 41,567,364</b> | <b>\$ 41,946,611</b> | <b>95.0%</b>  |
| Transfers-Out & Other Uses         | 1,602,713            | 2,438,455            | 2,447,438            | 5.0%          |
| <b>TOTAL BUDGET</b>                | <b>\$ 41,355,400</b> | <b>\$ 44,005,820</b> | <b>\$ 44,394,050</b> | <b>100.0%</b> |



#### BUDGET BY CATEGORY

|                                    | 2003                 | 2004                 | 2005                 | % Of Total    |
|------------------------------------|----------------------|----------------------|----------------------|---------------|
| Labor                              | \$ 26,742,588        | \$ 28,477,815        | \$ 29,320,895        | 65.2%         |
| Non-Personnel Operating            | 11,623,647           | 11,971,189           | 12,008,874           | 27.4%         |
| Debt Service                       | 394,108              | 394,108              | 394,108              | 0.9%          |
| Operating Equipment                | 349,663              | 219,425              | 145,734              | 0.6%          |
| Major Capital                      | 642,681              | 504,828              | 77,000               | 0.9%          |
| <b>Total Departmental Expenses</b> | <b>\$ 39,752,687</b> | <b>\$ 41,567,365</b> | <b>\$ 41,946,611</b> | <b>95.0%</b>  |
| Transfers-Out & Other Uses         | 1,602,713            | 2,438,455            | 2,447,438            | 5.0%          |
| <b>TOTAL BUDGET</b>                | <b>\$ 41,355,400</b> | <b>\$ 44,005,820</b> | <b>\$ 44,394,050</b> | <b>100.0%</b> |

| City Administration     |                     |                     |                     | % Of          |
|-------------------------|---------------------|---------------------|---------------------|---------------|
|                         | 2003                | 2004                | 2005                | Total         |
| Labor                   | \$ 844,842          | \$ 907,621          | \$ 941,592          | 51.6%         |
| Non-Personnel Operating | 890,869             | 802,136             | 813,437             | 48.0%         |
| Debt Service            | -                   | -                   | -                   | 0.0%          |
| Operating Equipment     | 4,936               | 2,350               | -                   | 0.1%          |
| Major Capital           | 16,054              | -                   | -                   | 0.3%          |
| <b>Total Expense</b>    | <b>\$ 1,756,701</b> | <b>\$ 1,712,107</b> | <b>\$ 1,755,029</b> | <b>100.0%</b> |

| Administrative Services |                     |                     |                     | % Of          |
|-------------------------|---------------------|---------------------|---------------------|---------------|
|                         | 2003                | 2004                | 2005                | Total         |
| Labor                   | \$ 2,021,262        | \$ 2,088,976        | \$ 2,149,391        | 62.1%         |
| Non-Personnel Operating | 1,239,046           | 1,246,298           | 1,264,954           | 37.2%         |
| Debt Service            | -                   | -                   | -                   | 0.0%          |
| Operating Equipment     | 13,800              | 11,100              | 3,800               | 0.3%          |
| Major Capital           | 41,600              | -                   | -                   | 0.4%          |
| <b>Total Expense</b>    | <b>\$ 3,315,708</b> | <b>\$ 3,346,374</b> | <b>\$ 3,418,145</b> | <b>100.0%</b> |

| Community Development              |                     |                     |                     | % Of          |
|------------------------------------|---------------------|---------------------|---------------------|---------------|
|                                    | 2003                | 2004                | 2005                | Total         |
| Labor                              | \$ 1,481,384        | \$ 1,568,569        | \$ 1,615,831        | 76.6%         |
| Non-Personnel Operating            | 546,732             | 434,174             | 415,696             | 22.9%         |
| Debt Service                       | -                   | -                   | -                   | 0.0%          |
| Operating Equipment                | 18,401              | 6,570               | 4,705               | 0.5%          |
| Major Capital                      | -                   | -                   | -                   | 0.0%          |
| <b>Total Departmental Expenses</b> | <b>\$ 2,046,516</b> | <b>\$ 2,009,313</b> | <b>\$ 2,036,232</b> | <b>100.0%</b> |

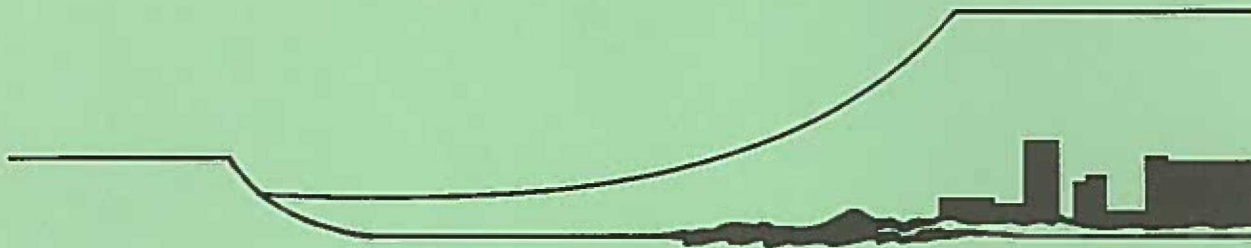
| Fire Department                    |                     |                     |                     | % Of          |
|------------------------------------|---------------------|---------------------|---------------------|---------------|
|                                    | 2003                | 2004                | 2005                | Total         |
| Labor                              | \$ 6,297,412        | \$ 6,869,342        | \$ 7,072,309        | 78.4%         |
| Non-Personnel Operating            | 1,313,374           | 1,353,405           | 1,366,036           | 15.6%         |
| Debt Service                       | 394,108             | 394,108             | 394,108             | 4.6%          |
| Operating Equipment                | 29,605              | 35,307              | 35,058              | 0.4%          |
| Major Capital                      | 201,057             | 72,000              | -                   | 1.1%          |
| <b>Total Departmental Expenses</b> | <b>\$ 8,235,555</b> | <b>\$ 8,724,162</b> | <b>\$ 8,867,511</b> | <b>100.0%</b> |

| Police Department                  |                      |                      |                      | % Of          |
|------------------------------------|----------------------|----------------------|----------------------|---------------|
|                                    | <u>2003</u>          | <u>2004</u>          | <u>2005</u>          | <u>Total</u>  |
| Labor                              | \$ 8,640,634         | \$ 8,889,056         | \$ 9,156,810         | 74.7%         |
| Non-Personnel Operating            | 2,636,548            | 2,774,847            | 2,812,291            | 23.0%         |
| Debt Service                       | -                    | -                    | -                    | 0.0%          |
| Operating Equipment                | 222,287              | 84,354               | 54,841               | 1.0%          |
| Major Capital                      | 119,950              | 285,628              | 61,000               | 1.3%          |
| <b>Total Departmental Expenses</b> | <b>\$ 11,619,419</b> | <b>\$ 12,033,885</b> | <b>\$ 12,084,942</b> | <b>100.0%</b> |

| Public Works Department            |                     |                     |                     | % Of          |
|------------------------------------|---------------------|---------------------|---------------------|---------------|
|                                    | <u>2003</u>         | <u>2004</u>         | <u>2005</u>         | <u>Total</u>  |
| Labor                              | \$ 4,299,913        | \$ 4,621,719        | \$ 4,764,205        | 55.6%         |
| Non-Personnel Operating            | 3,410,252           | 3,570,414           | 3,590,338           | 42.9%         |
| Debt Service                       | -                   | -                   | -                   | 0.0%          |
| Operating Equipment                | 46,939              | 41,905              | 42,630              | 0.5%          |
| Major Capital                      | 217,020             | 12,900              | -                   | 0.9%          |
| <b>Total Departmental Expenses</b> | <b>\$ 7,974,124</b> | <b>\$ 8,246,938</b> | <b>\$ 8,397,173</b> | <b>100.0%</b> |

| Parks & Recreation                 |                     |                     |                     | % Of          |
|------------------------------------|---------------------|---------------------|---------------------|---------------|
|                                    | <u>2003</u>         | <u>2004</u>         | <u>2005</u>         | <u>Total</u>  |
| Labor                              | \$ 3,157,143        | \$ 3,532,530        | \$ 3,620,756        | 65.7%         |
| Non-Personnel Operating            | 1,586,826           | 1,789,917           | 1,746,123           | 32.7%         |
| Debt Service                       | -                   | -                   | -                   | 0.0%          |
| Operating Equipment                | 13,695              | 37,839              | 4,700               | 0.4%          |
| Major Capital                      | 47,000              | 134,300             | 16,000              | 1.3%          |
| <b>Total Departmental Expenses</b> | <b>\$ 4,804,664</b> | <b>\$ 5,494,586</b> | <b>\$ 5,387,579</b> | <b>100.0%</b> |

## FUND SUMMARIES



*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.*

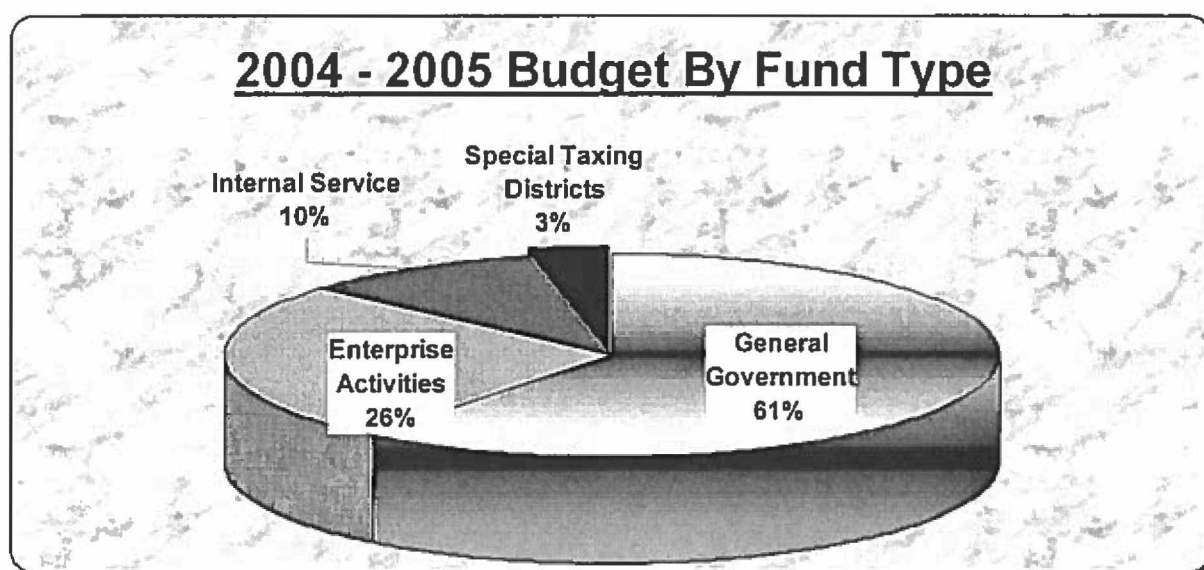
*This section is divided into four major subsections.*

- ◆ **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.



| EXPENDITURE BUDGET       | 2002<br>ACTUAL       | 2003<br>REVISED      | 2004<br>BUDGET       | 2005<br>BUDGET       |
|--------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Fund Type</b>         |                      |                      |                      |                      |
| General Government       | \$ 47,128,078        | \$ 57,575,003        | \$ 60,702,627        | \$ 56,889,194        |
| Enterprise Activities    | 22,623,277           | 31,110,778           | 27,655,976           | 22,308,268           |
| Internal Service         | 8,100,858            | 9,930,683            | 9,906,473            | 9,946,534            |
| Special Taxing Districts | 1,256,073            | 4,527,092            | 3,574,921            | 2,881,560            |
| <b>TOTAL</b>             | <b>\$ 79,108,286</b> | <b>\$103,143,556</b> | <b>\$101,839,996</b> | <b>\$ 92,025,556</b> |

# FUND SUMMARIES

| 2002 ACTUAL                      |                       |                          |                                |                                   |                      |                      |
|----------------------------------|-----------------------|--------------------------|--------------------------------|-----------------------------------|----------------------|----------------------|
|                                  | General<br>Government | Enterprise<br>Activities | Total<br>Municipal<br>Services | Internal<br>Service<br>Operations | Special<br>Districts | Total                |
| Beginning Funds Available        | \$ 13,470,769         | \$ 15,057,761            | \$ 28,528,530                  | \$ 16,537,108                     | \$ 1,632,520         | \$ 46,688,158        |
| <b>REVENUE</b>                   |                       |                          |                                |                                   |                      |                      |
| Taxes                            | \$ 43,337,567         | \$ -                     | \$ 43,337,567                  | \$ -                              | \$ 1,022,866         | \$ 44,360,433        |
| Licenses & Permits               | 111,935               | -                        | 111,935                        | -                                 | 850                  | 112,785              |
| Intergovernmental                | 1,737,151             | 108,026                  | 1,843,177                      | -                                 | -                    | 1,843,177            |
| Charges For Services             | 3,729,216             | 15,501,637               | 19,230,853                     | 1,972,412                         | 146,608              | 21,349,873           |
| Interfund Charges                | 906,761               | 527,661                  | 1,434,422                      | 6,329,308                         | -                    | 7,763,730            |
| Interest & Investments           | 682,373               | 627,935                  | 1,310,308                      | 797,763                           | 183,539              | 2,291,610            |
| Other Revenue                    | 1,120,478             | 762,112                  | 1,882,590                      | 58,082                            | 27,814               | 1,968,486            |
| Total Operating Revenue          | 51,625,481            | 17,525,371               | 69,150,852                     | 9,157,565                         | 1,381,677            | 79,690,094           |
| Capital Proceeds                 | -                     | 19,027,080               | 19,027,080                     | 45,724                            | 83,700               | 19,156,504           |
| <b>TOTAL REVENUE</b>             | <b>\$ 51,625,481</b>  | <b>\$ 36,552,451</b>     | <b>\$ 88,177,932</b>           | <b>\$ 9,203,289</b>               | <b>\$ 1,465,377</b>  | <b>\$ 98,846,598</b> |
| <b>EXPENDITURES</b>              |                       |                          |                                |                                   |                      |                      |
| Labor                            | \$ 25,327,532         | \$ 7,497,172             | \$ 32,824,704                  | \$ 3,295,208                      | \$ 171,161           | \$ 36,291,073        |
| Non-Personnel Operating          | 12,886,499            | 5,979,545                | 18,866,044                     | 2,830,681                         | 94,223               | 21,790,948           |
| Debt Service                     | 359,119               | 1,280,433                | 1,639,552                      | -                                 | 893,638              | 2,533,190            |
| Operating Equipment              | 389,919               | 289,207                  | 679,126                        | 491,984                           | 1,140                | 1,172,250            |
| Total Operating Expense          | 38,963,068            | 15,046,357               | 54,009,425                     | 6,617,873                         | 1,160,162            | 61,787,460           |
| Major Capital                    | 8,165,010             | 7,576,920                | 15,741,930                     | 1,482,985                         | 95,911               | 17,320,826           |
| Other Uses                       | -                     | -                        | -                              | -                                 | -                    | -                    |
| -Contingency                     | -                     | -                        | -                              | -                                 | -                    | -                    |
| -Estimated Budget Savings        | -                     | -                        | -                              | -                                 | -                    | -                    |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 47,128,078</b>  | <b>\$ 22,623,277</b>     | <b>\$ 69,751,355</b>           | <b>\$ 8,100,858</b>               | <b>\$ 1,256,073</b>  | <b>\$ 79,108,286</b> |
| Transfers-In From Other Funds    | 3,131,622             | 1,116,803                | 4,248,425                      | 1,108,441                         | 914,390              | 6,271,256            |
| Transfers-Out To Other Funds     | 4,358,414             | 221,269                  | 4,579,683                      | 1,108,441                         | 583,132              | 6,271,256            |
| Net Transfers                    | \$ (1,226,792)        | \$ 895,534               | \$ (331,258)                   | \$ -                              | \$ 331,258           | \$ -                 |
| <b>TOTAL SOURCES</b>             | <b>\$4,757,103</b>    | <b>\$7,669,254</b>       | <b>\$2,426,367</b>             | <b>\$10,311,730</b>               | <b>\$2,379,767</b>   | <b>\$105,117,854</b> |
| <b>TOTAL USES</b>                | <b>\$1,486,492</b>    | <b>\$2,844,646</b>       | <b>\$7,431,038</b>             | <b>\$9,209,299</b>                | <b>\$1,639,205</b>   | <b>\$5,379,642</b>   |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 3,270,611</b>   | <b>\$ 4,824,708</b>      | <b>\$ 18,096,319</b>           | <b>\$ 1,102,431</b>               | <b>\$ 540,562</b>    | <b>\$ 19,738,312</b> |
| ENDING FUNDS AVAILABLE           | \$ 16,741,380         | \$ 29,882,469            | \$ 46,623,849                  | \$ 17,639,539                     | \$ 2,173,082         | \$ 66,436,470        |

| 2003 REVISED                     |                       |                          |                                |                                   |                      |                        |
|----------------------------------|-----------------------|--------------------------|--------------------------------|-----------------------------------|----------------------|------------------------|
|                                  | General<br>Government | Enterprise<br>Activities | Total<br>Municipal<br>Services | Internal<br>Service<br>Operations | Special<br>Districts | Total                  |
| Beginning Funds Available        | \$ 16,741,380         | \$ 29,882,469            | \$ 46,623,849                  | \$ 17,639,539                     | \$ 2,173,082         | \$ 66,436,470          |
| <b>REVENUE</b>                   |                       |                          |                                |                                   |                      |                        |
| Taxes                            | \$ 44,163,322         | \$ -                     | \$ 44,163,322                  | \$ -                              | \$ 1,340,583         | \$ 45,503,905          |
| Licenses & Permits               | 111,657               | -                        | 111,657                        | -                                 | 1,100                | 112,757                |
| Intergovernmental                | 3,869,986             | 107,295                  | 3,977,281                      | 33,600                            | 90,000               | 4,100,881              |
| Charges For Services             | 3,943,713             | 16,233,769               | 20,177,482                     | 2,068,098                         | 101,000              | 22,346,580             |
| Interfund Charges                | 892,500               | 555,300                  | 1,447,800                      | 6,567,280                         | -                    | 8,015,080              |
| Interest & Investments           | 426,660               | 386,908                  | 813,566                        | 413,450                           | 58,600               | 1,285,616              |
| Other Revenue                    | 1,274,484             | 1,687,709                | 2,962,193                      | 11,874                            | 23,800               | 2,997,667              |
| Total Operating Revenue          | 54,682,322            | 18,970,979               | 73,653,301                     | 9,094,302                         | 1,615,083            | 84,362,686             |
| Capital Proceeds                 | -                     | 1,595,650                | 1,595,650                      | 42,150                            | 4,267,000            | 5,904,800              |
| <b>TOTAL REVENUE</b>             | <b>\$ 54,682,322</b>  | <b>\$ 20,566,629</b>     | <b>\$ 75,248,951</b>           | <b>\$ 9,136,452</b>               | <b>\$ 5,882,083</b>  | <b>\$ 90,267,486</b>   |
| <b>EXPENDITURES</b>              |                       |                          |                                |                                   |                      |                        |
| Labor                            | \$ 28,146,633         | \$ 7,987,726             | \$ 36,134,359                  | \$ 3,429,581                      | \$ 146,284           | \$ 39,710,224          |
| Non-Personnel Operating          | 13,356,186            | 6,706,238                | 20,062,424                     | 3,068,646                         | 317,260              | 23,448,330             |
| Debt Service                     | 751,567               | 3,832,417                | 4,583,984                      | -                                 | 3,111,048            | 7,695,032              |
| Operating Equipment              | 361,660               | 76,421                   | 438,081                        | 334,572                           | 2,500                | 775,153                |
| Total Operating Expense          | 42,616,046            | 18,602,802               | 61,218,848                     | 6,832,799                         | 3,577,092            | 71,628,739             |
| Major Capital                    | 15,055,057            | 12,507,976               | 27,563,033                     | 3,097,884                         | 950,000              | 31,610,917             |
| Other Uses                       | -                     | -                        | -                              | -                                 | -                    | -                      |
| -Contingency                     | 403,900               | -                        | 403,900                        | -                                 | -                    | 403,900                |
| -Estimated Budget Savings        | (500,000)             | -                        | (500,000)                      | -                                 | -                    | (500,000)              |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 57,575,003</b>  | <b>\$ 31,110,778</b>     | <b>\$ 88,685,781</b>           | <b>\$ 9,930,683</b>               | <b>\$ 4,527,092</b>  | <b>\$ 103,143,556</b>  |
| Transfers-In From Other Funds    | 3,790,835             | 834,813                  | 4,625,648                      | 2,271,545                         | 2,425,207            | 9,322,400              |
| Transfers-Out To Other Funds     | 4,571,648             | 131,000                  | 4,702,648                      | 2,271,545                         | 2,348,207            | 9,322,400              |
| Net Transfers                    | \$ (780,813)          | \$ 703,813               | \$ (77,000)                    | \$ -                              | \$ 77,000            | \$ -                   |
| <b>TOTAL SOURCES</b>             | <b>\$8,473,157</b>    | <b>\$21,401,442</b>      | <b>\$78,874,599</b>            | <b>\$11,407,997</b>               | <b>\$8,307,290</b>   | <b>\$99,689,886</b>    |
| <b>TOTAL USES</b>                | <b>\$2,146,661</b>    | <b>\$31,241,778</b>      | <b>\$93,388,429</b>            | <b>\$12,202,228</b>               | <b>\$6,876,289</b>   | <b>\$112,465,956</b>   |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (3,673,494)</b> | <b>\$ (9,840,336)</b>    | <b>\$ (13,613,830)</b>         | <b>\$ (794,231)</b>               | <b>\$ 1,431,991</b>  | <b>\$ (12,876,070)</b> |
| ENDING FUNDS AVAILABLE           | \$ 13,067,886         | \$ 20,042,133            | \$ 33,110,019                  | \$ 16,845,308                     | \$ 3,605,073         | \$ 53,560,400          |

| 2004 BUDGET                      |                       |                          |                                |                                   |                       |                        |
|----------------------------------|-----------------------|--------------------------|--------------------------------|-----------------------------------|-----------------------|------------------------|
|                                  | General<br>Government | Enterprise<br>Activities | Total<br>Municipal<br>Services | Internal<br>Service<br>Operations | Special<br>Districts  | Total                  |
| Beginning Funds Available        | \$ 13,067,886         | \$ 20,042,133            | \$ 33,110,019                  | \$ 16,845,388                     | \$ 3,605,073          | \$ 53,560,400          |
| <b>REVENUE</b>                   |                       |                          |                                |                                   |                       |                        |
| Taxes                            | \$ 48,163,195         | \$ -                     | \$ 48,163,195                  | \$ -                              | \$ 1,372,150          | \$ 47,535,345          |
| Licenses & Permits               | 98,100                | -                        | 98,100                         | -                                 | 1,150                 | 99,250                 |
| Intergovernmental                | 2,963,194             | 164,236                  | 3,127,430                      | -                                 | -                     | 3,127,430              |
| Charges For Services             | 4,108,429             | 16,760,909               | 20,870,338                     | 2,234,856                         | 102,000               | 23,207,194             |
| Interfund Charges                | 908,100               | 561,100                  | 1,469,200                      | 6,785,179                         | -                     | 8,254,379              |
| Interest & Investments           | 425,388               | 410,656                  | 836,044                        | 440,888                           | 93,100                | 1,370,012              |
| Other Revenue                    | 986,327               | 810,749                  | 1,797,076                      | 2,270                             | 25,000                | 1,824,346              |
| Total Operating Revenue          | 55,653,733            | 18,707,650               | 74,361,383                     | 9,483,173                         | 1,593,400             | 85,417,956             |
| Capital Proceeds                 | 200,000               | 1,473,359                | 1,673,359                      | 52,537                            | 1,000                 | 1,726,896              |
| <b>TOTAL REVENUE</b>             | <b>\$ 55,853,733</b>  | <b>\$ 20,181,009</b>     | <b>\$ 76,034,742</b>           | <b>\$ 9,515,710</b>               | <b>\$ 1,594,400</b>   | <b>\$ 87,144,852</b>   |
| <b>EXPENDITURES</b>              |                       |                          |                                |                                   |                       |                        |
| Labor                            | \$ 29,928,285         | \$ 8,186,214             | \$ 38,114,499                  | \$ 3,655,247                      | \$ 141,914            | \$ 41,911,660          |
| Non-Personnel Operating          | 13,862,391            | 6,873,684                | 20,536,075                     | 3,282,106                         | 140,136               | 23,938,317             |
| Debt Service                     | 718,226               | 1,684,371                | 2,303,597                      | -                                 | 1,494,871             | 3,798,468              |
| Operating Equipment              | 228,425               | 87,765                   | 317,190                        | 523,960                           | 2,000                 | 843,150                |
| Total Operating Expense          | 44,738,327            | 16,532,034               | 61,271,361                     | 7,441,313                         | 1,778,921             | 70,491,595             |
| Major Capital                    | 15,963,300            | 11,123,942               | 27,087,242                     | 2,465,160                         | 1,798,000             | 31,348,402             |
| Other Uses                       |                       |                          |                                |                                   |                       |                        |
| -Contingency                     | 500,000               | -                        | 500,000                        | -                                 | -                     | 500,000                |
| -Estimated Budget Savings        | (500,000)             | -                        | (500,000)                      | -                                 | -                     | (500,000)              |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 60,702,627</b>  | <b>\$ 27,655,976</b>     | <b>\$ 88,358,603</b>           | <b>\$ 9,906,473</b>               | <b>\$ 3,574,921</b>   | <b>\$ 101,839,997</b>  |
| Transfers-In From Other Funds    | 10,466,818            | 864,255                  | 11,430,873                     | 948,844                           | 1,267,000             | 13,644,717             |
| Transfers-Out To Other Funds     | 8,795,873             | 276,000                  | 9,071,873                      | 3,446,843                         | 1,126,000             | 13,644,717             |
| Net Transfers                    | \$ 1,670,945          | \$ 588,255               | \$ 2,359,000                   | \$ (2,499,999)                    | \$ 141,000            | \$ -                   |
| <b>TOTAL SOURCES</b>             | <b>66,320,361</b>     | <b>21,145,264</b>        | <b>87,465,615</b>              | <b>10,462,554</b>                 | <b>2,861,400</b>      | <b>100,789,669</b>     |
| <b>TOTAL USES</b>                | <b>69,498,500</b>     | <b>27,931,976</b>        | <b>97,430,476</b>              | <b>13,353,316</b>                 | <b>4,700,921</b>      | <b>115,484,714</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (3,178,149)</b> | <b>\$ (6,786,712)</b>    | <b>\$ (9,964,861)</b>          | <b>\$ (2,890,762)</b>             | <b>\$ (1,839,521)</b> | <b>\$ (14,695,145)</b> |
| ENDING FUNDS AVAILABLE           | \$ 9,889,737          | \$ 13,255,421            | \$ 23,145,158                  | \$ 13,954,546                     | \$ 1,765,552          | \$ 38,865,256          |

| 2005 BUDGET                      |                       |                          |                                |                                   |                       |                       |
|----------------------------------|-----------------------|--------------------------|--------------------------------|-----------------------------------|-----------------------|-----------------------|
|                                  | General<br>Government | Enterprise<br>Activities | Total<br>Municipal<br>Services | Internal<br>Service<br>Operations | Special<br>Districts  | Total                 |
| Beginning Funds Available        | \$ 9,889,737          | \$ 13,255,421            | \$ 23,145,158                  | \$ 13,954,546                     | \$ 1,765,552          | \$ 38,865,256         |
| <b>REVENUE</b>                   |                       |                          |                                |                                   |                       |                       |
| Taxes                            | \$ 48,593,691         | \$ -                     | \$ 48,593,691                  | \$ -                              | \$ 1,405,650          | \$ 49,999,341         |
| Licenses & Permits               | 100,128               | -                        | 100,128                        | -                                 | 1,200                 | 101,328               |
| Intergovernmental                | 958,500               | 128,498                  | 1,086,998                      | -                                 | -                     | 1,086,998             |
| Charges For Services             | 4,202,518             | 17,490,001               | 21,692,519                     | 2,295,257                         | 103,000               | 24,090,776            |
| Interfund Charges                | 931,700               | 570,600                  | 1,502,300                      | 6,927,845                         | -                     | 8,430,145             |
| Interest & Investments           | 374,588               | 440,987                  | 815,575                        | 503,136                           | 58,600                | 1,377,311             |
| Other Revenue                    | 981,385               | 754,169                  | 1,735,554                      | 2,338                             | 26,200                | 1,764,092             |
| Total Operating Revenue          | 56,142,510            | 19,384,255               | 75,526,765                     | 9,728,576                         | 1,594,650             | 86,849,990            |
| Capital Proceeds                 | -                     | 1,812,306                | 1,812,306                      | 53,548                            | 1,000                 | 1,866,854             |
| <b>TOTAL REVENUE</b>             | <b>\$ 56,142,510</b>  | <b>\$ 21,196,561</b>     | <b>\$ 77,339,071</b>           | <b>\$ 9,782,124</b>               | <b>\$ 1,595,650</b>   | <b>\$ 88,716,844</b>  |
| <b>EXPENDITURES</b>              |                       |                          |                                |                                   |                       |                       |
| Labor                            | \$ 30,825,798         | \$ 8,426,692             | \$ 39,252,490                  | \$ 3,776,061                      | \$ 146,152            | \$ 43,174,703         |
| Non-Personnel Operating          | 14,009,085            | 6,833,949                | 20,843,034                     | 3,318,557                         | 142,537               | 24,304,128            |
| Debt Service                     | 720,906               | 1,522,891                | 2,243,797                      | -                                 | 1,454,871             | 3,698,668             |
| Operating Equipment              | 150,734               | 59,723                   | 210,457                        | 457,029                           | 2,000                 | 669,486               |
| Total Operating Expense          | 45,706,524            | 16,843,255               | 62,549,779                     | 7,551,647                         | 1,745,560             | 71,846,985            |
| Major Capital                    | 11,182,670            | 5,465,013                | 16,647,683                     | 2,394,887                         | 1,136,000             | 20,178,570            |
| Other Uses                       |                       |                          |                                |                                   |                       |                       |
| -Contingency                     | 500,000               | -                        | 500,000                        | -                                 | -                     | 500,000               |
| -Estimated Budget Savings        | (500,000)             | -                        | (500,000)                      | -                                 | -                     | (500,000)             |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 56,889,194</b>  | <b>\$ 22,308,268</b>     | <b>\$ 79,197,462</b>           | <b>\$ 9,946,534</b>               | <b>\$ 2,881,560</b>   | <b>\$ 92,025,555</b>  |
| Transfers-In From Other Funds    | 5,427,298             | 846,938                  | 6,274,236                      | 1,144,196                         | 1,235,500             | 8,653,932             |
| Transfers-Out To Other Funds     | 6,233,236             | 190,000                  | 6,423,236                      | 1,144,196                         | 1,086,500             | 8,653,932             |
| Net Transfers                    | \$ (805,938)          | \$ 656,938               | \$ (149,000)                   | \$ -                              | \$ 149,000            | \$ -                  |
| <b>TOTAL SOURCES</b>             | <b>61,669,808</b>     | <b>22,043,499</b>        | <b>83,813,307</b>              | <b>10,926,320</b>                 | <b>2,831,150</b>      | <b>97,370,776</b>     |
| <b>TOTAL USES</b>                | <b>63,122,430</b>     | <b>22,498,268</b>        | <b>85,620,698</b>              | <b>11,090,730</b>                 | <b>3,968,060</b>      | <b>100,679,487</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (1,552,622)</b> | <b>\$ (454,769)</b>      | <b>\$ (2,007,391)</b>          | <b>\$ (164,410)</b>               | <b>\$ (1,136,910)</b> | <b>\$ (3,308,711)</b> |
| ENDING FUNDS AVAILABLE           | \$ 8,337,115          | \$ 12,800,652            | \$ 21,137,767                  | \$ 13,790,136                     | \$ 628,642            | \$ 35,556,544         |

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## GENERAL GOVERNMENT FUNDS



- ◆ *Visitor & Convention Bureau Fund*
- ◆ *CDBG Distribution Fund*
- ◆ *Parkland Expansion Fund*
- ◆ *Wood Stove Replacement Incentive*
- ◆ *Economic Development Fund*
- ◆ *Sales Tax Capital Improvement Project Fund*
- ◆ *Storm Drainage Improvement Fund*
- ◆ *Future Street Improvement Fund*
- ◆ *Facilities Capital Fund*
- ◆ *General Debt Service Fund*
- ◆ *Grand Junction Public Finance Corp.*
- ◆ *Parks Improvement Advisory Board*

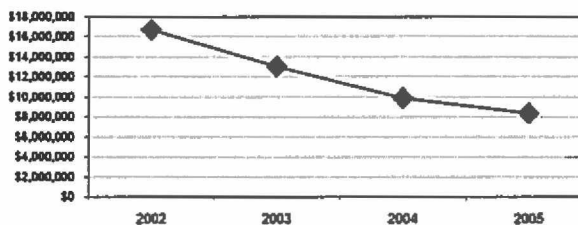
*This group of funds is used to account for the revenues and expenditures associated with providing all general governmental type of services to the public. These types of services include; general administrative and support services, police and fire protection, street and traffic services, planning,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

Ending Funds Available



## TOTAL: GENERAL GOVERNMENT FUNDS

|                                  | 2002<br>ACTUAL       | 2003<br>REVISED       | 2004<br>BUDGET        | 2005<br>BUDGET        |
|----------------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Beginning Funds Available        | \$ 13,470,769        | \$ 16,741,380         | \$ 13,067,886         | \$ 9,889,736          |
| <b>REVENUE</b>                   |                      |                       |                       |                       |
| Taxes                            | \$ 43,337,567        | \$ 44,163,322         | \$ 46,163,195         | \$ 48,593,691         |
| Licenses & Permits               | 111,935              | 111,657               | 98,100                | 100,128               |
| Intergovernmental                | 1,737,151            | 3,869,986             | 2,963,194             | 958,500               |
| Charges For Services             | 3,729,216            | 3,943,713             | 4,109,429             | 4,202,518             |
| Interfund Charges                | 906,761              | 892,500               | 908,100               | 931,700               |
| Interest & Investments           | 682,373              | 426,660               | 425,388               | 374,588               |
| Other Revenue                    | 1,120,478            | 1,274,484             | 986,327               | 981,385               |
| Total Operating Revenue          | 51,625,481           | 54,682,322            | 55,653,733            | 56,142,510            |
| Capital Proceeds                 | -                    | -                     | 200,000               | -                     |
| <b>TOTAL REVENUE</b>             | <b>\$ 51,625,481</b> | <b>\$ 54,682,322</b>  | <b>\$ 55,853,733</b>  | <b>\$ 56,142,510</b>  |
| <b>EXPENDITURES</b>              |                      |                       |                       |                       |
| Labor                            | \$ 25,327,532        | \$ 28,146,633         | \$ 29,928,285         | \$ 30,825,798         |
| Non-Personnel Operating          | 12,886,499           | 13,356,186            | 13,862,391            | 14,009,085            |
| Debt Service                     | 359,119              | 751,567               | 719,226               | 720,906               |
| Operating Equipment              | 389,919              | 361,660               | 229,425               | 150,734               |
| Total Operating Expense          | 38,963,068           | 42,616,046            | 44,739,328            | 45,706,523            |
| Major Capital                    | 8,165,010            | 15,055,057            | 15,963,300            | 11,182,670            |
| Other Uses                       |                      |                       |                       |                       |
| -Contingency                     | -                    | 403,900               | 500,000               | 500,000               |
| -Estimated Budget Savings        | -                    | (500,000)             | (500,000)             | (500,000)             |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 47,128,078</b> | <b>\$ 57,575,003</b>  | <b>\$ 60,702,627</b>  | <b>\$ 56,889,193</b>  |
| Transfers-In From Other Funds    | 3,131,622            | 3,790,835             | 10,466,618            | 5,427,298             |
| Transfers-Out To Other Funds     | 4,358,414            | 4,571,648             | 8,795,873             | 6,233,236             |
| Net Transfers                    | \$ (1,226,792)       | \$ (780,813)          | \$ 1,670,745          | \$ (805,938)          |
| <b>TOTAL NEW SOURCES</b>         | <b>54,757,103</b>    | <b>58,473,157</b>     | <b>66,320,351</b>     | <b>61,569,808</b>     |
| <b>TOTAL USES</b>                | <b>51,486,492</b>    | <b>62,146,651</b>     | <b>69,498,500</b>     | <b>63,122,429</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 3,270,611</b>  | <b>\$ (3,673,494)</b> | <b>\$ (3,178,149)</b> | <b>\$ (1,552,621)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 16,741,380</b> | <b>\$ 13,067,886</b>  | <b>\$ 9,889,736</b>   | <b>\$ 8,337,115</b>   |

## GENERAL FUND #100

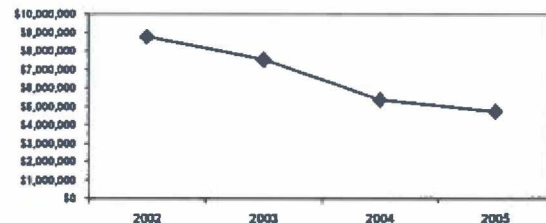
## DESCRIPTION:

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 Two Rivers Convention Center

and the Swimming Pool funds. The most significant transfer is to the Sales Tax CIP Fund, this amount is determined to be additional one-time resources and is used to bolster the City's level of capital investment in the community. The amount to be transferred for major capital is determined annually and is a product of the City's long range financial projection model.

Ending Funds Available



## GENERAL FUND #100

|                                  | 2002<br>ACTUAL       | 2003<br>REVISED       | 2004<br>BUDGET        | 2005<br>BUDGET       |
|----------------------------------|----------------------|-----------------------|-----------------------|----------------------|
| Beginning Funds Available        | \$ 7,685,797         | \$ 8,748,703          | \$ 7,547,055          | \$ 5,341,891         |
| <b>REVENUE</b>                   |                      |                       |                       |                      |
| Taxes                            | \$ 33,961,883        | \$ 34,808,438         | \$ 36,150,950         | \$ 38,004,202        |
| Licenses & Permits               | 111,935              | 111,657               | 98,100                | 100,128              |
| Intergovernmental                | 77,347               | 244,696               | 120,850               | 92,500               |
| Charges For Services             | 2,829,744            | 3,308,901             | 3,566,729             | 3,643,583            |
| Interfund Charges                | 806,761              | 892,500               | 908,100               | 931,700              |
| Interest & Investments           | 421,715              | 241,400               | 254,000               | 279,000              |
| Other Revenue                    | 529,307              | 646,478               | 633,927               | 650,885              |
| Total Operating Revenue          | 38,838,692           | 40,054,070            | 41,732,656            | 43,701,998           |
| Capital Proceeds                 | -                    | -                     | -                     | -                    |
| <b>TOTAL REVENUE</b>             | <b>\$ 38,838,692</b> | <b>\$ 40,054,070</b>  | <b>\$ 41,732,656</b>  | <b>\$ 43,701,998</b> |
| <b>EXPENDITURES</b>              |                      |                       |                       |                      |
| Labor                            | \$ 23,949,494        | \$ 26,742,588         | \$ 28,477,815         | \$ 29,320,895        |
| Non-Personnel Operating          | 10,776,796           | 11,623,847            | 11,971,189            | 12,008,874           |
| Debt Service                     | -                    | 394,108               | 394,108               | 394,108              |
| Operating Equipment              | 377,471              | 349,663               | 219,425               | 145,734              |
| Total Operating Expense          | 35,103,761           | 39,110,006            | 41,062,537            | 41,869,612           |
| Major Capital                    | 272,782              | 642,681               | 504,828               | 77,000               |
| Other Uses                       |                      |                       |                       |                      |
| -Contingency                     | -                    | 403,900               | 500,000               | 500,000              |
| -Estimated Budget Savings        | -                    | (500,000)             | (500,000)             | (500,000)            |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 35,376,523</b> | <b>\$ 39,656,587</b>  | <b>\$ 41,567,365</b>  | <b>\$ 41,946,612</b> |
| Transfers-In From Other Funds    | 15,221               | 99,682                | 66,000                | 81,000               |
| Transfers-Out To Other Funds     | 2,414,484            | 1,698,813             | 2,438,455             | 2,447,438            |
| Net Transfers                    | \$ (2,399,263)       | \$ (1,599,131)        | \$ (2,370,455)        | \$ (2,366,438)       |
| <b>TOTAL NEW SOURCES</b>         | <b>38,853,913</b>    | <b>40,153,752</b>     | <b>41,800,656</b>     | <b>43,782,998</b>    |
| <b>TOTAL USES</b>                | <b>37,791,007</b>    | <b>41,355,400</b>     | <b>44,005,820</b>     | <b>44,394,050</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 1,062,906</b>  | <b>\$ (1,201,648)</b> | <b>\$ (2,205,164)</b> | <b>\$ (611,052)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 8,748,703</b>  | <b>\$ 7,547,055</b>   | <b>\$ 5,341,891</b>   | <b>\$ 4,730,839</b>  |

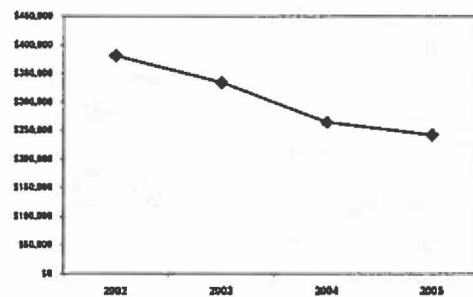
## VISITOR & CONVENTION BUREAU #102

### 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

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Beginning Funds Available</b> | \$ 346,324          | \$ 381,436          | \$ 333,652          | \$ 263,470          |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ 1,257,683        | \$ 1,230,336        | \$ 1,284,412        | \$ 1,353,726        |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 24,024              | 20,690              | 11,200              | 11,300              |
| Interfund Charges                | -                   | -                   | -                   | -                   |
| Interest & Investments           | 16,660              | 8,800               | 8,800               | 8,800               |
| Other Revenue                    | 4,718               | 300                 | 200                 | 200                 |
| <b>Total Operating Revenue</b>   | <b>1,303,085</b>    | <b>1,260,126</b>    | <b>1,304,612</b>    | <b>1,374,026</b>    |
| <b>Capital Proceeds</b>          | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,303,085</b> | <b>\$ 1,260,126</b> | <b>\$ 1,304,612</b> | <b>\$ 1,374,026</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 456,435          | \$ 475,367          | \$ 523,942          | \$ 540,387          |
| Non-Personnel Operating          | 769,285             | 790,740             | 840,852             | 850,111             |
| Debt Service                     | 29,806              | 29,806              | -                   | -                   |
| Operating Equipment              | 12,448              | 11,997              | 10,000              | 5,000               |
| <b>Total Operating Expense</b>   | <b>1,267,973</b>    | <b>1,307,910</b>    | <b>1,374,794</b>    | <b>1,395,498</b>    |
| <b>Major Capital</b>             | -                   | -                   | -                   | -                   |
| <b>Other Uses</b>                |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,267,973</b> | <b>\$ 1,307,910</b> | <b>\$ 1,374,794</b> | <b>\$ 1,395,498</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>1,303,085</b>    | <b>1,260,126</b>    | <b>1,304,612</b>    | <b>1,374,026</b>    |
| <b>TOTAL USES</b>                | <b>1,267,973</b>    | <b>1,307,910</b>    | <b>1,374,794</b>    | <b>1,395,498</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 35,112</b>    | <b>\$ (47,784)</b>  | <b>\$ (70,182)</b>  | <b>\$ (21,472)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 381,436</b>   | <b>\$ 333,652</b>   | <b>\$ 263,470</b>   | <b>\$ 241,998</b>   |

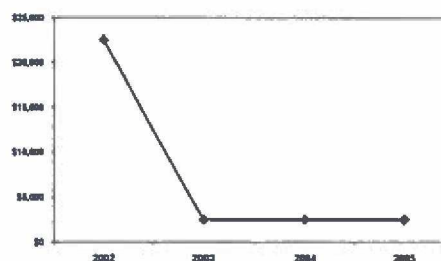


## GRANT DISTRIBUTIONS #104

## 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 such as the Grand Junction Housing Authority. The "transfer-out" is to reimburse the General Fund for direct CDBG Program administrative costs.

Ending Funds Available



## GRANT DISTRIBUTIONS #104

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ 2,554          | \$ 22,554          | \$ 2,554          | \$ 2,554          |
| <b>REVENUE</b>                   |                   |                    |                   |                   |
| Taxes                            | \$ -              | \$ -               | \$ -              | \$ -              |
| Licenses & Permits               | -                 | -                  | -                 | -                 |
| Intergovernmental                | 715,576           | 446,563            | 400,000           | 400,000           |
| Charges For Services             | -                 | -                  | -                 | -                 |
| Interfund Charges                | -                 | -                  | -                 | -                 |
| Interest & Investments           | -                 | -                  | -                 | -                 |
| Other Revenue                    | -                 | -                  | -                 | -                 |
| Total Operating Revenue          | 715,576           | 446,563            | 400,000           | 400,000           |
| Capital Proceeds                 | -                 | -                  | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 715,576</b> | <b>\$ 446,563</b>  | <b>\$ 400,000</b> | <b>\$ 400,000</b> |
| <b>EXPENDITURES</b>              |                   |                    |                   |                   |
| Labor                            | \$ -              | \$ -               | \$ -              | \$ -              |
| Non-Personnel Operating          | 680,355           | 446,563            | 365,000           | 364,000           |
| Debt Service                     | -                 | -                  | -                 | -                 |
| Operating Equipment              | -                 | -                  | -                 | -                 |
| Total Operating Expense          | 680,355           | 446,563            | 365,000           | 364,000           |
| Major Capital                    | -                 | -                  | -                 | -                 |
| Other Uses                       |                   |                    |                   |                   |
| -Contingency                     | -                 | -                  | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                  | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 680,355</b> | <b>\$ 446,563</b>  | <b>\$ 365,000</b> | <b>\$ 364,000</b> |
| Transfers-In From Other Funds    | -                 | -                  | -                 | -                 |
| Transfers-Out To Other Funds     | 15,221            | 20,000             | 35,000            | 36,000            |
| Net Transfers                    | \$ (15,221)       | \$ (20,000)        | \$ (35,000)       | \$ (36,000)       |
| <b>TOTAL NEW SOURCES</b>         | <b>715,576</b>    | <b>446,563</b>     | <b>400,000</b>    | <b>400,000</b>    |
| <b>TOTAL USES</b>                | <b>695,576</b>    | <b>466,563</b>     | <b>400,000</b>    | <b>400,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 20,000</b>  | <b>\$ (20,000)</b> | <b>\$ -</b>       | <b>\$ -</b>       |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 22,554</b>  | <b>\$ 2,554</b>    | <b>\$ 2,554</b>   | <b>\$ 2,554</b>   |

## PARKLAND EXPANSION #105

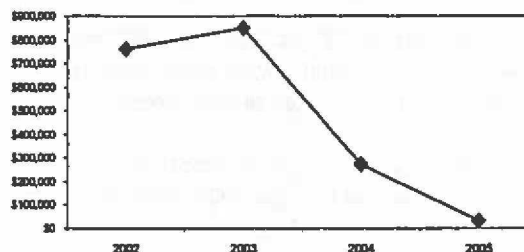
### DESCRIPTION:

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. A portion of these resources are transferred to the Sales Tax Capital Improvement Fund and are expended for park acquisition and development. Another significant portion of these funds is transferred to the Grand Junction Public Finance Corporation Fund 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

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED   | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|-------------------|-------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 340,529        | \$ 760,845        | \$ 849,392          | \$ 275,224          |
| <b>REVENUE</b>                   |                   |                   |                     |                     |
| Taxes                            | \$ -              | \$ -              | \$ -                | \$ -                |
| Licenses & Permits               | -                 | -                 | -                   | -                   |
| Intergovernmental                | 423,028           | 400,000           | 405,000             | 410,000             |
| Charges For Services             | -                 | -                 | -                   | -                   |
| Interfund Charges                | -                 | -                 | -                   | -                   |
| Interest & Investments           | 30,129            | 19,500            | 25,000              | 15,000              |
| Other Revenue                    | 464,257           | 318,300           | 168,300             | 169,300             |
| Total Operating Revenue          | 917,414           | 737,800           | 598,300             | 594,300             |
| Capital Proceeds                 | -                 | -                 | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 917,414</b> | <b>\$ 737,800</b> | <b>\$ 598,300</b>   | <b>\$ 594,300</b>   |
| <b>EXPENDITURES</b>              |                   |                   |                     |                     |
| Labor                            | \$ -              | \$ -              | \$ -                | \$ -                |
| Non-Personnel Operating          | 12,817            | 12,100            | 12,850              | 13,600              |
| Debt Service                     | -                 | -                 | -                   | -                   |
| Operating Equipment              | -                 | -                 | -                   | -                   |
| Total Operating Expense          | 12,817            | 12,100            | 12,850              | 13,600              |
| Major Capital                    | -                 | -                 | -                   | -                   |
| Other Uses                       |                   |                   |                     |                     |
| -Contingency                     | -                 | -                 | -                   | -                   |
| -Estimated Budget Savings        | -                 | -                 | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 12,817</b>  | <b>\$ 12,100</b>  | <b>\$ 12,850</b>    | <b>\$ 13,600</b>    |
| Transfers-In From Other Funds    | -                 | -                 | -                   | -                   |
| Transfers-Out To Other Funds     | 484,281           | 637,153           | 1,159,618           | 821,298             |
| Net Transfers                    | \$ (484,281)      | \$ (637,153)      | \$ (1,159,618)      | \$ (821,298)        |
| <b>TOTAL NEW SOURCES</b>         | <b>917,414</b>    | <b>737,800</b>    | <b>598,300</b>      | <b>594,300</b>      |
| <b>TOTAL USES</b>                | <b>497,098</b>    | <b>649,253</b>    | <b>1,172,468</b>    | <b>834,898</b>      |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 420,316</b> | <b>\$ 88,547</b>  | <b>\$ (574,168)</b> | <b>\$ (240,598)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 760,845</b> | <b>\$ 849,392</b> | <b>\$ 275,224</b>   | <b>\$ 34,626</b>    |

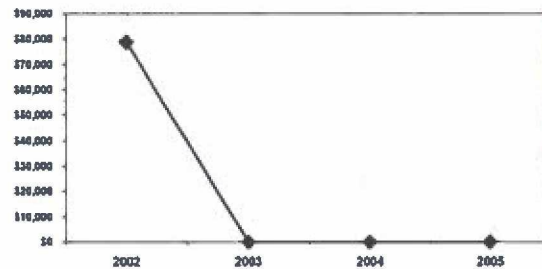
## WOOD STOVE REPLACEMENT INCENTIVE #106

## DESCRIPTION:

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

This fund was closed-out as of the end of 2003 due to lack of activity in the program. The remaining fund balance was transferred back to the General Fund.

Ending Funds Available



## WOOD STOVE REPLACEMENT INCENTIVE #106

|                                  | 2002<br>ACTUAL   | 2003<br>REVISED    | 2004<br>BUDGET | 2005<br>BUDGET |
|----------------------------------|------------------|--------------------|----------------|----------------|
| Beginning Funds Available        | \$ 79,268        | \$ 78,810          | \$ -           | \$ -           |
| <b>REVENUE</b>                   |                  |                    |                |                |
| Taxes                            | \$ -             | \$ -               | \$ -           | \$ -           |
| Licenses & Permits               | -                | -                  | -              | -              |
| Intergovernmental                | -                | -                  | -              | -              |
| Charges For Services             | -                | -                  | -              | -              |
| Interfund Charges                | -                | -                  | -              | -              |
| Interest & Investments           | 3,437            | 872                | -              | -              |
| Other Revenue                    | -                | -                  | -              | -              |
| Total Operating Revenue          | 3,437            | 872                | -              | -              |
| Capital Proceeds                 | -                | -                  | -              | -              |
| <b>TOTAL REVENUE</b>             | <b>\$ 3,437</b>  | <b>\$ 872</b>      | <b>\$ -</b>    | <b>\$ -</b>    |
| <b>EXPENDITURES</b>              |                  |                    |                |                |
| Labor                            | \$ -             | \$ -               | \$ -           | \$ -           |
| Non-Personnel Operating          | 3,895            | -                  | -              | -              |
| Debt Service                     | -                | -                  | -              | -              |
| Operating Equipment              | -                | -                  | -              | -              |
| Total Operating Expense          | 3,895            | -                  | -              | -              |
| Major Capital                    | -                | -                  | -              | -              |
| Other Uses                       |                  |                    |                |                |
| -Contingency                     | -                | -                  | -              | -              |
| -Estimated Budget Savings        | -                | -                  | -              | -              |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 3,895</b>  | <b>\$ -</b>        | <b>\$ -</b>    | <b>\$ -</b>    |
| Transfers-In From Other Funds    | -                | -                  | -              | -              |
| Transfers-Out To Other Funds     | -                | 79,682             | -              | -              |
| Net Transfers                    | \$ -             | \$ (79,682)        | \$ -           | \$ -           |
| <b>TOTAL SOURCES</b>             | <b>3,437</b>     | <b>872</b>         | <b>-</b>       | <b>-</b>       |
| <b>TOTAL USES</b>                | <b>3,895</b>     | <b>79,682</b>      | <b>-</b>       | <b>-</b>       |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (458)</b>  | <b>\$ (78,810)</b> | <b>\$ -</b>    | <b>\$ -</b>    |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 78,810</b> | <b>\$ -</b>        | <b>\$ -</b>    | <b>\$ -</b>    |

## ECONOMIC DEVELOPMENT #108

### DESCRIPTION:

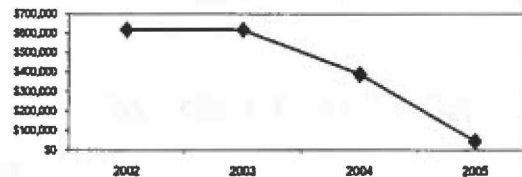
The purpose of the Economic Development Fund is to accumulate resources to further economic development efforts in the City of Grand Junction and the Grand Valley area. In conjunction with the voter supported 3/4 of one percent increase in the City Sales & Use Tax rate (effective January 1, 1988), an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

Since the fund's inception, the majority of these funds that have been expended have been through the Mesa County Economic Development Council as incentives for businesses locating to this area. Beginning in 1996, an annual amount of \$250,000 (for a period of ten years) was approved to assist Mesa State College

with land acquisition and expansion. This program is partially funded by a \$150K annual transfer-in from the General Fund. The disbursement of these funds is dependent upon the college meeting specific criteria as established by the City Council.

Beginning in 2004, a portion of a new full-time position who's responsibility will include economic development efforts will be funded with these resources.

Ending Funds Available



### ECONOMIC DEVELOPMENT #108

|                                  | 2002<br>ACTUAL | 2003<br>REVISED | 2004<br>BUDGET | 2005<br>BUDGET |
|----------------------------------|----------------|-----------------|----------------|----------------|
| Beginning Funds Available        | \$ 746,094     | \$ 617,494      | \$ 617,494     | \$ 386,303     |
| <b>REVENUE</b>                   |                |                 |                |                |
| Taxes                            | \$ -           | \$ -            | \$ -           | \$ -           |
| Licenses & Permits               | -              | -               | -              | -              |
| Intergovernmental                | -              | -               | -              | -              |
| Charges For Services             | -              | -               | -              | -              |
| Interfund Charges                | -              | -               | -              | -              |
| Interest & Investments           | -              | -               | -              | -              |
| Other Revenue                    | -              | -               | -              | -              |
| Total Operating Revenue          | -              | -               | -              | -              |
| Capital Proceeds                 | -              | -               | -              | -              |
| <b>TOTAL REVENUE</b>             | \$ -           | \$ -            | \$ -           | \$ -           |
| <b>EXPENDITURES</b>              |                |                 |                |                |
| Labor                            | \$ -           | \$ -            | \$ 31,191      | \$ 40,685      |
| Non-Personnel Operating          | 578,600        | 450,000         | 650,000        | 750,000        |
| Debt Service                     | -              | -               | -              | -              |
| Operating Equipment              | -              | -               | -              | -              |
| Total Operating Expense          | 578,600        | 450,000         | 681,191        | 790,685        |
| Major Capital                    | -              | -               | -              | -              |
| Other Uses                       |                |                 |                |                |
| -Contingency                     | -              | -               | -              | -              |
| -Estimated Budget Savings        | -              | -               | -              | -              |
| <b>TOTAL EXPENDITURES</b>        | \$ 578,600     | \$ 450,000      | \$ 681,191     | \$ 790,685     |
| Transfers-In From Other Funds    | 450,000        | 450,000         | 450,000        | 450,000        |
| Transfers-Out To Other Funds     | -              | -               | -              | -              |
| Net Transfers                    | \$ 450,000     | \$ 450,000      | \$ 450,000     | \$ 450,000     |
| <b>TOTAL NEW SOURCES</b>         | 450,000        | 450,000         | 450,000        | 450,000        |
| <b>TOTAL USES</b>                | 578,600        | 450,000         | 681,191        | 790,685        |
| <b>NET SOURCE (USE) OF FUNDS</b> | \$ (128,600)   | \$ -            | \$ (231,191)   | \$ (340,685)   |
| <b>ENDING FUNDS AVAILABLE</b>    | \$ 617,494     | \$ 617,494      | \$ 386,303     | \$ 45,618      |



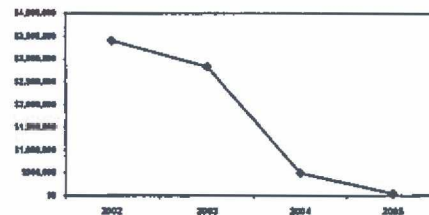
## SALES TAX CIP FUND #201

**DESCRIPTION:**

The Sales Tax Capital Improvement Fund provides for several important accounting functions. This fund is used to account for most of the general governmental resources used for the acquisition and construction of major capital facilities. In particular, this fund is used to account for the 3/4 cent portion of the City's 23/4 percent Sales & Use Tax which is dedicated to general capital improvements, economic development, and general debt service. Other major revenue sources include grants from other governments, interest income and transfers-in from other funds.

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

Ending Funds Available



## SALES TAX CIP FUND #201

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED      | 2004<br>BUDGET        | 2005<br>BUDGET       |
|----------------------------------|---------------------|----------------------|-----------------------|----------------------|
| Beginning Funds Available        | \$ 1,760,740        | \$ 3,399,949         | \$ 2,839,404          | \$ 506,871           |
| <b>REVENUE</b>                   |                     |                      |                       |                      |
| Taxes                            | \$ 8,118,001        | \$ 8,324,548         | \$ 8,727,833          | \$ 9,235,763         |
| Licenses & Permits               | -                   | -                    | -                     | -                    |
| Intergovernmental                | 479,200             | 2,522,727            | 1,981,344             | -                    |
| Charges For Services             | 35,853              | 47,872               | -                     | -                    |
| Interfund Charges                | -                   | -                    | -                     | -                    |
| Interest & Investments           | 77,641              | 86,000               | 97,000                | 32,000               |
| Other Revenue                    | 107,196             | 299,406              | 173,900               | 151,000              |
| Total Operating Revenue          | 8,817,891           | 11,280,353           | 10,980,077            | 9,418,763            |
| Capital Proceeds                 | -                   | -                    | 200,000               | -                    |
| <b>TOTAL REVENUE</b>             | <b>\$ 8,817,891</b> | <b>\$ 11,280,353</b> | <b>\$ 11,180,077</b>  | <b>\$ 9,418,763</b>  |
| <b>EXPENDITURES</b>              |                     |                      |                       |                      |
| Labor                            | \$ 855,205          | \$ 843,777           | \$ 755,231            | \$ 779,260           |
| Non-Personnel Operating          | -                   | -                    | -                     | -                    |
| Debt Service                     | -                   | -                    | -                     | -                    |
| Operating Equipment              | -                   | -                    | -                     | -                    |
| Total Operating Expense          | 855,205             | 843,777              | 755,231               | 779,260              |
| Major Capital                    | 7,642,049           | 12,023,121           | 11,601,579            | 9,681,240            |
| Other Uses                       |                     |                      |                       |                      |
| -Contingency                     | -                   | -                    | -                     | -                    |
| -Estimated Budget Savings        | -                   | -                    | -                     | -                    |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 8,497,254</b> | <b>\$ 12,866,898</b> | <b>\$ 12,356,810</b>  | <b>\$ 10,460,500</b> |
| Transfers-In From Other Funds    | 2,210,000           | 2,212,000            | 3,322,000             | 2,918,000            |
| Transfers-Out To Other Funds     | 891,428             | 1,186,000            | 4,477,800             | 2,328,500            |
| Net Transfers                    | \$ 1,318,572        | \$ 1,026,000         | \$ (1,155,800)        | \$ 589,500           |
| <b>TOTAL NEW SOURCES</b>         | <b>11,027,891</b>   | <b>13,492,353</b>    | <b>14,502,077</b>     | <b>12,336,763</b>    |
| <b>TOTAL USES</b>                | <b>9,388,682</b>    | <b>14,052,898</b>    | <b>16,834,610</b>     | <b>12,789,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 1,639,209</b> | <b>\$ (560,545)</b>  | <b>\$ (2,332,533)</b> | <b>\$ (452,237)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 3,399,949</b> | <b>\$ 2,839,404</b>  | <b>\$ 506,871</b>     | <b>\$ 54,634</b>     |

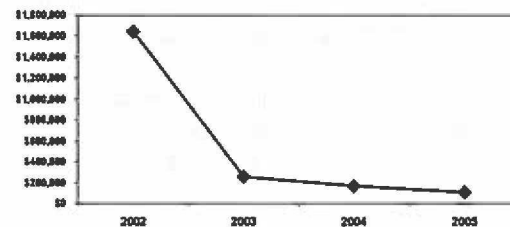
## STORM DRAINAGE IMPROVEMENTS #202

### DESCRIPTION:

The Storm Drainage Improvement 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.

Although the City collects annual revenue from development fees the majority of funding is derived from transfers from the Sales Tax CIP Fund.

Ending Funds Available



### STORM DRAINAGE IMPROVEMENTS #202

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED       | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|-----------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 1,592,195        | \$ 1,645,427          | \$ 258,271          | \$ 168,771          |
| <b>REVENUE</b>                   |                     |                       |                     |                     |
| Taxes                            | \$ -                | \$ -                  | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                     | -                   | -                   |
| Intergovernmental                | -                   | 200,000               | -                   | -                   |
| Charges For Services             | 176,660             | 150,000               | 100,000             | 100,000             |
| Interfund Charges                | -                   | -                     | -                   | -                   |
| Interest & Investments           | 63,047              | 37,000                | 7,500               | 6,700               |
| Other Revenue                    | -                   | -                     | -                   | -                   |
| Total Operating Revenue          | 239,707             | 387,000               | 107,500             | 106,700             |
| Capital Proceeds                 | -                   | -                     | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 239,707</b>   | <b>\$ 387,000</b>     | <b>\$ 107,500</b>   | <b>\$ 106,700</b>   |
| <b>EXPENDITURES</b>              |                     |                       |                     |                     |
| Labor                            | \$ 66,396           | \$ 84,901             | \$ 140,107          | \$ 144,570          |
| Non-Personnel Operating          | -                   | -                     | -                   | -                   |
| Debt Service                     | -                   | -                     | -                   | -                   |
| Operating Equipment              | -                   | -                     | -                   | -                   |
| Total Operating Expense          | 66,396              | 84,901                | 140,107             | 144,570             |
| Major Capital                    | 250,199             | 2,389,255             | 3,856,893           | 1,424,430           |
| Other Uses                       |                     |                       |                     |                     |
| -Contingency                     | -                   | -                     | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                     | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 316,595</b>   | <b>\$ 2,474,156</b>   | <b>\$ 3,997,000</b> | <b>\$ 1,569,000</b> |
| Transfers-In From Other Funds    | 130,120             | 700,000               | 3,800,000           | 1,400,000           |
| Transfers-Out To Other Funds     | -                   | -                     | -                   | -                   |
| Net Transfers                    | \$ 130,120          | \$ 700,000            | \$ 3,800,000        | \$ 1,400,000        |
| <b>TOTAL NEW SOURCES</b>         | <b>369,827</b>      | <b>1,087,000</b>      | <b>3,907,500</b>    | <b>1,506,700</b>    |
| <b>TOTAL USES</b>                | <b>316,595</b>      | <b>2,474,156</b>      | <b>3,997,000</b>    | <b>1,569,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 53,232</b>    | <b>\$ (1,387,156)</b> | <b>\$ (89,500)</b>  | <b>\$ (62,300)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 1,645,427</b> | <b>\$ 258,271</b>     | <b>\$ 168,771</b>   | <b>\$ 106,471</b>   |

## FUTURE STREET IMPROVEMENTS #207

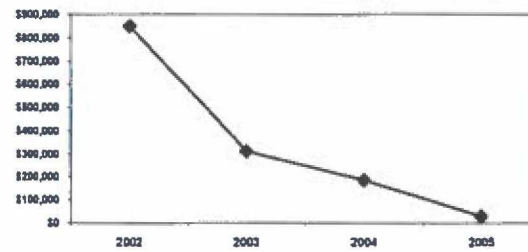
**DESCRIPTION:**

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

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

These resources are subsequently transferred to the Sales Tax CIP Fund where the expenditures for designated improvement projects are made.

Ending Funds Available



## FUTURE STREET IMPROVEMENTS #207

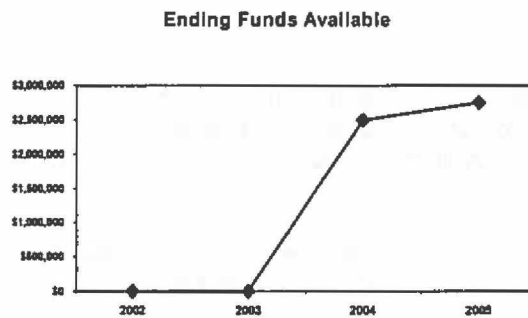
|                                  | 2002<br>ACTUAL    | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|-------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 698,214        | \$ 849,424          | \$ 310,424          | \$ 186,924          |
| <b>REVENUE</b>                   |                   |                     |                     |                     |
| Taxes                            | \$ -              | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                 | -                   | -                   | -                   |
| Intergovernmental                | -                 | -                   | -                   | -                   |
| Charges For Services             | 626,585           | 380,000             | 395,500             | 411,635             |
| Interfund Charges                | -                 | -                   | -                   | -                   |
| Interest & Investments           | 63,963            | 31,000              | 31,000              | 31,000              |
| Other Revenue                    | -                 | -                   | -                   | -                   |
| Total Operating Revenue          | 690,548           | 411,000             | 426,500             | 442,635             |
| Capital Proceeds                 | -                 | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 690,548</b> | <b>\$ 411,000</b>   | <b>\$ 426,500</b>   | <b>\$ 442,635</b>   |
| <b>EXPENDITURES</b>              |                   |                     |                     |                     |
| Labor                            | \$ -              | \$ -                | \$ -                | \$ -                |
| Non-Personnel Operating          | 46,338            | -                   | -                   | -                   |
| Debt Service                     | -                 | -                   | -                   | -                   |
| Operating Equipment              | -                 | -                   | -                   | -                   |
| Total Operating Expense          | 46,338            | -                   | -                   | -                   |
| Major Capital                    | -                 | -                   | -                   | -                   |
| Other Uses                       |                   |                     |                     |                     |
| -Contingency                     | -                 | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                 | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 46,338</b>  | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| Transfers-In From Other Funds    | -                 | -                   | -                   | -                   |
| Transfers-Out To Other Funds     | 493,000           | 950,000             | 550,000             | 600,000             |
| Net Transfers                    | \$ (493,000)      | \$ (950,000)        | \$ (550,000)        | \$ (600,000)        |
| <b>TOTAL NEW SOURCES</b>         | <b>690,548</b>    | <b>411,000</b>      | <b>426,500</b>      | <b>442,635</b>      |
| <b>TOTAL USES</b>                | <b>539,338</b>    | <b>950,000</b>      | <b>550,000</b>      | <b>600,000</b>      |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 151,210</b> | <b>\$ (539,000)</b> | <b>\$ (123,500)</b> | <b>\$ (157,365)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 849,424</b> | <b>\$ 310,424</b>   | <b>\$ 186,924</b>   | <b>\$ 29,559</b>    |

## FACILITIES CAPITAL FUND #208

### DESCRIPTION:

The Facilities Capital Fund is being established in the fiscal year beginning January 1, 2004 for the purpose of isolating and accumulating resources to fund future improvements for City facilities.

Seed money for the fund is derived from a \$2.5 Million transfer from the Equipment Fund's fund balance for equipment replacement. It was determined that reserves in this fund were more than adequate to meet City's equipment replacement needs on an annual basis. An additional \$250,000 annual transfer from the Sales Tax CIP Fund is scheduled to begin in 2005.



### FACILITIES CAPITAL FUND #208

|                                  | 2002<br>ACTUAL | 2003<br>REVISED | 2004<br>BUDGET | 2005<br>BUDGET |
|----------------------------------|----------------|-----------------|----------------|----------------|
| <b>Beginning Funds Available</b> | \$ -           | \$ -            | \$ -           | \$ 2,500,000   |
| <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          | -              | -               | -              | -              |
| 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    | -              | -               | 2,500,000      | 250,000        |
| Transfers-Out To Other Funds     | -              | -               | -              | -              |
| <b>Net Transfers</b>             | \$ -           | \$ -            | \$ 2,500,000   | \$ 250,000     |
| <b>TOTAL NEW SOURCES</b>         | -              | -               | 2,500,000      | 250,000        |
| <b>TOTAL USES</b>                | -              | -               | -              | -              |
| <b>NET SOURCE (USE) OF FUNDS</b> | \$ -           | \$ -            | \$ 2,500,000   | \$ 250,000     |
| <b>ENDING FUNDS AVAILABLE</b>    | \$ -           | \$ -            | \$ 2,500,000   | \$ 2,750,000   |



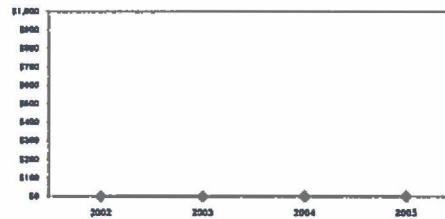
## GENERAL DEBT SERVICE #610

**DESCRIPTION:**

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

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

Ending Funds Available



## GENERAL DEBT SERVICE #610

|                                  | 2002<br>ACTUAL | 2003<br>REVISED | 2004<br>BUDGET | 2005<br>BUDGET |
|----------------------------------|----------------|-----------------|----------------|----------------|
| <b>Beginning Funds Available</b> | \$ -           | \$ -            | \$ -           | \$ -           |
| <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          | -              | -               | -              | -              |
| Debt Service                     | 42,000         | 42,000          | 42,000         | 42,000         |
| Operating Equipment              | -              | -               | -              | -              |
| <b>Total Operating Expense</b>   | 42,000         | 42,000          | 42,000         | 42,000         |
| Major Capital                    | -              | -               | -              | -              |
| Other Uses                       |                |                 |                |                |
| -Contingency                     | -              | -               | -              | -              |
| -Estimated Budget Savings        | -              | -               | -              | -              |
| <b>TOTAL EXPENDITURES</b>        | \$ 42,000      | \$ 42,000       | \$ 42,000      | \$ 42,000      |
| Transfers-In From Other Funds    | 42,000         | 42,000          | 42,000         | 42,000         |
| Transfers-Out To Other Funds     | -              | -               | -              | -              |
| <b>Net Transfers</b>             | \$ 42,000      | \$ 42,000       | \$ 42,000      | \$ 42,000      |
| <b>TOTAL NEW SOURCES</b>         | 42,000         | 42,000          | 42,000         | 42,000         |
| <b>TOTAL USES</b>                | 42,000         | 42,000          | 42,000         | 42,000         |
| <b>NET SOURCE (USE) OF FUNDS</b> | \$ -           | \$ -            | \$ -           | \$ -           |
| <b>ENDING FUNDS AVAILABLE</b>    | \$ -           | \$ -            | \$ -           | \$ -           |

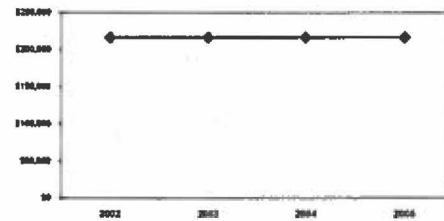
## GJ Public Finance Corporation Fund #614

### 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 Fund #614

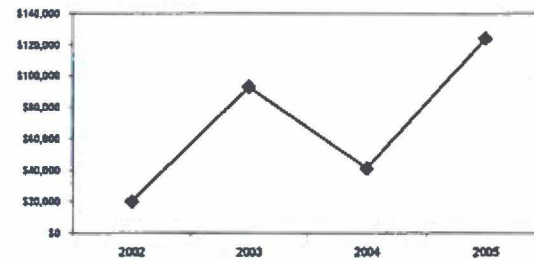
|                                  | 2002<br>ACTUAL    | 2003<br>REVISED   | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ 217,212        | \$ 216,630        | \$ 216,630        | \$ 216,630        |
| <b>REVENUE</b>                   |                   |                   |                   |                   |
| Taxes                            | \$ -              | \$ -              | \$ -              | \$ -              |
| Licenses & Permits               | -                 | -                 | -                 | -                 |
| Intergovernmental                | -                 | -                 | -                 | -                 |
| Charges For Services             | -                 | -                 | -                 | -                 |
| Interfund Charges                | -                 | -                 | -                 | -                 |
| Interest & Investments           | 3,400             | -                 | -                 | -                 |
| Other Revenue                    | -                 | -                 | -                 | -                 |
| Total Operating Revenue          | 3,400             | -                 | -                 | -                 |
| Capital Proceeds                 | -                 | -                 | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 3,400</b>   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |
| <b>EXPENDITURES</b>              |                   |                   |                   |                   |
| Labor                            | \$ -              | \$ -              | \$ -              | \$ -              |
| Non-Personnel Operating          | 950               | 1,500             | 1,500             | 1,500             |
| Debt Service                     | 287,313           | 285,653           | 283,118           | 284,798           |
| Operating Equipment              | -                 | -                 | -                 | -                 |
| Total Operating Expense          | 288,263           | 287,153           | 284,618           | 286,298           |
| Major Capital                    | -                 | -                 | -                 | -                 |
| Other Uses                       |                   |                   |                   |                   |
| -Contingency                     | -                 | -                 | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                 | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 288,263</b> | <b>\$ 287,153</b> | <b>\$ 284,618</b> | <b>\$ 286,298</b> |
| Transfers-In From Other Funds    | 284,281           | 287,153           | 284,618           | 286,298           |
| Transfers-Out To Other Funds     | -                 | -                 | -                 | -                 |
| Net Transfers                    | \$ 284,281        | \$ 287,153        | \$ 284,618        | \$ 286,298        |
| <b>TOTAL NEW SOURCES</b>         | <b>287,681</b>    | <b>287,153</b>    | <b>284,618</b>    | <b>286,298</b>    |
| <b>TOTAL USES</b>                | <b>288,263</b>    | <b>287,153</b>    | <b>284,618</b>    | <b>286,298</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (582)</b>   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 216,630</b> | <b>\$ 216,630</b> | <b>\$ 216,630</b> | <b>\$ 216,630</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 parks.

Ending Funds Available



## PARKS IMPROVEMENT ADVISORY BOARD #703

|                                  | 2002<br>ACTUAL   | 2003<br>REVISED   | 2004<br>BUDGET     | 2005<br>BUDGET    |
|----------------------------------|------------------|-------------------|--------------------|-------------------|
| Beginning Funds Available        | \$ 1,842         | \$ 20,108         | \$ 93,010          | \$ 41,098         |
| <b>REVENUE</b>                   |                  |                   |                    |                   |
| Taxes                            | \$ -             | \$ -              | \$ -               | \$ -              |
| Licenses & Permits               | -                | -                 | -                  | -                 |
| Intergovernmental                | 42,000           | 56,000            | 56,000             | 56,000            |
| Charges For Services             | 36,350           | 36,450            | 36,000             | 36,000            |
| Interfund Charges                | -                | -                 | -                  | -                 |
| Interest & Investments           | 2,381            | 2,088             | 2,088              | 2,088             |
| Other Revenue                    | 15,000           | 10,000            | 10,000             | 10,000            |
| Total Operating Revenue          | 95,731           | 104,538           | 104,088            | 104,088           |
| Capital Proceeds                 | -                | -                 | -                  | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 95,731</b> | <b>\$ 104,538</b> | <b>\$ 104,088</b>  | <b>\$ 104,088</b> |
| <b>EXPENDITURES</b>              |                  |                   |                    |                   |
| Labor                            | \$ -             | \$ -              | \$ -               | \$ -              |
| Non-Personnel Operating          | 17,465           | 31,636            | 21,000             | 21,000            |
| Debt Service                     | -                | -                 | -                  | -                 |
| Operating Equipment              | -                | -                 | -                  | -                 |
| Total Operating Expense          | 17,465           | 31,636            | 21,000             | 21,000            |
| Major Capital                    | -                | -                 | -                  | -                 |
| Other Uses                       |                  |                   |                    |                   |
| -Contingency                     | -                | -                 | -                  | -                 |
| -Estimated Budget Savings        | -                | -                 | -                  | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 17,465</b> | <b>\$ 31,636</b>  | <b>\$ 21,000</b>   | <b>\$ 21,000</b>  |
| Transfers-In From Other Funds    | -                | -                 | -                  | -                 |
| Transfers-Out To Other Funds     | 60,000           | -                 | 135,000            | -                 |
| Net Transfers                    | \$ (60,000)      | \$ -              | \$ (135,000)       | \$ -              |
| <b>TOTAL NEW SOURCES</b>         | <b>95,731</b>    | <b>104,538</b>    | <b>104,088</b>     | <b>104,088</b>    |
| <b>TOTAL USES</b>                | <b>77,465</b>    | <b>31,636</b>     | <b>156,000</b>     | <b>21,000</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 18,266</b> | <b>\$ 72,902</b>  | <b>\$ (51,912)</b> | <b>\$ 83,088</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 20,108</b> | <b>\$ 93,010</b>  | <b>\$ 41,098</b>   | <b>\$ 124,186</b> |

## **ENTERPRISE FUNDS**



ENTERPRISE  
FUNDS

- ◆ ***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***

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

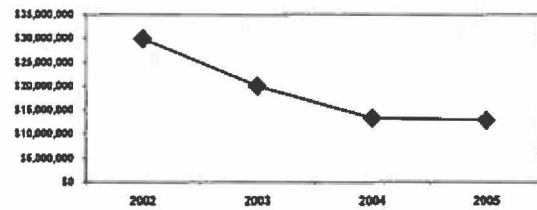


## TOTAL: ENTERPRISE FUND ACTIVITY

### DESCRIPTION:

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

Ending Funds Available



## TOTAL: ENTERPRISE FUND ACTIVITY

|                                  | 2002<br>ACTUAL       | 2003<br>REVISED       | 2004<br>BUDGET        | 2005<br>BUDGET       |
|----------------------------------|----------------------|-----------------------|-----------------------|----------------------|
| Beginning Funds Available        | \$ 15,057,761        | \$ 29,882,469         | \$ 20,042,133         | \$ 13,255,420        |
| <b>REVENUE</b>                   |                      |                       |                       |                      |
| Taxes                            | \$ -                 | \$ -                  | \$ -                  | \$ -                 |
| Licenses & Permits               | -                    | -                     | -                     | -                    |
| Intergovernmental                | 106,026              | 107,295               | 164,236               | 128,498              |
| Charges For Services             | 15,501,637           | 16,233,769            | 16,760,909            | 17,490,001           |
| Interfund Charges                | 527,661              | 555,300               | 561,100               | 570,600              |
| Interest & Investments           | 627,935              | 386,906               | 410,656               | 440,987              |
| Other Revenue                    | 762,112              | 1,687,709             | 810,749               | 754,169              |
| Total Operating Revenue          | 17,525,371           | 18,970,979            | 18,707,650            | 19,384,255           |
| Capital Proceeds                 | 19,027,080           | 1,595,650             | 1,473,359             | 1,812,306            |
| <b>TOTAL REVENUE</b>             | <b>\$ 36,552,451</b> | <b>\$ 20,566,629</b>  | <b>\$ 20,181,009</b>  | <b>\$ 21,196,561</b> |
| <b>EXPENDITURES</b>              |                      |                       |                       |                      |
| Labor                            | \$ 7,497,172         | \$ 7,987,726          | \$ 8,186,214          | \$ 8,426,692         |
| Non-Personnel Operating          | 5,979,545            | 6,706,238             | 6,673,684             | 6,833,949            |
| Debt Service                     | 1,280,433            | 3,832,417             | 1,584,371             | 1,522,891            |
| Operating Equipment              | 289,207              | 76,421                | 87,765                | 59,723               |
| Total Operating Expense          | 15,046,357           | 18,602,802            | 16,532,034            | 16,843,255           |
| Major Capital                    | 7,576,920            | 12,507,976            | 11,123,942            | 5,465,013            |
| Other Uses                       |                      |                       |                       |                      |
| -Contingency                     | -                    | -                     | -                     | -                    |
| -Estimated Budget Savings        | -                    | -                     | -                     | -                    |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 22,623,277</b> | <b>\$ 31,110,778</b>  | <b>\$ 27,655,976</b>  | <b>\$ 22,308,268</b> |
| Transfers-In From Other Funds    | 1,116,803            | 834,813               | 964,255               | 846,938              |
| Transfers-Out To Other Funds     | 221,269              | 131,000               | 276,000               | 190,000              |
| Net Transfers                    | \$ 895,534           | \$ 703,813            | \$ 688,255            | \$ 656,938           |
| <b>TOTAL NEW SOURCES</b>         | <b>37,669,254</b>    | <b>21,401,442</b>     | <b>21,145,264</b>     | <b>22,043,499</b>    |
| <b>TOTAL USES</b>                | <b>22,844,546</b>    | <b>31,241,778</b>     | <b>27,931,976</b>     | <b>22,498,268</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 14,824,708</b> | <b>\$ (9,840,336)</b> | <b>\$ (6,786,712)</b> | <b>\$ (454,769)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 29,882,469</b> | <b>\$ 20,042,133</b>  | <b>\$ 13,255,420</b>  | <b>\$ 12,800,651</b> |

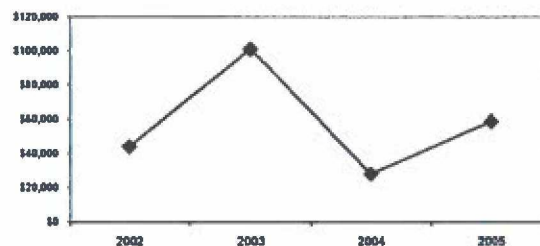
## GOLF COURSE EXPANSION FUND #107

**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

|                                  | 2002<br>ACTUAL     | 2003<br>REVISED   | 2004<br>BUDGET     | 2005<br>BUDGET    |
|----------------------------------|--------------------|-------------------|--------------------|-------------------|
| Beginning Funds Available        | \$ 61,323          | \$ 44,088         | \$ 100,688         | \$ 28,148         |
| <b>REVENUE</b>                   |                    |                   |                    |                   |
| Taxes                            | \$ -               | \$ -              | \$ -               | \$ -              |
| Licenses & Permits               | -                  | -                 | -                  | -                 |
| Intergovernmental                | -                  | -                 | -                  | -                 |
| Charges For Services             | 152,117            | 162,000           | 168,860            | 173,865           |
| Interfund Charges                | -                  | -                 | -                  | -                 |
| Interest & Investments           | 5,506              | 1,600             | 1,600              | 1,600             |
| Other Revenue                    | -                  | -                 | -                  | -                 |
| Total Operating Revenue          | 157,623            | 163,600           | 170,460            | 175,465           |
| Capital Proceeds                 | -                  | -                 | -                  | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 157,623</b>  | <b>\$ 163,600</b> | <b>\$ 170,460</b>  | <b>\$ 175,465</b> |
| <b>EXPENDITURES</b>              |                    |                   |                    |                   |
| Labor                            | \$ -               | \$ -              | \$ -               | \$ -              |
| Non-Personnel Operating          | -                  | -                 | -                  | -                 |
| Debt Service                     | -                  | -                 | -                  | -                 |
| Operating Equipment              | -                  | -                 | -                  | -                 |
| Total Operating Expense          | -                  | -                 | -                  | -                 |
| Major Capital                    | -                  | -                 | -                  | -                 |
| Other Uses                       |                    |                   |                    |                   |
| -Contingency                     | -                  | -                 | -                  | -                 |
| -Estimated Budget Savings        | -                  | -                 | -                  | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ -</b>        | <b>\$ -</b>       | <b>\$ -</b>        | <b>\$ -</b>       |
| Transfers-In From Other Funds    | -                  | -                 | -                  | -                 |
| Transfers-Out To Other Funds     | 174,858            | 107,000           | 243,000            | 145,000           |
| Net Transfers                    | \$ (174,858)       | \$ (107,000)      | \$ (243,000)       | \$ (145,000)      |
| <b>TOTAL NEW SOURCES</b>         | <b>157,623</b>     | <b>163,600</b>    | <b>170,460</b>     | <b>175,465</b>    |
| <b>TOTAL USES</b>                | <b>174,858</b>     | <b>107,000</b>    | <b>243,000</b>     | <b>145,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (17,235)</b> | <b>\$ 56,600</b>  | <b>\$ (72,540)</b> | <b>\$ 30,465</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 44,088</b>   | <b>\$ 100,688</b> | <b>\$ 28,148</b>   | <b>\$ 58,613</b>  |

## WATER FUND #301

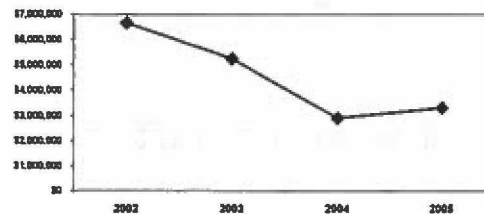
### DESCRIPTION:

The Water Fund is a fully self-supporting enterprise fund used to account for the revenues and expenditures associated with providing water services to the 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. Revenues also include Interfund Service Charges which are charges to the other utility funds (Solid Waste Removal and the Joint Sewer Fund) for monthly billing services.

In 2002 the City borrowed \$3.5 million from the Colorado Water Resources and Power Development Authority to finance a large water line replacement program in the downtown area. This capital project is scheduled to be completed in 2004.

Ending Funds Available



### WATER FUND #301

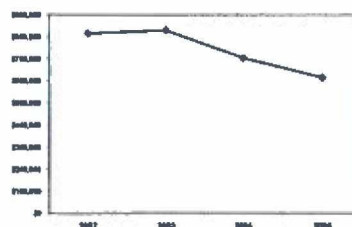
|                                  | 2002<br>ACTUAL      | 2003<br>REVISED       | 2004<br>BUDGET        | 2005<br>BUDGET      |
|----------------------------------|---------------------|-----------------------|-----------------------|---------------------|
| <b>Beginning Funds Available</b> | \$ 4,512,087        | \$ 6,655,638          | \$ 5,258,535          | \$ 2,908,930        |
| <b>REVENUE</b>                   |                     |                       |                       |                     |
| Taxes                            | \$ -                | \$ -                  | \$ -                  | \$ -                |
| Licenses & Permits               | -                   | -                     | -                     | -                   |
| Intergovernmental                | 14,603              | -                     | -                     | -                   |
| Charges For Services             | 4,112,720           | 3,885,918             | 3,898,418             | 3,977,339           |
| Interfund Charges                | 473,040             | 473,300               | 478,700               | 488,200             |
| Interest & Investments           | 149,913             | 61,500                | 61,500                | 61,500              |
| Other Revenue                    | 88,195              | 92,600                | 92,650                | 92,650              |
| <b>Total Operating Revenue</b>   | <b>4,838,471</b>    | <b>4,513,318</b>      | <b>4,531,268</b>      | <b>4,619,689</b>    |
| Capital Proceeds                 | 3,582,150           | 130,070               | 42,000                | 42,000              |
| <b>TOTAL REVENUE</b>             | <b>\$ 8,420,621</b> | <b>\$ 4,643,388</b>   | <b>\$ 4,573,268</b>   | <b>\$ 4,661,689</b> |
| <b>EXPENDITURES</b>              |                     |                       |                       |                     |
| Labor                            | \$ 2,017,646        | \$ 2,124,695          | \$ 2,223,143          | \$ 2,293,817        |
| Non-Personnel Operating          | 1,135,130           | 1,259,288             | 1,206,816             | 1,215,162           |
| Debt Service                     | 98,906              | 59,709                | 260,228               | 291,554             |
| Operating Equipment              | 25,989              | 19,720                | 22,780                | 19,816              |
| <b>Total Operating Expense</b>   | <b>3,277,671</b>    | <b>3,463,412</b>      | <b>3,712,967</b>      | <b>3,820,349</b>    |
| Major Capital                    | 2,999,399           | 2,577,079             | 3,209,906             | 446,497             |
| Other Uses                       |                     |                       |                       |                     |
| -Contingency                     | -                   | -                     | -                     | -                   |
| -Estimated Budget Savings        | -                   | -                     | -                     | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 6,277,070</b> | <b>\$ 6,040,491</b>   | <b>\$ 6,922,873</b>   | <b>\$ 4,266,846</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>8,420,621</b>    | <b>4,643,388</b>      | <b>4,573,268</b>      | <b>4,661,689</b>    |
| <b>TOTAL USES</b>                | <b>6,277,070</b>    | <b>6,040,491</b>      | <b>6,922,873</b>      | <b>4,266,846</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 2,143,551</b> | <b>\$ (1,397,103)</b> | <b>\$ (2,349,605)</b> | <b>\$ 394,843</b>   |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 6,655,638</b> | <b>\$ 5,258,535</b>   | <b>\$ 2,908,930</b>   | <b>\$ 3,303,773</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 all 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

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 731,340          | \$ 815,984          | \$ 830,683          | \$ 705,467          |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 2,219,088           | 2,192,358           | 2,258,752           | 2,327,161           |
| Interfund Charges                | -                   | -                   | -                   | -                   |
| Interest & Investments           | 30,783              | 16,000              | 16,500              | 17,500              |
| Other Revenue                    | (103)               | -                   | -                   | -                   |
| Total Operating Revenue          | 2,249,768           | 2,208,358           | 2,275,252           | 2,344,661           |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 2,249,768</b> | <b>\$ 2,208,358</b> | <b>\$ 2,275,252</b> | <b>\$ 2,344,661</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 707,657          | \$ 740,122          | \$ 784,668          | \$ 809,650          |
| Non-Personnel Operating          | 1,309,991           | 1,342,915           | 1,386,240           | 1,425,468           |
| Debt Service                     | 92,400              | 87,120              | 198,000             | -                   |
| Operating Equipment              | 49,604              | 23,502              | 25,800              | 25,000              |
| Total Operating Expense          | 2,159,652           | 2,193,659           | 2,394,708           | 2,260,118           |
| Major Capital                    | 5,472               | -                   | 5,760               | 174,000             |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 2,165,124</b> | <b>\$ 2,193,659</b> | <b>\$ 2,400,468</b> | <b>\$ 2,434,118</b> |
| Transfers-In From Other Funds    | -                   | -                   | -                   | -                   |
| Transfers-Out To Other Funds     | -                   | -                   | -                   | -                   |
| Net Transfers                    | \$ -                | \$ -                | \$ -                | \$ -                |
| <b>TOTAL NEW SOURCES</b>         | <b>2,249,768</b>    | <b>2,208,358</b>    | <b>2,275,252</b>    | <b>2,344,661</b>    |
| <b>TOTAL USES</b>                | <b>2,165,124</b>    | <b>2,193,659</b>    | <b>2,400,468</b>    | <b>2,434,118</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 84,644</b>    | <b>\$ 14,699</b>    | <b>\$ (125,216)</b> | <b>\$ (89,457)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 815,984</b>   | <b>\$ 830,683</b>   | <b>\$ 705,467</b>   | <b>\$ 616,010</b>   |



## TWO RIVERS CONVENTION CENTER FUND #303

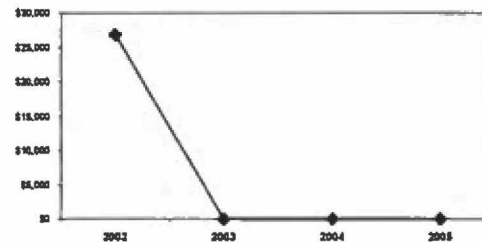
### DESCRIPTION:

The purpose of this fund is to account for the revenue and expense associated with operating and maintaining Two Rivers Convention Center and the Avalon Theatre. This facility is used extensively by businesses and civic groups for meetings, luncheons, trade shows, concerts and numerous special events. The scope of services include; rental of space and amenities, food and drink service, and the coordination, set-up and clean-up for a wide variety of facility uses.

The Two Rivers Convention Center receives an annual general

government subsidy of approximately \$300,000. Capital improvements are funded by transfers from the Sales Tax CIP Fund.

Ending Funds Available



### TWO RIVERS CONVENTION CENTER FUND #303

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Beginning Funds Available</b> | \$ 26,843           | \$ 26,843           | \$ -                | \$ -                |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 1,176,135           | 1,342,770           | 1,448,514           | 1,634,173           |
| Interfund Charges                | -                   | -                   | -                   | -                   |
| Interest & Investments           | -                   | -                   | -                   | -                   |
| Other Revenue                    | (4,404)             | -                   | -                   | -                   |
| <b>Total Operating Revenue</b>   | <u>1,171,731</u>    | <u>1,342,770</u>    | <u>1,448,514</u>    | <u>1,634,173</u>    |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,171,731</b> | <b>\$ 1,342,770</b> | <b>\$ 1,448,514</b> | <b>\$ 1,634,173</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 766,915          | \$ 844,633          | \$ 887,395          | \$ 909,593          |
| Non-Personnel Operating          | 712,590             | 852,209             | 843,406             | 875,213             |
| Debt Service                     | -                   | -                   | -                   | -                   |
| Operating Equipment              | 172,307             | -                   | -                   | -                   |
| <b>Total Operating Expense</b>   | <u>1,651,812</u>    | <u>1,696,842</u>    | <u>1,730,801</u>    | <u>1,784,806</u>    |
| Major Capital                    | 182,839             | 84,000              | 129,500             | 395,000             |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,834,651</b> | <b>\$ 1,780,842</b> | <b>\$ 1,860,301</b> | <b>\$ 2,179,806</b> |
| Transfers-In From Other Funds    | 662,920             | 411,229             | 411,787             | 545,633             |
| Transfers-Out To Other Funds     | -                   | -                   | -                   | -                   |
| <b>Net Transfers</b>             | <b>\$ 662,920</b>   | <b>\$ 411,229</b>   | <b>\$ 411,787</b>   | <b>\$ 545,633</b>   |
| <b>TOTAL NEW SOURCES</b>         | <b>1,834,651</b>    | <b>1,753,999</b>    | <b>1,860,301</b>    | <b>2,179,806</b>    |
| <b>TOTAL USES</b>                | <b>1,834,651</b>    | <b>1,780,842</b>    | <b>1,860,301</b>    | <b>2,179,806</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ -</b>         | <b>\$ (26,843)</b>  | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 26,843</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |

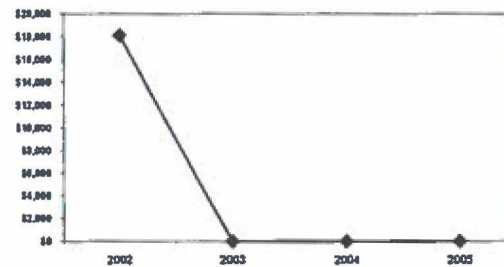
## SWIMMING POOLS FUND #304

**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

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ 18,114         | \$ 18,114          | \$ -              | \$ -              |
| <b>REVENUE</b>                   |                   |                    |                   |                   |
| Taxes                            | \$ -              | \$ -               | \$ -              | \$ -              |
| Licenses & Permits               | -                 | -                  | -                 | -                 |
| Intergovernmental                | 91,423            | 107,295            | 164,236           | 128,498           |
| Charges For Services             | 429,472           | 420,559            | 438,463           | 451,466           |
| Interfund Charges                | -                 | -                  | -                 | -                 |
| Interest & Investments           | -                 | -                  | -                 | -                 |
| Other Revenue                    | 11,949            | 10,198             | 9,489             | 9,489             |
| Total Operating Revenue          | 532,844           | 538,052            | 612,188           | 589,453           |
| Capital Proceeds                 | -                 | -                  | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 532,844</b> | <b>\$ 538,052</b>  | <b>\$ 612,188</b> | <b>\$ 589,453</b> |
| <b>EXPENDITURES</b>              |                   |                    |                   |                   |
| Labor                            | \$ 398,539        | \$ 421,967         | \$ 423,326        | \$ 430,536        |
| Non-Personnel Operating          | 258,253           | 227,996            | 236,405           | 237,222           |
| Debt Service                     | -                 | -                  | -                 | -                 |
| Operating Equipment              | 648               | -                  | 2,625             | -                 |
| Total Operating Expense          | 657,440           | 649,963            | 662,356           | 667,758           |
| Major Capital                    | -                 | 38,000             | 259,300           | 78,000            |
| Other Uses                       |                   |                    |                   |                   |
| -Contingency                     | -                 | -                  | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                  | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 657,440</b> | <b>\$ 687,963</b>  | <b>\$ 921,656</b> | <b>\$ 745,758</b> |
| Transfers-In From Other Funds    | 124,596           | 131,797            | 309,468           | 156,305           |
| Transfers-Out To Other Funds     | -                 | -                  | -                 | -                 |
| Net Transfers                    | \$ 124,596        | \$ 131,797         | \$ 309,468        | \$ 156,305        |
| <b>TOTAL NEW SOURCES</b>         | <b>657,440</b>    | <b>669,849</b>     | <b>921,656</b>    | <b>745,758</b>    |
| <b>TOTAL USES</b>                | <b>657,440</b>    | <b>687,963</b>     | <b>921,656</b>    | <b>745,758</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ -</b>       | <b>\$ (18,114)</b> | <b>\$ -</b>       | <b>\$ -</b>       |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 18,114</b>  | <b>\$ -</b>        | <b>\$ -</b>       | <b>\$ -</b>       |

# LINCOLN PARK GOLF COURSE FUND #305

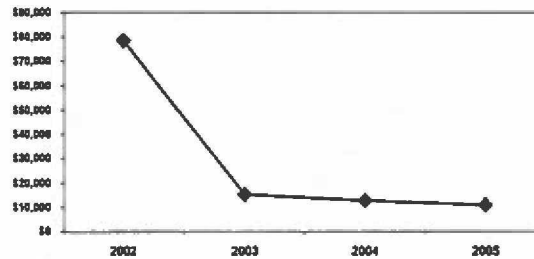
## DESCRIPTION:

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

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

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

Ending Funds Available



## LINCOLN PARK GOLF COURSE FUND #305

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|--------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ 74,693         | \$ 78,427          | \$ 15,353         | \$ 12,578         |
| <b>REVENUE</b>                   |                   |                    |                   |                   |
| Taxes                            | \$ -              | \$ -               | \$ -              | \$ -              |
| Licenses & Permits               | -                 | -                  | -                 | -                 |
| Intergovernmental                | -                 | -                  | -                 | -                 |
| Charges For Services             | 552,028           | 604,690            | 617,769           | 634,638           |
| Interfund Charges                | -                 | -                  | -                 | -                 |
| Interest & Investments           | 1,003             | 500                | 500               | 500               |
| Other Revenue                    | 7,367             | 5,600              | 5,200             | 5,200             |
| Total Operating Revenue          | 560,398           | 610,790            | 623,469           | 640,338           |
| Capital Proceeds                 | -                 | 76,000             | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 560,398</b> | <b>\$ 686,790</b>  | <b>\$ 623,469</b> | <b>\$ 640,338</b> |
| <b>EXPENDITURES</b>              |                   |                    |                   |                   |
| Labor                            | \$ 366,393        | \$ 401,205         | \$ 397,422        | \$ 407,217        |
| Non-Personnel Operating          | 250,299           | 280,861            | 290,190           | 298,317           |
| Debt Service                     | -                 | 2,280              | 18,042            | 18,042            |
| Operating Equipment              | -                 | 1,215              | 9,990             | -                 |
| Total Operating Expense          | 616,692           | 685,561            | 715,644           | 723,576           |
| Major Capital                    | 9,972             | 79,303             | 15,600            | 8,500             |
| Other Uses                       |                   |                    |                   |                   |
| -Contingency                     | -                 | -                  | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                  | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 626,664</b> | <b>\$ 764,864</b>  | <b>\$ 731,244</b> | <b>\$ 732,076</b> |
| Transfers-In From Other Funds    | 70,000            | 15,000             | 105,000           | 90,000            |
| Transfers-Out To Other Funds     | -                 | -                  | -                 | -                 |
| Net Transfers                    | \$ 70,000         | \$ 15,000          | \$ 105,000        | \$ 90,000         |
| <b>TOTAL NEW SOURCES</b>         | <b>630,398</b>    | <b>701,790</b>     | <b>728,469</b>    | <b>730,338</b>    |
| <b>TOTAL USES</b>                | <b>626,664</b>    | <b>764,864</b>     | <b>731,244</b>    | <b>732,076</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 3,734</b>   | <b>\$ (63,074)</b> | <b>\$ (2,775)</b> | <b>\$ (1,738)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 78,427</b>  | <b>\$ 15,353</b>   | <b>\$ 12,578</b>  | <b>\$ 10,840</b>  |

## TIARA RADO GOLF COURSE FUND #306

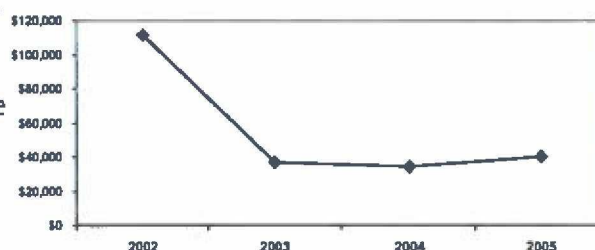
**DESCRIPTION:**

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. A driving range was constructed on a portion of this property in 2000.

**Ending Funds Available**

## TIARA RADO GOLF COURSE FUND #306

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 217,680          | \$ 111,570          | \$ 37,259           | \$ 34,673           |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 1,017,409           | 1,069,558           | 1,129,780           | 1,161,864           |
| Interfund Charges                | -                   | -                   | -                   | -                   |
| Interest & Investments           | 3,034               | 1,200               | 1,200               | 1,200               |
| Other Revenue                    | 45,897              | 25,900              | 34,012              | 27,000              |
| Total Operating Revenue          | 1,066,340           | 1,096,658           | 1,164,992           | 1,190,064           |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,066,340</b> | <b>\$ 1,096,658</b> | <b>\$ 1,164,992</b> | <b>\$ 1,190,064</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 575,260          | \$ 613,121          | \$ 632,458          | \$ 648,548          |
| Non-Personnel Operating          | 536,128             | 524,601             | 521,154             | 531,178             |
| Debt Service                     | 104,857             | 107,831             | 39,651              | 39,740              |
| Operating Equipment              | 11,591              | 1,216               | 13,315              | -                   |
| Total Operating Expense          | 1,227,836           | 1,246,769           | 1,206,578           | 1,219,466           |
| Major Capital                    | 49,472              | 16,200              | 99,000              | 20,000              |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,277,308</b> | <b>\$ 1,262,969</b> | <b>\$ 1,305,578</b> | <b>\$ 1,239,466</b> |
| Transfers-In From Other Funds    | 104,858             | 92,000              | 138,000             | 55,000              |
| Transfers-Out To Other Funds     | -                   | -                   | -                   | -                   |
| Net Transfers                    | \$ 104,858          | \$ 92,000           | \$ 138,000          | \$ 55,000           |
| <b>TOTAL NEW SOURCES</b>         | <b>1,171,198</b>    | <b>1,188,658</b>    | <b>1,302,992</b>    | <b>1,245,064</b>    |
| <b>TOTAL USES</b>                | <b>1,277,308</b>    | <b>1,262,969</b>    | <b>1,305,578</b>    | <b>1,239,466</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (106,110)</b> | <b>\$ (74,311)</b>  | <b>\$ (2,586)</b>   | <b>\$ 5,598</b>     |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 111,570</b>   | <b>\$ 37,259</b>    | <b>\$ 34,673</b>    | <b>\$ 40,271</b>    |



## CITY CEMETERIES FUND #307

### DESCRIPTION:

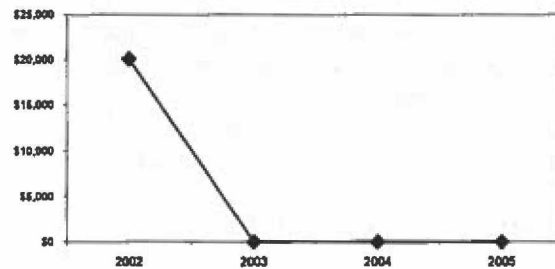
The Cemetery Fund is used to account for all the revenues and expense associated with the operation and maintenance of all municipally owned cemeteries.

The Cemetery Fund receives an annual transfer from the Cemetery Perpetual Care Trust Fund, equal to the interest income earned by the trust fund. The operations of this fund have been subsidized by a transfer-in from the General Fund.

It was determined that the operations of the Cemetery will never be self-sufficient and that it was in the best interests to abolish this fund beginning in 2004. Going forward, the revenues and

expenditures associated with the City owned cemeteries will be accounted for in the General Fund.

Ending Funds Available



### CITY CEMETERIES FUND #307

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET | 2005<br>BUDGET |
|----------------------------------|-------------------|--------------------|----------------|----------------|
| Beginning Funds Available        | \$ 20,084         | \$ 20,084          | \$ -           | \$ -           |
| <b>REVENUE</b>                   |                   |                    |                |                |
| Taxes                            | \$ -              | \$ -               | \$ -           | \$ -           |
| Licenses & Permits               | -                 | -                  | -              | -              |
| Intergovernmental                | -                 | -                  | -              | -              |
| Charges For Services             | 167,763           | 161,198            | -              | -              |
| Interfund Charges                | -                 | -                  | -              | -              |
| Interest & Investments           | -                 | -                  | -              | -              |
| Other Revenue                    | -                 | -                  | -              | -              |
| Total Operating Revenue          | 167,763           | 161,198            | -              | -              |
| Capital Proceeds                 | -                 | -                  | -              | -              |
| <b>TOTAL REVENUE</b>             | <b>\$ 167,763</b> | <b>\$ 161,198</b>  | <b>\$ -</b>    | <b>\$ -</b>    |
| <b>EXPENDITURES</b>              |                   |                    |                |                |
| Labor                            | \$ 223,632        | \$ 235,644         | \$ -           | \$ -           |
| Non-Personnel Operating          | 96,128            | 99,525             | -              | -              |
| Debt Service                     | -                 | -                  | -              | -              |
| Operating Equipment              | 2,433             | 3,900              | -              | -              |
| Total Operating Expense          | 322,193           | 339,069            | -              | -              |
| Major Capital                    | -                 | 27,000             | -              | -              |
| Other Uses                       |                   |                    |                |                |
| -Contingency                     | -                 | -                  | -              | -              |
| -Estimated Budget Savings        | -                 | -                  | -              | -              |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 322,193</b> | <b>\$ 366,069</b>  | <b>\$ -</b>    | <b>\$ -</b>    |
| Transfers-In From Other Funds    | 154,430           | 184,787            | -              | -              |
| Transfers-Out To Other Funds     | -                 | -                  | -              | -              |
| Net Transfers                    | \$ 154,430        | \$ 184,787         | \$ -           | \$ -           |
| <b>TOTAL NEW SOURCES</b>         | <b>322,193</b>    | <b>345,985</b>     | <b>-</b>       | <b>-</b>       |
| <b>TOTAL USES</b>                | <b>322,193</b>    | <b>366,069</b>     | <b>-</b>       | <b>-</b>       |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ -</b>       | <b>\$ (20,084)</b> | <b>\$ -</b>    | <b>\$ -</b>    |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 20,084</b>  | <b>\$ -</b>        | <b>\$ -</b>    | <b>\$ -</b>    |

## PARKING FUND #308

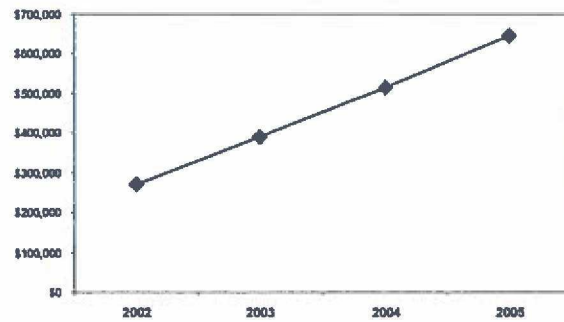
**DESCRIPTION:**

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

Note: Fees have been increased beginning in 2002 to accumulate resources to potentially build a parking garage in the downtown area.

Ending Funds Available

**PARKING FUND #308**

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED   | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ 106,889        | \$ 272,811        | \$ 390,207        | \$ 514,660        |
| <b>REVENUE</b>                   |                   |                   |                   |                   |
| Taxes                            | \$ -              | \$ -              | \$ -              | \$ -              |
| Licenses & Permits               | -                 | -                 | -                 | -                 |
| Intergovernmental                | -                 | -                 | -                 | -                 |
| Charges For Services             | 175,549           | 194,480           | 194,480           | 194,480           |
| Interfund Charges                | 404               | -                 | -                 | -                 |
| Interest & Investments           | 8,905             | 7,000             | 13,000            | 26,000            |
| Other Revenue                    | 150,819           | 155,000           | 155,000           | 155,000           |
| Total Operating Revenue          | 335,677           | 356,480           | 362,480           | 375,480           |
| Capital Proceeds                 | -                 | -                 | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 335,677</b> | <b>\$ 356,480</b> | <b>\$ 362,480</b> | <b>\$ 375,480</b> |
| <b>EXPENDITURES</b>              |                   |                   |                   |                   |
| Labor                            | \$ 95,559         | \$ 108,942        | \$ 107,531        | \$ 111,035        |
| Non-Personnel Operating          | 62,499            | 120,942           | 120,996           | 121,734           |
| Debt Service                     | -                 | -                 | -                 | -                 |
| Operating Equipment              | 11,897            | -                 | -                 | -                 |
| Total Operating Expense          | 169,955           | 229,884           | 228,527           | 232,769           |
| Major Capital                    | -                 | 9,000             | 9,500             | 10,000            |
| Other Uses                       |                   |                   |                   |                   |
| -Contingency                     | -                 | -                 | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                 | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 169,955</b> | <b>\$ 238,884</b> | <b>\$ 238,027</b> | <b>\$ 242,769</b> |
| Transfers-In From Other Funds    | -                 | -                 | -                 | -                 |
| Transfers-Out To Other Funds     | -                 | -                 | -                 | -                 |
| Net Transfers                    | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>TOTAL NEW SOURCES</b>         | <b>335,677</b>    | <b>356,480</b>    | <b>362,480</b>    | <b>375,480</b>    |
| <b>TOTAL USES</b>                | <b>169,955</b>    | <b>238,884</b>    | <b>238,027</b>    | <b>242,769</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 165,722</b> | <b>\$ 117,596</b> | <b>\$ 124,453</b> | <b>\$ 132,711</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 272,811</b> | <b>\$ 390,207</b> | <b>\$ 514,660</b> | <b>\$ 647,371</b> |

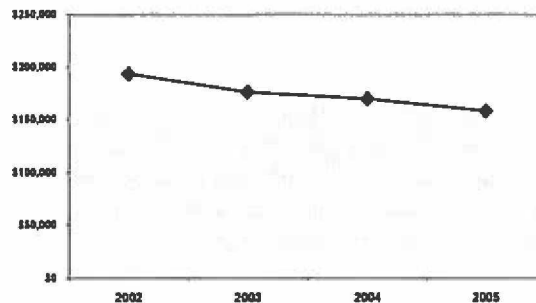
## IRRIGATION SYSTEMS FUND #309

### 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

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET    | 2005<br>BUDGET     |
|----------------------------------|-------------------|--------------------|-------------------|--------------------|
| <b>Beginning Funds Available</b> | \$ 170,224        | \$ 193,323         | \$ 176,200        | \$ 169,323         |
| <b>REVENUE</b>                   |                   |                    |                   |                    |
| Taxes                            | \$ -              | \$ -               | \$ -              | \$ -               |
| Licenses & Permits               | -                 | -                  | -                 | -                  |
| Intergovernmental                | -                 | -                  | -                 | -                  |
| Charges For Services             | 170,415           | 171,518            | 178,355           | 179,739            |
| Interfund Charges                | -                 | -                  | -                 | -                  |
| Interest & Investments           | 7,668             | 4,000              | 4,000             | 4,000              |
| Other Revenue                    | -                 | -                  | -                 | -                  |
| <b>Total Operating Revenue</b>   | <u>178,083</u>    | <u>175,518</u>     | <u>182,355</u>    | <u>183,739</u>     |
| Capital Proceeds                 | 5,720             | 2,080              | 2,450             | 2,499              |
| <b>TOTAL REVENUE</b>             | <b>\$ 183,803</b> | <b>\$ 177,598</b>  | <b>\$ 184,805</b> | <b>\$ 186,238</b>  |
| <b>EXPENDITURES</b>              |                   |                    |                   |                    |
| Labor                            | \$ 71,780         | \$ 86,087          | \$ 84,126         | \$ 86,835          |
| Non-Personnel Operating          | 88,924            | 102,329            | 98,356            | 98,821             |
| Debt Service                     | -                 | -                  | -                 | -                  |
| Operating Equipment              | -                 | 6,305              | 2,200             | -                  |
| <b>Total Operating Expense</b>   | <u>160,704</u>    | <u>194,721</u>     | <u>184,682</u>    | <u>185,656</u>     |
| Major Capital                    | -                 | -                  | 7,000             | 12,000             |
| Other Uses                       |                   |                    |                   |                    |
| -Contingency                     | -                 | -                  | -                 | -                  |
| -Estimated Budget Savings        | -                 | -                  | -                 | -                  |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 160,704</b> | <b>\$ 194,721</b>  | <b>\$ 191,682</b> | <b>\$ 197,656</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>183,803</b>    | <b>177,598</b>     | <b>184,805</b>    | <b>186,238</b>     |
| <b>TOTAL USES</b>                | <b>160,704</b>    | <b>194,721</b>     | <b>191,682</b>    | <b>197,656</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 23,099</b>  | <b>\$ (17,123)</b> | <b>\$ (6,877)</b> | <b>\$ (11,418)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 193,323</b> | <b>\$ 176,200</b>  | <b>\$ 169,323</b> | <b>\$ 157,905</b>  |

## CEMETERY PERPETUAL CARE FUND #704

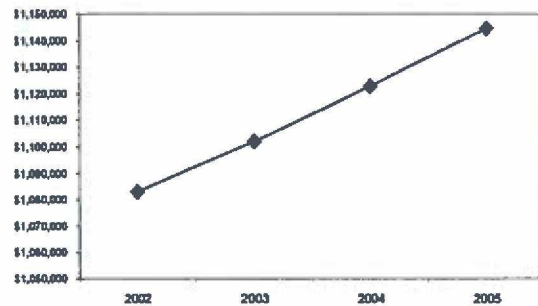
**DESCRIPTION:**

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, previously to the Cemetery Fund, and beginning in 2004 to the General Fund.

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

Ending Funds Available

**CEMETERY PERPETUAL CARE FUND #704**

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 1,060,664        | \$ 1,083,037        | \$ 1,102,037        | \$ 1,123,037        |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 22,373              | 19,000              | 21,000              | 21,600              |
| Interfund Charges                | -                   | -                   | -                   | -                   |
| Interest & Investments           | 46,411              | 24,000              | 33,000              | 45,000              |
| Other Revenue                    | -                   | -                   | -                   | -                   |
| Total Operating Revenue          | 68,784              | 43,000              | 54,000              | 66,600              |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 68,784</b>    | <b>\$ 43,000</b>    | <b>\$ 54,000</b>    | <b>\$ 66,600</b>    |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Non-Personnel Operating          | -                   | -                   | -                   | -                   |
| Debt Service                     | -                   | -                   | -                   | -                   |
| Operating Equipment              | -                   | -                   | -                   | -                   |
| Total Operating Expense          | -                   | -                   | -                   | -                   |
| Major Capital                    | -                   | -                   | -                   | -                   |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| Transfers-In From Other Funds    | -                   | -                   | -                   | -                   |
| Transfers-Out To Other Funds     | 46,411              | 24,000              | 33,000              | 45,000              |
| Net Transfers                    | \$ (46,411)         | \$ (24,000)         | \$ (33,000)         | \$ (45,000)         |
| <b>TOTAL NEW SOURCES</b>         | <b>68,784</b>       | <b>43,000</b>       | <b>54,000</b>       | <b>66,600</b>       |
| <b>TOTAL USES</b>                | <b>46,411</b>       | <b>24,000</b>       | <b>33,000</b>       | <b>45,000</b>       |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 22,373</b>    | <b>\$ 19,000</b>    | <b>\$ 21,000</b>    | <b>\$ 21,600</b>    |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 1,083,037</b> | <b>\$ 1,102,037</b> | <b>\$ 1,123,037</b> | <b>\$ 1,144,637</b> |



## JOINT SEWER FUND #900

### DESCRIPTION:

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

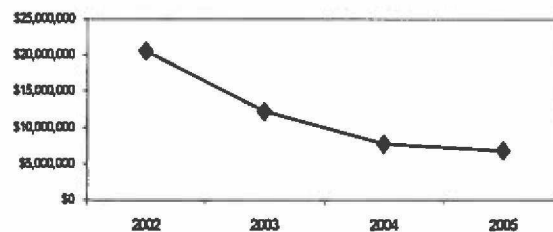
In 1980, the City of Grand Junction and Mesa County agreed to participate in a joint venture arrangement called the City of Grand Junction / Mesa County Joint Sewer System, in order to provide wastewater collection and treatment facilities for the metropolitan area of the Grand Valley. Although the City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

The scope of services include operation of the Persigo Wastewater Treatment Plant which services the entire 201-Sewer Area,

the Quality Control Laboratory, and the maintenance, replacement, and construction of sewer-lines.

In 2002 the Joint Sewer System issued debt in the amount of \$13,490,000 to fund the cost of the Combined Storm-Sewer Elimination Project (CSEP) and the Septic System Elimination Project (SSEP).

Ending Funds Available

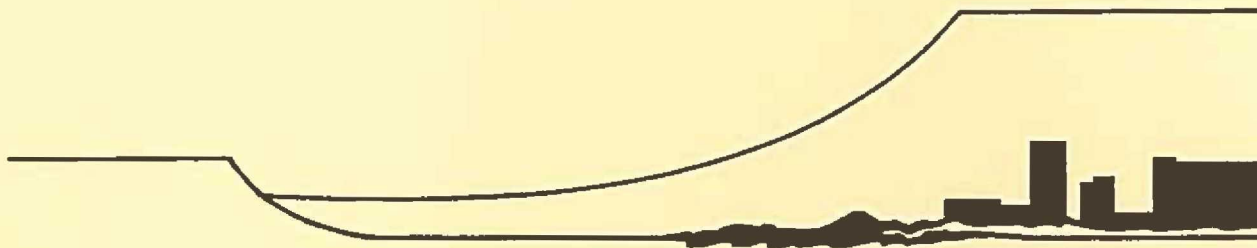


### JOINT SEWER FUND #900

|                                  | 2002<br>ACTUAL       | 2003<br>REVISED       | 2004<br>BUDGET        | 2005<br>BUDGET       |
|----------------------------------|----------------------|-----------------------|-----------------------|----------------------|
| <b>Beginning Funds Available</b> | \$ 8,057,820         | \$ 20,562,750         | \$ 12,131,171         | \$ 7,758,604         |
| <b>REVENUE</b>                   |                      |                       |                       |                      |
| Taxes                            | \$ -                 | \$ -                  | \$ -                  | \$ -                 |
| Licenses & Permits               | -                    | -                     | -                     | -                    |
| Intergovernmental                | -                    | -                     | -                     | -                    |
| Charges For Services             | 5,306,568            | 6,009,720             | 6,406,518             | 6,733,676            |
| Interfund Charges                | 54,217               | 82,000                | 82,400                | 82,400               |
| Interest & Investments           | 374,712              | 271,106               | 279,356               | 283,687              |
| Other Revenue                    | 462,392              | 1,398,411             | 514,398               | 464,830              |
| <b>Total Operating Revenue</b>   | 6,197,889            | 7,761,237             | 7,282,672             | 7,564,593            |
| <b>Capital Proceeds</b>          | 15,439,210           | 1,387,500             | 1,428,909             | 1,767,807            |
| <b>TOTAL REVENUE</b>             | <b>\$ 21,637,099</b> | <b>\$ 9,148,737</b>   | <b>\$ 8,711,581</b>   | <b>\$ 9,332,400</b>  |
| <b>EXPENDITURES</b>              |                      |                       |                       |                      |
| Labor                            | \$ 2,273,792         | \$ 2,411,311          | \$ 2,646,147          | \$ 2,729,462         |
| Non-Personnel Operating          | 1,529,603            | 1,895,571             | 1,970,120             | 2,030,833            |
| Debt Service                     | 984,270              | 3,575,477             | 1,068,450             | 1,173,555            |
| Operating Equipment              | 14,738               | 20,563                | 11,055                | 14,907               |
| <b>Total Operating Expense</b>   | 4,802,403            | 7,902,922             | 5,695,772             | 5,948,757            |
| <b>Major Capital</b>             | 4,329,766            | 9,677,394             | 7,388,376             | 4,321,016            |
| <b>Other Uses</b>                |                      |                       |                       |                      |
| -Contingency                     | -                    | -                     | -                     | -                    |
| -Estimated Budget Savings        | -                    | -                     | -                     | -                    |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 9,132,169</b>  | <b>\$ 17,580,316</b>  | <b>\$ 13,084,148</b>  | <b>\$ 10,269,773</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>21,637,099</b>    | <b>9,148,737</b>      | <b>8,711,581</b>      | <b>9,332,400</b>     |
| <b>TOTAL USES</b>                | <b>9,132,169</b>     | <b>17,580,316</b>     | <b>13,084,148</b>     | <b>10,269,773</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 12,504,930</b> | <b>\$ (8,431,579)</b> | <b>\$ (4,372,567)</b> | <b>\$ (937,373)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 20,562,750</b> | <b>\$ 12,131,171</b>  | <b>\$ 7,758,604</b>   | <b>\$ 6,821,231</b>  |

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## **INTERNAL SERVICE FUNDS**



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

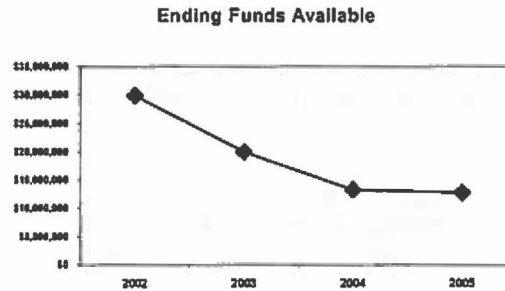
***Since Charges for Internal service are included in the budget of the operating fund receiving such service, their inclusion constitutes the double counting of expenditures.***

## 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.



## TOTAL: INTERNAL SERVICE FUNDS

|                                  | 2002<br>ACTUAL       | 2003<br>REVISED      | 2004<br>BUDGET        | 2005<br>BUDGET       |
|----------------------------------|----------------------|----------------------|-----------------------|----------------------|
| Beginning Funds Available        | \$ 16,537,108        | \$ 17,639,539        | \$ 16,845,308         | \$ 13,954,546        |
| <b>REVENUE</b>                   |                      |                      |                       |                      |
| Taxes                            | \$ -                 | \$ -                 | \$ -                  | \$ -                 |
| Licenses & Permits               | -                    | -                    | -                     | -                    |
| Intergovernmental                | -                    | 33,600               | -                     | -                    |
| Charges For Services             | 1,972,412            | 2,068,098            | 2,234,856             | 2,295,257            |
| Interfund Charges                | 6,329,308            | 6,567,280            | 6,785,179             | 6,927,845            |
| Interest & Investments           | 797,763              | 413,450              | 440,868               | 503,136              |
| Other Revenue                    | 58,082               | 11,874               | 2,270                 | 2,338                |
| Total Operating Revenue          | 9,157,565            | 9,094,302            | 9,463,173             | 9,728,576            |
| Capital Proceeds                 | 45,724               | 42,150               | 52,537                | 53,548               |
| <b>TOTAL REVENUE</b>             | <b>\$ 9,203,289</b>  | <b>\$ 9,136,452</b>  | <b>\$ 9,515,710</b>   | <b>\$ 9,782,124</b>  |
| <b>EXPENDITURES</b>              |                      |                      |                       |                      |
| Labor                            | \$ 3,295,208         | \$ 3,429,581         | \$ 3,655,247          | \$ 3,776,061         |
| Non-Personnel Operating          | 2,830,681            | 3,068,646            | 3,262,106             | 3,318,557            |
| Debt Service                     | -                    | -                    | -                     | -                    |
| Operating Equipment              | 491,984              | 334,572              | 523,960               | 457,029              |
| Total Operating Expense          | 6,617,873            | 6,832,799            | 7,441,313             | 7,551,647            |
| Major Capital                    | 1,482,985            | 3,097,884            | 2,465,160             | 2,394,887            |
| Other Uses                       |                      |                      |                       |                      |
| -Contingency                     | -                    | -                    | -                     | -                    |
| -Estimated Budget Savings        | -                    | -                    | -                     | -                    |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 8,100,858</b>  | <b>\$ 9,930,683</b>  | <b>\$ 9,906,473</b>   | <b>\$ 9,946,535</b>  |
| Transfers-In From Other Funds    | 1,108,441            | 2,271,545            | 946,844               | 1,144,196            |
| Transfers-Out To Other Funds     | 1,108,441            | 2,271,545            | 3,446,843             | 1,144,196            |
| Net Transfers                    | \$ -                 | \$ -                 | \$ (2,499,999)        | \$ -                 |
| <b>TOTAL NEW SOURCES</b>         | <b>10,311,730</b>    | <b>11,407,997</b>    | <b>10,462,554</b>     | <b>10,926,320</b>    |
| <b>TOTAL USES</b>                | <b>9,209,299</b>     | <b>12,202,228</b>    | <b>13,353,316</b>     | <b>11,090,731</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 1,102,431</b>  | <b>\$ (794,231)</b>  | <b>\$ (2,890,762)</b> | <b>\$ (164,411)</b>  |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 17,639,539</b> | <b>\$ 16,845,308</b> | <b>\$ 13,954,546</b>  | <b>\$ 13,790,136</b> |



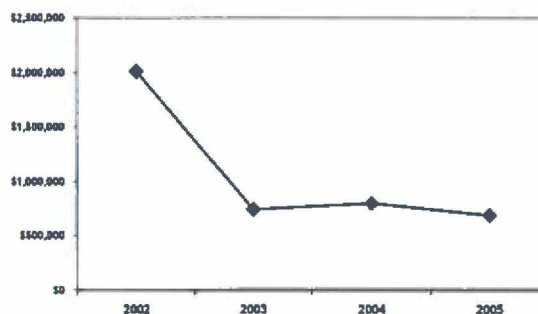
# **ENHANCED 911 SPECIAL REVENUE FUND #101**

## **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 / reimbursement from the Enhanced-911 Fund into the Communications Center Fund.

**Ending Funds Available**



## **ENHANCED 911 SPECIAL REVENUE FUND #101**

|                                  | 2002<br>ACTUAL        | 2003<br>REVISED       | 2004<br>BUDGET      | 2005<br>BUDGET        |
|----------------------------------|-----------------------|-----------------------|---------------------|-----------------------|
| <b>Beginning Funds Available</b> | \$ 2,119,753          | \$ 2,009,835          | \$ 743,290          | \$ 799,893            |
| <b>REVENUE</b>                   |                       |                       |                     |                       |
| Taxes                            | \$ -                  | \$ -                  | \$ -                | \$ -                  |
| Licenses & Permits               | -                     | -                     | -                   | -                     |
| Intergovernmental                | -                     | -                     | -                   | -                     |
| Charges For Services             | 889,692               | 955,000               | 980,446             | 1,006,656             |
| Interfund Charges                | -                     | -                     | -                   | -                     |
| Interest & Investments           | 106,835               | 50,000                | 23,000              | 28,000                |
| Other Revenue                    | 1,996                 | -                     | -                   | -                     |
| <b>Total Operating Revenue</b>   | <u>998,523</u>        | <u>1,005,000</u>      | <u>1,003,446</u>    | <u>1,034,656</u>      |
| <b>Capital Proceeds</b>          | -                     | -                     | -                   | -                     |
| <b>TOTAL REVENUE</b>             | <b>\$ 998,523</b>     | <b>\$ 1,005,000</b>   | <b>\$ 1,003,446</b> | <b>\$ 1,034,656</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>              |
| <b>Major Capital</b>             | -                     | -                     | -                   | -                     |
| <b>Other Uses</b>                |                       |                       |                     |                       |
| -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     | 1,108,441             | 2,271,545             | 946,843             | 1,144,196             |
| <b>Net Transfers</b>             | <b>\$ (1,108,441)</b> | <b>\$ (2,271,545)</b> | <b>\$ (946,843)</b> | <b>\$ (1,144,196)</b> |
| <b>TOTAL NEW SOURCES</b>         | <b>998,523</b>        | <b>1,005,000</b>      | <b>1,003,446</b>    | <b>1,034,656</b>      |
| <b>TOTAL USES</b>                | <b>1,108,441</b>      | <b>2,271,545</b>      | <b>946,843</b>      | <b>1,144,196</b>      |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (109,918)</b>   | <b>\$ (1,266,545)</b> | <b>\$ 56,603</b>    | <b>\$ (109,540)</b>   |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 2,009,835</b>   | <b>\$ 743,290</b>     | <b>\$ 799,893</b>   | <b>\$ 690,353</b>     |

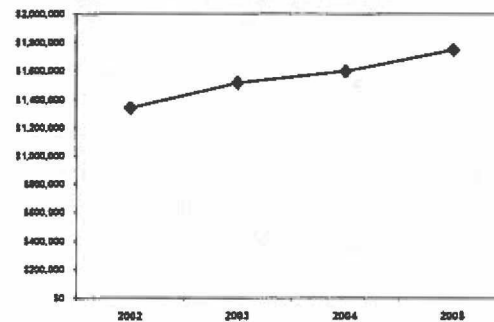
## DATA PROCESSING FUND #401

### DESCRIPTION:

The Data Processing Fund is used to account for the expenses associated with the operations of the data processing and telecommunication functions and the related charges for these services. The Information Services Division provides service to all City departments.

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 for the future replacement of information systems.

Ending Funds Available



### DATA PROCESSING FUND #401

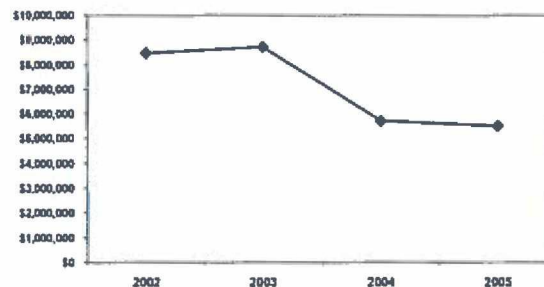
|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Beginning Funds Available</b> | \$ 1,327,487        | \$ 1,340,594        | \$ 1,513,474        | \$ 1,594,998        |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 168,625             | 174,691             | 200,834             | 201,517             |
| Interfund Charges                | 1,639,824           | 1,734,542           | 1,922,966           | 1,966,786           |
| Interest & Investments           | 56,659              | 31,500              | 33,817              | 35,282              |
| Other Revenue                    | -                   | -                   | -                   | -                   |
| <b>Total Operating Revenue</b>   | <b>1,865,108</b>    | <b>1,940,733</b>    | <b>2,157,617</b>    | <b>2,203,585</b>    |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,865,108</b> | <b>\$ 1,940,733</b> | <b>\$ 2,157,617</b> | <b>\$ 2,203,585</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 991,277          | \$ 1,037,231        | \$ 1,055,010        | \$ 1,088,196        |
| Non-Personnel Operating          | 383,948             | 401,562             | 495,623             | 508,565             |
| Debt Service                     | -                   | -                   | -                   | -                   |
| Operating Equipment              | 474,001             | 329,060             | 521,460             | 454,529             |
| <b>Total Operating Expense</b>   | <b>1,849,226</b>    | <b>1,767,853</b>    | <b>2,072,093</b>    | <b>2,051,290</b>    |
| Major Capital                    | 2,775               | -                   | 4,000               | -                   |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,852,001</b> | <b>\$ 1,767,853</b> | <b>\$ 2,076,093</b> | <b>\$ 2,051,290</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>1,865,108</b>    | <b>1,940,733</b>    | <b>2,157,617</b>    | <b>2,203,585</b>    |
| <b>TOTAL USES</b>                | <b>1,852,001</b>    | <b>1,767,853</b>    | <b>2,076,093</b>    | <b>2,051,290</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 13,107</b>    | <b>\$ 172,880</b>   | <b>\$ 81,524</b>    | <b>\$ 152,295</b>   |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 1,340,594</b> | <b>\$ 1,513,474</b> | <b>\$ 1,594,998</b> | <b>\$ 1,747,293</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. than adequate to meet City's equipment replacement needs on an annual basis.

Ending Funds Available



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. \$2.5 Million is being transferred from the Equipment Fund's fund balance in 2004 to Fund #208 to serve as seed money for the newly established Facilities Capital Improvement Fund. It was determined that reserves in the the Equipment Fund were more

## EQUIPMENT FUND #402

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET        | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|-----------------------|---------------------|
| Beginning Funds Available        | \$ 7,529,426        | \$ 8,495,995        | \$ 8,744,316          | \$ 5,732,509        |
| <b>REVENUE</b>                   |                     |                     |                       |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                  | \$ -                |
| Licenses & Permits               | -                   | -                   | -                     | -                   |
| Intergovernmental                | -                   | 33,600              | -                     | -                   |
| Charges For Services             | 10,377              | 12,298              | 12,667                | 13,047              |
| Interfund Charges                | 2,604,549           | 2,666,471           | 2,639,651             | 2,680,448           |
| Interest & Investments           | 347,841             | 192,000             | 251,858               | 264,451             |
| Other Revenue                    | 880                 | 5,174               | 2,270                 | 2,338               |
| Total Operating Revenue          | 2,963,647           | 2,909,543           | 2,906,446             | 2,960,284           |
| Capital Proceeds                 | 42,024              | 34,650              | 50,537                | 51,548              |
| <b>TOTAL REVENUE</b>             | <b>\$ 3,005,671</b> | <b>\$ 2,944,193</b> | <b>\$ 2,956,983</b>   | <b>\$ 3,011,832</b> |
| <b>EXPENDITURES</b>              |                     |                     |                       |                     |
| Labor                            | \$ 432,263          | \$ 446,712          | \$ 479,855            | \$ 495,314          |
| Non-Personnel Operating          | 783,592             | 885,799             | 967,775               | 932,346             |
| Debt Service                     | -                   | -                   | -                     | -                   |
| Operating Equipment              | 8,158               | -                   | -                     | -                   |
| Total Operating Expense          | 1,224,013           | 1,332,511           | 1,447,630             | 1,427,660           |
| Major Capital                    | 815,089             | 1,363,361           | 2,021,160             | 1,794,887           |
| Other Uses                       |                     |                     |                       |                     |
| -Contingency                     | -                   | -                   | -                     | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                     | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 2,039,102</b> | <b>\$ 2,695,872</b> | <b>\$ 3,468,790</b>   | <b>\$ 3,222,547</b> |
| Transfers-In From Other Funds    | -                   | -                   | -                     | -                   |
| Transfers-Out To Other Funds     | -                   | -                   | 2,500,000             | -                   |
| Net Transfers                    | \$ -                | \$ -                | \$ (2,500,000)        | \$ -                |
| <b>TOTAL NEW SOURCES</b>         | <b>3,005,671</b>    | <b>2,944,193</b>    | <b>2,956,983</b>      | <b>3,011,832</b>    |
| <b>TOTAL USES</b>                | <b>2,039,102</b>    | <b>2,695,872</b>    | <b>5,968,790</b>      | <b>3,222,547</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 966,569</b>   | <b>\$ 248,321</b>   | <b>\$ (3,011,807)</b> | <b>\$ (210,715)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 8,495,995</b> | <b>\$ 8,744,316</b> | <b>\$ 5,732,509</b>   | <b>\$ 5,521,794</b> |

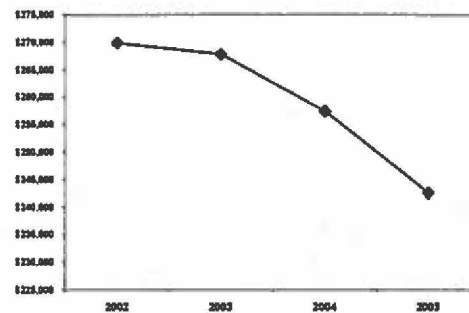
## STORES FUND #403

### 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.

Ending Funds Available



### STORES FUND #403

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED   | 2004<br>BUDGET     | 2005<br>BUDGET     |
|----------------------------------|-------------------|-------------------|--------------------|--------------------|
| <b>Beginning Funds Available</b> | \$ 258,213        | \$ 269,865        | \$ 267,845         | \$ 257,429         |
| <b>REVENUE</b>                   |                   |                   |                    |                    |
| Taxes                            | \$ -              | \$ -              | \$ -               | \$ -               |
| Licenses & Permits               | -                 | -                 | -                  | -                  |
| Intergovernmental                | -                 | -                 | -                  | -                  |
| Charges For Services             | 135,513           | 121,437           | 138,000            | 139,700            |
| Interfund Charges                | 72,998            | 76,000            | 76,000             | 76,000             |
| Interest & Investments           | 6,770             | 2,950             | 3,000              | 3,000              |
| Other Revenue                    | -                 | -                 | -                  | -                  |
| <b>Total Operating Revenue</b>   | <u>215,281</u>    | <u>200,387</u>    | <u>217,000</u>     | <u>218,700</u>     |
| Capital Proceeds                 | 3,700             | 7,500             | 2,000              | 2,000              |
| <b>TOTAL REVENUE</b>             | <b>\$ 218,981</b> | <b>\$ 207,887</b> | <b>\$ 219,000</b>  | <b>\$ 220,700</b>  |
| <b>EXPENDITURES</b>              |                   |                   |                    |                    |
| Labor                            | \$ 105,671        | \$ 111,308        | \$ 125,164         | \$ 129,128         |
| Non-Personnel Operating          | 97,158            | 98,387            | 104,252            | 106,441            |
| Debt Service                     | -                 | -                 | -                  | -                  |
| Operating Equipment              | 4,500             | 212               | -                  | -                  |
| <b>Total Operating Expense</b>   | <u>207,329</u>    | <u>209,907</u>    | <u>229,416</u>     | <u>235,569</u>     |
| Major Capital                    | -                 | -                 | -                  | -                  |
| Other Uses                       |                   |                   |                    |                    |
| -Contingency                     | -                 | -                 | -                  | -                  |
| -Estimated Budget Savings        | -                 | -                 | -                  | -                  |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 207,329</b> | <b>\$ 209,907</b> | <b>\$ 229,416</b>  | <b>\$ 235,569</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>218,981</b>    | <b>207,887</b>    | <b>219,000</b>     | <b>220,700</b>     |
| <b>TOTAL USES</b>                | <b>207,329</b>    | <b>209,907</b>    | <b>229,416</b>     | <b>235,569</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 11,652</b>  | <b>\$ (2,020)</b> | <b>\$ (10,416)</b> | <b>\$ (14,869)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 269,865</b> | <b>\$ 267,845</b> | <b>\$ 257,429</b>  | <b>\$ 242,560</b>  |



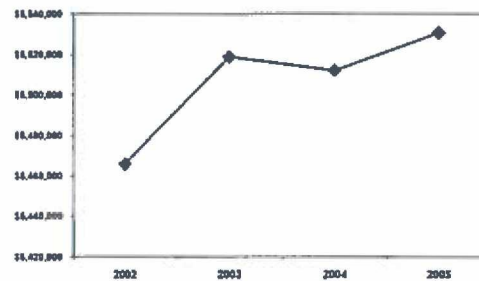
## SELF INSURANCE FUND #404

## 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

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Beginning Funds Available</b> | \$ 5,247,779        | \$ 5,466,002        | \$ 5,519,135        | \$ 5,512,469        |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | -                   | -                   | -                   | -                   |
| Interfund Charges                | 913,574             | 938,908             | 933,921             | 949,762             |
| Interest & Investments           | 279,658             | 137,000             | 129,193             | 172,403             |
| Other Revenue                    | 55,206              | 6,700               | -                   | -                   |
| <b>Total Operating Revenue</b>   | <b>1,248,438</b>    | <b>1,082,608</b>    | <b>1,063,114</b>    | <b>1,122,165</b>    |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,248,438</b> | <b>\$ 1,082,608</b> | <b>\$ 1,063,114</b> | <b>\$ 1,122,165</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 133,884          | \$ 137,512          | \$ 143,450          | \$ 147,896          |
| Non-Personnel Operating          | 895,743             | 891,163             | 926,330             | 955,850             |
| Debt Service                     | -                   | -                   | -                   | -                   |
| Operating Equipment              | 588                 | 800                 | -                   | -                   |
| <b>Total Operating Expense</b>   | <b>1,030,215</b>    | <b>1,029,475</b>    | <b>1,069,780</b>    | <b>1,103,746</b>    |
| Major Capital                    | -                   | -                   | -                   | -                   |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,030,215</b> | <b>\$ 1,029,475</b> | <b>\$ 1,069,780</b> | <b>\$ 1,103,746</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>1,248,438</b>    | <b>1,082,608</b>    | <b>1,063,114</b>    | <b>1,122,165</b>    |
| <b>TOTAL USES</b>                | <b>1,030,215</b>    | <b>1,029,475</b>    | <b>1,069,780</b>    | <b>1,103,746</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 218,223</b>   | <b>\$ 53,133</b>    | <b>\$ (6,666)</b>   | <b>\$ 18,419</b>    |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 5,466,002</b> | <b>\$ 5,519,135</b> | <b>\$ 5,512,469</b> | <b>\$ 5,530,888</b> |

## COMMUNICATIONS CENTER FUND #405

### DESCRIPTION:

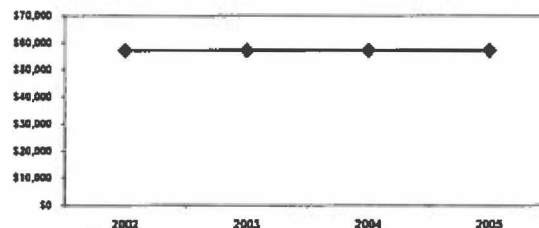
The Communications Center Fund is used to account for the expense associated with the operations of the Grand Junction Regional Emergency 911 Communications Center and the related charges for its operation to the City Police and Fire Departments, as well as various other local governments which use its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

sions 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



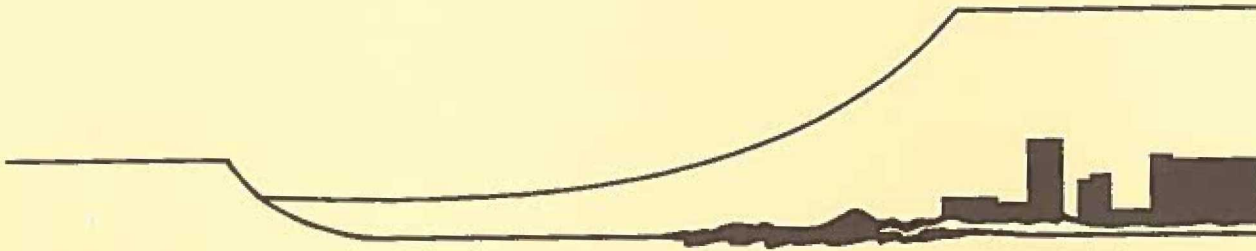
### COMMUNICATIONS CENTER FUND #405

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 54,450           | \$ 57,248           | \$ 57,248           | \$ 57,248           |
| <b>REVENUE</b>                   |                     |                     |                     |                     |
| Taxes                            | \$ -                | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                   | -                   | -                   | -                   |
| Intergovernmental                | -                   | -                   | -                   | -                   |
| Charges For Services             | 768,205             | 804,672             | 902,909             | 934,337             |
| Interfund Charges                | 1,098,363           | 1,151,359           | 1,212,641           | 1,254,849           |
| Interest & Investments           | -                   | -                   | -                   | -                   |
| Other Revenue                    | -                   | -                   | -                   | -                   |
| Total Operating Revenue          | 1,866,568           | 1,956,031           | 2,115,550           | 2,189,186           |
| Capital Proceeds                 | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,866,568</b> | <b>\$ 1,956,031</b> | <b>\$ 2,115,550</b> | <b>\$ 2,189,186</b> |
| <b>EXPENDITURES</b>              |                     |                     |                     |                     |
| Labor                            | \$ 1,632,113        | \$ 1,686,818        | \$ 1,851,768        | \$ 1,915,527        |
| Non-Personnel Operating          | 670,240             | 791,735             | 768,126             | 815,355             |
| Debt Service                     | -                   | -                   | -                   | -                   |
| Operating Equipment              | 4,737               | 4,500               | 2,500               | 2,500               |
| Total Operating Expense          | 2,307,090           | 2,493,053           | 2,622,394           | 2,733,382           |
| Major Capital                    | 665,121             | 1,734,523           | 440,000             | 600,000             |
| Other Uses                       |                     |                     |                     |                     |
| -Contingency                     | -                   | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                   | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 2,972,211</b> | <b>\$ 4,227,576</b> | <b>\$ 3,062,394</b> | <b>\$ 3,333,382</b> |
| Transfers-In From Other Funds    | 1,108,441           | 2,271,545           | 946,844             | 1,144,196           |
| Transfers-Out To Other Funds     | -                   | -                   | -                   | -                   |
| Net Transfers                    | \$ 1,108,441        | \$ 2,271,545        | \$ 946,844          | \$ 1,144,196        |
| <b>TOTAL NEW SOURCES</b>         | <b>2,975,009</b>    | <b>4,227,576</b>    | <b>3,062,394</b>    | <b>3,333,382</b>    |
| <b>TOTAL USES</b>                | <b>2,972,211</b>    | <b>4,227,576</b>    | <b>3,062,394</b>    | <b>3,333,382</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 2,798</b>     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 57,248</b>    | <b>\$ 57,248</b>    | <b>\$ 57,248</b>    | <b>\$ 57,248</b>    |

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## ***SPECIAL TAXING DISTRICTS***

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- ◆ ***Downtown Development Authority (DDA) Operating Fund***
- ◆ ***Tax Increment Financing (TIF) Special Revenue Fund***
- ◆ ***TIF Capital Projects Fund***
- ◆ ***TIF Debt Service Fund***
- ◆ ***GJWWS District Fund***
- ◆ ***Ridges Metropolitan District Fund***

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

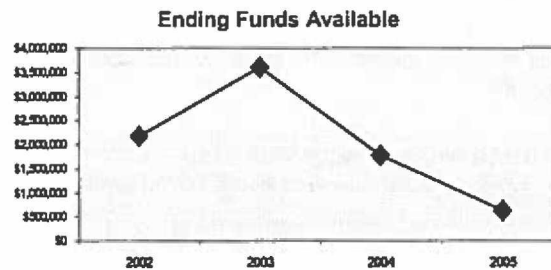
***Within a Special District, taxes are assessed and/or user fees charged directly to those who receive the benefit or service.***



## TOTAL: SPECIAL TAXING DISTRICTS

### DESCRIPTION:

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



## TOTAL: SPECIAL TAXING DISTRICTS

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED     | 2004<br>BUDGET        | 2005<br>BUDGET        |
|----------------------------------|---------------------|---------------------|-----------------------|-----------------------|
| <b>Beginning Funds Available</b> | \$ 1,632,520        | \$ 2,173,082        | \$ 3,605,073          | \$ 1,765,552          |
| <b>REVENUE</b>                   |                     |                     |                       |                       |
| Taxes                            | \$ 1,022,866        | \$ 1,340,583        | \$ 1,372,150          | \$ 1,405,650          |
| Licenses & Permits               | 850                 | 1,100               | 1,150                 | 1,200                 |
| Intergovernmental                | -                   | 90,000              | -                     | -                     |
| Charges For Services             | 146,608             | 101,000             | 102,000               | 103,000               |
| Interfund Charges                | -                   | -                   | -                     | -                     |
| Interest & Investments           | 183,539             | 58,600              | 93,100                | 58,600                |
| Other Revenue                    | 27,814              | 23,800              | 25,000                | 26,200                |
| <b>Total Operating Revenue</b>   | <b>1,381,677</b>    | <b>1,615,083</b>    | <b>1,593,400</b>      | <b>1,594,650</b>      |
| Capital Proceeds                 | 83,700              | 4,267,000           | 1,000                 | 1,000                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 1,465,377</b> | <b>\$ 5,882,083</b> | <b>\$ 1,594,400</b>   | <b>\$ 1,595,650</b>   |
| <b>EXPENDITURES</b>              |                     |                     |                       |                       |
| Labor                            | \$ 171,161          | \$ 146,284          | \$ 141,914            | \$ 146,152            |
| Non-Personnel Operating          | 94,223              | 317,260             | 140,136               | 142,537               |
| Debt Service                     | 893,638             | 3,111,048           | 1,494,871             | 1,454,871             |
| Operating Equipment              | 1,140               | 2,500               | 2,000                 | 2,000                 |
| <b>Total Operating Expense</b>   | <b>1,160,162</b>    | <b>3,577,092</b>    | <b>1,778,921</b>      | <b>1,745,560</b>      |
| Major Capital                    | 95,911              | 950,000             | 1,796,000             | 1,136,000             |
| Other Uses                       |                     |                     |                       |                       |
| -Contingency                     | -                   | -                   | -                     | -                     |
| -Estimated Budget Savings        | -                   | -                   | -                     | -                     |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 1,256,073</b> | <b>\$ 4,527,092</b> | <b>\$ 3,574,921</b>   | <b>\$ 2,881,560</b>   |
| Transfers-In From Other Funds    | 914,390             | 2,425,207           | 1,267,000             | 1,235,500             |
| Transfers-Out To Other Funds     | 583,132             | 2,348,207           | 1,126,000             | 1,086,500             |
| <b>Net Transfers</b>             | <b>\$ 331,258</b>   | <b>\$ 77,000</b>    | <b>\$ 141,000</b>     | <b>\$ 149,000</b>     |
| <b>TOTAL NEW SOURCES</b>         | <b>2,379,767</b>    | <b>8,307,290</b>    | <b>2,861,400</b>      | <b>2,831,150</b>      |
| <b>TOTAL USES</b>                | <b>1,839,205</b>    | <b>6,875,299</b>    | <b>4,700,921</b>      | <b>3,968,060</b>      |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 540,562</b>   | <b>\$ 1,431,991</b> | <b>\$ (1,839,521)</b> | <b>\$ (1,136,910)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 2,173,082</b> | <b>\$ 3,605,073</b> | <b>\$ 1,765,552</b>   | <b>\$ 628,642</b>     |

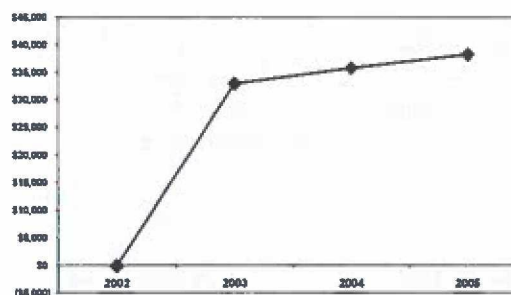
## DOWNTOWN DEVELOPMENT AUTHORITY OPERATING FUND #103

**DESCRIPTION:**

This 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



## DOWNTOWN DEVELOPMENT AUTHORITY OPERATING FUND #103

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED   | 2004<br>BUDGET    | 2005<br>BUDGET    |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Funds Available        | \$ (202,038)      | \$ (161)          | \$ 32,945         | \$ 35,795         |
| <b>REVENUE</b>                   |                   |                   |                   |                   |
| Taxes                            | \$ 133,831        | \$ 152,650        | \$ 148,650        | \$ 150,150        |
| Licenses & Permits               | 850               | 1,100             | 1,150             | 1,200             |
| Intergovernmental                | -                 | -                 | -                 | -                 |
| Charges For Services             | 37,457            | 75,000            | 75,000            | 75,000            |
| Interfund Charges                | -                 | -                 | -                 | -                 |
| Interest & Investments           | (2,007)           | 100               | 100               | 100               |
| Other Revenue                    | 26,940            | 23,800            | 25,000            | 26,200            |
| Total Operating Revenue          | 197,071           | 252,650           | 249,900           | 252,650           |
| Capital Proceeds                 | -                 | -                 | -                 | -                 |
| <b>TOTAL REVENUE</b>             | <b>\$ 197,071</b> | <b>\$ 252,650</b> | <b>\$ 249,900</b> | <b>\$ 252,650</b> |
| <b>EXPENDITURES</b>              |                   |                   |                   |                   |
| Labor                            | \$ 171,161        | \$ 146,284        | \$ 141,914        | \$ 146,152        |
| Non-Personnel Operating          | 77,770            | 103,260           | 107,136           | 106,537           |
| Debt Service                     | -                 | -                 | -                 | -                 |
| Operating Equipment              | 1,140             | 2,500             | 2,000             | 2,000             |
| Total Operating Expense          | 250,071           | 252,044           | 251,050           | 254,689           |
| Major Capital                    | -                 | -                 | -                 | -                 |
| Other Uses                       |                   |                   |                   |                   |
| -Contingency                     | -                 | -                 | -                 | -                 |
| -Estimated Budget Savings        | -                 | -                 | -                 | -                 |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 250,071</b> | <b>\$ 252,044</b> | <b>\$ 251,050</b> | <b>\$ 254,689</b> |
| Transfers-In From Other Funds    | 254,877           | 32,500            | 4,000             | 4,500             |
| Transfers-Out To Other Funds     | -                 | -                 | -                 | -                 |
| Net Transfers                    | \$ 254,877        | \$ 32,500         | \$ 4,000          | \$ 4,500          |
| <b>TOTAL NEW SOURCES</b>         | <b>451,948</b>    | <b>285,150</b>    | <b>253,900</b>    | <b>257,150</b>    |
| <b>TOTAL USES</b>                | <b>250,071</b>    | <b>252,044</b>    | <b>251,050</b>    | <b>254,689</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 201,877</b> | <b>\$ 33,106</b>  | <b>\$ 2,850</b>   | <b>\$ 2,461</b>   |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ (161)</b>   | <b>\$ 32,945</b>  | <b>\$ 35,795</b>  | <b>\$ 38,256</b>  |

## DOWNTOWN TIF SPECIAL REVENUE FUND #109

### DESCRIPTION:

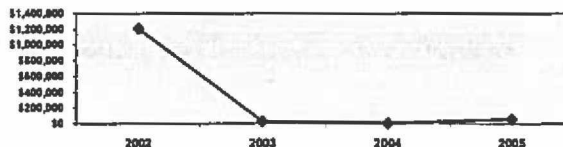
The purpose of this fund is to account for property and sales tax revenue generated within the Downtown Tax Increment Financing District.

Property tax is assessed on the incremental increase in total assessed value of property within the TIF District resulting from redevelopment efforts. Incremental (above the TIF area's original base) sales tax collected by the City and transferred into this fund. 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 TIF Debt Service Fund. Investment income is transferred to the DDA Operating Fund #103.

Two outstanding bond issues (Series 1996 and 1999) were effectively defeased in 2003 prior to the call dates in May, 2004. This was done in conjunction with the issuance of \$2,995,000 in additional TIF debt. The increased transfer-out in 2003 represents the defeasance while the transfer increases in 2004 and 2005 reflect the debt service requirements on the 2003 bond issue. Bond proceeds were recorded in the TIF Capital Fund #203.

Ending Funds Available



### DOWNTOWN TIF SPECIAL REVENUE FUND #109

|                                  | 2002<br>ACTUAL      | 2003<br>REVISED       | 2004<br>BUDGET     | 2005<br>BUDGET      |
|----------------------------------|---------------------|-----------------------|--------------------|---------------------|
| Beginning Funds Available        | \$ 934,337          | \$ 1,209,470          | \$ 33,196          | \$ 12,696           |
| <b>REVENUE</b>                   |                     |                       |                    |                     |
| Taxes                            | \$ 680,742          | \$ 965,933            | \$ 985,500         | \$ 1,010,500        |
| Licenses & Permits               | -                   | -                     | -                  | -                   |
| Intergovernmental                | -                   | -                     | -                  | -                   |
| Charges For Services             | -                   | -                     | -                  | -                   |
| Interfund Charges                | -                   | -                     | -                  | -                   |
| Interest & Investments           | 57,872              | 35,500                | 4,000              | 4,500               |
| Other Revenue                    | -                   | -                     | -                  | -                   |
| Total Operating Revenue          | 738,614             | 1,001,433             | 989,500            | 1,015,000           |
| Capital Proceeds                 | -                   | -                     | -                  | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ 738,614</b>   | <b>\$ 1,001,433</b>   | <b>\$ 989,500</b>  | <b>\$ 1,015,000</b> |
| <b>EXPENDITURES</b>              |                     |                       |                    |                     |
| Labor                            | \$ -                | \$ -                  | \$ -               | \$ -                |
| Non-Personnel Operating          | 11,607              | 22,500                | 25,000             | 27,500              |
| Debt Service                     | -                   | -                     | -                  | -                   |
| Operating Equipment              | -                   | -                     | -                  | -                   |
| Total Operating Expense          | 11,607              | 22,500                | 25,000             | 27,500              |
| Major Capital                    | -                   | -                     | -                  | -                   |
| Other Uses                       | -                   | -                     | -                  | -                   |
| -Contingency                     | -                   | -                     | -                  | -                   |
| -Estimated Budget Savings        | -                   | -                     | -                  | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 11,607</b>    | <b>\$ 22,500</b>      | <b>\$ 25,000</b>   | <b>\$ 27,500</b>    |
| Transfers-In From Other Funds    | 131,258             | 135,000               | 141,000            | 149,000             |
| Transfers-Out To Other Funds     | 583,132             | 2,290,207             | 1,126,000          | 1,086,500           |
| Net Transfers                    | \$ (451,874)        | \$ (2,155,207)        | \$ (985,000)       | \$ (937,500)        |
| <b>TOTAL NEW SOURCES</b>         | <b>869,872</b>      | <b>1,136,433</b>      | <b>1,130,500</b>   | <b>1,164,000</b>    |
| <b>TOTAL USES</b>                | <b>594,739</b>      | <b>2,312,707</b>      | <b>1,151,000</b>   | <b>1,114,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 275,133</b>   | <b>\$ (1,176,274)</b> | <b>\$ (20,500)</b> | <b>\$ 50,000</b>    |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 1,209,470</b> | <b>\$ 33,196</b>      | <b>\$ 12,696</b>   | <b>\$ 62,696</b>    |

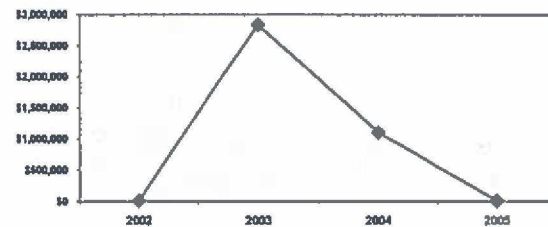
## DOWNTOWN TIF CAPITAL IMPROVEMENT FUND #203

**DESCRIPTION:**

This fund is used to account for the capital improvement projects within the boundaries of the Downtown Tax Increment Financing District financed with proceeds from the Tax Increment Financing (TIF) Bonds.

Capital proceeds in 2003 include money from the sale of bonds (\$2,995,000), interfund loan proceeds (\$439,000), and the sale of the Reed building (\$827,269). Debt service expense represents principal and interest payback of the interfund loan.

Ending Funds Available



## DOWNTOWN TIF CAPITAL IMPROVEMENT FUND #203

|                                  | 2002<br>ACTUAL     | 2003<br>REVISED     | 2004<br>BUDGET        | 2005<br>BUDGET        |
|----------------------------------|--------------------|---------------------|-----------------------|-----------------------|
| Beginning Funds Available        | \$ 25,408          | \$ 10,734           | \$ 2,835,534          | \$ 1,109,534          |
| <b>REVENUE</b>                   |                    |                     |                       |                       |
| Taxes                            | \$ -               | \$ -                | \$ -                  | \$ -                  |
| Licenses & Permits               | -                  | -                   | -                     | -                     |
| Intergovernmental                | -                  | 90,000              | -                     | -                     |
| Charges For Services             | -                  | -                   | -                     | -                     |
| Interfund Charges                | -                  | -                   | -                     | -                     |
| Interest & Investments           | 163                | 4,000               | 70,000                | 35,000                |
| Other Revenue                    | 874                | -                   | -                     | -                     |
| Total Operating Revenue          | 1,037              | 94,000              | 70,000                | 35,000                |
| Capital Proceeds                 | 80,200             | 4,266,000           | -                     | -                     |
| <b>TOTAL REVENUE</b>             | <b>\$ 81,237</b>   | <b>\$ 4,360,000</b> | <b>\$ 70,000</b>      | <b>\$ 35,000</b>      |
| <b>EXPENDITURES</b>              |                    |                     |                       |                       |
| Labor                            | \$ -               | \$ -                | \$ -                  | \$ -                  |
| Non-Personnel Operating          | -                  | -                   | -                     | -                     |
| Debt Service                     | -                  | 527,200             | -                     | -                     |
| Operating Equipment              | -                  | -                   | -                     | -                     |
| Total Operating Expense          | -                  | 527,200             | -                     | -                     |
| Major Capital                    | 95,911             | 950,000             | 1,796,000             | 1,136,000             |
| Other Uses                       |                    |                     |                       |                       |
| -Contingency                     | -                  | -                   | -                     | -                     |
| -Estimated Budget Savings        | -                  | -                   | -                     | -                     |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 95,911</b>   | <b>\$ 1,477,200</b> | <b>\$ 1,796,000</b>   | <b>\$ 1,136,000</b>   |
| Transfers-In From Other Funds    | -                  | -                   | -                     | -                     |
| Transfers-Out To Other Funds     | -                  | 58,000              | -                     | -                     |
| Net Transfers                    | \$ -               | \$ (58,000)         | \$ -                  | \$ -                  |
| <b>TOTAL NEW SOURCES</b>         | <b>81,237</b>      | <b>4,360,000</b>    | <b>70,000</b>         | <b>35,000</b>         |
| <b>TOTAL USES</b>                | <b>95,911</b>      | <b>1,535,200</b>    | <b>1,796,000</b>      | <b>1,136,000</b>      |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (14,674)</b> | <b>\$ 2,824,800</b> | <b>\$ (1,726,000)</b> | <b>\$ (1,101,000)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 10,734</b>   | <b>\$ 2,835,534</b> | <b>\$ 1,109,534</b>   | <b>\$ 8,534</b>       |



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

### DESCRIPTION:

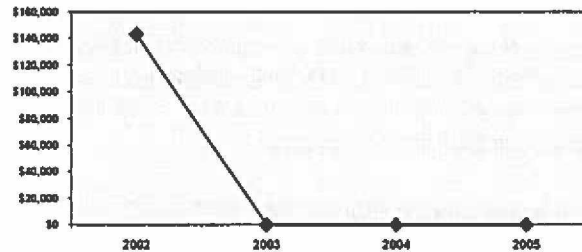
The Downtown Tax Increment Financing (TIF) Debt Service Fund is used to account for those resources which are being accumulated for long-term debt principal and interest payments on bonds maturing in future years.

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 Downtown Tax Increment Financing District.

In 1996 the City, in accordance with the Plan of Development, issued a third series of TIF Bonds for \$1.3 million. 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. Both

of these series were effectively defeased in 2003 in conjunction with the issuance of the 2003 series bonds. The 2003 bonds consist of four bonds maturing in 2004 thru 2007.

Ending Funds Available



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

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED     | 2004<br>BUDGET      | 2005<br>BUDGET      |
|----------------------------------|-------------------|---------------------|---------------------|---------------------|
| Beginning Funds Available        | \$ 143,471        | \$ 142,971          | \$ -                | \$ -                |
| <b>REVENUE</b>                   |                   |                     |                     |                     |
| Taxes                            | \$ -              | \$ -                | \$ -                | \$ -                |
| Licenses & Permits               | -                 | -                   | -                   | -                   |
| Intergovernmental                | -                 | -                   | -                   | -                   |
| Charges For Services             | -                 | -                   | -                   | -                   |
| Interfund Charges                | -                 | -                   | -                   | -                   |
| Interest & Investments           | -                 | -                   | -                   | -                   |
| Other Revenue                    | -                 | -                   | -                   | -                   |
| Total Operating Revenue          | -                 | -                   | -                   | -                   |
| Capital Proceeds                 | -                 | -                   | -                   | -                   |
| <b>TOTAL REVENUE</b>             | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>EXPENDITURES</b>              |                   |                     |                     |                     |
| Labor                            | \$ -              | \$ -                | \$ -                | \$ -                |
| Non-Personnel Operating          | 1,000             | 186,000             | 2,000               | 2,000               |
| Debt Service                     | 527,755           | 2,214,678           | 1,120,000           | 1,080,000           |
| Operating Equipment              | -                 | -                   | -                   | -                   |
| Total Operating Expense          | 528,755           | 2,400,678           | 1,122,000           | 1,082,000           |
| Major Capital                    | -                 | -                   | -                   | -                   |
| Other Uses                       |                   |                     |                     |                     |
| -Contingency                     | -                 | -                   | -                   | -                   |
| -Estimated Budget Savings        | -                 | -                   | -                   | -                   |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 528,755</b> | <b>\$ 2,400,678</b> | <b>\$ 1,122,000</b> | <b>\$ 1,082,000</b> |
| Transfers-In From Other Funds    | 528,255           | 2,257,707           | 1,122,000           | 1,082,000           |
| Transfers-Out To Other Funds     | -                 | -                   | -                   | -                   |
| Net Transfers                    | \$ 528,255        | \$ 2,257,707        | \$ 1,122,000        | \$ 1,082,000        |
| <b>TOTAL NEW SOURCES</b>         | <b>528,255</b>    | <b>2,257,707</b>    | <b>1,122,000</b>    | <b>1,082,000</b>    |
| <b>TOTAL USES</b>                | <b>528,755</b>    | <b>2,400,678</b>    | <b>1,122,000</b>    | <b>1,082,000</b>    |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (500)</b>   | <b>\$ (142,971)</b> | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 142,971</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |

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

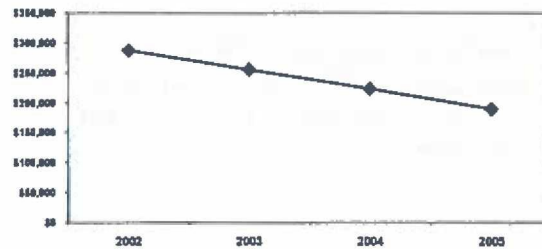
**DESCRIPTION:**

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

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

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



The annexation agreement does not subject the City of Grand

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

|                                  | 2002<br>ACTUAL     | 2003<br>REVISED    | 2004<br>BUDGET     | 2005<br>BUDGET     |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Beginning Funds Available</b> | \$ 299,713         | \$ 288,294         | \$ 255,927         | \$ 223,246         |
| <b>REVENUE</b>                   |                    |                    |                    |                    |
| Taxes                            | \$ 82,970          | \$ 84,000          | \$ 85,000          | \$ 86,000          |
| Licenses & Permits               | -                  | -                  | -                  | -                  |
| Intergovernmental                | -                  | -                  | -                  | -                  |
| Charges For Services             | 33,271             | 26,000             | 27,000             | 28,000             |
| Interfund Charges                | -                  | -                  | -                  | -                  |
| Interest & Investments           | 14,118             | 7,000              | 7,000              | 7,000              |
| Other Revenue                    | -                  | -                  | -                  | -                  |
| <b>Total Operating Revenue</b>   | <u>130,359</u>     | <u>117,000</u>     | <u>119,000</u>     | <u>121,000</u>     |
| Capital Proceeds                 | 3,500              | 1,000              | 1,000              | 1,000              |
| <b>TOTAL REVENUE</b>             | <b>\$ 133,859</b>  | <b>\$ 118,000</b>  | <b>\$ 120,000</b>  | <b>\$ 122,000</b>  |
| <b>EXPENDITURES</b>              |                    |                    |                    |                    |
| Labor                            | \$ -               | \$ -               | \$ -               | \$ -               |
| Non-Personnel Operating          | 1,413              | 2,000              | 2,000              | 2,000              |
| Debt Service                     | 143,865            | 148,367            | 150,681            | 153,181            |
| Operating Equipment              | -                  | -                  | -                  | -                  |
| <b>Total Operating Expense</b>   | <u>145,278</u>     | <u>150,367</u>     | <u>152,681</u>     | <u>155,181</u>     |
| Major Capital                    | -                  | -                  | -                  | -                  |
| Other Uses                       |                    |                    |                    |                    |
| -Contingency                     | -                  | -                  | -                  | -                  |
| -Estimated Budget Savings        | -                  | -                  | -                  | -                  |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 145,278</b>  | <b>\$ 150,367</b>  | <b>\$ 152,681</b>  | <b>\$ 155,181</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>133,859</b>     | <b>118,000</b>     | <b>120,000</b>     | <b>122,000</b>     |
| <b>TOTAL USES</b>                | <b>145,278</b>     | <b>150,367</b>     | <b>152,681</b>     | <b>155,181</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ (11,419)</b> | <b>\$ (32,367)</b> | <b>\$ (32,681)</b> | <b>\$ (33,181)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 288,294</b>  | <b>\$ 255,927</b>  | <b>\$ 223,246</b>  | <b>\$ 190,065</b>  |

## RIDGES METRO DISTRICT DEBT SERVICE FUND #613

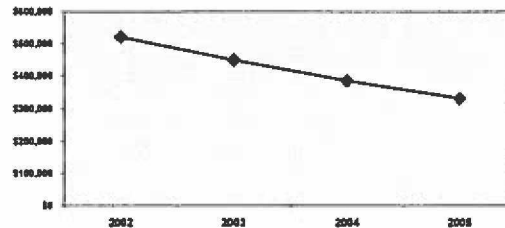
### DESCRIPTION:

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

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

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

Ending Funds Available



### RIDGES METRO DISTRICT DEBT SERVICE FUND #613

|                                  | 2002<br>ACTUAL    | 2003<br>REVISED    | 2004<br>BUDGET     | 2005<br>BUDGET     |
|----------------------------------|-------------------|--------------------|--------------------|--------------------|
| <b>Beginning Funds Available</b> | \$ 431,629        | \$ 521,774         | \$ 447,471         | \$ 384,281         |
| <b>REVENUE</b>                   |                   |                    |                    |                    |
| Taxes                            | \$ 125,323        | \$ 138,000         | \$ 153,000         | \$ 159,000         |
| Licenses & Permits               | -                 | -                  | -                  | -                  |
| Intergovernmental                | -                 | -                  | -                  | -                  |
| Charges For Services             | 75,880            | -                  | -                  | -                  |
| Interfund Charges                | -                 | -                  | -                  | -                  |
| Interest & Investments           | 113,393           | 12,000             | 12,000             | 12,000             |
| Other Revenue                    | -                 | -                  | -                  | -                  |
| <b>Total Operating Revenue</b>   | <b>314,596</b>    | <b>150,000</b>     | <b>165,000</b>     | <b>171,000</b>     |
| Capital Proceeds                 | -                 | -                  | -                  | -                  |
| <b>TOTAL REVENUE</b>             | <b>\$ 314,596</b> | <b>\$ 150,000</b>  | <b>\$ 165,000</b>  | <b>\$ 171,000</b>  |
| <b>EXPENDITURES</b>              |                   |                    |                    |                    |
| Labor                            | \$ -              | \$ -               | \$ -               | \$ -               |
| Non-Personnel Operating          | 2,433             | 3,500              | 4,000              | 4,500              |
| Debt Service                     | 222,018           | 220,803            | 224,190            | 221,690            |
| Operating Equipment              | -                 | -                  | -                  | -                  |
| <b>Total Operating Expense</b>   | <b>224,451</b>    | <b>224,303</b>     | <b>228,190</b>     | <b>226,190</b>     |
| Major Capital                    | -                 | -                  | -                  | -                  |
| Other Uses                       |                   |                    |                    |                    |
| -Contingency                     | -                 | -                  | -                  | -                  |
| -Estimated Budget Savings        | -                 | -                  | -                  | -                  |
| <b>TOTAL EXPENDITURES</b>        | <b>\$ 224,451</b> | <b>\$ 224,303</b>  | <b>\$ 228,190</b>  | <b>\$ 226,190</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>314,596</b>    | <b>150,000</b>     | <b>165,000</b>     | <b>171,000</b>     |
| <b>TOTAL USES</b>                | <b>224,451</b>    | <b>224,303</b>     | <b>228,190</b>     | <b>226,190</b>     |
| <b>NET SOURCE (USE) OF FUNDS</b> | <b>\$ 90,145</b>  | <b>\$ (74,303)</b> | <b>\$ (63,190)</b> | <b>\$ (55,190)</b> |
| <b>ENDING FUNDS AVAILABLE</b>    | <b>\$ 521,774</b> | <b>\$ 447,471</b>  | <b>\$ 384,281</b>  | <b>\$ 329,091</b>  |

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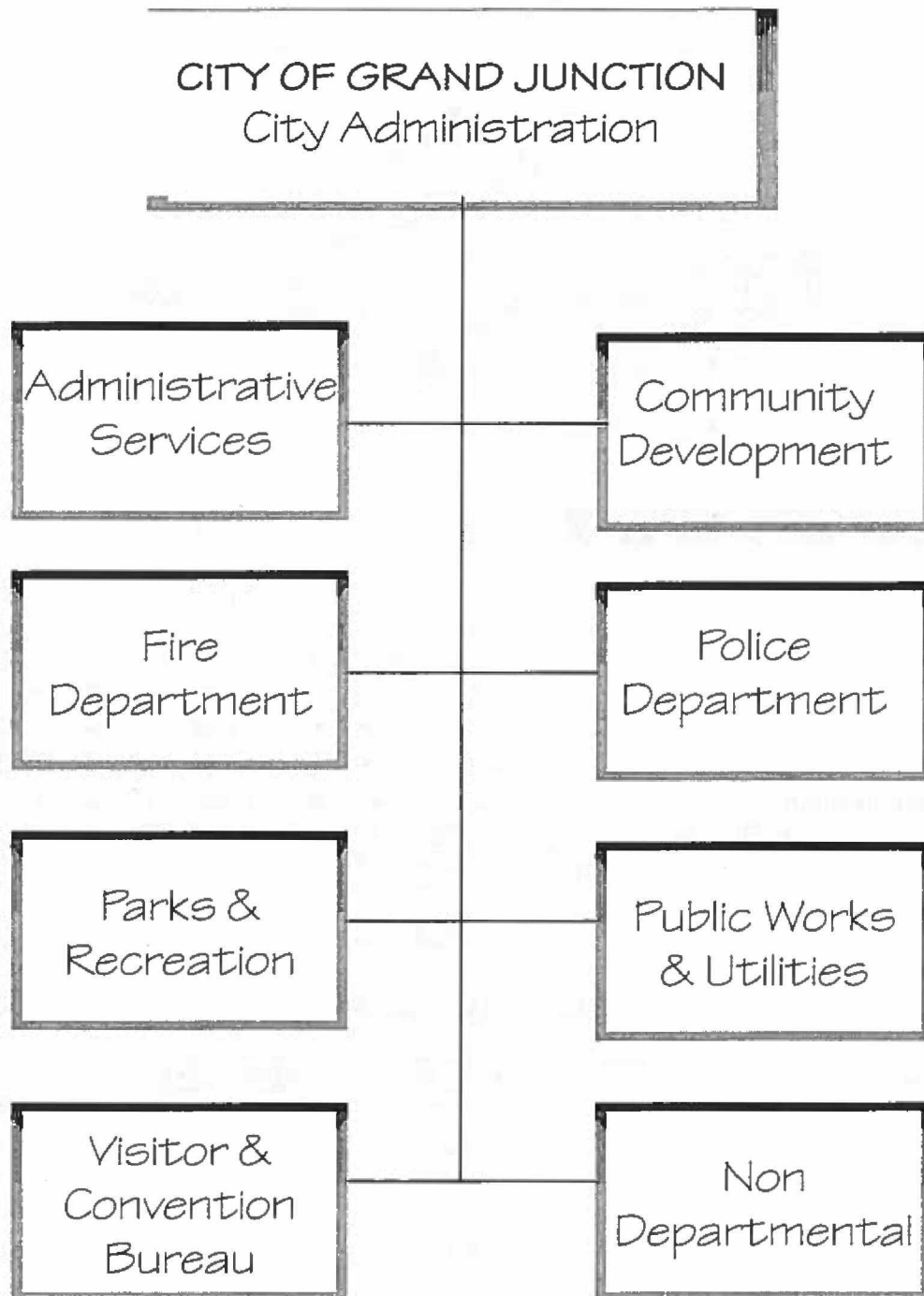


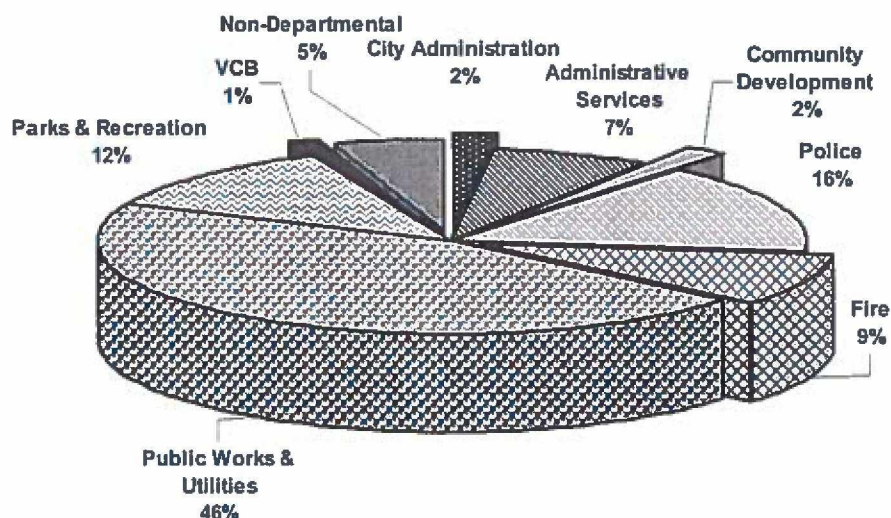
## DEPARTMENT SUMMARIES



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

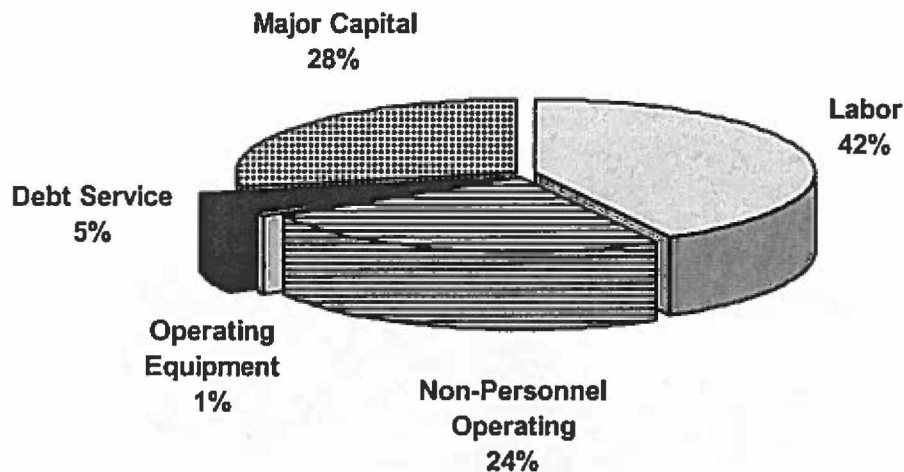
***The following section is offered to assist in the understanding of the scope and magnitude of each of the City's departments. This section includes an overview of operating expenditures by department, division and category, along with historical personnel information. Included in narrative form is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





| Budget By Department           | 2003               | 2004                  | 2005                 |
|--------------------------------|--------------------|-----------------------|----------------------|
| City Administration            | \$ 1,831,701       | \$ 1,818,298          | \$ 1,870,715         |
| Administrative Services        | 6,868,236          | \$ 7,233,714          | \$ 7,332,441         |
| Community Development          | 2,046,516          | \$ 2,009,313          | \$ 2,036,232         |
| Police                         | 15,977,022         | \$ 15,154,400         | \$ 15,478,313        |
| Fire                           | 9,267,955          | \$ 9,688,085          | \$ 8,867,511         |
| Public Works & Utilities       | 47,735,229         | \$ 47,762,638         | \$ 39,355,703        |
| Parks & Recreation             | 12,420,642         | \$ 11,861,215         | \$ 11,344,285        |
| Visitor & Convention Bureau    | 1,307,910          | \$ 1,374,794          | \$ 1,395,498         |
| <b>Total: City Departments</b> | <b>97,455,211</b>  | <b>\$ 96,902,457</b>  | <b>\$ 87,680,698</b> |
| Non-Departmental               | 5,688,344          | \$ 4,937,539          | \$ 4,344,858         |
| <b>TOTAL</b>                   | <b>103,143,556</b> | <b>\$ 101,839,996</b> | <b>\$ 92,025,556</b> |

| % Change                       | 2003 - 2004  | 2004 - 2005  | Average      |
|--------------------------------|--------------|--------------|--------------|
| City Administration            | -0.7%        | 2.9%         | 1.1%         |
| Administrative Services        | 5.3%         | 1.4%         | 3.3%         |
| Community Development          | -1.8%        | 1.3%         | -0.2%        |
| Police                         | -5.1%        | 2.1%         | -1.5%        |
| Fire                           | 4.5%         | -8.5%        | -2.0%        |
| Public Works & Utilities       | 0.1%         | -17.6%       | -8.8%        |
| Parks & Recreation             | -4.5%        | -4.4%        | -4.4%        |
| Visitor & Convention Bureau    | 5.1%         | 1.5%         | 3.3%         |
| <b>Total: City Departments</b> | <b>-0.6%</b> | <b>-9.5%</b> | <b>-5.0%</b> |
| Non-Departmental               | -13.2%       | -12.0%       | -12.6%       |
| <b>TOTAL</b>                   | <b>-1.3%</b> | <b>-9.6%</b> | <b>-5.5%</b> |

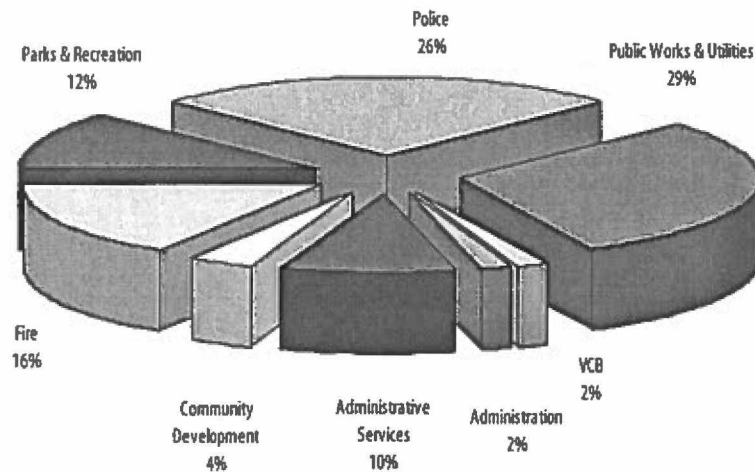


| <b>Budget By Major Category</b> | <b><u>2003</u></b>    | <b><u>2004</u></b>    | <b><u>2005</u></b>   |
|---------------------------------|-----------------------|-----------------------|----------------------|
| Labor                           | \$ 39,710,223         | \$ 41,911,661         | \$ 43,174,703        |
| Non-Personnel Operating         | 23,448,330            | 23,938,315            | 24,304,129           |
| Debt Service                    | 7,695,032             | 3,798,468             | 3,698,668            |
| Operating Equipment             | 775,154               | 843,150               | 669,486              |
| <b>Subtotal Operating</b>       | <b>\$ 71,628,739</b>  | <b>\$ 70,491,594</b>  | <b>\$ 71,846,986</b> |
| Major Capital                   | 31,610,917            | 31,348,402            | 20,178,570           |
| Contingency/Budget Savings      | (96,100)              | 0                     | 0                    |
| <b>TOTAL</b>                    | <b>\$ 103,143,556</b> | <b>\$ 101,839,996</b> | <b>\$ 92,025,556</b> |

| <b><u>% Change</u></b>     | <b><u>2003 - 2004</u></b> | <b><u>2004 - 2005</u></b> | <b><u>Average</u></b> |
|----------------------------|---------------------------|---------------------------|-----------------------|
| Labor                      | 5.5%                      | 3.0%                      | 4.3%                  |
| Non-Personnel Operating    | 2.1%                      | 1.5%                      | 1.8%                  |
| Debt Service               | -50.6%                    | -2.6%                     | -26.6%                |
| Operating Equipment        | 8.8%                      | -20.6%                    | -5.9%                 |
| <b>Subtotal Operating</b>  | <b>-1.6%</b>              | <b>1.9%</b>               | <b>0.2%</b>           |
| Major Capital              | -0.8%                     | -35.6%                    | -18.2%                |
| Contingency/Budget Savings | -100.0%                   | N/A                       | N/A                   |
| <b>TOTAL</b>               | <b>-1.3%</b>              | <b>-9.6%</b>              | <b>-5.5%</b>          |



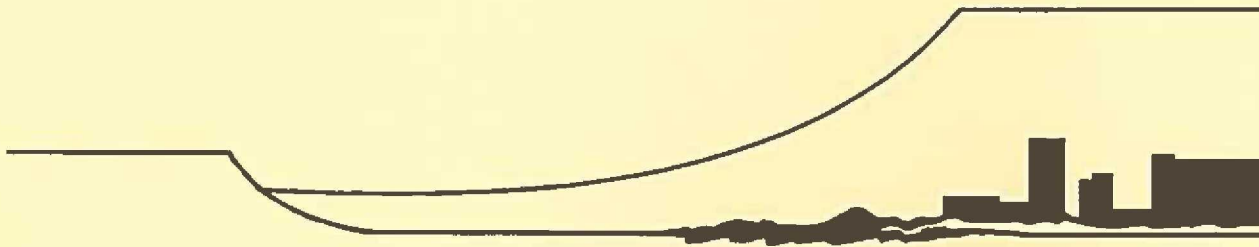
## PERSONNEL SUMMARY



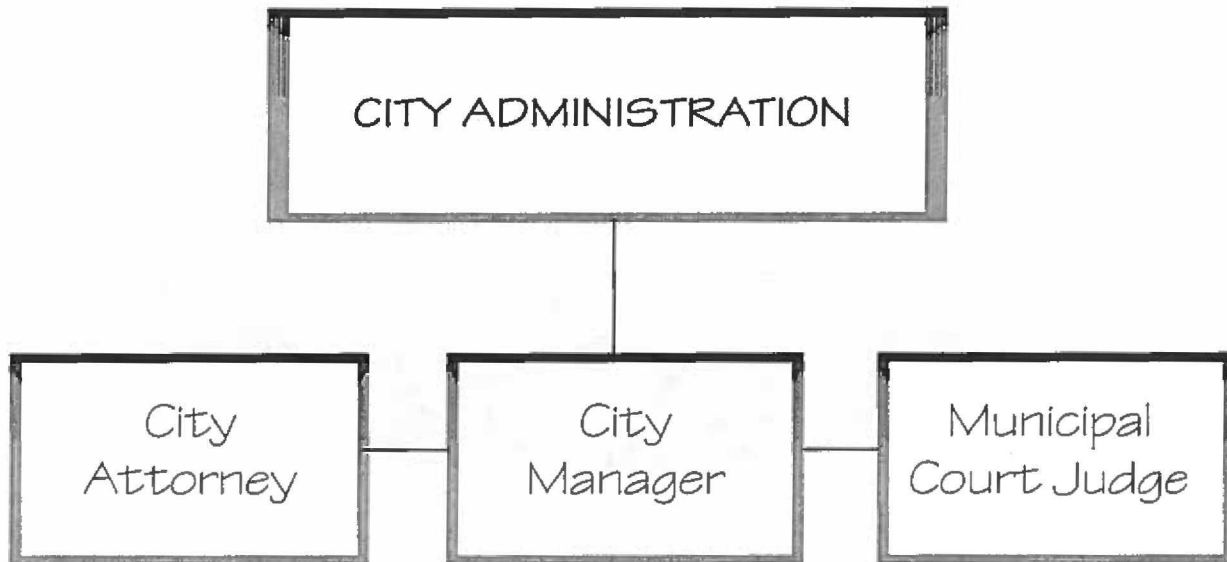
## PERSONNEL HISTORY

| Department     | 1984       | 1985       | 1986       | 1987       | 1988       | 1989       | 1990       | 1991       | 1992       | 1993       | 1994       | 1995       | 1996       | 1997       | 1998       | 1999       | 2000       | 2001       | 2002       | 2003       | 2004       | 2005       |
|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Administration | 6          | 5          | 4          | 4          | 4          | 4          | 5          | 6          | 6          | 6          | 6          | 7          | 7          | 7          | 8          | 8          | 8          | 8          | 8          | 9          | 10         | 10         |
| VCB            | 0          | 0          | 0          | 0          | 0          | 0          | 2          | 3          | 4          | 5          | 5          | 5          | 6          | 6          | 6          | 6          | 7          | 7          | 8          | 8          | 9          | 9          |
| Admin Svcs     | 48         | 47         | 40         | 41         | 39         | 41         | 41         | 40         | 40         | 41         | 42         | 42         | 43         | 45         | 45         | 46         | 50         | 52         | 52         | 53         | 53         | 53         |
| Police         | 104        | 99         | 83         | 89         | 95         | 94         | 97         | 99         | 107        | 108        | 110        | 118        | 124        | 128        | 132        | 130        | 137        | 140        | 142        | 145        | 147        | 147        |
| Fire           | 66         | 65         | 57         | 60         | 60         | 60         | 60         | 62         | 65         | 65         | 66         | 66         | 66         | 66         | 70         | 70         | 69         | 75         | 75         | 90         | 90         | 90         |
| PW & Utilities | 142        | 131        | 117        | 119        | 122        | 121        | 121        | 127        | 132        | 135        | 141        | 144        | 149        | 148        | 151        | 154        | 166        | 170        | 172        | 172        | 172        | 172        |
| Comm Dev       | 9          | 8          | 7          | 6          | 5          | 5          | 6          | 8          | 9          | 11         | 13         | 15         | 17         | 17         | 17         | 19         | 21         | 22         | 22         | 22         | 22         | 22         |
| Parks & Rec    | 47         | 45         | 37         | 38         | 38         | 38         | 38         | 39         | 40         | 40         | 41         | 43         | 47         | 52         | 56         | 57         | 63         | 65         | 65         | 70         | 70         | 70         |
| <b>TOTALS</b>  | <b>422</b> | <b>400</b> | <b>345</b> | <b>357</b> | <b>363</b> | <b>363</b> | <b>370</b> | <b>384</b> | <b>403</b> | <b>411</b> | <b>424</b> | <b>440</b> | <b>459</b> | <b>469</b> | <b>485</b> | <b>490</b> | <b>521</b> | <b>539</b> | <b>544</b> | <b>569</b> | <b>573</b> | <b>573</b> |

## CITY ADMINISTRATION

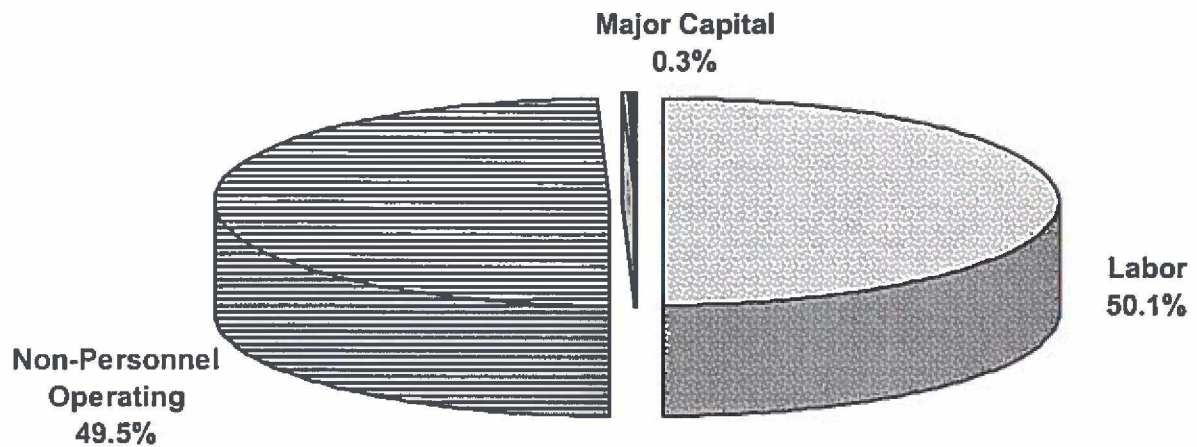


- ◆ *City Council*
- ◆ *City Manager*
- ◆ *City Attorney*



### SIGNIFICANT BUDGET ISSUES

- A new position dedicated to infill/redevelopment, economic development, and neighborhood programs is recommended in the 2004 budget. The job description is attached following this section.
- The City Attorney's proposed budget contains a \$25,000 request for a contract employee to act as the prosecuting attorney in the Municipal Court.
- The proposed budget contains funds for a telephone citizen survey in 2004 and a mailed citizen survey in 2005. This continues the use of surveys which have been conducted in the past few years and will enable a 2005 update of the Strategic Plan.
- The City will continue publishing a monthly "Citypage" in the *Grand Junction Daily Sentinel*, and will continue publishing a "Citypage" in the *Grand Junction Free Press* as well.
- The budget contains \$10,000 to support and activities of the newly established City Youth Council as part of the City Council's Strategic Plan.
- Beginning in 2004, the Information Services Division will begin an accrual account for the eventual replacement of audio/visual equipment in the City Hall Auditorium.
- A new budgeting cost center has been created to encapsulate all of the City's public communications efforts – including surveys, newsletters, calendars, etc.



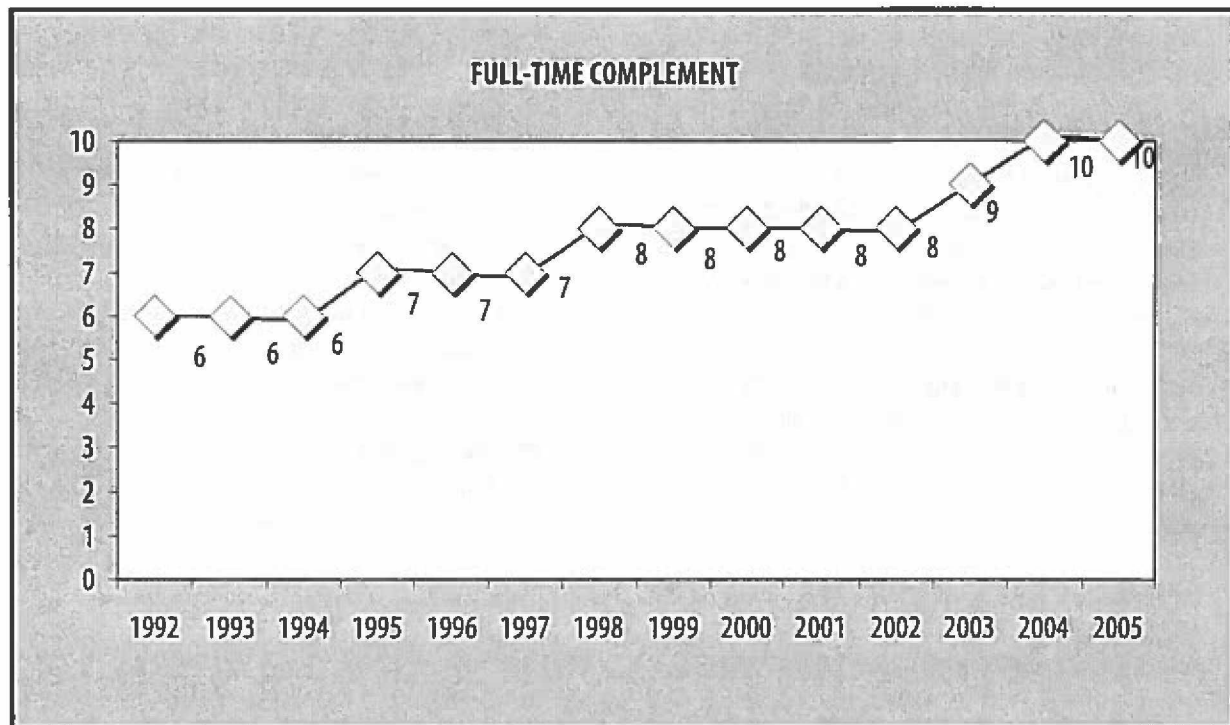
| Budget By Major Category  |           | 2003                | 2004                | 2005                |
|---------------------------|-----------|---------------------|---------------------|---------------------|
| Labor                     | \$        | 844,842             | \$ 938,812          | \$ 982,278          |
| Non-Personnel Operating   |           | 965,869             | 877,136             | 888,437             |
| Debt Service              |           | -                   | -                   | -                   |
| Operating Equipment       |           | 4,936               | 2,350               | -                   |
| <b>Subtotal Operating</b> | <b>\$</b> | <b>1,815,647</b>    | <b>\$ 1,818,298</b> | <b>\$ 1,870,715</b> |
| Major Capital             |           | 16,054              | -                   | -                   |
| <b>TOTAL</b>              |           | <b>\$ 1,831,701</b> | <b>\$ 1,818,298</b> | <b>\$ 1,870,715</b> |

| <u>% Change</u>           | <u>2003 - 2004</u> | <u>2004 - 2005</u> | <u>Average</u> |
|---------------------------|--------------------|--------------------|----------------|
| Labor                     | 11.1%              | 4.6%               | 7.9%           |
| Non-Personnel Operating   | -9.2%              | 1.3%               | -3.9%          |
| Debt Service              | N/A                | N/A                | N/A            |
| Operating Equipment       | -52.4%             | -100.0%            | -76.2%         |
| <b>Subtotal Operating</b> | <b>0.1%</b>        | <b>2.9%</b>        | <b>1.5%</b>    |
| Major Capital             | -100.0%            | N/A                | N/A            |
| <b>TOTAL</b>              | <b>-0.7%</b>       | <b>2.9%</b>        | <b>1.1%</b>    |



# CITY ADMINISTRATION: Budget By Fund/Organization Code

| Fund #                     | ORG # | ORGN Description                    | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget | 2005<br>Budget |
|----------------------------|-------|-------------------------------------|-------------------------|------------------------|------------------------|----------------|----------------|
| 100                        | 111   | City Council                        | \$1,010,265.00          | (\$220,492.00)         | \$789,773.00           | \$517,118.00   | \$519,647.33   |
| 100                        | 121   | City Manager                        | \$526,832.57            | (\$16,295.00)          | \$510,537.57           | \$566,890.17   | \$588,111.20   |
| 100                        | 122   | Public Communications               | \$0.00                  | \$0.00                 | \$0.00                 | \$156,041.00   | \$163,653.00   |
| 100                        | 131   | Civ Attorney                        | \$456,390.43            | \$0.00                 | \$456,390.43           | \$472,058.06   | \$483,617.68   |
|                            |       | Subtotal: General Fund              | \$1,993,488.00          | (\$236,787.00)         | \$1,756,701.00         | \$1,712,107.23 | \$1,755,029.21 |
| 108                        | 121   | City Manager                        | \$0.00                  | \$0.00                 | \$0.00                 | \$31,190.68    | \$40,685.40    |
|                            |       | Subtotal: Economic Development Fund | \$0.00                  | \$0.00                 | \$0.00                 | \$31,190.68    | \$40,685.40    |
| 308                        | 111   | City Council                        | \$75,000.00             | \$0.00                 | \$75,000.00            | \$75,000.00    | \$75,000.00    |
|                            |       | Subtotal: Parking Fund              | \$75,000.00             | \$0.00                 | \$75,000.00            | \$75,000.00    | \$75,000.00    |
| TOTAL: CITY ADMINISTRATION |       |                                     | \$2,068,488.00          | (\$236,787.00)         | \$1,831,701.00         | \$1,818,297.91 | \$1,870,714.61 |



| Employees by Division | 1992     | 1993     | 1994     | 1995     | 1996     | 1997     | 1998     | 1999     | 2000     | 2001     | 2002     | 2003     | 2004      | 2005      |
|-----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|
| City Manager          | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 4        | 5         | 5         |
| City Attorney         | 3        | 3        | 3        | 3        | 3        | 3        | 4        | 4        | 4        | 4        | 4        | 4        | 4         | 4         |
| Public Information    | 0        | 0        | 0        | 1        | 1        | 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> | <b>10</b> | <b>10</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 for one-year terms.

The Council serves as the community's legislative body and is 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 to 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 City Council, 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 the 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 communications 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 expected spring 2004 completion of an employee parking garage – a 40/60 split between the City and Mesa County – provides a permanent solution to an ongoing parking problem.
- Fire Station #5 is expected to be completed in the summer of 2004 and will provide improved fire protection and emergency services to residents in the Redlands.
- The City Council voted in September 2003 to order a ballot initiative to ask voters whether the City should use bonds to speed construction of the Riverside Parkway. If approved, the bonds will enable completion of the Parkway in 6-8 years instead of 20, without a tax increase.
- The City Manager's office filled a graduate-level intern position in 2003.
- In January 2003, the City Council and City Administration completed a far-reaching Strategic Plan that is reviewed by Council monthly and serves as a continuing guide for City staff.
- The first Grand Junction City Youth Council was recruited and selected in September 2003.
- The City Council completed a 5-year update to the City's Growth Plan
- In 2003, a contract was signed with Cinema at the Avalon to show movies nearly every night.
- A Police substation was opened at Mesa Mall in January 2003.
- The City Council hosted four neighborhood ice cream socials in 2003 in order to make recommendations for a Grand Junction neighborhood program.

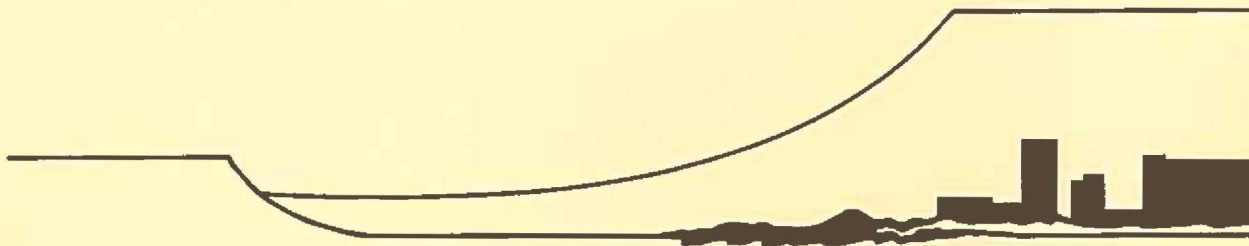
**FUTURE OUTLOOK**

- The City will begin to implement and enforce the new smoking ordinance beginning in January 2004, and all businesses will need to be compliant by January 2006.
- During the next two years, continuing to fund capital projects at our historic level will strain the City's ability to provide a high level of services to citizens.
- The coordination and construction of the Riverside Parkway project – particularly if it is to be completed in 6-8 years – will require significant attention from several City departments.
- In an effort to combat rising energy costs, City staff will research and implement an energy conservation plan to be implemented in all City departments in 2004.
- The City Council and City staff will continue to shape and implement an Infill/Redevelopment policy to encourage growth within the urban growth boundary.
- Identifying and encouraging affordable housing in Grand Junction will be a continuing focus for City Council and Staff.
- The Legal staff will continue work on a Memorandum of Understanding with the United States Forest Service and the Bureau of Land Management to ensure protection of the City's watershed.

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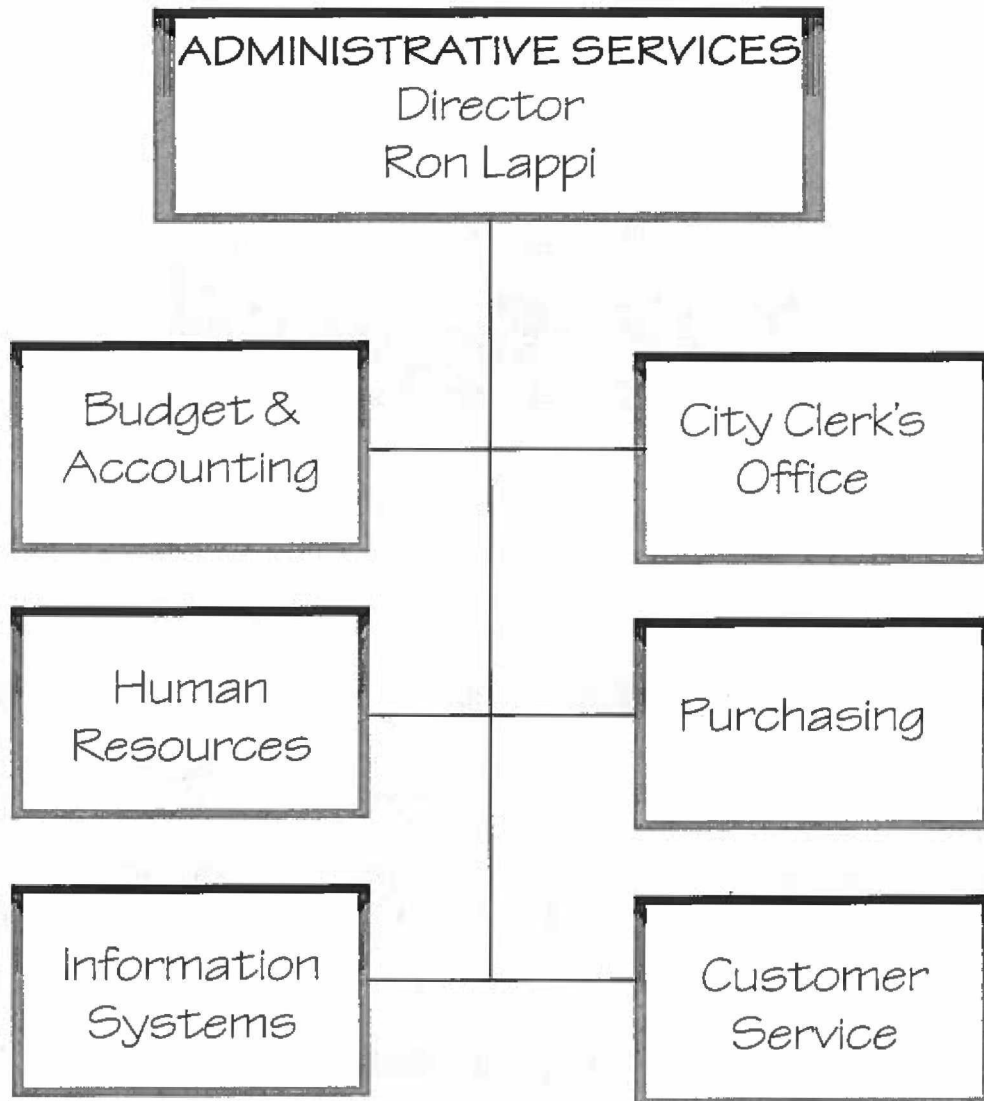


## ADMINISTRATIVE SERVICES



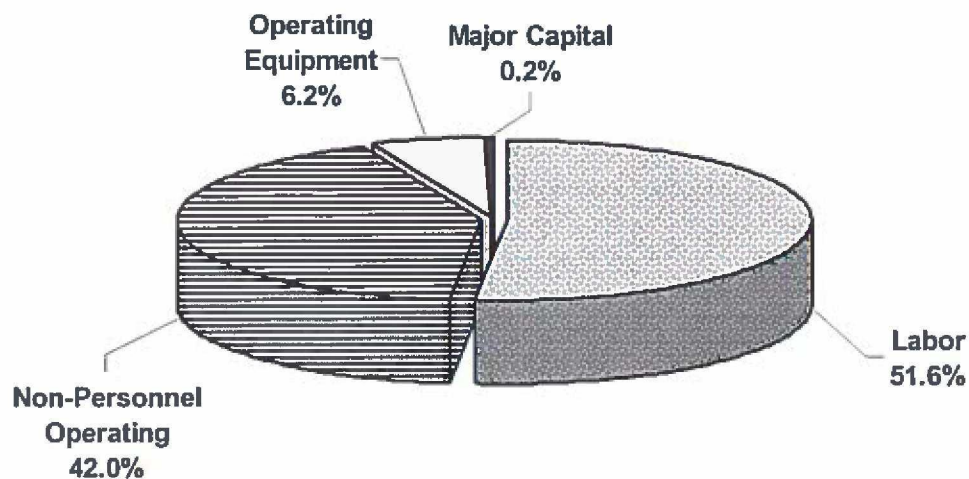
- ◆ Administration
- ◆ Budget & Accounting
- ◆ City Clerk's Office
- ◆ Customer Service
- ◆ Information System
- ◆ Human Resources
- ◆ Purchasing

*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

- Continued challenge of doing more with the same resources during this very tight budget period.
- Moving the City's systems to Internet transaction based systems in the next several years.
- Potential debt financing for the City's largest Capital Projection in history will be a challenge.

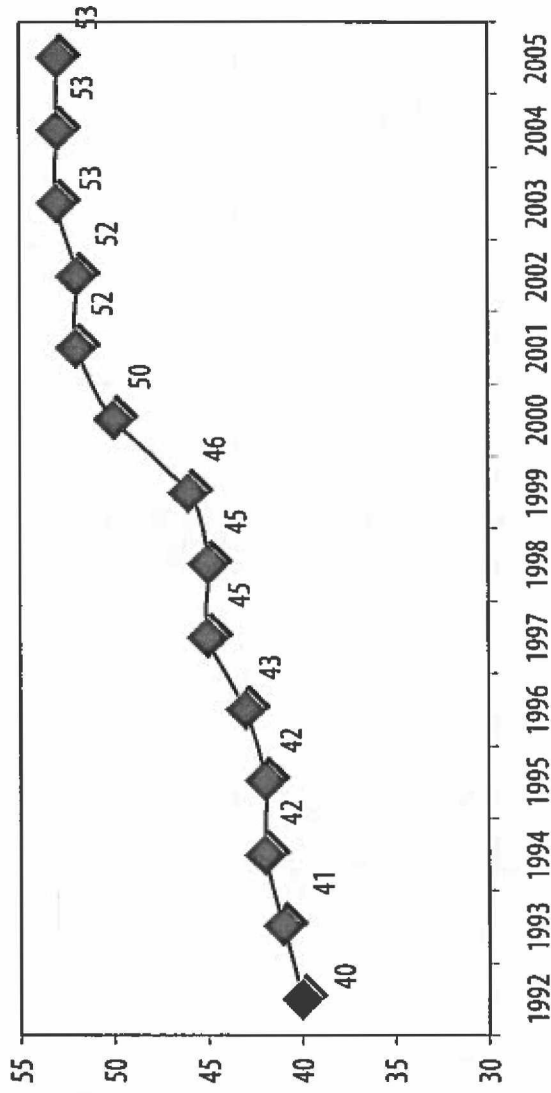


| Budget By Major Category  | 2003                | 2004                | 2005                |
|---------------------------|---------------------|---------------------|---------------------|
| Labor                     | \$ 3,575,489        | \$ 3,682,252        | \$ 3,792,940        |
| Non-Personnel Operating   | 2,907,275           | 3,014,902           | 3,081,172           |
| Debt Service              | -                   | -                   | -                   |
| Operating Equipment       | 343,872             | 532,560             | 458,329             |
| <b>Subtotal Operating</b> | <b>\$ 6,826,636</b> | <b>\$ 7,229,714</b> | <b>\$ 7,332,441</b> |
| Major Capital             | 41,600              | 4,000               | -                   |
| <b>TOTAL</b>              | <b>\$ 6,868,236</b> | <b>\$ 7,233,714</b> | <b>\$ 7,332,441</b> |

| % Change                  | 2003 - 2004 | 2004 - 2005 | Average     |
|---------------------------|-------------|-------------|-------------|
| Labor                     | 3.0%        | 3.0%        | 3.0%        |
| Non-Personnel Operating   | 3.7%        | 2.2%        | 3.0%        |
| Debt Service              | N/A         | N/A         | N/A         |
| Operating Equipment       | 54.9%       | -13.9%      | 20.5%       |
| <b>Subtotal Operating</b> | <b>5.9%</b> | <b>1.4%</b> | <b>3.7%</b> |
| Major Capital             | -90.4%      | -100.0%     | -95.2%      |
| <b>TOTAL</b>              | <b>5.3%</b> | <b>1.4%</b> | <b>3.3%</b> |

## DEPARTMENT SUMMARIES - ADMINISTRATIVE SERVICES

FULL-TIME COMPLEMENT



| Employees by Division | 1992      | 1993      | 1994      | 1995      | 1996      | 1997      | 1998      | 1999      | 2000      | 2001      | 2002      | 2003      | 2004      | 2005      |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Administration        | 3         | 3         | 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         | 6         | 6         |
| Customer Service      | 7         | 7         | 7         | 7         | 9         | 9         | 9         | 10        | 10        | 10        | 10        | 10        | 10        | 10        |
| Human Resources       | 6         | 7         | 7         | 7         | 7         | 7         | 7         | 7         | 8         | 9         | 9         | 9         | 9         | 9         |
| Information Systems   | 8         | 8         | 8         | 8         | 9         | 11        | 11        | 11        | 14        | 15        | 15        | 15        | 15        | 15        |
| Purchasing            | 6         | 6         | 6         | 6         | 6         | 6         | 6         | 6         | 6         | 6         | 6         | 7         | 7         | 7         |
| City Clerk            | 2         | 2         | 3         | 3         | 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> | <b>53</b> | <b>53</b> |



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

| <u>Fund #</u>                         | <u>ORG #</u> | <u>ORGN Description</u>             | <u>2003<br/>Adjusted Budget</u> | <u>2003<br/>Budget Changes</u> | <u>2003<br/>Revised Budget</u> | <u>2004<br/>Budget</u> | <u>2005<br/>Budget</u> |
|---------------------------------------|--------------|-------------------------------------|---------------------------------|--------------------------------|--------------------------------|------------------------|------------------------|
| 100                                   | 201          | Office of the Director-Admin. Svcs  | \$281,062.91                    | (\$1,950.00)                   | \$279,112.91                   | \$304,053.89           | \$305,448.03           |
| 100                                   | 210          | Accounting Division                 | \$633,516.47                    | \$21,349.00                    | \$654,865.47                   | \$651,373.17           | \$655,736.21           |
| 100                                   | 220          | Customer Service                    | \$237,012.55                    | \$10,807.85                    | \$247,820.40                   | \$222,545.97           | \$228,635.86           |
| 100                                   | 222          | Municipal Court                     | \$196,417.90                    | (\$11,530.90)                  | \$184,887.00                   | \$187,907.84           | \$192,102.68           |
| 100                                   | 224          | Teen Court                          | \$15,000.00                     | (\$5,250.00)                   | \$9,750.00                     | \$12,200.00            | \$12,200.00            |
| 100                                   | 231          | City Clerk General Operations       | \$364,282.41                    | \$0.00                         | \$364,282.41                   | \$362,923.96           | \$371,247.72           |
| 100                                   | 232          | City Clerk Elections                | \$31,100.00                     | \$34,000.00                    | \$65,100.00                    | \$0.00                 | \$36,140.00            |
| 100                                   | 241          | Personnel                           | \$602,218.06                    | (\$10,667.00)                  | \$591,551.06                   | \$643,102.02           | \$653,697.34           |
| 100                                   | 245          | Personnel General Items             | \$610,475.00                    | (\$28,367.00)                  | \$582,108.00                   | \$627,861.00           | \$618,781.28           |
| 100                                   | 261          | General Purchasing                  | \$347,470.69                    | (\$11,240.00)                  | \$336,230.69                   | \$334,405.69           | \$344,156.13           |
|                                       |              | Subtotal: General Fund              | \$3,318,555.99                  | (\$2,848.05)                   | \$3,315,707.94                 | \$3,346,373.54         | \$3,418,145.25         |
| 301                                   | 220          | Customer Service                    | \$440,925.28                    | \$12,873.60                    | \$453,798.88                   | \$420,711.82           | \$430,103.34           |
|                                       |              | Subtotal: Water Fund                | \$440,925.28                    | \$12,873.60                    | \$453,798.88                   | \$420,711.82           | \$430,103.34           |
| 308                                   | 223          | Parking Control                     | \$88,611.53                     | \$2,883.00                     | \$91,494.53                    | \$91,340.30            | \$93,586.06            |
|                                       |              | Subtotal: Parking Fund              | \$88,611.53                     | \$2,883.00                     | \$91,494.53                    | \$91,340.30            | \$93,586.06            |
| 401                                   | 251          | Administration-Information Services | \$195,486.71                    | \$0.00                         | \$195,486.71                   | \$208,666.71           | \$212,133.28           |
| 401                                   | 252          | Technical Services                  | \$476,778.96                    | \$0.00                         | \$476,778.96                   | \$489,850.05           | \$505,198.01           |
| 401                                   | 253          | Customer Support                    | \$941,644.20                    | \$0.00                         | \$941,644.20                   | \$1,188,391.84         | \$1,143,057.15         |
| 401                                   | 259          | Telephone Clearing-Information Svcs | \$153,943.00                    | \$0.00                         | \$153,943.00                   | \$189,184.00           | \$190,902.00           |
|                                       |              | Subtotal: Data Processing Fund      | \$1,767,852.87                  | \$0.00                         | \$1,767,852.87                 | \$2,076,092.60         | \$2,051,290.44         |
| 403                                   | 261          | General Purchasing                  | \$265.00                        | \$0.00                         | \$265.00                       | \$0.00                 | \$0.00                 |
| 403                                   | 262          | Stores Activities                   | \$82,060.16                     | (\$3,944.00)                   | \$78,116.16                    | \$93,408.15            | \$96,446.41            |
| 403                                   | 2631         | Print Shop Printing                 | \$126,507.56                    | (\$17,919.00)                  | \$108,588.56                   | \$112,508.08           | \$115,623.00           |
| 403                                   | 2632         | Print Shop - Copiers Management     | \$22,937.00                     | \$0.00                         | \$22,937.00                    | \$23,500.00            | \$23,500.00            |
|                                       |              | Subtotal: Stores Fund               | \$231,769.72                    | (\$21,863.00)                  | \$209,906.72                   | \$229,416.23           | \$235,569.41           |
| 4041                                  | 2480         | Risk Manager                        | \$138,719.92                    | (\$153.00)                     | \$138,566.92                   | \$142,326.72           | \$146,407.27           |
| 4041                                  | 2481         | Worker's Compensation               | \$627,297.46                    | (\$38,713.46)                  | \$588,584.00                   | \$609,761.00           | \$630,514.00           |
| 4042                                  | 2482         | General Property and Liability      | \$281,618.00                    | \$20,706.00                    | \$302,324.00                   | \$317,692.00           | \$326,825.00           |
|                                       |              | Subtotal: Self Insurance Fund       | \$1,047,635.38                  | (\$18,160.46)                  | \$1,029,474.92                 | \$1,069,779.72         | \$1,103,746.27         |
| <b>TOTAL: ADMINISTRATIVE SERVICES</b> |              |                                     | <b>\$6,895,350.77</b>           | <b>(\$27,114.91)</b>           | <b>\$6,868,235.86</b>          | <b>\$7,233,714.21</b>  | <b>\$7,332,440.77</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 \$3.3 million for 2004 and \$3.4 million for 2005, approximately a 2% increase per year. No new positions have been requested for either year. The department's budget including its portion of the water and parking, as well as self insurance, data processing and stores funds, is requested at \$7.2 and \$7.3 million respectively for 2004 and 2005. This is an increase over 2003 of 5.1% and 1.4% 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 reconciliations, 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 and health insurance programs.

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 55 distinct network servers and approximately \$2 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

- Hiring the full-time Program Coordinator, development, and implementation of the employee recognition program.
- The development of our largest comprehensive Capital Improvement Program ever and Biennial Budget for 2004 and 2005.
- We received our 16th annual award for excellence in financial reporting and our 12th year of Distinguished Budget awards.
- Completed the Citywide training programs for Customer Service, Leadership, and Diversity.
- Successful implementation of the new financial reporting model under GASB-34.
- Health Insurance program negotiations and implementation of a promising risk-sharing model.

### Future Outlook

- Continue the training of work groups throughout the City on common skills.
- Create new features of the Internet Web Site for interactive communication and transaction of City business.
- Implement an ongoing customized training program for all work groups and individual positions.
- Continue to survey our customers and measure our progress toward meeting all needs of our internal and external customers.
- Continue to maintain an atmosphere of individual worth and involvement.

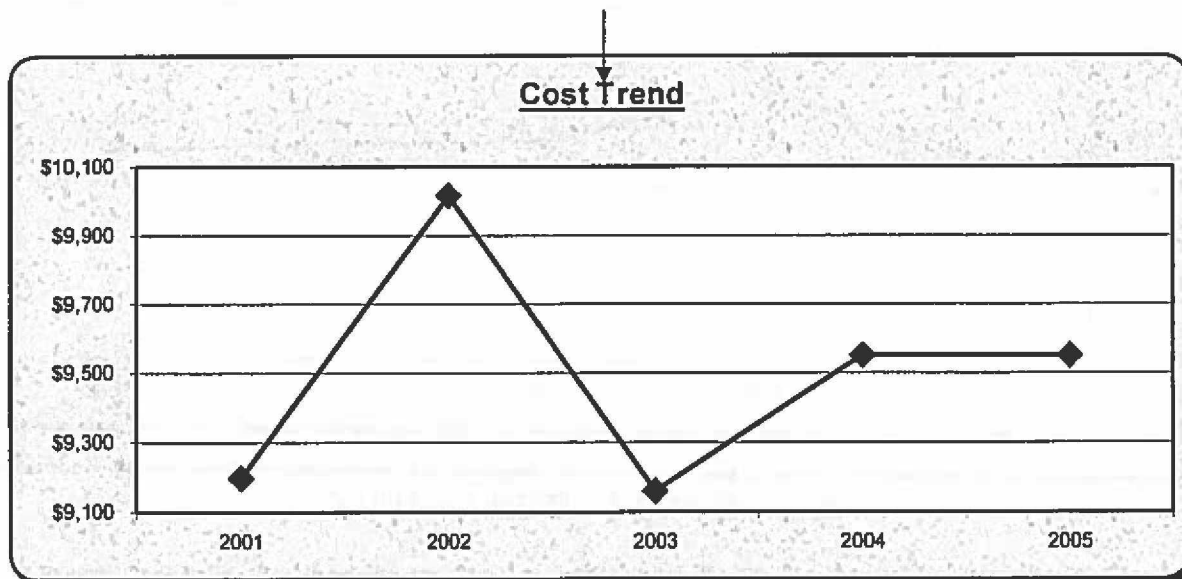
**PERFORMANCE MEASUREMENT**

|                                     | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|-------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>GENERAL FUND</b>                 |                       |                       |                        |                       |                       |
| Operating Budget                    | \$ 2,747,871          | \$ 2,988,470          | \$ 3,274,108           | \$ 3,346,374          | \$ 3,418,145          |
| Inflation Index                     | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year    | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget | \$ 2,747,871          | \$ 2,911,164          | \$ 3,127,468           | \$ 3,091,610          | \$ 3,029,174          |

**Primary Workload/Output Measures**

|  |      |      |       |       |      |
|--|------|------|-------|-------|------|
| # Of Sales Tax Returns Processed (000's) | 21.0 | 20.1 | 21.0  | 21.2  | 21.4 |
| # Of Court Tickets Entered (000's)       | 6.9  | 5.8  | 6.0   | 6.2   | 6.3  |
| # Of Records on File (000's)             | 18.7 | 20.2 | 21.0  | 21.5  | 22.0 |
| \$ Of Revenue Collected (Millions)       | 77.0 | 81.8 | 90.3  | 87.1  | 88.7 |
| \$ Of Expenditures Paid (Millions)       | 82.4 | 82.3 | 103.1 | 101.7 | 91.8 |
| # of Positions Filled                    | 66.0 | 51.0 | 70.0  | 55.0  | 55.0 |
| # of Purchasing Work Units (00's)        | 26.8 | 29.5 | 30.0  | 31.0  | 32.0 |
| Total Output Measured                    | 299  | 291  | 341   | 324   | 317  |

|                             |          |           |          |          |          |
|-----------------------------|----------|-----------|----------|----------|----------|
| Comparative Cost Per Output | \$ 9,196 | \$ 10,016 | \$ 9,160 | \$ 9,553 | \$ 9,549 |
|-----------------------------|----------|-----------|----------|----------|----------|

**PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005**

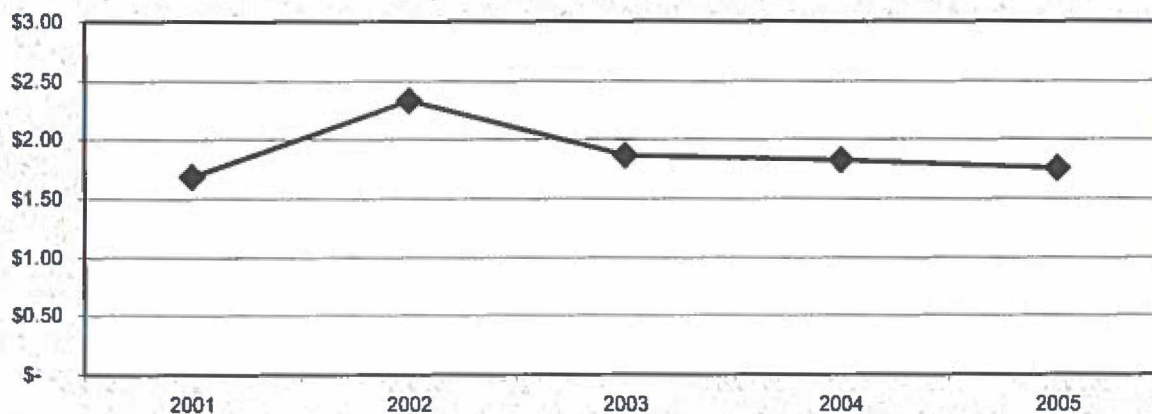
- Continue the training of work groups throughout the City on common skills
- Implement an ongoing customized training program for all work groups and individual positions
- Continue to survey our customers and measure our progress toward meeting all needs of our internal and external customers
- Continue to maintain an atmosphere of individual worth and involvement
- To educate City employees with delegated purchasing authority so that they have the skills to insure value in their small purchases
- To add value to every formal solicitation by insuring competitive specifications for the needed equipment, supplies and services and soliciting bids or RFPs in a timely manner
- To accomplish City required solicitations in the most ethical and honest manner, consistent with national standards, practices and procedures



## PERFORMANCE MEASUREMENT

|   | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>SELF INSURANCE FUND</b>              |                |                |                 |                |                |
| Operating Budget                        | \$ 624,593     | \$ 1,030,215   | \$ 1,029,475    | \$ 1,069,780   | \$ 1,103,746   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 624,593     | \$ 1,010,327   | \$ 983,367      | \$ 988,336     | \$ 978,144     |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| Loss Costs - Property & Liability       | 124,283        | 72,781         | 125,000         | 128,750        | 132,613        |
| Loss Costs - Workers Compensation       | 246,383        | 360,617        | 400,000         | 412,000        | 424,360        |
| Total Output Measured                   | 370,666        | 433,398        | 525,000         | 540,750        | 556,973        |
| Comparative Cost Per Output             | \$ 1.69        | \$ 2.33        | \$ 1.87         | \$ 1.83        | \$ 1.76        |

Cost Trend

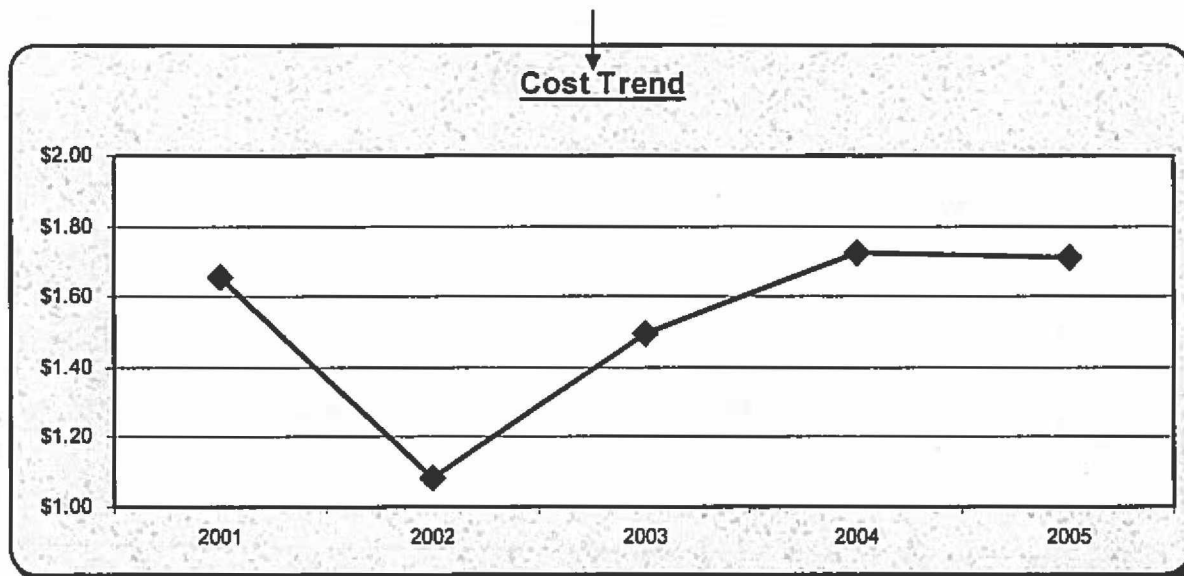


## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Monitor new self-insured employee health benefits and begin to communicate health cost reduction strategies and goals to employees. If results warrant, begin employee reward sharing via premium reductions, wellness incentives and/or benefit enhancements.
- Evaluate and bid Third Party Claims Adjusting contract for city self-insured workers' compensation program.
- Fully implement revised safety award program in all divisions. Effectively communicate goals of revised safety award program and coordinate with other employee recognition programs to enhance effectiveness. Follow up and monitor results of safety award programs.
- Continue to research and evaluate property and liability insurance options; determine and select optimum coverages and levels of self-insured retention.
- Coordinate with Riverside Parkway project to secure optimum insurance coverage packages for the construction phases.

**PERFORMANCE MEASUREMENT**

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>STORES OPERATIONS</b>                |                       |                       |                        |                       |                       |
| Operating Budget                        | \$ 69,677             | \$ 68,230             | \$ 78,381              | \$ 93,408             | \$ 96,446             |
| Inflation Index                         | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year        | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget     | \$ 69,677             | \$ 66,913             | \$ 74,870              | \$ 86,297             | \$ 85,471             |
| <b>Primary Workload/Output Measures</b> |                       |                       |                        |                       |                       |
| # Of Line Items Issued                  | 42,056                | 61,939                | 50,000                 | 50,000                | 50,000                |
| Total Output Measured                   | 42,056                | 61,939                | 50,000                 | 50,000                | 50,000                |
| Comparative Cost Per Output             | \$ 1.66               | \$ 1.08               | \$ 1.50                | \$ 1.73               | \$ 1.71               |

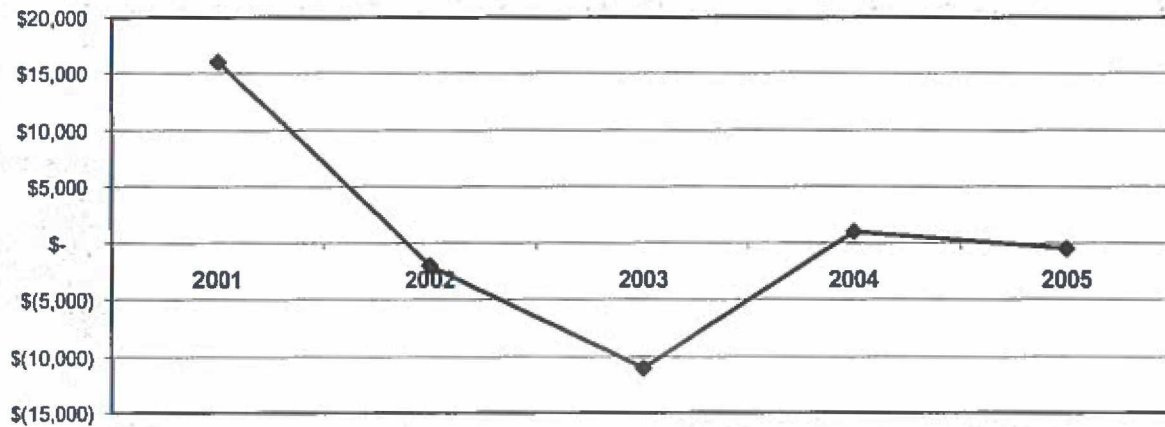
**PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005**

- City of Grand Junction Stores Operations has a goal of reducing stock-outs by effectively and efficiently managing inventory levels consistent with EOQs for each individual inventory item based on standard re-order policies and inventory elimination policies
- To educate City employees concerning electronic ordering of inventory items by use of the on-line, real-time catalog
- To provide exemplary next day delivery services for City of Grand Junction stores and copy shop customers;
- To eliminate inventory that does not meet the criteria of critical to the City mission, long lead times for special equipment, not readily available locally or not used by multiple departments
- To organize the records management area to make it more readily assessable to our customers
- To facilitate the storage and movement of surplus property for disposal or auction

PERFORMANCE MEASUREMENT

|                                     | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|-------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>PRINT SHOP OPERATIONS</b>        |                       |                       |                        |                       |                       |
| Operating Budget                    | \$ 123,719            | \$ 139,100            | \$ 131,526             | \$ 136,008            | \$ 139,123            |
| Inflation Index                     | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year    | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget | \$ 123,719            | \$ 136,415            | \$ 125,635             | \$ 125,654            | \$ 123,291            |
| <b>Primary Measure</b>              |                       |                       |                        |                       |                       |
| Operating Profit (Loss)             | 16,027                | (2,022)               | (11,089)               | 992                   | (423)                 |

**Profit (Loss)**



PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- The City Copy Shop goal is to provide professional, competitively priced copy and bindery services to City customers expeditiously at competitive pricing.
- Promote electronic transmission of City copy projects for enhanced end product and more expeditious service
- Continue to market copy shop services to City Divisions that choose to pay more at commercial shops
- Examine the issues, costs and impact of moving the copy shop to City Hall to encourage and facilitate consistent usage of our services by City Divisions

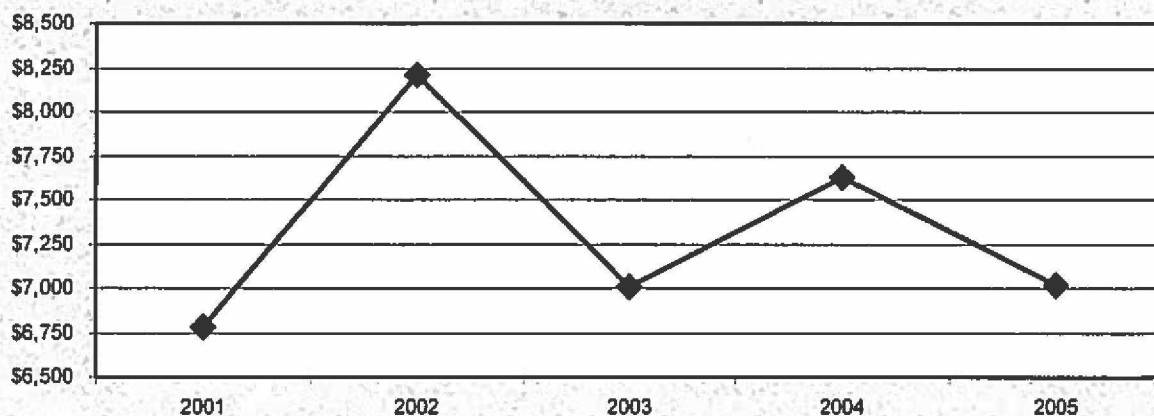
**PERFORMANCE MEASUREMENT**

|                                     | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|-------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>DATA PROCESSING FUND</b>         |                       |                       |                        |                       |                       |
| Operating Budget                    | \$ 1,384,373          | \$ 1,849,226          | \$ 1,767,853           | \$ 2,072,454          | \$ 2,051,290          |
| Inflation Index                     | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year    | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget | \$ 1,384,373          | \$ 1,813,527          | \$ 1,688,675           | \$ 1,914,675          | \$ 1,817,862          |

**Primary Workload/Output Measures**

|                                    |            |            |            |            |            |
|------------------------------------|------------|------------|------------|------------|------------|
| Servers supported (39%)            | 24         | 31         | 55         | 60         | 65         |
| PC's supported (39%)               | 415        | 435        | 451        | 461        | 471        |
| Telecommunication lines (7%)       | 25         | 32         | 40         | 45         | 51         |
| System applications supported (4%) | 18         | 21         | 27         | 33         | 35         |
| Software applications (4%)         | 42         | 45         | 50         | 55         | 60         |
| Web pages supported (7%)           | 405        | 485        | 535        | 590        | 615        |
| Weighted # of work units           | 204        | 221        | 241        | 251        | 259        |
| <b>Total Output Measured</b>       | <b>204</b> | <b>221</b> | <b>241</b> | <b>251</b> | <b>259</b> |

|                                    |                 |                 |                 |                 |                 |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| <b>Comparative Cost Per Output</b> | <b>\$ 6,786</b> | <b>\$ 8,206</b> | <b>\$ 7,007</b> | <b>\$ 7,628</b> | <b>\$ 7,019</b> |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|

**Cost Trend****PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005****2004:**

- Create new features on the Internet Web Site for interactive communication and transaction of City business
- Upgrade 9 of the System Application software packages to new versions; convert 4 to different systems
- Install 6 new System Applications software packages for departments
- Set up new hardware systems in 2 new city facilities (Fire-5 and Riverside Parkway Project)
- Link 6 existing city facilities with new Fiber Optic communications lines
- Replace 210 pieces of city computer equipment with newer systems on the Equipment replacement program

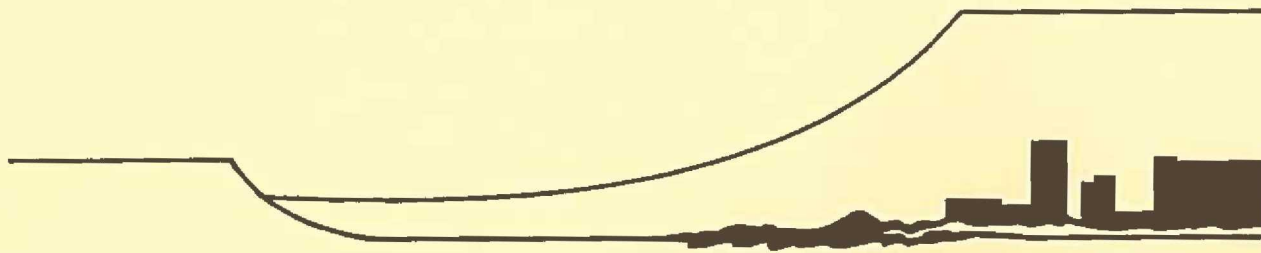
**2005:**

- Replace 185 pieces of city computer equipment with newer systems on the Equipment replacement program
- Upgrade 4 of the System Application software packages to new versions
- Install 2 new System Applications software packages for departments
- Link 2 more existing city facilities with new Fiber Optic communications lines



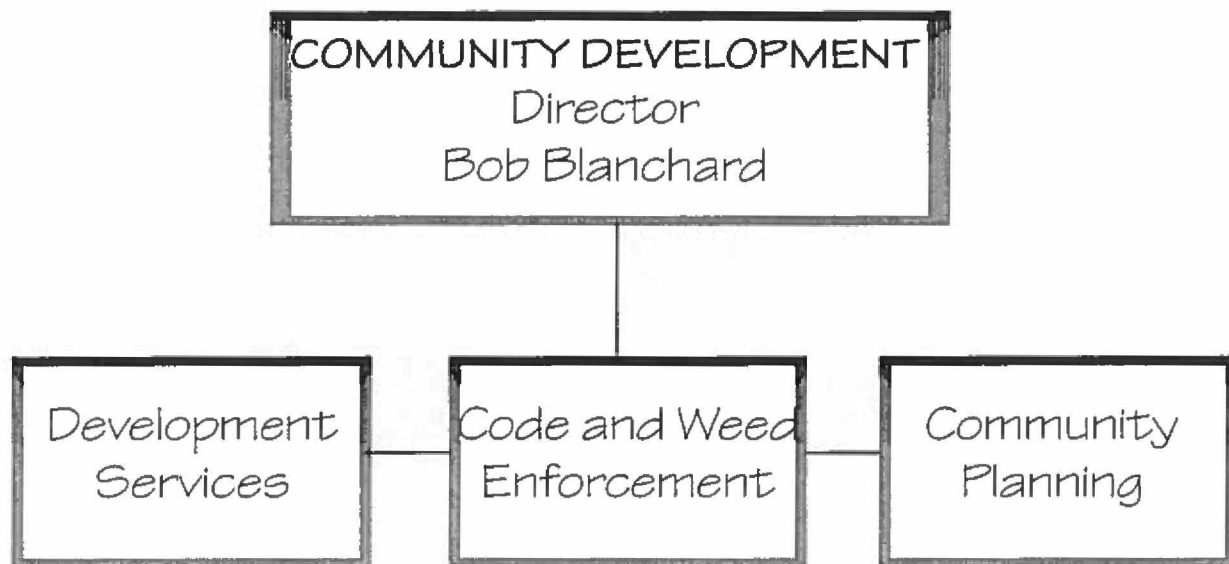
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## COMMUNITY DEVELOPMENT



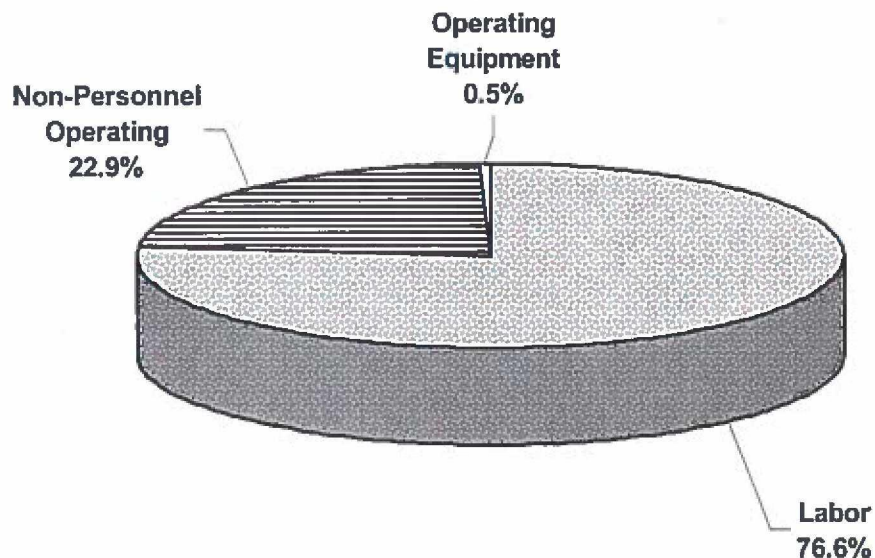
- ◆ *Development Services*
- ◆ *Code Enforcement*
- ◆ *Community Planning*

*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

- The South Downtown/El Poso/Riverside Area Plan will address the redevelopment of the area near the Colorado River. The study area is generally bounded by South Avenue, the Colorado River, 15th Street east of the 5th Street bridge, the railroad, the Colorado River and Highway 340 west of the 5th 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 5th Street Bridge. The total amount budgeted in 2004 is \$40,325 which includes \$30,000 for consultant fees. It's anticipated that this plan will be underway by mid 2004 and completed and adopted by July 2005.
- An issue identified in the recent update of the Growth Plan was the rapid growth of the Pear Park Area. To implement the resulting action item, the City and County are proposing to do a Pear Park Area Plan. The Pear Park area is generally bounded by the Colorado River on the south, the railroad on the north, 28 Road on the west and the Persigo 201 boundary on the east. The plan will include a review of the designated land uses and zoning, as well as services and facilities that will be needed to serve the growing population. The total budgeted amount for this project in 2004 is \$24,125. Project initiation will be early 2004 and is expected to be reviewed and adopted by the City and County by December 2004.
- 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. The total budgeted amount for this process in 2005 is \$9,850. Initial data collection, mapping and identification of key issues will be done in mid 2005 with a final plan adoption in spring of 2006.
- An overall plan for the downtown area has not been done for over 20 years. A Downtown Plan would be done in conjunction with the Downtown Development Authority and would take a more detailed look at the marketing and redevelopment potential of an area yet to be defined. The plan would also incorporate standards and guidelines for new development and streetscape in the downtown area. The City's total contribution for this project in 2005 is \$34,475 which includes \$20,000 for a consultant. The proposed schedule is initiation mid 2005 with plan adoption by spring of 2006.



| Budget By Major Category  | 2003                | 2004                | 2005                |
|---------------------------|---------------------|---------------------|---------------------|
| Labor                     | \$ 1,481,384        | \$ 1,568,569        | \$ 1,615,831        |
| Non-Personnel Operating   | 546,731             | 434,174             | 415,696             |
| Debt Service              | -                   | -                   | -                   |
| Operating Equipment       | 18,401              | 6,570               | 4,705               |
| <b>Subtotal Operating</b> | <b>\$ 2,046,516</b> | <b>\$ 2,009,313</b> | <b>\$ 2,036,232</b> |

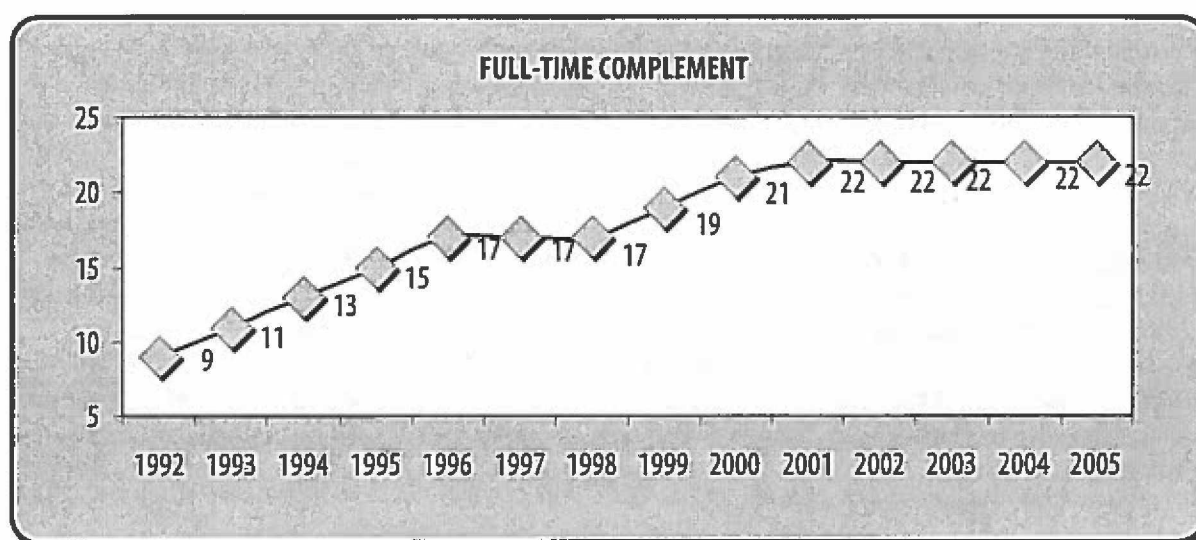
Major Capital

- - -

|              |                     |                     |                     |
|--------------|---------------------|---------------------|---------------------|
| <b>TOTAL</b> | <b>\$ 2,046,516</b> | <b>\$ 2,009,313</b> | <b>\$ 2,036,232</b> |
|--------------|---------------------|---------------------|---------------------|

| % Change                  | 2003 - 2004  | 2004 - 2005 | Average      |
|---------------------------|--------------|-------------|--------------|
| Labor                     | 5.9%         | 3.0%        | 4.4%         |
| Non-Personnel Operating   | -20.6%       | -4.3%       | -12.4%       |
| Debt Service              | N/A          | N/A         | N/A          |
| Operating Equipment       | -64.3%       | -28.4%      | -46.3%       |
| <b>Subtotal Operating</b> | <b>-1.8%</b> | <b>1.3%</b> | <b>-0.2%</b> |
| Major Capital             | N/A          | N/A         | N/A          |
| <b>TOTAL</b>              | <b>-1.8%</b> | <b>1.3%</b> | <b>-0.2%</b> |





| Employees by Division | 1992     | 1993      | 1994      | 1995      | 1996      | 1997      | 1998      | 1999      | 2000      | 2001      | 2002      | 2003      | 2004      | 2005      |
|-----------------------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Development Services  | 2        | 2         | 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        | 15        | 15        |
| Code Enforcement      | 3        | 3         | 4         | 4         | 4         | 4         | 4         | 4         | 4         | 5         | 5         | 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> | <b>22</b> | <b>22</b> |

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

| Fund #                              | ORG # | ORGN Description                     | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget        | 2005<br>Budget        |
|-------------------------------------|-------|--------------------------------------|-------------------------|------------------------|------------------------|-----------------------|-----------------------|
| 100                                 | 311   | Com Dev Administration               | \$330,886.96            | (\$942.37)             | \$329,944.59           | \$346,249.95          | \$352,020.13          |
| 100                                 | 321   | Development Services                 | \$478,360.35            | \$161.90               | \$478,522.25           | \$560,188.83          | \$576,579.00          |
| 100                                 | 322   | Community Planning                   | \$621,662.41            | (\$2,738.47)           | \$618,923.94           | \$590,411.25          | \$609,033.24          |
| 100                                 | 3231  | South Downtown Plan-Planning Project | \$16,050.00             | (\$16,050.00)          | \$0.00                 | \$40,325.00           | \$0.00                |
| 100                                 | 3233  | Growth Plan/Code Revision-Plng Proj  | \$38,008.00             | (\$29,886.24)          | \$8,121.76             | \$0.00                | \$0.00                |
| 100                                 | 3235  | Historic Preservation-Planning Proj  | \$102,414.00            | \$395.78               | \$102,809.78           | \$2,310.00            | \$3,425.00            |
| 100                                 | 3239  | Downtown Area Plan                   | \$30,885.00             | \$1,800.94             | \$32,685.94            | \$0.00                | \$34,475.00           |
| 100                                 | 3241  | Corridor Overlays                    | \$26,700.00             | (\$26,700.00)          | \$0.00                 | \$0.00                | \$0.00                |
| 100                                 | 3242  | 29 Road Corridor Plan                | \$5,200.00              | (\$5,200.00)           | \$0.00                 | \$0.00                | \$9,850.00            |
| 100                                 | 3243  | Pear Park Area Plan                  | \$0.00                  | \$0.00                 | \$0.00                 | \$24,125.00           | \$0.00                |
| 100                                 | 3250  | Planning Projects One-Time           | \$4,500.00              | \$42,701.34            | \$47,201.34            | \$0.00                | \$0.00                |
| 100                                 | 331   | Code Enforcement- Com Dev            | \$369,751.73            | (\$3,092.47)           | \$366,659.26           | \$384,192.60          | \$389,417.76          |
| 100                                 | 332   | Weed Abatement - Com Dev             | \$66,188.00             | (\$4,540.43)           | \$61,647.57            | \$61,510.00           | \$61,431.54           |
| <b>TOTAL: COMMUNITY DEVELOPMENT</b> |       |                                      | <b>\$2,090,606.45</b>   | <b>(\$44,090.02)</b>   | <b>\$2,046,516.43</b>  | <b>\$2,008,312.83</b> | <b>\$2,036,231.67</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.

Administration provides overall direction and coordination for the department. In addition, this division provides assistance to the general public and neighborhood groups and provides technical assistance to City Council, the Planning Commission, Board of Appeals and other boards and commissions. This division is also responsible for the department's budget development and control and manages the GIS system including mapping and graphics for the department. The department is headed by a Director who has a full-time Administrative Specialist for support along with one GIS Analyst and one GIS Technician.

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 two full-time Planning Technicians, 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, annexations and management of the Community Development Block Grant program. There are six full-time employees in this Division including two Planning Technicians, one Associate Planner, one Senior Planner, one Principal Planner and a Planning Manager.

The Code Enforcement Division's purpose is to ensure com-

pliance 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 consisting of 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. Until the past couple years, the focus for the department has been 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 an update to the Zoning and Development Code. The department recently completed an update to the Growth Plan, developed an infill policy and currently is developing a plan for the West Downtown area. Projects still to come underway in 2003 include an update to the landscape section of the Zoning and Development Code, a historic preservation survey and implementation of the infill/redevelopment policy.

Two of the goals from the operating plan mentioned above, which were adopted by the department in January 1999, still 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

A City-wide strategic plan was also developed and adopted by City Council in 2002 which includes several community goals and objectives, several of which this department will take the lead in implementing. The following pages list the department's work program over the next two years.

## DEPARTMENT WORK PROGRAM 2003 THROUGH 2005

### Ongoing Work Activities

- Development Review
- Code Enforcement
- CDBG
- Historic Preservation

Zoning and Development Code Updates

### 2003 Work Program

#### **Start:**

Review landscape code (*consultant*) (Finish 2003) – Growth Plan Action Items A4,7,8; B12, Strategic Plan Objectives 2, 3  
Infill, Redevelopment (*consultant*) (Finish 2003) - Growth Plan Action Items E1 through 9, Strategic Plan Objective 1, 32

Historic preservation inventory (*consultant*) - Growth Plan Action Items J1 through 4, Strategic Plan Objective 26

Telecommunications - Growth Plan Action Item A10, Strategic Plan Objectives 2, 3

Review of development review fees

5-Year Review of Cooperative Planning Agreements (County lead, finish 2004) - Growth Plan Action Item C1, Strategic Plan Objectives 19, 20, 21

Community appearance design standards - Growth Plan Action Items A4 through 11; B4; J1, 4, Strategic Plan Objectives 2, 3 (Lighting, streetscape, street design, entryways, historic buildings and districts, detention facilities, building materials and design, screening, view corridors)

#### **Finish:**

Westside Downtown Plan

Manual of Submittal Standards for Improvements and Development

Code Enforcement strategic plan team - Strategic Plan Objective 9

Neighborhood program strategic plan team - Strategic Plan Objective 36

Build out study (land use only – transportation build out will be in 2004) - Strategic Plan Objective 13

Housing strategic plan action items - Strategic Plan Objectives 30, 31, 33

### 2004 Work Program

#### **Start:**

Pear Park neighborhood plan - Growth Plan Action Items B5

El Poso/Riverside/South Downtown neighborhood plan

Development web page (finish 2004) - E-Gov strategic plan

#### **Finish:**

Historic preservation inventory (*consultant*) - Growth Plan Action Items J1 through J4, Strategic Plan Objective 26

Build out study (transportation) - Strategic Plan Objective 13

Telecommunications - Growth Plan Action Items A10, Strategic Plan Objectives 2, 3

Community appearance design standards - Growth Plan Action Items A4 through 11; B4; J1, 4, Strategic Plan Objectives 2, 3

5-Year Review of Cooperative Planning Agreements (County lead, finish 2004) - Strategic Plan Objectives 19, 20, 21

### 2005 Work Program

#### **Start:**

29 Road Corridor Plan

Downtown plan (manage process – mostly DDA) - Growth Plan Action Items B3

#### **Finish:**

Pear Park neighborhood plan - Growth Plan Action Item B5

El Poso/Riverside/South Downtown neighborhood plan



### MAJOR ACCOMPLISHMENTS YEAR 2003

- Completion of draft Westside Downtown Plan to be taken to hearing by the end of the 2003.
- Adoption of the 5-year update to the Growth Plan.
- Consideration and rejection of the Neighborhood Business zone district changes.
- Final recommendations for creation of a city-wide neighborhood program.
- Completion of recommendations for changes to the landscaping code.
- Incorporated Infill/Redevelopment Policies into the Growth Plan Update.
- Completion of Infill/Redevelopment program recommendations.
- Initiated the implementation phase of the Infill/Redevelopment Policy.
- Completed the annual update to the Zoning and Development Code.
- Historic Preservation Month Activities - Awards to First United Methodist Church and Mesa Supply; Presentation of Tom Mix silent film "The Great K&A Train Robbery" at the Avalon Theatre; High School Student Art Exhibit at Mesa Mall
- Staff participated in "Re-enactors Days" at Museum of Western Colorado and spoke to 1,000 School District 51 students that toured the Museum about historic downtown.
- The Historic Preservation Board sponsored revision and reconstruction of the Historic Preservation Display at the top of the Museum's Educational Tower.
- Staff wrote a grant application and the City was awarded \$60,000 from Colorado Historical Society State Historical Fund to complete Phase 3 of a Historic Resources Survey. The historic study is scheduled to begin early 2004.
- Staff wrote three grant applications to CHS State Historical Fund for the revision and reprinting of Walking Tour Brochure on behalf of the DDA, roof repairs on the Riverside School and completion of a Historic Structure Assessment of Riverside School. Approval of the grants will be announced late 2003, early 2004.
- Staff led a tour of City Hall for three second grade classes from Wingate Elementary
- Planners' Day In School (Oct 29th, 2003) is a hands-on community planning activity with second grade classes at Wingate Elementary School

- Completed the review of current code requirements and enforcement methods for Code Enforcement.
- Code Enforcement staff made final recommendations for improving Enforcement procedures.
- Code Enforcement staff coordinated with Police Department to improve enforcement in neighborhoods as a participant in Community Policing efforts.
- Staff facilitated the completion of 28 annexations consisting of approximately 278.5 acres (226 acres residential and 52.5 acres commercial/industrial), 20 housing units and a population of 43.

### FUTURE OUTLOOK

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

During the next two years, the Community Development Department will initiate several area/neighborhood plans including a plan for the Riverside, El Poso, South Downtown and the Pear Park areas in 2004 and a plan for the 29 Road Corridor and Downtown in 2005. In addition, Code provisions will be reviewed to further the efforts to increase community aesthetics, the Community Development web pages will continue to be updated and enhanced and several strategic objectives as set forth by the City Council *i.e.*, build out study, community appearance standards, a 5-Year Review of Cooperative Planning Agreements *etc.* will be completed as part of the department's 2004-2005 work plan.

In addition, the Historic Preservation Board has recommended that the City undertake another large historic survey project over the next two years. 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 need to be inventoried. Efforts to assist in the preservation of historic sites and structures will continue with the completion of a Phase III Historic Preservation Inventory project.



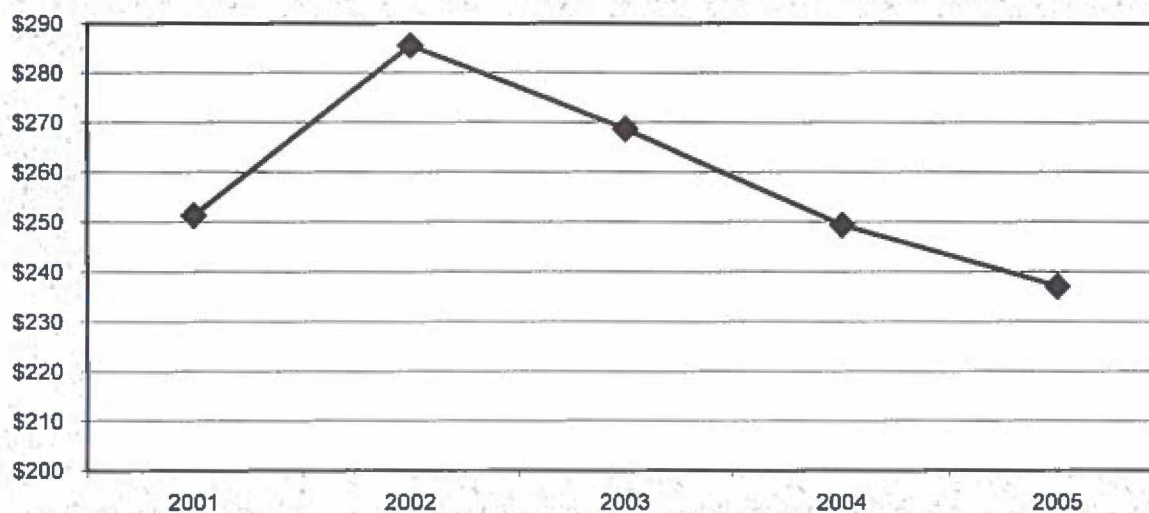
Community Development staff, along with other City staff, will continue to refine and improve the development review process for the benefit of the general public, applicants, and reviewing boards such as the City Planning Commission and the City Council.

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

# PERFORMANCE MEASUREMENT

|   | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>GENERAL FUND</b>                     |                |                |                 |                |                |
| Operating Budget                        | \$ 1,637,101   | \$ 1,789,178   | \$ 2,046,516    | \$ 2,009,313   | \$ 2,036,232   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 1,637,101   | \$ 1,754,638   | \$ 1,954,857    | \$ 1,856,341   | \$ 1,804,517   |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| # of Applications & permits processed   | 2,317          | 2,757          | 3,276           | 3,440          | 3,612          |
| # of Code & Weed cases                  | 4,198          | 3,391          | 4,000           | 4,000          | 4,000          |
| Total Output Measured                   | 6,515          | 6,148          | 7,276           | 7,440          | 7,612          |
| Comparative Cost Per Output             | \$ 251         | \$ 285         | \$ 269          | \$ 250         | \$ 237         |

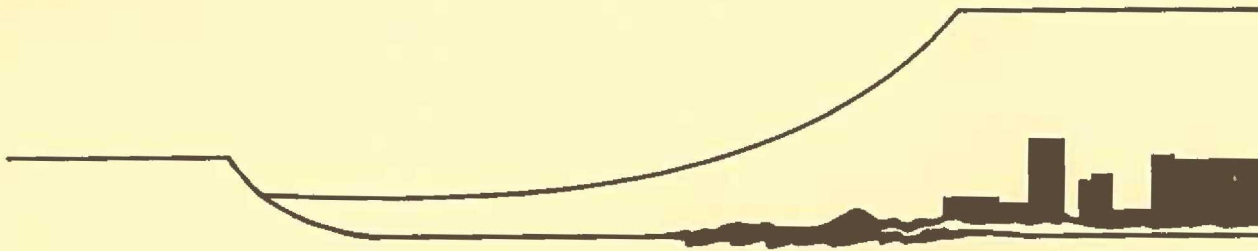
## Cost Trend



## PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- Initiate and complete plans for Pear Park, Riverside, El Poso and South Downtown areas
- Complete build-out study (transportation), community appearance design standards and 5-year review of cooperative planning agreements
- Initiate plans for the 29 Road corridor and Downtown in 2005
- Complete Westside Downtown Plan implementation
- Web page development (complete in 2004)
- Historic Preservation Inventory completion
- Telecommunications
- Ongoing development review, code enforcement, administration of CDBG program, and historic preservation efforts
- Zoning and development code updates

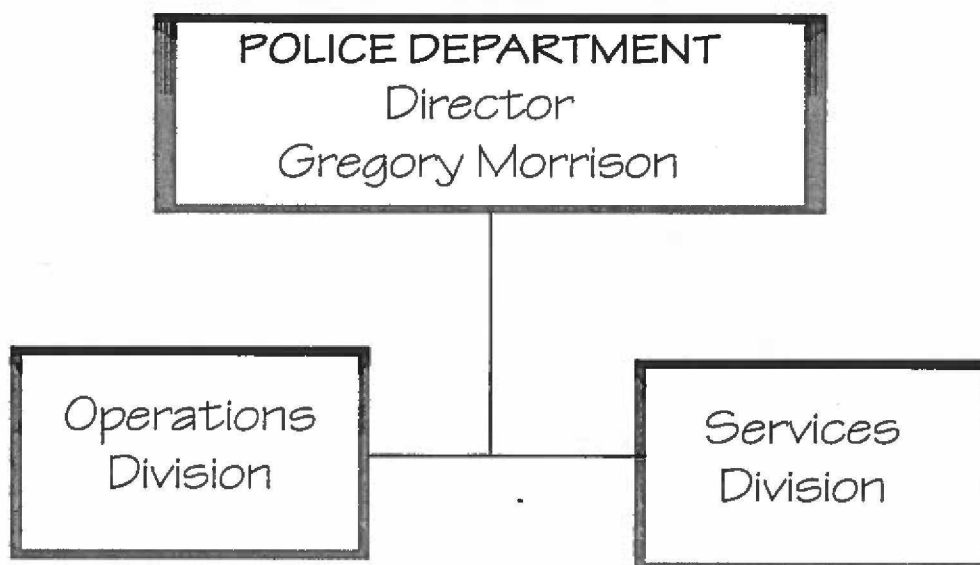
## POLICE DEPARTMENT



- ◆ **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.***



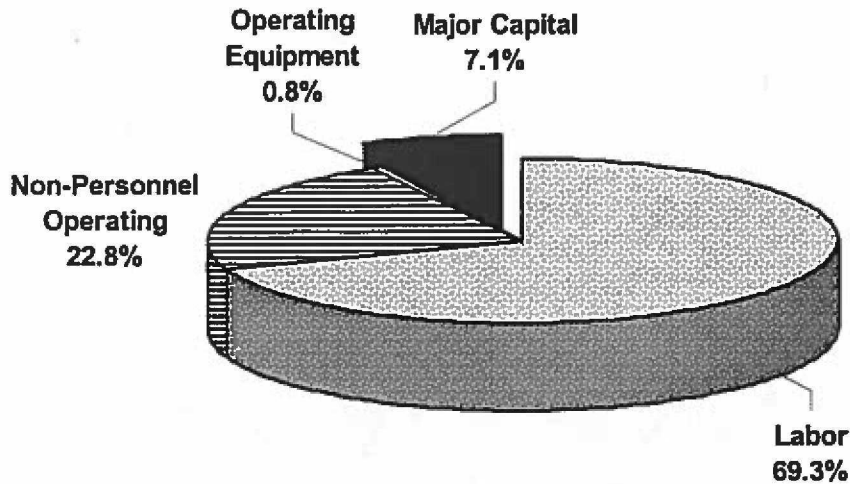
#### SIGNIFICANT ISSUES

- Lab and evidence space has become one of the highest priority issues for the Grand Junction Police Department. The volume of lab requests for fingerprinting, drug, tool and film testing has increased dramatically in the last several years and we are simply running out of room to work. Additionally, the storage space available to secure property and evidence is not adequate. During the last year we have explored several options including the purchase and renovation of two different buildings and the potential construction of another. However, due to budget constraints and other City priorities, we have been unable to identify an adequate solution. We are continuing to look at available alternatives to resolve these critical issues.
- The Transportation Safety Administration (TSA) has mandated that Walker Field Airport provide Police Officers 16 hours per day, 7 days per week in the screening area. Walker Field is presently reimbursing the City of Grand Junction to provide officers on overtime status to handle this mandate. This has placed an extreme burden on the officers of the Police Department and has had a negative impact on regular staffing levels. We have advised Walker Field and the TSA that we are not able to provide this service on overtime in 2004. The alternative we have suggested to Walker Field officials is to hire additional staff specifically for the airport assignment. This would require the Airport to pay for the full cost of four police officers. Discussions are ongoing regarding this issue.
- The Grand Junction Police Department is a state-accredited agency through the Colorado Association of Chiefs of Police. We are presently preparing for the re-accreditation process, which occurs every five years. This process insures we remain focused on maintaining and reviewing our policies and procedures to be current and in line with legal issues and liability training.
- The Grand Junction Police Department continues to experience a higher than average number of employee 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. A review of the reasons for separation has not identified a common reason for the large number of vacancies. The ability to train new employees and staff our schedule with proficient employees has become a significant challenge. This year we instituted a recruitment process and policy aimed at identifying and hiring local citizens for openings in the Department. Although we were successful in recruiting candidates for the open positions a significant percentage of them were not successful in completing the training process. We con-



tinue to evaluate our recruiting and hiring process in order to identify the best individuals to serve the citizens of Grand Junction.

- The Mesa Mall Substation has been a major success for the Police Department in the past year. At minimal cost the Department was able to move the Community Advocacy Program to a facility at the Mall. This move not only freed up space in the police building but more importantly placed the Police Department in direct daily contact with the largest concentration of citizens in Mesa County. The opportunity for citizens to stop by the Substation to meet with officers or to just get a question answered has been very popular and successful. The community room located at the back of the Substation has been used by most City Departments and many citizen groups for meetings throughout the year.
- The Grand Junction Police Department received the "Pioneer Policing Award" from the Colorado Association of Chiefs of Police. The award was presented for the Department's implementation of the Neighborhood Beat System instituted in January of 2003. The implementation of this new system was, in actuality, a comprehensive re-organization of our patrol operations designed to put community policing into practice and to make it effective. This system has five critical components:
  - **Team Structure** – assigning officers to patrol teams to create cohesive work groups to focus on identified problems.
  - **Neighborhood Beats** – The City was divided into 66 neighborhood beats and each officer was assigned responsibility for one or two of these neighborhoods.
  - **Placing information in the hands of the officers** – A part time crime analyst position was created and an existing intelligence officer position was moved back to patrol in order to provide the officers with complete and accurate information on their neighborhoods. The information provided included locations of registered sex offenders and parolees, arrested persons, alarms, traffic complaints and crime trends in each officer's area.
  - **Officer Accountability** – By combining the team structure with the neighborhood beat assignments we are now able to require officers to be accountable to the citizens of Grand Junction and for the activity in their neighborhoods.
  - **Communication with the Community** – The creation of neighborhood beats allows greater communication with the citizens of Grand Junction. Officers are actively developing relationships within their beats and opening lines of communication that did not exist before.
- Transient concerns remain a significant issue for the Community and the department. Based on community input and arrest statistics, transients are a growing problem for the Grand Junction Area. Since 1999 transient arrests have increased 136% placing an added burden on all areas of the Criminal Justice System. The transient issue is a community wide social concern that is being addressed through a broad-based coalition of public service and public safety organizations.
- The impact of annexations will continue to create challenges for the Police Department in its efforts to respond effectively to "Calls for Service" and provide quality community policing services. Since the Persigo (annexation) Agreement in 1998 the geographic size of the City has increased 15% from 28.29 square miles to 32.61 in 2002. Annexation(s) have been a factor in adversely effecting response time due to a greater patrol area for officers to service and travel. Accordingly annexations have also contributed to a larger population base which increases both the number of "Calls for Service" and neighborhoods that affects the quality of community policing efforts.

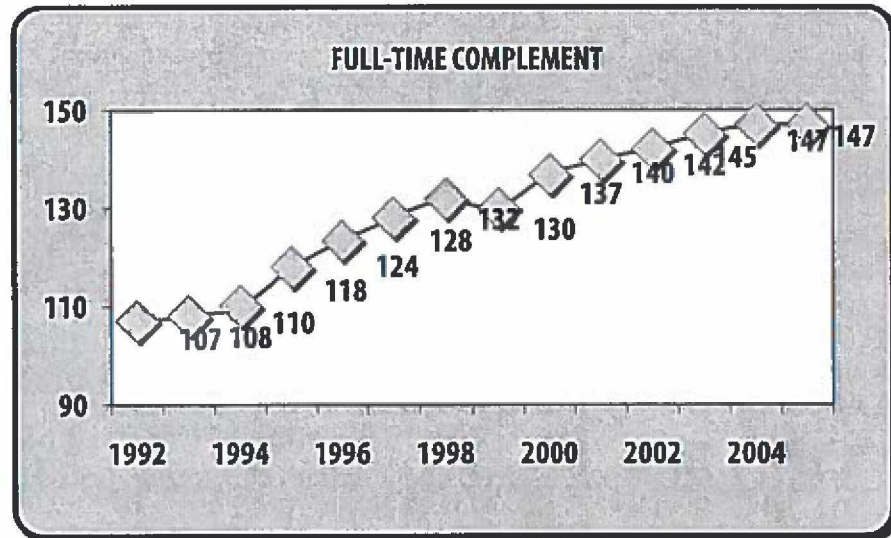


| Budget By Major Category  | 2003                 | 2004                 | 2005                 |
|---------------------------|----------------------|----------------------|----------------------|
| Labor                     | \$ 10,391,184        | \$ 10,796,428        | \$ 11,129,765        |
| Non-Personnel Operating   | 3,430,473            | 3,545,490            | 3,630,207            |
| Debt Service              | -                    | -                    | -                    |
| Operating Equipment       | 226,787              | 86,854               | 57,341               |
| <b>Subtotal Operating</b> | <b>\$ 14,048,444</b> | <b>\$ 14,428,772</b> | <b>\$ 14,817,313</b> |
| Major Capital             | 1,928,578            | 725,628              | 661,000              |
| <b>TOTAL</b>              | <b>\$ 15,977,022</b> | <b>\$ 15,154,400</b> | <b>\$ 15,478,313</b> |

| % Change                  | 2003 - 2004  | 2004 - 2005 | Average      |
|---------------------------|--------------|-------------|--------------|
| Labor                     | 3.9%         | 3.1%        | 3.5%         |
| Non-Personnel Operating   | 3.4%         | 2.4%        | 2.9%         |
| Debt Service              | N/A          | N/A         | N/A          |
| Operating Equipment       | -61.7%       | -34.0%      | -47.8%       |
| <b>Subtotal Operating</b> | <b>2.7%</b>  | <b>2.7%</b> | <b>2.7%</b>  |
| Major Capital             | -62.4%       | -8.9%       | -35.6%       |
| <b>TOTAL</b>              | <b>-5.1%</b> | <b>2.1%</b> | <b>-1.5%</b> |



The Police Department will be adding 1 Telecommunicator in 2002 and 1 Administrative Clerk, 1 Lab & Evidence Assistant, 1 Records Specialist and 1 Police Officer in 2003.



| Employees by Division | 1992       | 1993       | 1994       | 1995       | 1996       | 1997       | 1998       | 1999       | 2000       | 2001       | 2002       | 2003       | 2004       | 2005       |
|-----------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Administration        | 10         | 10         | 10         | 10         | 9          | 10         | 10         | 9          | 11         | 11         | 11         | 11         | 11         | 11         |
| Services              | 19         | 19         | 20         | 20         | 12         | 13         | 13         | 13         | 14         | 14         | 14         | 16         | 16         | 16         |
| Patrol                | 46         | 46         | 47         | 49         | 57         | 59         | 62         | 62         | 68         | 70         | 71         | 72         | 72         | 72         |
| Investigations        | 13         | 13         | 13         | 13         | 17         | 17         | 17         | 17         | 16         | 17         | 17         | 17         | 17         | 17         |
| Comm. Center          | 19         | 20         | 20         | 26         | 29         | 29         | 30         | 29         | 28         | 28         | 29         | 29         | 31         | 31         |
| <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>142</b> | <b>145</b> | <b>147</b> | <b>147</b> |

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

| Fund #                          | ORG # | ORGN Description                      | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget         | 2005<br>Budget         |
|---------------------------------|-------|---------------------------------------|-------------------------|------------------------|------------------------|------------------------|------------------------|
| 100                             | 410   | Chief of Police                       | \$317,293.80            | \$55,770.27            | \$373,064.07           | \$255,604.26           | \$240,062.92           |
| 100                             | 4101  | Professional Services                 | \$0.00                  | \$0.00                 | \$0.00                 | \$94,898.07            | \$97,742.99            |
| 100                             | 4102  | Public Information                    | \$0.00                  | \$20.00                | \$20.00                | \$73,700.87            | \$75,635.20            |
| 100                             | 421   | Police Operations Div. Commander      | \$231,764.96            | (\$26,148.00)          | \$205,616.96           | \$162,948.94           | \$167,799.53           |
| 100                             | 422   | Uniform Patrol                        | \$5,295,389.34          | \$59,276.99            | \$5,354,666.33         | \$5,454,544.21         | \$5,592,489.60         |
| 100                             | 4220  | Patrol MSC                            | \$274,711.64            | \$0.00                 | \$274,711.64           | \$292,904.63           | \$302,252.99           |
| 100                             | 4221  | SWAT - Police Oper - Uniform Patrol   | \$68,300.00             | \$34,751.00            | \$103,051.00           | \$56,551.00            | \$58,284.52            |
| 100                             | 4222  | Airport Services                      | \$254,230.88            | \$282.00               | \$254,512.88           | \$8,434.76             | \$8,704.13             |
| 100                             | 4233  | Victim Assistance Program-Pol Oper    | \$8,065.00              | \$53,701.41            | \$61,766.41            | \$65,337.68            | \$67,207.38            |
| 100                             | 4241  | General Investigations - Police       | \$1,224,764.96          | \$14,777.00            | \$1,239,541.96         | \$1,268,104.41         | \$1,310,340.96         |
| 100                             | 431   | Division Commander-Police Services    | \$465,793.72            | \$6,495.00             | \$472,288.72           | \$438,676.11           | \$426,065.77           |
| 100                             | 433   | Training/Recruitment-Police Svcs      | \$214,807.22            | (\$10,015.00)          | \$204,792.22           | \$191,822.93           | \$189,377.26           |
| 100                             | 436   | Lab - Police Services                 | \$488,120.94            | (\$58,988.00)          | \$429,132.94           | \$491,749.41           | \$564,045.13           |
| 100                             | 437   | Records and Crime Analysis-Pol Svc    | \$719,828.60            | \$1,109.00             | \$720,937.60           | \$1,093,474.32         | \$826,806.85           |
| 100                             | 438   | Community Advocacy                    | \$703,325.89            | (\$38,038.05)          | \$665,287.84           | \$730,608.66           | \$751,686.97           |
| 100                             | 441   | Communications Center-Police Services | \$1,001,797.00          | \$0.00                 | \$1,001,797.00         | \$1,054,946.31         | \$1,091,665.26         |
| 100                             | 450   | Non-Personnel - Police Services       | \$257,826.00            | \$405.00               | \$258,231.00           | \$299,578.00           | \$314,775.00           |
|                                 |       | Subtotal: General Fund                | \$11,526,019.95         | \$93,398.62            | \$11,619,418.57        | \$12,033,884.57        | \$12,084,942.46        |
| 2011                            | 450   | Non-Personnel - Police Services       | \$489,105.00            | (\$415,000.00)         | \$74,105.00            | \$0.00                 | \$0.00                 |
|                                 |       | Subtotal: Sales Tax CIP Fund          | \$489,105.00            | (\$415,000.00)         | \$74,105.00            | \$0.00                 | \$0.00                 |
| 308                             | 422   | Uniform Patrol                        | \$56,075.04             | (\$152.00)             | \$55,923.04            | \$58,121.54            | \$59,989.66            |
|                                 |       | Subtotal: Parking Fund                | \$56,075.04             | (\$152.00)             | \$55,923.04            | \$58,121.54            | \$59,989.66            |
| 405                             | 441   | Communications Center-Police Services | \$1,956,030.61          | \$0.00                 | \$1,956,030.61         | \$2,115,550.68         | \$2,189,185.52         |
| 405                             | 442   | Enhanced 911-Police Services-ComCt    | \$1,709,241.13          | \$562,304.00           | \$2,271,545.13         | \$946,843.50           | \$1,144,195.50         |
|                                 |       | Subtotal: Communications Center Fund  | \$3,665,271.74          | \$562,304.00           | \$4,227,575.74         | \$3,062,394.18         | \$3,333,381.02         |
| <b>TOTAL: POLICE DEPARTMENT</b> |       |                                       | <b>\$15,738,471.73</b>  | <b>\$240,550.62</b>    | <b>\$15,977,022.35</b> | <b>\$15,154,400.28</b> | <b>\$15,478,313.14</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 is comprised of several major operational units that include the Investigations Section, the Records Section, the Crime Laboratory and Property Unit, the Uniformed Patrol Section, the Professional Standards Section, a Community Advocacy 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 2004 and 2005**

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

#### **Future Outlook**

- Increased Inter-Agency cooperation. The Police Department and the Mesa County Sheriff's Department have pledged to identify as many areas for inter-agency cooperation as possible. This should result in increased service and efficiency for the citizens of Mesa County and the City of Grand Junction. The two agencies have already joined forces or collaborated on numerous activities including training, the shooting range, SWAT call-outs and training, a Theft from Auto Task Force, the Grand Valley Drug Task Force and regular command staff meetings. We will continue to develop and improve on this relationship.
- During the next two years a major goal of the Criminal Justice System in Mesa County is integrating the many disparate technology systems presently in use. At present the countywide Computer Aided Dispatch (CAD) system and the Police Departments Records Management System (RMS) are not integrated with Mesa County Sheriff's RMS. Additionally, none of these systems communicate with the District Attorney's Office or the Court Systems. We are devoted considerable energy to integrating all of these components in order for Police Officers to obtain as much information from as many sources as possible. This will increase efficiency and our effectiveness at solving crime problems.
- The Police Department along with the Mesa County Sheriff's Office as members of the Grand Valley Drug Task, are in final discussions with the Drug Enforcement Agency to combine office and enforcement activities in the Grand Valley.
- Continue to expand Community Policing and problem solving Initiatives.
- The Police Department is continually looking for opportunities to establish additional Sub-stations in various areas of the City. These sub-stations would be utilized by on-duty officers for follow-up activity, phone calls and as a convenient place to meet with citizens, saving both the officer and the citizen from having to travel to the Police Department. This will potentially reduce response time to calls for service and make the officers more accessible to citizens while they perform routine duties. In addition to use by officers, these substations may be manned periodi-

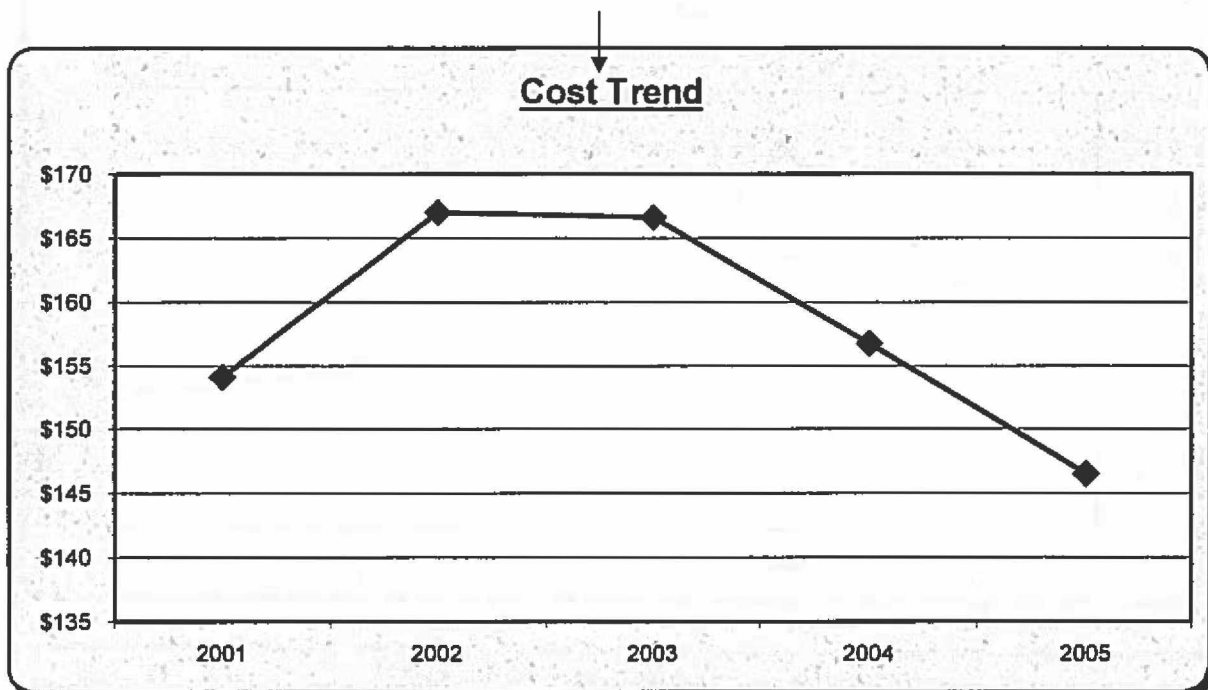


cally by Police Service Technicians and volunteers. The success we have experienced with the Mesa Mall Substation and the Substation at Mesa State College has encouraged us to continue looking for these opportunities.

- 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. We are now mandating that when a detective is assigned a criminal case for follow-up that he calls the victim and initiates a contact within 48 hours. On cases that are not assigned to a detective, we have volunteers who make contact with the victim to advise them of the status of the case and to solicit any information they may wish to provide.
- The Grand Junction Regional Communications Center is outgrowing its available space. We are presently expanding the functional space of the Center by knocking out a wall and extending the Comm Center into a hallway.
- Traffic is a major concern of the citizens of Grand Junction and has a direct influence on quality of life. This is clearly evidenced by the number of complaints received and by the number of comments made in the local media. We are continuing our ongoing enforcement efforts and will modify those as much as possible to increase the amount of traffic enforcement time officers have available to them. As an example, in 2000 the officers assigned to the Traffic Unit wrote 76% of all the tickets written by the Police Department. With the added emphasis on traffic this year, 38% of all tickets were issued by traffic officers with the balance of tickets being issued by neighborhood officers. This demonstrates the increased effort being put in by all of our patrol officers to deal with this concern.

## PERFORMANCE MEASUREMENT

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>GENERAL FUND</b>                     |                       |                       |                        |                       |                       |
| Operating Budget                        | \$ 9,695,284          | \$ 10,481,673         | \$ 11,499,469          | \$ 11,748,257         | \$ 12,023,942         |
| Inflation Index                         | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year        | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget     | \$ 9,695,284          | \$ 10,279,324         | \$ 10,984,435          | \$ 10,853,847         | \$ 10,655,667         |
| <b>Primary Workload/Output Measures</b> |                       |                       |                        |                       |                       |
| Total Calls for Service                 | 48,646                | 49,234                | 52,393                 | 55,012                | 57,763                |
| # of Officer Initiated Activities       | 14,308                | 12,320                | 13,556                 | 14,233                | 14,945                |
| Total Output Measured                   | 62,954                | 61,554                | 65,949                 | 69,245                | 72,708                |
| Comparative Cost Per Output             | \$ 154                | \$ 167                | \$ 167                 | \$ 157                | \$ 147                |



## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Increase inter-agency cooperation
- Technological integration
- Create multi-agency narcotics task force
- Expansion of community policing and problem solving initiatives
- Establish additional substations in various areas of the city
- Expand victim support services
- Traffic issues

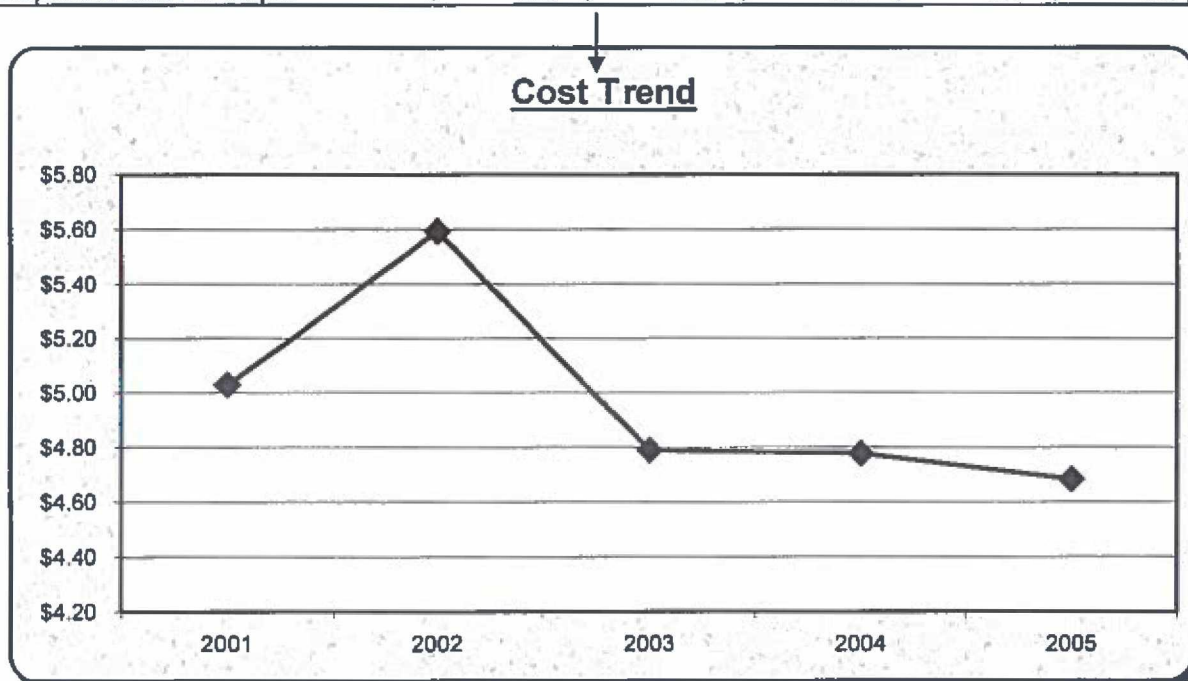
## PERFORMANCE MEASUREMENT

|                                     | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|-------------------------------------|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>COMMUNICATIONS CENTER FUND</b>   |                       |                       |                        |                       |                       |
| Operating Budget                    | \$ 2,008,733          | \$ 2,307,090          | \$ 2,493,053           | \$ 2,622,394          | \$ 2,733,381          |
| Inflation Index                     | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year    | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget | \$ 2,008,733          | \$ 2,262,552          | \$ 2,381,395           | \$ 2,422,748          | \$ 2,422,334          |

Primary Workload/Output Measures

|                                   |         |         |         |         |         |
|-----------------------------------|---------|---------|---------|---------|---------|
| Total Calls for Service           | 97,178  | 99,424  | 104,985 | 107,085 | 109,226 |
| # of Officer Initiated Activities | 26,038  | 23,464  | 24,364  | 24,851  | 25,348  |
| # of Inbound and Outbound calls   | 276,054 | 281,575 | 367,934 | 375,293 | 382,799 |
| Total Output Measured             | 399,270 | 404,463 | 497,283 | 507,229 | 517,373 |

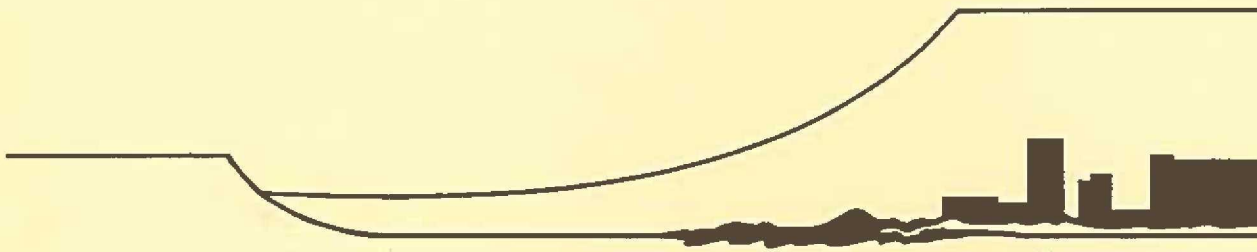
|                             |         |         |         |         |         |
|-----------------------------|---------|---------|---------|---------|---------|
| Comparative Cost Per Output | \$ 5.03 | \$ 5.59 | \$ 4.79 | \$ 4.78 | \$ 4.68 |
|-----------------------------|---------|---------|---------|---------|---------|



## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Implement new Emergency Medical Dispatch program in order to provide an automated quality assurance process and the ability to prioritize calls for medical incidents
- Remodel the Communications Center, including replacement of the existing six dispatch consoles and adding two additional consoles
- Upgrade/replace the radio computers for each console
- Upgrade Qwest hardware that will allow wireless Phase II data to be imported to the 911 screens. Wireless Phase II is the ability to locate a wireless caller.
- Become fully staffed and trained
- Complete the radio infrastructure for Gateway
- Complete the microwave infrastructure to Grand Mesa
- Continue to upgrade and replace outdated radio equipment

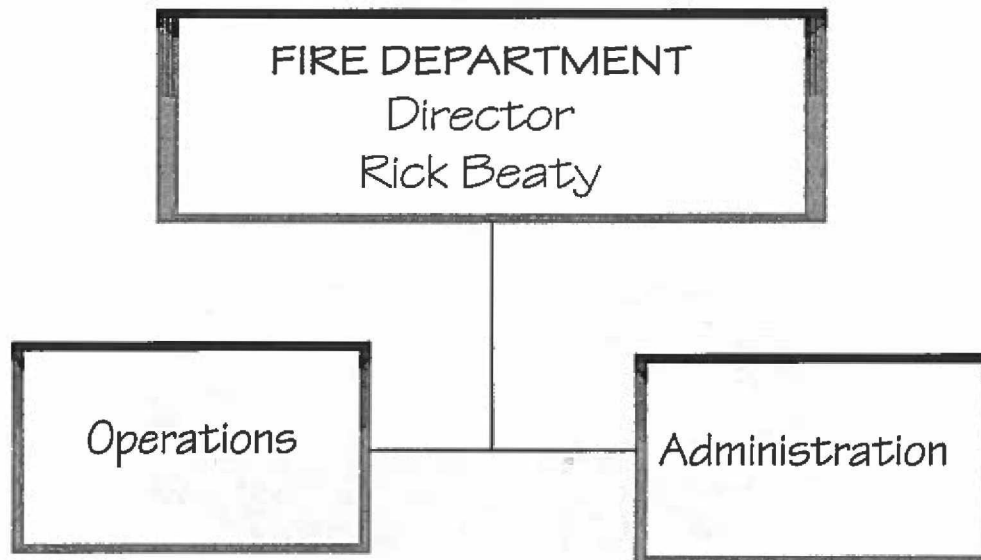
## ***FIRE DEPARTMENT***



- ◆ ***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

#### City of Grand Junction – Redlands Fire Station #5

- ◆ Construction costs and timelines
- ◆ Operations issues
  - Reduction in 2003 for operating costs of \$20,000
  - Reactivation of KME fire engine
  - Equipment and accrual costs of \$62,000
  - Overtime reduction of \$52,000 in the 2003 revised to 2005 proposed budgets
  - Cost share with Grand Junction Rural Fire District

#### Services / Human Resources

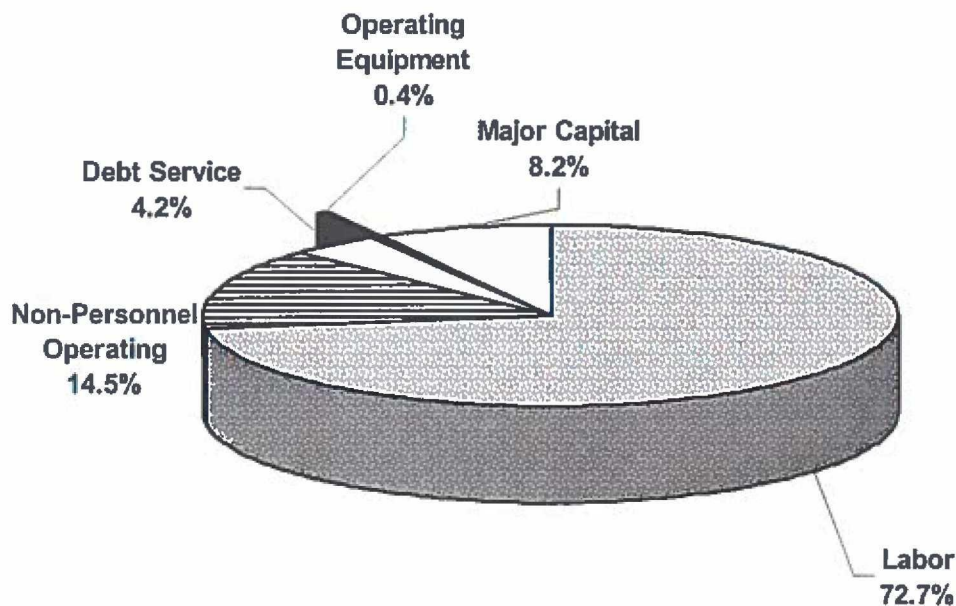
- ◆ Additional personnel to train and absorb into the system
- ◆ Increasing standards and expectations for recertification
- ◆ Lack of adequate training facilities
- ◆ Reserve program
  - Reduction of \$70,000 per year (2003-2005)

#### Apparatus impacts

- ◆ Accrual and maintenance rates
- ◆ Debt service for donated equipment

#### Emergency Medical System Issues

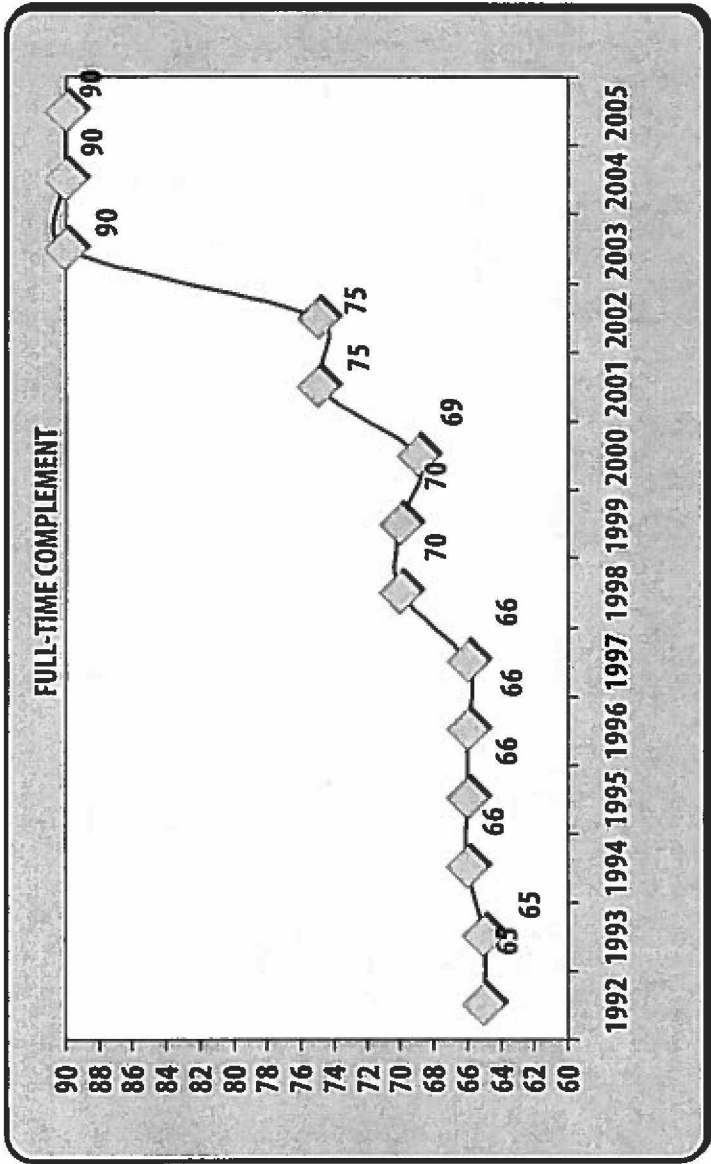
- ◆ Quality Assurance
  - ◆ Increase of an estimated \$31,000 for contract labor to perform quality assurance reviews and follow up with medics on medical performance.
- ◆ Paramedic Training
- ◆ City Council Strategic Plan Objectives



| Budget By Major Category  | 2003                | 2004                | 2005                |
|---------------------------|---------------------|---------------------|---------------------|
| Labor                     | \$ 6,297,412        | \$ 6,869,342        | \$ 7,072,309        |
| Non-Personnel Operating   | 1,313,373           | 1,353,405           | 1,366,036           |
| Debt Service              | 394,108             | 394,108             | 394,108             |
| Operating Equipment       | 29,605              | 35,307              | 35,058              |
| <b>Subtotal Operating</b> | <b>\$ 8,034,498</b> | <b>\$ 8,652,162</b> | <b>\$ 8,867,511</b> |
| Major Capital             | 1,233,457           | 1,035,923           | -                   |
| <b>TOTAL</b>              | <b>\$ 9,267,955</b> | <b>\$ 9,688,085</b> | <b>\$ 8,867,511</b> |

| % Change                  | 2003 - 2004 | 2004 - 2005  | Average      |
|---------------------------|-------------|--------------|--------------|
| Labor                     | 9.1%        | 3.0%         | 6.0%         |
| Non-Personnel Operating   | 3.0%        | 0.9%         | 2.0%         |
| Debt Service              | 0.0%        | 0.0%         | 0.0%         |
| Operating Equipment       | 19.3%       | -0.7%        | 9.3%         |
| <b>Subtotal Operating</b> | <b>7.7%</b> | <b>2.5%</b>  | <b>5.1%</b>  |
| Major Capital             | -16.0%      | -100.0%      | -58.0%       |
| <b>TOTAL</b>              | <b>4.5%</b> | <b>-8.5%</b> | <b>-2.0%</b> |

# DEPARTMENT SUMMARIES - FIRE



| Employees by Division | 1992      | 1993      | 1994      | 1995      | 1996      | 1997      | 1998      | 1999      | 2000      | 2001      | 2002      | 2003      | 2004      | 2005      |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Administration        | 4         | 4         | 4         | 4         | 4         | 4         | 4         | 4         | 3         | 3         | 3         | 3         | 3         | 3         |
| Fire Suppression      | 55        | 55        | 56        | 56        | 56        | 56        | 59        | 59        | 59        | 65        | 65        | 80        | 80        | 80        |
| EMS / HAZMAT          | 2         | 2         | 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         | 1         | 1         |
| Fire Prevention       | 3         | 3         | 3         | 3         | 3         | 3         | 4         | 4         | 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>90</b> | <b>90</b> | <b>90</b> |

## FIRE DEPARTMENT: Budget by Fund/Organization Code

| Fund # | ORG # | ORGN Description                      | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget        | 2005<br>Budget        |
|--------|-------|---------------------------------------|-------------------------|------------------------|------------------------|-----------------------|-----------------------|
| 100    | 511   | Fire Administration                   | \$820,482.20            | \$10,545.25            | \$831,027.45           | \$839,715.51          | \$846,435.47          |
| 100    | 521   | Emergency Oper Administration-Fire    | \$161,750.44            | (\$31,328.84)          | \$130,421.60           | \$134,549.27          | \$137,800.08          |
| 100    | 5210  | Personnel-Fire Emerg Oper Administr   | \$5,385,718.78          | (\$102,154.20)         | \$5,283,564.58         | \$5,822,827.95        | \$5,996,445.93        |
| 100    | 5211  | Reserves-Fire Emerg Oper Admin        | \$73,328.00             | (\$62,020.78)          | \$11,307.22            | \$0.00                | \$0.00                |
| 100    | 52121 | Station #1-Fire Emerg Oper Admin      | \$80,290.00             | (\$910.00)             | \$79,380.00            | \$47,043.00           | \$49,830.00           |
| 100    | 52122 | Station #2-Fire Emerg Oper Admin      | \$17,450.00             | (\$1,980.00)           | \$15,470.00            | \$17,618.00           | \$19,135.43           |
| 100    | 52123 | Station #3-Fire Emerg Oper Admin      | \$35,640.00             | (\$2,230.00)           | \$33,410.00            | \$17,960.00           | \$24,584.00           |
| 100    | 52124 | Station #4-Fire Emerg Oper Admin      | \$42,210.00             | (\$724.00)             | \$41,486.00            | \$17,153.00           | \$17,311.00           |
| 100    | 52125 | Station #5-Fire Emerg Oper Admin      | \$135,245.00            | (\$17,460.00)          | \$117,785.00           | \$9,360.00            | \$9,360.00            |
| 100    | 5213  | Communications-Fire Emerg Oper Admi   | \$17,000.00             | \$3,220.56             | \$20,220.56            | \$6,900.00            | \$4,900.00            |
| 100    | 5214  | Operations-Fire Emerg Oper Admin      | \$469,402.00            | (\$18,822.86)          | \$450,579.14           | \$600,945.93          | \$533,779.73          |
| 100    | 522   | Emergency Medical Services - Fire     | \$126,193.00            | \$32,166.00            | \$158,359.00           | \$130,460.00          | \$130,815.00          |
| 100    | 5231  | Equipment Repair - Fire Fighting      | \$8,780.00              | \$28,800.00            | \$37,580.00            | \$10,600.00           | \$11,600.00           |
| 100    | 524   | Specialized Rescue - Fire             | \$45,127.00             | (\$103.00)             | \$45,024.00            | \$44,348.00           | \$48,313.55           |
| 100    | 5252  | HAZMAT D.E.R.A. Services-Fire Emerg   | \$75,109.00             | \$15,892.00            | \$91,001.00            | \$112,108.00          | \$113,306.84          |
| 100    | 531   | Fire Non-Emergent Administration      | \$43,835.06             | \$0.00                 | \$43,835.06            | \$0.00                | \$0.00                |
| 100    | 5312  | Physical Fitness-Fire Non-Emergent    | \$62,988.00             | \$0.00                 | \$62,988.00            | \$39,779.00           | \$41,028.83           |
| 100    | 5320  | Personnel-Fire Non-Emergent Code Enf  | \$146,682.76            | (\$146.00)             | \$146,536.76           | \$203,805.00          | \$206,833.62          |
| 100    | 5330  | Administratn-Fire Non-Emer-Pub Info   | \$70,295.48             | \$0.00                 | \$70,295.48            | \$70,179.15           | \$72,385.84           |
| 100    | 53321 | Schools-Fire Non-Emerg-Public Educa   | \$2,535.00              | (\$332.00)             | \$2,203.00             | \$2,265.00            | \$2,330.00            |
| 100    | 53323 | Businesses-Fire Non-Emer-Pub Educat   | \$15,037.00             | (\$39.00)              | \$14,998.00            | \$11,002.00           | \$11,267.97           |
| 100    | 53325 | General -Fire Non-Emerg-Public Educ   | \$6,067.00              | \$0.00                 | \$6,067.00             | \$6,705.00            | \$6,889.00            |
| 100    | 5333  | Juvenile Fire Setters-Fire Pub Educ   | \$10,677.00             | (\$115.00)             | \$10,562.00            | \$10,296.00           | \$10,373.58           |
| 100    | 5340  | Personnel-Fire Non-Emergent Sv Invs   | \$95,758.21             | (\$270.00)             | \$95,488.21            | \$109,068.36          | \$102,016.83          |
| 100    | 5350  | Admin-Fire Non-Emer Services-Training | \$184,667.82            | (\$202.00)             | \$184,465.82           | \$195,104.69          | \$199,680.14          |
| 100    | 5351  | Emergency Med-Fire Non-Emer Sv-Trng   | \$152,733.82            | \$10,000.00            | \$162,733.82           | \$173,077.69          | \$177,223.79          |
| 100    | 5360  | Admin-Fire Non-Emer-HAZMAT Supper     | \$76,059.72             | \$0.00                 | \$76,059.72            | \$79,023.81           | \$81,556.28           |
| 100    | 53612 | Sara Cntct-Fire Non-Em-Preplanning    | \$15,490.00             | (\$2,783.00)           | \$12,707.00            | \$12,268.00           | \$12,308.00           |
|        |       | Subtotal: General Fund                | \$8,376,552.29          | (\$140,996.87)         | \$8,235,555.42         | \$8,724,162.36        | \$8,867,510.91        |
| 2011   | 511   | Fire Administration                   | \$32,400.00             | \$0.00                 | \$32,400.00            | \$0.00                | \$0.00                |
| 2011   | 52125 | Station #5-Fire Emerg Oper Admin      | \$1,449,677.00          | (\$449,677.00)         | \$1,000,000.00         | \$963,923.00          | \$0.00                |
|        |       | Subtotal: Sales Tax CIP Fund          | \$1,482,077.00          | (\$449,677.00)         | \$1,032,400.00         | \$963,923.00          | \$0.00                |
|        |       | <b>TOTAL: FIRE DEPARTMENT</b>         | <b>\$9,858,629.29</b>   | <b>(\$590,873.87)</b>  | <b>\$9,267,755.42</b>  | <b>\$9,688,085.36</b> | <b>\$8,867,510.91</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 businesses 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.

Emergency response activity in the service area has increased 59% between 1992 and 2002. Requests have increased annually at an average of 6.0%. The effect has clearly been felt by the Department and continues to stretch resources. In addition, the impact of growth, development sprawl and increased traffic congestion, is causing higher call volume to remote areas along with increased response time to emergencies. Increased emergency response activity impacts the Department's ability to provide support to line personnel in the form of training as well as conducting associated services like preplanning and fire inspections for area businesses.

In 1992, an estimated 14,888 man hours were required for emergency requests. In 2002, emergency requests consumed approximately 22,942 hours, a 54% direct increase in human resource use. In addition, the number of multiple calls, many occurring in the same response district, increased significantly resulting in re-deployment of resources from other response districts.

The majority of calls, 81% on average, occur within the City's limits. As noted, the City has experienced a 67% increase in calls since 1992. In comparison, the Grand Junction Rural Fire Protection District has experienced a 30% increase. Call activity increases in the City are probably attributable to higher density, population, traffic and

growth, both through build-out and annexations. The slower and modest increase in the District is a result of rural character and land being annexed to the City.

In 2002, medical requests represented 78% of total calls. Fire-related emergencies were 22% with hazmat and rescue calls consuming less than 1%. While 78% of emergency requests were medical (EMS), fire, hazmat and rescue incidents utilize significantly more resources and take appreciably more time than EMS calls.

Records indicate that approximately 11% of total available hours were expended on emergency response. The remaining available hours were expended at 22% for support and 26% in training with the remaining 42% as standby availability.

#### City / Rural Services Relationship

On November 26, 2002, the City and District signed a new services agreement. The agreement addresses financial and operations topics related to the City of Grand Junction Redlands Fire Station #5. The agreement outlines two primary funding mechanisms for services: (1) the method of payment for services provided for the unincorporated Redlands (sub-district) and (2) the method or cost formula used to determine the cost of services within the District. The agreement also sets a 10-year relationship with the potential for extension at the end of the ten year period.

In this budget, costs for fiscal year 2002 are based on the old formula. This formula is based on the District's prior year's total percentage of calls. This percentage is then applied to the Department's total budget less capital and a couple of programs such as hazardous materials response and code enforcement.

Proposed budgets for 2003-2004 reflect the changes agreed to in the new services agreement. The agreement stipulates that all property tax revenues generated by the new Redlands Sub-District and property tax revenues generated by unincorporated Redlands residents for the existing Grand Junction Rural Fire Protection District, including the attached Specific Ownership Tax for both revenue sources, will be paid to the City of Grand Junction.

The formula used to determine the amount for cost of services in the District (all Grand Junction Rural Fire Protec-

tion District properties outside of the Redlands) is modified by the agreement. The modification uses the old formula; however, all costs of operations and calls occurring in the Redlands are removed before the new base agreement is calculated.

Hazardous materials are excluded because Mesa County contracts with the City to provide that service to the County. Under the agreement, the District's cost for services is adjusted in June of each year based on the prior year's actual budget. As noted in the graph below, the District's cost has increased by 14% since 1992 an average of 1.39% per year.

The total cost of services for 2003-2005 addressed in this budget document reflect increased cost due to the new services agreement.

#### **FUTURE OUTLOOK**

##### **Physical Facilities**

- ◆ There is a need to consider who the City is going to keep up with future infrastructure needs to maintain "exceptional" City services.
  - Fire station relocations and additional stations
  - Storage of back up and specialty equipment

##### **Unfunded Mandates**

- ◆ HIPPA
  - Significant impacts related to patient care
- ◆ Staffing, training and resource deployment standards

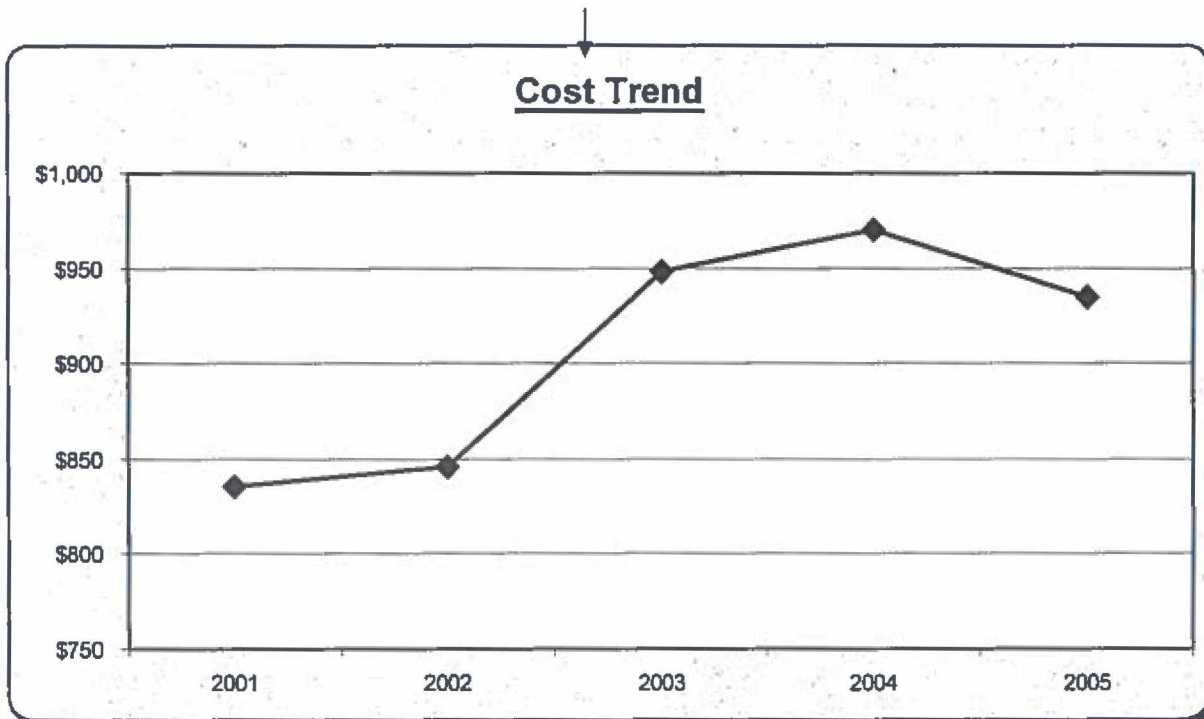
##### **Increasing demand for services / growth**

- ◆ Emergency response
  - Potential impact from the County-wide Emergency Services study
- ◆ Fire prevention and code enforcement



**PERFORMANCE MEASUREMENT**

|   | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>GENERAL FUND</b>                     |                |                |                 |                |                |
| Operating Budget                        | \$ 6,177,312   | \$ 6,497,362   | \$ 7,640,390    | \$ 8,258,054   | \$ 8,473,403   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 6,177,312   | \$ 6,371,930   | \$ 7,298,195    | \$ 7,629,358   | \$ 7,509,165   |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| Medical Responses                       | 5,660          | 5,875          | 6,022           | 6,173          | 6,327          |
| Fire & Other Response                   | 1,733          | 1,657          | 1,673           | 1,690          | 1,707          |
| Total Output Measured                   | 7,393          | 7,532          | 7,695           | 7,863          | 8,034          |
| Comparative Cost Per Output             | \$ 836         | \$ 846         | \$ 948          | \$ 970         | \$ 935         |

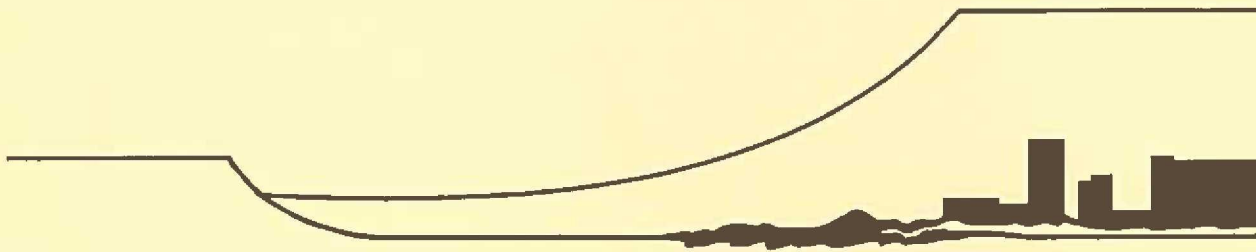


**PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005**

- ◆ Enhance the delivery of emergency services to Redlands residents with operations from Fire Station #5 by June 15, 2004.
- ◆ Monitor emergency response performance through evaluation of monthly response time data
- ◆ Continue to work with Mesa County public safety entities in finding economies of scale in the delivery of public safety services
- ◆ Provide leadership and direction to appropriate Fire Department team members on department-specific plan objectives and meet all plan deadlines for 2004
- ◆ Develop and implement a strategic plan for the Grand Junction Fire Department which addresses professional delivery and incremental enhancements to ensure exceptional services by December 31, 2004
- ◆ Implement an information system which will meet all expectations for reporting and billing as outlined in the City/District services agreement by February 15, 2004



## **PUBLIC WORKS & UTILITIES**



### ◆ **Public Works**

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

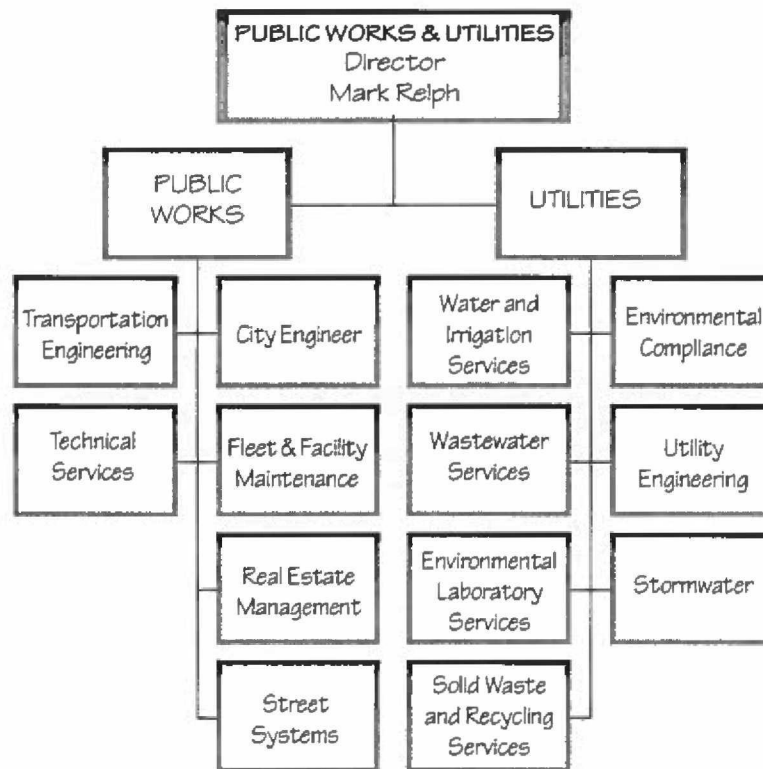
### ◆ **Utilities**

- ♣ **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

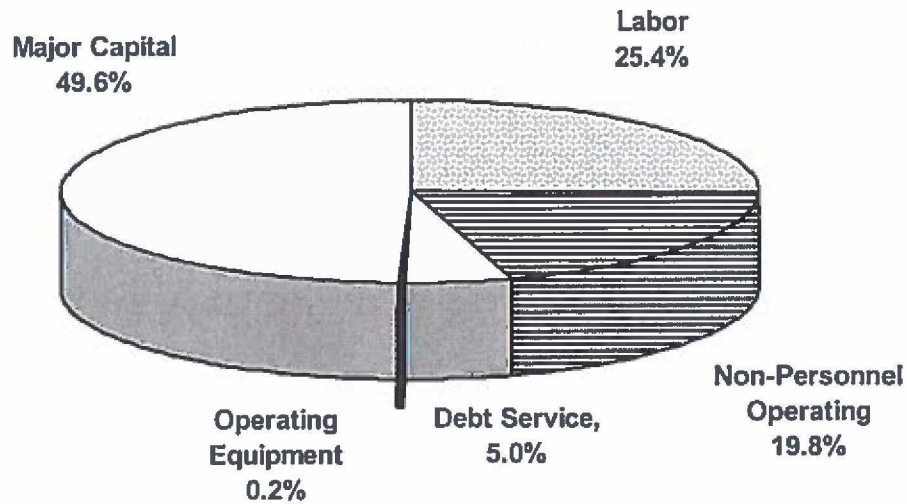
##### *Public Works Division*

- ◆ The 2004-2005 operating budgets for Public Works were held flat and equal to the 2003 spending levels.
  - Leaf Program
  - Facilities Planning
- ◆ The 2004-05 CIP budget includes \$19,273,000 for improvements to the city's street system.
  - Riverside Parkway.
  - 29 Road.
  - G Road intersection improvements at 24 ½ Road.

The 2004 budget also includes \$600,000 (\$500,000 in 2003) for the construction of a parking garage that will be shared with Mesa County and used for employee parking.

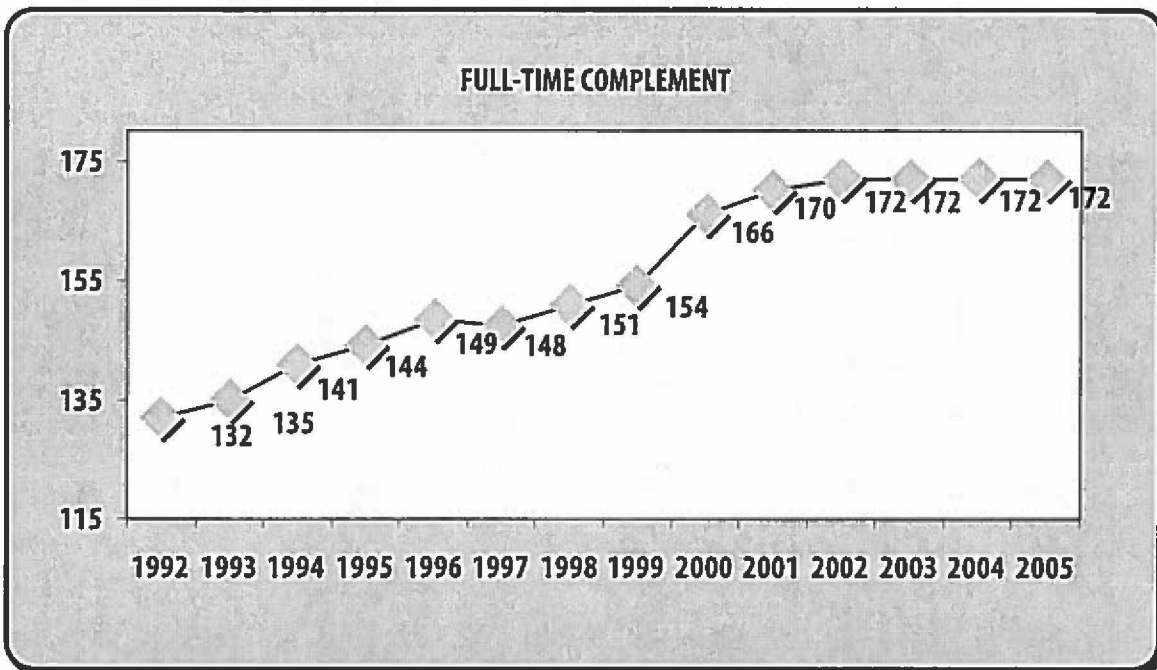
##### *Utilities Division*

- ◆ There have been no water rate increases since 1995. Rate adjustments recommended for 2004 will reflect a water conservation rate which will result in a decrease in average monthly bills for 66% of City water customers and an increase in average rates for consumers using greater than 20,000 gallons per month.
- ◆ Funding for water conservation educational efforts and demonstration garden are budgeted for 2004 and 2005.
- ◆ In order to balance the State budget, all water right holders will see a water assessment charged to their water rights starting in 2003. The estimated impact for the City of Grand Junction is \$4,000 in 2004.
- ◆ There is no rate increase in Solid Waste rates for 2004.
- ◆ Debt incurred for the purchase of containers for the automated trash pick-up program will be retired in 2004, two years earlier than expected.
- ◆ In 2004 Solid Waste will examine the feasibility of providing commercial roll-off services.
- ◆ Wastewater rates will increase 5% in 2004 and 2.5% in 2005, to pay for the combined storm sewer elimination program and to implement regular rate adjustments.
- ◆ Wastewater plant investment fees will increase from \$1,000 to \$1,250 in 2004.
- ◆ Costs to increase capacity to treat grease at the wastewater treatment plant is budgeted for 2005, should private efforts fail.
- ◆ Additional funding is budgeted for the combined storm water elimination program of \$2,000,000 and for waterline replacements of \$1,000,000 for 2004. These increases are due to additional footage, increased line construction, and changes in estimated costs.



| Budget By Major Category  | 2003                 | 2004                 | 2005                 |
|---------------------------|----------------------|----------------------|----------------------|
| Labor                     | \$ 10,824,550        | \$ 11,517,272        | \$ 11,878,391        |
| Non-Personnel Operating   | 8,662,789            | 9,000,797            | 9,091,780            |
| Debt Service              | 3,722,306            | 1,526,678            | 1,465,109            |
| Operating Equipment       | 117,030              | 103,740              | 102,353              |
| <b>Subtotal Operating</b> | <b>\$ 23,326,675</b> | <b>\$ 22,148,487</b> | <b>\$ 22,537,633</b> |
| Major Capital             | 24,408,554           | 25,614,151           | 16,818,070           |
| <b>TOTAL</b>              | <b>\$ 47,735,229</b> | <b>\$ 47,762,638</b> | <b>\$ 39,355,703</b> |

| % Change                  | 2003 - 2004  | 2004 - 2005   | Average      |
|---------------------------|--------------|---------------|--------------|
| Labor                     | 6.4%         | 3.1%          | 4.8%         |
| Non-Personnel Operating   | 3.9%         | 1.0%          | 2.5%         |
| Debt Service              | -59.0%       | -4.0%         | -31.5%       |
| Operating Equipment       | -11.4%       | -1.3%         | -6.3%        |
| <b>Subtotal Operating</b> | <b>-5.1%</b> | <b>1.8%</b>   | <b>-1.6%</b> |
| Major Capital             | 4.9%         | -34.3%        | -14.7%       |
| <b>TOTAL</b>              | <b>0.1%</b>  | <b>-17.6%</b> | <b>-8.8%</b> |



| Employees by Division | 1992       | 1993       | 1994       | 1995       | 1996       | 1997       | 1998       | 1999       | 2000       | 2001       | 2002       | 2003       | 2004       | 2005       |
|-----------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Administration        | 4          | 5          | 5          | 5          | 5          | 5          | 5          | 5          | 5          | 6          | 6          | 6          | 6          | 6          |
| Facilities & Equip    | 8          | 9          | 9          | 9          | 10         | 10         | 10         | 10         | 13         | 14         | 14         | 14         | 14         | 14         |
| Streets & Traffic     | 27         | 29         | 32         | 33         | 34         | 35         | 36         | 36         | 38         | 39         | 40         | 40         | 40         | 40         |
| Projects & Engineer   | 14         | 17         | 17         | 19         | 23         | 26         | 28         | 31         | 36         | 36         | 36         | 36         | 36         | 36         |
| Water Services        | 30         | 26         | 27         | 27         | 26         | 26         | 27         | 27         | 28         | 29         | 29         | 29         | 29         | 29         |
| Sanitation Services   | 16         | 17         | 18         | 18         | 18         | 13         | 13         | 13         | 13         | 13         | 13         | 13         | 13         | 13         |
| Wastewater Treat      | 33         | 32         | 33         | 33         | 33         | 33         | 33         | 33         | 33         | 33         | 34         | 34         | 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> | <b>172</b> | <b>172</b> |



## PUBLIC WORKS &amp; UTILITIES: Budget By Fund/Organization Code

| Fund #                                    | ORG #  | ORGN Description                     | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget | 2005<br>Budget |
|---|--------|--------------------------------------|-------------------------|------------------------|------------------------|----------------|----------------|
| 100                                       | 61111  | Annexations-Public Works-TS-CADD     | \$5,730.57              | \$0.00                 | \$5,730.57             | \$0.00         | \$0.00         |
| 100                                       | 61112  | Service to Other Dept-PW-TS-CADD     | \$13,661.13             | \$0.00                 | \$13,661.13            | \$13,787.95    | \$14,228.55    |
| 100                                       | 61113  | Service to Other Div.-PW-TS-CADD     | \$25,957.19             | \$0.00                 | \$25,957.19            | \$22,777.86    | \$23,508.01    |
| 100                                       | 61114  | Citizen Requests-PW-TS-CADD          | \$7,795.19              | \$0.00                 | \$7,795.19             | \$3,371.19     | \$3,479.77     |
| 100                                       | 61115  | Project Design-PW-TS-CADD            | \$11,049.78             | (\$0.00)               | \$11,049.78            | \$1,685.60     | \$1,739.91     |
| 100                                       | 61119  | General Tech Svcs-PW-TS-CADD         | \$118,673.79            | (\$720.59)             | \$117,953.20           | \$119,716.69   | \$122,306.75   |
| 100                                       | 61120  | GIS - Public Works - Technical Serv  | \$259,944.79            | (\$544.44)             | \$259,400.35           | \$276,739.03   | \$281,400.60   |
| 100                                       | 61210  | Land-Public Wrks-Property Management | \$20,331.36             | (\$544.00)             | \$19,787.36            | \$14,460.21    | \$14,615.24    |
| 100                                       | 61219  | General Land-PW-Property Management  | \$95,993.74             | \$6,904.76             | \$102,898.50           | \$123,514.79   | \$126,688.13   |
| 100                                       | 61220  | Growth-Public Works-Property Manag.  | \$46,870.14             | \$0.00                 | \$46,870.14            | \$45,882.73    | \$47,357.35    |
| 100                                       | 61240  | Rights-of-Way/Easements-PW-Prop Man  | \$20,283.58             | \$0.00                 | \$20,283.58            | \$37,097.01    | \$38,262.83    |
| 100                                       | 61314  | Project Design-PW-Engineering Office | \$10,792.00             | \$0.00                 | \$10,792.00            | \$17,853.00    | \$17,974.00    |
| 100                                       | 61319  | General Eng. Office Srvc-Publ Works  | \$334,529.48            | (\$285.00)             | \$334,244.48           | \$353,647.39   | \$365,530.27   |
| 100                                       | 61324  | R.O.W. Work Permits/Inspec-PW-EnFld  | \$30,809.79             | \$0.00                 | \$30,809.79            | \$57,384.01    | \$59,217.78    |
| 100                                       | 61325  | Project Design-PW-Engineering Field  | \$0.00                  | \$0.00                 | \$0.00                 | \$15,630.30    | \$16,138.65    |
| 100                                       | 61329  | General Eng. Field-PW-City Engineer  | \$277,724.76            | \$45.00                | \$277,769.76           | \$240,835.32   | \$254,580.03   |
| 100                                       | 61331  | Plan Review-PW-Engineering Developmt | \$196,115.39            | \$0.00                 | \$196,115.39           | \$214,627.32   | \$221,338.78   |
| 100                                       | 61332  | Const Eng/Insp-PW-Engineering Devlp  | \$55,744.00             | (\$26.00)              | \$55,718.00            | \$72,644.94    | \$74,826.35    |
| 100                                       | 614101 | City Hall-PW-Fac & Equip-Bldg/Plant  | \$219,730.73            | \$3,690.00             | \$223,420.73           | \$238,721.88   | \$241,880.33   |
| 100                                       | 614111 | Fire Station #1-PW-Fac/Equip-Bld/Pt  | \$21,999.99             | (\$241.00)             | \$21,758.99            | \$22,195.80    | \$22,622.01    |
| 100                                       | 614112 | Fire Station #2-PW-Fac/Equip-Bld/Pt  | \$11,619.35             | (\$650.00)             | \$10,969.35            | \$11,231.60    | \$11,470.02    |
| 100                                       | 614113 | Fire Station #3-PW-Fac/Equip-Bld/Pt  | \$12,087.34             | (\$500.00)             | \$11,587.34            | \$11,874.57    | \$12,138.99    |
| 100                                       | 614114 | Fire Station #4-PW-Fac/Equip-Bld/Pt  | \$14,059.78             | (\$1,030.00)           | \$13,029.78            | \$13,387.77    | \$13,731.91    |
| 100                                       | 614115 | Fire Station #5-PW-Fac/Equip-Bld     | \$0.00                  | \$0.00                 | \$0.00                 | \$3,032.00     | \$3,832.00     |
| 100                                       | 614131 | Older American Ctr-PW-Fac/Equip-Bld  | \$28,211.60             | (\$765.00)             | \$27,446.60            | \$26,588.54    | \$27,231.37    |
| 100                                       | 614132 | Lincoln Park Barn-PW-Fac/Equip-Bldg  | \$9,071.95              | \$0.00                 | \$9,071.95             | \$9,251.38     | \$9,430.44     |
| 100                                       | 614133 | Parks & Rec Off-PW-Fac/Equip-Bldg    | \$16,632.55             | (\$259.00)             | \$16,373.55            | \$16,742.17    | \$17,172.24    |
| 100                                       | 614141 | Shops - Oper Ctr-PW-Fac/Equip-Bldg   | \$75,484.50             | (\$5,660.00)           | \$69,824.50            | \$76,289.13    | \$77,134.20    |
| 100                                       | 614142 | Shops - Srvc Ctr-PW-Fac/Equip-Bldg   | \$49,312.79             | (\$1,150.00)           | \$48,162.79            | \$61,967.49    | \$62,847.34    |
| 100                                       | 614143 | Engineering Lab-PW-Fac/Equip-Bldg    | \$22,820.69             | \$1,793.00             | \$24,613.69            | \$25,949.97    | \$26,430.65    |
| 100                                       | 614144 | Transportation Eng-PW-Fac/Equip-Bld  | \$11,455.63             | \$752.00               | \$12,207.63            | \$13,054.28    | \$13,206.34    |
| 100                                       | 614161 | Police Station-PW-Fac/Equip-Bldg/Pt  | \$134,037.01            | (\$1,943.00)           | \$132,094.01           | \$142,642.46   | \$144,128.41   |
| 100                                       | 6150   | Public Works Administration          | \$659,910.93            | (\$35,882.22)          | \$624,028.71           | \$468,942.67   | \$480,326.21   |
| 100                                       | 61610  | Streets Cleaning Section-PW-Str Sys  | \$480,415.24            | \$4,597.00             | \$485,012.24           | \$412,424.53   | \$422,806.30   |
| 100                                       | 61621  | Trash Removal-PW-Str Sys-Str Maint   | \$357,788.64            | (\$69,707.70)          | \$288,080.94           | \$326,214.47   | \$329,576.05   |
| 100                                       | 61622  | Leaf Removal-PW-Str Sys-Str Maint    | \$107,912.75            | \$7,650.00             | \$115,562.75           | \$120,299.90   | \$123,734.10   |
| 100                                       | 61623  | Snow & Ice Removal-PW-Str Sys-Str Mn | \$140,785.65            | (\$6,408.00)           | \$134,377.65           | \$145,072.82   | \$135,101.95   |
| 100                                       | 61624  | Preventive Str Maint-PW-Str Sys-Mnt  | \$564,783.53            | (\$23,073.00)          | \$541,710.53           | \$524,176.82   | \$544,235.63   |
| 100                                       | 61625  | Street Patching/Grdg-PW-St Sys-Main  | \$887,903.58            | \$550.15               | \$888,453.73           | \$928,124.90   | \$948,412.53   |
| 100                                       | 61626  | Storm Drainage Main-PW-St Sys-Maint  | \$365,065.13            | \$19,964.10            | \$385,029.23           | \$344,683.00   | \$332,800.91   |
| 100                                       | 616261 | Stormwater Permit Compliance         | \$0.00                  | \$1,669.00             | \$1,669.00             | \$5,500.00     | \$5,500.00     |
| 100                                       | 61627  | Irrigation Sys Maint-PW-St Sys-Main  | \$140,506.44            | \$8,459.00             | \$148,965.44           | \$233,035.41   | \$239,827.23   |
| 100                                       | 61628  | Sidewalk Maintenance-PW-St Sys-Main  | \$16,214.09             | (\$3,816.00)           | \$12,398.09            | \$18,264.18    | \$16,192.02    |
| 100                                       | 61630  | Services to Others-PW-Street System  | \$1,847.69              | \$0.00                 | \$1,847.69             | \$1,925.14     | \$1,985.44     |
| 100                                       | 61631  | Gen Svcs to Others-PW-Street System  | \$32,125.34             | \$0.00                 | \$32,125.34            | \$53,316.53    | \$54,955.69    |
| 100                                       | 61632  | Flood Cntrl-PW-Street System-Srv Ot  | \$519.02                | \$0.00                 | \$519.02               | \$547.70       | \$565.30       |
| 100                                       | 61633  | Weed Abatement/Control               | \$150,504.35            | (\$26,150.00)          | \$124,354.35           | \$185,948.92   | \$185,755.69   |
| 100                                       | 61641  | Street Painting-PW-Str Sys-Traffic   | \$272,264.24            | \$1,004.46             | \$273,268.70           | \$271,693.93   | \$280,504.18   |
| 100                                       | 61642  | Traffic Signals-PW-Str Sys-Traffic   | \$316,504.84            | \$13,263.73            | \$329,768.57           | \$337,427.55   | \$338,583.28   |
| 100                                       | 61643  | Traffic Signs-PW-Str Sys-Traffic     | \$234,048.84            | \$3,820.66             | \$237,869.50           | \$320,830.83   | \$313,803.32   |
| 100                                       | 616510 | Street Lighting-PW-Str Sys-Transpt   | \$787,701.42            | \$15,608.35            | \$803,309.77           | \$831,569.62   | \$858,081.25   |
| 100                                       | 616521 | General-PW-Str Sys-Transp Engrng     | \$387,687.66            | \$688.00               | \$388,375.66           | \$412,354.43   | \$418,776.55   |
| Subtotal: General Fund                    |        |                                      | \$8,063,019.97          | (\$88,895.74)          | \$7,974,124.23         | \$8,246,937.73 | \$8,397,172.88 |
| 2011                                      | 61115  | Project Design-PW-TS-CADD            | \$80,148.29             | \$0.00                 | \$80,148.29            | \$89,851.34    | \$92,738.88    |
| 2011                                      | 61210  | Land-Public Wrks-Property Management | \$4,041.67              | \$50,000.00            | \$54,041.67            | \$52,548.79    | \$52,630.15    |
| 2011                                      | 61211  | Land Acquisitions-PW-Prop Management | \$50,000.00             | (\$50,000.00)          | \$0.00                 | \$0.00         | \$0.00         |
| 2011                                      | 61230  | Improvement Districts-PW-Prop Manag  | \$22,423.39             | \$0.00                 | \$22,423.39            | \$19,601.41    | \$20,228.74    |
| 2011                                      | 61240  | Rights-of-Way/Easements-PW-Prop Man  | \$142,432.06            | \$0.00                 | \$142,432.06           | \$116,376.32   | \$120,122.11   |
| 2011                                      | 61314  | Project Design-PW-Engineering Office | (\$481,814.21)          | \$918,777.00           | \$436,962.79           | \$326,094.26   | \$336,392.90   |
| 2011                                      | 61325  | Project Design-PW-Engineering Field  | \$215,012.98            | \$0.00                 | \$215,012.98           | \$182,288.12   | \$188,082.13   |
| 2011                                      | 61340  | Project Const-PW-Engineering Service | \$7,472,586.00          | (\$292,716.00)         | \$7,179,870.00         | \$8,633,156.00 | \$8,160,740.00 |
| 2011                                      | 614142 | Shops - Srvc Ctr-PW-Fac/Equip-Bldg   | \$104,556.00            | \$11,939.00            | \$116,495.00           | \$100,000.00   | \$100,000.00   |
| 2011                                      | 614161 | Police Station-PW-Fac/Equip-Bldg/Pt  | \$142,193.00            | \$0.00                 | \$142,193.00           | \$0.00         | \$0.00         |
| 2011                                      | 61641  | Street Painting-PW-Str Sys-Traffic   | \$62,506.00             | \$0.00                 | \$62,506.00            | \$0.00         | \$0.00         |
| 2011                                      | 61642  | Traffic Signals-PW-Str Sys-Traffic   | \$742,282.00            | (\$312,282.00)         | \$430,000.00           | \$269,500.00   | \$272,500.00   |
| 2011                                      | 616510 | Street Lighting-PW-Str Sys-Transpt   | \$119,381.00            | \$0.00                 | \$119,381.00           | \$50,000.00    | \$52,000.00    |
| 2011                                      | 616521 | General-PW-Str Sys-Transp Engrng     | \$17,755.93             | \$0.00                 | \$17,755.93            | \$18,470.78    | \$19,065.02    |
| Subtotal: Sales Tax CIP Fund              |        |                                      | \$8,693,504.11          | \$325,718.00           | \$9,019,222.11         | \$9,857,887.02 | \$9,414,499.93 |
| 202                                       | 61115  | Project Design-PW-TS-CADD            | \$14,304.23             | \$0.00                 | \$14,304.23            | \$16,010.78    | \$16,526.09    |
| 202                                       | 61210  | Land-Public Wrks-Property Management | \$0.00                  | \$0.00                 | \$0.00                 | \$8,495.94     | \$8,767.14     |
| 202                                       | 61211  | Land Acquisitions-PW-Prop Management | \$1,318,791.00          | (\$1,318,791.00)       | \$0.00                 | \$0.00         | \$0.00         |
| 202                                       | 61240  | Rights-of-Way/Easements-PW-Prop Man  | \$5,107.52              | \$0.00                 | \$5,107.52             | \$22,638.62    | \$23,365.66    |
| 202                                       | 61314  | Project Design-PW-Engineering Office | \$56,508.86             | \$0.00                 | \$56,508.86            | \$82,501.00    | \$85,115.98    |
| 202                                       | 61325  | Project Design-PW-Engineering Field  | \$21,926.18             | \$0.00                 | \$21,926.18            | \$10,460.81    | \$10,795.47    |
| 202                                       | 61340  | Project Const-PW-Engineering Service | \$3,065,808.00          | (\$689,499.00)         | \$2,376,309.00         | \$3,856,893.00 | \$1,424,430.00 |
| Subtotal: Storm Drainage Improvement Fund |        |                                      | \$4,482,445.79          | (\$2,008,290.00)       | \$2,474,155.79         | \$3,997,000.15 | \$1,569,000.34 |



DEPARTMENT SUMMARIES - PUBLIC WORKS & UTILITIES

|     |        |                                      |                 |                  |                 |                 |                 |
|-----|--------|--------------------------------------|-----------------|------------------|-----------------|-----------------|-----------------|
| 301 | 61113  | Service to Other Div -PW-TS-CADD     | \$8,022.60      | \$0.00           | \$8,022.60      | \$4,221.42      | \$4,356.22      |
| 301 | 61114  | Citizen Requests-PW-TS-CADD          | \$7,795.25      | \$0.00           | \$7,795.25      | \$0.00          | \$0.00          |
| 301 | 61115  | Project Design-PW-TS-CADD            | \$20,472.25     | \$0.00           | \$20,472.25     | \$0.00          | \$0.00          |
| 301 | 61120  | GIS - Public Works - Technical Serv  | \$21,301.56     | \$425.26         | \$21,726.82     | \$24,235.28     | \$24,998.30     |
| 301 | 61222  | Development Rev-PW-Prop Man-Growth   | \$0.00          | \$0.00           | \$0.00          | \$364.00        | \$374.92        |
| 301 | 61314  | Project Design-PW-Engineering Office | \$56,362.31     | \$0.00           | \$56,362.31     | \$38,166.74     | \$39,374.66     |
| 301 | 61325  | Project Design-PW-Engineering Field  | \$61,226.92     | \$0.00           | \$61,226.92     | \$49,624.69     | \$51,205.47     |
| 301 | 61340  | Project Const-PW-Engineering Service | \$2,521,994.00  | (\$47,564.00)    | \$2,474,430.00  | \$0.00          | \$0.00          |
| 301 | 6150   | Public Works Administration          | \$4,895.00      | \$45,105.00      | \$50,000.00     | \$6,190.00      | \$6,190.00      |
| 301 | 62110  | Water Administration-PW-Utilities    | \$172,238.97    | \$23,150.00      | \$195,388.97    | \$414,170.00    | \$448,066.09    |
| 301 | 62121  | Water Supply-PW-Utilities-Suppl/Trum | \$262,151.72    | \$21,777.81      | \$283,929.53    | \$255,516.65    | \$256,293.50    |
| 301 | 62122  | Water Treatment-PW-Util-Supply/Trum  | \$517,817.44    | \$17,065.74      | \$534,883.18    | \$572,960.57    | \$591,465.86    |
| 301 | 62123  | Kannah Creek Water Plant             | \$24,651.16     | \$1,196.00       | \$25,847.16     | \$35,707.62     | \$34,536.63     |
| 301 | 62131  | Pipeline-PW-Util-Water-Pipeline Mnt  | \$1,407,648.61  | \$9,442.45       | \$1,417,091.06  | \$1,401,562.35  | \$1,434,503.40  |
| 301 | 62133  | Meter Repr/Repl-PW-Util-Wtr-Pipelin  | \$206,169.07    | \$2,760.00       | \$208,929.07    | \$208,178.95    | \$214,477.82    |
| 301 | 621710 | Water Supply Eng/Cap-PW-Util-Wtr En  | \$86,394.00     | (\$85,936.00)    | \$458.00        | \$0.00          | \$0.00          |
| 301 | 6241   | Water Lab - PW - Utilities           | \$228,518.84    | (\$8,389.72)     | \$220,129.12    | \$257,632.64    | \$259,929.00    |
| 301 | 61114  | Citizen Requests-PW-TS-CADD          | \$0.00          | \$0.00           | \$0.00          | \$1,685.60      | \$1,739.91      |
| 301 | 61115  | Project Design-PW-TS-CADD            | \$0.00          | \$0.00           | \$0.00          | \$6,427.26      | \$6,635.03      |
| 301 | 61314  | Project Design-PW-Engineering Office | \$0.00          | \$0.00           | \$0.00          | \$12,055.89     | \$12,431.44     |
| 301 | 61325  | Project Design-PW-Engineering Field  | \$0.00          | \$0.00           | \$0.00          | \$3,555.03      | \$3,667.09      |
| 301 | 61340  | Project Const-PW-Engineering Service | \$0.00          | \$0.00           | \$0.00          | \$3,111,276.00  | \$406,527.00    |
| 301 | 62122  | Water Treatment-PW-Util-Supply/Trum  | \$0.00          | \$0.00           | \$0.00          | \$50,000.00     | \$30,000.00     |
| 301 | 62133  | Meter Repr/Repl-PW-Util-Wtr-Pipelin  | \$0.00          | \$0.00           | \$0.00          | \$20,000.00     | \$0.00          |
| 301 | 6241   | Water Lab - PW - Utilities           | \$0.00          | \$0.00           | \$0.00          | \$28,630.00     | \$9,970.00      |
|     |        | Subtotal: Water Fund                 | \$5,607,659.70  | (\$20,967.46)    | \$5,586,692.24  | \$6,502,160.89  | \$3,836,742.34  |
| 302 | 62311  | Non-automated Coll-PW-Util-Solid Ws  | \$2,232,281.96  | (\$38,623.00)    | \$2,193,658.96  | \$2,400,467.54  | \$2,434,117.84  |
|     |        | Subtotal: Solid Waste Fund           | \$2,232,281.96  | (\$38,623.00)    | \$2,193,658.96  | \$2,400,467.54  | \$2,434,117.84  |
| 308 | 61115  | Project Design-PW-TS-CADD            | \$2,792.69      | \$0.00           | \$2,792.69      | \$0.00          | \$0.00          |
| 308 | 61314  | Project Design-PW-Engineering Office | \$2,757.61      | \$0.00           | \$2,757.61      | \$2,847.40      | \$2,936.64      |
| 308 | 61325  | Project Design-PW-Engineering Field  | \$1,916.37      | \$0.00           | \$1,916.37      | \$1,217.49      | \$1,256.41      |
| 308 | 61340  | Project Const-PW-Engineering Service | \$9,000.00      | \$0.00           | \$9,000.00      | \$9,300.00      | \$10,000.00     |
|     |        | Subtotal: Parking Fund               | \$16,466.67     | \$0.00           | \$16,466.67     | \$13,564.89     | \$14,193.05     |
| 309 | 62160  | Irrigation Systems-PW-Util-Water     | \$181,014.93    | \$13,706.00      | \$194,720.93    | \$191,682.11    | \$197,656.39    |
|     |        | Subtotal: Irrigation Fund            | \$181,014.93    | \$13,706.00      | \$194,720.93    | \$191,682.11    | \$197,656.39    |
| 402 | 61421  | Fleet Maintenance-PW-Fac/Equip-Fac   | \$2,932,415.03  | (\$236,542.63)   | \$2,695,872.40  | \$3,468,790.10  | \$3,222,547.45  |
|     |        | Subtotal: Equipment Fund             | \$2,932,415.03  | (\$236,542.63)   | \$2,695,872.40  | \$3,468,790.10  | \$3,222,547.45  |
| 902 | 61113  | Service to Other Div -PW-TS-CADD     | \$8,022.58      | \$0.00           | \$8,022.58      | \$8,442.83      | \$8,712.43      |
| 902 | 61114  | Citizen Requests-PW-TS-CADD          | \$11,049.78     | \$0.00           | \$11,049.78     | \$5,056.84      | \$5,219.72      |
| 902 | 61120  | GIS - Public Works - Technical Serv  | \$26,262.05     | \$4,855.40       | \$31,117.45     | \$48,470.53     | \$49,996.58     |
| 902 | 61230  | Improvement Districts-PW-Prop Manag  | \$0.00          | \$66.00          | \$66.00         | \$0.00          | \$0.00          |
| 902 | 6150   | Public Works Administration          | \$26,594.00     | (\$14,217.00)    | \$12,377.00     | \$12,377.00     | \$12,377.00     |
| 902 | 62110  | Water Administration-PW-Utilities    | \$96,489.30     | (\$96,489.30)    | \$0.00          | \$0.00          | \$0.00          |
| 902 | 62112  | Environmental Compliance             | \$0.00          | \$137,515.30     | \$137,515.30    | \$132,192.27    | \$135,026.41    |
| 902 | 621121 | Persigo Wash Temp-Mod                | \$0.00          | \$29,400.00      | \$29,400.00     | \$45,000.00     | \$20,000.00     |
| 902 | 62211  | Plant Oper-PW-Util-Wastewater-Bkbn   | \$3,689,582.04  | \$1,867,087.25   | \$5,556,669.29  | \$3,238,866.14  | \$3,458,524.12  |
| 902 | 62212  | Interceptors-PW-Util-Wastewtr-Bkbn   | \$13,697.23     | \$0.00           | \$13,697.23     | \$14,747.93     | \$15,229.52     |
| 902 | 62221  | Collection Sys Maint-PW-Util-Wstwr   | \$1,273,651.65  | (\$59,959.88)    | \$1,213,691.77  | \$1,239,434.22  | \$1,263,210.66  |
| 902 | 62222  | Lift Stations-PW-Util-Wstwr-Collec   | \$71,229.34     | \$18,089.25      | \$89,318.59     | \$73,211.94     | \$74,879.05     |
| 902 | 62223  | Industrial Pretmt-PW-Util-Wstwr-Col  | \$133,502.34    | \$0.00           | \$133,502.34    | \$150,410.13    | \$155,241.53    |
| 902 | 6242   | Wastewater Lab - PW - Utilities      | \$392,998.09    | (\$16,037.77)    | \$376,960.32    | \$414,963.44    | \$427,823.96    |
| 903 | 61314  | Project Design-PW-Engineering Office | \$13,458.31     | \$0.00           | \$13,458.31     | \$12,234.03     | \$12,623.11     |
| 903 | 61325  | Project Design-PW-Engineering Field  | \$15,170.43     | \$0.00           | \$15,170.43     | \$11,228.82     | \$11,591.63     |
| 903 | 61340  | Project Const-PW-Engineering Service | \$234,589.00    | (\$263,218.00)   | (\$28,629.00)   | (\$23,463.00)   | (\$24,215.00)   |
| 903 | 62230  | Wastewater Eng/Cap-PW-Util-Wstwr     | \$0.00          | \$263,218.00     | \$263,218.00    | \$0.00          | \$0.00          |
| 904 | 61115  | Project Design-PW-TS-CADD            | \$8,136.18      | \$0.00           | \$8,136.18      | \$12,318.08     | \$12,712.84     |
| 904 | 61314  | Project Design-PW-Engineering Office | \$30,362.72     | \$0.00           | \$30,362.72     | \$41,814.30     | \$43,126.48     |
| 904 | 61325  | Project Design-PW-Engineering Field  | \$16,649.81     | \$0.00           | \$16,649.81     | \$15,112.94     | \$15,595.03     |
| 904 | 61340  | Project Const-PW-Engineering Service | \$4,455,181.00  | \$702,988.00     | \$5,158,169.00  | \$4,692,549.00  | (\$71,434.00)   |
| 904 | 6150   | Public Works Administration          | \$0.00          | \$87,623.00      | \$87,623.00     | \$0.00          | \$0.00          |
| 904 | 62211  | Plant Oper-PW-Util-Wastewater-Bkbn   | \$2,464,894.00  | (\$2,231,109.00) | \$233,785.00    | \$683,100.00    | \$2,118,151.00  |
| 904 | 62212  | Interceptors-PW-Util-Wastewtr-Bkbn   | \$0.00          | \$0.00           | \$0.00          | \$25,000.00     | \$0.00          |
| 904 | 62221  | Collection Sys Maint-PW-Util-Wstwr   | \$0.00          | \$0.00           | \$0.00          | \$0.00          | \$112,226.00    |
| 904 | 62230  | Wastewater Eng/Cap-PW-Util-Wstwr     | \$735,644.00    | \$68,653.00      | \$804,297.00    | \$205,285.00    | \$213,497.00    |
| 904 | 6242   | Wastewater Lab - PW - Utilities      | \$144,770.00    | (\$102,770.00)   | \$42,000.00     | \$58,295.00     | \$54,925.00     |
| 905 | 61115  | Project Design-PW-TS-CADD            | \$11,049.76     | \$0.00           | \$11,049.76     | \$8,050.07      | \$8,309.47      |
| 905 | 61314  | Project Design-PW-Engineering Office | \$48,858.28     | \$0.00           | \$48,858.28     | \$43,327.58     | \$44,694.96     |
| 905 | 61325  | Project Design-PW-Engineering Field  | \$26,698.58     | \$0.00           | \$26,698.58     | \$28,732.84     | \$29,638.59     |
| 905 | 61340  | Project Const-PW-Engineering Service | \$670,850.00    | (\$61,136.00)    | \$609,714.00    | \$387,390.00    | \$262,099.00    |
| 905 | 62220  | Collections Oper-PW-Util-Wastewater  | \$2,287.00      | \$0.00           | \$2,287.00      | \$0.00          | \$0.00          |
| 906 | 61115  | Project Design-PW-TS-CADD            | \$9,884.33      | \$0.00           | \$9,884.33      | \$18,323.60     | \$18,913.56     |
| 906 | 61230  | Improvement Districts-PW-Prop Manag  | \$7,057.91      | \$0.00           | \$7,057.91      | \$6,656.70      | \$6,869.56      |
| 906 | 61240  | Rights-of-Way/Easements-PW-Prop Man  | \$1,215.84      | \$0.00           | \$1,215.84      | \$2,756.70      | \$2,845.23      |
| 906 | 61314  | Project Design-PW-Engineering Office | \$60,345.86     | \$0.00           | \$60,345.86     | \$74,827.07     | \$77,197.10     |
| 906 | 61325  | Project Design-PW-Engineering Field  | \$40,646.07     | \$0.00           | \$40,646.07     | \$37,216.03     | \$38,397.97     |
| 906 | 61340  | Project Const-PW-Engineering Service | \$2,382,103.00  | \$122,827.00     | \$2,504,930.00  | \$1,360,220.00  | \$1,655,767.00  |
|     |        | Subtotal: Joint Sewer System Funds   | \$17,122,930.48 | \$457,385.25     | \$17,580,315.73 | \$13,084,148.03 | \$10,269,772.51 |
|     |        | TOTAL: PUBLIC WORKS & UTILITIES      | \$49,331,738.64 | (\$1,596,509.58) | \$47,735,229.06 | \$47,762,638.46 | \$39,355,702.73 |

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

### **PUBLIC WORKS DIVISION**

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

**Street Systems** provides for street maintenance, street cleaning, snow and ice removal, storm drainage, plus special programs such as the fall leaf pickup and the spring "Fresh-as-a-Daisy" trash removal program. The service area for Street Systems is approximately 580 lane-miles of street, or 33.1 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 (15,000 + drawings), and 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 Maintenance** is responsible for maintenance and replacement programs for the City's fleet of vehicles and equipment, including the operation of the City's Central Garage. This Division is responsible for the maintenance and repair of most City-owned buildings and facilities.

### **UTILITIES DIVISION**

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

**Water Services** supplies treated water to the residents of the City and to customers in the Kannah Creek area. 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. Commercial service is offered on a competitive basis with private trash haulers. The city also competes with private haulers in residential neighborhoods annexed after April 1994. Recycling provides recycling services to City residents through a contract with Community Recycling Indefinitely, Inc.

**Wastewater Services** operates the Persigo Wastewater Treatment Plant for service inside and outside the City limits, but within the "201 Planning" area of the Grand Valley. Functions of this division include operating the Treatment Plant and the maintenance and replacement of sewer collection lines. The Persigo 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 waste-



water treatment plan operations, utility management, and state and federal governments. The laboratories provide an independent assessment of treatment plan operations and ensure compliance with federal environmental safeguards, including microbiological analysis of drinking water supplies.

**Environmental Compliance** assists the City Utility Divisions in understanding and meeting the many environmental regulations affecting water, wastewater and Stormwater operations. Environmental Compliance is currently assisting in wastewater discharge permit negotiations.

## MAJOR ACCOMPLISHMENTS

### *Public Works Division*

- ◆ Completed the Alternatives Analysis for the Riverside Parkway. This effort included evaluation of possible alternatives for the corridor and development of a conceptual plan.
- ◆ Grand Valley Regional Transportation Committee adoption of a funding plan for the "Grand Junction Loop".
- ◆ Implemented the first two phases of the Signal Communication improvements. This project linked 23 signals with fiber optics to a central computer at the Transportation Engineering facility.
- ◆ Completed the 2003 Capital Improvement program with 14 construction contracts for a total of \$8,950,000 which includes:
  - Reconstruction of Independent Ave.
  - The first two phases of 29 Road from I-70B to Orchard Ave.
  - G Road and 25 Road intersection improvements – roundabout.
  - 7<sup>th</sup> Street improvements at Wellington Ave. partnering with St. Mary's.
- ◆ Implemented changes to street sweeping routes and the FAD program to increase efficiency of each program.
- ◆ The Department purchased a Work Order and Infrastructure Management System (WIMS) in 2003. This system will be implemented early in 2004 and will consolidate all of Public Works' data bases and allow managers to efficiently assign work orders to front line staff in the field.

### *Utilities Division*

- Connection of the Reeder Mesa Livestock Water Company to treated water from the Kannah Creek water treatment plant.
- Start of construction of the combined storm sewer elimination project.

- Creation of additional local improvement districts for the septic system elimination program.
- Completed stormwater management program to meet federally mandated stormwater regulations (NPDES II).
- Completion of the study phase of the stormwater steering committee effort for a Valley-wide stormwater and flood plain management authority.
- Completion of the 2003 water and wastewater capital improvements program.
- Development of a drought response plan among area drinking water providers.

## 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 meet the public's expectations and our ability to deliver quality customer service.
- The 2004-05 Capital Improvement plan includes the first phase for construction of the Riverside Parkway. A November election question will determine the City's ability to sell bonds and pay for the Parkway with debt financing. An affirmative result in November will significantly change the approach taken to construct this major project. It is also anticipated that the State permitting process for an interchange at 5<sup>th</sup> Street and the Parkway will be completed by the end of 2004.
- Begin State permitting process for an interchange at 29 Road and I70B.

### *Utilities Division*

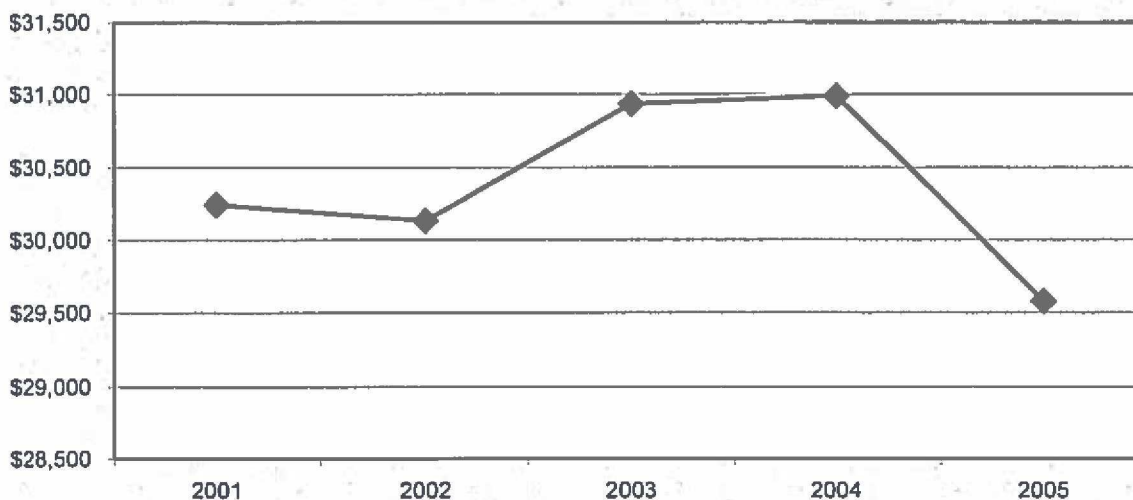
- Continued Septic System Elimination Program Improvement Districts.
- Increased drinking water monitoring for unregulated contaminants, disinfection by-products and Giardia/Cryptosporidium.
- Improved watershed protection efforts through Memorandums of Understanding with USFS, BLM and Mesa County.
- Examination of City-wide comprehensive "green waste" recycling program.
- Implementation of Valley-wide Stormwater management recommendations.
- Long-term disposal of Biosolids (sewer sludge) at Mesa County compost project.
- Implementation of stormwater management program to meet federally mandated stormwater regulations (NPDES III).



PERFORMANCE MEASUREMENT

|  | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|--|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>GENERAL FUND</b>                              |                       |                       |                        |                       |                       |
| Operating Budget                                 | \$ 6,966,578          | \$ 7,193,704          | \$ 7,757,104           | \$ 8,234,038          | \$ 8,397,173          |
| Inflation Index                                  | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year                 | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget              | \$ 6,966,578          | \$ 7,054,829          | \$ 7,409,682           | \$ 7,607,170          | \$ 7,441,609          |
| <b>Primary Workload/Output Measures</b>          |                       |                       |                        |                       |                       |
| Total # of Lane Miles (0's)                      | 71.4                  | 74.3                  | 76.2                   | 78.1                  | 80.0                  |
| Total Square Miles in City                       | 32.4                  | 32.7                  | 33.0                   | 33.8                  | 34.7                  |
| # of Registered Motor Vehicles-Mesa City (000's) | 127                   | 127                   | 130                    | 134                   | 137                   |
| Total Output Measured                            | 230                   | 234                   | 239                    | 245                   | 252                   |
| Comparative Cost Per Output                      | \$ 30,241             | \$ 30,131             | \$ 30,941              | \$ 30,991             | \$ 29,577             |

**Cost Trend**

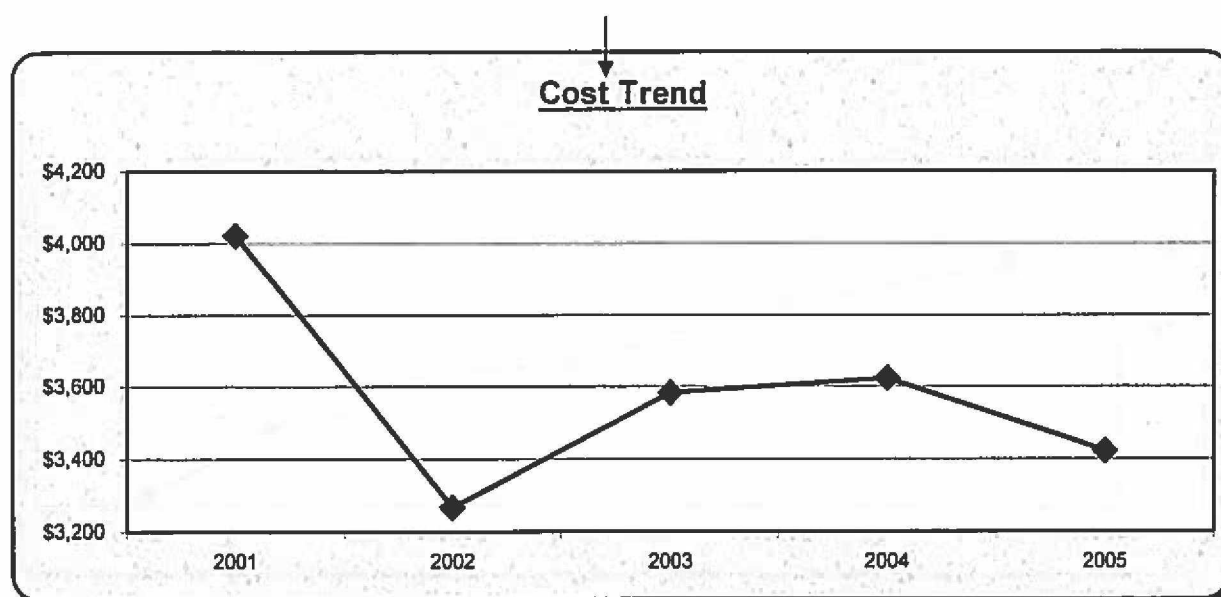


**PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005**

- Complete the first phase of construction of the Riverside Parkway
- Complete the State permitting process for an interchange at 5th Street and the Parkway by the end of 2004
- Begin State permitting process for an interchange at 29 Road and I-70B
- Improved watershed protection efforts through Memorandums of Understanding
- Implementation of valley-wide stormwater management recommendations
- Implementation of stormwater management program to meet federally mandated stormwater regulations
- Continue monitoring of annexation activity to understand how this growth affects our ability to meet public expectations and our ability to deliver quality customer service

## PERFORMANCE MEASUREMENT

|   | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>JOINT SEWER FUND</b>                 |                |                |                 |                |                |
| Operating Budget (net of Debt Service)  | \$ 4,261,975   | \$ 3,818,133   | \$ 4,327,445    | \$ 4,627,322   | \$ 4,775,202   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 4,261,975   | \$ 3,744,424   | \$ 4,133,629    | \$ 4,275,038   | \$ 4,231,804   |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| Wastewater Treatment/Pop. Served (00's) | 665            | 748            | 750             | 770            | 820            |
| # Of Sewer Taps (000's)                 | 22             | 24             | 24              | 25             | 26             |
| Miles of Sewage System Maintained       | 372            | 375            | 380             | 385            | 390            |
| Total Output Measured                   | 1,059          | 1,147          | 1,154           | 1,180          | 1,236          |
| Comparative Cost Per Output             | \$ 4,023       | \$ 3,265       | \$ 3,582        | \$ 3,623       | \$ 3,424       |

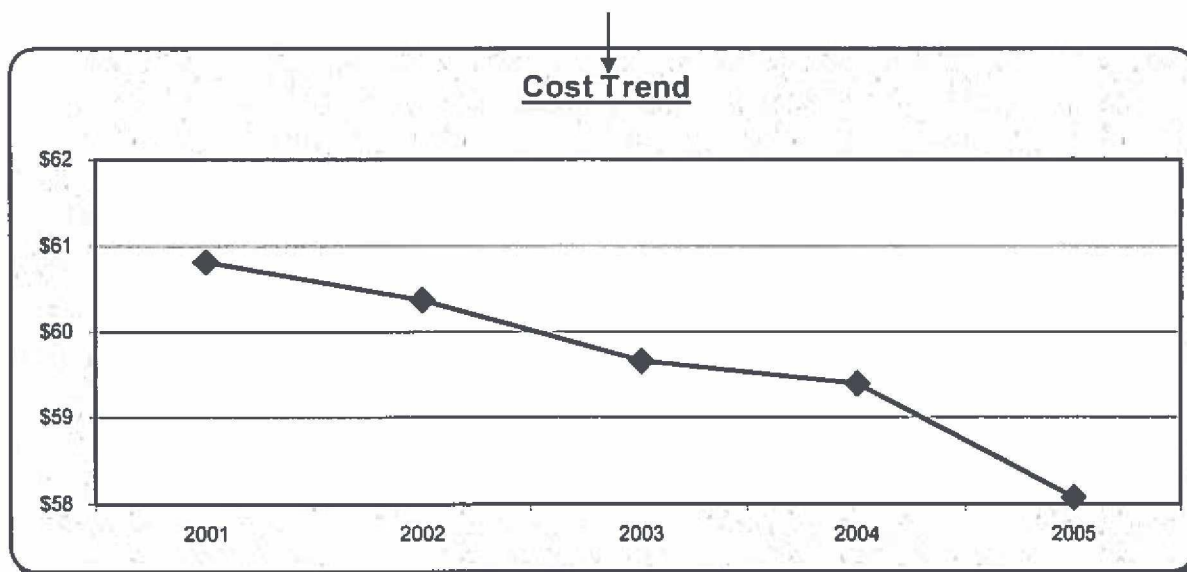


## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- ◆ Continue Septic System Elimination Program Improvement Districts
- ◆ Long-term disposal of biosolids (sewer sludge) at Mesa County compost project
- ◆ Continue with industrial pretreatment to protect wastewater system and receiving waters
- ◆ Complete cleaning cycle of 201 area in less than 2 years
- ◆ Continue with collections system repairs as the need surfaces
- ◆ Continue to meet National Pollutant Discharge Elimination System (NPDES) permit conditions and efficiency test for ammonia removal
- ◆ Implement Supervisory Control and Data Acquisition (SCADA) plan with installation of equipment
- ◆ Implement ultra violet disinfection plan with equipment installation
- ◆ Continue to meet safety and security goals

PERFORMANCE MEASUREMENT

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>SOLID WASTE FUND</b>                 |                       |                       |                        |                       |                       |
| Operating Budget                        | \$ 2,019,263          | \$ 2,067,252          | \$ 2,106,539           | \$ 2,196,708          | \$ 2,260,118          |
| Inflation Index                         | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year        | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget     | \$ 2,019,263          | \$ 2,027,344          | \$ 2,012,192           | \$ 2,029,470          | \$ 2,002,926          |
| <b>Primary Workload/Output Measures</b> |                       |                       |                        |                       |                       |
| # Of Tons Collected - Trash             | 20,204                | 20,197                | 20,168                 | 20,200                | 20,200                |
| # Of Tons Collected - Recycling         | 1,091                 | 1,154                 | 1,007                  | 1,100                 | 1,100                 |
| # Of Customers Serviced (Avg./Week)     | 11,907                | 12,230                | 12,553                 | 12,866                | 13,188                |
| Total Output Measured                   | 33,202                | 33,581                | 33,728                 | 34,166                | 34,488                |
| Comparative Cost Per Output             | \$ 60.82              | \$ 60.37              | \$ 59.66               | \$ 59.40              | \$ 58.08              |

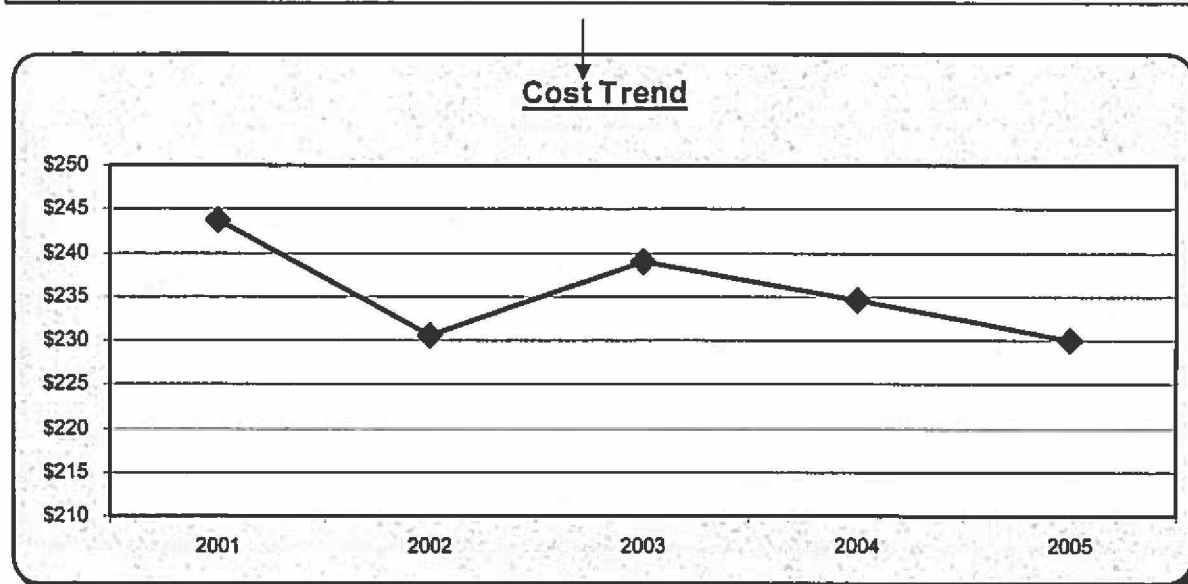


**PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005**

- ◆ Examination of city-wide comprehensive "green waste" recycling program
- ◆ Examination of "roll-off container" business
- ◆ Pay off automated container debt (2004)
- ◆ Purchase additional automated side loader truck (2005)

## PERFORMANCE MEASUREMENT

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>WATER FUND</b>                         |                       |                       |                        |                       |                       |
| Operating Budget (net of Debt Service)    | \$ 3,285,854          | \$ 3,178,765          | \$ 3,403,703           | \$ 3,452,739          | \$ 3,528,795          |
| Inflation Index                           | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year          | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget       | \$ 3,285,854          | \$ 3,117,399          | \$ 3,251,259           | \$ 3,189,878          | \$ 3,127,233          |
| <b>Primary Workload/Output Measures</b>   |                       |                       |                        |                       |                       |
| # Of Customer Meters                      | 9,380                 | 9,436                 | 9,500                  | 9,500                 | 9,500                 |
| # Of Gallons of Water Production (000's)  | 2,162                 | 2,128                 | 2,100                  | 2,100                 | 2,100                 |
| # Of Gallons of Water Consumption (000's) | 1,940                 | 1,953                 | 2,000                  | 2,000                 | 2,000                 |
| Total Output Measured                     | 13,482                | 13,517                | 13,600                 | 13,600                | 13,600                |
| Comparative Cost Per Output               | \$ 243.72             | \$ 230.63             | \$ 239.06              | \$ 234.55             | \$ 229.94             |



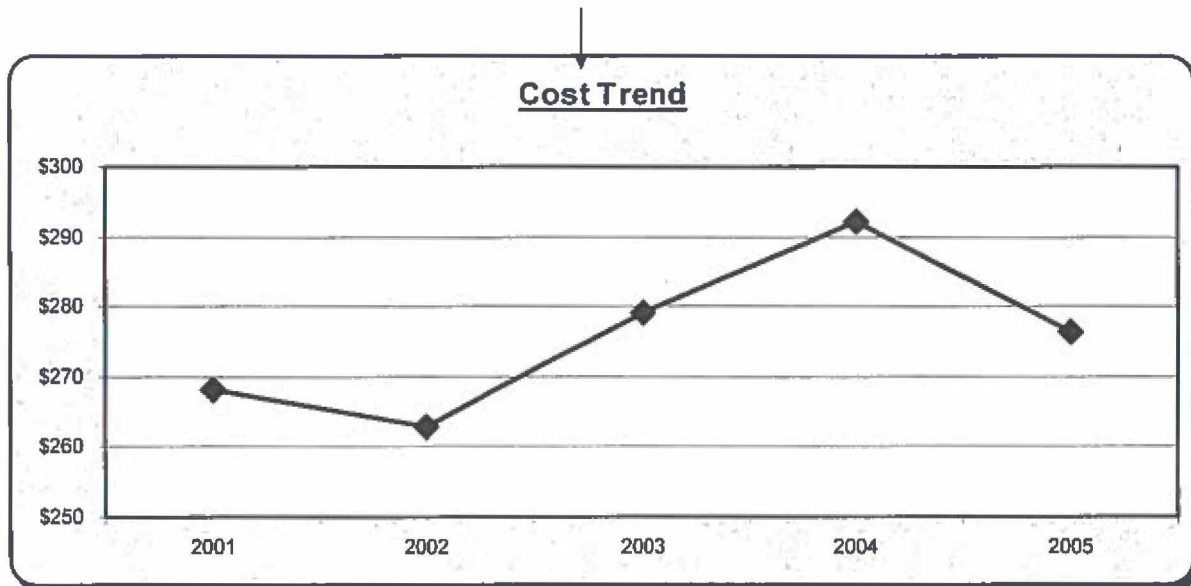
## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- ◆ Increase drinking water monitoring for unregulated contaminants, disinfection by-products and Giardia/Cryptosporidium
- ◆ Maximize water supply capacity by searching out opportunities to derive increasing income from raw water resources. This will include examination of the hydroelectric potential of water energy on City facilities on Kannah Creek and leases of water for snowmaking to the Powderhorn Ski area.
- ◆ Implement Memorandums Of Understanding with watershed partners (BLM, Palisade, U.S. Forest Service, forest grazing permittees) to identify potential sources of contamination in the watershed and implement best management practices.
- ◆ Insure flexibility in the operational and financial readiness of the City's water system to take advantage of any unification opportunities with other water providers in the Grand Valley.
- ◆ Complete second year of an aggressive line replacement program, \$3,500,000 over two years (2004 & 2004) in conjunction with Combined Sewer Elimination Program to minimize streets reconstruction issues.
- ◆ Implement the adopted Water Conservation Plan submitted to the State of Colorado in June of 1996. Efforts that are budgeted in 2004-2013 include training existing meter staff to conduct water audits and education and outreach to customer groups in conservation. Develop Xeriscape™ demonstration garden in conjunction with Parks Department.



## PERFORMANCE MEASUREMENT

|   | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>EQUIPMENT FUND</b>                   |                |                |                 |                |                |
| Operating Budget                        | \$ 1,233,405   | \$ 1,224,013   | \$ 1,332,511    | \$ 1,447,630   | \$ 1,427,660   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 1,233,405   | \$ 1,200,383   | \$ 1,272,831    | \$ 1,337,420   | \$ 1,265,198   |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| # Of Distinct Repair Orders Completed   | 4,601          | 4,568          | 4,559           | 4,576          | 4,576          |
| Total Output Measured                   | 4,601          | 4,568          | 4,559           | 4,576          | 4,576          |
| Comparative Cost Per Output             | \$ 268.07      | \$ 262.78      | \$ 279.19       | \$ 292.27      | \$ 276.49      |

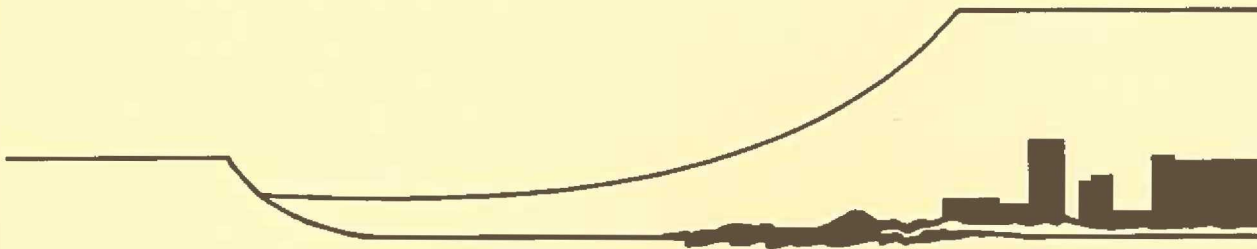


### PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- ◆ Monitor reasons for repair in order to benchmark fleet service repair operations
- ◆ Provide an increase of preventive maintenance and repairs made from the P.M. program and a reduction of general unplanned repairs and road calls

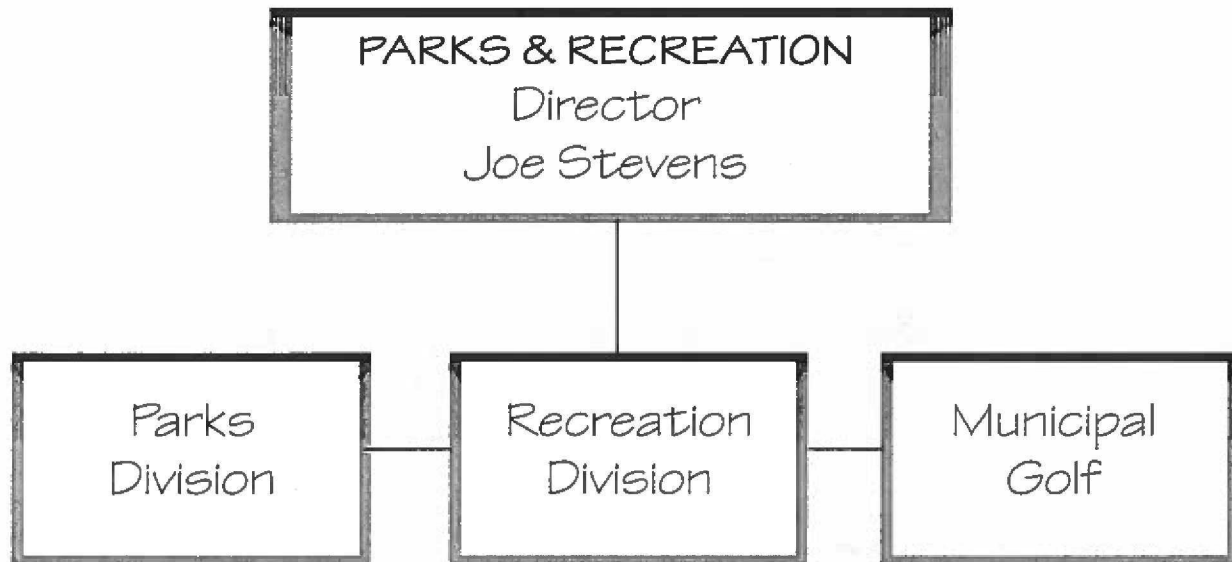
## **PARKS & RECREATION**

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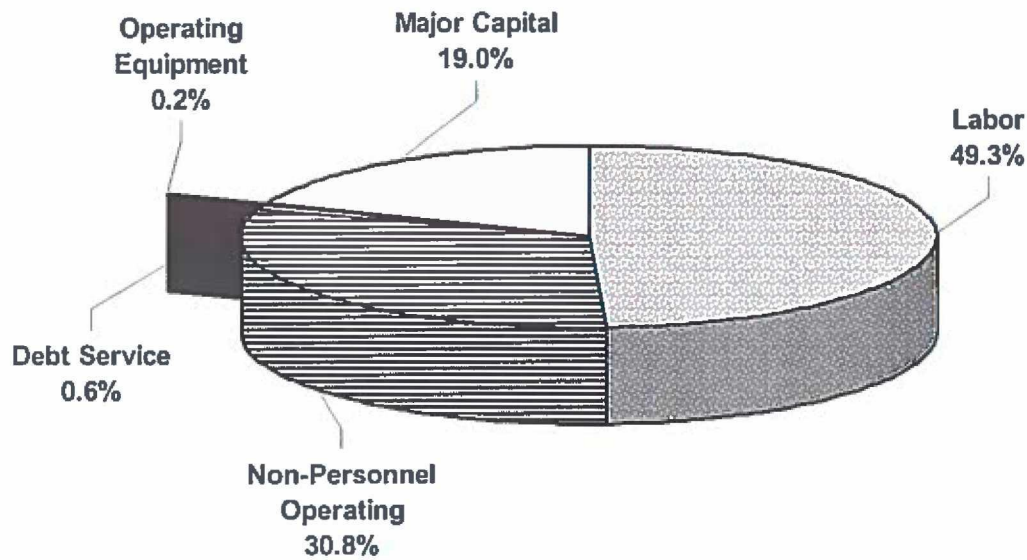
- ◆ **Parks**
- ◆ **Recreation**
- ◆ **Two Rivers Convention Center**
- ◆ **Municipal Golf**

***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

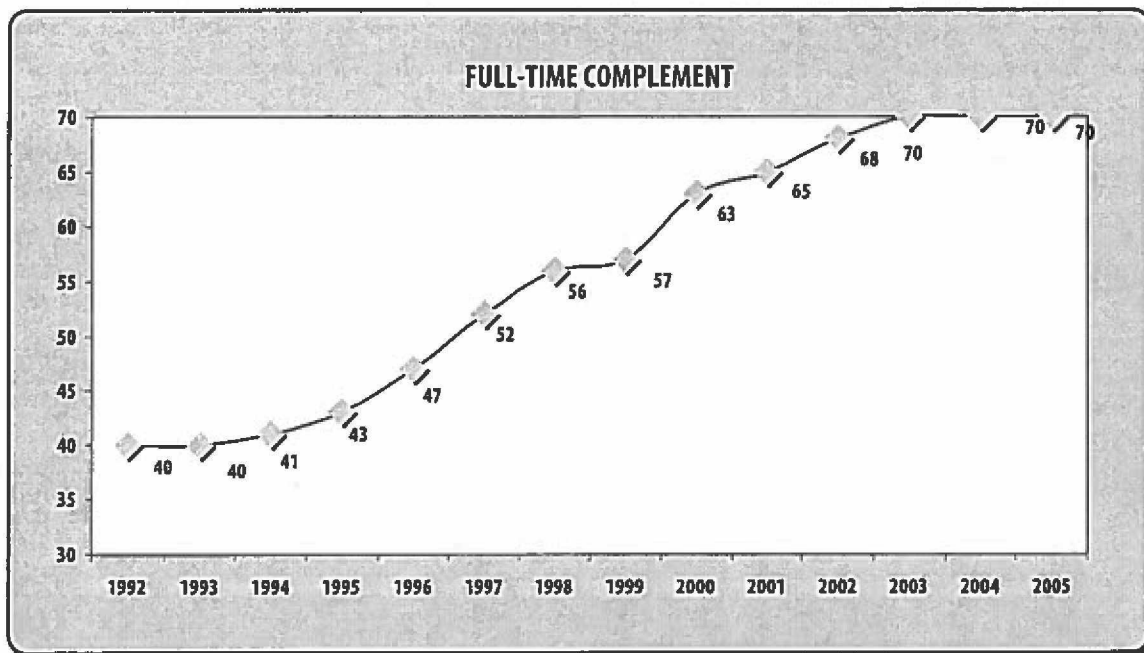
- Construction of two new neighborhood parks by 2006 (Wingate and Phase I of Horizon).
- Complete and dedicate the 3rd major phase of Canyon View Park currently under construction.
- Review and make recommendations on impact fees for park development.
- Implement a two-tiered fee structure for golf (one per-round rate for Tiara Rado and one per-round rate for Lincoln Park) and evaluate accelerating improvements at Tiara Rado (eg: maintenance facilities, parking, new nine).
- Continue to identify and secure funding for capital improvement projects.
- Identify funding sources for on-going operational costs associated with capital improvements.
- Continue to monitor enterprise revenues (Golf, Aquatics, and Two Rivers/Avalon)
- Continue to monitor the Cemetery budget as it moves from an enterprise fund status to the General Fund.
- Motivating and retaining a highly competent work force.
- Implement and monitor the agreement with Avalon Cinema Inc. that will "keep the lights on" at the Avalon Theatre.
- Maintaining park maintenance standards when the "Cultural Corner", East Canyon View, Fuoco Park, Wingate Park, Horizon Park & Public Works landscape enhancements come on-line.
- Facilitate the master plan process for Lincoln Park.



| Budget By Major Category  | 2003                 | 2004                 | 2005                 |
|---------------------------|----------------------|----------------------|----------------------|
| Labor                     | \$ 5,673,713         | \$ 5,873,130         | \$ 6,016,650         |
| Non-Personnel Operating   | 3,584,118            | 3,693,923            | 3,701,653            |
| Debt Service              | 110,111              | 57,693               | 57,782               |
| Operating Equipment       | 20,026               | 63,769               | 4,700                |
| <b>Subtotal Operating</b> | <b>\$ 9,387,968</b>  | <b>\$ 9,688,515</b>  | <b>\$ 9,780,785</b>  |
| Major Capital             | 3,032,674            | 2,172,700            | 1,563,500            |
| <b>TOTAL</b>              | <b>\$ 12,420,642</b> | <b>\$ 11,861,215</b> | <b>\$ 11,344,285</b> |

| % Change                  | 2003 - 2004  | 2004 - 2005  | Average      |
|---------------------------|--------------|--------------|--------------|
| Labor                     | 3.5%         | 2.4%         | 3.0%         |
| Non-Personnel Operating   | 3.1%         | 0.2%         | 1.6%         |
| Debt Service              | -47.6%       | 0.2%         | -23.7%       |
| Operating Equipment       | 218.4%       | -92.6%       | 62.9%        |
| <b>Subtotal Operating</b> | <b>3.2%</b>  | <b>1.0%</b>  | <b>2.1%</b>  |
| Major Capital             | -28.4%       | -28.0%       | -28.2%       |
| <b>TOTAL</b>              | <b>-4.5%</b> | <b>-4.4%</b> | <b>-4.4%</b> |





Parks & Recreation will be adding 2 Equipment Operators in 2003.

| Employees by Division | 1992      | 1993      | 1994      | 1995      | 1996      | 1997      | 1998      | 1999      | 2000      | 2001      | 2002      | 2003      | 2004      | 2005      |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Administration        | 5         | 5         | 5         | 6         | 6         | 6         | 6         | 7         | 7         | 7         | 7         | 7         | 7         | 7         |
| Parks, General        | 17        | 17        | 18        | 19        | 21        | 26        | 27        | 27        | 28        | 29        | 29        | 31        | 31        | 31        |
| Two Rivers Conv Ctr   | 5         | 5         | 5         | 5         | 6         | 6         | 7         | 7         | 7         | 8         | 8         | 11        | 11        | 11        |
| Cemeteries            | 4         | 4         | 4         | 4         | 4         | 4         | 3         | 3         | 4         | 4         | 4         | 4         | 4         | 4         |
| Recreation, General   | 2         | 2         | 2         | 2         | 3         | 3         | 5         | 5         | 5         | 5         | 5         | 5         | 5         | 5         |
| Municipal Golf, LP    | 3         | 3         | 3         | 3         | 3         | 3         | 3         | 3         | 5         | 5         | 5         | 5         | 5         | 5         |
| Municipal golf, TR    | 3         | 4         | 4         | 4         | 4         | 4         | 5         | 5         | 7         | 7         | 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>70</b> | <b>70</b> | <b>70</b> |

The Department's focus has been on working to improve, expand and develop parks, recreation and cultural opportunities. The Parks & Recreation master plan and the strategic plan and constant public participation have provided much of the framework for budgetary consideration. In September 2002, the Parks & Recreation Department integrated management responsibility of the Avalon Theatre into a subdivision of Two Rivers Convention Center. The continued development of Canyon View Park and a renewed interest in addressing neighborhood park issues has also been a priority of the Department and the Parks & Recreation Advisory Board. The 2003/04 operating budget in concert with the CIP, attempts to address efficiencies that will enhance water conservation efforts. The Recreation Division continues to receive a high level of interest in recreation, sports, senior, aquatic and special events pro-

gramming. Special emphasis has been placed upon youth/teen programs consistent with the City's strategic plan.

The 2004/05 operating budget, as proposed, strives to maintain the city's standard as one of the best municipal parks operations, in the nation. The Department will continue to foster excellent communication, cooperation and collaboration with other units of local government, the private sector and the general public.

Parks and Recreation Department will continue to provide administrative support for/and act as a liaison with the Parks and Recreation Advisory Board, Riverfront Commission, Arts Commission, Forestry Board, Urban Trials Committee, and Parks Improvement Advisory Board.

## PARKS AND RECREATION: Budget By Fund/Organization Code

| Fund # | ORG #  | ORGN Description                    | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget | 2005<br>Budget |
|--------|--------|-------------------------------------|-------------------------|------------------------|------------------------|----------------|----------------|
| 100    | 700    | Parks and Recreation Administration | \$647,471.96            | (\$1,500.00)           | \$645,971.96           | \$751,984.44   | \$676,037.88   |
| 100    | 701    | Park Patrol                         | \$0.00                  | \$1,000.00             | \$1,000.00             | \$15,372.00    | \$15,404.76    |
| 100    | 711    | Parks Operation - Parks Division    | \$1,673,967.96          | (\$6,029.00)           | \$1,667,938.96         | \$1,383,481.91 | \$1,378,547.24 |
| 100    | 712    | Forestry - Parks Division           | \$690,682.57            | (\$1,037.00)           | \$689,625.57           | \$653,168.13   | \$670,082.08   |
| 100    | 7121   | Horticulture - Forestry             | \$0.00                  | \$0.00                 | \$0.00                 | \$212,548.63   | \$212,237.12   |
| 100    | 713    | Stadium - Parks Division            | \$321,221.27            | (\$3,628.00)           | \$317,593.27           | \$309,695.71   | \$311,114.77   |
| 100    | 714    | Riverfront-P&R-Parks Division       | \$122,943.80            | \$5,839.00             | \$128,802.80           | \$130,121.98   | \$133,414.95   |
| 100    | 715    | Lincoln Park Auditorium-P&R-Prks Dv | \$21,382.00             | (\$1,030.00)           | \$20,352.00            | \$21,012.00    | \$20,569.56    |
| 100    | 716    | Canyon View Park-P&R-Prks Dv        | \$499,844.93            | \$3,065.00             | \$502,909.93           | \$561,214.15   | \$550,739.50   |
| 100    | 7161   | Sports Facilities - CVP             | \$0.00                  | \$0.00                 | \$0.00                 | \$241,102.94   | \$245,731.78   |
| 100    | 721    | Rec. Administration                 | \$0.00                  | \$0.00                 | \$0.00                 | \$334,216.32   | \$291,076.35   |
| 100    | 7221   | Youth Athletics - General           | \$0.00                  | \$0.00                 | \$0.00                 | \$19,776.98    | \$20,347.17    |
| 100    | 72211  | Youth Tennis                        | \$0.00                  | \$0.00                 | \$0.00                 | \$6,768.00     | \$6,683.42     |
| 100    | 72212  | Youth Flag Football                 | \$0.00                  | \$0.00                 | \$0.00                 | \$4,660.00     | \$4,662.55     |
| 100    | 72213  | Youth Basketball                    | \$0.00                  | \$0.00                 | \$0.00                 | \$26,081.00    | \$26,122.31    |
| 100    | 72214  | Youth Track                         | \$0.00                  | \$0.00                 | \$0.00                 | \$4,835.00     | \$4,843.22     |
| 100    | 72215  | Biddy Sports                        | \$0.00                  | \$0.00                 | \$0.00                 | \$2,095.00     | \$1,948.96     |
| 100    | 7222   | Adult Athletics - General           | \$0.00                  | \$0.00                 | \$0.00                 | \$11,190.41    | \$11,484.17    |
| 100    | 72221  | Adult Basketball                    | \$0.00                  | \$0.00                 | \$0.00                 | \$2,993.00     | \$2,999.06     |
| 100    | 72222  | Adult Tennis                        | \$0.00                  | \$0.00                 | \$0.00                 | \$1,978.00     | \$1,982.80     |
| 100    | 72223  | Adult Flag Football                 | \$0.00                  | \$0.00                 | \$0.00                 | \$8,686.00     | \$8,706.49     |
| 100    | 72224  | Adult Soccer                        | \$0.00                  | \$0.00                 | \$0.00                 | \$12,837.00    | \$12,869.37    |
| 100    | 72225  | Adult Softball                      | \$0.00                  | \$0.00                 | \$0.00                 | \$100,929.00   | \$101,813.57   |
| 100    | 72226  | Adult Volleyball                    | \$0.00                  | \$0.00                 | \$0.00                 | \$18,101.00    | \$17,839.37    |
| 100    | 7223   | Athletic Special Events             | \$0.00                  | \$0.00                 | \$0.00                 | \$1,705.00     | \$1,708.21     |
| 100    | 723    | General Recreation                  | \$0.00                  | \$0.00                 | \$0.00                 | \$24,416.22    | \$25,205.72    |
| 100    | 7231   | GR - Fitness & Health               | \$0.00                  | \$0.00                 | \$0.00                 | \$17,637.00    | \$18,163.00    |
| 100    | 7232   | GR - Dance                          | \$0.00                  | \$0.00                 | \$0.00                 | \$8,527.00     | \$8,699.00     |
| 100    | 7233   | GR - Adventure                      | \$0.00                  | \$0.00                 | \$0.00                 | \$4,641.00     | \$4,733.00     |
| 100    | 7234   | GR - Enrichment                     | \$0.00                  | \$0.00                 | \$0.00                 | \$18,340.00    | \$19,091.00    |
| 100    | 72341  | Stars                               | \$0.00                  | \$0.00                 | \$0.00                 | \$64,162.24    | \$64,280.37    |
| 100    | 7235   | GR - Development                    | \$0.00                  | \$0.00                 | \$0.00                 | \$9,135.00     | \$9,135.00     |
| 100    | 7236   | GR - Early Childhood                | \$0.00                  | \$0.00                 | \$0.00                 | \$4,132.00     | \$4,215.00     |
| 100    | 72371  | Theater                             | \$0.00                  | \$0.00                 | \$0.00                 | \$10,138.00    | \$10,330.00    |
| 100    | 7239   | GR - Special Events                 | \$0.00                  | \$0.00                 | \$0.00                 | \$3,476.00     | \$3,480.32     |
| 100    | 72391  | Southwest/Arbor Fest                | \$0.00                  | \$0.00                 | \$0.00                 | \$3,919.00     | \$3,920.53     |
| 100    | 724    | Senior Recreation                   | \$0.00                  | \$0.00                 | \$0.00                 | \$25,797.00    | \$26,292.48    |
| 100    | 7241   | Senior Recreation Center            | \$0.00                  | \$0.00                 | \$0.00                 | \$15,737.00    | \$17,159.00    |
| 100    | 7242   | Senior Recreation Programs          | \$0.00                  | \$0.00                 | \$0.00                 | \$100.00       | \$100.00       |
| 100    | 72421  | SR - Fitness & Health               | \$0.00                  | \$0.00                 | \$0.00                 | \$1,700.00     | \$1,700.00     |
| 100    | 72422  | SR - Dance                          | \$0.00                  | \$0.00                 | \$0.00                 | \$260.00       | \$260.00       |
| 100    | 72424  | SR - Enrichment                     | \$0.00                  | \$0.00                 | \$0.00                 | \$3,350.00     | \$3,605.00     |
| 100    | 72425  | SR - Special Events                 | \$0.00                  | \$0.00                 | \$0.00                 | \$2,654.00     | \$2,686.23     |
| 100    | 724251 | Senior Games                        | \$0.00                  | \$0.00                 | \$0.00                 | \$6,887.00     | \$7,277.00     |
| 100    | 725    | Cultural Arts                       | \$0.00                  | \$0.00                 | \$0.00                 | \$97,022.43    | \$98,265.33    |
| 100    | 731    | Recreation Administration - P&R     | \$302,737.75            | \$7,240.83             | \$309,978.58           | \$0.00         | \$0.00         |
| 100    | 73210  | Special Events - P & R - Div A-S.E. | \$75.00                 | \$0.00                 | \$75.00                | \$0.00         | \$0.00         |
| 100    | 73230  | Youth Tennis - P&R - Div B - YS     | \$6,834.00              | (\$381.00)             | \$6,453.00             | \$0.00         | \$0.00         |
| 100    | 732301 | Other Early Childhood-P&R-DivA-E.C. | \$2,108.00              | \$17,930.00            | \$20,038.00            | \$0.00         | \$0.00         |
| 100    | 73234  | Country Western Dance-P&R-DivA-GenR | \$2,363.00              | (\$948.00)             | \$1,415.00             | \$0.00         | \$0.00         |
| 100    | 73236  | Ballroom Dance - P&R - DivA-Gen Rec | \$2,794.00              | \$129.00               | \$2,923.00             | \$0.00         | \$0.00         |
| 100    | 73238  | Photography - P&R - Div A - AE/Sl   | \$604.00                | \$2,889.00             | \$3,493.00             | \$0.00         | \$0.00         |
| 100    | 73240  | Jazzercise - P&R - Div A - Gen Rec  | \$8,815.00              | \$0.00                 | \$8,815.00             | \$0.00         | \$0.00         |
| 100    | 73241  | Yoga - P&R - Div A - Gen Rec        | \$675.00                | \$388.00               | \$1,263.00             | \$0.00         | \$0.00         |
| 100    | 73242  | Tai Chi Chih - P&R - Div A -Gen Rec | \$0.00                  | \$3,900.00             | \$3,900.00             | \$0.00         | \$0.00         |
| 100    | 73248  | Drama - P&R - Div A - Gen Rec       | \$10,992.00             | \$4,793.00             | \$15,785.00            | \$0.00         | \$0.00         |
| 100    | 73251  | Tot Tumbling - P&R - Div A - E.C.   | \$3,900.00              | (\$613.00)             | \$3,287.00             | \$0.00         | \$0.00         |
| 100    | 73253  | Skiing - P&R - Div B - O Rec        | \$256.00                | (\$197.00)             | \$59.00                | \$0.00         | \$0.00         |
| 100    | 73254  | Snowshoe - P&R - Div A - O Rec      | \$140.00                | (\$29.00)              | \$111.00               | \$0.00         | \$0.00         |
| 100    | 73256  | Fishing - P&R - Div B - O Rec       | \$1,168.00              | (\$299.00)             | \$869.00               | \$0.00         | \$0.00         |
| 100    | 73258  | Investments - P&R - Div A - AE/Sl   | \$338.00                | (\$338.00)             | \$0.00                 | \$0.00         | \$0.00         |
| 100    | 73259  | Youth Education - P&R - Div B-Y Rec | \$7,275.00              | (\$2,497.00)           | \$4,778.00             | \$0.00         | \$0.00         |
| 100    | 73260  | Adult Education - P&R - DivA-AE/Sl  | \$5,267.00              | (\$478.00)             | \$4,789.00             | \$0.00         | \$0.00         |
| 100    | 73261  | Music - P&R - Div B - Y Rec         | \$600.00                | (\$600.00)             | \$0.00                 | \$0.00         | \$0.00         |
| 100    | 73262  | Culinary - P&R - Div A - Gen Rec    | \$902.00                | \$98.00                | \$1,000.00             | \$0.00         | \$0.00         |
| 100    | 73300  | Adult Basketball - P&R - Div B - AS | \$10,903.00             | (\$8,448.00)           | \$2,455.00             | \$0.00         | \$0.00         |
| 100    | 733001 | Youth Open Gym - P&R - Div B - YS   | \$159.00                | (\$159.00)             | \$0.00                 | \$0.00         | \$0.00         |

Note: The Organization Codes for the Recreation Division were restructured for the 2004-2005 Budget.

DEPARTMENT SUMMARIES - PARKS & RECREATION

|       |        |   |                        |                     |                        |                        |                        |
|-------|--------|---|------------------------|---------------------|------------------------|------------------------|------------------------|
| 100   | 733002 | Youth Flag Football - P&R - Div B-YS        | \$7,761.65             | (\$631.00)          | \$7,130.65             | \$0.00                 | \$0.00                 |
| 100   | 73301  | Youth Basketball - P&R - Div B - YS         | \$51,952.91            | (\$11,439.00)       | \$40,513.91            | \$0.00                 | \$0.00                 |
| 100   | 733010 | Equipment Rental - P&R - Div B -AS          | \$0.00                 | \$130.00            | \$130.00               | \$0.00                 | \$0.00                 |
| 100   | 733011 | Adult Tennis - P&R - Div B - AS             | \$821.00               | \$509.00            | \$1,330.00             | \$0.00                 | \$0.00                 |
| 100   | 733013 | Adult Flag Football - P&R - Div B-AS        | \$7,465.00             | \$60.00             | \$7,525.00             | \$0.00                 | \$0.00                 |
| 100   | 733015 | Adult Soccer - P&R - Div B -AS              | \$13,776.00            | (\$1,171.00)        | \$12,605.00            | \$0.00                 | \$0.00                 |
| 100   | 73302  | Youth Wrestling - P&R - Div B - YS          | \$2,285.00             | (\$2,285.00)        | \$0.00                 | \$0.00                 | \$0.00                 |
| 100   | 73303  | Summer Softball - P&R - Div B - AS          | \$64,776.00            | (\$8,849.00)        | \$55,927.00            | \$0.00                 | \$0.00                 |
| 100   | 73304  | Fall Softball - P&R - Div B - AS            | \$33,542.00            | (\$1,738.00)        | \$31,804.00            | \$0.00                 | \$0.00                 |
| 100   | 73305  | Fall Volleyball - P&R - Div B - AS          | \$11,512.00            | \$609.00            | \$12,121.00            | \$0.00                 | \$0.00                 |
| 100   | 73306  | Spring Volleyball - P&R - Div B - AS        | \$6,211.00             | (\$1,353.00)        | \$4,858.00             | \$0.00                 | \$0.00                 |
| 100   | 73308  | Track - P&R - Div B - YS                    | \$3,769.00             | (\$402.00)          | \$3,367.00             | \$0.00                 | \$0.00                 |
| 100   | 73309  | Summer Volleyball - P&R - Div B- AS         | \$695.00               | \$755.00            | \$1,450.00             | \$0.00                 | \$0.00                 |
| 100   | 73310  | Gymnastics - P&R - Div B - YS               | \$3,671.00             | (\$1,295.00)        | \$2,376.00             | \$0.00                 | \$0.00                 |
| 100   | 73312  | Rafting - P&R - Rec B - O Rec               | \$3,145.00             | (\$1,808.00)        | \$1,337.00             | \$0.00                 | \$0.00                 |
| 100   | 73314  | Special Events - P&R - Div B - S E          | \$6,972.00             | \$1,483.00          | \$8,455.00             | \$0.00                 | \$0.00                 |
| 100   | 73315  | Southwest Fest - P&R - Div B                | \$0.00                 | \$2,608.00          | \$2,608.00             | \$0.00                 | \$0.00                 |
| 100   | 7332   | Adult Educat/Spec Interest-P&R-DivB         | \$569.00               | (\$569.00)          | \$0.00                 | \$0.00                 | \$0.00                 |
| 100   | 73321  | Adult Education - General                   | \$98.00                | \$1,069.00          | \$1,167.00             | \$0.00                 | \$0.00                 |
| 100   | 73331  | Outdoor Events - P&R - Rec B-O Rec          | \$4,245.00             | (\$2,487.00)        | \$1,758.00             | \$0.00                 | \$0.00                 |
| 100   | 73332  | Dog Obedience - P&R-Div A - Gen Rec         | \$7,679.00             | (\$2,286.00)        | \$5,393.00             | \$0.00                 | \$0.00                 |
| 100   | 73337  | Youth Bowling - P&R - Div B - YS            | \$1,443.00             | \$98.00             | \$1,541.00             | \$0.00                 | \$0.00                 |
| 100   | 73339  | Rock Climbing - P&R - Div B - O Rec         | \$3,055.00             | (\$1,957.00)        | \$1,098.00             | \$0.00                 | \$0.00                 |
| 100   | 73340  | STARS Program - P&R - Div B - Y Rec         | \$38,684.00            | \$13,684.00         | \$52,368.00            | \$0.00                 | \$0.00                 |
| 100   | 73342  | Spring Softball                             | \$8,712.00             | \$3,021.00          | \$11,733.00            | \$0.00                 | \$0.00                 |
| 100   | 73343  | Youth Recreation                            | \$6,070.26             | \$249.00            | \$6,319.26             | \$0.00                 | \$0.00                 |
| 100   | 735    | Senior Recreation Center-P&R-Rec            | \$53,378.65            | \$1,368.00          | \$54,746.65            | \$0.00                 | \$0.00                 |
| 100   | 736    | Arts Commission -P&R-Recreation             | \$101,179.07           | \$1,160.00          | \$102,339.07           | \$0.00                 | \$0.00                 |
| 100   | 761    | Convention Center Operations - P&R          | \$0.00                 | \$6,982.00          | \$6,982.00             | \$0.00                 | \$0.00                 |
| * 100 | 770    | Cemetery Operations                         | \$0.00                 | \$0.00              | \$0.00                 | \$336,001.75           | \$329,994.25           |
|       |        | Subtotal: General Fund                      | \$4,789,887.78         | \$14,775.83         | \$4,804,663.61         | \$5,494,586.24         | \$5,387,578.89         |
| 105   | 792    | Lottery and Open Space-P&R Other Ac         | \$15,000.00            | (\$2,900.00)        | \$12,100.00            | \$12,850.00            | \$13,600.00            |
|       |        | Subtotal: Parkland Expansion Fund           | \$15,000.00            | (\$2,900.00)        | \$12,100.00            | \$12,850.00            | \$13,600.00            |
| 2011  | 711    | Parks Operation - Parks Division            | \$2,451,064.00         | \$147,079.00        | \$2,598,143.00         | \$1,428,000.00         | \$927,000.00           |
| 2011  | 713    | Stadium - Parks Division                    | \$4,028.00             | \$0.00              | \$4,028.00             | \$15,000.00            | \$23,000.00            |
| 2011  | 714    | Riverfront-P&R-Parks Division               | \$139,000.00           | \$0.00              | \$139,000.00           | \$84,000.00            | \$96,000.00            |
| 2011  | 722    | Athletics                                   | \$0.00                 | \$0.00              | \$0.00                 | \$8,000.00             | \$0.00                 |
|       |        | Subtotal: Sales Tax CIP Fund                | \$2,594,092.00         | \$147,079.00        | \$2,741,171.00         | \$1,535,000.00         | \$1,046,000.00         |
| 303   | 761    | Convention Center Operations - P&R          | \$1,514,747.86         | \$37,699.68         | \$1,552,447.54         | \$1,585,072.55         | \$1,757,517.21         |
| 303   | 762    | Avalon Theater                              | \$213,900.00           | \$14,494.00         | \$228,394.00           | \$275,228.47           | \$422,288.92           |
|       |        | Subtotal: Two Rivers Convention Center Fund | \$1,728,647.86         | \$52,193.68         | \$1,780,841.54         | \$1,860,301.02         | \$2,179,806.13         |
| 3041  | 72611  | LP/Moyer - Operations                       | \$0.00                 | \$0.00              | \$0.00                 | \$383,142.39           | \$273,216.81           |
| 3041  | 72612  | LP/Moyer - Learn to Swim                    | \$0.00                 | \$0.00              | \$0.00                 | \$36,280.96            | \$36,700.76            |
| 3041  | 741    | Pool Operations -P&R-Swimming Pools         | \$261,286.25           | (\$25,625.09)       | \$235,661.16           | \$95.00                | \$95.00                |
| 3041  | 742    | Learn to Swim -P&R- Swimming Pools          | \$31,784.71            | (\$841.00)          | \$30,943.71            | \$0.00                 | \$0.00                 |
| 3041  | 743    | Waterslide - P&R - Swimming Pools           | \$43,790.52            | (\$1,921.22)        | \$41,869.30            | \$0.00                 | \$0.00                 |
| 3042  | 72621  | OM - Operations                             | \$0.00                 | \$0.00              | \$0.00                 | \$441,964.34           | \$374,768.61           |
| 3042  | 72622  | OM - Learn to Swim                          | \$0.00                 | \$0.00              | \$0.00                 | \$60,172.65            | \$60,977.23            |
| 3042  | 741    | Pool Operations -P&R-Swimming Pools         | \$339,623.93           | (\$12,505.73)       | \$327,118.20           | \$0.00                 | \$0.00                 |
| 3042  | 742    | Learn to Swim -P&R- Swimming Pools          | \$53,490.99            | (\$1,120.00)        | \$52,370.99            | \$0.00                 | \$0.00                 |
|       |        | Subtotal: Swimming Pools Fund               | \$729,976.40           | (\$42,013.04)       | \$687,963.36           | \$921,655.34           | \$745,758.41           |
| 305   | 750    | Golf Operations - P&R                       | \$412,532.35           | \$94,569.26         | \$507,101.61           | \$449,938.58           | \$450,347.19           |
| 305   | 751    | Golf Learning Center-P&R-Golf Oper          | \$29,317.00            | \$1,172.00          | \$30,489.00            | \$31,150.00            | \$31,250.46            |
| 305   | 752    | Pro Shop Mgmt-P&R-Golf Oper                 | \$227,396.09           | (\$123.00)          | \$227,273.09           | \$250,155.65           | \$250,478.13           |
|       |        | Subtotal: Lincoln Park Golf Course Fund     | \$669,245.44           | \$95,618.26         | \$764,863.70           | \$731,244.23           | \$732,075.78           |
| 306   | 750    | Golf Operations - P&R                       | \$787,871.96           | (\$10,363.00)       | \$777,508.96           | \$790,727.36           | \$729,656.79           |
| 306   | 751    | Golf Learning Center-P&R-Golf Oper          | \$36,374.00            | \$4,212.00          | \$40,586.00            | \$37,072.00            | \$37,245.88            |
| 306   | 752    | Pro Shop Mgmt-P&R-Golf Oper                 | \$419,624.52           | \$25,250.00         | \$444,874.52           | \$477,778.44           | \$472,563.61           |
|       |        | Subtotal: Tiara Rado Golf Course Fund       | \$1,243,870.48         | \$19,099.00         | \$1,262,969.48         | \$1,305,577.80         | \$1,239,466.28         |
| *307  | 770    | Cemetery Operations                         | \$369,180.85           | (\$3,112.00)        | \$366,068.85           | \$0.00                 | \$0.00                 |
|       |        | Subtotal: Cemetery Fund                     | \$369,180.85           | (\$3,112.00)        | \$366,068.85           | \$0.00                 | \$0.00                 |
|       |        | <b>TOTAL: PARKS &amp; RECREATION</b>        | <b>\$12,139,900.81</b> | <b>\$280,740.73</b> | <b>\$12,420,641.54</b> | <b>\$11,861,214.63</b> | <b>\$11,344,285.49</b> |

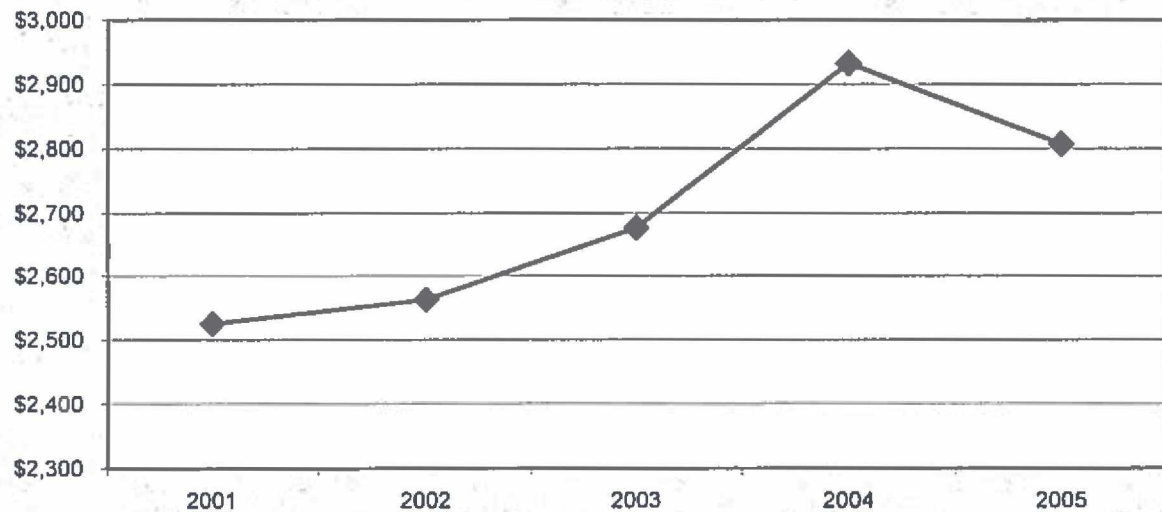
\* The Cemetery Fund was eliminated beginning in 2004 and the budget for the Cemetery operations was moved to the General Fund.



## PERFORMANCE MEASUREMENT

| PARKS DIVISION                          | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| <b>GENERAL FUND</b>                     |                |                |                 |                |                |
| Operating Budget                        | \$ 3,531,613   | \$ 3,662,709   | \$ 3,927,194    | \$ 4,531,804   | \$ 4,527,874   |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 3,531,613   | \$ 3,592,000   | \$ 3,751,304    | \$ 4,186,792   | \$ 4,012,621   |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| # of Acres maintained                   | 1,078          | 1,078          | 1,078           | 1,103          | 1,103          |
| # of Trees in Inventory (00's)          | 321            | 323            | 323             | 325            | 326            |
| Total Output Measured                   | 1,399          | 1,401          | 1,401           | 1,428          | 1,429          |
| Comparative Cost Per Output             | \$ 2,525       | \$ 2,565       | \$ 2,677        | \$ 2,933       | \$ 2,808       |

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**Cost Trend**



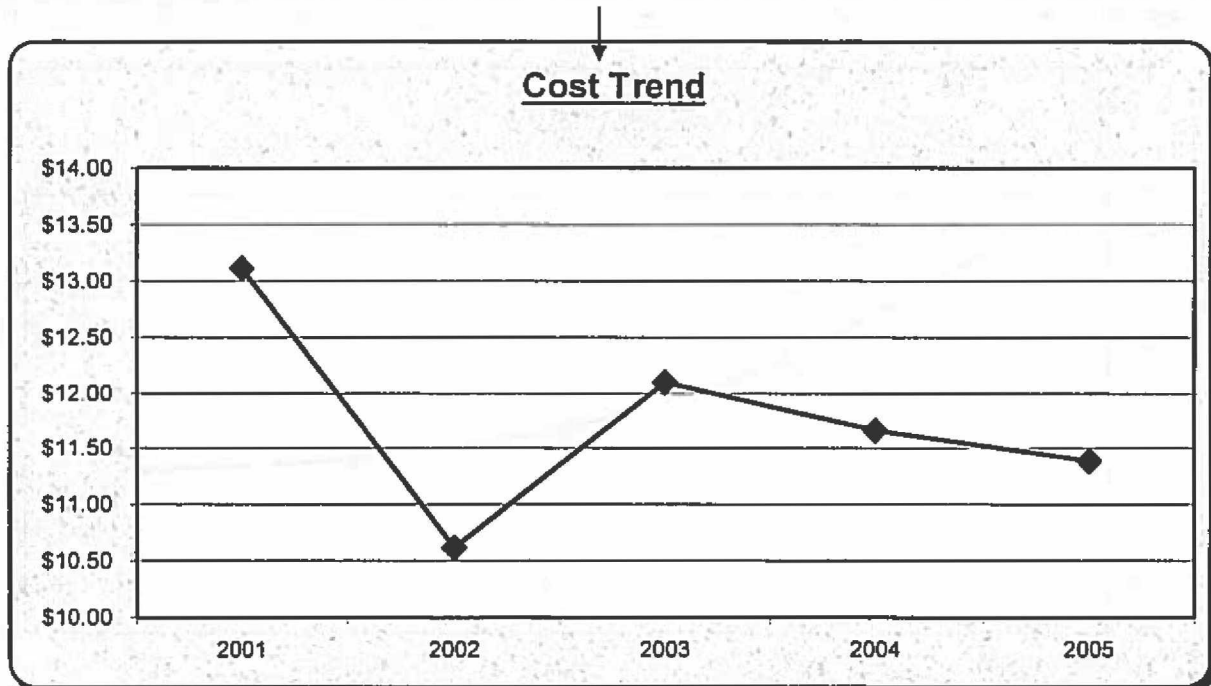
## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Construction of two new neighborhood parks by 2006 (Wingate and Phase I of Horizon)
- Complete and dedicate the 3rd major phase of Canyon View Park
- Review and make recommendations on impact fees for park development
- Continue to identify and secure funding for capital improvement projects
- Identify funding sources for on-going operational costs associated with capital improvements
- Continue to monitor enterprise revenues (golf, pools, Two Rivers Convention Center, Avalon Theater)
- Motivate and retain a highly competent work force
- Maintain park maintenance standards
- Facilitate the master plan process for Lincoln Park



# PERFORMANCE MEASUREMENT

| RECREATION DIVISION<br>GENERAL FUND     | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|---|----------------|----------------|-----------------|----------------|----------------|
| Operating Budget                        | \$ 648,400     | \$ 702,826     | \$ 830,469      | \$ 828,482     | \$ 843,705     |
| Inflation Index                         | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year        | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget     | \$ 648,400     | \$ 689,258     | \$ 793,274      | \$ 765,409     | \$ 747,695     |
| <b>Primary Workload/Output Measures</b> |                |                |                 |                |                |
| # of Program Participants (General)     | 3,124          | 3,273          | 4,525           | 4,525          | 4,525          |
| # of Program Participants (Youth)       | 2,067          | 1,516          | 3,783           | 3,783          | 3,783          |
| # of Program Participants (Adult)       | 6,998          | 6,941          | 8,723           | 8,723          | 8,723          |
| # of Program Participants (Senior)      | 30,000         | 45,620         | 34,012          | 34,012         | 34,012         |
| # of Participants (Special Events)      | 7,240          | 7,596          | 14,561          | 14,561         | 14,561         |
| Total Output Measured                   | 49,429         | 64,946         | 65,604          | 65,604         | 65,604         |
| Comparative Cost Per Output             | \$ 13.12       | \$ 10.61       | \$ 12.09        | \$ 11.67       | \$ 11.40       |



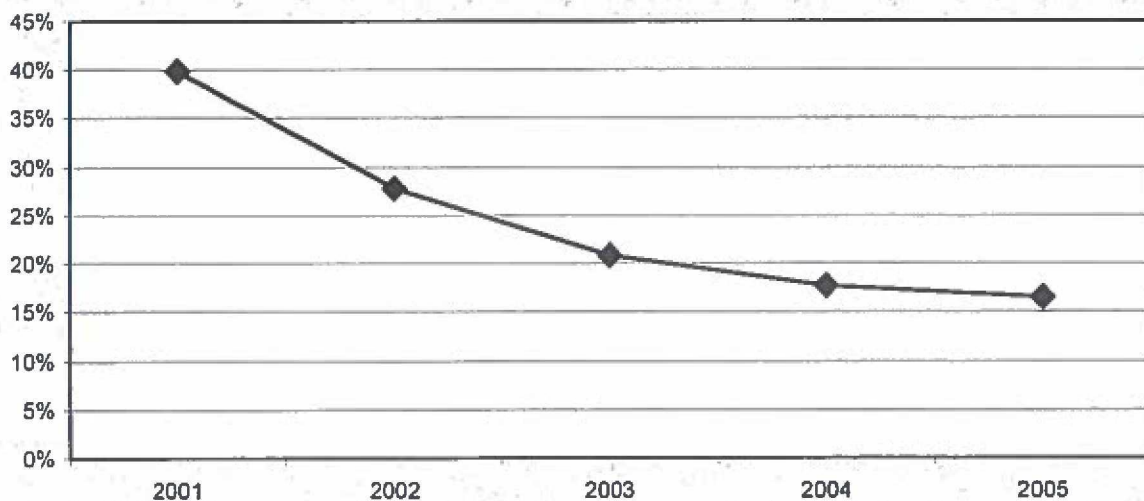
## PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- Develop and maintain consistent reporting methods for Senior Recreation (facility and programs)
- Develop summer programs for teens modeled by successful adult sports leagues
- Collaborate with other western slope park and recreation agencies to plan 2004 and 2005 Western Slope Senior Games
- Increase application of customer service standards across all staff positions and programs
- Motivate and retain a highly competent work force

# PERFORMANCE MEASUREMENT

|                                     | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|-------------------------------------|----------------|----------------|-----------------|----------------|----------------|
| <b>TRCC FUND</b>                    |                |                |                 |                |                |
| Operating Budget                    | \$ 773,619     | \$ 1,651,812   | \$ 1,696,842    | \$ 1,730,801   | \$ 1,784,806   |
| Inflation Index                     | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year    | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget | \$ 773,619     | \$ 1,619,924   | \$ 1,620,844    | \$ 1,599,033   | \$ 1,581,702   |
| <b>Operating Loss</b>               |                |                |                 |                |                |
| Two Rivers Convention Center        | 309,017        | 460,308        | 229,890         | 223,059        | 209,864        |
| Avalon Theater                      | -              | -              | 124,182         | 84,228         | 85,769         |
| Subtotal                            | 309,017        | 460,308        | 354,072         | 307,287        | 295,633        |
| Inflation Index                     | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year    | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Loss             | \$ 309,017     | \$ 451,421     | \$ 338,214      | \$ 283,893     | \$ 261,991     |
| Operating Loss as % of Total Budget | 40%            | 28%            | 21%             | 18%            | 17%            |

**Cost Trend**



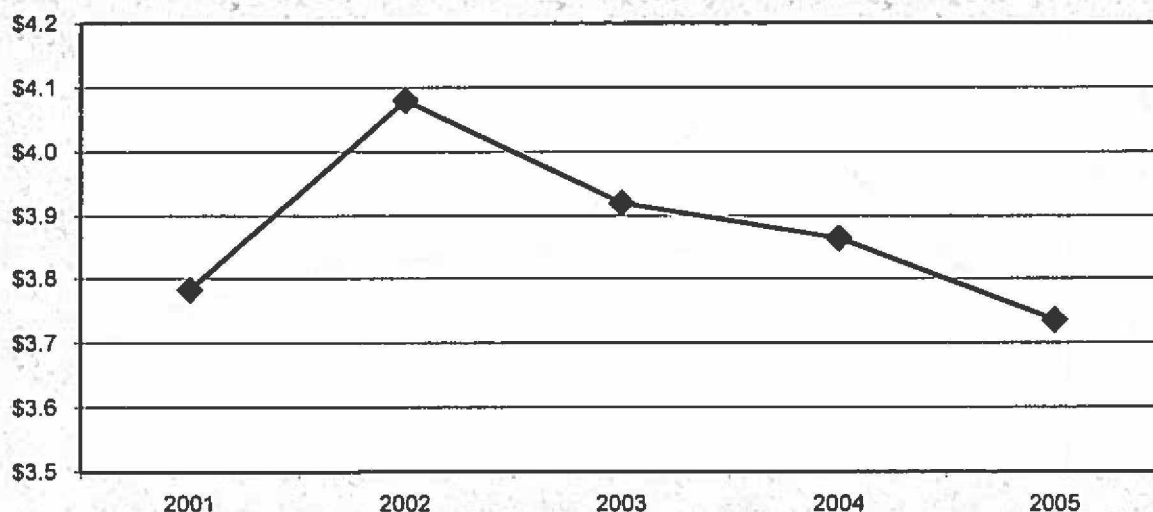
## PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- Implement and monitor the agreement with Avalon Cinema, Inc. that will "keep the lights on" at the Avalon Theatre
- Recruit and hire new manager for Two Rivers Convention Center
- Decrease required operating subsidies

## PERFORMANCE MEASUREMENT

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>SWIMMING POOLS FUND</b>              |                       |                       |                        |                       |                       |
| Operating Budget                        | \$ 619,458            | \$ 657,440            | \$ 649,963             | \$ 662,356            | \$ 667,758            |
| Inflation Index                         | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year        | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget     | \$ 619,458            | \$ 644,748            | \$ 620,853             | \$ 611,930            | \$ 591,770            |
| <b>Primary Workload/Output Measures</b> |                       |                       |                        |                       |                       |
| # of Program Participants (OM Pool)     | 50,216                | 46,920                | 41,564                 | 41,564                | 41,564                |
| # of Program Participants (OM LTS)      | 14,331                | 14,246                | 12,103                 | 12,103                | 12,103                |
| # of Program Participants (LP Pool)     | 88,121                | 86,866                | 94,817                 | 94,817                | 94,817                |
| # of Participants (LP LTS)              | 11,033                | 9,994                 | 9,931                  | 9,931                 | 9,931                 |
| Total Output Measured                   | 163,701               | 158,026               | 158,415                | 158,415               | 158,415               |
| Comparative Cost Per Output             | \$ 3.78               | \$ 4.08               | \$ 3.92                | \$ 3.86               | \$ 3.74               |

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**Cost Trend**

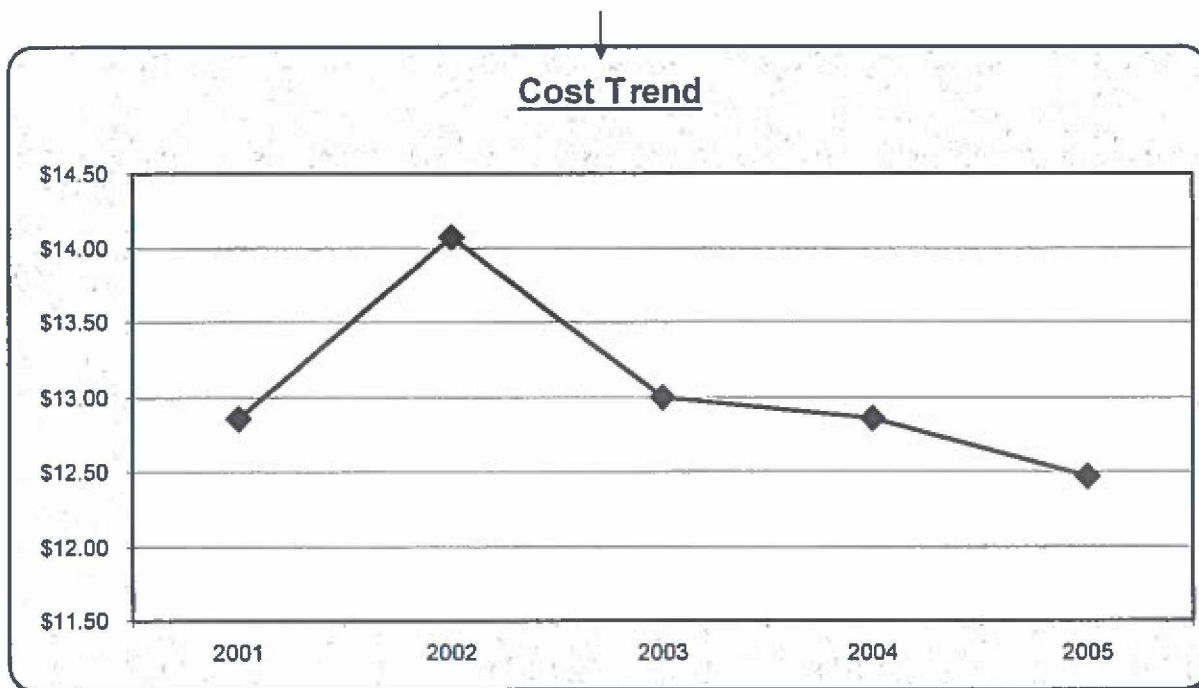


## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Utilize special events to increase visibility, encouraging existing non-users to become customers; specifically, target the teen population through expansion of Dive 'n Jives and other similar events
- Revise Learn to Swim program to serve users through a more flexible class schedule, improved training of staff, and evaluation
- Improve staff ownership of Aquatics by improving professional development opportunities, greater responsibility levels, increased task assignments and accountability
- Continue improvements to preventative facility maintenance training, manual and schedule

## PERFORMANCE MEASUREMENT

|   | 2001<br><u>Actual</u> | 2002<br><u>Actual</u> | 2003<br><u>Revised</u> | 2004<br><u>Budget</u> | 2005<br><u>Budget</u> |
|---|-----------------------|-----------------------|------------------------|-----------------------|-----------------------|
| <b>GOLF COURSE FUNDS</b>                |                       |                       |                        |                       |                       |
| Operating Budget                        | \$ 1,687,526          | \$ 1,739,496          | \$ 1,822,219           | \$ 1,864,529          | \$ 1,885,260          |
| Inflation Index                         | 181.3                 | 184.8                 | 189.4                  | 195.1                 | 201.9                 |
| Percentage Change from Base Year        | Base                  | 1.93%                 | 4.48%                  | 7.61%                 | 11.38%                |
| Inflation Adjusted Operating Budget     | \$ 1,687,526          | \$ 1,705,915          | \$ 1,740,606           | \$ 1,722,580          | \$ 1,670,725          |
| <b>Primary Workload/Output Measures</b> |                       |                       |                        |                       |                       |
| # of Rounds Played (Lincoln Park)       | 45,538                | 43,062                | 48,000                 | 48,000                | 48,000                |
| # of Rounds Played (Tiara Rado)         | 85,751                | 78,168                | 86,000                 | 86,000                | 86,000                |
| Total Output Measured                   | 131,289               | 121,230               | 134,000                | 134,000               | 134,000               |
| Comparative Cost Per Output             | \$ 12.85              | \$ 14.07              | \$ 12.99               | \$ 12.86              | \$ 12.47              |

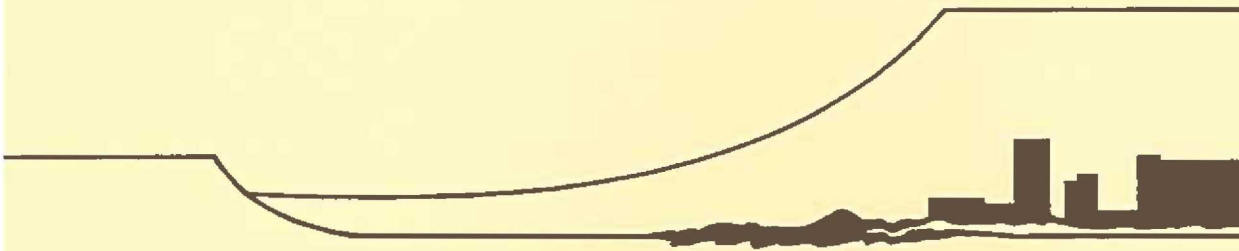


## PRIMARY GOALS &amp; OBJECTIVES FOR 2004 AND 2005

- Implement a two-tiered fee structure for golf (one per-round rate for Lincoln Park and one per-round rate for Tiara Rado Golf course)
- Evaluate accelerating improvements at Tiara Rado (i.e., maintenance facilities, parking, new nine)
- Complete construction of Hole #17 at Tiara Rado (new green, bunkers and cart path)
- Turn over pro shop inventory a minimum of 2x through the season with a 28% profit margin
- Increase practice facility usage (improved range balls, facility improvements and lesson program)

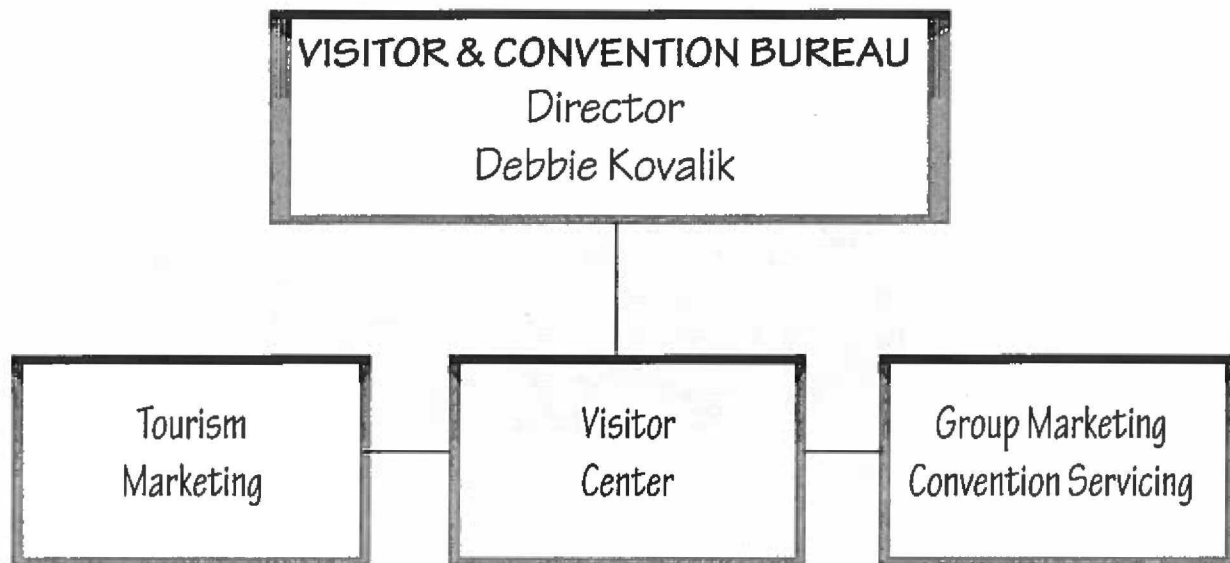


## ***VISITOR & CONVENTION BUREAU***



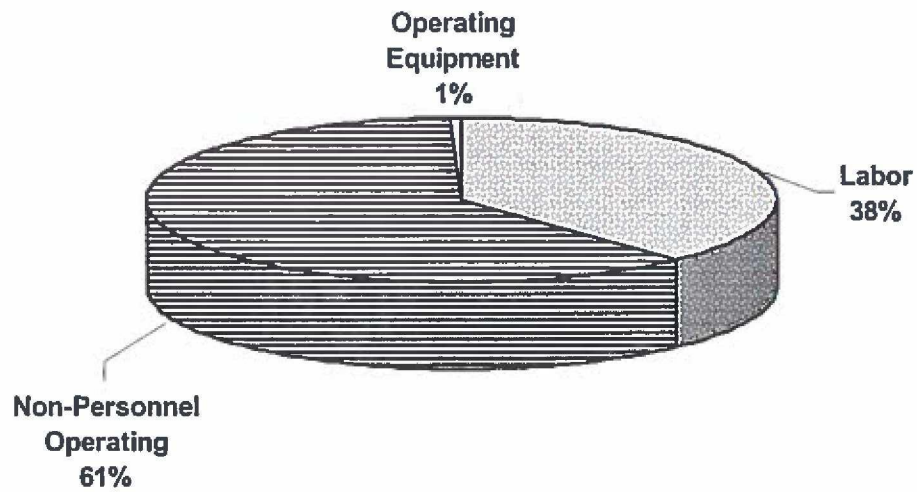
- ◆ ***Tourism Marketing***
- ◆ ***Visitor Center***
- ◆ ***Group Marketing/  
Convention Servicing***

***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 ISSUES

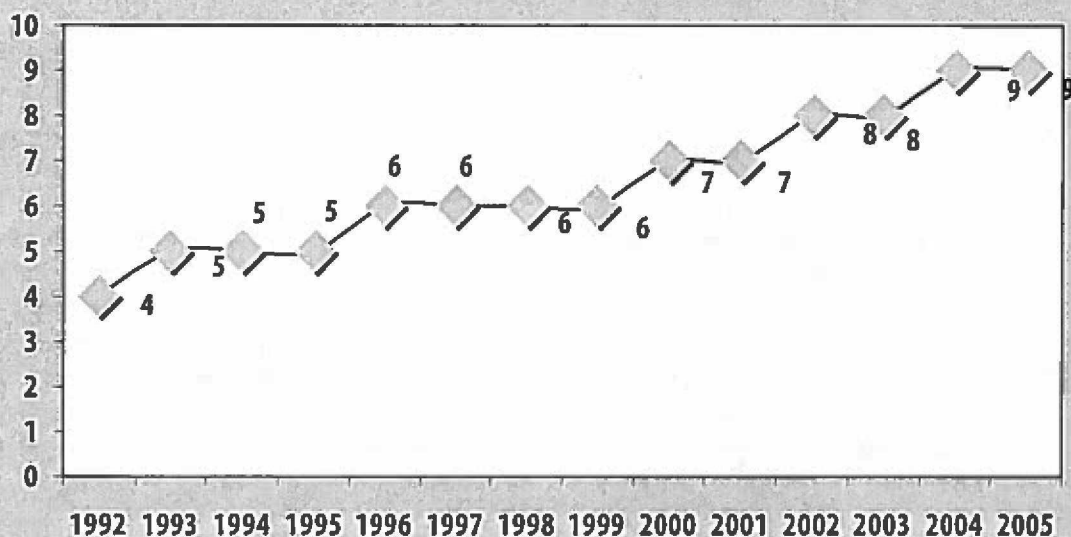
- In 2002, Grand Junction's lodging tax receipts were up 8.2% while nearly every other city in Colorado was reporting sharp declines. Grand Junction's strong showing was attributed to previously-booked reunions/meeting/convention groups as well as a high volume of transient traffic – travelers on I-70 who spend the night in Grand Junction because of its convenient location. The downturn in Colorado's tourism industry and the soft Front Range economy impacted Grand Junction in 2003. Through September, lodging tax receipts are down 3.4% versus 2002. Area hotels report that 2003 transient room sales continue to be brisk and the group tour/motorcoach market is still very positive, but business travel has not recovered from the decline that began in early 2001.
- At the end of 2003, the City loan for construction of the Visitor Center will be paid off and the debt service of \$29,806 will be redirected to the marketing campaign. (This increase in direct marketing expenditures was identified in the 2002-2003 Business Plan.)
- The VCB is adapting its short-term marketing strategy to respond to leisure travelers' changing habits toward shorter planning time and greater price sensitivity. The 2004-2005 budgets redirect marketing dollars to "quick-hit" advertising and special promotions to attract more visitors from within Colorado, especially the Front Range. The \$25,000 previously budgeted for the Western Colorado Travel Expo has also been shifted to Supplemental Marketing. After reviewing the original goals and outcome of the Expo, staff resources dedicated to this event and how the Expo fulfills the Mission Statement, the VCB Board decided not to hold the event in 2004. The Board will reconsider the future of the Expo for 2005.



| Budget By Major Category  | 2003                | 2004                | 2005                |
|---------------------------|---------------------|---------------------|---------------------|
| Labor                     | \$ 475,367          | \$ 523,942          | \$ 540,387          |
| Non-Personnel Operating   | 790,740             | 840,852             | 850,111             |
| Debt Service              | 29,806              | -                   | -                   |
| Operating Equipment       | 11,997              | 10,000              | 5,000               |
| <b>Subtotal Operating</b> | <b>\$ 1,307,910</b> | <b>\$ 1,374,794</b> | <b>\$ 1,395,498</b> |
| Major Capital             | -                   | -                   | -                   |
| <b>TOTAL</b>              | <b>\$ 1,307,910</b> | <b>\$ 1,374,794</b> | <b>\$ 1,395,498</b> |

| % Change                  | 2003 - 2004 | 2004 - 2005 | Average     |
|---------------------------|-------------|-------------|-------------|
| Labor                     | 10.2%       | 3.1%        | 6.7%        |
| Non-Personnel Operating   | 6.3%        | 1.1%        | 3.7%        |
| Debt Service              | -100.0%     | N/A         | N/A         |
| Operating Equipment       | -16.6%      | -50.0%      | -33.3%      |
| <b>Subtotal Operating</b> | <b>5.1%</b> | <b>1.5%</b> | <b>3.3%</b> |
| Major Capital             | N/A         | N/A         | N/A         |
| <b>TOTAL</b>              | <b>5.1%</b> | <b>1.5%</b> | <b>3.3%</b> |

## FULL-TIME COMPLEMENT



VCB will be adding 1 Administrative Clerk in 2002.

| Employees by Division | 1992     | 1993     | 1994     | 1995     | 1996     | 1997     | 1998     | 1999     | 2000     | 2001     | 2002     | 2003     | 2004     | 2005     |
|-----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Administration        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 3        | 4        | 4        | 5        | 5        | 6        | 6        |
| Sales                 | 1        | 1        | 1        | 1        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        | 2        |
| Visitor Center        | 1        | 1        | 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> | <b>9</b> | <b>9</b> |

## VISITOR &amp; CONVENTION BUREAU: Budget By Fund/Organization Code

| Fund #                 | ORG # | ORGN Description                    | 2003<br>Adjusted Budget | 2003<br>Budget Changes | 2003<br>Revised Budget | 2004<br>Budget        | 2005<br>Budget        |
|------------------------|-------|-------------------------------------|-------------------------|------------------------|------------------------|-----------------------|-----------------------|
| 102                    | 14121 | VCB Marketing Brochure              | \$38,000.00             | \$2,114.25             | \$40,114.25            | \$37,000.00           | \$37,000.00           |
| 102                    | 14122 | VCB Marketing Photography           | \$4,000.00              | \$0.00                 | \$4,000.00             | \$4,000.00            | \$4,000.00            |
| 102                    | 14123 | VCB Marketing Summer Promotion      | \$750.00                | \$0.00                 | \$750.00               | \$750.00              | \$750.00              |
| 102                    | 14131 | VCB Marketing Familiarization Trips | \$9,650.00              | (\$1,850.00)           | \$7,800.00             | \$11,100.00           | \$11,700.00           |
| 102                    | 14132 | VCB Marketing Convention Servicing  | \$11,000.00             | (\$2,020.00)           | \$8,980.00             | \$5,600.00            | \$5,600.00            |
| 102                    | 14133 | VCB Marketing Printing              | \$6,500.00              | (\$5,600.00)           | \$900.00               | \$2,000.00            | \$5,000.00            |
| 102                    | 14134 | VCB Marketing Pow Wow               | \$1,500.00              | \$6.94                 | \$1,506.94             | \$1,700.00            | \$1,700.00            |
| 102                    | 142   | VCB Administration                  | \$1,283,555.83          | (\$83,374.78)          | \$1,200,181.05         | \$1,296,394.86        | \$1,313,874.08        |
| 102                    | 1431  | VCB Volunteers                      | \$17,924.00             | (\$4,502.00)           | \$13,422.00            | \$15,799.00           | \$15,424.00           |
| 102                    | 1432  | VCB Retail Operations               | \$260.00                | \$190.00               | \$450.00               | \$450.00              | \$450.00              |
| 102                    | 904   | Debt Service                        | \$0.00                  | \$29,806.00            | \$29,806.00            | \$0.00                | \$0.00                |
| <b>TOTAL: VCB FUND</b> |       |                                     | <b>\$1,373,139.83</b>   | <b>(\$65,229.59)</b>   | <b>\$1,307,910.24</b>  | <b>\$1,374,793.86</b> | <b>\$1,395,498.08</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 39% of the GJVCB's 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 GJVCB. 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 or logging on the website 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 or website inquiry to an actual visit. Additionally, promotions are advertised on Denver television and radio 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 website is an increasingly important marketing tool for leisure travelers. Over 90,000 unique users visited

the website in 2002 and that number is expected to increase in coming years as more travel planning is done via the Internet. Recent research indicates that consumers' travel planning time is very short (1 - 7 days for in-state travel) and that the Internet is the most widely used source of information.

#### **VISITOR CENTER**

The Visitor Center serves as a marketing tool to direct the leisure travel market. 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.

#### **GROUP MARKETING AND CONVENTION SERVICING**

The Group Sales Division focuses on (1) attracting meetings, conventions and tour groups to Grand Junction and (2) providing assistance to those groups while they are in our city. Prospective group clients are developed in a variety of ways:

- Personal contact with prospects at industry trade shows
- Direct mail campaigns
- Co-operative promotions
- Membership in industry organizations
- Inquiries received as a result of prospect's awareness of Grand Junction
- Personal sales calls
- Education/familiarization tours

Utilizing the sales methods listed above the VCB Group Sales Division has built a database of over 2,000 contacts. The sales staff continuously prospects, qualifies and works with these clients to convince them to bring a group or groups to Grand Junction. Once the sales staff confirms

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. It is the responsibility of each individual property to respond directly to the sales leads. 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.

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

|                    | <u>2004 Goal</u> | <u>2005 Goal</u> |
|--------------------|------------------|------------------|
| Sales Leads Issued | 90               | 92               |
| Estimated          |                  |                  |
| Economic Impact    | \$2,127,000      | \$2,202,000      |

#### **BUDGET REVIEW**

The Visitor & Convention Bureau Board of Directors held their annual retreat in April to identify short- and long-term goals and develop strategies to achieve those goals. Discussions during the retreat as well as at monthly Board meetings provided direction to VCB staff in developing the biennial budget. The proposed budget was presented to the Board at the August 12 meeting and was approved for presentation to the Review Team.

#### **REVENUE**

Lodging tax receipts for 2003 have been revised to reflect a 5% decrease from the previous year; total revenue is projected to decrease 3.5%. This is the first time that a revenue decline has been forecast. National trends suggest the travel industry will recover in 2004-2005. Based upon those trends, the VCB anticipates modest increases of 4% and 5%, respectively.

# PERFORMANCE MEASUREMENT

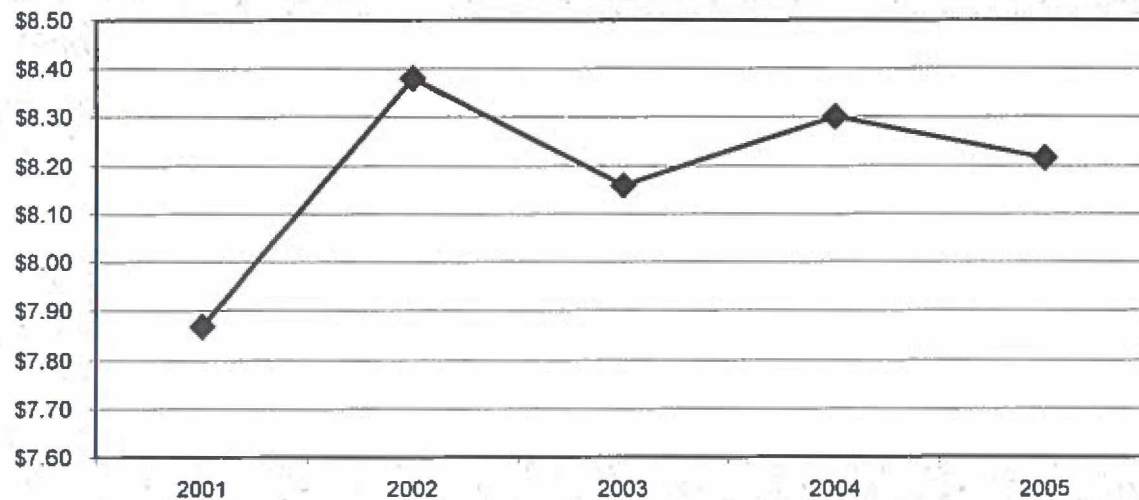
| VCB FUND                            | 2001<br>Actual | 2002<br>Actual | 2003<br>Revised | 2004<br>Budget | 2005<br>Budget |
|-------------------------------------|----------------|----------------|-----------------|----------------|----------------|
| Operating Budget                    | \$ 1,103,536   | \$ 1,238,167   | \$ 1,278,104    | \$ 1,374,794   | \$ 1,395,498   |
| Inflation Index                     | 181.3          | 184.8          | 189.4           | 195.1          | 201.9          |
| Percentage Change from Base Year    | Base           | 1.93%          | 4.48%           | 7.61%          | 11.38%         |
| Inflation Adjusted Operating Budget | \$ 1,103,536   | \$ 1,214,264   | \$ 1,220,861    | \$ 1,270,129   | \$ 1,236,696   |

## Primary Workload/Output Measures

|                               |         |         |         |         |         |
|-------------------------------|---------|---------|---------|---------|---------|
| Total Advertising Response    | 109,118 | 110,737 | 119,989 | 123,500 | 117,000 |
| # of Visits to Visitor Center | 30,105  | 33,170  | 28,186  | 28,000  | 32,000  |
| # of Contacts/Sales           | 1,013   | 1,002   | 1,455   | 1,505   | 1,505   |
| Total Output Measured         | 140,236 | 144,909 | 149,630 | 153,005 | 150,505 |

|                             |         |         |         |         |         |
|-----------------------------|---------|---------|---------|---------|---------|
| Comparative Cost Per Output | \$ 7.87 | \$ 8.38 | \$ 8.16 | \$ 8.30 | \$ 8.22 |
|-----------------------------|---------|---------|---------|---------|---------|

## Cost Trend

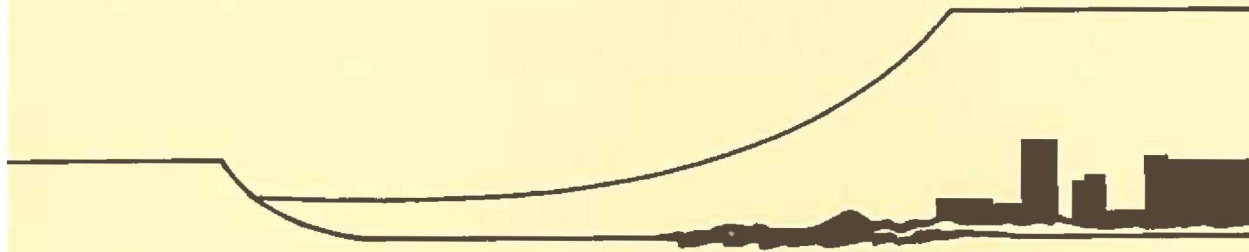


## PRIMARY GOALS & OBJECTIVES FOR 2004 AND 2005

- Redesign Visitor Guide
- Increase emphasis on event/activity promotions (i.e., downtown, golf, wine)
- Increase public relations activity
- Website enhancements
- Continue occupancy/average rate research
- Continue regional marketing focus
- Stronger emphasis on attracting city-wide conventions
- Retire debt for Visitor Center building
- Re-direct \$50,000 to advertise to the new "impulse" travel market
- Increase lodging tax collections by 4% in 2004 and 5% in 2005

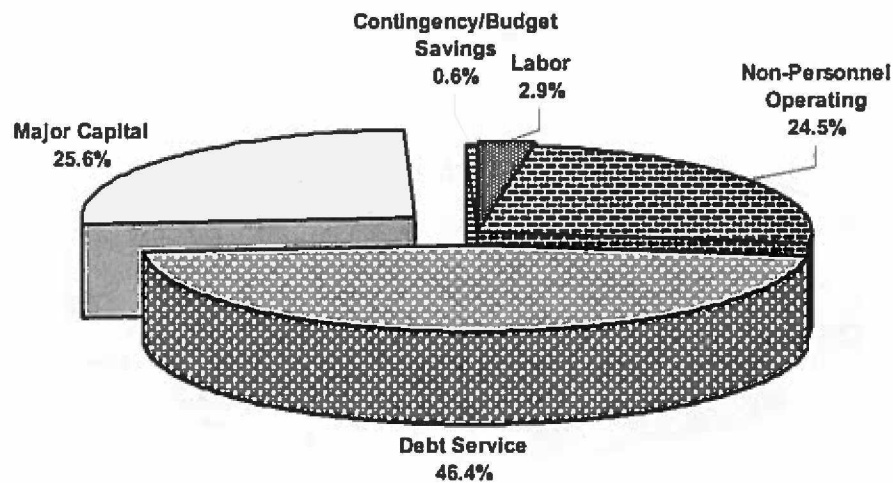


## **NON-DEPARTMENTAL**



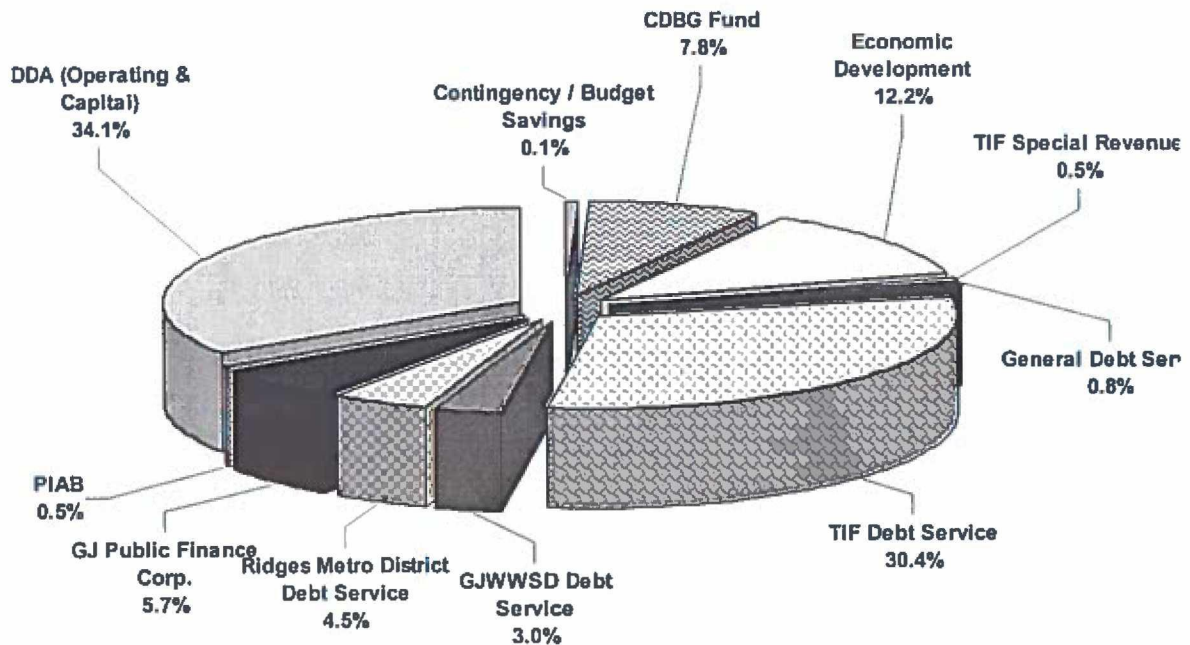
- ◆ ***Contingency/Budget Savings***
- ◆ ***CDBG Fund***
- ◆ ***Economic Development (less labor)***
- ◆ ***TIF Special Revenue***
- ◆ ***General Debt Service***
- ◆ ***TIF Debt Service***
- ◆ ***GJWWSD Debt Service***
- ◆ ***Ridges Metro District Debt Service***
- ◆ ***GJ Public Finance Corp.***
- ◆ ***PIAB***
- ◆ ***DDA (Operating and Capital)***





| Budget By Major Category   | 2003                | 2004                | 2005                |
|----------------------------|---------------------|---------------------|---------------------|
| Labor                      | \$ 146,282          | \$ 141,914          | \$ 146,152          |
| Non-Personnel Operating    | 1,246,962           | 1,177,636           | 1,279,037           |
| Debt Service               | 3,438,701           | 1,819,989           | 1,781,669           |
| Operating Equipment        | 2,500               | 2,000               | 2,000               |
| <b>Subtotal Operating</b>  | <b>\$ 4,834,444</b> | <b>\$ 3,141,539</b> | <b>\$ 3,208,858</b> |
| Major Capital              | 950,000             | 1,796,000           | 1,136,000           |
| Contingency/Budget Savings | (96,100)            | -                   | -                   |
| <b>TOTAL</b>               | <b>\$ 5,688,344</b> | <b>\$ 4,937,539</b> | <b>\$ 4,344,858</b> |

| % Change                   | 2003 - 2004   | 2004 - 2005   | Average       |
|----------------------------|---------------|---------------|---------------|
| Labor                      | -3.0%         | 3.0%          | 0.0%          |
| Non-Personnel Operating    | -5.6%         | 8.6%          | 1.5%          |
| Debt Service               | -47.1%        | -2.1%         | -24.6%        |
| Operating Equipment        | -20.0%        | 0.0%          | -10.0%        |
| <b>Subtotal Operating</b>  | <b>-35.0%</b> | <b>2.1%</b>   | <b>-16.4%</b> |
| Major Capital              | 89.1%         | -36.7%        | 26.2%         |
| Contingency/Budget Savings | -100.0%       | N/A           | N/A           |
| <b>TOTAL</b>               | <b>-13.2%</b> | <b>-12.0%</b> | <b>-12.6%</b> |



| Budget By Major Category           | 2003                | 2004                | 2005                |
|------------------------------------|---------------------|---------------------|---------------------|
| Contingency / Budget Savings       | \$ (96,100)         | \$ 0                | \$ 0                |
| CDBG Fund                          | 446,563             | 365,000             | 364,000             |
| Economic Development (Less Labor)  | 450,000             | 650,000             | 750,000             |
| TIF Special Revenue                | 22,500              | 25,000              | 27,500              |
| General Debt Service               | 42,000              | 42,000              | 42,000              |
| TIF Debt Service                   | 2,400,678           | 1,122,000           | 1,082,000           |
| GJWWSD Debt Service                | 150,367             | 152,681             | 155,181             |
| Ridges Metro District Debt Service | 224,303             | 228,190             | 226,190             |
| GJ Public Finance Corp.            | 287,153             | 284,618             | 286,298             |
| PIAB                               | 31,636              | 21,000              | 21,000              |
| DDA (Operating & Capital)          | 1,729,244           | 2,047,050           | 1,390,689           |
| <b>TOTAL</b>                       | <b>\$ 5,688,344</b> | <b>\$ 4,937,539</b> | <b>\$ 4,344,858</b> |

## NON-DEPARTMENTAL: Budget By Fund/Organization Code

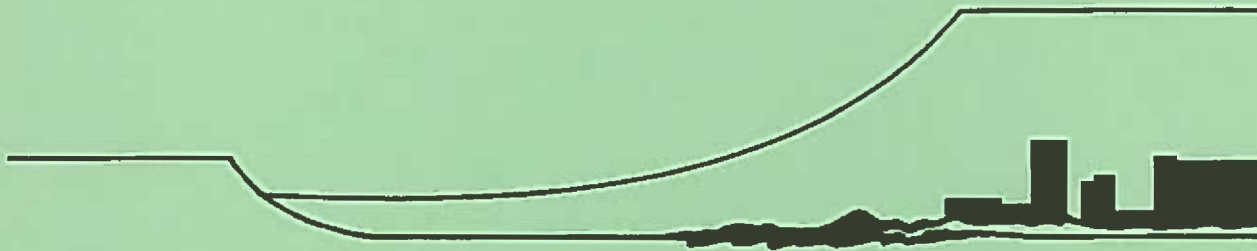
| <u>Fund #</u>                  | <u>Fund Description</u>                   | <u>2003<br/>Adjusted Budget</u> | <u>2003<br/>Budget Changes</u> | <u>2003<br/>Revised Budget</u> | <u>2004<br/>Budget</u> | <u>2005<br/>Budget</u> |
|--------------------------------|---|---------------------------------|--------------------------------|--------------------------------|------------------------|------------------------|
| 100                            | General Fund Contingency                  | \$ 490,500                      | \$ (86,600)                    | \$ 403,900                     | \$ 500,000             | \$ 500,000             |
| 100                            | General Fund Budget Savings               | \$ (500,000)                    | \$ -                           | \$ (500,000)                   | \$ (500,000)           | \$ (500,000)           |
| 103                            | Downtown Development Authority            | \$ 231,334                      | \$ 20,710                      | \$ 252,044                     | \$ 251,050             | \$ 254,689             |
| 104                            | Community Development Block Grants        | \$ 380,000                      | \$ 66,563                      | \$ 446,563                     | \$ 365,000             | \$ 364,000             |
| 106                            | Wood Stove Replacement Incentive          | \$ 25,000                       | \$ (25,000)                    | \$ -                           | \$ -                   | \$ -                   |
| 108                            | Economic Development                      | \$ 450,000                      | \$ -                           | \$ 450,000                     | \$ 650,000             | \$ 750,000             |
| 109                            | Tax Increment Financing Special Revenue   | \$ -                            | \$ 22,500                      | \$ 22,500                      | \$ 25,000              | \$ 27,500              |
| 203                            | Tax Increment Capital Improvements        | \$ -                            | \$ 1,477,200                   | \$ 1,477,200                   | \$ 1,796,000           | \$ 1,136,000           |
| 610                            | General Debt Service                      | \$ 42,000                       | \$ -                           | \$ 42,000                      | \$ 42,000              | \$ 42,000              |
| 611                            | Tax Increment Financing Debt Service      | \$ 545,178                      | \$ 1,855,500                   | \$ 2,400,678                   | \$ 1,122,000           | \$ 1,082,000           |
| 612                            | GJWSD Debt Service                        | \$ 149,567                      | \$ 800                         | \$ 150,367                     | \$ 152,681             | \$ 155,181             |
| 613                            | Ridges Debt Service                       | \$ 224,103                      | \$ 200                         | \$ 224,303                     | \$ 228,190             | \$ 226,190             |
| 614                            | GJ Public Finance Authority Debt Service  | \$ 287,153                      | \$ -                           | \$ 287,153                     | \$ 284,618             | \$ 286,298             |
| 703                            | Parks Improvement Advisory Board - Agency | \$ 15,525                       | \$ 16,111                      | \$ 31,636                      | \$ 21,000              | \$ 21,000              |
| <b>TOTAL: NON-DEPARTMENTAL</b> |   | <b>\$2,340,360.00</b>           | <b>\$3,347,984.00</b>          | <b>\$5,688,344.00</b>          | <b>\$4,937,538.00</b>  | <b>\$4,344,858.00</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. 118-03

A RESOLUTION ADOPTING THE BUDGET FOR THE PURPOSE OF  
DEFRAYING THE EXPENSES AND LIABILITIES FOR THE FISCAL YEARS  
ENDING DECEMBER 31, 2004 AND 2005.

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, 2004 and 2005; 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, 2004 and 2005, 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, 2004 and 2005.

ADOPTED AND APPROVED THIS 3<sup>rd</sup> Day of December 2003.

APPROVED:

  
President of the Council

ATTEST:

  
City Clerk

## Ordinance No. 3587

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, 2004, AND ENDING DECEMBER 31, 2004.

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, 2004, and ending December 31, 2004, said sums to be derived from the various funds as indicated for the expenditures of:

| <u>FUND NAME</u>                   | <u>FUND #</u> | <u>APPROPRIATION</u> | <u>Emergency Reserve</u> |
|------------------------------------|---------------|----------------------|--------------------------|
| General                            | 100           | \$ 44,005,820        | \$ 2,500,000             |
| Enhanced 911 Special Revenue       | 101           | \$ 946,844           |                          |
| Visitor & Convention Bureau        | 102           | \$ 1,374,794         |                          |
| DDA Operations                     | 103           | \$ 251,050           |                          |
| CDBG Special Revenue               | 104           | \$ 400,000           |                          |
| Parkland Expansion                 | 105           | \$ 1,172,468         |                          |
| Golf Course Expansion              | 107           | \$ 243,000           |                          |
| Economic Development               | 108           | \$ 681,191           |                          |
| DDA/TIF Special Revenue            | 109           | \$ 1,151,000         |                          |
| Sales Tax CIP                      | 201           | \$ 16,834,610        |                          |
| Storm Drainage Improvement         | 202           | \$ 3,997,000         |                          |
| DDA/TIF/CIP                        | 203           | \$ 1,796,000         |                          |
| Future Street Improvements         | 207           | \$ 550,000           |                          |
| Water                              | 301           | \$ 6,922,873         |                          |
| Solid Waste                        | 302           | \$ 2,400,468         |                          |
| Two Rivers Convention Center       | 303           | \$ 1,860,301         |                          |
| Swimming Pools                     | 304           | \$ 921,655           |                          |
| Lincoln Park Golf Course           | 305           | \$ 731,244           |                          |
| Tiara Rado Golf Course             | 306           | \$ 1,305,578         |                          |
| Parking                            | 308           | \$ 238,027           |                          |
| Irrigation                         | 309           | \$ 191,682           |                          |
| Data Processing                    | 401           | \$ 2,076,093         |                          |
| Equipment                          | 402           | \$ 5,968,790         |                          |
| Stores                             | 403           | \$ 229,416           |                          |
| Self Insurance                     | 404           | \$ 1,069,780         |                          |
| Communications Center              | 405           | \$ 3,062,394         |                          |
| General Debt Service               | 610           | \$ 42,000            |                          |
| DDA Debt Service                   | 611           | \$ 1,122,000         |                          |
| GJWWSD Debt Service                | 612           | \$ 152,681           |                          |
| Ridges Metro District Debt Service | 613           | \$ 228,190           |                          |

|                                     |     |           |                    |                     |
|-------------------------------------|-----|-----------|--------------------|---------------------|
| Grand Junction Public Finance Corp. | 614 | \$        | 284,618            |                     |
| Parks Improvement Advisory Board    | 703 | \$        | 156,000            |                     |
| Cemetery Perpetual Care             | 704 | \$        | 33,000             |                     |
| Joint Sewer System                  | 900 | \$        | 13,084,148         |                     |
| <b>TOTAL ALL FUNDS</b>              |     | <b>\$</b> | <b>115,484,715</b> | <b>\$ 2,500,000</b> |

SECTION 2. The following amounts are hereby levied for collection in the year 2004 and for the specific purpose indicated:

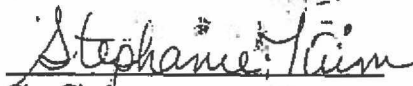
|   | <u>Millage<br/>Rate</u> | <u>Amount<br/>Levied</u> |
|---|-------------------------|--------------------------|
| For General Fund  | 8.000                   | \$4,061,724              |
| Temporary Credit  | 0.631                   | -\$320,273               |
| For Ridges Metropolitan District Fund<br>District #1        | 7.120                   | \$126,429                |
| For Grand Junction West Water &<br>Sanitation District Fund | 6.450                   | \$78,284                 |
| For Downtown Development Authority<br>Temporary Credit      | 5.000                   | \$128,337                |

SECTION 3. That commencing January 1, 2004, the annual salary for the City Manager of the City of Grand Junction, Colorado shall be \$118,000.

INTRODUCED AND ORDERED PUBLISHED the 19th day of November, 2003.

PASSED AND ADOPTED this 3rd day of December, 2003.

Attest:

  
City Clerk

  
President of the Council



**CITY OF GRAND JUNCTION**  
**2004 Classification and Compensation Schedule**

| 2004<br>Regular PT<br>Employees | 2004<br>Full Time<br>Employees |   | Entry<br>Monthly | Inter I<br>Monthly | Inter II<br>Monthly | Proficient<br>Monthly |
|---------------------------------|--------------------------------|---|------------------|--------------------|---------------------|-----------------------|
|                                 |                                | <b>BENCHMARK: 911 Telecommunicator</b>                    |                  |                    |                     |                       |
|                                 | 23                             | 911 Telecommunicator                                      | 2982             | 3096               |                     | 3406                  |
| 0                               | 23                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Accounting Clerk</b>                        |                  |                    |                     |                       |
|                                 | 2                              | Leisure Services Representative                           | 2368             |                    |                     | 2723                  |
|                                 | 1                              | Storekeeper   | 2368             |                    |                     | 2723                  |
| 1                               | 3                              | Accounting Clerk  | 2488             |                    |                     | 2861                  |
|                                 | 1                              | Payroll Technician  | 2815             |                    |                     | 3007                  |
|                                 | 6                              | Customer Service Representative                           | 2815             |                    |                     | 3007                  |
|                                 | 2                              | Senior Customer Service Rep                               | 2889             |                    |                     | 3322                  |
| 1                               | 15                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Administrative Clerk</b>                    |                  |                    |                     |                       |
| 1                               |                                | Life Guard (PT)   | 1823             |                    |                     | 2097                  |
| 1                               |                                | Banquet Captain   | 1870             |                    |                     | 2150                  |
| 5                               | 0                              | Recreation Leader II (PT)                                 | 2170             |                    |                     | 2496                  |
| 2                               | 4                              | Administrative Clerk                                      | 2282             |                    |                     | 2624                  |
| 9                               | 4                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Auditor</b>                                 |                  |                    |                     |                       |
|                                 | 1                              | Accountant / Analyst                                      | 3355             |                    |                     | 3858                  |
|                                 | 1                              | Buyer   | 3355             |                    |                     | 3858                  |
|                                 | 1                              | Auditor   | 3705             |                    |                     | 4261                  |
|                                 | 2                              | Senior Buyer  | 3705             |                    |                     | 4261                  |
|                                 | 5                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Automotive and Heavy Equipment Mechanic</b> |                  |                    |                     |                       |
|                                 | 2                              | Parks Equipment Mechanic                                  | 2962             |                    |                     | 3406                  |
|                                 | 1                              | Service Writer  | 3113             |                    |                     | 3580                  |
| 1                               | 5                              | Auto and Heavy Equip Mechanic                             | 2557             |                    |                     | 3580                  |
| 1                               | 8                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Budget &amp; Accounting Manager</b>         |                  |                    |                     |                       |
|                                 | 1                              | Accounting Supervisor                                     | 4577             |                    |                     | 5264                  |
|                                 | 1                              | City Clerk  | 5055             |                    |                     | 5813                  |
|                                 | 1                              | Customer Service Manager                                  | 5055             |                    |                     | 5813                  |
|                                 | 1                              | Purchasing Manager  | 5055             |                    |                     | 5813                  |
|                                 | 1                              | Systems Support Supervisor                                | 5055             |                    |                     | 5813                  |
|                                 | 1                              | Budget and Accounting Manager                             | 5312             |                    |                     | 6109                  |
|                                 | 1                              | Human Resources Manager                                   | 6478             |                    |                     | 7450                  |
|                                 | 1                              | Information Services Manager                              | 6642             |                    |                     | 7638                  |
|                                 | 8                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Code Enforcement Officer</b>                |                  |                    |                     |                       |
|                                 | 1                              | Parking Meter Services Wkr                                | 2815             |                    |                     | 3007                  |
|                                 | 3                              | Code Enforcement Officer                                  | 3037             |                    |                     | 3492                  |
|                                 | 8                              | Police Services Technician                                | 3037             |                    |                     | 3492                  |
|                                 | 12                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Construction Inspector</b>                  |                  |                    |                     |                       |
|                                 | 2                              | Survey Technician   | 3152             |                    |                     | 3625                  |
|                                 | 4                              | Construction Inspector                                    | 3482             |                    |                     | 4004                  |
|                                 | 1                              | Development Inspector                                     | 3482             |                    |                     | 4004                  |
|                                 | 1                              | Quality Assurance Technician                              | 3482             |                    |                     | 4004                  |
|                                 | 1                              | Senior Survey Technician                                  | 3482             |                    |                     | 4004                  |
|                                 | 1                              | Senior Construction Inspector                             | 3660             |                    |                     | 4209                  |
|                                 | 10                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Communication Shift Supervisor</b>          |                  |                    |                     |                       |
|                                 | 5                              | Communications Shift Supervisor                           | 3799             |                    |                     | 4369                  |
|                                 | 1                              | Police Records Manager                                    | 3992             |                    |                     | 4591                  |
|                                 | 1                              | Crime Lab Manager   | 4834             |                    |                     | 5329                  |
|                                 | 1                              | Communications Center Mgr                                 | 5247             |                    |                     | 6034                  |
|                                 | 8                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Criminalist</b>                             |                  |                    |                     |                       |
| 1                               |                                | Crime Analyst   | 3570             |                    |                     | 4105                  |
|                                 | 2                              | Criminalist   | 3943             |                    |                     | 4535                  |
|                                 | 1                              | Sr. Criminalist   | 4358             |                    |                     | 5009                  |
| 1                               | 3                              |   |                  |                    |                     |                       |

**CITY OF GRAND JUNCTION**  
**2004 Classification and Compensation Schedule**

**RELATED INFORMATION**

| 2004<br>Regular PT<br>Employees | 2004<br>Full Time<br>Employees |  | Entry<br>Monthly | Inter I<br>Monthly | Inter II<br>Monthly | Proficient<br>Monthly |
|---------------------------------|--------------------------------|--|------------------|--------------------|---------------------|-----------------------|
|                                 |                                | <b>BENCHMARK: Engineering Technician</b>         |                  |                    |                     |                       |
|                                 | 4                              | Planning Technician                              | 3037             |                    |                     | 3492                  |
|                                 | 0                              | Transportation Systems Technician                | 3192             |                    |                     | 3671                  |
|                                 | 3                              | Engineering Technician                           | 3192             |                    |                     | 3671                  |
|                                 | 1                              | Real Estate Technician                           | 3355             |                    |                     | 3858                  |
|                                 | 1                              | Senior Engineering Technician                    | 3355             |                    |                     | 3858                  |
|                                 | 1                              | Real Estate Specialist                           | 3525             |                    |                     | 4054                  |
|                                 | 2                              | Transportation Systems Analyst                   | 3705             |                    |                     | 4281                  |
|                                 | 1                              | Senior Real Estate Specialist                    | 3895             |                    |                     | 4479                  |
|                                 | 13                             |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Equipment Operator</b>             |                  |                    |                     |                       |
|                                 | 17                             | Equipment Operator                               | 2784             | 2902               | 3048                | 3200                  |
|                                 | 2                              | Utility Locator                                  | 2924             |                    |                     | 3363                  |
|                                 | 15                             | Specialty Equipment Operator                     | 2924             |                    |                     | 3363                  |
|                                 | 1                              | Senior Meter Reader                              | 2905             | 3050               | 3203                | 3363                  |
|                                 | 10                             | Pipeline Maintenance Worker                      | 2905             | 3050               | 3203                | 3363                  |
|                                 | 1                              | Equipment Supply Coordinator                     | 3055             | 3207               | 3368                | 3536                  |
|                                 | 7                              | Public Works Crew Leader                         | 3055             | 3207               | 3368                | 3536                  |
|                                 | 2                              | Pipeline Maintenance Crew Leader                 | 3210             | 3371               | 3539                | 3716                  |
|                                 | 55                             |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Evidence Technician</b>            |                  |                    |                     |                       |
|                                 | 1                              | Lab/Evidence Assistant                           | 2615             |                    |                     | 3007                  |
|                                 | 1                              | Evidence Technician                              | 2889             |                    |                     | 3322                  |
|                                 | 2                              |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Firefighter</b>                    |                  |                    |                     |                       |
|                                 | 27                             | Firefighter                                      | 3302             | 3467               | 3640                | 4004                  |
|                                 | 15                             | Fire Engineer                                    | 4013             | 4213               |                     | 4424                  |
|                                 | 18                             | Firefighter / Paramedic                          | 3648             | 3830               | 4022                | 4424                  |
|                                 | 2                              | Fire Prevention Officer                          | 4226             |                    |                     | 4649                  |
|                                 | 1                              | Public Information Officer                       | 4226             |                    |                     | 4649                  |
|                                 | 63                             |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Fire Unit Supervisor (Captain)</b> |                  |                    |                     |                       |
|                                 | 15                             | Fire Unit Supervisor (Captain)                   | 4711             | 4826               |                     | 4947                  |
|                                 | 1                              | Fire Investigations Coordinator                  | 4520             |                    |                     | 5198                  |
|                                 | 1                              | Hazardous Materials Coord.                       | 4520             |                    |                     | 5198                  |
|                                 | 1                              | EMS Coordinator                                  | 4750             |                    |                     | 5483                  |
|                                 | 1                              | Training Officer                                 | 4750             |                    |                     | 5483                  |
|                                 | 3                              | Admin Fire Officer (Shift Commander)             | 5747             |                    |                     | 6034                  |
|                                 | 1                              | Administration/Operations Officer                | 6670             |                    |                     | 7004                  |
|                                 | 23                             |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: HR Analyst</b>                     |                  |                    |                     |                       |
|                                 | 1                              | Victims Services Coordinator                     | 3192             |                    |                     | 3671                  |
| 1                               |                                | Cultural Arts Coordinator                        | 3272             |                    |                     | 3763                  |
|                                 | 1                              | VCB Promotions Coordinator                       | 3272             |                    |                     | 3763                  |
|                                 | 1                              | Human Resources Programs Coordinator             | 3705             |                    |                     | 4281                  |
|                                 | 1                              | Police Dept Information Coordinator              | 3705             |                    |                     | 4281                  |
|                                 | 1                              | Sales & Marketing Coordinator                    | 3799             |                    |                     | 4369                  |
|                                 | 1                              | Training Coordinator                             | 4093             |                    |                     | 4707                  |
|                                 | 2                              | Human Resources Analyst                          | 4093             |                    |                     | 4707                  |
|                                 | 1                              | Public Communications Coordinator                | 4093             |                    |                     | 4707                  |
|                                 | 1                              | Staff Attorney                                   | 4520             |                    |                     | 5198                  |
|                                 | 1                              | Assistant to the City Manager                    | 4520             |                    |                     | 5198                  |
|                                 | 1                              | Risk Manager                                     | 4750             |                    |                     | 5483                  |
|                                 | 1                              | Environ Reg Compliance Coordinator               | 4892             |                    |                     | 5741                  |
| 1                               | 13                             |  |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: IS Support Specialist</b>          |                  |                    |                     |                       |
|                                 | 1                              | Print Shop Operator                              | 2715             |                    |                     | 3122                  |
|                                 | 1                              | Computer Operator                                | 2715             |                    |                     | 3122                  |
|                                 | 1                              | Webserver Coordinator                            | 3313             |                    |                     | 3810                  |
|                                 | 1                              | Telecommunications Technician                    | 3313             |                    |                     | 3810                  |
|                                 | 5                              | IS Support Specialist                            | 3313             |                    |                     | 3810                  |
|                                 | 3                              | GIS Technician II                                | 3313             |                    |                     | 3810                  |
|                                 | 1                              | GIS Technician III                               | 3482             |                    |                     | 4004                  |
|                                 | 2                              | GIS Analyst                                      | 3847             |                    |                     | 4424                  |
|                                 | 15                             |  |                  |                    |                     |                       |

**CITY OF GRAND JUNCTION**  
**2004 Classification and Compensation Schedule**

| 2004<br>Regular PT<br>Employees | 2004<br>Full Time<br>Employees |   | Entry<br>Monthly | Inter I<br>Monthly | Inter II<br>Monthly | Proficient<br>Monthly |
|---------------------------------|--------------------------------|---|------------------|--------------------|---------------------|-----------------------|
|                                 |                                | <b>BENCHMARK: Parks Equipment Operator</b>  | PE               |                    |                     |                       |
|                                 | 5                              | Custodian                                   | 1965             |                    |                     | 2260                  |
|                                 | 4                              | Building Maintenance Worker                 | 2648             |                    |                     | 3045                  |
|                                 | 5                              | Parks Equipment Operator                    | 2697             | 2832               | 2973                | 3122                  |
| 2                               | 8                              | Grounds Equipment Operator                  | 2764             | 2902               | 3048                | 3200                  |
|                                 | 3                              | Forestry Equipment Operator                 | 2834             | 2976               | 3125                | 3281                  |
|                                 | 1                              | Sr. Building Maintenance Worker             | 2924             |                    |                     | 3363                  |
|                                 | 7                              | Parks Crew Leader                           | 2998             | 3127               | 3284                | 3448                  |
|                                 | 8                              | Grounds Crew Leader                         | 3055             | 3207               | 3368                | 3536                  |
|                                 | 4                              | Forestry Crew Leader                        | 3131             | 3288               | 3452                | 3625                  |
| 2                               | 45                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Police Officer</b>            |                  |                    |                     |                       |
|                                 | 65                             | Police Officer                              | 3648             | 3830               | 4022                | 4424                  |
|                                 | 65                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Police Sergeant</b>           |                  |                    |                     |                       |
|                                 | 12                             | Police Sergeant                             | 5400             |                    |                     | 5670                  |
|                                 | 1                              | Professional Standards Administ.            | 5183             |                    |                     | 5960                  |
|                                 | 5                              | Police Lieutenant                           | 6589             |                    |                     | 6918                  |
|                                 | 2                              | Police Captain                              | 7274             |                    |                     | 7638                  |
|                                 | 20                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Police Records Specialist</b> |                  |                    |                     |                       |
|                                 | 9                              | Police Records Specialist                   | 2457             |                    |                     | 2826                  |
|                                 | 9                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Project Engineer</b>          |                  |                    |                     |                       |
|                                 | 1                              | Riverside Project Specialist                | 3799             |                    |                     | 4369                  |
|                                 | 1                              | Engineer (EIT)                              | 4197             |                    |                     | 4826                  |
|                                 | 7                              | Project Engineer                            | 5118             |                    |                     | 5886                  |
|                                 | 9                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Recreation Coordinator</b>    |                  |                    |                     |                       |
| 1                               | 2                              | 2nd Assistant Golf Professional             | 2427             |                    |                     | 2791                  |
|                                 | 1                              | 1st Assistant Golf Professional             | 2962             |                    |                     | 3406                  |
|                                 | 1                              | Banquet Supervisor                          | 2962             |                    |                     | 3406                  |
|                                 | 1                              | Recreation Coordinator                      | 3272             |                    |                     | 3763                  |
|                                 | 1                              | Aquatics Coordinator                        | 3272             |                    |                     | 3763                  |
|                                 | 1                              | Chef  | 3272             |                    |                     | 3763                  |
| 1                               | 7                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Recreation Supervisor</b>     |                  |                    |                     |                       |
|                                 | 1                              | VCB Sales Manager                           | 4093             |                    |                     | 4707                  |
|                                 | 3                              | Parks Maintenance Supervisor                | 4302             |                    |                     | 4847                  |
|                                 | 2                              | Recreation Supervisor                       | 4302             |                    |                     | 4847                  |
|                                 | 1                              | Recreation Superintendent                   | 4992             |                    |                     | 5741                  |
|                                 | 1                              | Convention Center Manager                   | 4992             |                    |                     | 5741                  |
|                                 | 1                              | Golf Professional                           | 4992             |                    |                     | 5741                  |
|                                 | 1                              | Golf Course Superintendent                  | 4992             |                    |                     | 5741                  |
|                                 | 1                              | Asst Parks & Recreation Dir                 | 5514             |                    |                     | 6341                  |
|                                 | 11                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Sr. Admin Assistant</b>       |                  |                    |                     |                       |
| 2                               | 12                             | Administrative Assistant                    | 2583             |                    |                     | 2970                  |
|                                 | 1                              | VCB Services Coordinator                    | 2583             |                    |                     | 2970                  |
|                                 | 1                              | Purchasing Technician                       | 2715             |                    |                     | 3122                  |
|                                 | 14                             | Senior Administrative Assistant             | 2853             |                    |                     | 3281                  |
|                                 | 1                              | Event Coordinator                           | 2853             |                    |                     | 3281                  |
|                                 | 1                              | VCB Sales Assistant                         | 2853             |                    |                     | 3281                  |
|                                 | 5                              | Administrative Specialist                   | 2998             |                    |                     | 3448                  |
|                                 | 1                              | Executive Assistant                         | 2998             |                    |                     | 3448                  |
| 2                               | 36                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Senior Planner</b>            |                  |                    |                     |                       |
|                                 | 3                              | Associate Planner                           | 3992             |                    |                     | 4591                  |
|                                 | 3                              | Senior Planner                              | 4410             |                    |                     | 5071                  |
|                                 | 1                              | Parks Planner                               | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Principal Planner                           | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Code Enforcement Supervisor                 | 4870             |                    |                     | 5600                  |
|                                 | 1                              | Development Services Supvr.                 | 4870             |                    |                     | 5600                  |
|                                 | 1                              | Planning Manager                            | 5653             |                    |                     | 6501                  |
|                                 | 11                             |   |                  |                    |                     |                       |

**CITY OF GRAND JUNCTION**  
**2004 Classification and Compensation Schedule**

**RELATED INFORMATION**

| 2004<br>Regular PT<br>Employees | 2004<br>Full Time<br>Employees |   | Entry<br>Monthly | Inter I<br>Monthly | Inter II<br>Monthly | Proficient<br>Monthly |
|---------------------------------|--------------------------------|---|------------------|--------------------|---------------------|-----------------------|
|                                 |                                | <b>BENCHMARK: Street Superintendent</b>     |                  |                    |                     |                       |
|                                 | 1                              | City Surveyor                               | 4197             |                    |                     | 4826                  |
|                                 | 3                              | PW Maint Sup- Streets / Traffic             | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Construction Supervisor                     | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Wastewater Maint Supervisor                 | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Wastewater Operations Supervisor            | 4634             |                    |                     | 5329                  |
|                                 | 2                              | PW Maint Supervisor - Water                 | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Water Resources Supervisor                  | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Water Supply Supervisor                     | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Solid Waste Supervisor                      | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Industrial Pre-treatment Supervisor         | 4634             |                    |                     | 5329                  |
|                                 | 1                              | Real Estate Manager                         | 4870             |                    |                     | 5600                  |
|                                 | 1                              | GIS / CADD Manager                          | 4870             |                    |                     | 5600                  |
|                                 | 1                              | Street Superintendent                       | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Environmental Lab Manager                   | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Wastewater Svcs Superintendent              | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Solid Waste Superintendent                  | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Fleet & Facilities Manager                  | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Water Services Superintendent               | 5653             |                    |                     | 6501                  |
|                                 | 20                             |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Transportation Engineer</b>   |                  |                    |                     |                       |
|                                 | 1                              | Utility Engineer                            | 5378             |                    |                     | 6185                  |
|                                 | 1                              | Transportation Engineer                     | 5514             |                    |                     | 6341                  |
|                                 | 1                              | Engineering Projects Manager                | 5514             |                    |                     | 6341                  |
|                                 | 1                              | City Engineer                               | 6090             |                    |                     | 7004                  |
|                                 | 1                              | Riverside Project Manager                   | 6243             |                    |                     | 7179                  |
|                                 | 1                              | Public Works Manager                        | 6399             |                    |                     | 7359                  |
|                                 | 1                              | Utility Manager                             | 6399             |                    |                     | 7359                  |
|                                 | 1                              | Riverside Program Manager                   | 6399             |                    |                     | 7359                  |
|                                 | 8                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Systems/Network Analyst</b>   |                  |                    |                     |                       |
|                                 | 5                              | Systems/Network Analyst                     | 4750             |                    |                     | 5463                  |
|                                 | 5                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: Traffic Signal Technician</b> |                  |                    |                     |                       |
|                                 | 4                              | Traffic Technician                          | 3017             | 3167               | 3326                | 3492                  |
|                                 | 2                              | Traffic Signal Technician                   | 3171             | 3330               | 3496                | 3671                  |
|                                 | 1                              | Traffic Crew Leader                         | 3333             | 3499               | 3674                | 3858                  |
|                                 | 7                              |   |                  |                    |                     |                       |
|                                 |                                | <b>BENCHMARK: WW Plant Operator</b>         |                  |                    |                     |                       |
|                                 | 1                              | Assistant Plant Mechanic                    | 2889             |                    |                     | 3322                  |
|                                 | 2                              | Stationary Equipment Operator               | 3037             |                    |                     | 3492                  |
|                                 | 4                              | Plant Mechanic                              | 3192             |                    |                     | 3671                  |
|                                 | 1                              | TV Equipment Operator                       | 3192             |                    |                     | 3671                  |
|                                 | 1                              | Electrician                                 | 3192             |                    |                     | 3671                  |
|                                 | 1                              | Cross Connection Control Coordinator        | 3192             |                    |                     | 3671                  |
|                                 | 1                              | Plant Safety Coordinator                    | 3192             |                    |                     | 3671                  |
|                                 | 1                              | Lab Technician                              | 3192             |                    |                     | 3671                  |
|                                 | 4                              | Water Plant Operator                        | 3355             |                    |                     | 3858                  |
|                                 | 5                              | Wastewater Plant Operator                   | 3355             |                    |                     | 3858                  |
|                                 | 2                              | Lead Plant Mechanic                         | 3525             |                    |                     | 4054                  |
|                                 | 1                              | Laboratory Analyst                          | 3525             |                    |                     | 4054                  |
|                                 | 1                              | Indust Pre-Treat Specialist                 | 3705             |                    |                     | 4261                  |
|                                 | 3                              | Laboratory Chemist                          | 3895             |                    |                     | 4479                  |
|                                 | 1                              | Water Quality Specialist                    | 3895             |                    |                     | 4479                  |
|                                 | 29                             |   |                  |                    |                     |                       |
|                                 |                                | <b>Executive Staff</b>                      |                  |                    |                     |                       |
|                                 | 1                              | VCB Director                                |                  |                    |                     | 6925                  |
|                                 | 1                              | Assistant City Manager                      |                  |                    |                     | 7864                  |
|                                 | 1                              | Community Development Director              |                  |                    |                     | 8000                  |
|                                 | 1                              | Parks and Recreation Director               |                  |                    |                     | 7625                  |
|                                 | 1                              | Fire Chief                                  |                  |                    |                     | 8183                  |
|                                 | 1                              | City Attorney                               |                  |                    |                     | vacant                |
|                                 | 1                              | Police Chief                                |                  |                    |                     | 8583                  |
|                                 | 1                              | Public Works and Utilities Director         |                  |                    |                     | 8458                  |
|                                 | 1                              | City Manager                                |                  |                    |                     | 9833                  |
|                                 | 1                              | Administrative Services Director            |                  |                    |                     | 8268                  |
|                                 | 1                              | Assistant City Attorney                     |                  |                    |                     | 7339                  |
|                                 | 1                              | Management Intern                           |                  |                    |                     | 2500                  |
|                                 | 12                             |   |                  |                    |                     |                       |
|                                 | 575                            | <b>TOTAL EMPLOYEES</b>                      |                  |                    |                     |                       |



## Operating Equipment List, By Fund

| Fund | Orgn | Acct  | Activity | Activity Title                    | 03-CUR    | 04-CUR    | 05-CUR    |
|------|------|-------|----------|-----------------------------------|-----------|-----------|-----------|
| 100  | 111  | 78100 | 134210   | Telephone                         | \$ -      | \$ 350    | \$ -      |
| 100  | 121  | 78200 | 107140   | Computers                         | \$ 1,936  | \$ -      | \$ -      |
| 100  | 121  | 78400 | 0        | Furniture & Fixtures              | \$ -      | \$ 2,000  | \$ -      |
| 100  | 131  | 78200 | 126050   | Printer, Laserjet                 | \$ 1,500  | \$ -      | \$ -      |
| 100  | 131  | 78400 | 113420   | Furniture, Office                 | \$ 1,500  | \$ -      | \$ -      |
| 100  | 201  | 78400 | 113420   | Furniture, Office                 | \$ 500    | \$ -      | \$ -      |
| 100  | 210  | 78200 | 107148   | Fileserver                        | \$ 3,500  | \$ -      | \$ -      |
| 100  | 210  | 78200 | 120610   | Monitor, PC                       | \$ 890    | \$ -      | \$ -      |
| 100  | 210  | 78200 | 126030   | Printer, Laser                    | \$ -      | \$ 2,300  | \$ -      |
| 100  | 222  | 78600 | 107140   | Computers                         | \$ -      | \$ 1,000  | \$ -      |
| 100  | 231  | 78100 | 118440   | Machines                          | \$ -      | \$ -      | \$ 900    |
| 100  | 231  | 78100 | 127425   | Recorder, Cassette                | \$ -      | \$ 800    | \$ -      |
| 100  | 231  | 78200 | 118440   | Machines                          | \$ 900    | \$ 1,000  | \$ 2,100  |
| 100  | 231  | 78400 | 101884   | Auditorium                        | \$ -      | \$ 200    | \$ 200    |
| 100  | 231  | 78400 | 113400   | Furnishings, Office               | \$ 600    | \$ 600    | \$ 600    |
| 100  | 241  | 78400 | 104070   | Cabinet, File                     | \$ -      | \$ 1,200  | \$ -      |
| 100  | 241  | 78400 | 113420   | Furniture, Office                 | \$ 4,000  | \$ 4,000  | \$ -      |
| 100  | 261  | 78400 | 0        | Furniture & Fixtures              | \$ 1,900  | \$ -      | \$ -      |
| 100  | 261  | 78400 | 138220   | Work Stations                     | \$ 1,510  | \$ -      | \$ -      |
| 100  | 311  | 78200 | 126030   | Printer, Laser                    | \$ -      | \$ -      | \$ 3,555  |
| 100  | 311  | 78200 | 129880   | Scanner, Color                    | \$ -      | \$ 2,700  | \$ -      |
| 100  | 311  | 78600 | 126209   | Projector                         | \$ -      | \$ 1,870  | \$ -      |
| 100  | 321  | 78200 | 107140   | Computers                         | \$ 3,865  | \$ -      | \$ -      |
| 100  | 322  | 78300 | 116588   | Kanotech Software                 | \$ 7,450  | \$ -      | \$ -      |
| 100  | 322  | 78300 | 132233   | Software - FME Professional       | \$ -      | \$ 2,000  | \$ -      |
| 100  | 322  | 78400 | 113420   | Furniture, Office                 | \$ 672    | \$ -      | \$ -      |
| 100  | 322  | 78600 | 104293   | Camera, Digital                   | \$ -      | \$ -      | \$ 1,150  |
| 100  | 331  | 78200 | 126030   | Printer, Laser                    | \$ 4,914  | \$ -      | \$ -      |
| 100  | 331  | 78200 | 137410   | Warranty, Extended                | \$ 1,500  | \$ -      | \$ -      |
| 100  | 410  | 78200 | 0        | Computer Hardware                 | \$ 2,314  | \$ -      | \$ -      |
| 100  | 421  | 78400 | 109390   | Desks                             | \$ 1,200  | \$ -      | \$ -      |
| 100  | 422  | 78100 | 127140   | Radios, Portable                  | \$ 14,000 | \$ 11,000 | \$ 11,000 |
| 100  | 422  | 78100 | 136880   | Vehicle Radios                    | \$ 7,800  | \$ 5,034  | \$ 5,275  |
| 100  | 422  | 78400 | 133420   | Substation                        | \$ 6,300  | \$ -      | \$ -      |
| 100  | 422  | 78700 | 101380   | Armor, Body                       | \$ 17,262 | \$ 10,000 | \$ 10,000 |
| 100  | 422  | 78700 | 102625   | Bicycle, Mountain                 | \$ 385    | \$ -      | \$ -      |
| 100  | 422  | 78700 | 104340   | Canine, Police                    | \$ 7,300  | \$ -      | \$ -      |
| 100  | 422  | 78700 | 123150   | Opticom                           | \$ 8,500  | \$ 4,500  | \$ -      |
| 100  | 422  | 78700 | 127115   | Radar, Traffic Control            | \$ 12,000 | \$ 6,000  | \$ 6,000  |
| 100  | 422  | 78700 | 134155   | Tasers                            | \$ 25,778 | \$ -      | \$ -      |
| 100  | 422  | 78700 | 137710   | Weapons                           | \$ 750    | \$ 750    | \$ 750    |
| 100  | 422  | 78700 | 137711   | Weapons, Handgun                  | \$ 6,750  | \$ 5,250  | \$ 5,250  |
| 100  | 422  | 78700 | 400040   | Mobile Intoxilyzer - Seized Funds | \$ 7,000  | \$ -      | \$ -      |
| 100  | 431  | 78200 | 107150   | Computer, Gateway                 | \$ 2,000  | \$ -      | \$ -      |
| 100  | 431  | 78200 | 131230   | Server, Data Base                 | \$ -      | \$ 19,000 | \$ 9,000  |
| 100  | 431  | 78300 | 0        | Computer Software                 | \$ 400    | \$ -      | \$ -      |
| 100  | 431  | 78300 | 132240   | Software                          | \$ 3,350  | \$ 1,000  | \$ 1,000  |
| 100  | 431  | 78700 | A02000   | Video Arraignment Equipment       | \$ -      | \$ 14,360 | \$ -      |
| 100  | 433  | 78300 | 107080   | Computer Accessories              | \$ 1,415  | \$ -      | \$ -      |
| 100  | 433  | 78700 | 117230   | LCD Overhead System               | \$ 7,000  | \$ -      | \$ -      |
| 100  | 433  | 78700 | 137155   | Video, Career Development         | \$ 4,500  | \$ -      | \$ -      |
| 100  | 436  | 78200 | 0        | Computer Hardware                 | \$ 3,987  | \$ -      | \$ -      |
| 100  | 436  | 78200 | 107150   | Computer, Gateway                 | \$ 2,650  | \$ -      | \$ -      |
| 100  | 436  | 78200 | 126000   | Printer, Color                    | \$ 1,580  | \$ -      | \$ -      |
| 100  | 436  | 78400 | 104080   | Cabinet, Fingerprint File         | \$ 4,659  | \$ -      | \$ -      |
| 100  | 436  | 78400 | 109390   | Desks                             | \$ 2,000  | \$ -      | \$ -      |
| 100  | 436  | 78400 | 113225   | Freezer                           | \$ -      | \$ 250    | \$ -      |
| 100  | 436  | 78700 | 104080   | Cabinet, Fingerprint File         | \$ 4,500  | \$ -      | \$ -      |
| 100  | 436  | 78700 | 110510   | Electronic Balance                | \$ 1,500  | \$ -      | \$ -      |
| 100  | 436  | 78700 | 110793   | Equipment, Audio                  | \$ 861    | \$ -      | \$ -      |
| 100  | 436  | 78700 | 137142   | Video Surveillance                | \$ 9,046  | \$ -      | \$ -      |
| 100  | 437  | 78200 | 107150   | Computer, Gateway                 | \$ 3,400  | \$ -      | \$ -      |

# Operating Equipment List, By Fund

|     |      |       |        |                           |           |          |           |
|-----|------|-------|--------|---------------------------|-----------|----------|-----------|
| 100 | 437  | 78300 | 132240 | Software                  | \$ 1,500  | \$ -     | \$ -      |
| 100 | 437  | 78700 | 120430 | Microfilm, Reader/Printer | \$ -      | \$ 4,000 | \$ -      |
| 100 | 438  | 78200 | 107160 | Computer, Laptop          | \$ 5,500  | \$ -     | \$ -      |
| 100 | 438  | 78700 | 126530 | Public Address System     | \$ -      | \$ 700   | \$ -      |
| 100 | 511  | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 511  | 78200 | 0      | Computer Hardware         | \$ -      | \$ 688   | \$ -      |
| 100 | 511  | 78600 | 110770 | Equipment                 | \$ -      | \$ 1,899 | \$ -      |
| 100 | 521  | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 522  | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 522  | 78700 | 110910 | Equipment, Medical        | \$ 2,874  | \$ -     | \$ -      |
| 100 | 524  | 78700 | 110770 | Equipment                 | \$ -      | \$ -     | \$ 3,100  |
| 100 | 700  | 78300 | 0      | Computer Software         | \$ 1,300  | \$ -     | \$ -      |
| 100 | 700  | 78700 | 102610 | Bicycle                   | \$ -      | \$ 2,000 | \$ -      |
| 100 | 700  | 78700 | 107160 | Computer, Laptop          | \$ -      | \$ 3,700 | \$ -      |
| 100 | 700  | 78700 | 126030 | Printer, Laser            | \$ -      | \$ 2,459 | \$ -      |
| 100 | 711  | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 711  | 78500 | 134990 | Trailer                   | \$ -      | \$ 4,000 | \$ -      |
| 100 | 712  | 78500 | 105259 | Chainsaw                  | \$ 1,500  | \$ 1,500 | \$ 1,500  |
| 100 | 713  | 78500 | 100027 | 21" Walk Behind Mower     | \$ -      | \$ 950   | \$ -      |
| 100 | 713  | 78500 | 102890 | Blower, Air, Backpack     | \$ -      | \$ 500   | \$ -      |
| 100 | 713  | 78500 | 118890 | Markers, Field            | \$ -      | \$ 1,300 | \$ -      |
| 100 | 713  | 78500 | 123565 | Painter/Liner             | \$ 4,800  | \$ -     | \$ -      |
| 100 | 713  | 78500 | 137420 | Washer, Hi Pressure       | \$ -      | \$ 700   | \$ -      |
| 100 | 713  | 78500 | 137750 | Weedeater                 | \$ -      | \$ 700   | \$ -      |
| 100 | 715  | 78500 | 128725 | Rest Shelter              | \$ -      | \$ 500   | \$ -      |
| 100 | 716  | 78500 | 102880 | Blower                    | \$ -      | \$ 1,600 | \$ -      |
| 100 | 716  | 78700 | 123565 | Painter/Liner             | \$ -      | \$ 1,200 | \$ -      |
| 100 | 721  | 78700 | 107140 | Computers                 | \$ -      | \$ 2,755 | \$ -      |
| 100 | 721  | 78700 | 107160 | Computer, Laptop          | \$ -      | \$ 3,375 | \$ -      |
| 100 | 731  | 78200 | 125990 | Printers                  | \$ 800    | \$ -     | \$ -      |
| 100 | 731  | 78300 | 132240 | Software                  | \$ 495    | \$ -     | \$ -      |
| 100 | 735  | 78400 | 113410 | Furniture                 | \$ 4,000  | \$ -     | \$ -      |
| 100 | 770  | 78400 | 104355 | Canopy                    | \$ -      | \$ 2,200 | \$ -      |
| 100 | 770  | 78400 | 105290 | Chairs                    | \$ -      | \$ 1,200 | \$ 1,200  |
| 100 | 770  | 78500 | 116400 | Jackhammer                | \$ -      | \$ 2,200 | \$ -      |
| 100 | 770  | 78500 | 118273 | Lowering Device           | \$ -      | \$ 1,200 | \$ 1,200  |
| 100 | 770  | 78500 | 133530 | Surface, Artificial       | \$ -      | \$ 800   | \$ 800    |
| 100 | 4102 | 78300 | 132240 | Software                  | \$ -      | \$ 1,000 | \$ 1,000  |
| 100 | 4221 | 78700 | 101380 | Armor, Body               | \$ 9,500  | \$ -     | \$ -      |
| 100 | 4221 | 78700 | 137711 | Weapons, Handgun          | \$ 30,464 | \$ -     | \$ -      |
| 100 | 4221 | 78700 | 400600 | Methamphetamine Grant     | \$ 5,136  | \$ -     | \$ -      |
| 100 | 4241 | 78200 | 107140 | Computers                 | \$ -      | \$ -     | \$ 4,056  |
| 100 | 4241 | 78700 | 110793 | Equipment, Audio          | \$ -      | \$ 750   | \$ 750    |
| 100 | 4241 | 78700 | 127425 | Recorder, Cassette        | \$ -      | \$ 760   | \$ 760    |
| 100 | 5213 | 78100 | 110770 | Equipment                 | \$ -      | \$ 2,000 | \$ -      |
| 100 | 5213 | 78100 | 114725 | Headsets                  | \$ 3,000  | \$ 3,300 | \$ 3,300  |
| 100 | 5213 | 78100 | 127140 | Radios, Portable          | \$ 3,221  | \$ 1,600 | \$ 1,600  |
| 100 | 5214 | 78700 | 110770 | Equipment                 | \$ -      | \$ 8,709 | \$ 12,954 |
| 100 | 5214 | 78700 | 129884 | SCBA                      | \$ 9,900  | \$ -     | \$ -      |
| 100 | 5214 | 78700 | 136450 | Uniforms                  | \$ -      | \$ 7,500 | \$ -      |
| 100 | 5312 | 78700 | 124735 | Physical Fitness          | \$ 2,611  | \$ -     | \$ -      |
| 100 | 5320 | 78100 | 127140 | Radios, Portable          | \$ 1,600  | \$ -     | \$ -      |
| 100 | 5330 | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 5340 | 78100 | 0      | Communications Equipment  | \$ -      | \$ -     | \$ 700    |
| 100 | 5340 | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 5340 | 78300 | 132240 | Software                  | \$ -      | \$ 3,200 | \$ -      |
| 100 | 5340 | 78500 | 104293 | Camera, Digital           | \$ 799    | \$ 500   | \$ -      |
| 100 | 5350 | 78100 | 127140 | Radios, Portable          | \$ 800    | \$ -     | \$ -      |
| 100 | 6150 | 78200 | 126030 | Printer, Laser            | \$ 2,492  | \$ -     | \$ -      |
| 100 | 6150 | 78300 | 107080 | Computer Accessories      | \$ 240    | \$ 240   | \$ -      |
| 100 | 6150 | 78300 | 114086 | Graphic Design            | \$ 300    | \$ 300   | \$ -      |
| 100 | 6150 | 78300 | 132240 | Software                  | \$ -      | \$ 550   | \$ -      |
| 100 | 6150 | 78400 | 104070 | Cabinet, File             | \$ -      | \$ -     | \$ 2,000  |
| 100 | 6150 | 78400 | 113410 | Furniture                 | \$ 3,000  | \$ -     | \$ -      |
| 100 | 6150 | 78400 | 127890 | Remodel                   | \$ 650    | \$ -     | \$ -      |

RELATED INFORMATION



## Operating Equipment List, By Fund

|                    |        |       |        |                             |            |            |            |
|--------------------|--------|-------|--------|-----------------------------|------------|------------|------------|
| 100                | 7121   | 78500 | 100027 | 21" Walk Behind Mower       | \$ -       | \$ 1,800   | \$ -       |
| 100                | 7121   | 78500 | 137750 | Weedeater                   | \$ -       | \$ 1,200   | \$ -       |
| 100                | 52121  | 78700 | 113410 | Furniture                   | \$ -       | \$ 1,134   | \$ -       |
| 100                | 52122  | 78400 | 113410 | Furniture                   | \$ -       | \$ -       | \$ 3,390   |
| 100                | 52122  | 78700 | 0      | Other Operating Equipment   | \$ -       | \$ 1,665   | \$ -       |
| 100                | 52123  | 78400 | 113410 | Furniture                   | \$ -       | \$ -       | \$ 4,014   |
| 100                | 52123  | 78600 | 113410 | Furniture                   | \$ -       | \$ -       | \$ 3,000   |
| 100                | 52124  | 78500 | 110770 | Equipment                   | \$ -       | \$ 2,000   | \$ -       |
| 100                | 52124  | 78600 | 110770 | Equipment                   | \$ -       | \$ -       | \$ 3,000   |
| 100                | 52124  | 78700 | 0      | Other Operating Equipment   | \$ -       | \$ 1,112   | \$ -       |
| 100                | 53612  | 78100 | 127140 | Radios, Portable            | \$ 800     | \$ -       | \$ -       |
| 100                | 61120  | 78300 | 132233 | Software - FME Professional | \$ -       | \$ 2,100   | \$ -       |
| 100                | 61219  | 78300 | 101890 | Autocad                     | \$ 7,000   | \$ -       | \$ -       |
| 100                | 61319  | 78200 | 126030 | Printer, Laser              | \$ -       | \$ -       | \$ 2,300   |
| 100                | 61329  | 78200 | 107150 | Computer, Gateway           | \$ -       | \$ 5,000   | \$ 8,000   |
| 100                | 61329  | 78200 | 125990 | Printers                    | \$ -       | \$ -       | \$ 1,600   |
| 100                | 61329  | 78300 | 132240 | Software                    | \$ -       | \$ 865     | \$ 3,830   |
| 100                | 61329  | 78400 | 113420 | Furniture, Office           | \$ 5,000   | \$ 600     | \$ -       |
| 100                | 61329  | 78500 | 111140 | Equipment, Survey           | \$ 1,700   | \$ 875     | \$ 1,800   |
| 100                | 61329  | 78500 | 118140 | Locator, Line               | \$ 1,622   | \$ -       | \$ -       |
| 100                | 61625  | 78200 | 107166 | Computer, Personal          | \$ -       | \$ -       | \$ 2,800   |
| 100                | 61625  | 78300 | 132240 | Software                    | \$ -       | \$ 4,325   | \$ -       |
| 100                | 61625  | 78400 | 109390 | Desks                       | \$ 1,200   | \$ -       | \$ -       |
| 100                | 61625  | 78500 | 107010 | Compactor                   | \$ 4,500   | \$ -       | \$ -       |
| 100                | 61625  | 78500 | 116400 | Jackhammer                  | \$ 1,000   | \$ -       | \$ -       |
| 100                | 61626  | 78700 | 111040 | Equipment, Safety           | \$ -       | \$ 4,950   | \$ -       |
| 100                | 61626  | 78700 | 117121 | Laser, Pipe Grade           | \$ -       | \$ 4,500   | \$ -       |
| 100                | 61633  | 78500 | 103774 | Brush Cutter                | \$ -       | \$ 3,200   | \$ -       |
| 100                | 61641  | 78500 | 102977 | Board, Traffic Message      | \$ -       | \$ -       | \$ 8,200   |
| 100                | 61641  | 78500 | 114182 | Grinder, Teeth              | \$ 1,500   | \$ -       | \$ -       |
| 100                | 61641  | 78500 | 125854 | Power Broom                 | \$ -       | \$ 6,500   | \$ -       |
| 100                | 61641  | 78500 | 127140 | Radios, Portable            | \$ -       | \$ -       | \$ 2,500   |
| 100                | 61642  | 78500 | 110150 | Drill Press                 | \$ 1,500   | \$ -       | \$ -       |
| 100                | 61642  | 78500 | 110190 | Driver, Post                | \$ 2,500   | \$ -       | \$ -       |
| 100                | 61642  | 78500 | 110870 | Equipment, Field            | \$ 1,100   | \$ -       | \$ -       |
| 100                | 61642  | 78500 | 116400 | Jackhammer                  | \$ -       | \$ 1,000   | \$ 1,000   |
| 100                | 61642  | 78500 | 131860 | Signs, Traffic & Symbols    | \$ -       | \$ 5,000   | \$ -       |
| 100                | 61643  | 78500 | 102330 | Banding Material            | \$ 1,500   | \$ -       | \$ 1,700   |
| 100                | 61643  | 78500 | 110190 | Driver, Post                | \$ -       | \$ -       | \$ 2,300   |
| 100                | 61643  | 78500 | 125703 | Post Puller                 | \$ -       | \$ -       | \$ 2,700   |
| 100                | 614142 | 78500 | 134710 | Tools, Specialty            | \$ 1,200   | \$ 700     | \$ 700     |
| 100                | 614142 | 78500 | 136665 | Vacuum Cleaner              | \$ 700     | \$ 1,200   | \$ 1,200   |
| 100                | 616521 | 78500 | 108288 | Counters, Mobil Traffic     | \$ 7,000   | \$ -       | \$ -       |
| 100                | 616521 | 78600 | 107140 | Computers                   | \$ 235     | \$ -       | \$ -       |
| 100                | 616521 | 78600 | 129880 | Scanner, Color              | \$ 1,000   | \$ -       | \$ -       |
| GENERAL FUND       |        |       |        |                             | \$ 349,663 | \$ 219,425 | \$ 145,734 |
| 102                | 142    | 78100 | 107165 | Computer, Network           | \$ 3,247   | \$ -       | \$ -       |
| 102                | 142    | 78600 | 111600 | Fax Machine                 | \$ 750     | \$ -       | \$ -       |
| 102                | 142    | 78700 | 103400 | Booth, Trade Show           | \$ 3,000   | \$ 5,000   | \$ 2,500   |
| 102                | 142    | 78700 | 111420 | Exhibits                    | \$ 5,000   | \$ 5,000   | \$ 2,500   |
| V.C.B. FUND        |        |       |        |                             | \$ 11,997  | \$ 10,000  | \$ 5,000   |
| 103                | 1942   | 78400 | 0      | Furniture & Fixtures        | \$ 2,500   | \$ 2,000   | \$ 2,000   |
| DDA OPERATING FUND |        |       |        |                             | \$ 2,500   | \$ 2,000   | \$ 2,000   |
| 301                | 6241   | 78200 | 107140 | Computers                   | \$ 1,374   | \$ -       | \$ -       |
| 301                | 6241   | 78700 | 110890 | Equipment, Lab              | \$ 6,063   | \$ 8,180   | \$ 10,216  |
| 301                | 6241   | 78700 | 115540 | Incubator                   | \$ -       | \$ 4,000   | \$ -       |
| 301                | 62110  | 78200 | 126030 | Printer, Laser              | \$ 1,246   | \$ -       | \$ -       |
| 301                | 62110  | 78400 | 127890 | Remodel                     | \$ 325     | \$ -       | \$ -       |
| 301                | 62131  | 78500 | 102085 | Backflow Test Gauge         | \$ 1,500   | \$ -       | \$ -       |
| 301                | 62131  | 78500 | 103442 | Boring Equipment            | \$ -       | \$ 3,500   | \$ -       |
| 301                | 62131  | 78500 | 118140 | Locator, Line               | \$ -       | \$ 1,000   | \$ 1,000   |
| 301                | 62131  | 78500 | 120590 | Monitor, Gas                | \$ 1,712   | \$ -       | \$ -       |

**Operating Equipment List, By Fund**

|                                   |       |       |        |                                   |                   |                   |                   |
|-----------------------------------|-------|-------|--------|-----------------------------------|-------------------|-------------------|-------------------|
| 301                               | 62131 | 78500 | 126855 | Pump, Diaphragm                   | \$ 1,500          | \$ 1,500          | \$ 1,500          |
| 301                               | 62131 | 78500 | 126910 | Pump, Trash/Water 2               | \$ 900            | \$ 1,600          | \$ 1,600          |
| 301                               | 62131 | 78500 | 129850 | Saw, Cutoff                       | \$ 2,600          | \$ 2,000          | \$ 2,000          |
| 301                               | 62131 | 78500 | 131943 | Skidsteer Attachments             | \$ -              | \$ 1,000          | \$ -              |
| 301                               | 62131 | 78500 | 135910 | Trench Shoring                    | \$ 2,500          | \$ -              | \$ -              |
| 301                               | 62131 | 78500 | 137420 | Washer, Hi Pressure               | \$ -              | \$ -              | \$ 3,500          |
| <b>WATER FUND</b>                 |       |       |        |                                   | <b>\$ 19,720</b>  | <b>\$ 22,780</b>  | <b>\$ 19,816</b>  |
| 302                               | 62311 | 78100 | 120540 | Mobile                            | \$ 600            | \$ 1,800          | \$ -              |
| 302                               | 62311 | 78700 | 108033 | Containers, Automated Refuse      | \$ 14,073         | \$ 14,400         | \$ 15,400         |
| 302                               | 62311 | 78700 | 110260 | Dumpsters, Trash                  | \$ 8,829          | \$ 9,600          | \$ 9,600          |
| <b>SOLID WASTE FUND</b>           |       |       |        |                                   | <b>\$ 23,502</b>  | <b>\$ 25,800</b>  | <b>\$ 25,000</b>  |
| 304                               | 72621 | 78700 | 107140 | Computers                         | \$ -              | \$ 2,625          | \$ -              |
| <b>SWIMMING POOLS FUND</b>        |       |       |        |                                   | <b>\$ -</b>       | <b>\$ 2,625</b>   | <b>\$ -</b>       |
| 305                               | 750   | 78500 | 104703 | Cart                              | \$ -              | \$ 4,990          | \$ -              |
| 305                               | 750   | 78500 | 108800 | Cutter, Sod                       | \$ 1,215          | \$ -              | \$ -              |
| 305                               | 752   | 78400 | 112606 | Floor Tile                        | \$ -              | \$ 5,000          | \$ -              |
| <b>LP GOLF COURSE FUND</b>        |       |       |        |                                   | <b>\$ 1,215</b>   | <b>\$ 9,990</b>   | <b>\$ -</b>       |
| 306                               | 750   | 78500 | 0      | Machinery & Tools                 | \$ 1,216          | \$ -              | \$ -              |
| 306                               | 750   | 78500 | 121687 | Mower, Fairway                    | \$ -              | \$ 4,990          | \$ -              |
| 306                               | 750   | 78700 | 128725 | Rest Shelter                      | \$ -              | \$ 5,000          | \$ -              |
| 306                               | 752   | 78700 | 107160 | Computer, Laptop                  | \$ -              | \$ 3,325          | \$ -              |
| <b>TR GOLF COURSE FUND</b>        |       |       |        |                                   | <b>\$ 1,216</b>   | <b>\$ 13,315</b>  | <b>\$ -</b>       |
| 307                               | 770   | 78400 | 105290 | Chairs                            | \$ 1,200          | \$ -              | \$ -              |
| 307                               | 770   | 78500 | 118273 | Lowering Device                   | \$ 1,500          | \$ -              | \$ -              |
| 307                               | 770   | 78500 | 137750 | Weedeater                         | \$ 1,200          | \$ -              | \$ -              |
| <b>CEMETERY FUND</b>              |       |       |        |                                   | <b>\$ 3,900</b>   | <b>\$ -</b>       | <b>\$ -</b>       |
| 309                               | 62160 | 78500 | 100835 | Alarm System, Telephone Dialers   | \$ -              | \$ 2,200          | \$ -              |
| 309                               | 62160 | 78500 | 112185 | Filtering System                  | \$ 3,000          | \$ -              | \$ -              |
| 309                               | 62160 | 78500 | 121607 | Motor Controls                    | \$ 3,305          | \$ -              | \$ -              |
| <b>IRRIGATION FUND</b>            |       |       |        |                                   | <b>\$ 6,305</b>   | <b>\$ 2,200</b>   | <b>\$ -</b>       |
| 401                               | 251   | 78700 | 0      | Other Operating Equipment         | \$ 39,560         | \$ 50,000         | \$ 50,000         |
| 401                               | 253   | 78100 | 122401 | Router Communication Hardware     | \$ 23,350         | \$ -              | \$ -              |
| 401                               | 253   | 78200 | 107165 | Computer, Network                 | \$ 106,100        | \$ -              | \$ -              |
| 401                               | 253   | 78200 | 107166 | Computer, Personal                | \$ 147,000        | \$ -              | \$ -              |
| 401                               | 253   | 78200 | 107167 | Computer, Upgrade                 | \$ 5,000          | \$ -              | \$ -              |
| 401                               | 253   | 78200 | 108893 | Data Processing - Infrastructure  | \$ -              | \$ 187,360        | \$ 122,139        |
| 401                               | 253   | 78200 | 108894 | Data Processing - PC Replacement  | \$ -              | \$ 226,600        | \$ 207,500        |
| 401                               | 253   | 78200 | 108895 | Data Processing - Other Equipment | \$ -              | \$ 24,000         | \$ 41,390         |
| 401                               | 253   | 78200 | 117270 | Lease                             | \$ -              | \$ 33,500         | \$ 33,500         |
| 401                               | 253   | 78200 | 125991 | Printers/Scanners Replacement     | \$ 8,050          | \$ -              | \$ -              |
| <b>DATA PROCESSING FUND</b>       |       |       |        |                                   | <b>\$ 329,060</b> | <b>\$ 521,460</b> | <b>\$ 454,529</b> |
| 403                               | 2631  | 78500 | 0      | Machinery & Tools                 | \$ 212            | \$ -              | \$ -              |
| <b>STORES FUND</b>                |       |       |        |                                   | <b>\$ 212</b>     | <b>\$ -</b>       | <b>\$ -</b>       |
| 404                               | 2480  | 78200 | 111100 | Equipment, Scanner                | \$ 800            | \$ -              | \$ -              |
| <b>SELF-INSURANCE FUND</b>        |       |       |        |                                   | <b>\$ 800</b>     | <b>\$ -</b>       | <b>\$ -</b>       |
| 405                               | 442   | 78200 | 107140 | Computers                         | \$ 2,000          | \$ -              | \$ -              |
| 405                               | 442   | 78400 | 105290 | Chairs                            | \$ 2,500          | \$ 2,500          | \$ 2,500          |
| <b>COMMUNICATIONS CENTER FUND</b> |       |       |        |                                   | <b>\$ 4,500</b>   | <b>\$ 2,500</b>   | <b>\$ 2,500</b>   |



**Operating Equipment List, By Fund**

|                         |       |       |        |                      |           |                |           |                |           |                |
|-------------------------|-------|-------|--------|----------------------|-----------|----------------|-----------|----------------|-----------|----------------|
| 902                     | 6242  | 78200 | 107140 | Computers            | \$        | 2,301          | \$        | 2,000          | \$        | 2,000          |
| 902                     | 6242  | 78700 | 104050 | Cabinet              | \$        | 2,500          | \$        | -              | \$        | -              |
| 902                     | 6242  | 78700 | 110890 | Equipment, Lab       | \$        | 10,761         | \$        | 5,455          | \$        | 12,907         |
| 902                     | 6242  | 78700 | 113420 | Furniture, Office    | \$        | 1,500          | \$        | -              | \$        | -              |
| 902                     | 6242  | 78700 | 115540 | Incubator            | \$        | -              | \$        | 3,600          | \$        | -              |
| 902                     | 62112 | 78200 | 0      | Computer Hardware    | \$        | 1,246          | \$        | -              | \$        | -              |
| 902                     | 62112 | 78400 | 0      | Furniture & Fixtures | \$        | 325            | \$        | -              | \$        | -              |
| 902                     | 62112 | 78700 | 113420 | Furniture, Office    | \$        | 1,930          | \$        | -              | \$        | -              |
| <b>JOINT SEWER FUND</b> |       |       |        |                      | <b>\$</b> | <b>20,563</b>  | <b>\$</b> | <b>11,055</b>  | <b>\$</b> | <b>14,907</b>  |
| <b>TOTAL: ALL FUNDS</b> |       |       |        |                      | <b>\$</b> | <b>775,154</b> | <b>\$</b> | <b>843,150</b> | <b>\$</b> | <b>669,486</b> |

## 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,

## GLOSSARY

property taxes, licenses and permits, intergovernmental, and other types of revenue. This fund includes most of the basic operating services including police, Fire, Finance, Public Works, Parks & Recreations, and General Administration.

**Interfund Transfers:** Amounts transferred from one fund to another. Transfers are not expenditures and must be appropriated for expenditures in the funds receiving the transfer.

**Internal Service Fund:** Proprietary funds used to account for the furnishing of goods or services by one department or agency to other departments or agencies on a cost reimbursement basis; for example, Data Processing Fund, Stores Fund, and the Communications Center Fund.

**Levy:** To impose taxes, special assessments, or service charges for the support of City activities.

**Millage:** The tax rate on real property, based on 1 mill equal \$ 1 per \$ 1,000 of assessed property value.

**Operating Budget:** The expenditure plan for continuing every-day expenditures such as personnel, utilities, contractual services, debt service, commodities, and operating capital requirements.

**Operating Capital:** As identified in this document, operating capital refers to expenditures that are capital in nature (i.e. an 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.





