

*A Vision for the Future...*

*Mural Design by Artist Deliah Fischer  
at City Park*



**2015 Budget**

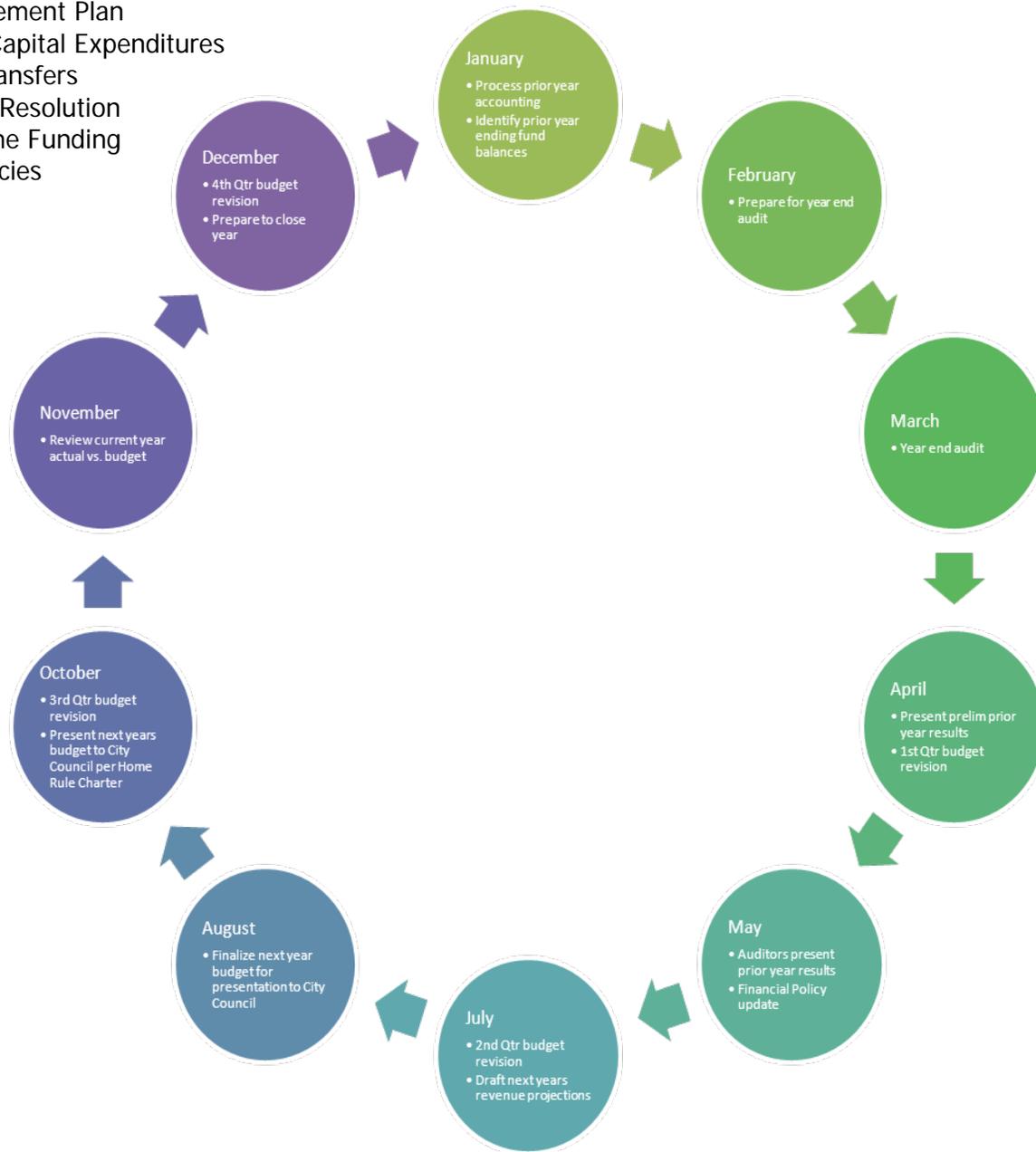


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October 7, 2014

Honorable Mayor, City Council, and Citizens,

It is our pleasure to present you with the 2015 City of Evans Operating and Capital budget and five year projections. This budget is the result of several years of significant work on the part of the City Council and staff. While the economic conditions certainly have improved, we are remaining focused on our commitment to conservative revenue estimates while staying focused on economic development opportunities. Staying with City Council budget philosophy, the 2015 budget is built conservatively with careful analysis based on the results of 2013 and projections for 2014.

The process to address the structural gap that had developed in the City started in 2010 with the reduction in force, continued into 2012 with the creation of the Evans Fire Protection District and focused on departmental assessments for several key service areas in 2013 and 2014. This budget addresses the results of several of those assessments and starts to match service level needs with increasing revenue. This process will continue into the future with more service level changes requested as we continue to consider and evaluate service levels in our community.

From a process perspective, we continue to focus on including staff in the budget process (and associated Long Range Plans), creating a higher level of awareness and accountability. Process teams were developed for revenues, payroll, supplies and services, asset management, and capital programs. These teams worked with the departments to review and prepare the budgets, providing for an independent review. The goal for each of these teams is to train the team for next year and each year increase the level of analysis that goes along with developing the financial plans. An additional benefit is the increased number of city employees who have a significantly greater understanding of the City finances and operations. The increased knowledge usually leads to more accurate information in the community.

The Finance Committee provides oversight and recommendations to the budget process. Ultimately, it is the City Council that approves the annual budget based on the recommendations of the City Manager and input from citizens.



The 2015 General Fund budgeting started five years ago, a benefit to our long term perspective on managing the finances of the City. Although the City made significant reductions to long term operating expenses in 2010 in response to the recession and structural gap, the City and the City's management team has been able to maintain a balanced operating budget. As we moved into the official 2015 budgeting season, the 2014 sales tax revenues are showing steady growth over prior years, due in part to the policy decision to move to self-collection (in 2011) and improved economic conditions. The historical challenge of budgeting in the General Fund remains in projecting this revenue source as it accounts for the major source of revenue in the fund and is influenced by numerous factors out of our control. The City has identified areas of our sales tax collections which are more volatile and we consider those as one-time revenue sources. In order to mitigate the risk of funding long term fixed costs based on these one-time increases in revenue, we have taken an approach in the last several years budgets which allow us to budget for an increase in sales tax revenue (which our models support) but programs in a portion of that related only to one-time costs. This method allows us to remain ultra-conservative in increasing our long term fixed costs, but plan to complete some critical projects as the year begins. In the 2015 budget, the majority of this one-time revenue was allocated to capital maintenance and replacement.

The 2009 restructuring of the financial management of the Water Fund has proven to be an effective tool for managing enterprise funds. The attached budget includes higher revenues based on increasing the base rate from \$17.00 per month to \$17.50 per month in the Water Fund. In 2013 we started the process of reevaluating the results of the increases and assessing the future needs of the water enterprise. This work resulted in a recommendation to update the 2005 water master plan. This project is planned to be completed in 2015. Long term, the funding of two large water storage projects (Windy Gap and NISP-Glade Reservoir) and the potential of additional options for water treatment face the City as we move into the future.



The restructuring of the Wastewater fund took place in late 2011 and was implemented in 2012. Similar to the issues identified in the Water Fund, the Wastewater Fund is not recovering its costs on the operational side and does not have a mechanism in place to fund system maintenance. The wastewater master plan update was completed in 2013 and implementation began in 2014 with the City Council's decision to consolidate wastewater treatment facilities into one location.

The final City enterprise fund, Storm Drainage, also requires an in depth analysis to assure that these operations are self-sustaining as required by law.

The attached budget book includes information intended to answer the most frequently asked questions. To accomplish the purpose of being useful on an everyday basis, the budget book does not attempt to answer every conceivable question (ultimately leading to a document that is too cumbersome).

Although the economic future is uncertain, the City has the systems and resources in place to manage these challenges. This is an accomplishment that puts Evans in an elite group of cities and towns. We are definitely among the municipal leaders in Colorado with regard to how we financially plan and manage our budgets.

In summary, the budget is flexible and a living document with constant monitoring and management. With adoption of the 2015 budget, the staff will move to closeout 2014 and identify fund balances that can be used to fund one-time projects. By constantly updating and discussing the budget, we have eliminated the antiquated once a year budget model and moved to a more fluid financial management system. Thank you for your continued leadership, trust and support.

Respectfully,

A handwritten signature in blue ink, appearing to read "Aden Hogan, Jr.", with a long horizontal flourish extending to the right.

Aden Hogan, Jr.  
City Manager

A handwritten signature in blue ink, appearing to read "Jessica Gonifas", with a long horizontal flourish extending to the right.

Jessica Gonifas, CPA  
Deputy City Manager

## 2015 Budget Overview



The 2015 budget document has been prepared as a useful tool for City Council, citizens, and staff. This document is designed to answer the majority of the questions related to the budget from a policy maker and citizen perspective. Budget direction is provided from the Home Rule Charter, City Council, and the Financial Policies.

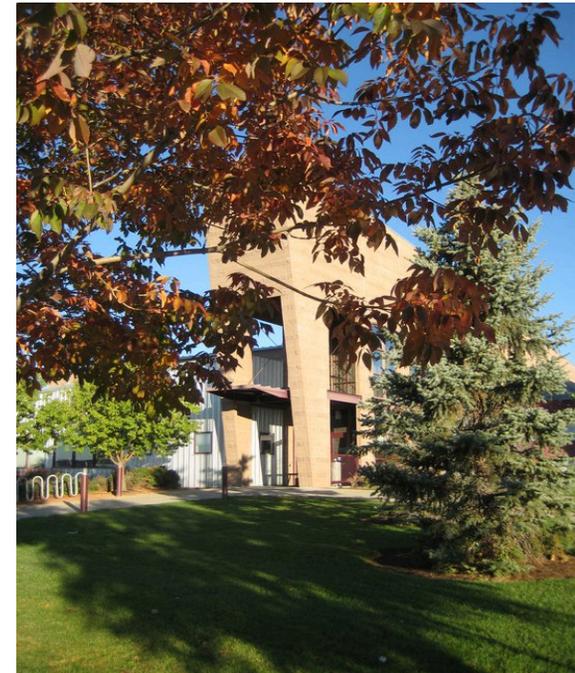
Budget development in the City of Evans is an ongoing and vibrant team process involving the City Council, Department Directors, and many members of staff. Updating the long range plans and preparing the annual budget begins with a comprehensive review of rates and revenues. Taxes are approved by citizens and rates for services are set by the City Council. Other rates are reviewed each year to ensure the rate increases with inflation and the subsequent cost of providing these services. The 2015 budget includes \$27,425,656 of total revenues and \$28,373,006 of total expenses as outlined by fund in Attachment A, **2015 Budget Summary**. Attachment B, **Revenue and Expense Trends** shows the past and projected trends, including revenues that will impact the City.

Sales tax revenues amount to 56.2% of total General Fund revenue. Consequently, it is important to accurately project these revenues. The City closely monitors these revenues on a monthly basis and the transition in 2011 to self-collection has allowed for more timely and accurate projections. For 2015, sales and use taxes are projected to increase 21.92% from 2014.

In prior years, Property tax was the second largest contributor to General Fund revenue. Due to the voter approved transfer of 10 of the City's total 13.536 mills in 2013 to the Evans Fire Protection District, this revenue source now represents 2.9% of the General Fund revenue.

User fees are charged for specific services and in 2015 are projected based on a rate increased by inflation and anticipated activity.

For 2015, the personnel budget includes funding for employee merit, an increase to benefit packages, and nine and  $\frac{3}{4}$  additional full time positions. Attachment C, the **Summary of Personnel Positions** identifies the 90.75 positions approved by department. Attachment D, the **Summary of Personnel Expenditures** identifies costs for funded full time positions, part time employees and overtime for a total in 2015 of \$8,240,362.



This Supplies and Services budget includes an inflationary increase, any increases which were mandated above and beyond inflation, and a minimal amount of increases necessary to provide services to the citizens in the most efficient and effective way possible. Despite the significant changes in revenue and levels of service over the past several years, departments continue to look for ways to eliminate outdated or lower priority activities. Each department has, and will continue to evaluate each activity or expense to identify savings. Attachment E, the **Supplies and Services by Program for Operating Funds** shows a decrease of 3% in the General Fund 2015 budgeted supplies and services. The major contributor to this reduction is 2014 one-time budget appropriations from 2013 excess revenues.

Attachment F, the **Summary of Supplies and Services Expenditures by Fund** shows the City wide budget for supplies and services of \$7,731,305, a decrease of \$1,725,650 or 18% from 2014. As mentioned above, the main driver of the decrease is the one-time appropriations in the General Fund for 2014 from excess 2013 revenue. The majority of the supplies and services budget in the Refuse Collection and Water Funds is a contract to provide services by an outside agency.

Please note that 2016 through 2019 projected amounts are based on current service levels and may change as citizen's request and Council approves changes. The acquisition and maintenance of facilities and equipment required to deliver services to the citizens is included in these categories. These expenses are identified on the Long Range Plans based on the funding sources. As an example, the use of Impact Fees is restricted to equipment and capital purchases (indicating they should not be used for operations) and separate funds exist to account for these revenues and expenditures.

The City of Evans carries very little debt. Attachment G, **Summary of Debt** includes the annual obligations along with the total obligations. City's debt at the end of 2015 will total \$3.6 million and includes the Riverside Cultural Center lease, Water and Waste Water related debt obligations.

The City staff has developed an **Asset Management Plan**, Attachment H, with the strategy of anticipating and funding the replacement of equipment with an approximate replacement cost between \$5,000 and \$100,000. Delaying the replacement of equipment can be extremely expensive in terms of lost productivity and high cost of emergency repairs. In 2015, the Asset Management Plan is funded adequately based on our current model.



Attachment I, the **Summary of Capital Expenditures** identifies capital projects by fund for 2012 to 2019. The long term goal is to refine and implement the Capital Improvement Plan for all capital funds. Capital purchases are budgeted in the Street Impact, Capital Projects, and Enterprise Funds. Funding in the Capital Projects Streets and Enterprise Funds is based on the projected 2015

ending fund balance. Because Impact Fees are less predictable, the available funding is based on 90% of the projected 2014 ending fund balance.

Attachment J, **Intra Fund Transfers**, identifies transfers made to reimburse funds for expenditures (or expenses in enterprise funds) recognized in separate funds. Transfers are identified by the fund paying the other fund.

The 2015 budget challenges remained primarily in the Water and Waste Water Funds. Both enterprises anticipate large capital improvement projects in the near future which need to be balanced with operating and maintenance needs. With the significant amount of work that has been done balancing the General Fund starting in 2009, transitioning the fire department to a Fire District in 2012 and 2013, and recovery from the September 2013 flood, the long term focus continues on the service level delivery and long-term sustainability.

In addition to the economic factors that impact all funds, the General and Enterprise Funds are impacted by the overhead allocation from the Enterprise Funds to the General Fund for administrative support. As the City moves into the future, more sophisticated measures are being put in place to estimate these costs.

After the significant work done to the Water Fund in 2009 and programmed base rate increases, the fund is moving towards a sustainable level of funding for operations and the focus is now on obtaining funding for large water projects such as Northern Integrated Supply Project (NISP) and Windy Gap Firming. The 2005 Master Plan is scheduled to be updated in early 2015.

On several fronts, the Wastewater Fund was a focus for 2014 and will be into the future. Based on several options being presented, Utility Task Force, the Water and Sewer Board and City Council made the decision to move forward with consolidating treatment facilities to best serve our community. 2014 actions included making repairs to the existing Evans Wastewater Treatment Facility so that it can continue to function reliably while the new additions are being designed and constructed at the Hill-N-Park location. Regarding the new consolidated facility, the focus for 2015 will be on the process to design, get necessary approvals and construct the facility. New, updated treatment processes will be added to the existing facility to expand treatment capacity while increasing reliability and treated wastewater quality. It is estimated that the consolidated facility work will be completed in 2019.

Each operating fund has a long range plan which identifies revenues and expenditures. Prior year actuals are identified to help understand trends and the increased costs of providing services. Future years are included to identify the costs of providing services which may be added during the year or as a result of capital projects. The main goal is to identify the highest priority services each year, eliminating lower priority expenditures and ultimately operate more efficiently and effectively.

The City of Evans budget is a year round planning and management tool. 2015 was the sixth year where the budget focused on increased staff involvement and City Council direction as policy makers. The **Budget Resolution**, Attachment K is submitted to the City Council before October 15<sup>th</sup> as required by the City Home Rule Charter.

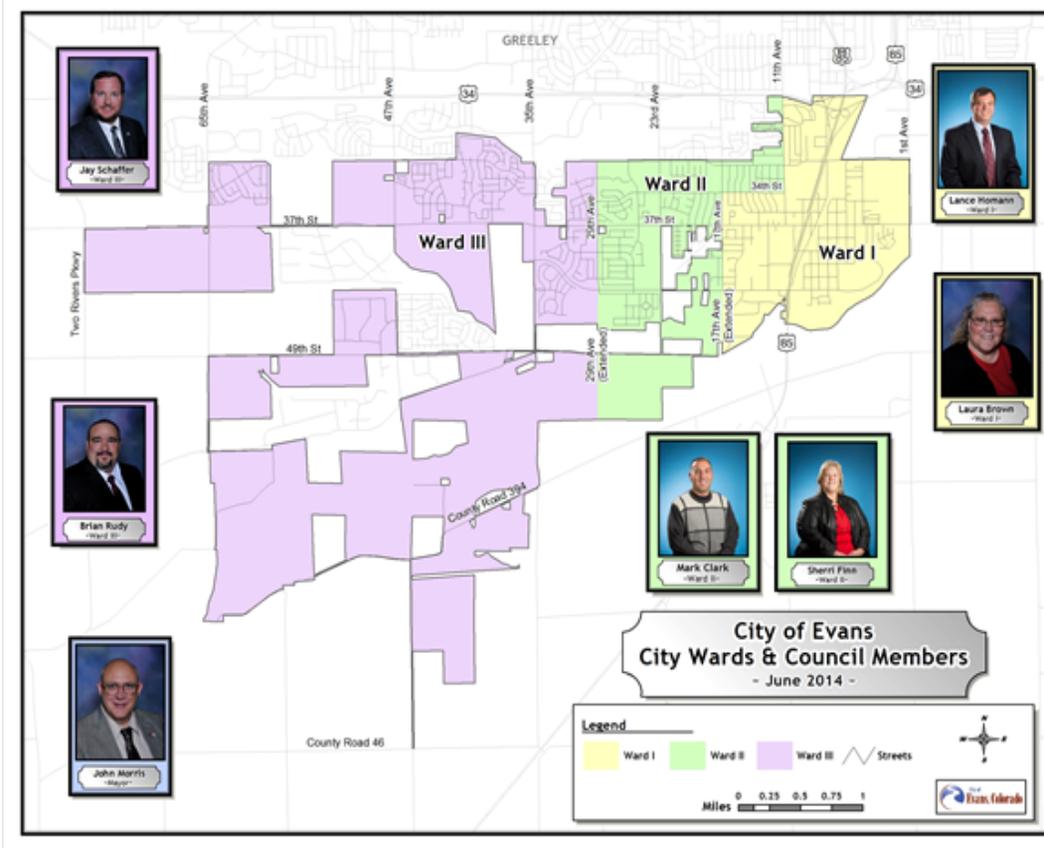
## General Fund

*General Government* includes services required for the operation of a City government including the City Council, City Manager, City Clerk, Customer Service Unit, Human Resources and Risk Management, Information Technology and Finance.

### Service Areas

**City Council** – includes the community's legislative body which has the authority for enacting City ordinances and resolutions as needed to conduct the business of the City and to provide policy direction to City staff.

- Maintain excellent communication on fiscal status.
- Continue to implement operational and strategic decisions based on Council's vision priorities.



**City Manager** – includes operating with a Council-Manager form of government with the City Manager being the chief administrative officer and is responsible for the overall management of City operations.

- Continue Strategic Operations Planning Process to enhance City services.
- Administer and manage City operations with focus on infrastructure, public safety, economic development, and regional cooperation and leadership.
- Implement results of department assessments with goals of increasing efficiency and effectiveness of delivery of citizen services.
- Continue to develop long – range comprehensive sustainability plan to support City services and operations.

**City Clerk** – includes general and specialized administrative responsibilities in many areas, including: administrative support to City Council and the Evans Redevelopment Agency; Council minutes, agenda, and packet preparation; animal and liquor licensing; cemetery administration, maintaining Municipal Code and Home Rule Charter; records management; public records; and Municipal elections.

- Lead effort to move towards overall paperless records management system.
- Lead major City Code review and necessary revisions.
- Improve the Evans Cemetery grounds and implement new cemetery software.

**Customer Service Unit** – provides customer services externally to citizens and support services internally to staff through effective listening and undivided attention. Identify and anticipate needs of our citizens and staff.

- Complete a one stop shop.
- Pilot Customer Service Unit extended hours.
- Complete a citizen survey so we may encourage and welcome suggestions about how we can improve our processes.
- Help customers understand our billing and court systems.

**Human Resources & Risk Management** – provides services to recruit, select, classify, compensate and develop a talented and diverse workforce, while fostering a safe, positive work environment that optimizes productivity, efficiency and effectiveness.

- Implement City's compensation study strategy.
- Develop and implement a health care reform compliance strategy and plan.
- Evaluate, modify and coordinate employee on-boarding process.
- Evaluate and modify applicant selection processes.
- Increase efficiency and use of electronic systems to improve workflow and enhance self-service and data sharing capabilities.
- Continue to evaluate and enhance safety program, including policies, accident investigations, claims management, inspections and training.
- Continue to evaluate, plan and modify the City's integrated health risk management strategy and plan, including enhancing the City's comprehensive wellness program to improve employee health, well-being and safety as well as reduce insurance costs.
- Continue to develop and strengthen regional partnerships, including identifying opportunities for greater cost efficiency while maximizing the City's resources.



**Information Technology** – includes management of the City’s information services serving both the citizens and staff.

- Assist with the effort to use technology more effectively for communications.
- Increase City efficiency in use of electronic systems by connecting and integrating data sharing.
- Complete the “Citizens Report Card” initiative.

**Financial Services** – includes the financial planning, budgeting, accounting and reporting functions to accurately identify the activities of the City and the financial condition.

- Continue to increase efficiency and transparency by reducing the use of paper and manual processes.
- Develop user friendly access to financial information for departments.
- Present the financial literacy program for all City staff.

*Community Development* includes planning and zoning services, building services, economic development, neighborhood services and transit services.

### Service Areas

**Neighborhood Services** – combines Building Services and the Code Enforcement function to ensure compliance with City safety codes through the administration and enforcement of the Building Codes and related ordinances of the City as well as the laws of the State of Colorado which regulate building construction. Additionally, Neighborhood Services ensures citywide compliance with the municipal codes relating to nuisance code violations.



**Community Development** – Community Development focuses on the long term growth and sustainability of the City using tools such as the Comprehensive Plan, updated codes and regulations, new development review, and cross departmental teams. Long term goals include developing policies to better evaluate the financial impact of specific developments, make development review processes simpler and more user-friendly and continuing to plan for the redevelopment and growth of the City. Community Development also handles all building permitting and nuisance code enforcement for the city.

**Economic Development** – the focus is on business attraction, business retention, and business expansion by marketing and promoting Evans as a place to live, work and play. Through tools such as websites, marketing materials, face to face contacts and networking, the ultimate goal is to create a higher quality of life in Evans. The Urban Renewal Authority was put in place by the Council to help in those efforts.

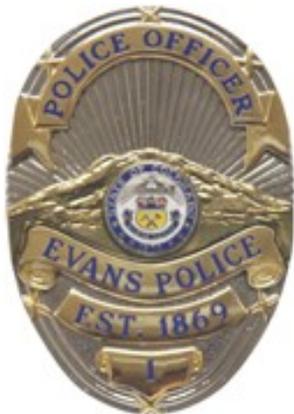
Goals include creating long term sustainable revenue through quality development, better regional jobs, and offering more opportunities to work and play. The main areas of concentration for 2015 include:

- Continue to market and promote Evans as a place to work and live.
- Continue to implement the retail strategy recommendations.
- Fund and implement long range plans for Highway 85 and Historic Evans.

*The Police Department* has 35 sworn officers and two civilian support staff. The department is committed to providing professional police services through proactive, problem solving methods of law enforcement and to building community partnerships to promote a desirable quality of life for the citizens of Evans.

### **Service Areas**

**Patrol** - the most visible part of the Department is under the direction of Commander Jason Phipps. Four sergeants supervise 24/7/365 Patrol operations. Officers handle an array of issues in Evans from traffic safety initiatives to responding to a multitude of calls for service. Evans police officers focus on problem identification and solutions in their districts rather than simply taking reports.



**Investigations/Administrative Services** – under the direction of Commander Chad Harding, the bureau is responsible for all investigative follow up, crime analysis, sex offender tracking, property and evidence handling, records, IT, the Crime Free Multi-Housing program, and Internal Affairs. A sergeant supervises two detectives who investigate all serious crimes in Evans, and the School/Community Resource Officer who also provides investigative support to the detectives.

**Community Oriented Policing and Problem Solving (COPPS)** – through programs such as Neighborhood Watch, the School Resource Officer and COPPS initiatives, officers work with our citizens in partnerships to solve crime and quality of life issues to continue to make Evans a safe, desirable community.

*Public Works* - includes the services required for the operation and maintenance of public rights-of-way, fleet services, and engineering including the areas within Public Works of Maintenance of Condition, Fleet Services, and Engineering.

### **Service Areas**

**Infrastructure Maintenance** – includes the maintenance, construction, and public safety on public streets, alleys, and rights-of-way within the City. This includes, but is not limited to, street sweeping, snow removal, alley grading, maintenance of signs and other traffic control devices, pavement marking, and asphalt pavement maintenance.



- Create service plans that match revenues with maintenance needs.
- Investigate the feasibility of alternative revenue sources.
- Update and implement a capital improvement planning process.

**Fleet Services** – maintains the City's fleet of vehicles and equipment at the safest, most efficient and dependable condition possible, at the lowest cost per mile or hour of operation.

- Manage supplies and services in such a manner to reduce costs while providing optimal service.

**Capital Construction** – the Engineering Division has the responsibility for providing engineering support in the planning and design of the City's Capital Improvement Projects, performs subdivision plan review and construction inspections, approving construction in public rights-of-way, and to provide engineering support to other City departments as needed.

**Transit** – includes the administration of the City's transit services agreement with the City of Greeley. This function serves to ensure adequate levels of public transportation service to the City of Evans.



*The Parks and Recreation area of the budget includes services required for the general operations of public facilities, recreation services, aquatics operations, parks and cemetery maintenance, forestry, and senior services.*

### **Service Areas**

**Public Facilities** – includes maintenance and operational expense of the Evans Community Complex.

**Recreation** – includes administration of all recreation services and programs, the recreation center and front desk operations, and administrative needs of the Parks & Recreation Department.

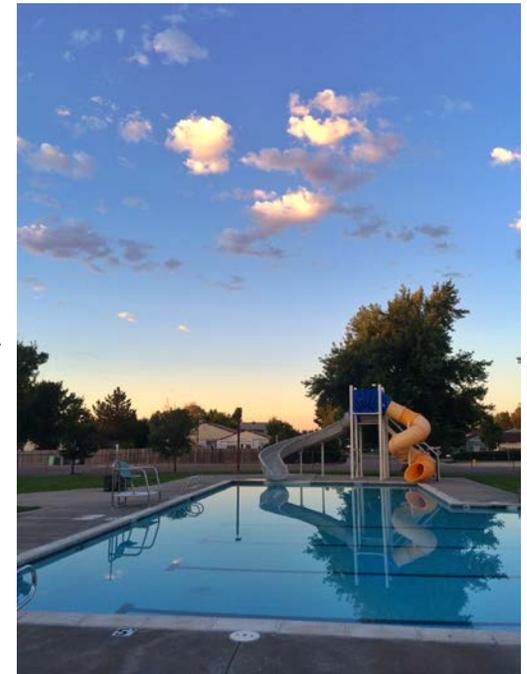
**Aquatics** – includes administration of the Evans Municipal Pool, swim lessons and open swim, and staff safety training in correlation with the American Red Cross guidelines.

**Parks** – includes all of the operational expenses of the City's parks and trail system (*9 neighborhood parks, 1 off-leash dog park, 1 Community Park, 6 undeveloped park sites, 4 miles of trails, and oversight of the City's open space areas*).

**Cemetery** – operational maintenance of the City's only cemetery (including opening/closing of graves).

**Forestry Care** – includes care of trees on public property, horticultural care on public properties, code enforcement for trees on private property, and landscape plan review.

**Senior Services** – administration of the City's Senior Services and the Evans Senior Center.



### City of Evans General Fund Long Range Financial Plan

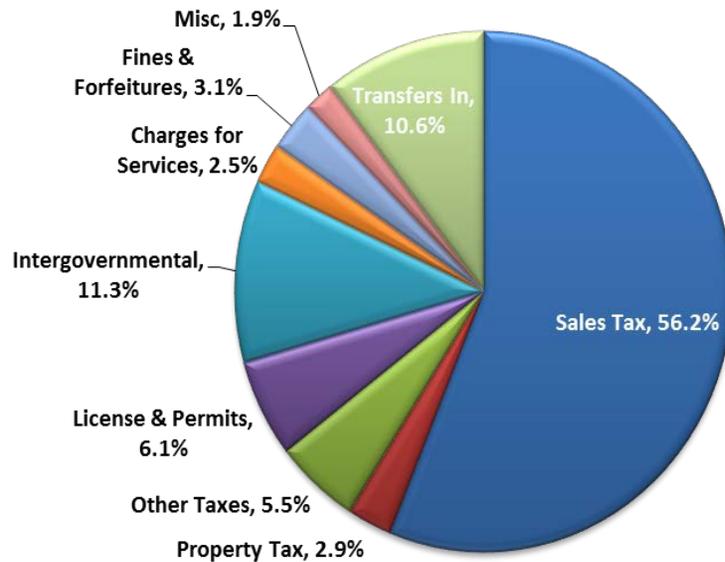
	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	3,652,050	4,784,176	9,046,520	9,046,520	5,979,667	5,556,700	5,502,267	5,474,754	5,414,923
<b>Revenues:</b>									
Sales Tax	6,628,406	7,711,690	6,241,230	8,241,230	7,358,786	7,528,818	7,703,951	7,884,338	8,070,137
Property Tax <sup>1</sup>	1,538,308	412,085	389,825	389,825	376,818	380,586	384,392	388,236	392,118
Other Taxes	947,667	1,212,154	718,000	1,315,535	722,062	736,642	752,044	768,318	785,514
License & Permits	757,511	1,240,406	764,600	861,133	795,402	809,953	830,134	850,971	872,489
Intergovernmental	743,712	1,160,133	2,678,396	2,702,374	1,484,021	1,519,861	1,322,281	1,304,107	1,340,167
Charges for Services	474,655	354,067	306,570	315,642	323,210	265,076	265,262	265,451	265,644
Fines & Forfeitures	475,684	451,933	405,000	426,346	409,130	413,257	413,890	414,529	415,175
Assessments	36,362	7,423	20,000	26,991	-	-	-	-	-
Misc	660,370	2,813,692	109,138	150,855	252,285	259,084	256,505	262,154	262,154
<b>Total revenues</b>	<b>12,262,675</b>	<b>15,363,583</b>	<b>11,632,759</b>	<b>14,429,932</b>	<b>11,721,714</b>	<b>11,913,276</b>	<b>11,928,459</b>	<b>12,138,104</b>	<b>12,403,397</b>
CT	12,262,675	15,363,583	11,632,759	14,429,932	11,721,714	11,913,276	11,928,459	12,138,104	12,403,397
Transfers In	1,188,741	1,292,416	1,235,444	1,235,444	1,382,808	1,404,039	1,425,317	1,446,900	1,468,083
<b>Total Available Funds</b>	<b>13,451,416</b>	<b>16,656,000</b>	<b>12,868,203</b>	<b>15,665,377</b>	<b>13,104,522</b>	<b>13,317,315</b>	<b>13,353,776</b>	<b>13,585,004</b>	<b>13,871,481</b>
<b>Total Annual Increase</b>	<b>13.45%</b>	<b>23.82%</b>	<b>-22.74%</b>	<b>-5.95%</b>	<b>-16.35%</b>	<b>1.62%</b>	<b>0.27%</b>	<b>1.73%</b>	<b>2.11%</b>
<b>Expenditures:</b>									
GG Personnel	1,101,713	1,211,641	1,464,148	1,464,148	1,792,127	1,824,541	1,883,292	1,943,934	2,006,528
GG Operations	1,431,668	1,549,129	1,543,165	1,543,165	1,356,097	1,402,039	1,429,570	1,444,513	1,466,181
<b>General Government</b>	<b>2,533,381</b>	<b>2,760,770</b>	<b>3,007,313</b>	<b>3,007,313</b>	<b>3,148,224</b>	<b>3,226,580</b>	<b>3,312,861</b>	<b>3,388,447</b>	<b>3,472,709</b>
	<b>8.12%</b>	<b>8.98%</b>	<b>8.93%</b>	<b>8.93%</b>	<b>4.69%</b>	<b>2.49%</b>	<b>2.67%</b>	<b>2.28%</b>	<b>2.49%</b>
CD Personnel	314,359	272,528	327,621	327,621	512,459	527,966	544,966	562,514	580,627
CD Operations	315,644	205,395	463,358	463,358	176,270	178,914	181,598	184,322	187,087
<b>Community Development</b>	<b>630,003</b>	<b>477,923</b>	<b>790,979</b>	<b>790,979</b>	<b>688,729</b>	<b>706,880</b>	<b>726,564</b>	<b>746,836</b>	<b>767,714</b>
	<b>27.86%</b>	<b>-24.14%</b>	<b>65.50%</b>	<b>65.50%</b>	<b>-12.93%</b>	<b>2.64%</b>	<b>2.78%</b>	<b>2.79%</b>	<b>2.80%</b>
PS Personnel	2,970,623	2,934,144	3,265,125	3,265,125	3,519,941	3,582,109	3,697,453	3,816,511	3,939,402
PS Operations	284,091	322,342	328,093	328,093	316,042	293,982	298,392	302,868	307,411
<b>Public Safety</b>	<b>3,254,714</b>	<b>3,256,487</b>	<b>3,593,218</b>	<b>3,593,218</b>	<b>3,835,982</b>	<b>3,876,091</b>	<b>3,995,845</b>	<b>4,119,379</b>	<b>4,246,813</b>
	<b>-30.51%</b>	<b>0.05%</b>	<b>10.34%</b>	<b>10.34%</b>	<b>6.76%</b>	<b>1.05%</b>	<b>3.09%</b>	<b>3.09%</b>	<b>3.09%</b>
PW Personnel	841,046	826,500	828,601	828,601	797,740	824,363	850,908	878,307	906,589
PW Operations	623,504	702,696	708,424	708,424	768,324	779,849	791,547	803,420	815,472
<b>Public Works</b>	<b>1,464,550</b>	<b>1,529,195</b>	<b>1,537,025</b>	<b>1,537,025</b>	<b>1,566,064</b>	<b>1,604,213</b>	<b>1,642,455</b>	<b>1,681,727</b>	<b>1,722,060</b>
	<b>4.78%</b>	<b>4.41%</b>	<b>0.51%</b>	<b>0.51%</b>	<b>1.89%</b>	<b>2.44%</b>	<b>2.38%</b>	<b>2.39%</b>	<b>2.40%</b>
CPR Personnel	555,402	598,484	711,248	711,248	765,841	782,307	807,498	833,499	860,338
CPR Operations	423,302	295,092	453,169	453,169	689,454	699,795	710,292	720,947	731,761
<b>Culture, Parks &amp; Rec</b>	<b>978,704</b>	<b>893,576</b>	<b>1,164,417</b>	<b>1,164,417</b>	<b>1,455,295</b>	<b>1,482,103</b>	<b>1,517,790</b>	<b>1,554,446</b>	<b>1,592,099</b>
	<b>15.23%</b>	<b>-8.70%</b>	<b>30.31%</b>	<b>30.31%</b>	<b>24.98%</b>	<b>1.84%</b>	<b>2.41%</b>	<b>2.42%</b>	<b>2.42%</b>
IGA - Fire Services	1,421,912	462,498	448,918	448,918	461,358	472,891	484,714	496,832	509,252
Asset Management	291,193	404,369	349,960	349,960	480,568	476,650	476,650	433,533	311,992
Debt	539,128	14,210	289,483	289,483	289,170	293,741	293,082	292,307	291,416
<b>Total operating expenditures</b>	<b>11,113,585</b>	<b>9,799,028</b>	<b>11,181,313</b>	<b>11,181,313</b>	<b>11,925,390</b>	<b>12,139,149</b>	<b>12,449,961</b>	<b>12,713,506</b>	<b>12,914,056</b>
<b>Total Annual Increase</b>	<b>5.95%</b>	<b>-11.83%</b>	<b>14.11%</b>	<b>14.11%</b>	<b>6.65%</b>	<b>1.79%</b>	<b>2.56%</b>	<b>2.12%</b>	<b>1.58%</b>
Disaster Response & Recovery	-	424,257	1,416,417	1,416,417	351,270	301,270	-	-	-
Capital Improvements	1,114,629	621,934	4,699,500	4,699,500	430,000	-	-	-	-
Transfers Out (To Fire Protection Dist)	16,000	300,000	-	-	-	-	-	-	-
Transfers Out (To other City Funds)	75,076	2,570,543	1,435,000	1,435,000	820,828	931,328	931,328	931,328	931,328
Transfers In (From EC Fund)	-	1,322,107	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under)</b>	<b>1,132,126</b>	<b>4,262,345</b>	<b>(5,864,027)</b>	<b>(3,066,853)</b>	<b>(422,967)</b>	<b>(54,433)</b>	<b>(27,513)</b>	<b>(59,831)</b>	<b>26,097</b>
<b>Expenditures</b>	<b>1,132,126</b>	<b>4,262,345</b>	<b>(5,864,027)</b>	<b>(3,066,853)</b>	<b>(422,967)</b>	<b>(54,433)</b>	<b>(27,513)</b>	<b>(59,831)</b>	<b>26,097</b>
<b>Ending Fund Balance</b>	<b>4,784,176</b>	<b>9,046,520</b>	<b>3,182,493</b>	<b>5,979,667</b>	<b>5,556,700</b>	<b>5,502,267</b>	<b>5,474,754</b>	<b>5,414,923</b>	<b>5,441,020</b>
CT	4,784,176	9,046,520	3,182,493	5,979,667	5,556,700	5,502,267	5,474,754	5,414,923	5,441,020
<b>Minimum Target Reserve</b>	<b>926,132</b>	<b>1,449,757</b>	<b>1,795,328</b>	<b>1,795,328</b>	<b>1,981,348</b>	<b>2,034,787</b>	<b>2,112,490</b>	<b>2,178,377</b>	<b>2,228,514</b>
<b>Available Funds</b>	<b>3,858,043</b>	<b>7,596,763</b>	<b>1,387,165</b>	<b>4,184,339</b>	<b>3,575,352</b>	<b>3,467,480</b>	<b>3,362,264</b>	<b>3,236,547</b>	<b>3,212,507</b>

<sup>1</sup> Reflects 2013 Property Tax transfer to the Evans Fire Protection District

## General Fund Revenue Summary

The following graph illustrates the breakdown of revenue used to fund general City operations.

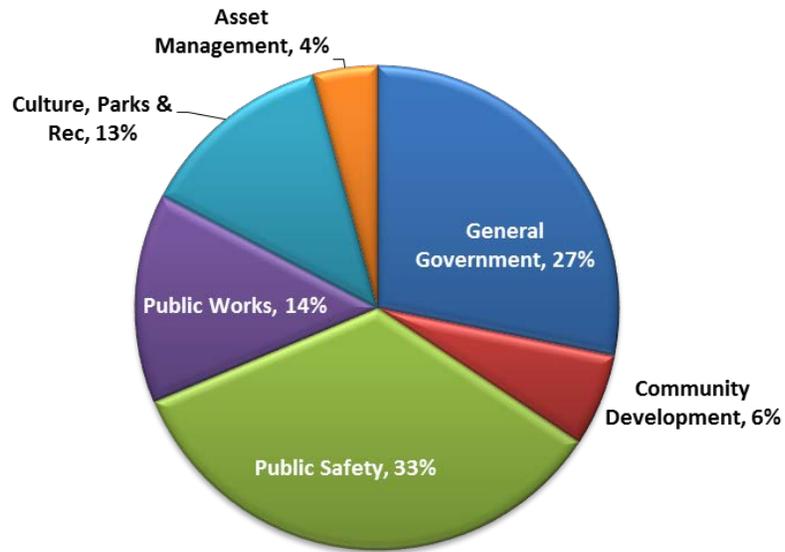
### REVENUE BY SOURCE – General Fund Fiscal Year 2015



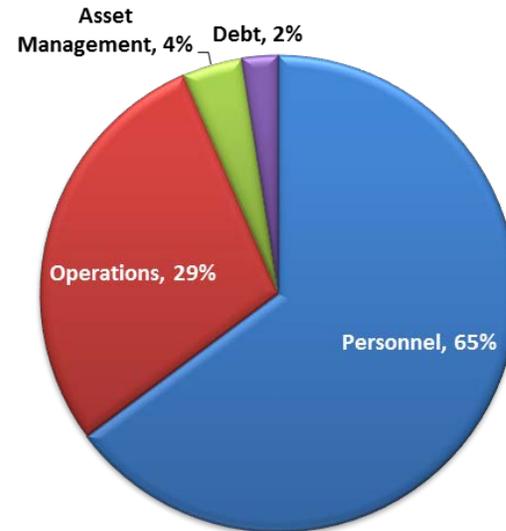
Source	Revenue	Percentage
Sales Tax	\$ 7,358,786	56.2%
Property Tax	\$ 376,818	2.9%
Other Taxes	\$ 722,062	5.5%
License & Permits	\$ 795,402	6.1%
Intergovernmental	\$ 1,484,021	11.3%
Charges for Services	\$ 323,210	2.5%
Fines & Forfeitures	\$ 409,130	3.1%
Misc.	\$ 252,285	1.9%
Transfer from Other Funds	\$ 1,382,808	10.6%
<b>Total Revenue</b>	<b>\$ 13,104,522</b>	<b>100%</b>

## EXPENDITURES – General Fund Fiscal Year 2015

Expenditures by Category



Expenditures by Type



## Water Fund

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The *Water Fund* is a municipal utility enterprise fund established to account for the operational and infrastructure costs, and related revenues, necessary for providing the distribution of treated water and untreated irrigation water (non-potable) to Evans' residential and commercial customers. This fund includes all services required for the operation and maintenance of the water distribution facilities, the non-potable irrigation delivery systems, and the Evans Ditch.

### Service Areas

**Administration** – includes the expenses necessary for the administration of the Water Fund including water resource management, water treatment costs, legal issues, and engineering services.

- Participate in the ongoing efforts to develop the Northern Integrated Supply Project (NISP) and the Windy Gap Firming Project (WGFP).
- Continue aggressive water conservation program designed to reduce the City's water consumption over time by approximately 13%.
- Actively manage water usage to monitor system development charges with the City of Greeley related to the volume of water treated.

**Distribution** – includes expenses necessary for the operation and maintenance of the City's treated water delivery system including all water mains, fire hydrants, valves, meters, and other appurtenances.

- Complete radio change out to bring the entire system onto the fixed base meter reading program.

**Non-potable Irrigation** – includes expenses necessary for the operation and maintenance of the City's non-potable irrigation system including all pump stations, water mains, valves, meters, and other appurtenances.

- Create a standardized approach to pump station maintenance to ensure a long and useful life for the City's non-potable irrigation pump stations.
- Ensure the City's non-potable infrastructure is accounted for within our Asset Management Plan and future replacement costs are appropriately allocated through the 5 year Capital Improvement Plan.
- Investigate options to expand the City's non-potable irrigation system and further reduce the City's demand for treated water.

**Evans Ditch** – includes expenses necessary for the operation and maintenance of the historic Evans Ditch delivery system including the delivery ditch, all head gates, check structures, dump structures, conduits, and other appurtenances.

- Ensure the Evans Ditch infrastructure is accounted for within our Asset Management Plan and future replacement costs are appropriately allocated through the 5 year Capital Improvement Plan.
- Develop a plan for major maintenance of the Evans Ditch facilities and integrate into future plans.
- Investigate options to expand the utilization of the Evans Town Ditch and further reduce the City's demand for treated water.



### City of Evans Water Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>Operating Revenues</b>									
Base Rate (base, np, penalty, misc)	1,655,893	1,818,767	1,946,804	1,946,804	1,822,969	1,870,842	1,918,836	1,921,056	1,923,276
Loan Proceeds	-	-	1,500,000	1,500,000	-	-	-	-	-
Variable Rate	2,732,495	2,592,268	2,564,386	2,564,386	2,693,840	2,747,717	2,802,671	2,858,725	2,915,899
Interest Income	5,433	(1,349)	12,551	12,551	7,760	10,298	9,901	9,500	9,095
<b>Total Operating Revenues</b>	<b>4,393,821</b>	<b>4,409,686</b>	<b>6,023,741</b>	<b>6,023,741</b>	<b>4,524,569</b>	<b>4,628,857</b>	<b>4,731,408</b>	<b>4,789,280</b>	<b>4,848,270</b>
<b>Operating Expenses</b>									
Fixed costs	1,347,869	1,422,295	2,814,245	2,814,245	1,582,898	1,591,422	1,615,563	1,640,158	1,665,217
Variable costs	2,472,083	2,450,777	2,614,419	2,614,419	2,531,014	2,581,526	2,633,287	2,686,089	2,739,953
Total Operating Expenses	3,819,952	3,873,072	5,428,663	5,428,663	4,113,912	4,172,948	4,248,850	4,326,247	4,405,170
Net Revenues over (under) expenses	<b>573,869</b>	<b>536,614</b>	<b>595,077</b>	<b>595,077</b>	<b>410,656</b>	<b>455,909</b>	<b>482,558</b>	<b>463,033</b>	<b>443,100</b>
Transfer for Major Maint (w AMP)	308,024	396,472	632,559	632,559	290,071	329,421	353,273	330,898	308,059
Transfer In from Major Maint	-	-	(170,708)	(170,708)	-	-	-	-	-
Transfer for Water Conservation	260,412	141,491	-	-	-	166,191	169,384	172,636	175,946
<b>Net Operations after Transfers</b>	<b>5,433</b>	<b>(1,349)</b>	<b>133,226</b>	<b>133,226</b>	<b>120,586</b>	<b>(39,702)</b>	<b>(40,099)</b>	<b>(40,500)</b>	<b>(40,905)</b>
<b>Running Cash Balance</b>	<b>777,306</b>	<b>775,958</b>	<b>909,184</b>	<b>909,184</b>	<b>1,029,770</b>	<b>990,067</b>	<b>949,968</b>	<b>909,468</b>	<b>868,562</b>
<b>Target Operating Reserve - 3 months</b>	<b>812,879</b>	<b>833,777</b>	<b>908,833</b>	<b>908,833</b>	<b>955,960</b>	<b>919,334</b>	<b>931,548</b>	<b>955,679</b>	<b>980,291</b>
<b>Available Funds</b>	<b>(35,573)</b>	<b>(57,819)</b>	<b>351</b>	<b>351</b>	<b>73,809</b>	<b>70,733</b>	<b>18,420</b>	<b>(46,211)</b>	<b>(111,729)</b>
<b>Water Rights Revenues</b>									
Payment in Lieu & Water Rights Lease	36,440	24,842	31,000	31,000	20,000	20,000	20,000	20,000	20,000
Interest Income	-	-	-	-	-	-	-	-	-
<b>Water Rights Expenses</b>									
Water Right Acquisition	-	-	-	-	-	-	-	-	-
<b>Annual Net</b>	<b>36,440</b>	<b>24,842</b>	<b>31,000</b>	<b>31,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Running Balance</b>	<b>(191,450)</b>	<b>(166,608)</b>	<b>(135,608)</b>	<b>(135,608)</b>	<b>(115,608)</b>	<b>(95,608)</b>	<b>(75,608)</b>	<b>(55,608)</b>	<b>(35,608)</b>
<b>System Maintenance &amp; Expansion Revenue</b>									
Tap Fee Revenue	194,409	747,282	674,600	240,000	305,523	320,799	336,839	353,681	371,365
Water Meter Sales	12,780	21,572	5,500	5,500	6,000	6,500	7,000	7,500	8,000
Interest Income	10,099	(2,455)	-	-	-	-	-	-	-
Transfer for Major Maint (w AMP)	308,024	396,472	632,559	632,559	290,071	329,421	353,273	330,898	308,059
Transfer to Operations	-	-	(170,708)	(170,708)	-	-	-	-	-
Transfer for Water Conservation	260,412	141,491	-	-	-	166,191	169,384	172,636	175,946
Other	-	-	-	-	-	-	-	-	-
<b>Total System Expansion Revenue</b>	<b>785,723</b>	<b>1,304,361</b>	<b>1,312,659</b>	<b>878,059</b>	<b>601,594</b>	<b>822,911</b>	<b>866,496</b>	<b>864,714</b>	<b>863,370</b>
<b>System Maintenance &amp; Expansion Expenses</b>									
Capital Outlay	689,422	2,742,993	360,904	360,904	435,000	8,674,716	2,393,160	5,040,720	5,078,000
Major Maintenance & AMP	106,424	48,170	50,000	50,000	70,000	329,421	353,273	330,898	308,059
Water Conservation Projects	-	-	-	-	-	166,191	169,384	172,636	175,946
Misc Expenses	39,347	29,681	97,500	97,500	35,000	35,000	35,000	35,000	35,000
<b>Total Expenses</b>	<b>835,193</b>	<b>2,820,843</b>	<b>508,404</b>	<b>508,404</b>	<b>540,000</b>	<b>9,205,328</b>	<b>2,950,817</b>	<b>5,579,253</b>	<b>5,597,005</b>
<b>Annual Net</b>	<b>(49,469)</b>	<b>(1,516,482)</b>	<b>804,255</b>	<b>369,655</b>	<b>61,594</b>	<b>(8,382,417)</b>	<b>(2,084,321)</b>	<b>(4,714,539)</b>	<b>(4,733,635)</b>
<b>Running Balance</b>	<b>1,622,469</b>	<b>105,987</b>	<b>910,242</b>	<b>475,642</b>	<b>537,236</b>	<b>(7,845,181)</b>	<b>(9,929,502)</b>	<b>(14,644,041)</b>	<b>(19,377,676)</b>
Total Water Fund Revenue	4,647,549	5,200,927	6,734,841	6,300,241	4,856,092	4,976,156	5,095,247	5,170,461	5,247,635
Total Water Fund Expenses	4,655,145	6,693,915	5,937,067	5,937,067	4,653,912	13,378,275	7,199,667	9,905,501	10,002,175
CT	-	-	-	-	-	-	-	-	-
Changes in Working Capital	(6,334)	(9,306)	-	-	-	-	-	-	-
<b>Total Water Fund Cash Balance</b>	<b>2,192,682</b>	<b>690,388</b>	<b>1,488,161</b>	<b>1,053,561</b>	<b>1,255,740</b>	<b>(7,146,379)</b>	<b>(9,250,799)</b>	<b>(13,985,838)</b>	<b>(18,740,378)</b>

## Water Fund

### Expense Summary

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>Operating Revenues</b>									
Base Rate (base, np, penalty, misc)	\$1,655,893	\$1,818,767	\$1,946,804	\$1,946,804	\$1,822,969	\$1,870,842	\$1,918,836	\$1,921,056	\$1,923,276
	\$14.50	\$16.50	\$17.00	\$17.00	\$17.50	\$18.00	\$18.50	\$18.50	\$18.50
<b>Base Major Maintenance Calculator</b>									
Administrative GF OH	602,357	658,248	655,610	655,610	723,106	733,952	744,961	756,136	767,478
Water Fund Payroll, Supplies & Services	745,512	764,047	1,985,797	1,985,797	686,956	684,632	697,765	711,185	724,902
AMP	39,096	-	-	-	20,000	52,530	96,542	125,664	33,765
Debt - CWPA 2013 Radio Loan	-	-	172,837	172,837	172,837	172,837	172,837	172,837	172,837
Major Maintenance Projection	268,928	396,472	632,559	632,559	220,071	226,891	206,731	155,234	224,294
<b>Total Base Rate</b>	<b>1,655,893</b>	<b>1,818,767</b>	<b>3,446,804</b>	<b>3,446,804</b>	<b>1,822,969</b>	<b>\$1,870,842</b>	<b>\$1,918,836</b>	<b>\$1,921,056</b>	<b>\$1,923,276</b>
<b>Major Maintenance and AMP in Fixed Costs</b>									
Asset Management Plan	39,096	-	-	-	20,000	52,530	96,542	125,664	33,765
Major Maintenance Projects:	201,600	348,302	582,559	582,559	220,071	226,891	206,731	155,234	224,294
Equipment	-	-	-	-	-	-	-	-	-
Line Work	67,328	48,170	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total In Fixed Costs	308,024	396,472	632,559	632,559	290,071	329,421	353,273	330,898	308,059
<b>Capital Expenditures - System Expansion Tap Fee Revenue</b>									
Windy Gap Storage Project	190,301	138,080	320,904	320,904	295,000	4,937,356	-	-	-
NISP Storage Project	40,000	40,000	40,000	40,000	140,000	522,360	1,226,160	4,239,720	4,243,000
System Expansion Fee to City of Greeley	-	2,544,592	-	-	-	300,000	-	-	300,000
Whitney Way - Crossing 37th St	-	-	-	-	-	-	20,000	-	-
West Service Rd. - 31st St. to 35th St.	-	-	-	-	-	-	272,000	-	-
Ashcroft Draw Drop & Measurement Str	-	-	-	-	-	-	-	-	-
Brantner Rd & Ind Pkwy 43rd to 44th St	-	-	-	-	-	50,000	400,000	-	-
Greeley Investment Fees	-	-	-	-	-	-	-	-	-
Tuscany Non-Potable Ponds	-	-	-	-	-	275,000	-	-	-
Tuscany Pumphouse	-	-	-	-	-	200,000	-	-	-
Carryforward Projects	61,856	20,321	-	-	-	-	-	-	-
11th Ave Waterline - 32nd to Cemetery	397,265	-	-	-	-	-	-	-	-
23rd Ave - 37th to 42nd St.	-	-	-	-	-	390,000	-	-	-
34th St. - 35th St - 36th St Projects	-	-	-	-	-	200,000	-	100,000	340,000
37th St. - 23rd Ave. to Latham.	-	-	-	-	-	1,030,000	-	-	-
Boulder St - 36th St. to 37th St.	-	-	-	-	-	-	-	65,000	-
Denver St. - 36th St. to 40th St.	-	-	-	-	-	-	65,000	-	120,000
Empire St. - 33rd St to 35th St.	-	-	-	-	-	-	-	117,000	-
Larson Ave. - 41st St. to 42nd St.	-	-	-	-	-	90,000	-	-	-
Montrose St. - 34th St. to 37th St.	-	-	-	-	-	170,000	-	-	-
Pleasant Acres Dr. - 32nd St. to 11th Ave.	-	-	-	-	-	-	260,000	-	-
Southgate Dr. - Denver to 31st St.	-	-	-	-	-	-	-	230,000	-
State St. - 33rd St. to 35th St.	-	-	-	-	-	-	-	80,000	-
North-South Split Adjustment Structure	-	-	-	-	-	75,000	-	-	-
31st St. & Empire Measurement Facility	-	-	-	-	-	30,000	-	-	-
42nd St. & Golden Measurement Facility	-	-	-	-	-	30,000	-	-	-
17th Ave. Sediment Removal Basin	-	-	-	-	-	10,000	-	-	-
37th St Sediment Removal Basin	-	-	-	-	-	-	10,000	-	-
Central Ave. Pipe - 40th St to 39th St.	-	-	-	-	-	-	20,000	-	-
Idaho St. Pipe - 42nd St. to 40th St.	-	-	-	-	-	-	-	25,000	-
Golden St. Pipe - 40th St. to 37th St	-	-	-	-	-	-	-	25,000	-
37th St. to 11th Ave. Lining	-	-	-	-	-	-	75,000	-	-
11th Ave.- 17th Ave. to 42nd St. Lining	-	-	-	-	-	75,000	-	-	75,000
Evans WWTF Lining	-	-	-	-	-	-	-	125,000	-
SCADA - Projects	-	-	-	-	-	140,000	45,000	34,000	-
North Point Pumphouse Improvements	-	-	-	-	-	100,000	-	-	-
Grapevine Irrigation Upgrades	-	-	-	-	-	50,000	-	-	-
Total in CIP from Tap Fee revenue	689,422	2,742,993	360,904	360,904	435,000	8,674,716	2,393,160	5,040,720	5,078,000
<b>Total Capital in Attachment I (includes water rights)</b>	<b>958,349</b>	<b>2,791,163</b>	<b>410,904</b>	<b>410,904</b>	<b>485,000</b>	<b>8,951,607</b>	<b>2,649,891</b>	<b>5,245,954</b>	<b>5,352,294</b>

## Wastewater Fund

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The *Wastewater Fund* includes services required for the operation and maintenance of the City's two wastewater collection and treatment systems (original Evans system and the Hill n' Park System).

### Service Areas

**Wastewater Treatment** – includes the expenses necessary to provide wastewater treatment services to the community that meet applicable Federal and State regulations related to the environmental water quality parameters. This includes all treatment plant operational expenses and laboratory compliance testing services.

- Implement the recommendations from the Wastewater Utility Plan prepared by HDR Engineering.
- Develop a public information campaign designed to educate the public on environmental issues and challenges facing the wastewater utility.
- Initiate design of the first phases of treatment plant improvements.

**Wastewater Collection** – includes the operations, maintenance and replacement of the City's waste water collection system.

- Maintain our current level of treatment operations and infrastructure maintenance for both systems.
- Implement the recommendations from the Wastewater Utility Plan prepared by HDR Engineering.
- Limit treatment compliance violations at both plants.



**City of Evans Wastewater Fund Long Range Financial Plan**

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>Operating Revenues</b>									
Sewer Sales	1,125,063	1,177,884	1,416,769	1,416,769	2,160,112	3,076,269	3,139,915	3,251,216	3,284,039
Other	2,218	46,916	18,288	18,288	5,719	11,241	27,709	44,706	62,706
<b>Total Operating Revenues</b>	<b>1,127,281</b>	<b>1,224,800</b>	<b>1,435,057</b>	<b>1,435,057</b>	<b>2,165,831</b>	<b>3,087,510</b>	<b>3,167,624</b>	<b>3,295,922</b>	<b>3,346,745</b>
CT	1,127,281	1,224,800	1,435,057	1,435,057	2,165,831	3,087,510	3,167,624	3,295,922	3,346,745
<b>Operating Expenses</b>									
Personnel	293,711	311,869	344,564	344,564	414,126	425,596	439,301	453,446	468,047
Operations	310,765	312,446	528,733	528,733	427,389	428,800	435,232	441,760	448,387
Debt	111,708	115,454	108,626	108,626	107,048	110,762	110,762	110,762	110,762
Transfer for Overhead to General Fund	413,141	451,425	408,587	408,587	468,515	475,542	482,675	489,916	497,264
<b>Total Operating Expenses</b>	<b>1,129,325</b>	<b>1,191,194</b>	<b>1,390,511</b>	<b>1,390,511</b>	<b>1,417,077</b>	<b>1,440,700</b>	<b>1,467,970</b>	<b>1,495,884</b>	<b>1,524,460</b>
Net Revenues over (under) expenses	<b>(2,044)</b>	<b>33,607</b>	<b>44,547</b>	<b>44,547</b>	<b>748,753</b>	<b>1,646,810</b>	<b>1,699,654</b>	<b>1,800,038</b>	<b>1,822,285</b>
<b>Running Cash Balance</b>	<b>297,182</b>	<b>330,789</b>	<b>375,336</b>	<b>375,336</b>	<b>1,124,089</b>	<b>2,770,898</b>	<b>4,470,553</b>	<b>6,270,591</b>	<b>8,092,876</b>
<b>Target Operating Reserve - 3 months</b>	<b>282,331</b>	<b>297,798</b>	<b>347,628</b>	<b>347,628</b>	<b>354,269</b>	<b>360,175</b>	<b>366,992</b>	<b>373,971</b>	<b>381,115</b>
<b>Available Funds</b>	<b>14,851</b>	<b>32,990</b>	<b>27,708</b>	<b>27,708</b>	<b>769,819</b>	<b>2,410,723</b>	<b>4,103,560</b>	<b>5,896,620</b>	<b>7,711,761</b>
<b>Major Maintenance Revenues</b>									
Revenue	-	-	-	-	50,000	50,000	50,000	50,000	50,000
Grant - Disaster Related	-	357,649	915,442	1,077,684	856,792	-	-	-	-
Interest	6,566	-	545	545	-	-	-	-	-
<b>Total System Maintenance Revenues</b>	<b>6,566</b>	<b>357,649</b>	<b>915,987</b>	<b>1,078,229</b>	<b>906,792</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Major Maintenance Expenses</b>									
Supplies & Services	384,604	-	-	-	-	-	-	-	-
Asset Management	10,763	-	80,000	80,000	69,000	90,640	97,603	103,809	56,275
Disaster Recovery	-	421,259	1,280,000	1,310,000	849,255	-	-	-	-
Capital Outlay - Regulatory Compliance	10,491	14,042	-	-	-	-	-	-	-
Capital Outlay - Major Maintenance	-	-	200,000	200,000	-	-	-	-	-
<b>Total System Maintenance Expenses</b>	<b>405,858</b>	<b>435,301</b>	<b>1,560,000</b>	<b>1,590,000</b>	<b>918,255</b>	<b>90,640</b>	<b>97,603</b>	<b>103,809</b>	<b>56,275</b>
<b>Annual Net</b>	<b>(399,292)</b>	<b>(77,652)</b>	<b>(644,013)</b>	<b>(511,771)</b>	<b>(11,463)</b>	<b>(40,640)</b>	<b>(47,603)</b>	<b>(53,809)</b>	<b>(6,275)</b>
<b>Running Cash Balance</b>	<b>486,592</b>	<b>408,940</b>	<b>(235,073)</b>	<b>(102,831)</b>	<b>(114,294)</b>	<b>(154,934)</b>	<b>(202,537)</b>	<b>(256,346)</b>	<b>(262,621)</b>
<b>System Expansion Revenues</b>									
Grant Revenue	-	-	-	-	726,284	-	-	-	-
System Development Fees	89,994	268,056	136,315	136,315	50,000	50,000	50,000	50,000	50,000
Interest	990	-	2,511	2,511	5,213	7,003	7,573	8,149	8,731
<b>Total System Expansion Revenues</b>	<b>90,984</b>	<b>268,056</b>	<b>138,826</b>	<b>138,826</b>	<b>781,497</b>	<b>57,003</b>	<b>57,573</b>	<b>58,149</b>	<b>58,731</b>
<b>System Expansion Expenses</b>									
Capital Outlay	-	-	-	-	711,284	-	-	-	-
<b>Total System Maintenance Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>711,284</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annual Net</b>	<b>90,984</b>	<b>268,056</b>	<b>138,826</b>	<b>138,826</b>	<b>70,213</b>	<b>57,003</b>	<b>57,573</b>	<b>58,149</b>	<b>58,731</b>
<b>Running Cash Balance</b>	<b>223,233</b>	<b>491,289</b>	<b>630,115</b>	<b>630,115</b>	<b>700,328</b>	<b>757,331</b>	<b>814,905</b>	<b>873,054</b>	<b>931,784</b>
Total Waste Water Fund Revenue	1,224,831	1,850,505	2,489,870	2,652,112	3,854,120	3,194,513	3,275,197	3,404,071	3,455,476
Total Waste Water Fund Expenses	1,535,183	1,626,495	2,950,511	2,980,511	3,046,616	1,531,340	1,565,573	1,599,693	1,580,735
Changes in Working Capital	133,772	(476,627)	-	-	-	-	-	-	-
<b>Ending Cash</b>	<b>1,142,155</b>	<b>889,538</b>	<b>428,898</b>	<b>561,140</b>	<b>1,368,643</b>	<b>3,031,816</b>	<b>4,741,441</b>	<b>6,545,819</b>	<b>8,420,560</b>
CT	1,142,155	889,538							
<b>Restricted Cash</b>	<b>350,555</b>	<b>268,935</b>							

**2012-2019 Capital Improvement Plan**

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Combined Plant Planning/Design					711,284				
WWTP Expansion to 2.0 MGD - Planning/Design	10,491	14,042	-	-	-	-	-	-	-
HNP - Headworks Screening Improvements	-	-	200,000	200,000	-	-	-	-	-
<b>Waste Water Fund Total</b>	<b>10,491</b>	<b>14,042</b>	<b>200,000</b>	<b>200,000</b>	<b>711,284</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Storm Drainage Fund

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The *Storm Drainage Fund* provides the operations and maintenance of the City's storm drainage system including the curb and gutters, storm inlets, and storm sewers throughout the community.

### Service Areas

**Storm Drainage** – includes the expenses necessary for the operations and maintenance of the City's storm drainage system including the curb and gutters, storm inlets, and storm sewers throughout the community. The storm drainage fund provides for the replacement of existing assets as well as the construction of new systems as recommended by the storm drainage master plan. The storm drainage fund also serves to manage the City's water quality efforts as it relates to storm drainage.



### City of Evans Storm Drainage Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Cash	607,775	730,294	958,656	301,045	375,155	(129,251)	(417,027)	(748,029)
<b>Operating Revenues</b>								
Storm Drainage Sales	438,219	456,298	461,634	463,655	472,928	482,387	492,034	501,875
Other	5,155	(1,412)	1,347	1,347	1,347	1,347	1,347	1,347
<b>Total Operating Revenues</b>	<b>443,374</b>	<b>454,886</b>	<b>462,981</b>	<b>465,002</b>	<b>474,275</b>	<b>483,734</b>	<b>493,381</b>	<b>503,222</b>
CT	443,374	454,886	462,981	465,002	474,275	483,734	493,381	503,222
<b>Operating Expenses</b>								
Storm Operations	22,340	9,650	26,900	27,645	28,060	28,481	28,908	29,342
Disaster Recovery	-	8,080	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>22,340</b>	<b>17,730</b>	<b>26,900</b>	<b>27,645</b>	<b>28,060</b>	<b>28,481</b>	<b>28,908</b>	<b>29,342</b>
Transfer Out - Overhead to GF	(142,217)	(150,665)	(138,492)	(158,247)	(160,620)	(163,030)	(165,475)	(167,957)
<b>Operating Income (Loss) after transfers</b>	<b>278,817</b>	<b>286,491</b>	<b>297,589</b>	<b>279,110</b>	<b>285,595</b>	<b>292,223</b>	<b>298,998</b>	<b>305,923</b>
<b>Other Income (Expense)</b>								
Plant Inv Fees/Cash in Lieu of Fees	30,169	69,324	11,000	20,000	20,000	20,000	20,000	20,000
Capital Outlay	(194,362)	(121,055)	(966,200)	(225,000)	(810,000)	(600,000)	(650,000)	-
Asset Management	-	-	-	-	-	-	-	-
Changes in Working Capital	7,895	(6,398)	-	-	-	-	-	-
<b>Increase (Decrease) in Cash</b>	<b>122,519</b>	<b>228,362</b>	<b>(657,611)</b>	<b>74,110</b>	<b>(504,405)</b>	<b>(287,777)</b>	<b>(331,002)</b>	<b>325,923</b>
<b>Ending Cash</b>	<b>730,294</b>	<b>958,656</b>	<b>301,045</b>	<b>375,155</b>	<b>(129,251)</b>	<b>(417,027)</b>	<b>(748,029)</b>	<b>(422,106)</b>
CT	730,294	958,656						
<b>Target Reserve - 3 months</b>	<b>5,585</b>	<b>4,433</b>	<b>6,725</b>	<b>6,911</b>	<b>7,015</b>	<b>7,120</b>	<b>7,227</b>	<b>7,335</b>

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
23rd Ave. Drainage Basin Improvements	-	23,916	150,000	-	-	-	-	-
23rd Ave Outfall Design-49th to S Platte River	-	-	-	-	-	600,000	-	-
Tuscany Storm Drainage Improvements	-	23,500	-	-	-	-	-	-
Hwy 85/37th St Drainage	5,586	30,309	10,000	-	-	-	-	-
Ashcroft/Tuscany Ditch & Trail Improvements	81,297	-	-	-	-	-	-	-
15th Ave. Storm Sewer - 37th to 36th	-	-	-	-	200,000	-	-	-
US 34 By-pass Storm Sewer Improvements	-	-	-	-	300,000	-	-	-
37th St. Storm Sewer - Trinidad to Boulder	33,000	10,075	572,000	-	-	-	-	-
41st St. Storm Sewer - Boulder St. to Golden St.	-	-	-	-	40,000	-	-	-
41st St. Storm Sewer - Central to Boulder	-	-	-	-	40,000	-	-	-
Boulder St. Storm Sewer - 40th St. to 41st St.	-	-	-	-	40,000	-	-	-
Boulder St. Storm Sewer - 41st St. to 42nd St.	-	-	-	-	40,000	-	-	-
Central St./State St. Storm Sewer Rehab.	-	-	-	-	150,000	-	-	-
37th St. Storm Sewer - Boulder to US 85	-	33,255	234,200	-	-	-	-	-
Belmont Outfall	-	-	-	-	-	-	650,000	-
42nd Street Storm	74,479	-	-	-	-	-	-	-
43rd and Central Storm Sewer (Easment, design & Const.)	-	-	-	150,000	-	-	-	-
29th and Anchor Inlet additions	-	-	-	75,000	-	-	-	-
<b>Storm Drainage Total</b>	<b>194,362</b>	<b>121,055</b>	<b>966,200</b>	<b>225,000</b>	<b>810,000</b>	<b>600,000</b>	<b>650,000</b>	<b>-</b>

\* Capital is budgeted at 90% of projected ending fund balance after operations.      832,190      971,740      1,140,520      540,139      612,674      164,675      (88,226)      (379,896)

## Emergency Contingency Fund

The Emergency Contingency Fund was established in the City Home Rule Charter. The fund is required to have a balance equal to 25% of actual General Fund expenditures of the preceding year. At any time the fund is less than this amount, the City Council shall budget and appropriate funds, not exceeding 5% of estimated General Fund revenues, until the fund is again equal to 25% of actual General Fund expenditures of the preceding year. In 2012, the voters passed a charter change that capped the balance in the fund at \$1,000,000. The City Council must approve any expenditure by an ordinance declaring an emergency. The ordinance must be passed by five affirmative votes of the Council.

### City of Evans Emergency Contingency Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	2,247,031	2,322,107	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Revenues</b>								
Interest Earnings	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	-	-	-	-	-	-	-	-
CT								
Transfers In	75,076	-	-	-	-	-	-	-
<b>Total Available Funds</b>	75,076	-	-	-	-	-	-	-
Transfers Out	-	1,322,107	-	-	-	-	-	-
<b>Excess Revenue Over (Under)</b>								
<b>Expenditures</b>	75,076	(1,322,107)	-	-	-	-	-	-
<b>Ending Fund Balance</b>	2,322,107	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
CT	2,322,107	1,000,000						

\* November 2012 Charter change to cap at \$1,000,000

## Cemetery Perpetual Care Fund

This fund is administered for the care and maintenance of the cemetery grounds; for the capital improvements necessary for upkeep of the cemetery; and for equipment necessary for maintenance of the Evans City Cemetery.

### City of Evans Cemetery Perpetual Care Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	80,570	83,039	85,632	13,332	16,032	18,732	21,432	24,132
<b>Revenues</b>								
Charges for Services	2,469	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Interest Earnings	-	(107)	-	-	-	-	-	-
<b>Total Revenues</b>	<b>2,469</b>	<b>2,593</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
CT	2,469	2,593	2,700	2,700	2,700	2,700	2,700	2,700
Transfers In	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>2,469</b>	<b>2,593</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
<b>Expenditures</b>								
Capital	-	-	75,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>2,469</b>	<b>2,593</b>	<b>(72,300)</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
<b>Ending Fund Balance</b>	<b>83,039</b>	<b>85,632</b>	<b>13,332</b>	<b>16,032</b>	<b>18,732</b>	<b>21,432</b>	<b>24,132</b>	<b>26,832</b>
CT	83,039	85,632						

\*Capital is budgeted not to exceed 100% of prior year ending unrestricted fund balance

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>CIP Projects 2012-2019</b>								
<b>Maintenance Building</b>	-	-	75,000	-	-	-	-	-
<b>Cemetery Perp Care Fund Total</b>	-	-	<b>75,000</b>	-	-	-	-	-

## Fire Impact Fund

The Fire Impact Fund was established to provide or to assist in providing the financing to acquire, develop and maintain fire stations and apparatus. The fire/rescue impact fees are established annually by the City Council by ordinance and are paid by property owners desiring to develop property with improvements. The current fee is in Section 15.50.100 of the City Municipal Code.

### City of Evans Fire Impact Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	52,775	61,363	236,356	236,356	262,319	264,689	267,335	270,009	272,709
<b>Revenues</b>									
Assessments	52,163	174,857	-	25,344	-	-	-	-	-
Interest Earnings	480	135	619	619	2,370	2,647	2,673	2,700	2,727
<b>Total Revenues</b>	<b>52,643</b>	<b>174,993</b>	<b>619</b>	<b>25,963</b>	<b>2,370</b>	<b>2,647</b>	<b>2,673</b>	<b>2,700</b>	<b>2,727</b>
CT	52,643	174,993	619	25,963	2,370	2,647	2,673	2,700	2,727
<b>Total Available Funds</b>	<b>52,643</b>	<b>174,993</b>	<b>619</b>	<b>25,963</b>	<b>2,370</b>	<b>2,647</b>	<b>2,673</b>	<b>2,700</b>	<b>2,727</b>
<b>Expenditures</b>									
Capital	44,055	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>44,055</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>8,588</b>	<b>174,993</b>	<b>619</b>	<b>25,963</b>	<b>2,370</b>	<b>2,647</b>	<b>2,673</b>	<b>2,700</b>	<b>2,727</b>
<b>Ending Fund Balance</b>	<b>61,363</b>	<b>236,356</b>	<b>236,975</b>	<b>262,319</b>	<b>264,689</b>	<b>267,335</b>	<b>270,009</b>	<b>272,709</b>	<b>275,436</b>
CT	61,363	236,356							

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Buildings	44,055	-	-	-	-	-	-	-	-
<b>Capital Total</b>	<b>44,055</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Capital is budgeted at 90% of projected ending fund balance after operations

	47,930	55,349	213,278	213,277	238,220	240,602	243,008	245,438	247,892
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## Street Impact Fund

The Street Impact Fee Fund manages the design and construction of the City's major roadway improvement projects as identified by the City of Evans Transportation Plan. Financing priorities are established in the City's five year Capital Improvement Plan which is approved on an annual basis by the City Council. The current fee is in Section 12.20 of the City Municipal Code.

### City of Evans Street Impact Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Unrestricted Fund Balance	595,013	635,246	952,494	952,494	822,723	427,395	(1,368,216)	(5,563,942)	(6,227,624)
<b>Revenues</b>									
Assessments	62,654	317,734	-	93,238	-	-	-	-	-
Interest Earnings	4,589	-	6,392	6,392	4,672	4,389	4,274	(13,682)	(55,639)
Miscellaneous	-	(486)	462,599	462,599	-	-	-	-	-
<b>Total Revenues</b>	<b>67,243</b>	<b>317,248</b>	<b>468,991</b>	<b>562,229</b>	<b>4,672</b>	<b>4,389</b>	<b>4,274</b>	<b>(13,682)</b>	<b>(55,639)</b>
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>67,243</b>	<b>317,248</b>	<b>468,991</b>	<b>562,229</b>	<b>4,672</b>	<b>4,389</b>	<b>4,274</b>	<b>(13,682)</b>	<b>(55,639)</b>
<b>Expenditures</b>									
Capital	27,010	-	692,000	692,000	400,000	1,800,000	4,200,000	650,000	9,500,000
<b>Total Expenditures</b>	<b>27,010</b>	<b>-</b>	<b>692,000</b>	<b>692,000</b>	<b>400,000</b>	<b>1,800,000</b>	<b>4,200,000</b>	<b>650,000</b>	<b>9,500,000</b>
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>40,233</b>	<b>317,248</b>	<b>(223,009)</b>	<b>(129,771)</b>	<b>(395,328)</b>	<b>(1,795,611)</b>	<b>(4,195,726)</b>	<b>(663,682)</b>	<b>(9,555,639)</b>
<b>Unreserved Ending Fund Balance</b>	<b>635,246</b>	<b>952,494</b>	<b>729,485</b>	<b>822,723</b>	<b>427,395</b>	<b>(1,368,216)</b>	<b>(5,563,942)</b>	<b>(6,227,624)</b>	<b>(15,783,264)</b>
CT	635,246	952,494	-	-	-	-	-	-	-
<b>Reserved Cash</b>	<b>40,796</b>	<b>40,796</b>							

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
US 85 Service Road Improvements	998	-	-	-	-	-	-	-	-
35th Ave - WCR 394 to Hwy 85	8,962	-	-	-	-	-	-	-	7,000,000
35th Avenue widening Prairie View to 49th	-	-	-	-	-	-	1,700,000	-	-
Traffic Signals	-	-	-	-	-	250,000	-	250,000	-
23rd Ave. - 42nd St. to 49th St.	-	-	-	-	-	-	-	400,000	-
St. Vrain Street - 36th Street Improvements	-	-	172,000	172,000	-	-	-	-	-
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	-	-	520,000	520,000	-	-	-	-	-
47th Ave. Widening - 32nd St. to 37th St. (4 lanes)	-	-	-	-	-	750,000	-	-	-
49th St. Widening - 54th St. Rd. to 35th Ave. (4 lanes)	-	-	-	-	-	-	-	-	600,000
65th Ave Widening - Design & ROW	17,050	-	-	-	400,000	-	2,500,000	-	-
65th Ave Widening - 37th St to N City Limits	-	-	-	-	-	800,000	-	-	-
65th Ave. Widening - 49th St. to 54 th St. Rd (4lanes)	-	-	-	-	-	-	-	-	1,900,000
<b>Street Impact Fund Total</b>	<b>27,010</b>	<b>-</b>	<b>692,000</b>	<b>692,000</b>	<b>400,000</b>	<b>1,800,000</b>	<b>4,200,000</b>	<b>650,000</b>	<b>9,500,000</b>

\*Capital is budgeted at 90% of prior year ending unrestricted fund balance

	538,009	571,721	857,244	857,244	740,451	384,656	(1,231,394)	(5,007,548)	(5,604,862)
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## Park Impact Fund

This fund is administered for the acquisition, development, and improvements to the City's park system, trail system, and miscellaneous park amenities utilizing impact fees collected from building permits for new construction of residential dwellings. The current fee is in Section 15.52.045 of the City Municipal Code.

### City of Evans Park Impact Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	116,202	260,157	1,209,992	1,209,992	1,312,263	1,203,279	1,215,396	1,227,429	1,239,583
<b>Revenues</b>									
Assessments	89,652	877,049	-	100,496	-	-	-	-	-
Interest Earnings	2,073	830	1,775	1,775	1,015	12,118	12,033	12,154	12,274
Miscellaneous	23,000	121,957	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>164,725</b>	<b>999,836</b>	<b>1,775</b>	<b>102,271</b>	<b>1,015</b>	<b>12,118</b>	<b>12,033</b>	<b>12,154</b>	<b>12,274</b>
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>164,725</b>	<b>999,836</b>	<b>1,775</b>	<b>102,271</b>	<b>1,015</b>	<b>12,118</b>	<b>12,033</b>	<b>12,154</b>	<b>12,274</b>
<b>Expenditures</b>									
Capital	20,770	-	200,000	-	110,000	-	-	-	-
<b>Total Expenditures</b>	<b>20,770</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	50,000	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>143,955</b>	<b>949,836</b>	<b>(198,225)</b>	<b>102,271</b>	<b>(108,985)</b>	<b>12,118</b>	<b>12,033</b>	<b>12,154</b>	<b>12,274</b>
<b>Ending Fund Balance</b>	<b>260,157</b>	<b>1,209,992</b>	<b>1,011,768</b>	<b>1,312,263</b>	<b>1,203,279</b>	<b>1,215,396</b>	<b>1,227,429</b>	<b>1,239,583</b>	<b>1,251,857</b>
CT	260,157	1,209,993	-	-	-	-	-	-	-

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Projected	2014 Budget V3	2014 Projected	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
City Park Non-Potable System Installations	-	-	200,000	-	-	-	-	-	-
Skate Park Improvements	20,770	-	-	-	-	-	-	-	-
Dante Park - park signage	-	-	-	-	5,000	-	-	-	-
Renaissance Park - lighting and signage	-	-	-	-	105,000	-	-	-	-
<b>Park Impact Fund Total</b>	<b>20,770</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>110,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Capital is budgeted at 90% of prior year ending fund balance

66,345	234,141	1,088,993	1,088,993	910,591	1,082,951	1,093,857	1,104,686	1,115,625
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## Conservation Trust Fund

Funds distributed quarterly from the Colorado State Lottery are utilized for the development and maintenance of new conservation sites, or capital improvement or maintenance for recreational purposes on public sites in accordance with Colorado Revised Statutes.

### City of Evans Conservation Trust Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	72,545	68,225	321,517	477,928	44,547	140,515	332,623	529,612
<b>Revenues</b>								
Intergovernmental	186,502	204,846	186,000	186,000	188,000	190,000	192,000	194,000
Interest Earnings	6,451	(154)	411	7,619	668	2,108	4,989	7,944
<b>Total Revenues</b>	<b>192,953</b>	<b>204,692</b>	<b>186,411</b>	<b>193,619</b>	<b>188,668</b>	<b>192,108</b>	<b>196,989</b>	<b>201,944</b>
CT	192,953	204,692	186,411	193,619	188,668	192,108	196,989	201,944
Transfers In	-	50,000	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>192,953</b>	<b>254,692</b>	<b>186,411</b>	<b>193,619</b>	<b>188,668</b>	<b>192,108</b>	<b>196,989</b>	<b>201,944</b>
<b>Expenditures</b>								
Supplies & Services	-	1,400	-	-	-	-	-	-
Asset Management	1,667	-	-	227,000	92,700	-	-	-
Capital	195,606	-	30,000	400,000	-	-	-	-
<b>Total Expenditures</b>	<b>197,273</b>	<b>1,400</b>	<b>30,000</b>	<b>627,000</b>	<b>92,700</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>(4,320)</b>	<b>253,292</b>	<b>156,411</b>	<b>(433,381)</b>	<b>95,968</b>	<b>192,108</b>	<b>196,989</b>	<b>201,944</b>
<b>Ending Fund Balance</b>	<b>68,225</b>	<b>321,517</b>	<b>477,928</b>	<b>44,547</b>	<b>140,515</b>	<b>332,623</b>	<b>529,612</b>	<b>731,556</b>
CT	68,225	321,517						

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Equipment	-	-	30,000	-	-	-	-	-
Skate Park Improvements	30,170	-	-	-	-	-	-	-
Tuscany Mini Parks	15,436	-	-	-	-	-	-	-
Pave Riverside Pkwy	150,000	-	-	-	-	-	-	-
Evans Ditch Trail	-	-	-	250,000	-	-	-	-
Irrigation Controllers - update to webbased	-	-	-	150,000	-	-	-	-
<b>Conservation Trust Fund Total</b>	<b>195,606</b>	<b>-</b>	<b>30,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* Capital is budgeted at 90% of projected ending fund balance after operations

	237,448	244,365	457,135	400,092	126,464	299,361	476,651	658,401
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## Refuse Collection Fund

The Refuse Collection Fund is a special revenue fund established to account for expenses and revenues related to the provision of trash collection and recycling services to the citizens of Evans. The refuse collection program also includes cleanup programs conducted in the spring and fall of each year.

### City of Evans Refuse Collection Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	230,588	275,978	350,969	384,037	401,966	424,932	447,977	469,228
<b>Revenues</b>								
License & Permits	800	-	800	800	800	800	800	800
Charges for Services	617,391	650,507	651,420	654,240	673,836	687,960	702,180	702,180
Grants	-	56,253	28,161	-	-	-	-	-
Misc	-	515	-	-	-	-	-	-
Interest Earnings	1,643	(211)	2,888	3,789	3,840	4,249	4,480	4,692
<b>Total Revenues</b>	<b>619,834</b>	<b>707,064</b>	<b>683,269</b>	<b>658,829</b>	<b>678,476</b>	<b>693,009</b>	<b>707,460</b>	<b>707,672</b>
CT	619,834	707,064	683,269	658,829	678,476	693,009	707,460	707,672
<b>Total Available Funds</b>	<b>619,834</b>	<b>707,064</b>	<b>683,269</b>	<b>658,829</b>	<b>678,476</b>	<b>693,009</b>	<b>707,460</b>	<b>707,672</b>
<b>Expenditures</b>								
Supplies & Services	543,418	535,705	594,445	607,959	621,586	635,314	650,835	651,021
Disaster Response	-	64,289	23,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>543,418</b>	<b>599,995</b>	<b>617,445</b>	<b>607,959</b>	<b>621,586</b>	<b>635,314</b>	<b>650,835</b>	<b>651,021</b>
Transfers Out	31,026	32,078	32,755	32,941	33,924	34,650	35,373	35,384
<b>Excess Revenue Over (Under) Expenditures</b>	<b>45,390</b>	<b>74,992</b>	<b>33,068</b>	<b>17,928</b>	<b>22,967</b>	<b>23,045</b>	<b>21,252</b>	<b>21,268</b>
<b>Ending Fund Balance</b>	<b>275,978</b>	<b>350,969</b>	<b>384,037</b>	<b>401,966</b>	<b>424,932</b>	<b>447,977</b>	<b>469,228</b>	<b>490,496</b>
CT	275,978	350,970						
<b>Target Reserve - 3 months</b>	<b>135,855</b>	<b>149,999</b>	<b>154,361</b>	<b>151,990</b>	<b>155,397</b>	<b>158,829</b>	<b>162,709</b>	<b>162,755</b>

## Capital Projects - Streets Fund

The Capital Projects – Streets Fund manages the City's major assets such as roadways, alleys, and public rights-of-way through the on-going maintenance and repair of existing assets and the construction of new assets. Priorities are established in the City's five year Capital Improvement Plan (CIP) which is approved on an annual basis by the City Council.

### City of Evans Capital Projects - Streets Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	236,449	329,048	819,247	435,067	735,918	1,246,521	2,051,588	(344,125)
<b>Revenues</b>								
Intergovernmental	855,839	807,199	2,100,880	1,264,523	709,275	653,739	652,959	659,065
Grant Revenue - FEMA	-	278,905	131,258	-	-	-	-	-
<b>Total Revenues</b>	<b>855,839</b>	<b>1,086,104</b>	<b>2,232,138</b>	<b>1,264,523</b>	<b>709,275</b>	<b>653,739</b>	<b>652,959</b>	<b>659,065</b>
CT	855,839	1,086,104	2,232,138	1,264,523	709,275	653,739	652,959	659,065
Transfers In	-	457,735	185,000	501,328	931,328	931,328	931,328	931,328
<b>Total Available Funds</b>	<b>855,839</b>	<b>1,543,839</b>	<b>2,417,138</b>	<b>1,765,851</b>	<b>1,640,603</b>	<b>1,585,067</b>	<b>1,584,287</b>	<b>1,590,393</b>
<b>Expenditures</b>								
Supplies & Services	156,641	129,786	190,000	190,000	190,000	190,000	190,000	190,000
Disaster Response	-	318,748	150,000	-	-	-	-	-
Capital Improvement	606,599	605,105	2,461,318	1,275,000	940,000	590,000	3,790,000	590,000
<b>Total Expenditures</b>	<b>763,240</b>	<b>1,053,639</b>	<b>2,801,318</b>	<b>1,465,000</b>	<b>1,130,000</b>	<b>780,000</b>	<b>3,980,000</b>	<b>780,000</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>92,599</b>	<b>490,199</b>	<b>(384,180)</b>	<b>300,851</b>	<b>510,603</b>	<b>805,067</b>	<b>(2,395,713)</b>	<b>810,393</b>
<b>Ending Fund Balance</b>	<b>329,048</b>	<b>819,247</b>	<b>435,067</b>	<b>735,918</b>	<b>1,246,521</b>	<b>2,051,588</b>	<b>(344,125)</b>	<b>466,268</b>
CT	329,048	819,248						

### 2012-2019 Capital Improvement Plan

	2012 Actual	2013 Actual	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
11th Ave. & US 34 Improvements	-	-	-	-	150,000	-	-	-
Equipment	7,050	28,800	-	-	-	-	-	-
17th Ave & 23rd Ave Bikepath - Grant Funded	-	31,000	31,000	-	-	-	-	-
37th St. Widening - 47th to 65th (4 lanes)	-	-	-	-	-	-	3,200,000	-
29th Street Road Upgrades	142,294	4,935	-	-	-	-	-	-
Bridge Rehabilitation Funds	20,752	-	35,000	-	35,000	35,000	35,000	35,000
Concrete Replacement	71,035	66,341	75,000	75,000	75,000	75,000	75,000	75,000
Evans Ditch Bikepath - Grant Funded	71,089	42,952	62,852	-	-	-	-	-
Misc. Street Resurfacing (Per PMS)	271,776	350,000	325,000	325,000	400,000	400,000	400,000	400,000
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	-	-	920,000	-	-	-	-	-
Traffic Signal - 37th St. & 47th Ave. (Replace Temp.)	-	-	-	-	200,000	-	-	-
Roadway Landscaping	-	-	-	-	30,000	30,000	30,000	30,000
Street Lighting	-	17,358	50,000	-	50,000	50,000	50,000	50,000
US 85 Landscaping	-	-	50,000	-	-	-	-	-
US 85 Access Control @ 31st St. - Grant Funded	-	-	95,000	875,000	-	-	-	-
US 85 Access Control @ 37th St. - Grant Funded	22,603	63,719	817,466	-	-	-	-	-
<b>Capital Projects - Streets Total</b>	<b>606,599</b>	<b>605,105</b>	<b>2,461,318</b>	<b>1,275,000</b>	<b>940,000</b>	<b>590,000</b>	<b>3,790,000</b>	<b>590,000</b>

\* Capital is budgeted at 90% of projected ending fund balance after operations, excluding grant funding

## Capital Projects – Parks Fund

The Capital Projects – Parks Fund manages the City’s major assets such as parks and major parks infrastructure through the ongoing maintenance and repair of existing assets and the construction of new assets. Priorities are established in the City’s five year Capital Improvement Plan (CIP) which is approved on an annual basis by the City Council.

### City of Evans Capital Projects - Parks Long Range Financial Plan

	2014 Budget	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	-	-	1,251,792	257,460	257,460	257,460	257,460
<b>Revenues</b>							
Grant Revenue - FEMA	171,792	271,792	4,375,000	-	-	-	-
<b>Total Revenues</b>	<b>171,792</b>	<b>271,792</b>	<b>4,375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
CT	171,792	271,792	4,375,000	-	-	-	-
Transfers In	1,250,000	1,250,000	-	-	-	-	-
<b>Total Available Funds</b>	<b>1,421,792</b>	<b>1,521,792</b>	<b>4,375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>							
Disaster Recovery	170,000	270,000	5,369,332	-	-	-	-
Capital Improvement	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>170,000</b>	<b>270,000</b>	<b>5,369,332</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>1,251,792</b>	<b>1,251,792</b>	<b>(994,332)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>1,251,792</b>	<b>1,251,792</b>	<b>257,460</b>	<b>257,460</b>	<b>257,460</b>	<b>257,460</b>	<b>257,460</b>
CT							

### 2014-2019 Capital Improvement Plan

	2014 Budget	2014 Budget V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>Capital Projects - Parks Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Cemetery Endowment Fund

The Cemetery Endowment Fund is a trust fund established to earn interest on a restricted corpus. The interest earned is utilized for the general care and maintenance, capital improvements, and equipment acquisition for the maintenance of the Cemetery.

### City of Evans Cemetery Endowment Fund Long Range Financial Plan

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Beginning Fund Balance	48,684	56,676	45,519	45,519	45,519	45,519	45,519	45,519
<b>Revenues</b>								
Investment Income	9,992	7,443	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total Revenues</b>	<b>9,992</b>	<b>7,443</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
CT	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>9,992</b>	<b>7,443</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
<b>Expenditures</b>								
Culture, Parks & Recreation	2,000	18,600	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total Expenditures</b>	<b>2,000</b>	<b>18,600</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>	<b>6,000</b>
Transfers Out	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>7,992</b>	<b>(11,157)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>56,676</b>	<b>45,519</b>	<b>45,519</b>	<b>45,519</b>	<b>45,519</b>	<b>45,519</b>	<b>45,519</b>	<b>45,519</b>
CT	56,676	45,518						

Attachment A – 2015 Budget Summary



Fund/Department	Revenue	Wages	Supplies & Services	Asset Management	Transfers	Debt	Capital	Miscellaneous <sup>1</sup>	Net Impact
<b>General Fund</b>									
General Government	11,721,714	2,061,497	1,437,997	29,500	881,480	289,170	430,000	319,500	
Community Development	-	512,459	176,270	-	-	-	-	-	
Public Safety	-	3,519,941	316,042	188,068	-	-	-	461,358	
Public Works	-	797,740	768,324	176,000	-	-	-	-	
Culture, Parks & Recreation	-	765,841	689,454	87,000	-	-	-	-	
<b>Total General Fund</b>	<b>11,721,714</b>	<b>7,657,478</b>	<b>3,388,087</b>	<b>480,568</b>	<b>881,480</b>	<b>289,170</b>	<b>430,000</b>	<b>780,858</b>	<b>(422,967)</b>
Emergency Contingency	-	-	-	-	-	-	-	-	
Cemetery Perpetual Care	2,700	-	-	-	-	-	-	-	2,700
Fire Impact	2,370	-	-	-	-	-	-	-	2,370
Street Impact	4,672	-	-	-	-	-	400,000	-	(395,328)
Parks Impact	1,015	-	-	-	-	-	110,000	-	(108,985)
Conservation Trust	193,619	-	-	227,000	-	-	400,000	-	(433,381)
Refuse Collection	658,829	-	607,959	-	(32,941)	-	-	-	17,929
Debt Service - GO Bonds	-	-	-	-	-	-	-	-	
Capital Projects - Streets	1,264,523	-	190,000	-	501,328	-	1,275,000	-	300,851
Water	4,856,092	168,759	3,084,211	20,000	(723,106)	172,837	485,000	-	202,179
Waste Water	3,854,120	414,126	427,389	69,000	(468,514)	107,048	711,284	849,255	807,504
Storm Drainage	485,002	-	27,645	-	(158,247)	-	225,000	-	74,110
Cemetery Trust	6,000	-	6,000	-	-	-	-	-	
CIP Parks	4,375,000	-	-	-	-	-	-	5,369,332	(994,332)
<b>TOTAL CITY</b>	<b>27,425,656</b>	<b>8,240,363</b>	<b>7,731,291</b>	<b>796,568</b>	<b>-</b>	<b>569,055</b>	<b>4,036,284</b>	<b>6,999,445</b>	<b>(947,350)</b>

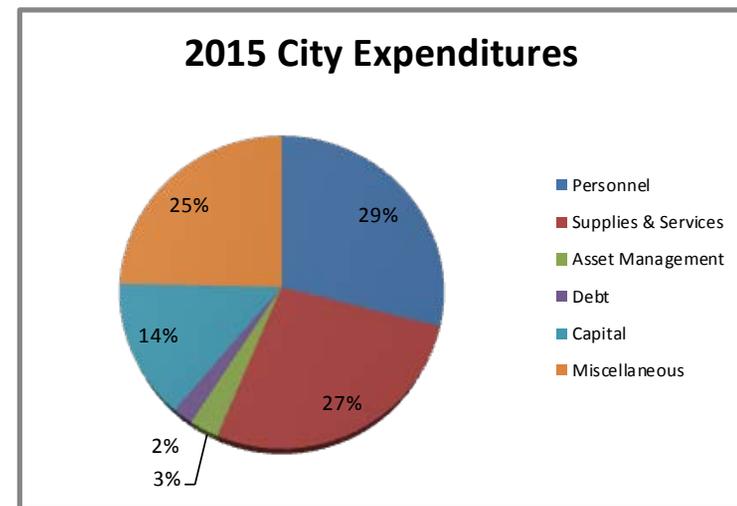
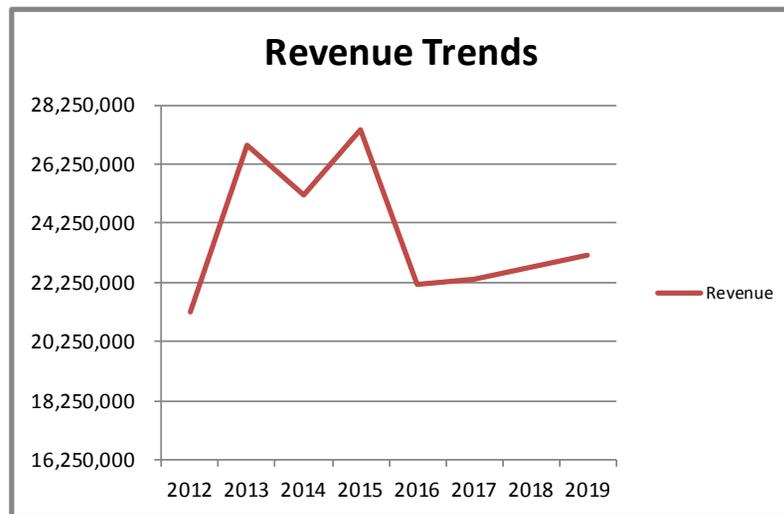


1) \$319,500 transfer out to the Evans Redevelopment Agency, \$461,358 transfer out to the Evans Fire Protection District per IGA, \$849,255 and \$5,369,332 Disaster Recovery

## Attachment B - Revenue and Expense Trends

Year	Revenue	Personnel	Supplies & Services	Asset Management	Debt	Capital	Miscellaneous <sup>2</sup>	Net Impact
2012	21,233,525	6,219,360	7,612,713	342,719	1,148,446	2,970,272	1,547,142	1,392,873
2013	26,872,159	6,316,574	7,165,487	404,369	2,039,849	4,153,299	1,999,131	4,793,450
2014	25,185,146	7,106,122	9,375,188	429,960	570,946	9,734,922	3,588,335	(5,620,327)
2015	27,425,656	8,240,362	7,731,291	796,568	569,055	4,036,284	6,999,445	(947,349)
2016 <sup>1</sup>	22,182,493	8,410,059	7,954,469	712,520	577,340	12,501,607	472,891	(8,446,393)
2017	22,365,915	8,397,195	8,064,826	670,795	576,681	8,039,891	484,714	(3,868,187)
2018	22,793,297	8,667,550	8,199,144	663,006	575,906	10,335,954	496,832	(6,145,095)
2019	23,166,473	8,946,609	8,323,384	402,032	575,015	15,442,294	509,252	(11,032,113)

\* Does not include intrafund transfers



<sup>1)</sup> The majority of the revenue decrease from 2015 to 2016 is due to recognizing grant revenue in the CIP Park Fund.

<sup>2)</sup> Volunteer firefighter pension distributions; starting in 2012, transfer to Evans Fire Protection District; transfers to the Evans Redevelopment Agency

## Attachment C – Summary of Personnel Positions

The following summary is to provide information regarding the number of employees by department. This summary reflects the number of benefited employees in the City. Part time, non-benefited employees are not included here, but are included in the totals on Attachment D, which accurately reflects the total personnel expense in the City.

### General Government Personnel

	2012	2013	2014	2015	2015	2017	2018	2019
City Manager	1	1	1	1	1	1	1	1
Deputy City Manager	-	1	1	1	1	1	1	1
Assistant to City Manager	1	1	-	-	-	-	-	-
Communications Manager	-	-	-	1	1	1	1	1
IT Manager	-	1	1	1	1	1	1	1
IT Support Analyst	-	-	1	1	1	1	1	1
GIS Coordinator	1	1	1	1	1	1	1	1
Admin Services Director/City Clerk	1	-	-	-	-	-	-	-
City Clerk	-	1	1	1	1	1	1	1
Customer Service Unit	4	4	5	5	5	5	5	5
HR/Risk Management Director	1	1	1	1	1	1	1	1
Administrative Specialist	-	-	1	1	1	1	1	1
HR Analyst	1	1	1	1	1	1	1	1
Safety & Risk Specialist	-	-	-	.75	.75	.75	.75	.75
Finance Director	1	-	-	-	-	-	-	-
Finance Manager	-	1	1	1	1	1	1	1
Accountant	1	1	1	1	1	1	1	1
Accounting Tech	-	1	-	-	-	-	-	-
Sales Tax Specialist	1	-	-	-	-	-	-	-
Sales Tax Administrator	-	-	1	1	1	1	1	1
	<b>13</b>	<b>15</b>	<b>17</b>	<b>18.75</b>	<b>18.75</b>	<b>18.75</b>	<b>18.75</b>	<b>18.75</b>

#### Personnel Highlights

- 2013 reflects the reclassification of 1 Finance Director to Deputy City Manager
- 2013 reflects the reclassification of 1 Sales Tax Specialist to Finance Manager

- 2013 reflects the reclassification of 1 part-time Accounts Payable Clerk and 1 part-time Assistant Tax Clerk to 1 full-time Accounting Tech
- 2013 reflects the reclassification of 1 Admin Services Director/City Clerk to City Clerk
- 2014 reflects the reclassification of 1 Assistant to the City Manager to an Administrative Specialist
- 2014 reflects the reclassification of 1 Accounting Tech to 1 Sales Tax Administrator
- 2014 reflects the reclassification of 2 part-time Customer Service Administrators to 1 full-time Customer Service Administrator

## Community Development Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Building & Development Manager	1	1	1	1	1	1	1	1
Building Inspector	1	-	-	1	1	1	1	1
City Planner	-	-	-	1	1	1	1	1
Permit Tech	-	1	1	1	1	1	1	1
Code Enforcement	1	1	1	1	1	1	1	1
Community & Economic Development Director	1	1	1	1	1	1	1	1
	<b>4</b>	<b>4</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

### Personnel Highlights

- 2013 reflects the reclassification of Building Inspector to Permit Tech.



## Public Safety Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Police Chief	1	1	1	1	1	1	1	1
Police Officers	29	30	32	35	35	35	35	35
Police Admin	2	2	2	2	2	2	2	2
Municipal Court	1	1	1	1	1	1	1	1
	<b>33</b>	<b>34</b>	<b>36</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>

### Personnel Highlights

- 2013 reflects the addition of 1 sworn officer
- 2014 reflects the addition of 2 sworn officers



## Public Works Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Director	1	1	1	1	1	1	1	1
Engineers	2	2	2	2	2	2	2	2
Superintendent	1	1	1	1	1	1	1	1
Foreman	2	1	1	1	1	1	1	1
Technician	4	4	4	4	4	4	4	4
Construction Inspector/ Utility Locator	-	-	-	1	1	1	1	1
	<b>10</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Personnel Highlights

- 2013 reflects the elimination of the foreman position and transfer of this position to the water fund as a technician.

## Parks & Recreation Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Recreation Director	1	1	1	1	1	1	1	1
Superintendent	-	-	-	-	-	-	-	-
Foreman	1	1	1	1	1	1	1	1
Technician	1	1	1	2	2	2	2	2
Building Maintenance	2	2	3	3	3	3	3	3
Rec Coordinator	1	2	2	2	2	2	2	2
Rec Specialist	1.5	-	-	-	-	-	-	-
	<b>7.5</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

### Personnel Highlights

- 2012 reflects the reclassification of 1.5 rec specialist from part time non-benefited to part time benefited.
- 2013 reflects the reorganization of 1.5 rec specialist and one rec coordinator to two rec coordinators.
- 2014 reflects the addition of 1 building maintenance position

## General Fund Personnel by Department

	2012	2013	2014	2015	2016	2017	2018	2019
General Government	13	15	17	18.75	18.75	18.75	18.75	18.75
Community Development	4	4	4	6	6	6	6	6
Public Safety	33	34	36	39	39	39	39	39
Public Works	10	9	9	10	10	10	10	10
Culture, Parks, Rec	7.5	7	8	9	9	9	9	9
	<b>67.5</b>	<b>69</b>	<b>74</b>	<b>82.75</b>	<b>82.75</b>	<b>82.75</b>	<b>82.75</b>	<b>82.75</b>

## Water Fund Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Foreman	1	1	1	1	1	1	1	1
Technician	1	2	2	2	2	2	2	2
	<b>2</b>	<b>3</b>						

### Personnel Highlights

- 2013 reflects the addition of a technician position transferred from the General Fund.

## Waste Water Fund Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
Superintendent	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	3	3	3	4	4	4	4	4
	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Total City of Evans Personnel

	2012	2013	2014	2015	2016	2017	2018	2019
General Fund	67.5	69	74	82.75	82.75	82.75	82.75	82.75
Water Works Fund	2	3	3	3	3	3	3	3
Waste Water Fund	5	5	5	6	6	6	6	6
	<b>74.5</b>	<b>77</b>	<b>82</b>	<b>91.75</b>	<b>91.75</b>	<b>91.75</b>	<b>91.75</b>	<b>91.75</b>

## Attachment D – Summary of Personnel Expenditures

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>General Government</b>								
Regular	1,051,236	1,160,372	1,330,543	1,746,079	1,777,803	1,835,852	1,895,783	1,957,655
Over Time	1,943	515	-	-	-	-	-	-
Part Time	48,534	50,754	44,950	46,048	46,738	47,439	48,151	48,873
<b>Community Development</b>								
Regular	305,489	263,396	302,661	497,458	512,304	528,613	545,440	562,800
Part Time	8,870	9,132	15,001	15,001	15,662	16,353	17,074	17,827
<b>Public Safety</b>								
<i>Police &amp; Muni Court</i>								
Regular	2,856,608	2,803,798	3,165,865	3,414,118	3,471,619	3,582,090	3,696,061	3,813,641
Over Time	94,356	58,957	73,260	79,823	83,343	87,019	90,856	94,863
Part Time	19,660	71,388	26,000	26,000	27,147	28,344	29,594	30,899
<b>Public Works</b>								
Regular	834,040	826,500	824,667	797,740	824,363	850,908	878,307	906,589
Over Time	7,006	-	-	-	-	-	-	-
Part Time	-	-	-	-	-	-	-	-
<b>Culture, Parks &amp; Rec</b>								
Regular	245,961	569,055	311,970	426,573	443,039	468,229	494,230	521,069
Over Time	3,799	2,875	4,700	4,700	4,700	4,700	4,700	4,700
Part Time	305,642	26,553	376,909	334,569	334,569	334,569	334,569	334,569
<b>Disaster Response</b>								
Regular	-	48,902	-	269,370	269,370	-	-	-
<b>General Fund Total</b>	<b>5,783,143</b>	<b>5,892,199</b>	<b>6,476,526</b>	<b>7,657,477</b>	<b>7,810,657</b>	<b>7,784,116</b>	<b>8,034,765</b>	<b>8,293,484</b>
Regular	140,039	157,573	159,417	163,342	168,390	173,778	179,339	185,078
Over Time	2,467	3,836	5,398	5,417	5,417	5,417	5,417	5,417
<b>Water Fund Total</b>	<b>142,506</b>	<b>161,408</b>	<b>164,815</b>	<b>168,759</b>	<b>173,806</b>	<b>179,195</b>	<b>184,756</b>	<b>190,495</b>
Regular	284,238	303,032	329,167	408,709	420,180	433,884	448,029	462,630
Over Time	9,473	8,837	5,398	5,417	5,417	5,417	5,417	5,417
<b>Waste Water Fund Total</b>	<b>293,711</b>	<b>311,869</b>	<b>334,565</b>	<b>414,126</b>	<b>425,596</b>	<b>439,301</b>	<b>453,446</b>	<b>468,047</b>
<b>TOTAL WAGES</b>	<b>6,219,360</b>	<b>6,365,476</b>	<b>6,975,905</b>	<b>8,240,362</b>	<b>8,410,060</b>	<b>8,402,612</b>	<b>8,672,967</b>	<b>8,952,026</b>
	-15%	2%	4%	18%	2%	0%	3%	3%

\*\* All positions are budgeted in the category they spend the majority of their time.



## Attachment E - Supplies and Services By Program for Operating Funds

	2012 Actual	2013 Actual	2014 Budget Rev #2 V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>GENERAL FUND</b>								
<b>GENERAL GOVERNMENT</b>								
City Council	151,772	165,742	195,300	219,026	222,312	225,646	229,031	232,466
City Council Projects	27,364	-	20,000	20,554	20,863	21,175	21,493	21,815
ESTIP (1)	45,158	49,820	20,000	-	-	-	-	-
ESTIP (2)	298,549	322,696	212,000	-	-	-	-	-
City Manager	43,023	56,082	104,910	110,097	111,748	113,425	115,126	116,853
City Clerk	24,639	15,591	23,100	23,740	24,096	24,458	24,825	25,197
HR / Risk Mgr	348,817	364,019	382,900	480,138	487,340	494,650	502,069	509,600
IT	131,422	192,126	240,400	195,446	193,978	203,388	199,939	202,938
Customer Service Unit	6,414	22,571	13,939	24,325	24,690	25,060	25,436	25,818
Elections	20,924	-	30,000	-	30,000	30,450	30,907	31,370
Finance	118,313	158,729	130,215	107,648	109,263	110,902	112,565	114,254
Public Facilities	215,273	201,753	170,401	175,123	177,750	180,416	183,122	185,869
Flood Disaster Recovery	-	-	-	81,900	31,900	-	-	-
<b>GG TOTAL S&amp;S</b>	<b>1,431,668</b>	<b>1,549,129</b>	<b>1,543,165</b>	<b>1,437,997</b>	<b>1,433,939</b>	<b>1,429,570</b>	<b>1,444,513</b>	<b>1,466,181</b>
<b>COMMUNITY DEVELOPMENT</b>								
Community Development	219,372	96,644	55,640	19,573	19,867	20,165	20,467	20,774
Economic Development	-	-	270,400	72,351	73,436	74,538	75,656	76,790
Building Inspection	26,174	50,719	53,778	8,768	8,900	9,033	9,169	9,306
Neighborhood Services	70,098	58,032	83,540	75,578	76,711	77,862	79,030	80,216
<b>CD TOTAL S&amp;S</b>	<b>315,644</b>	<b>205,395</b>	<b>463,358</b>	<b>176,270</b>	<b>178,914</b>	<b>181,598</b>	<b>184,322</b>	<b>187,087</b>
<b>PUBLIC SAFETY</b>								
Municipal Court	63,789	66,296	67,600	69,473	70,515	71,573	72,647	73,736
Police	220,302	256,046	260,493	246,569	223,467	226,819	230,221	233,675
<b>PS TOTAL S&amp;S</b>	<b>284,091</b>	<b>322,342</b>	<b>328,093</b>	<b>316,042</b>	<b>293,982</b>	<b>298,392</b>	<b>302,868</b>	<b>307,411</b>

	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Budget Rev #2 V3	Budget	Projected	Projected	Projected	Projected
<b>PUBLIC WORKS</b>								
Maint of Condition	380,125	439,062	423,793	460,536	467,444	474,456	481,573	488,796
Engineering	23,468	15,375	11,600	14,621	14,841	15,063	15,289	15,519
Fleet	204,830	221,591	214,579	233,095	236,591	240,140	243,742	247,399
PW Administration	15,081	26,667	58,452	60,072	60,973	61,887	62,816	63,758
<b>PW TOTAL S&amp;S</b>	<b>623,504</b>	<b>702,696</b>	<b>708,424</b>	<b>768,324</b>	<b>779,849</b>	<b>791,547</b>	<b>803,420</b>	<b>815,472</b>
<b>CULTURE, PARKS &amp; REC</b>								
Rec Administration	1,774	9,613	10,750	11,048	11,214	11,382	11,553	11,726
Recreation	82,405	78,342	99,726	102,489	104,027	105,587	107,171	108,779
Senior Citizens	145,137	34,768	80,000	82,217	83,450	84,702	85,972	87,262
Museum	1,777	6,783	515	-	-	-	-	-
Aquatics	21,221	20,945	28,098	28,877	29,310	29,749	30,196	30,649
Parks	142,229	137,843	168,362	173,877	176,485	179,133	181,820	184,547
Cemetery	4,081	578	3,997	4,108	4,169	4,232	4,295	4,360
Forestry	24,678	6,220	21,721	22,323	22,658	22,998	23,343	23,693
Library	-	-	40,000	264,515	268,483	272,510	276,598	280,747
<b>CPR TOTAL S&amp;S</b>	<b>423,302</b>	<b>295,092</b>	<b>453,169</b>	<b>689,454</b>	<b>699,795</b>	<b>710,292</b>	<b>720,947</b>	<b>731,761</b>
<b>TOTAL GENERAL FUND</b>	<b>3,078,209</b>	<b>3,074,654</b>	<b>3,496,209</b>	<b>3,388,087</b>	<b>3,386,480</b>	<b>3,411,399</b>	<b>3,456,070</b>	<b>3,507,911</b>
CT to LRP	3,078,209	3,074,654	3,496,209	3,388,087	3,386,480	3,411,399	3,456,070	3,507,911

1) Supplies and services do not include asset management, capital or debt payments.

2) The increase in General Fund Supplies and Services for 2014 is related to one-time expenditures appropriated from excess 2013 revenues.

## Attachment E - Supplies and Services By Program for Enterprise Funds

	2012 Actual	2013 Actual	2014 Budget Rev #2 V3	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>WATER FUND</b>								
<b>FIXED / BASE RATE FUNDED</b>								
Base / Service Available	399,231	396,695	253,900	275,936	264,850	268,822	272,855	276,948
Radio & Meter Replacement (debt funded)	-	-	1,331,480	-	-	-	-	-
Non Potable	16,411	6,771	188,000	193,209	196,108	199,049	202,035	205,065
Irrigation	20,704	13,880	53,000	54,469	55,286	56,115	56,957	57,811
Assessments	169,127	189,128	-	-	-	-	-	-
<b>FIXED / BASE TOTAL S&amp;S</b>	<b>605,473</b>	<b>606,474</b>	<b>1,826,380</b>	<b>523,614</b>	<b>516,243</b>	<b>523,987</b>	<b>531,846</b>	<b>539,824</b>
<b>VARIABLE RATE FUNDED</b>								
Consumption	2,469,616	2,419,584	2,457,500	2,525,597	2,576,109	2,627,631	2,680,184	2,733,788
Disaster Recovery	-	27,358	151,800	-	-	-	-	-
Conservation	-	-	81,488	-	166,191	169,384	172,636	175,946
<b>VARIABLE TOTAL S&amp;S</b>	<b>2,469,616</b>	<b>2,446,942</b>	<b>2,690,788</b>	<b>2,525,597</b>	<b>2,742,300</b>	<b>2,797,016</b>	<b>2,852,820</b>	<b>2,909,734</b>
<b>CIP / TAP FEE FUNDED</b>								
Water Meters / Misc	3,625	-	37,500	5,000	5,000	5,000	5,000	5,000
Professional Services	35,722	29,681	60,000	30,000	30,000	30,000	30,000	30,000
<b>CIP /TAP FEE TOTAL S&amp;S</b>	<b>39,347</b>	<b>29,681</b>	<b>97,500</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>TOTAL Water Fund</b>	<b>3,114,436</b>	<b>3,083,096</b>	<b>4,614,668</b>	<b>3,084,211</b>	<b>3,293,543</b>	<b>3,356,002</b>	<b>3,419,666</b>	<b>3,484,558</b>
<b>WASTE WATER FUND</b>								
Operations	310,765	312,446	528,733	427,389	428,800	435,232	441,760	448,387
System Maintenance	384,604	-	-	-	-	-	-	-
<b>STORM DRAINAGE FUND</b>								
Operations	22,340	9,650	26,900	27,645	28,060	28,481	28,908	29,342

## Attachment F - Supplies and Services By Fund

	2012	2013	2014	2015	2016	2017	2018	2019
	Actual	Actual	Budget Rev #2 V3	Budget	Projected	Projected	Projected	Projected
<b>General Fund</b>	<sup>1)</sup> 3,078,209	3,074,654	3,496,209	3,388,087	3,386,480	3,411,399	3,456,070	3,507,911
<b>Refuse Collection</b>	543,418	599,995	594,445	607,972	621,599	635,327	650,849	650,849
<b>CIP - Streets</b>	190,000	147,144	190,000	190,000	190,000	190,000	190,000	190,000
<b>Water</b>	<sup>2)</sup> 3,114,436	3,083,096	4,614,668	3,084,211	3,293,543	3,356,002	3,419,666	3,484,558
<b>Waste Water</b>	695,369	312,446	528,733	427,389	428,800	435,232	441,760	448,387
<b>Storm Drainage</b>	22,340	9,650	26,900	27,645	28,060	28,481	28,908	29,342
<b>Cemetery Trust Fund</b>	-	-	6,000	6,000	6,000	6,000	6,000	6,000
<b>TOTAL CITY S&amp;S</b>	<b>7,644,372</b>	<b>7,227,134</b>	<b>9,456,955</b>	<b>7,731,305</b>	<b>7,954,482</b>	<b>8,062,441</b>	<b>8,193,253</b>	<b>8,317,046</b>

1) The increase in General Fund Supplies and Services for 2014 is related to one-time expenditures appropriated from excess 2013 revenues.

2) The increase in Water Fund Supplies and Services for 2014 is related to the Radio Replacement Project.



## Attachment G - Summary of Debt



### Summary of Annual Obligations

	2012 Actual	2013 Actual	2014 Budget	2015 Projected	2016 Projected	2017 Projected	2018 Projected	2019 Projected
Tri Pointe Land Purchase	539,128	-	-	-	-	-	-	-
Riverside Cultural Center Lease	-	14,210	289,483	289,170	293,741	293,082	292,307	291,416
General Obligation Debt	497,610	1,910,186	-	-	-	-	-	-
<b>General Fund - Total</b>	<b>1,036,738</b>	<b>1,924,396</b>	<b>289,483</b>	<b>289,170</b>	<b>293,741</b>	<b>293,082</b>	<b>292,307</b>	<b>291,416</b>
Water Fund	-	-	172,837	172,837	172,837	172,837	172,837	172,837
Waste Water Fund	111,708	115,454	108,626	107,048	110,762	110,762	110,762	110,762
<b>Total Annual Obligation</b>	<b>1,148,446</b>	<b>2,039,850</b>	<b>570,946</b>	<b>569,055</b>	<b>577,340</b>	<b>576,681</b>	<b>575,906</b>	<b>575,015</b>

### Summary of Total Obligations

	Balance 12/31/14	Additions	Retirement	Balance 12/31/15
Sewer CWRPDA Notes	403,936	-	88,992	314,944
Riverside Cultural Ctr Lease	2,345,000	-	235,000	2,110,000
Water CWRPDA Note	1,417,114	-	172,837	1,244,277
<b>Total Obligation</b>	<b>4,166,050</b>	<b>-</b>	<b>496,829</b>	<b>3,669,221</b>

#### Description of Debt

**Tri Pointe Land Purchase:** On February 6, 2007, the City entered into an agreement with Arsenault Holding LLC to acquire vacant land known as Tri-Pointe. The principle was paid off early in 2012.

**Riverside Cultural Center Lease:** During 2013, the City entered into a capital lease for the construction of the Riverside Cultural Center. The loan principal is \$2,575,000. Semiannual interest payments begin December 1, 2013, and annual principle payments begin December 1, 2014, through December 1, 2023. The interest rate on the debt is 2.31%.

**G.O. Debt Issuance:** During 2003, the City issued General Obligation Refunding Bonds, Series 2003, dated May 1, 2003, due December 1, 2016, with semiannual interest payments beginning June 1, 2003, and annual principal payments beginning December 1, 2003, through December 1, 2016. Interest rates range from 2.0% to 3.7%. Proceeds from the bonds were used to construct and furnish an addition to the city complex and to refinance the City's 1996 General Obligation Bonds. Repayment of this debt is made by the G.O. Debt Service Fund. The City plans to call the remaining bonds in December of 2013, three years early.

**Wastewater CWRPDA Notes:** The April 1998 Colorado Water Resources & Power Development Authority "CWRPDA" loan is for \$1,141,617. The note is due in semiannual installments beginning February 1, 1999, through August 1, 2018. Interest rates range from 3.7% to 5.375%. The November 1998 CWRPDA loan is for \$400,000. The note is due in semiannual installments of \$15,352 beginning August 1, 1999, through February 1, 2019. Interest rate on this note is 4.5%.

**Water CWRPDA Note:** The August 2013 Colorado Water Resources and Power Development Authority "CWRPDA" loan is for \$1,500,000. The note is due in semiannual installments beginning May 1, 2014, through May 1, 2024. Interest rate on this note is 0%.

## Attachment H - Asset Management Plan

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
General Fund - Administration	17,403	20,000	62,500	29,500	133,292	39,253	42,616	121,555
General Fund - Public Works	113,491	264,687	96,500	176,000	161,710	146,866	246,956	178,956
General Fund - Police	120,299	41,095	110,960	188,068	101,308	164,814	143,961	5,628
General Fund - Fire	15,000	-	-	-	-	-	-	-
General Fund - Recreation	25,000	78,587	80,000	87,000	80,340	125,717	-	5,853
<b>General Fund - Total</b>	<b>291,193</b>	<b>404,369</b>	<b>349,960</b>	<b>480,568</b>	<b>476,650</b>	<b>476,650</b>	<b>433,533</b>	<b>311,992</b>
Conservation Trust	1,667	-	-	227,000	92,700	-	-	-
Water Fund	39,096	-	-	20,000	52,530	96,542	125,664	33,765
Waste Water Fund	10,763	-	80,000	69,000	90,640	97,603	103,809	56,275
Storm Drainage Fund	-	-	-	-	-	-	-	-
<b>Total</b>	<b>342,719</b>	<b>404,369</b>	<b>429,960</b>	<b>796,568</b>	<b>712,520</b>	<b>670,795</b>	<b>663,006</b>	<b>402,032</b>

The City of Evans asset management philosophy can be described as managing assets to minimize the total life cycle cost of owning and operating our assets worth \$5,000 or more, have a life greater than one year, and have maintenance needs for the next five years, while delivering good quality service citizens expect and desire. The goal of our asset management plan is to ensure that the best decisions are being made throughout an asset's useful life to optimize performance, reduce risk of failure, and minimize the cost of operation and maintenance.

In alignment with the City's asset management philosophy our financial policies state under **VI. Capital Planning & Budgeting Policies, Policies, 8. Asset Management Plan (AMP)** – *The city will develop an AMP that protects investment and minimizes future maintenance and replacement costs. The City will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long term planning. The AMP will also indicate future major repairs and their costs, utility costs and other operating costs.*

*a. Equipment replacement – The City will estimate its equipment replacement (items over \$1,000 with a life greater than one year) and maintenance needs for the next five years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed. B. Cash for equipment – Equipment replacement should be financed on a pay-as-you-go basis. Equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs.*

## Attachment I - Summary of Capital Expenditures by Fund

	2012 Actual	2013 Actual	2014 Budget	2015 Budget	2016 Projected	2017 Projected	2018 Projected	2019 Projected
<b>General Fund</b>	1,114,629	3,116,398	-	430,000	2,500,000	-	-	-
<b>Parks Impact</b>	20,770	111,000	200,000	110,000	-	-	-	-
<b>Conservation Trust</b>	195,606	-	30,000	400,000	-	-	-	-
<b>Cemetery Perpetual Care</b>	-	75,000	-	-	-	-	-	-
<b>Street Impact</b>	27,010	-	692,000	400,000	1,800,000	4,200,000	650,000	9,500,000
<b>Fire Impact</b>	44,055	-	-	-	-	-	-	-
<b>Capital Proj - Streets</b>	615,522	605,105	2,461,318	1,275,000	940,000	590,000	3,790,000	590,000
<b>Water Works</b>	756,750	2,742,993	360,904	435,000	8,674,716	2,393,160	5,040,720	5,078,000
<b>Waste Water</b>	10,491	14,042	200,000	711,000	6,242,000	-	-	2,462,000
<b>Storm Drainage</b>	194,362	121,055	230,000	225,000	810,000	600,000	650,000	-
<b>Total</b>	<b>2,979,195</b>	<b>6,785,593</b>	<b>4,174,222</b>	<b>3,986,000</b>	<b>20,966,716</b>	<b>7,783,160</b>	<b>10,130,720</b>	<b>17,630,000</b>



## Attachment J – Intra Fund Transfers and Methods

The City of Evans maintains several funds based on the use of revenues in each fund. Intra fund transfers are made to reimburse funds for expenses (or expenditures in enterprise funds) recognized in separate funds. Transfers are identified by the fund paying the other fund.

<b>Transfer from General Fund to Emergency Contingency Fund</b>			
2012 Actual	2013 Actual	2014 Budget	2015 Budget
\$75,076	\$0	\$0	\$0

The transfer is required by Section 8.7-1 of the Evans' Home Rule Charter. In 2013 the Emergency Contingency Fund is over funded and the General Fund will recognize a transfer in from the Emergency Contingency Fund.

<b>Transfer from Refuse Fund to General Fund</b>			
2012 Actual	2013 Actual	2014 Budget	2015 Budget
\$31,026	\$32,078	\$32,755	\$32,941

The transfer reimburses the General Fund for the administrative expenditures related to managing the refuse services for citizens. The transfer is calculated at 5% of revenue, or the amount necessary to sustain fund reserve requirements, whichever is less.

<b>Transfer from Water Fund to General Fund</b>			
2012 Actual	2013 Actual	2014 Budget	2015 Budget
\$602,357	\$658,248	\$655,610	\$723,106

The transfer reimburses the General Fund for wages, supplies, and services expended to benefit the Water Fund. This transfer includes a reimbursement based on the actual cost of employee's time working on Water Fund activity. The following Waste Water and Storm Drainage fund transfers are based on the same methods.

<b>Transfer from Waste Water Fund to General Fund</b>			
2012 Actual	2013 Actual	2014 Budget	2015 Budget
\$413,141	\$451,425	\$408,587	\$468,515

Overhead transfer description as identified in the Water Fund.

<b>Transfer from Storm Drainage Fund to General Fund</b>			
2012 Actual	2013 Actual	2014 Budget	2015 Budget
\$142,217	\$150,665	\$138,492	\$158,247

Overhead transfer description as identified in the Water Fund.

## Attachment K – 2014 Budget Resolution

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### CITY OF EVANS, COLORADO

#### RESOLUTION NO. 36-2014

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND, AND ADOPTING A BUDGET FOR THE CITY OF EVANS, COLORADO, FOR THE CALENDAR YEAR BEGINNING THE 1ST DAY OF JANUARY, 2015 AND ENDING ON THE LAST DAY OF DECEMBER, 2015

WHEREAS, the City Council of the City of Evans, Colorado, has appointed the City Manager to prepare and submit a proposed 2015 budget to said governing body at the proper time; and

WHEREAS, the City Manager has submitted a proposed 2015 budget to the governing body at October 7, 2014 for its consideration; and

WHEREAS, upon due notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on October 7, 2014 and interested taxpayers were given the opportunity to file or register objections to said proposed budget; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EVANS, COLORADO:

Section 1. That estimated revenues and transfers in for 2015 for each fund are as follows:

General Fund	\$13,104,522
Cemetery Perpetual Care	2,700
Fire Impact	2,370
Street Impact	4,672
Parks Impact	1,015
Conservation Trust	193,619
Refuse Collection	658,829
Capital Projects-Streets	1,765,851
Capital Projects-Parks	4,375,000
Waterworks	4,856,092
Wastewater	3,854,120
Storm Drainage	485,002
Cemetery Endowment	6,000

Section 2. That estimated expenditures and transfers out for 2015 for each fund are as follows:

General Fund	\$13,527,489
Street Impact	400,000
Parks Impact	110,000
Conservation Trust	627,000
Refuse Collection	640,900
Capital Projects-Streets	1,465,000
Capital Projects-Parks	5,369,332
Waterworks	4,653,912
Wastewater	3,046,616
Storm Drainage	410,892
Cemetery Endowment	6,000

Section 3. That the 2015 Budget as submitted, amended, hereinabove summarized by fund, and summarized in Exhibit "A" be and the same is approved and adopted as the budget of the City of Evans, Colorado, for the year stated above.

Section 4. That the 2015 Budget hereby approved and adopted shall be signed by the Mayor of the City of Evans, Colorado, and made a part of the public records of the City of Evans, Colorado.

PASSED, SIGNED, APPROVED AND ADOPTED at a regular meeting of the City Council of the City of Evans on this 7<sup>th</sup> day of October, 2014.

CITY OF EVANS, COLORADO

By: \_\_\_\_\_  
Mayor

ATTEST: \_\_\_\_\_  
City Clerk

**Attachment L - One Time Funding Requests**



2015		
Description	Requested Amount	Requested By
<b>2015 Funding Priorities</b>		
Overhaul of Municipal Code	70,000	Admin
Development Fee Study (including impact fees)	30,000	Comm Dev
Business Ombudsman (Temp, Part Time/Intern)	20,000	ED
Ammunition	12,000	PD
Roof Repair - North End	18,000	Facilities
Screening on 37th Street between 17th and 23rd	5,000	ED
Landscaping and Ped. Safety Imp. 37th St. - 23rd to 35th Ave.	75,000	PW
<b>Image</b>		
City Entrance Points - Riverside, Cemetary,Complex,HWY	12,000	Rec-Parks
Shade Structures at Riverside	50,000	Rec-Parks
Entry Way Signage	150,000	ED
Ice Slicer instead of Salt Sand	100,000	PW
Landscape Riverside Ballfield Parking Areas	50,000	PW
Web Site Revamp	8,000	ADMN-Comm
Web Site Improvements	3,000	PW-ENG
Landscape Ashcroft/Tuscany Channel	100,000	PW
Matching Grants	10,500	ED
Basketball Court Resurface - Park TBD	15,000	Rec-Parks
Pave cemetery internal roads	135,000	PW-CEM
Repair/Upgrade Skate Park	75,000	PW
<b>StratOp</b>		
Transportation Master Plan Update	100,000	ED/PW
Parks and Open Space Master Plan Update	75,000	ED
Trails Master Plan Update	25,000	ED
Comprehensive Plan Update	100,000	ED/CD
<b>Operational (Unprioritized)</b>		
1st Phase of report card implimentation	20,000	IT
Fleet Maintenance Software	60,000	PW
Cleanup of Problem Properties/Trees	30,000	NHS
Expand Geodetic Control Network	30,000	PW-ENG
Extended Hours for Property and Evidence Technician	6,600	PD
Taser Program	55,000	PD
Pave the Operations Center entryway and parking lot	50,000	PW
Facility Chairs	25,000	Facilities
Radiant heat for existing garage	40,000	PW-PARKS
Radiant heat for equipment/material facility	60,000	PW-PARKS
Construction new cemetery storage facility	10,000	PW-CEM
Construct new cemetery material storage bins	6,000	PW-CEM
Construct new material storage bins at Ops Center	30,000	PW-OPS
Equipment facility extension (to hazmat storage area)	110,000	PW-PARKS
Concrete pad on south side of equipment/material facility	10,000	PW-PARKS
Pool Audit	7,500	Recreation
Facility Improvements - Paint, Carpet	20,000	Recreation
Equipment facility extension (for sanders)	110,000	PW-OPS
Tree Spade	6,000	PW-PARKS
Gradall (used)	120,000	PW-OPS
<b>Total</b>	<b>2,044,600</b>	

# Attachment M– Financial Policies



## I. Financial Planning Policies

### INTRODUCTION

A long range plan that estimates revenue and expenditure activity in the City as impacted by regional and national economies is necessary to support the Council and community in decisions they make regarding City services. This planning must recognize the effects of economic cycles on the demand for services and the City's revenues. Financial planning should be designed to ensure the delivery of needed services as defined by policy and the Comprehensive Plan.

### POLICIES

The financial planning and subsequent budgeting for all funds shall be based on the following policies:

1. Five year plans - The City will prepare annually a five (5) year financial long range plan (LRP) for each fund. Each plan will include revenues, expenditures and other sources and uses with sufficient detail to identify trends and items with major impact.
2. Conservative revenue estimates - Revenue estimates should be prepared on a conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the budget year.
3. Include contingencies - Expenditure estimates should anticipate contingencies that are foreseeable.
4. Include asset management plan (AMP) on LRPs. The five-year AMP plans will include equipment, major maintenance and associated expenses less than \$100,000. Major renovation or maintenance projects will be identified on long range plans.
5. Use proven methods - The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to citizens and staff.
6. The City recognizes it is in a complex regional economic system. The City should have the capacity to evaluate and anticipate changes in both regional and national economic systems in order to engage in strategic financial and management planning. The purpose of these plans will be to allow the Council and citizens to evaluate the impact of the financial needs of these programs on the regional economy and to coordinate funding needs with all funds.
7. Department responsibilities - Department Directors and the Finance Department will share responsibility for the preparation of financial plans for operations and asset management needs. The City Manager requires a minimum of two reviewers of detailed work sheets used to generate the long range plans. The Finance Department will assist in developing appropriate systems to monitor and update the long range plans. Each department will meet with the Council to approve strategic policy, identify goals, and performance measures, at intervals determined by the City Manager.

8. Regular status reports - The Staff will continually update the long range plans when any significant change is anticipated. The Staff may distribute the long range plans to the Council at any time to inform the Council. The long range plans will be submitted to the Council for approval at least twice a year. The first update will follow the closing of the year and will include a final comparison of actual to budget for the completed year. The second report will be presented before the presentation of the annual budget and will include an update on the current budget and estimates.
9. Rate structure - The plans must disclose revenue assumptions including rate structures and consumption. The long range plans will include annual rate increases based on inflation unless the Council overrides this direction.
10. Staffing - The plans will identify staffing levels including justification for any changes.
11. Expenditures - The plans will include expenditures based on the service levels / policies and work load indicators (population, strategy, etc.) approved by the Council.
12. Include reserves - The plans will include reserves for operations, capital and debt service coverage as established in the Financial Policies and / or as required to issue bonds.

## **II. Budget Policies**

### **INTRODUCTION**

The Staff is responsible for preparing, managing and reporting on the City's annual budget. This function is in compliance with the Home Rule Charter and direction of the Council.

### **A. GENERAL BUDGET POLICIES**

The annual budget will be administered based on the following policies:

1. The Fiscal Year - The fiscal year of the City is the calendar year, January 1<sup>st</sup> through December 31<sup>st</sup>. The City may adopt budgets for a term of one or more fiscal years. The City Manager shall prepare and submit to the City Council on or before the fifteenth of October of each year a recommended budget covering, at a minimum, the next fiscal year. The purpose of the long range plans is to provide the City Council with a continuous budget update.
2. Present a balanced budget to the Council - The City will pay for all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, accruing future years' revenues, or rolling over short term debt. The exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years.
3. Increase efficiency in all City operations - The City staff will identify programs to increase efficiency in order to provide for "long-term cost savings" to the City. This may include the use of technology, revised organizational structures or other tools which may be identified. Eliminating out dated practices is encouraged.

4. Promote investment in our future - The City staff, wherever possible will take a long term view of investments (people and resources) and emphasize "quality" operations which encourage productivity for today and the future.
5. Share resources / services throughout the City -The City staff will explore ways to share staff, training resources and equipment / supplies in order to more effectively utilize resources.
6. Identify funding for new services or service levels - Proposals to add new services or increase existing services will be presented with revenue alternatives to fund or subsidize the new service levels. This includes initial costs and ongoing operations.
7. Asset Management Plan - The budget will provide adequate maintenance of capital plant and equipment and for their orderly replacement.
8. Employee programs - The City recognizes that employees are the most valuable asset of the organization and commits to fund this resource appropriately including adequate funding for all retirement systems, benefit packages and employee incentive programs including training.
9. Overhead allocations - The budget will include transfers or overhead allocations for expenditures / services in the General Fund that benefit other City funds. The formula for calculating this transfer or overhead allocation may include revenues, staff and or supplies and services. The formula shall be reviewed annually.
10. Fund Reserves – Cash reserve policies directly relate to fund accounting. Fund accounting is used as a control device to segregate financial resources and ensure that the segregated resources are used for their intended purposes. Cash reserves provide stability for operations and can cushion the impact to City programs during times of economic downturns. Reserves targets are established based on the type of Fund.
  - a. Operating funds will accumulate and maintain 3 months of operating reserves based on estimated personnel, supplies and services and AMP expenditures. Operating reserves allow for the efficient management of cash flow and the opportunity to expand services or fund one time opportunities during the year. The Emergency Contingency Fund, is required by the City Charter, and includes the Colorado Tax Payer Bill of Rights (TABOR) reserves. The General Fund budget must also provide for a minimum of one month’s operating reserves.
  - b. Reserves for capital funds, including impact fee funds, are established based on the budgeting methodology. Capital fund budgets are based on the estimated current year ending cash balance for the next year. Subsequently the reserves are funded by the revenues restricted to capital funds. Capital projects may include a contingency for unexpected expenditures.
  - c. Debt service fund reserves are based on required debt reserves established when debt is issued.
  - d. Fund reserves - The first priority of the City will be to maintain target reserves by individual funds based on the above target. The City Council may identify specific reserves on an individual basis. When a cash reserve deficit exists the City Council will identify the specific fund to offset the deficit and a plan to increase the reserve in the fund.

11. Comprehensive Plan - The Financial Plan (Budget) and the Comprehensive Plan are considered the two key tools to provide a vision of the future and a method of accomplishing those goals. Based on the value of these two documents, the City will develop a methodology to cross reference both tools in order to accomplish the goals of the community as expressed through the City Council.

Municipal code – Should concur with Long Range Financial Plans and the Comprehensive Plan.

12. Grants to non-profit or community organizations – The City of Evans may provide grants to qualified non-profit or community organizations that provide services within the City. A grant may not exceed \$10,000 per organization per year. Any funding provided to non-profit or community organizations beyond \$10,000 will not be considered a grant and must follow all other City purchasing policies.

## **B. BUDGET PREPARATION**

Each year the Staff will prepare the annual budget following these policies:

1. Council direction as goals - It is the responsibility of the Staff to prepare an annual budget to implement policy and accomplish the goals identified. Staff will identify the impact to the budget, including alternatives when new service levels are approved by the Council.

2. Budget schedule - The staff will present the Financial Policies by June, Revenue projections in July, Operations in August and Capital in September. The goal is approval of the Budget Ordinance and Revenue Rate Resolution at the first regular Council meeting in October which meets the requirements of the City Charter.

3. Revenue policies – The annual budget process is based on the initial revenue projections. Revenue projections will include rate review, annual inflation increases and frequency estimates. Existing revenue estimates start with a minimum of 75% of the projected trends based on the past year and year to date projections. Volatile and/or new revenue sources are estimated at a maximum of 50% of the prior year or industry projections.

4. Expenditure policies – Expenditure budget preparation begins with existing staff including any appropriate adjustments for, merit, and increased cost of benefits. Salary ranges and benefit packages should be periodically reviewed with comparable communities based on population, general fund tax revenues and comparable market.

Supplies and services should be constantly reviewed for efficiency and effectiveness, eliminating outdated programs and identifying appropriate citizen service levels. The operating budget should include the Asset Management Plan (AMP) to provide for the most effective delivery of services.

Debt is funded per required schedules including reserves.

Capital is budgeted based on priorities, available funding and estimated fund balances.

5. City Manager budget review - The City Manager will review the details of each proposed budget for efficiency and compliance with Council direction. Department Directors may include supplemental budget requests in the annual budget request to the City Manager and ultimately the Council.
6. Budget presentation - The annual budget document will be prepared based on guidelines identified by the Government Finance Officers Association (GFOA). Traditionally this begins with an introduction to the budget followed by more detailed information presented by fund and department. The budget introduction includes a budget message and a highlights section identifying the major issues addressed by the City and how the budget is adopted to address those issues. Expenditures shall be presented by categories.
7. Citizen participation - The budget process will provide for the full participation of the public and ensure opportunities for public hearings and citizen participation.
8. Public hearings - Open public hearings at regularly scheduled City Council meetings and work sessions as required by the Home Rule Charter and to provide citizens additional opportunities for input regarding the proposed budget will be held.
9. State, Charter and other requirements - The City will adopt the budget in accordance to State, Home Rule Charter and other requirements and certify the mill levy to the County by the required date.
10. Grants - Groups requesting grants from the City of Evans shall provide a description of services provided within the City; current year organizational budget summary identifying revenues and expenditures; financial statement for most recently completed fiscal year; list of Board of Directors and key officers, or active volunteers; and demonstration of non-profit status.
11. Funding subsidy - Funds that receive a subsidy from another fund, in addition to fees and charges or dedicated revenues will include a rationale for the subsidy; and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

### **C. BUDGET MANAGEMENT**

Council approval establishes the annual budget limits. Authority for Departments to work within the limits approved by the Council is essential for efficient management of the City. Departments will not exceed the approved budget without the prior approval of the City Council. The budget will be managed based on the following policies:

1. Purchasing and accounting system - The City will maintain a system for monitoring the budget during the fiscal year. Adequate tools must be available to assist staff in managing the budget. The budget system will provide for budget approval before any expenditure is committed by City staff. This system shall also provide reports and query systems which will be used by the staff to prepare Council reports.
2. Council reports - Staff will prepare monthly reports for Council review. Additional reports will be presented in coordination with the annual budget process and financial audit. The Council report will include information on revenues and expenditures, comparing actual to budget, and performance measures related to service levels. The report shall follow the same format as the budget approval.

3. Level of approval - The Council will approve specific grants for qualified non-profit or community organizations.

In relationship to Department Budgets the Council will approve:

- a. The number of full time positions and dollar amount for total regular staff, temporary staff and overtime by fund and category as defined by the LRP's.
- b. The dollar amount for supplies and services for each fund and category as defined by the LRP's.
- c. Each specific Capital request including startup cost and ongoing maintenance.
- d. The total of expenditures from each fund including transfers in and out.

4. Amending the approved budget - The staff may submit requests to amend the approved budget during the year. Additional requests will be made only after the staff has determined that no savings exists that can be transferred. Departments will provide information to the City Council during regular Council meetings. (Departments may not expend funds until after the City Council has approved the additional expenditure). The Finance Department will prepare appropriation ordinances officially amending the budget. Departments may expend funds after City Council approval and before adoption of the appropriation ordinance.

- a. Transfers of existing budget - The City Manager may approve transfer of budget between Categories and Departments within a fund. The City Council must approve budget transfers between funds in the form of an ordinance.
- b. Transfers between categories and programs - Department Directors may request City Manager approval to transfer budget between categories (payroll, supplies & services, and capital) within a Department. The Manager will review requests to ensure compliance with the goals and objectives of the annual budget as approved by the City Council.
- c. Supplemental appropriation requests - Staff will prepare a prioritized list of one-time supplemental budget requests which will be reviewed by the Finance Committee, then presented to the City Council for final approval.

5. Budget savings - During the budget year, some expenditure savings can be realized by Departments. The City Manager may allow transfers of savings to fund other identified needs within the department.

6. Encumbrance of Fixed Expenses - Predictable fixed expenditures will be encumbered on purchase orders in the first month of each year.

#### **D. INTERGOVERNMENTAL BUDGETS**

Some costs of the City could be influenced by other governments, either because of duplication of services or mandates imposed by State and Federal governments.

1. Payment for services - The City will budget expenditures for grant-funded programs only after grant award or letter of commitment and only for the amount of grant award. City overhead or "indirect" costs for grant-funded programs will be included in all grant proposals, where permitted. All grants will be reviewed for long term impacts to the City.
2. Outside involvement - The City will aggressively oppose State or Federal actions that mandate expenditures that the Council considers unnecessary. The City will pursue intergovernmental funding to support the incremental cost of those mandates.
3. Intergovernmental agreements - The City will work with other governments to identify the jurisdiction most capable and appropriate to provide specific public services. When the City cannot transfer responsibility for service delivery, it will consider intergovernmental agreements and contracts for service delivery.

## **E. STATE of COLORADO AMENDMENT 1**

On November 3, 1992, the Citizens of the State of Colorado approved Amendment 1, aka The Tax Payers Bill of Rights (TABOR). Amendment 1 specifically and significantly addresses the following issues: 1) spending limitations (revenues), 2) operating reserves, 3) emergency reserves and 4) debt service.

On April 5, 1994, the Citizens of Evans approved the following revenue change in compliance with Amendment 1:

### **City of Evans, Colorado**

#### **Amendment One Election Question**

QUESTION #1 - SHALL THE CITY OF EVANS, COLORADO, WITHOUT INCREASING OR ADDING ANY TAXES OF ANY KIND, BE PERMITTED TO COLLECT, RETAIN, AND EXPEND THE FULL PROCEEDS OF THE CITY'S SALES AND USE TAX, ACCOMMODATIONS TAX, NON-FEDERAL GRANTS, FEES ON FISCAL YEAR SPENDING, INCLUDING WITHOUT LIMITATION THE RESTRICTIONS ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION, FROM THE DATE OF JANUARY 1, 1993 AND THEREAFTER?

The City will be in compliance with the remaining requirements of Amendment 1 specifically including election, debt and reserve requirements. Considering the reasons behind the original approval of the Tabor Amendment (lack of trust in government), the City shall take an active role in citizen participation, communication and relationship building with our citizens in order to maintain and increase our level of trust and accountability. The City shall participate in regional and state wide organizations because the actions of other municipalities or levels of government shall influence state wide legislation which may impact Evans.

## **III. Accounting, Auditing, & Financial Reporting Policies**

### **INTRODUCTION**

The City will maintain a system of financial management, control and reporting for all operations, departments and funds. This will ensure that overall City goals and objectives will be met and will instill confidence in citizens that the City is well managed and fiscally sound.

## **POLICIES**

The Accounting, Auditing and Financial Reporting systems for the City will be based on the following polices:

1. Generally Accepted Accounting Principles (GAAP) - The City will maintain its accounting records and report on its financial condition and results of operations in accordance with State and Federal law and regulations, and GAAP.

2. The City will classify governmental fund balances as follows:

Non-spendable – amounts that cannot be spend either because they are in non-spendable form or because they are legally or contractually required to be maintained intact.

Restricted – amounts that can be spent only for specific purposes because of constitutional provisions, charter requirements or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments.

Committed—amounts that can be used only for specific purposes determined by a formal action of the City Council. The City Council is the highest level of decision making authority for the City. Commitments may be established, modified, or rescinded only through ordinances or resolutions approved by City Council.

Assigned—amounts that do not meet the criteria to be classified as restricted or committed but that are intended to be used or specific purposes. Under the City's adopted policy, the City Manager may assign amounts for specific purposes.

Unassigned—all other spendable amounts.

3. Independent audit - An independent firm of certified public accountants will annually perform a financial and compliance audit of the City's financial statements as required by state statute. Their opinions may be contained in the City's Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984 (if required based on federal funding levels).

4. Internal auditing - To complete a full range of audit services, the City's Finance Department will supervise performance audits which review cash management, revenues, expenditures, purchasing and other areas that impact the City budget.

5. Accounting internal controls - The City will maintain an internal control structure consisting of three elements:

e. Control environment - Consisting of an "overall attitude and awareness of actions" as they influence the City. The management and staff shall consider all the financial implications of decisions, both current and long term.

- f. Accounting system - An effective accounting system will result in the 1) Identification and recording of all valid transactions 2) Description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes. 3) Recording of the transaction in the correct time period. 4) Proper presentation of all transactions and related disclosures in the financial statements.
- g. Control procedures - Consists of 1) Proper authorization of transactions and activities, 2) Adequate segregation of duties, 3) Adequate documents and records, 4) Adequate safeguards regarding access and use of assets and records, 5) Independent checks on performance.

**A. ACCOUNTING STRUCTURE**

All City funds and operations must work to achieve the City's mission and goals.

- 1. Number of funds - The City will minimize the number of funds, Departments, programs and account codes. The funds will be categorized by standard GAAP functional classifications and the creation of new funds will be approved by the City Council. The development of new funds, Departments, programs, and accounts will be recommended by the Finance Department and approved by the City Manager.
- 2. Statement of purpose - Each fund in the City will have a Statement of Purpose which consists of:
  - a. Intent - Purpose(s) of the fund.
  - b. Revenue restrictions - Source(s) of revenues to the fund and descriptions of restriction.
  - c. Contingency - Size and use of contingency, if any. Contingency levels shall be based on the uncertainties associated with the purposes of the fund or project.
  - d. Reserves - Size and purpose of required reserves. Required reserves will be based on operating needs or debt needs and prudent management requirements.

**B. FINANCIAL REPORTING**

Financial reports will provide direction and guidance in several areas;

- 1. Budgetary comparisons - Comparing actual financial results with the legally adopted budget.
- 2. Financial condition and results of operations - Assessing the changes in fund balances as a result of operations.
- 3. Compliance - Assisting in determining compliance with finance-related laws, rules and regulations.
- 4. Efficiency and effectiveness - Assisting in evaluating management and staff in efficiency and effectiveness.

5. Manager reports - The Finance Department will prepare reports at the end of April and each month thereafter identifying the difference between actual and budget for revenues and expenditures by fund. This requirement is also included in the Budget Policies. Reports will identify the current and projected variance in budget as well as progress on performance measures. These reports will be presented to the City Manager and may be included in Council updates.

### **C. CHECK CONTROLS**

The City will follow these policies related to check controls and the signing of checks:

1. Payment discounts - The City will take advantage of payment discounts to reduce expenditures when the rate offered is deemed favorable compared to the rate of investment income the City is earning on cash.
2. Invoice control - All invoices shall be mailed directly to the Finance Department and the vendor will reference an approved purchase order number.
3. Check preparation - No check will be prepared for approval without an authorized purchase order, compliance with the procurement procedure and adequate budget unless specifically identified in these policies.
4. Check requirements - In most cases the staff will be required to complete the following steps to obtain a check:
  - a. Budget - Adequate budget must exist before staff considers a purchase.
  - b. Requisition - Staff will complete a "requisition" which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available. In accordance with established limits, authorized staff, Department Directors, and/or City Manager approve requisitions based on efficiency, appropriateness and general financial and management practices.
  - c. Purchase order - Approved requisitions become purchase orders and only at this time can an order be placed with an "approved vendor". Vendors must be established as legitimate businesses meeting administrative and IRS requirements.
  - d. Invoices - Invoices are directed first to the Finance Department for entry into the accounting system for cash flow and cash discount reviews.
  - e. Department approval - After Finance Department entry, invoices are approved by Departments that the items or services received were acceptable.
  - f. Contracts - Major purchases may require following the procurement procedure (V.14.) which may include Council approval of the contract before a requisition can be completed.
5. Check register - The City Manager reviews and approves the check register.

6. Distribute checks - Checks will be mailed following approval. Staff will copy and distribute to the Council the check register on a monthly basis.

## **IV. Revenue Policies**

### **INTRODUCTION**

The City must consider its discretionary revenues as a group rather than in isolation. Both individual revenues and the total package must be viewed in the context of broader City goals. The City must be sensitive to the balance between the need for services and the City's ability to raise fees, charges and taxes to support City services. As much as is possible and feasible, City services that benefit specific users should be paid for by fees and charges to provide maximum flexibility in use of general taxes to meet the cost of broader public services.

### **POLICIES**

Revenues and rates in the LRP and annual budget will be based on the following policies:

1. Specific use of services - Charges for services that benefit specific users should recover full costs, including all direct costs, indirect costs, depreciation on capital plant and equipment, and General Fund overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for each such service. Competing City policies may dictate a subsidy of a portion of the costs of such services.
2. Diversify revenue - The City should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
3. Recapture investment - The revenue structure should be designed to "recapture" for the City some of the financial benefits resulting from City sponsored programs or community investments.
4. Additional resources - The City will observe the following priorities in obtaining additional resources:
  - a. Use existing resources efficiently - The City will use as efficiently as possible all existing resources.
  - b. Collect existing revenues - The City will collect as efficiently as possible the resources to which it is already entitled. The city will minimize receivables and follow an aggressive policy of collecting receivables.
  - c. Revenues are consistent with City goals - The City will seek new resources, consistent with the policies in this document and other City goals.
5. Consider total revenue mix - The City will review revenue raising proposals in light of its total revenue mix in order to encourage economic sustainability and keep the City competitive.
  - a. City revenues impact - As part of the annual financial forecast or budget process, major revenue generating proposals will contain an evaluation of the impact on the community.

- b. Total community in review - The evaluation should be based on prior year circumstances and includes all local taxation and fees.
  - c. Review each five years - At a minimum, such an evaluation shall be made at least once each five years.
6. Department responsibility - Department Directors will inform the City Manager of any revenue that varies from budget by 10% in any quarter. Department Directors will provide notice immediately and in the identified reports to the City Manager.
  7. Use proven methods - The City will estimate its annual revenues by an objective, analytical process.
  8. Use five year plans - The City will annually project revenues for the next five years.
  9. Enterprise funds recover costs - The City will set fees, user charges and other revenues for each enterprise fund (Water, Sewer and Storm Drainage) at a level that supports the total direct and indirect cost of the activity including operating costs, system expansion, and major maintenance. Indirect costs include the cost of annual replacement needs due to depreciation of capital assets. Cost related to growth will be paid for by the growth.
    - a. Water Fund rates consist of base, variable, payment in lieu (PIL), and tap fee revenues. The base rate is established each year based on the annual fixed costs to maintain the system. The variable rate is established each year based on the costs to operate the system, i.e. the expenses vary with the level of water treated. PIL revenue is reserved for water right acquisition. Tap fee revenue is reserved for system expansion. Interest income is allocated to the category based on cash balance. Please note that special attention must be given to funding required reserves as they increase.
      - i. The water variable rate and tiers are established to encourage water conservation and the City Council will receive annual reporting on the specific number of customers who exceed tier 1 and tier 2.
      - ii. Additionally the gallons consumed in tiers 2 and 3 should be identified and the corresponding revenue generated from this consumption will be considered “water conservation revenue”.
    - b. The preceding year’s revenue from both water conservation and major maintenance will be appropriated for expenditure once the amount is realized by the City Council. The City Manager will report to the City Council projects identified for use of these funds.
  10. Legal requirements - The City will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues.

## **V. Operating Policies**

### **INTRODUCTION**

When the other Financial Policies fail to address a specific issue, general operating policies will be reviewed for direction. In some cases these policies repeat what has already been stated in other areas, but that is only to emphasize the importance and value of that policy. The City must contain its expenditures to current revenues, establish and adequately fund reserves; regularly monitor and report on budget performance, evaluate the fiscal impact of new proposals, operate as efficiently as possible, and constantly review City services for appropriateness and effectiveness.

## **POLICIES**

The City shall follow these operating policies:

1. Current operating revenues to pay for current operating expenditures - Current operating revenues will exceed current operating expenditures. Each City fund budget must identify ongoing resources that at least match expected ongoing annual requirements. One-time cash transfers and ending balances in excess of reserves may be applied to reserves or to fund one-time expenditures; they will not be used to fund on-going programs.
2. Do not restrict revenues - The City will not normally earmark discretionary revenues for specific purposes. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
3. Reserves - The City will establish reserves for emergencies, unforeseen needs of a non-recurring nature, operating maintenance, equipment replacement and capital projects. The nature of reserves for specific funds will be spelled out in the Statement of Purpose for each fund.
4. Financial controls - The Staff will maintain a system of financial monitoring and control. The major components of this system include:
  - a. Fiscal Impact Analysis: The Staff will perform a fiscal impact analysis of each significant administrative or legislative action of the City or affiliated agencies. Where appropriate, the analysis will include the impact on the current budget and the LRP.
  - b. Financial Accounting System and Periodic Status Reports: The Staff will prepare financial status reports on the revenues and expenditures to date and estimated year-end balance as described in the Budget Policies.
  - c. Budget Controls: The Finance Department will maintain a system of budgetary controls. These controls will assist Department directors in identifying actual to budget variances.
5. Review for efficiency and effectiveness - The City will continually review the efficiency and effectiveness of its services to reduce costs and improve service quality. This will include a review of all existing administrative procedures and software to eliminate exception based procedures, policies implemented to avoid compliance, special interest projects or programs that benefit less than the majority.
  - a. The City Manager will review professional services/consulting agreements for efficiency and effectiveness. The evaluation may include staffing options, ongoing knowledge of City operations, and consideration for additional services.
6. Recover cost of providing services - City operations will be run on a basis devoted to increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge.
7. Cash reserves - The City will maintain cash reserves in order to avoid borrowing for general operating purposes.

8. Year-end accruals - Other than as required by Generally Accepted Accounting Principles, the City will not increase accruals and non-cash enhancements to revenues in order to influence fund balances at year end.
9. Inventories - The City will maintain accurate inventories of capital assets, their condition, life span and cost.
10. Cash management systems - The Staff will develop, maintain and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by the City Departments will be deposited to the Finance Department daily.
11. Competition and the service provided - The City must review programs periodically in order to reduce needless competition with other public and private providers and to insure the most cost-effective and efficient provision of services. The City will encourage competition with private providers by comparing the cost to provide services.
12. Citizen input - An effective and comprehensive periodic Citizen Service needs assessment will be conducted in order to ensure that City service priorities keep pace with the dynamic needs of the community. The result of this needs assessment will be considered for approval by the City Council and may become an integral part of the budget and financial planning of the City.
13. Internal loans - Loans made between funds may be charged interest.
14. Procurement Procedure - No order shall be placed by any City employee, contractor or representative that in any way encumbers or obligates the City until after that person has received an approved purchase order. The City will not be held responsible for any order placed by any employee, contractor or representative if the vendor has not received an approved purchase order before delivery of services or goods. The following policies will provide guidelines for all procurement:
  - a. Local preference - When all other factors are the same the City encourages staff to purchase locally provided the cost is within 10% of other bids on items up to \$25,000. Factors may include quality of product, quality of service, delivery, maintenance, and other issues which may be relevant.
  - b. Recycle - The City encourages recycling and environmental concerns. When all other factors are the same the City encourages staff to purchase recycled products provided the cost is within 10% of other bids on items up to \$25,000.
  - c. Purchase order approvals - Requests for purchase orders will be approved in accordance with the predetermined spending limits as outlined by the City Manager.
    - i. Exceptions - Purchases within preapproved spending authority may be made through the City purchasing card for items approved in the budget. The cost of processing purchase orders, invoices and checks for payments make it practical that small purchases be exceptions to the procurement procedure.
    - ii. Purchases for a single vendor which exceed the purchasing limits on an annual basis must be approved by the City Manager and reported to the City Council.

d. Purchasing Limits - The following purchasing limits are established:

Amount	Approval
\$0 - \$10,000	Department Director
\$10,000.01 - \$25,000	Department Director + City Manager
\$25,000.01 - \$50,000	Department Director + City Manager + 3 written quotes
\$50,000.01 and up: Professional Services	Department Director + City Manager + RFP + City Council
\$50,000.01 - \$100,000: Supplies or Capital Projects	Department Director + City Manager + 3 written quotes
\$100,000.01 and up: Supplies or Capital Projects	Department Director + City Manager + RFP + City Council

e. Bids and Contracts -The City recognizes the need to use outside sources for providing Professional Services, constructing Capital Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance. The City requires staff to solicit bids for any purchase of goods over \$100K and proposals for services over \$50K per engagement or annually. This requirement may be waived by the City Manager for ongoing service contracts where the past experience related directly to the City is a compelling reason to continue a service contract from year to year. Selection of vendors, contractors or consultants, may be based on past experience with the City, knowledge of the City and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price and such other criteria as deemed appropriate for a particular public project. Once a vendor has been chosen, the City Council shall consider approval of the contract.

When an invitation for bid (goods over \$100,000) or request for proposal (services over \$50,000) is required, a notice will be published in a local newspaper within 45 days and not less than 10 days from the bid deadline. The request shall include an adequate description of the scope of work to be completed, any specifics which may be required of the vendor, including the amount of any bid bond, all contractual terms, and conditions applicable to the public project. Bids shall be opened publicly at the time and place designated in the invitation for bids. The amount of each bid and such other relevant information as may be specified by rules, together with the name of each bidder, shall be entered on a record and open to public inspection. After the time of the award, all bids and requests for proposal documents shall be open to public inspection. The City shall not be obligated to select the lowest bidder, but shall select based on the established criteria in the invitation to bid or request for proposal. Bidders may be disqualified for past failure to follow proper change order processes. The City will use electronic means (i.e. internet, email, etc.) to inform potential vendors and may use technology to improve transparency and purchasing efficiencies for the City.

f. Emergencies - In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk the procurement requirements may be waived by the City Manager. The City Manager will notify the Council of any emergency immediately, identifying the nature of the emergency and any purchase which may be required.

- g. Travel – Consideration of the lowest cost to the City will be made when traveling for City business. When employees travel out of the County, they are required to use a City vehicle if available and practical. Only if no fleet vehicles are available will the City reimburse employees for mileage at the approved IRS rate with prior Department Director approval. Out-of-City per diem will be paid at the approved IRS reimbursement level. Per Diem is reimbursement for all meals and incidentals, no additional reimbursements will be approved. Lodging should be prepaid by City check or purchasing card when possible in order to avoid taxes. Lodging reimbursements may include one “reasonable” phone call home for each night you are out of City.
- h. Meals in City - The City shall restrict the purchase of meals locally to the following items, unless specifically approved by the City Manager:
  - a. Work related meetings with outside officials with Department Director or City Manager approval.
  - b. Preparation for City-wide events on weekends (such as July 4th or Evans Fest).
  - c. Manager and/or City Council members’ meetings with media, citizens, employees, Council and outside officials.
- i. Education and training - The City Council has approved in the Personnel Policies the desire to hire the best and most qualified staff available. To maintain the quality of the staff over time, the City will fund adequate participation in professional organizations and training. Recognizing the need for additional training, each Department Director will propose a budget which may include participation at the national level for Department Directors and professionals. In addition to participation in national organizations, it may from time to time benefit the City to send employees to training out of the state. The staff will attempt to identify regional training programs or local programs when possible. The level of training and participation in organizations must be approved by Department Directors. Department Director training will be approved by the City Manager and City Manager training will be approved by the Mayor. All training must be included and funded in the annual budget.
- j. Education and training for Council and commissioners - The City is committed to professional and progressive leadership. In order to maintain the City’s position as leaders in the community and region, it may be beneficial to provide training for the City Council and/or City sponsored Boards & Commissions regarding key management and or technical issues. Travel for these members will be included in the annual budget.
- k. Computers, software, & peripheral purchases - All City-wide computer, software, & peripheral related purchases must be approved by the Systems Administrator with final approval from the City Manager.

## **VI. Capital Planning & Budgeting Policies**

### **INTRODUCTION**

The Capital Improvement Plan (CIP) has a significant impact on the image of the City. The following policies are designed to guarantee that current and future projects are maintained at a quality level and that capital projects do not restrict the City's ability to provide basic services. The City must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects. In addition to amenity improvements, the City must make the capital investment needed to support and enhance the delivery of basic services. This commitment becomes even more important because the demands for basic services biases funding priorities toward the operating services (such as police officers and recreation programs) versus infrastructure (such as streets and buildings) which could be an issue in the future. Capital expenditures for purposes of financial reporting include buildings, land, major equipment and other items which have a value of over \$5,000 and have a life greater than

one year. Capital expenditures for purposes of budgeting include buildings, land, major equipment and other items which have a value of over \$100,000 and have a life greater than one year.

## **POLICIES**

The planning, funding and maintenance of all capital projects shall be based on the following policies:

1. Bond rating - The City will maintain a strong bond rating that is consistent with other City goals. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.
2. Five-year capital plans - Each Department with capital expenditures will develop and maintain five-year capital plans. This will include sources of funding and maintenance.
3. Citizen involvement - The CIP development process will provide for the full participation of any citizen and or Committee appointed by City Council.
4. Details of plan - The City will prepare and update annually a City five-year CIP that identifies needs for capital replacement and additions. The CIP lists all anticipated capital expenditures, total estimated cost, the year in which it will be started, the amount expected to be expended in each year, and the proposed method of financing these expenditures. Methods of financing can include bonding, assessment districts, pay-as-you-go (e.g. taxes, current revenues, cash balances), or other.
5. Current capital budget - The City will prepare an annual Capital Budget which will include current year capital expenditures and sources of funds based on the current year of the Capital Improvement Plan.
6. Include future maintenance - As part of the annual Capital Budget, the City will identify and include full costs of future maintenance needs and operating costs of new capital facilities and equipment prior to funding as part of the annual Capital Budget. It is essential to recognize that many smaller projects can have a significant impact on the existing staff and maintenance levels when considering the total impact. All capital projects will identify the maintenance requirements in terms of staffing (hours per week) and Supplies & Services.
7. Identify project funding - The City staff will identify the estimated costs and funding sources for each capital project proposal before it is submitted to Council for consideration. This will include capital construction as well as ongoing maintenance.
8. Asset Management Plan (AMP) - The City will develop an AMP that protects capital investment and minimizes future maintenance and replacement costs. The City will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long term planning. The AMP will also indicate future major repairs and their costs, utility costs and other operating costs.

- a. Equipment replacement - The City will estimate its equipment replacement (items over \$5,000 with a life greater than one year). From this projection, a maintenance schedule will be developed and followed.
  - b. Cash for equipment - Equipment replacement should be planned on a cash basis. Equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs.
9. Planned funding - The budget will provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plant and equipment. Whenever the AMP identifies there is a significant discrepancy between the need to maintain/modernize City infrastructure or facilities and the funds available for such improvements, the City staff will prepare and present to Council a strategy for meeting such needs. The long range plans of the City will include all costs identified in the AMP.
10. Major Maintenance - Although the annual operating budget should provide for adequate maintenance of capital, plant, and equipment, eventually a major expenditure will be required. It is appropriate to consider these types of major expenditures when developing the capital improvement program.
11. Capital priority - In general, the following guidelines will be used to identify capital priorities: safety, complete existing projects, maintenance of existing capital facilities, extensions of existing systems and new projects. Maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not fully met. Unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition. Maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities.
12. Consistency with City policies and impact on community - The City will identify the ongoing costs and benefits that may be associated with each capital project to determine its consistency with other city policies and the impact on the community as a whole.
13. Alternative funding - Assessment district financing is appropriate for those areas of the City that are retroactively installing physical plant features which are normally required by subdivision standards at the time of development or which have been funded by another assessment district. Such physical plant features include but not limited to, curb, gutters, sidewalks, street lights and sewers. Assessment districts are also appropriate in cases where these types of physical plant features are being upgraded for the benefit of property owners in the area. Unless otherwise directed by Council, assessment districts will include all costs associated with the project, including overhead and indirect costs, including but not limited to financing, and administrative costs. The City will take actions to ensure that financial risk to the City is minimized.
14. Long-term debt - is a liability that places a future contractual or other obligation against future revenues of the City. For example, long-term debt includes liabilities arising from bonds, lease purchase agreements and installment purchase contracts.
- a. Use for capital - The City will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.

- b. Life of debt not to exceed 75% of life of the project or acquisition - When the City finances capital projects by issuing bonds; it will pay back the bonds within a period not to exceed 75% of the expected useful life of the project.
- c. Debt restrictions - The City will not use long-term debt for current or annual operations. Debt that obligates future City Councils shall be approved consistent with City Charter and applicable State statutes.
- d. Legal debt limits - The City will review its legal debt limitation established by the Charter at least annually. Debt limits will be included in the statistics sections of the Financial Plan and Financial Report.
- e. Annual review - The City of Evans will conduct an annual review of its debt taking into consideration current market rates and future cash flows.

## **VII. Investment Policies**

### **INTRODUCTION**

The purpose of this investment policy is to establish guidelines for the purchase and sale of investments for all funds of the City of Evans.

#### *Legality*

The investment program for the City of Evans shall operate in conformance with federal, state, and other legal requirements, including the Colorado Revised Statutes sections 11-10.5-101 et seq. and 24-75-601 et seq., as amended, and City of Evans, Colorado Home Rule Charter VIII.

### **POLICIES**

This Investment Policy (the Policy) applies to the investment of all City of Evans (the City) funds, excluding the investment of employees' retirement funds. Proceeds from certain bond issues are covered by separate agreements.

#### *Pooling of Funds*

Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping, and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with City of Evans Home Rule Charter VIII and generally accepted accounting principles (GAAP). :

### **OBJECTIVE:**

The primary objectives of investment activities, in priority order, shall be safety, liquidity, yield, and local considerations.

1. Safety -Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
  - a. The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the types of securities listed in Section 9 of this Policy
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 6,
- Diversifying the investment portfolio to minimize the impact of potential losses from any one type of security or from any one individual issuer.

- b. The City will minimize interest rate risk, the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:
- i. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
  - ii. Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

2. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same-day liquidity for short-term funds.

3. Yield - The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

4. Local Considerations - Where possible, funds may be invested for the betterment of the local economy or that of local entities within the State of Colorado. Included is the Local Considerations Investment Program that allows the City to accept proposals from eligible institutions in order to reward local financial institutions that can document their commitments to private economic growth and local housing investment. These respective institutions must be on the Public Deposit Protection Act list of qualified eligible financial institutions. The Evans City Council recognizes that our Local Considerations Investment Program might diminish investment yields.

5. Standards of Care

- a. Prudence -The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio. The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived. "Authorized City officials and employees acting in accordance with written procedures and this Policy and exercising due diligence shall be relieved of personal

responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy.

- b. Ethics and Conflicts of Interest - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.
- c. Delegation of Authority - Authority to manage the program is derived from the City of Evans Home Rule Charter, Chapter VIII and granted to the City Treasurer who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this Policy. Procedures should include references to safekeeping, delivery vs. payment, investment accounting, wire transfer agreements and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the City Treasurer. The City Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

6. Authorized Broker/Dealers - To be eligible, a firm must meet at least one of the following criteria:

- 1. be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within its holding company structure;
- 2. report voluntarily to the Federal Reserve Bank of New York, or
- 3. qualify under Securities and Exchange Commission (SEC) Rule 15c-3 (Uniform Net Capital Rule).

Broker/dealers will be selected by the City Treasurer on the basis of their expertise in public cash management and their ability to provide services for the City's account. Approved broker/dealers and the firms they represent shall be licensed to do business in the State of Colorado and as such are subject to the provisions of the Colorado Revised Statutes, including but not limited to CRS 24-75-601.

Each authorized broker/dealer shall be required to submit and annually update a City approved Broker/Dealer Information Request form which includes the firm's most recent financial statements. The City's Treasurer shall maintain each approved firm's most recent Broker/Dealer Information Request form. In the event that an external investment advisor is not used in the process of recommending a particular transaction for the City's portfolio, authorized broker/dealers shall attest in writing that they have received a copy of this policy.

#### Financial Institutions and Depositories -

As required by City of Evans Home Rule Charter Chapter VIII, Section 8.8, a list will be approved by the Evans City Council of financial institutions and depositories authorized to provide investment services. To be eligible, a bank shall qualify as an eligible public depository as defined in C.R.S 11-10.5-103.

Minority and Community Financial Institutions - From time to time, the City Treasurer may choose to invest in instruments offered by minority and community financial institutions. In such situations, a waiver to certain parts of the criteria under Paragraph 1 may be granted. All terms and relationships

will be fully disclosed prior to purchase and will be reported to the appropriate entity on a consistent basis and should be consistent with state or local law. These types of investment purchases should be approved by the Evans City Council in advance.

7. Safekeeping & Custody - The City Council shall select one or more banks to provide safekeeping and custodial services for the City. A City approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services. To be eligible for designation as the City's safekeeping and custodian bank, a financial institution shall qualify as a depository of public funds in the State of Colorado as defined in CRS 24-75-603 et seq.

Custodian banks will be selected on the basis of their ability to provide services for the City's account and the competitive pricing of their safekeeping related services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. It is the intent of the City that all securities be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All investment securities, purchased by the City will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or its Depository Trust Company (DTC) participant account.

All Fed wire able book entry securities owned by the City shall be evidenced by a safekeeping receipt or a customer confirmation issued to the City by the custodian bank stating that the securities are held in the Federal Reserve System in a CUSTOMER ACCOUNT for the custodian bank which will name the City as "customer."

All DTC eligible securities shall be held in the custodian bank's Depository Trust Company (DTC) participant account and the custodian bank shall issue a safekeeping receipt evidencing that the securities are held for the city as "customer."

8. Internal Controls - The City Treasurer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. Details of the internal controls system shall be documented in an investment procedures manual and shall be reviewed and updated by the City Treasurer annually. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

The internal controls structure shall address the following points:

- Control of collusion;
- Separation of transaction authority from accounting and recordkeeping;
- Custodial safekeeping;
- Avoidance of physical delivery securities;
- Clear delegation of authority to subordinate staff members;
- Written confirmation of transactions for investments and wire transfers; and

- Development of a wire transfer agreement with the lead bank and third-party custodian.

Accordingly, the City Treasurer shall establish a process for an annual independent review of compliance with the Policy and its internal control procedures by an external auditor.

#### 9. Suitable & Authorized Investments

Investment Types - The following investments will be permitted by this Policy and are defined by state and local law, where applicable:

- U.S. Treasury bills, Treasury notes, Treasury bonds, and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement;
- U.S. government agencies with a final maturity not exceeding five years from the date of trade settlement issued by the Government National Mortgage Association (GNMA);
- U.S. instrumentality obligations (debentures, discount notes, callable securities, step-up securities, and stripped principal or coupons) with maturities not exceeding five years from the date of trade settlement issued by the following only: Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB), Federal Home Loan Banks (FHLB), and Federal Home Loan Mortgage Corporation (FHLMC) ;
- Subordinated debt shall not be purchased;
- Certificates of deposit and other evidences of deposit at financial institutions, with maturities not exceeding five years, in FDIC insured state or nationally chartered banks or savings banks. Certificates of Deposit exceeding the FDIC insured amount shall be collateralized in accordance with the Colorado Public Deposit Protection Act;
- Repurchase agreements with maturities of 180 days or less collateralized by U.S. Treasury Obligations and Federal Instrumentality Securities listed above with the maturity of the collateral not exceeding 10 years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the City approved Master Repurchase Agreement. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction. Collateral shall be held in the City's custodian bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.
- Repurchase Agreements shall be entered into only with dealers who have executed a City approved Master Repurchase Agreement with the City and who are recognized as Primary Dealers by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure. The Chief Financial Officer shall maintain a copy of the City's approved Master Repurchase Agreement along with a list of the broker/dealers who have an executed Master Repurchase Agreement with the City. The City may utilize Tri-party Repurchase Agreements provided that the City is satisfied that it has a perfected interest in the securities used as collateral and that the City has a properly executed Tri-party Agreement with both the counterparty and custodian bank.
- Corporate bonds with a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent by at least two Nationally Recognized Statistical Rating Organizations (NRSROs).
- Money market mutual funds registered under the Investment Company Act of 1940 that 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AA+ or the equivalent.

- Commercial Paper with maturities not exceeding 270 days from the date of trade settlement and rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated by each service that publishes a rating on the issuer of at least A or the equivalent. Furthermore, the issuer's commercial paper program's size shall exceed \$200 million. Commercial paper may not exceed 20% of the Portfolio and no more than 5% may be invested with a single issuer.
- Local government investment pools, authorized under CRS 24-75-702, that 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAAM or the equivalent.

Collateralization - Where allowed by the Colorado Public Deposit Protection Act (PDPA) Section 11-10.5-101 et seq., full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.

#### 10. Investment Parameters

- Diversification - The investments may be diversified by:
  - o limiting investments to avoid over concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
  - o limiting investment in securities that have higher credit risks,
  - o investing in securities with varying maturities, and
  - o continuously investing a portion of the portfolio in readily available funds such as local government investment pools (LGIPs) or money market fund to ensure that appropriate liquidity is maintained to meet ongoing obligations.
- Maximum Maturities - To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five years from the date of trade settlement in accordance with state statutes.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds such as local government investment pools or money market funds to ensure that appropriate liquidity is maintained to meet ongoing obligations.

- Competitive Bids - Each investment transaction shall be competitively transacted with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

If the City is offered a security for which there is no other readily available competitive offering, then the Treasurer will document quotations for comparable or alternative securities.

11. Performance Benchmarks - The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average

effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it shall be included in the computation of its rate of return net of fees.

12. Reporting - Monthly, the City Treasurer will submit to the City Council a report listing the investments held by the City, the current market value of the investments and performance results. The report shall include a summary of investment earnings during the period.

13. Policy Considerations - Any investment currently held that does not meet the guidelines of this Policy shall be exempted from the requirements of this Policy. At maturity or liquidation, such monies shall be reinvested only as provided by this Policy.

14. Approval of Investment Policy - The investment policy shall be formally approved and adopted by resolution of the governing body of the City of Evans. Any future changes must be approved by the Evans City Council.

15. Documentation to be maintained by the City Treasurer

- Internal Controls Procedures Manual,
- Listing of authorized personnel,
- Relevant investment state statutes,
- Listing of authorized broker/dealers and financial institutions/depositories,
- Broker/Dealer Information form,
- Credit studies for securities purchased and financial institutions used,
- Safekeeping agreements,
- Wire transfer agreements,
- Sample investment reports,
- GFOA Recommended Policies.