



City of

**Evans, Colorado**



*Charging  
Forward...*

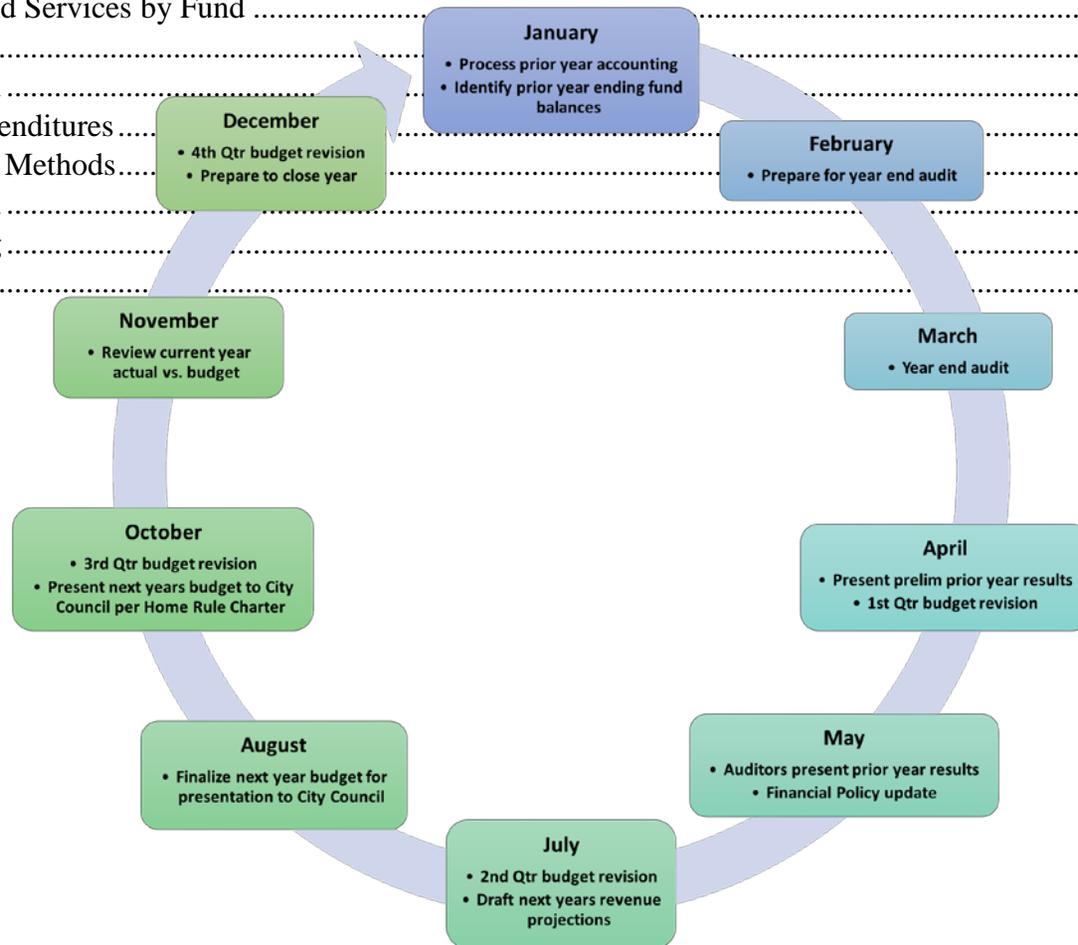
*2016 Budget*

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## *Transmittal Letter*

October 6, 2015

Honorable Mayor, City Council, and Residents;

It is our pleasure to present you with the 2016 City of Evans Operating and Capital budget and five year projections. This budget is the result of many years of significant work on the part of the City Council and staff. While the economic conditions have remained improved since the Great Recession, we continue to focus on our commitment to conservative revenue estimates while staying focused on economic development opportunities working towards a sustainable community. Staying the course with the City Council budget philosophy, the 2016 budget is built conservatively with careful analysis based on the results of 2014 and projections for 2015.

The process to build sustainability into the financial future of the community began 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. 2015 has been focused on updating our strategic operating planning process to gain focus and commitment, accountability and transparency, and to accomplish measurable outcomes. The Strategic Plan is guided by the City Council's strategic priorities and vision for the future.

Although this budget includes a modest increase in levels of service, the commitment to match service level needs with available revenue remains strong. This process will continue into the future with a focus on building a sustainable and resilient community based on resident driven levels of service.

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, knowledge and accountability. Process teams were developed for revenue, 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 awareness 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 residents.

The 2016 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 Great 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 2016 budgeting season, the 2015 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 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 2016 budget, the majority of this one-time revenue was allocated to capital street maintenance.

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 \$17.50 per month to \$18.00 per month in the Water Fund with the goal of funding major maintenance at the level of annual depreciation of the system. 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 2016. Long term, the funding of two large water storage projects (Windy Gap firming 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 Waste Water Fund took place in late 2011 and was implemented in 2012. Similar to the issues identified in the Water Fund, the Waste Water Fund is not recovering its costs on the operational side and does not have a mechanism in place to fund system maintenance. The waste water master plan update was completed in 2013 and implementation began in 2014 with the City Council's decision to consolidate waste water treatment facilities into one location. 2015 was focused on the design of the new facilities with construction slated to begin in 2016.

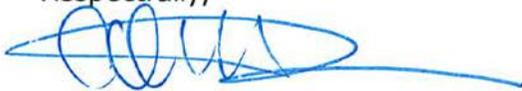
The final City enterprise fund, Storm Drainage, also requires an in-depth analysis to assure that these operations are self-sustaining as required by law. A master plan update on this utility was started in 2015 and will be completed in 2016.

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 a flexible and living document with constant monitoring and management. With adoption of the 2016 budget, the staff will move to close out 2015 and identify fund balances that can be used to fund one-time projects in 2016. 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

## 2016 Budget Overview

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The 2016 budget document has been prepared as a useful tool for City Council, residents, and staff. This document is designed to answer the majority of the questions related to the budget from a policy maker and resident 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 residents and rates for services are set by the City Council. Other rates are reviewed each year to ensure the rate increases align with inflation and the subsequent cost of providing these services. The 2016 budget includes \$23,905,356 of total revenues and \$24,514,333 of total expenses as outlined by fund in Attachment A, **2016 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 55.7% 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 2016, sales and use taxes are projected to increase 2.12% from 2015.

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 3.2% of the General Fund revenue.

User fees are charged for specific services and in 2016 are projected based on a rate increased by inflation and anticipated activity.

For 2016, the personnel budget includes funding for employee merit, an increase to benefit packages, and three additional full time positions. Attachment C, the **Summary of Personnel Positions** identifies the 95 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 2016 of \$8,514,411.

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 residents 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 **Summary of Supplies and Services by Program** shows a decrease of 1% in the General Fund 2016 budgeted supplies and services. The major contributor to this reduction is reallocation of budget from Supplies and Services to Personnel to maximize in-house legal counsel support.

Attachment F, the **Summary of Supplies and Services by Fund** shows the City wide budget for supplies and services of \$8,004,200, an increase of \$272,896 or 3.5% from 2015. This increase is due to inflationary cost of supplies and services and contractual increases. 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 2017 through 2020 projected amounts are based on current service levels and may change as resident's request and the Council approves changes. The acquisition and maintenance of facilities and equipment required to deliver services to the residents 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. The City's debt at the end of 2016 will total \$3.1 million and includes the Riverside Cultural Center lease and 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 2016, 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 2013 to 2020. The long term goal is to refine and implement the Capital Improvement Plan for all capital funds. Capital purchases are budgeted in the General, Street Impact, Capital Projects, and Enterprise Funds. Funding in the Capital Projects 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 2015 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 2016 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 continued recovery from the September 2013 flood, the long term focus remains 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. The methods used to estimate these costs is evaluated on an annual basis and refined as necessary in order to capture the most accurate picture possible.

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 has been on obtaining funding for large water projects such as Northern Integrated Supply Project (NISP) and Windy Gap FIRMING. Funding for the Windy Gap FIRMING project was a focus for 2015 which will likely carry over into 2016. Also a major project in

2015 and 2016 is the update to the 2005 Master Plan. The master plan update will address several key issues, two of which include a rate review of the multi-family, commercial and industrial rates and future plans for obtaining water treatment.

The Waste Water fund continued to be a focus for 2015 and will be in 2016. 2015 included work on both the permanent repairs of the Evans facility (due to the 2013 flood damage) and the design of the new consolidated treatment facility. Construction of the new plant is slated to start mid-year 2016 and 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, eliminate lower priority expenditures and ultimately operate more efficiently and effectively.

The City of Evans budget is a year round planning and management tool. 2016 was the seventh 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.

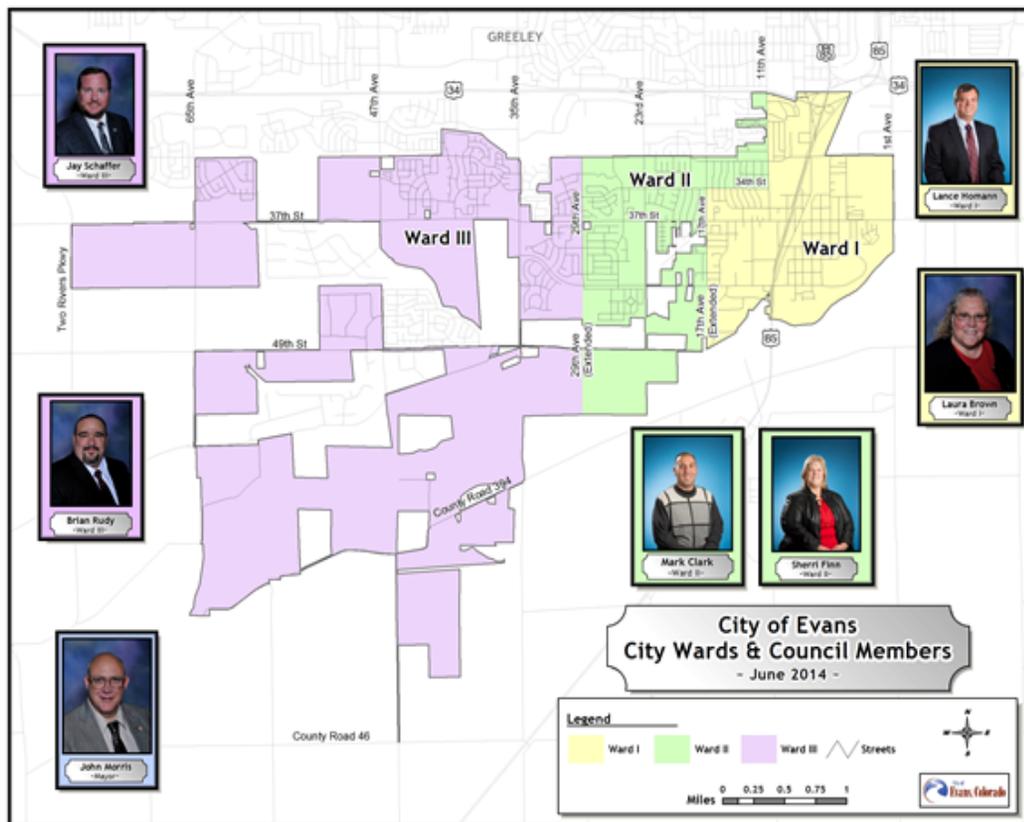


## General Fund

**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, Finance and Facilities.

**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. These priorities include:



- Diverse Economy 
- Clean 
- Infrastructure 
- Family Friendly, Home Town 
- Safe 
- Self-Sustaining 

**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.

- Refine Strategic Operations Planning Process to enhance City services.
- Administer and manage City operations with focus on Council priorities.
- Assess department operations with the goals of increasing efficiency and effectiveness of delivery of resident 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: City records custodian, which includes open records requests and maintaining the Municipal Code and Home Rule Charter; City elections official; minutes, agenda, and meeting preparation for City Council, the Evans Redevelopment Agency, and the City Management Team; oversee City boards and commission; animal and liquor licensing; and cemetery administration.

- Complete major City Code review and revision project; and
- Lead effort for Department records management and retention schedules.

**Customer Service Unit** – provides customer services externally to residents and support services internally to staff through effective listening and undivided attention. Identifies and anticipates needs of our residents and staff.

- Implement new Utility Billing software.
- Improve telephone system.
- Automate court hearing process.



**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.

- Conduct the City's biennial compensation study.
- Design and implement electronic records management system for personnel records.
- Implement a health care reform compliance strategy and plan.

- Evaluate and modify applicant selection processes.
- Take the lead in coordinating the evaluation and redesign of the City's performance management system.
- Continue to 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, audits 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 residents 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.
- "Citizens Report Card" initiative.



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

- Continue to increase efficiency and transparency by reducing the use of paper and manual processes.
- Improve financial reporting and accessibility of information for department use.
- Continue to improve procedures for grant accounting, tracking and reporting.

## Community Development

***Community Development*** is a division of the Evans Public Works Department and includes: Planning and Zoning, Building Permitting and Inspection, and Neighborhoods Services and Code Enforcement.

**Planning and Zoning** – Planning and zoning focuses on short term development planning and process review. Focused on short-term growth and the sustainability of Evans’ built environment, Planning and Zoning reviews development plans as guided by the Evans subdivision and zoning codes. In addition, Planning and Zoning assists the public in addressing immediate questions and concern on development of property.

**Building Permitting and Inspection** – Building Permitting and Inspection ensures that all construction activities in Evans conforms to adopted building codes as well as applicable laws of the State of Colorado. Inspection services are conducted through an inter-governmental contract with the City of Greeley.

**Neighborhood Services/Code Enforcement** – Neighborhood Services serves the City by ensuring properties throughout Evans conform to adopted city ordinances and application laws of the State of Colorado. This division primarily enforces nuisance code violations. Abatement of violations is conducted through a contract with an outside contractor.

Goals include creating partnerships with the community in developing for the future. The main areas of concentration for 2016 include:

- Mutually beneficial development that sustains the community economically and aesthetically.
- Promote a collaborative atmosphere within the internal Development Review Team.
- Amend the development code to promote clarity, efficiency and transparency.



## Public Safety

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***The Police Department*** has an authorized strength of 36 sworn officers and two civilian support staff. The department is committed to providing outstanding public safety services to our residents.

**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, and Internal Affairs. A sergeant supervises three detectives who investigate all serious crimes in Evans.

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



## Public Works

***Public Works*** - our mission is to manage Public Services and Infrastructure to support the City Wide Mission. Our Vision is to be a respected, innovative team delivering financially responsible 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.

**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 a value based culture that drives daily operations and long range planning.
- Bring current staff into cultural alignment with vision, mission and values.
- Improve positive resident satisfaction.



**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.

## Culture, Parks, and Recreation

***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.

**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 and horticultural care on public property and landscape plan review.

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

- Continue to participate in the Tree City USA and Playful City USA programs.
- Consider future plans for the Evans Municipal Pool.
- Assist flood recovery team with the redevelopment of Riverside Park.



# General Fund Long Range Financial Plan

## City of Evans General Fund Long Range Financial Plan

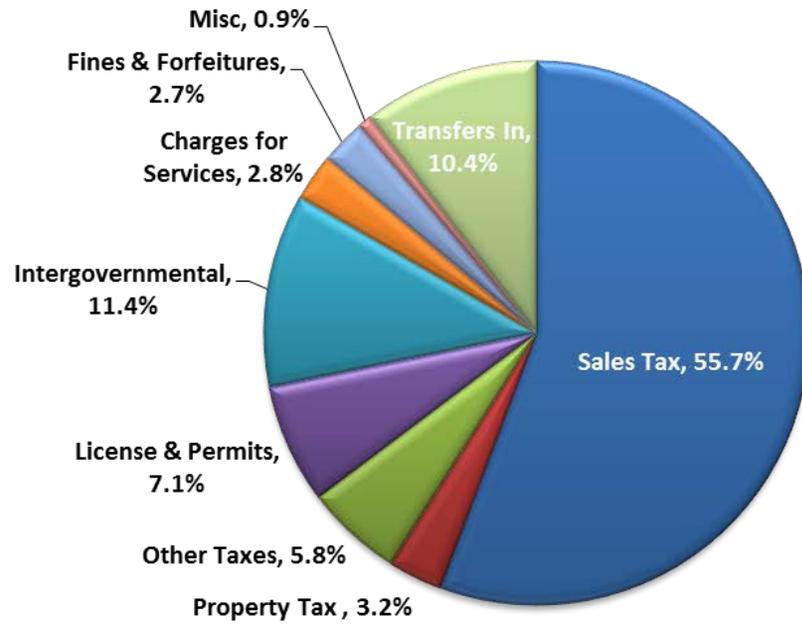
	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	4,784,176	8,831,630	8,268,626	8,268,626	5,755,845	5,489,312	5,890,524	6,125,017	6,385,340
<b>Revenues:</b>									
Sales Tax	7,711,690	9,633,263	7,358,786	7,358,786	7,514,993	7,690,944	7,872,174	8,058,840	8,251,106
Property Tax	412,085	388,013	361,018	361,018	432,336	436,659	441,026	445,436	-
Other Taxes	1,212,154	1,478,037	722,062	1,421,763	779,666	796,302	813,856	832,382	851,936
License & Permits	1,240,406	1,037,884	795,402	795,402	955,767	982,827	1,010,884	1,039,979	1,070,157
Intergovernmental	945,243	2,397,488	1,960,983	1,960,983	1,543,543	1,424,926	1,412,894	1,455,281	1,498,940
Charges for Services	354,067	399,017	323,210	323,210	373,853	373,982	374,113	374,246	374,381
Fines & Forfeitures	451,933	399,763	409,130	409,130	362,370	370,882	371,397	371,916	372,441
Assessments	7,423	46,968	-	-	-	-	-	-	-
Misc	2,813,692	195,744	289,140	289,140	115,636	102,505	108,154	108,154	108,154
<b>Total revenues</b>	<b>15,148,693</b>	<b>15,976,178</b>	<b>12,219,731</b>	<b>12,919,432</b>	<b>12,078,164</b>	<b>12,179,028</b>	<b>12,404,497</b>	<b>12,686,234</b>	<b>12,527,115</b>
CT	15,148,693	15,976,178	12,219,731	12,919,432	12,078,164	12,179,028	12,404,497	12,686,234	12,527,115
Transfers In	1,292,416	1,173,367	1,382,808	1,382,808	1,403,196	1,425,285	1,446,867	1,468,050	1,489,551
<b>Total Available Funds</b>	<b>16,441,110</b>	<b>17,149,545</b>	<b>13,602,539</b>	<b>14,302,240</b>	<b>13,481,360</b>	<b>13,604,313</b>	<b>13,851,364</b>	<b>14,154,285</b>	<b>14,016,666</b>
<b>Total Annual Increase</b>	<b>22.23%</b>	<b>4.31%</b>	<b>3.80%</b>	<b>9.14%</b>	<b>-0.89%</b>	<b>0.91%</b>	<b>1.82%</b>	<b>2.19%</b>	<b>-0.97%</b>
<b>Expenditures:</b>									
GG Personnel	1,211,641	1,366,897	1,801,127	1,801,127	2,022,963	2,088,102	2,155,339	2,224,741	2,296,378
GG Operations	1,549,129	1,685,271	1,634,789	1,634,789	1,345,250	1,353,179	1,409,639	1,412,027	1,477,033
GG Other	-	-	-	-	-	-	-	-	-
<b>General Government</b>	<b>2,760,770</b>	<b>3,052,168</b>	<b>3,435,916</b>	<b>3,435,916</b>	<b>3,368,213</b>	<b>3,441,282</b>	<b>3,564,978</b>	<b>3,636,768</b>	<b>3,773,411</b>
	<b>8.98%</b>	<b>10.55%</b>	<b>9.14%</b>	<b>9.14%</b>	<b>-1.97%</b>	<b>2.17%</b>	<b>3.59%</b>	<b>2.01%</b>	<b>3.76%</b>
CD Personnel	272,528	324,666	571,259	571,259	501,710	517,866	534,541	551,753	569,519
CD Operations	205,395	322,194	648,412	648,412	181,153	185,682	190,324	195,082	199,959
PS Other	-	-	-	-	-	-	-	-	-
<b>Community Development</b>	<b>477,923</b>	<b>646,860</b>	<b>1,219,670</b>	<b>1,219,670</b>	<b>682,863</b>	<b>703,547</b>	<b>724,865</b>	<b>746,835</b>	<b>769,478</b>
	<b>-24.14%</b>	<b>35.35%</b>	<b>77.09%</b>	<b>77.09%</b>	<b>-44.01%</b>	<b>3.03%</b>	<b>3.03%</b>	<b>3.03%</b>	<b>3.03%</b>

## General Fund Long Range Financial Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
PS Personnel	2,934,144	3,113,887	3,526,541	3,526,541	3,545,956	3,660,136	3,777,992	3,899,643	4,025,212
PS Operations	322,342	330,304	435,215	435,215	281,635	288,676	295,893	303,290	310,873
<b>Public Safety</b>	<b>3,256,487</b>	<b>3,444,191</b>	<b>3,961,755</b>	<b>3,961,755</b>	<b>3,827,591</b>	<b>3,948,812</b>	<b>4,073,885</b>	<b>4,202,934</b>	<b>4,336,084</b>
	<b>0.05%</b>	<b>5.76%</b>	<b>3.28%</b>	<b>3.28%</b>	<b>-3.39%</b>	<b>3.17%</b>	<b>3.17%</b>	<b>3.17%</b>	<b>3.17%</b>
PW Personnel	826,500	689,503	797,740	797,740	808,787	834,830	861,711	889,458	918,099
PW Operations	702,696	665,436	778,324	778,324	793,502	813,340	833,673	854,515	875,878
<b>Public Works</b>	<b>1,529,195</b>	<b>1,354,939</b>	<b>1,576,064</b>	<b>1,576,064</b>	<b>1,602,289</b>	<b>1,648,169</b>	<b>1,695,384</b>	<b>1,743,973</b>	<b>1,793,977</b>
	<b>4.41%</b>	<b>-11.40%</b>	<b>0.64%</b>	<b>0.64%</b>	<b>1.66%</b>	<b>2.86%</b>	<b>2.86%</b>	<b>2.87%</b>	<b>2.87%</b>
CPR Personnel	598,484	628,565	765,841	765,841	800,955	826,746	853,367	880,846	909,209
CPR Operations	295,092	288,369	875,854	875,854	709,402	724,892	740,742	756,960	773,554
<b>Culture, Parks &amp; Rec</b>	<b>893,576</b>	<b>916,934</b>	<b>1,641,695</b>	<b>1,641,695</b>	<b>1,510,357</b>	<b>1,551,638</b>	<b>1,594,109</b>	<b>1,637,806</b>	<b>1,682,763</b>
	<b>-8.70%</b>	<b>2.61%</b>	<b>12.81%</b>	<b>12.81%</b>	<b>-8.00%</b>	<b>2.73%</b>	<b>2.74%</b>	<b>2.74%</b>	<b>2.74%</b>
IGA - Fire Services	462,498	448,918	461,358	461,358	474,137	485,991	498,140	510,594	523,359
Asset Management	404,369	239,217	480,568	480,568	686,220	530,580	573,202	523,637	318,804
Debt	14,210	289,483	289,170	289,170	293,741	293,082	292,307	291,416	290,410
<b>Total operating expenditures</b>	<b>9,799,028</b>	<b>10,392,708</b>	<b>13,066,197</b>	<b>13,066,197</b>	<b>12,445,411</b>	<b>12,603,101</b>	<b>13,016,871</b>	<b>13,293,962</b>	<b>13,488,286</b>
<b>Total Annual Increase</b>	<b>-11.83%</b>	<b>6.06%</b>	<b>9.57%</b>	<b>9.57%</b>	<b>-4.75%</b>	<b>1.27%</b>	<b>3.28%</b>	<b>2.13%</b>	<b>1.46%</b>
Disaster Response & Recovery	424,257	705,389	327,295	327,295	277,690	-	-	-	-
Capital Improvements	621,934	4,537,878	1,901,000	1,901,000	150,000	-	-	-	-
Transfers Out (To Fire Protection Dist)	300,000	-	-	-	-	-	-	-	-
Transfers Out (To other City Funds)	2,570,543	2,076,574	820,828	1,520,529	874,792	600,000	600,000	600,000	600,000
Transfers In (From EC Fund)	1,322,107	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>4,047,455</b>	<b>(563,004)</b>	<b>(2,512,781)</b>	<b>(2,512,781)</b>	<b>(266,533)</b>	<b>401,212</b>	<b>234,493</b>	<b>260,323</b>	<b>(71,620)</b>
<b>Ending Fund Balance</b>	<b>8,831,630</b>	<b>8,268,626</b>	<b>5,755,845</b>	<b>5,755,845</b>	<b>5,489,312</b>	<b>5,890,524</b>	<b>6,125,017</b>	<b>6,385,340</b>	<b>6,313,720</b>
CT	8,831,630	8,268,626							
<b>Minimum Target Reserve</b>	<b>1,449,757</b>	<b>1,598,177</b>	<b>2,266,549</b>	<b>2,266,549</b>	<b>2,111,353</b>	<b>2,150,775</b>	<b>2,254,218</b>	<b>2,323,491</b>	<b>2,372,071</b>
<b>Available Funds</b>	<b>7,381,873</b>	<b>6,670,449</b>	<b>3,489,296</b>	<b>3,489,296</b>	<b>3,377,959</b>	<b>3,739,749</b>	<b>3,870,800</b>	<b>4,061,849</b>	<b>3,941,649</b>

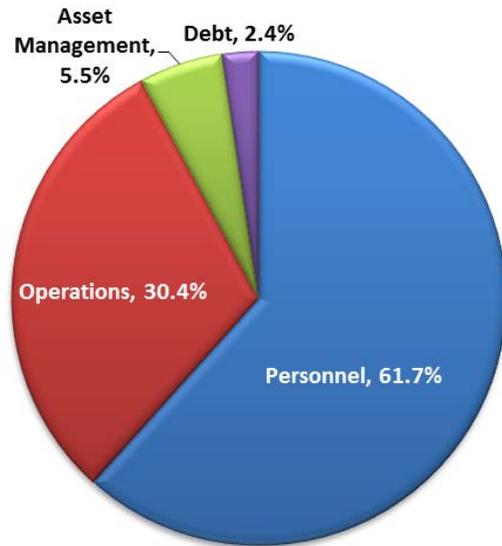
## General Fund Revenue Summary – Fiscal Year 2016

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

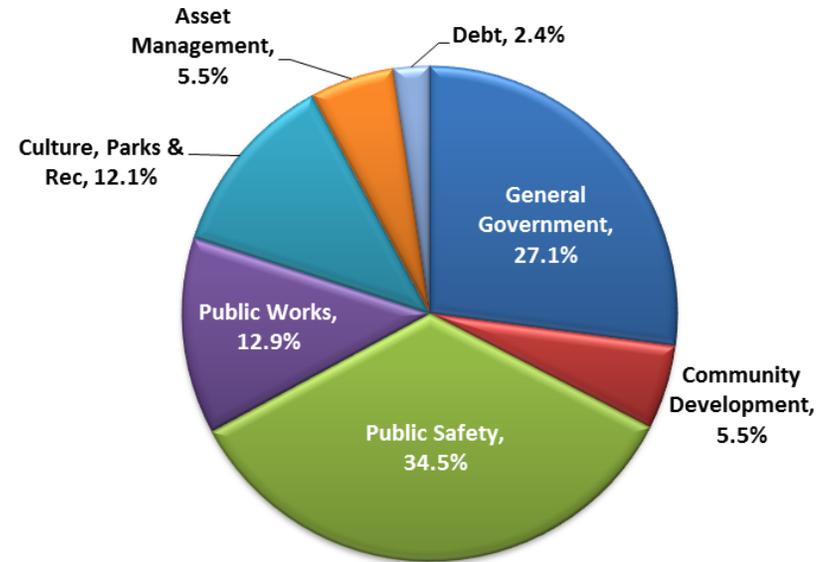


Source	Revenue	Percentage
Sales Tax	\$ 7,514,993	55.7%
Property Tax	\$ 432,336	3.2%
Other Taxes	\$ 779,666	5.8%
License & Permits	\$ 955,767	7.1%
Intergovernmental	\$ 1,543,543	11.4%
Charges for Services	\$ 373,853	2.8%
Fines & Forfeitures	\$ 362,370	2.7%
Misc.	\$ 115,636	0.9%
Transfer from Other Funds	\$ 1,403,196	10.4%
<b>Total Revenue</b>	<b>\$ 13,481,360</b>	<b>100%</b>

### Expenditures by Category



### Expenditures by Type



## *Enterprise Funds*

### **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.

**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 additional water supplies.
- 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.

**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.



# Water Fund Long Range Financial Plan



## City of Evans Water Fund Long Range Financial Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Operating Revenues</b>									
Base Rate (base, np, penalty, misc)	1,818,767	1,801,044	1,922,624	1,922,624	1,855,075	1,902,630	1,950,305	1,998,101	2,000,441
Loan Proceeds	-	578,642	748,000	748,000	-	-	-	-	-
Variable Rate	2,592,268	2,643,229	2,693,840	2,693,840	2,747,717	2,802,671	2,858,725	2,915,899	2,974,217
Interest Income	(1,349)	4,615	7,760	7,760	8,222	8,304	8,387	8,471	8,555
<b>Total Operating Revenues</b>	<b>4,409,686</b>	<b>5,027,530</b>	<b>5,372,224</b>	<b>5,372,224</b>	<b>4,611,014</b>	<b>4,713,605</b>	<b>4,817,417</b>	<b>4,922,471</b>	<b>4,983,213</b>
<b>Operating Expenses</b>									
Fixed costs	1,422,295	1,823,520	2,353,898	2,337,640	1,608,157	1,638,314	1,684,154	1,716,068	1,748,707
Variable costs	2,450,777	2,408,988	2,531,014	2,531,014	2,600,973	2,653,123	2,706,322	2,760,591	2,809,514
Total Operating Expenses	3,873,072	4,232,508	4,884,912	4,868,654	4,209,130	4,291,438	4,390,476	4,476,659	4,558,221
Net Revenues over (under) expenses	<b>536,614</b>	<b>795,022</b>	<b>487,311</b>	<b>503,569</b>	<b>401,884</b>	<b>422,167</b>	<b>426,941</b>	<b>445,812</b>	<b>424,992</b>
Transfer for Major Maint (w AMP)	396,472	556,167	445,726	461,984	246,918	264,315	266,151	282,033	251,733
Transfer for Water Conservation	141,491	234,241	-	-	146,745	149,548	152,403	155,308	164,703
<b>Net Operations after Transfers</b>	<b>(1,349)</b>	<b>4,615</b>	<b>41,586</b>	<b>41,586</b>	<b>8,221</b>	<b>8,304</b>	<b>8,387</b>	<b>8,471</b>	<b>8,555</b>
<b>Running Cash Balance</b>	<b>775,958</b>	<b>780,573</b>	<b>822,158</b>	<b>822,158</b>	<b>830,379</b>	<b>838,683</b>	<b>847,070</b>	<b>855,540</b>	<b>864,096</b>
<b>Target Operating Reserve - 3 months</b>	<b>833,777</b>	<b>739,887</b>	<b>1,109,797</b>	<b>1,101,668</b>	<b>953,867</b>	<b>969,394</b>	<b>992,981</b>	<b>1,009,829</b>	<b>1,035,446</b>
<b>Available Funds</b>	<b>(57,819)</b>	<b>40,686</b>	<b>(287,638)</b>	<b>(279,510)</b>	<b>(123,488)</b>	<b>(130,711)</b>	<b>(145,911)</b>	<b>(154,289)</b>	<b>(171,350)</b>
<b>Water Rights Revenues</b>									
Payment in Lieu & Water Rights Lease	24,842	18,745	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>Water Rights Expenses</b>									
Water Right Acquisition	-	-	-	-	-	-	-	-	-
<b>Annual Net</b>	<b>24,842</b>	<b>18,745</b>	<b>20,000</b>	<b>20,000</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>(166,608)</b>	<b>(147,863)</b>	<b>(107,863)</b>	<b>(107,863)</b>	<b>(87,863)</b>	<b>(67,863)</b>	<b>(47,863)</b>	<b>(27,863)</b>	<b>(7,863)</b>
<b>System Maintenance &amp; Expansion Revenue</b>									
Tap Fee Revenue	747,282	263,759	305,523	305,523	250,000	260,000	270,000	280,000	290,000
Water Meter Sales	21,572	22,532	6,000	6,000	20,000	20,500	21,000	21,500	22,000
Interest Income	(2,455)	837	-	-	-	-	-	-	-
Transfer for Major Maint (w AMP)	396,472	556,167	445,726	461,984	246,918	264,315	266,151	282,033	251,733
Transfer for Water Conservation	141,491	234,241	-	-	146,745	149,548	152,403	155,308	164,703
<b>Total System Expansion Revenue</b>	<b>1,304,361</b>	<b>1,077,535</b>	<b>757,249</b>	<b>773,507</b>	<b>663,663</b>	<b>694,363</b>	<b>709,554</b>	<b>738,841</b>	<b>728,436</b>
<b>System Maintenance &amp; Expansion Expenses</b>									
Capital Outlay	2,742,993	344,542	435,000	435,000	140,000	5,203,160	5,040,720	5,078,000	2,922,480
Major Maintenance & AMP	48,170	49,926	126,000	126,000	246,918	264,315	266,151	282,033	251,733
Water Conservation Projects	-	-	-	-	146,745	149,548	152,403	155,308	164,703
Misc Expenses	29,681	56,452	231,720	231,720	45,831	46,727	47,645	48,586	49,551
<b>Total Expenses</b>	<b>2,820,843</b>	<b>450,920</b>	<b>792,720</b>	<b>792,720</b>	<b>579,494</b>	<b>5,663,750</b>	<b>5,506,919</b>	<b>5,563,927</b>	<b>3,388,467</b>
<b>Annual Net</b>	<b>(1,516,482)</b>	<b>626,615</b>	<b>(35,471)</b>	<b>(19,213)</b>	<b>84,169</b>	<b>(4,969,387)</b>	<b>(4,797,365)</b>	<b>(4,825,086)</b>	<b>(2,660,031)</b>
<b>Running Balance</b>	<b>105,987</b>	<b>732,602</b>	<b>697,131</b>	<b>713,389</b>	<b>797,558</b>	<b>(4,171,829)</b>	<b>(8,969,194)</b>	<b>(13,794,280)</b>	<b>(16,454,310)</b>
Total Water Fund Revenue	5,200,927	5,333,403	5,703,747	5,703,747	4,901,014	5,014,105	5,128,417	5,243,971	5,315,213
Total Water Fund Expenses	6,693,915	4,683,428	5,677,632	5,661,374	4,788,624	9,955,188	9,897,395	10,040,586	7,946,689
CT	-	-	-	-	-	-	-	-	-
Changes in Working Capital	(9,306)	(62,837)	-	-	-	-	-	-	-
<b>Total Water Fund Cash Balance</b>	<b>690,388</b>	<b>1,277,526</b>	<b>1,303,640</b>	<b>1,319,898</b>	<b>1,432,289</b>	<b>(3,508,794)</b>	<b>(8,277,773)</b>	<b>(13,074,388)</b>	<b>(15,705,863)</b>

# Water Fund Long Range Financial Plan

## Water Fund

### Expense Summary

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Operating Revenues</b>									
Base Rate (base, np, penalty, misc)	\$1,818,767	\$1,801,044	\$1,922,624	\$1,922,624	\$1,855,075	\$1,902,630	\$1,950,305	\$1,998,101	\$2,000,441
	\$16.50	\$17.00	\$17.50	\$17.50	\$18.00	\$18.50	\$19.00	\$19.50	\$19.50
<b>Base Major Maintenance Calculator</b>									
Administrative GF OH	658,248	616,285	723,106	723,106	733,952	744,961	756,136	767,478	778,990
Water Fund Payroll, Supplies & Services	764,047	1,116,446	1,434,956	1,434,956	717,626	736,774	771,439	792,011	813,138
AMP	-	-	20,000	20,000	133,000	97,850	153,831	99,438	19,134
Debt - CWPA 2013 Radio Loan	-	90,789	172,837	156,579	156,579	156,579	156,579	156,579	156,579
Major Maintenance Projection	396,472	556,167	319,726	335,984	113,918	166,465	112,320	182,595	232,599
<b>Total Base Rate</b>	<b>1,818,767</b>	<b>2,379,686</b>	<b>2,670,624</b>	<b>2,670,624</b>	<b>1,855,075</b>	<b>1,902,630</b>	<b>1,950,305</b>	<b>1,998,101</b>	<b>2,000,441</b>
<b>Major Maintenance and AMP in Fixed Costs</b>									
Asset Management Plan	-	-	20,000	20,000	133,000	97,850	153,831	99,438	19,134
Major Maintenance Projects:	348,302	506,241	319,726	335,984	63,918	116,465	62,320	132,595	182,599
Equipment	-	-	56,000	56,000	-	-	-	-	-
Line Work	48,170	49,926	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total In Fixed Costs</b>	<b>396,472</b>	<b>556,167</b>	<b>445,726</b>	<b>461,984</b>	<b>246,918</b>	<b>264,315</b>	<b>266,151</b>	<b>282,033</b>	<b>251,733</b>
<b>Capital Expenditures - System Expansion Tap Fee Revenue</b>									
Windy Gap Storage Project	138,080	284,542	295,000	295,000	-	-	-	-	-
NISP Storage Project	40,000	60,000	140,000	140,000	140,000	1,226,160	4,239,720	4,243,000	2,252,480
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	-	-	-	-	-	450,000	-	-	-
Greeley Investment Fees	-	-	-	-	-	-	-	-	-
Tuscany Non-Potable Ponds	-	-	-	-	-	275,000	-	-	-
Tuscany Pumphouse	-	-	-	-	-	200,000	-	-	-
Non-Potable Master Plan Update	-	-	-	-	-	-	-	-	-
Waterline Ext - Design	-	-	-	-	-	-	-	-	-
Waterline Est - Construction	-	-	-	-	-	-	-	-	-
Flume Drop	-	-	-	-	-	-	-	-	-
Carryforward Projects	20,321	-	-	-	-	-	-	-	-
State Farm Waterline - 30th to St Farm Rd	-	-	-	-	-	-	-	-	-
17th Ave Drop & Measurement Structure	-	-	-	-	-	-	-	-	-
Ashcroft Draw Drop & Measurement Structure	-	-	-	-	-	-	-	-	-
38th St - Belmont to Burlington	-	-	-	-	-	-	-	-	-
11th Ave Waterline - 32nd to Cemetery	-	-	-	-	-	-	-	-	-
23rd Ave - 37th to 42nd St	-	-	-	-	-	390,000	-	-	-
35th St - Empire to Trinidad	-	-	-	-	-	200,000	-	-	-
34th St - 23rd Ave. to 17th Ave	-	-	-	-	-	-	-	340,000	-
36th St - 11th Ave. to Idaho	-	-	-	-	-	-	100,000	-	-
37th St - 17th Ave. to Latham	-	-	-	-	-	45,000	-	-	-
37th St - 23rd Ave. to 17th Ave.	-	-	-	-	-	580,000	-	-	-
Boulder St - 36th St. to 37th St.	-	-	-	-	-	-	65,000	-	-
Denver St - 36th St. to State St.	-	-	-	-	-	-	-	120,000	-
Denver St - 39th St. to 40th St.	-	-	-	-	-	65,000	-	-	-
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	-	-	-

# Water Fund Long Range Financial Plan

## Water Fund

### Expense Summary

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
11th Ave. to 36th St. Lining	-	-	-	-	-	-	-	75,000	-
17th Ave. to 42nd St. Lining	-	-	-	-	-	75,000	-	-	-
Evans WWTF Lining	-	-	-	-	-	-	125,000	-	-
SCADA - Ashcroft Draw	-	-	-	-	-	35,000	-	-	-
SCADA - Head of Ditch	-	-	-	-	-	35,000	-	-	-
SCADA - Measurement Facility	-	-	-	-	-	35,000	-	-	-
SCADA - Purney Drop	-	-	-	-	-	35,000	-	-	-
SCADA - 17th Ave. Drop	-	-	-	-	-	35,000	-	-	-
SCADA - North-South Split	-	-	-	-	-	10,000	-	-	-
SCADA - 31st St. & Empire	-	-	-	-	-	-	17,000	-	-
SCADA - 42nd St. & Golden	-	-	-	-	-	-	17,000	-	-
North Point Pumphouse Improvements	-	-	-	-	-	100,000	-	-	-
Grapevine Irrigation Upgrades	-	-	-	-	-	50,000	-	-	-
Dos Rios & Chappelow Schools	-	-	-	-	-	-	-	-	150,000
State Farm Rd & Glendale Dr	-	-	-	-	-	-	-	-	200,000
Sunset Dr- 30th St to 31st St	-	-	-	-	-	-	-	-	290,000
35th St Pipe- Empire to Trinidad	-	-	-	-	-	-	-	-	30,000
<b>Total in CIP from Tap Fee revenue</b>	<b>2,742,993</b>	<b>344,542</b>	<b>435,000</b>	<b>435,000</b>	<b>140,000</b>	<b>5,203,160</b>	<b>5,040,720</b>	<b>5,078,000</b>	<b>2,922,480</b>
<b>Total Capital in Attachment I (includes water rights)</b>	<b>2,791,163</b>	<b>394,468</b>	<b>541,000</b>	<b>541,000</b>	<b>253,918</b>	<b>5,369,625</b>	<b>5,153,040</b>	<b>5,260,595</b>	<b>3,155,079</b>



## Waste Water Fund

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



**Waste Water Treatment** – includes the expenses necessary to provide waste water 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.

- Complete design of the first phases of the new consolidated treatment plant.
- Develop communication to residents regarding the rates necessary to support a plant that meets government water quality standards.
- Begin construction of new consolidate treatment plant.

**Waste Water 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.
- Limit treatment compliance violations at both plants.

# Waste Water Fund Long Range Financial Plan



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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Operating Revenues</b>									
Sewer Sales	1,177,884	1,462,108	2,160,112	2,160,112	2,170,112	3,146,859	3,268,193	3,291,033	3,272,021
Other	46,916	19,179	5,719	5,719	13,367	20,765	37,729	55,712	74,724
<b>Total Operating Revenues</b>	<b>1,224,800</b>	<b>1,481,287</b>	<b>2,165,831</b>	<b>2,165,831</b>	<b>2,183,479</b>	<b>3,167,624</b>	<b>3,305,922</b>	<b>3,346,745</b>	<b>3,346,745</b>
CT	1,224,800	1,481,287	2,165,831	2,165,831	2,183,479	3,167,624	3,305,922	3,346,745	3,346,745
<b>Operating Expenses</b>									
Personnel	311,869	307,149	414,126	414,126	423,222	436,849	450,916	465,435	480,422
Operations	312,446	395,265	442,389	442,389	434,227	445,083	456,210	467,616	479,306
Debt	115,454	108,626	107,048	107,048	110,762	106,619	110,535	15,199	-
Transfer for Overhead to General Fund	451,425	398,040	468,515	468,515	475,542	482,675	489,916	497,264	504,723
Total Operating Expenses	1,191,194	1,209,080	1,432,077	1,432,077	1,443,753	1,471,227	1,507,577	1,445,514	1,464,452
Net Revenues over (under) expenses	<b>33,607</b>	<b>272,207</b>	<b>733,753</b>	<b>733,753</b>	<b>739,726</b>	<b>1,696,397</b>	<b>1,798,345</b>	<b>1,901,231</b>	<b>1,882,293</b>
<b>Running Cash Balance</b>	<b>330,789</b>	<b>602,996</b>	<b>1,336,749</b>	<b>1,336,749</b>	<b>2,076,475</b>	<b>3,772,872</b>	<b>5,571,217</b>	<b>7,472,448</b>	<b>9,354,742</b>
<b>Target Operating Reserve - 3 months</b>	<b>297,798</b>	<b>302,270</b>	<b>358,019</b>	<b>358,019</b>	<b>360,938</b>	<b>367,807</b>	<b>376,894</b>	<b>361,379</b>	<b>366,113</b>
<b>Available Funds</b>	<b>32,990</b>	<b>300,726</b>	<b>978,730</b>	<b>978,730</b>	<b>1,715,537</b>	<b>3,405,065</b>	<b>5,194,323</b>	<b>7,111,070</b>	<b>8,988,629</b>
<b>Major Maintenance Revenues</b>									
Revenue	-	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Grant - Disaster Related	357,649	(102,378)	2,330,792	2,330,792	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-
<b>Total System Maintenance Revenues</b>	<b>357,649</b>	<b>(102,378)</b>	<b>2,380,792</b>	<b>2,380,792</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>Major Maintenance Expenses</b>									
Supplies & Services	-	-	-	-	-	-	-	-	-
Asset Management	-	88,865	69,000	69,000	68,000	77,250	100,786	84,140	16,883
Disaster Recovery	421,259	353,839	2,420,355	2,420,355	-	-	-	-	-
Capital Outlay - Regulatory Compliance	14,042	-	-	-	-	-	-	-	-
Capital Outlay - Major Maintenance	-	15,169	-	-	350,000	-	-	-	-
<b>Total System Maintenance Expenses</b>	<b>435,301</b>	<b>457,873</b>	<b>2,489,355</b>	<b>2,489,355</b>	<b>418,000</b>	<b>77,250</b>	<b>100,786</b>	<b>84,140</b>	<b>16,883</b>
<b>Annual Net</b>	<b>(77,652)</b>	<b>(560,251)</b>	<b>(108,563)</b>	<b>(108,563)</b>	<b>(368,000)</b>	<b>(27,250)</b>	<b>(50,786)</b>	<b>(34,140)</b>	<b>33,117</b>
<b>Running Cash Balance</b>	<b>408,940</b>	<b>(151,311)</b>	<b>(259,874)</b>	<b>(259,874)</b>	<b>(627,874)</b>	<b>(655,124)</b>	<b>(705,910)</b>	<b>(740,050)</b>	<b>(706,933)</b>
<b>System Expansion Revenues</b>									
Grant Revenue	-	-	726,284	726,284	-	-	-	-	-
System Development Fees	268,056	125,078	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest	-	-	5,213	5,213	6,682	7,249	7,821	8,399	8,983
<b>Total System Expansion Revenues</b>	<b>268,056</b>	<b>125,078</b>	<b>781,497</b>	<b>781,497</b>	<b>56,682</b>	<b>57,249</b>	<b>57,821</b>	<b>58,399</b>	<b>58,983</b>
<b>System Expansion Expenses</b>									
Capital Outlay	-	-	729,684	729,684	-	-	-	-	-
<b>Total System Maintenance Expenses</b>	<b>-</b>	<b>-</b>	<b>729,684</b>	<b>729,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annual Net</b>	<b>268,056</b>	<b>125,078</b>	<b>51,813</b>	<b>51,813</b>	<b>56,682</b>	<b>57,249</b>	<b>57,821</b>	<b>58,399</b>	<b>58,983</b>
<b>Running Cash Balance</b>	<b>491,289</b>	<b>616,367</b>	<b>668,180</b>	<b>668,180</b>	<b>724,862</b>	<b>782,110</b>	<b>839,932</b>	<b>898,331</b>	<b>957,314</b>
Total Waste Water Fund Revenue	1,850,505	1,503,987	5,328,120	5,328,120	2,290,161	3,274,873	3,413,743	3,455,144	3,455,728
Total Waste Water Fund Expenses	1,626,495	1,666,953	4,651,116	4,651,116	1,861,753	1,548,477	1,608,363	1,529,654	1,481,335
Changes in Working Capital	(476,627)	237,464	-	-	-	-	-	-	-
<b>Ending Cash</b>	<b>889,538</b>	<b>964,036</b>	<b>1,641,039</b>	<b>1,641,039</b>	<b>2,069,447</b>	<b>3,795,843</b>	<b>5,601,223</b>	<b>7,526,714</b>	<b>9,501,107</b>
CT	889,538	964,036	1,641,039	1,641,039	2,069,447	3,795,843	5,601,223	7,526,714	9,501,107
<b>Restricted Cash</b>	<b>268,935</b>	<b>275,726</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>2013-2020 Capital Improvement Plan</b>									
	2013 Actual	2014 Actual	2015 Budget V2	2015 Budget V2	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Combined Plant Planning/Design	-	15,169	711,284	711,284	-	-	-	-	-
WWTP Expansion to 2.0 MGD - Planning/Design	14,042	-	-	-	-	-	-	-	-
HNP - Headworks Screening Improvements	-	-	-	-	-	-	-	-	-
Utility Billing Software	-	-	18,400	18,400	-	-	-	-	-
Vac Truck	-	-	-	-	350,000	-	-	-	-
<b>Waste Water Fund Total</b>	<b>14,042</b>	<b>15,169</b>	<b>729,684</b>	<b>729,684</b>	<b>350,000</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.

**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.

- 2015-2016 update of Storm Water Master Plan.



# Storm Drainage Fund Long Range Financial Plan



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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Cash	730,294	958,656	1,293,597	1,293,597	286,623	549,416	(541,392)	(865,661)	(533,254)
<b>Operating Revenues</b>									
Storm Drainage Sales	456,298	481,223	736,530	736,530	476,037	485,557	495,268	505,174	515,277
Other	(1,412)	5,787	1,347	1,347	5,787	5,787	5,787	5,787	5,787
<b>Total Operating Revenues</b>	<b>454,886</b>	<b>487,010</b>	<b>737,877</b>	<b>737,877</b>	<b>481,824</b>	<b>491,344</b>	<b>501,055</b>	<b>510,960</b>	<b>521,064</b>
CT	454,886	487,010	737,877	737,877	481,824	491,344	501,055	510,960	521,064
<b>Operating Expenses</b>									
Storm Operations	9,650	20,669	301,645	301,645	28,411	29,121	29,849	30,596	31,361
Disaster Recovery	8,080	-	-	-	-	-	-	-	-
<b>Total Operating Expenses</b>	<b>17,730</b>	<b>20,669</b>	<b>301,645</b>	<b>301,645</b>	<b>28,411</b>	<b>29,121</b>	<b>29,849</b>	<b>30,596</b>	<b>31,361</b>
Transfer Out - Overhead to GF	(150,665)	(126,287)	(158,247)	(158,247)	(160,620)	(163,030)	(165,475)	(167,957)	(170,477)
<b>Operating Income (Loss) after transfers</b>	<b>286,491</b>	<b>340,054</b>	<b>277,985</b>	<b>277,985</b>	<b>292,793</b>	<b>299,193</b>	<b>305,730</b>	<b>312,407</b>	<b>319,227</b>
<b>Other Income (Expense)</b>									
Plant Inv Fees/Cash in Lieu of Fees	69,324	32,430	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Capital Outlay	(121,055)	(5,049)	(1,304,959)	(1,304,959)	(50,000)	(1,410,000)	(650,000)	-	-
Asset Management	-	-	-	-	-	-	-	-	-
Changes in Working Capital	(6,398)	(32,494)	-	-	-	-	-	-	-
<b>Increase (Decrease) in Cash</b>	<b>228,362</b>	<b>334,941</b>	<b>(1,006,974)</b>	<b>(1,006,974)</b>	<b>262,793</b>	<b>(1,090,807)</b>	<b>(324,270)</b>	<b>332,407</b>	<b>339,227</b>
Ending Cash	958,656	1,293,597	286,623	286,623	549,416	(541,392)	(865,661)	(533,254)	(194,027)
CT	958,656	1,293,597	286,623	286,623	549,416	(541,392)	(865,661)	(533,254)	(194,027)
<b>Target Reserve - 3 months</b>	<b>4,433</b>	<b>5,167</b>	<b>75,411</b>	<b>75,411</b>	<b>7,103</b>	<b>7,280</b>	<b>7,462</b>	<b>7,649</b>	<b>7,840</b>

### 2013-2020 Capital Improvement Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
23rd Ave. Drainage Basin Improvements	23,916	-	-	-	-	-	-	-	-
23rd Ave Outfall Design-49th to S Platte River	-	-	-	-	-	600,000	-	-	-
Tuscany Storm Drainage Improvements	23,500	-	-	-	-	-	-	-	-
Hwy 85/37th St Drainage	30,309	804	-	-	-	-	-	-	-
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	10,075	-	572,000	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	4,245	230,000	230,000	-	-	-	-	-
Belmont Outfall	-	-	-	-	-	-	650,000	-	-
43rd and Central Storm Sewer (Easment, design & Const.)	-	-	150,000	150,000	-	-	-	-	-
29th and Anchor Inlet additions	-	-	75,000	75,000	-	-	-	-	-
Utility Billing Software	-	-	5,600	5,600	-	-	-	-	-
36th Street Storm Sewer	-	-	272,359	272,359	-	-	-	-	-
Street Sweeper	-	-	-	-	50,000	-	-	-	-
<b>Storm Drainage Total</b>	<b>121,055</b>	<b>5,049</b>	<b>1,304,959</b>	<b>1,304,959</b>	<b>50,000</b>	<b>1,410,000</b>	<b>650,000</b>	-	-

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

	971,740	1,168,782	1,432,424	1,432,424	539,474	781,748	(194,095)	(479,928)	(174,624)
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## Special Revenue Funds

### 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

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	2,322,107	1,000,000	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	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	-	-	-	-	-	-	-	-
Transfers Out	1,322,107	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under)</b>								
<b>Expenditures</b>	(1,322,107)	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
CT	1,000,000							

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

## Cemetery Perpetual Care Fund

The *Cemetery Perpetual Care 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	83,039	85,632	88,235	88,235	15,935	18,635	(28,665)	(25,965)	(23,265)
<b>Revenues</b>									
Charges for Services	2,700	2,220	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Interest Earnings	(107)	383	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>2,593</b>	<b>2,603</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>2,700</b>
CT	2,593	2,603	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Transfers In	-	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>2,593</b>	<b>2,603</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>2,700</b>
<b>Expenditures</b>									
Capital	-	-	75,000	75,000	-	50,000	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>2,593</b>	<b>2,603</b>	<b>(72,300)</b>	<b>(72,300)</b>	<b>2,700</b>	<b>(47,300)</b>	<b>2,700</b>	<b>2,700</b>	<b>2,700</b>
<b>Ending Fund Balance</b>	<b>85,632</b>	<b>88,235</b>	<b>15,935</b>	<b>15,935</b>	<b>18,635</b>	<b>(28,665)</b>	<b>(25,965)</b>	<b>(23,265)</b>	<b>(20,565)</b>
CT	85,632	88,235							

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

CIP Projects 2013-2020	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>Columnburium</b>	-	-	-	-	-	50,000	-	-	-
<b>Pave Interior Roads</b>	-	-	-	-	-	-	-	-	-
<b>Maintenance Building</b>	-	-	75,000	75,000	-	-	-	-	-
<b>Wayfinding Monument</b>	-	-	-	-	-	-	-	-	-
<b>Cemetery Perp Care Fund Total</b>	<b>-</b>	<b>-</b>	<b>75,000</b>	<b>75,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	61,363	236,356	271,678	271,678	274,048	276,788	279,556	282,352	285,175
<b>Revenues</b>									
Assessments	174,857	34,199	-	-	-	-	-	-	-
Interest Earnings	135	1,123	2,370	2,370	2,740	2,768	2,796	2,824	2,852
<b>Total Revenues</b>	<b>174,993</b>	<b>35,322</b>	<b>2,370</b>	<b>2,370</b>	<b>2,740</b>	<b>2,768</b>	<b>2,796</b>	<b>2,824</b>	<b>2,852</b>
CT	174,993	35,322	2,370	2,370	2,740	2,768	2,796	2,824	2,852
<b>Total Available Funds</b>	<b>174,993</b>	<b>35,322</b>	<b>2,370</b>	<b>2,370</b>	<b>2,740</b>	<b>2,768</b>	<b>2,796</b>	<b>2,824</b>	<b>2,852</b>
<b>Expenditures</b>									
Capital	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</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>174,993</b>	<b>35,322</b>	<b>2,370</b>	<b>2,370</b>	<b>2,740</b>	<b>2,768</b>	<b>2,796</b>	<b>2,824</b>	<b>2,852</b>
<b>Ending Fund Balance</b>	<b>236,356</b>	<b>271,678</b>	<b>274,048</b>	<b>274,048</b>	<b>276,788</b>	<b>279,556</b>	<b>282,352</b>	<b>285,175</b>	<b>288,027</b>
CT	236,356	271,678							

### 2013-2020 Capital Improvement Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Buildings	-	-	-	-	-	-	-	-	-
<b>Capital Total</b>	<b>-</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

	55,349	213,731	246,643	246,643	249,109	251,600	254,116	256,658	259,224
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## Street Impact Fund

The *Street Impact 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Unrestricted Fund Balance	635,246	952,494	1,071,272	1,071,272	349,543	103,932	(639,309)	(1,288,269)	(8,894,662)
<b>Revenues</b>									
Assessments	317,734	114,072	-	90,000	-	-	-	-	-
Interest Earnings	-	4,706	4,672	4,672	4,389	6,759	1,039	(6,393)	(12,883)
Grant Revenue	-	-	462,599	462,599	-	-	-	-	-
Miscellaneous	(486)	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>317,248</b>	<b>118,778</b>	<b>467,271</b>	<b>557,271</b>	<b>4,389</b>	<b>6,759</b>	<b>1,039</b>	<b>(6,393)</b>	<b>(12,883)</b>
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>317,248</b>	<b>118,778</b>	<b>467,271</b>	<b>557,271</b>	<b>4,389</b>	<b>6,759</b>	<b>1,039</b>	<b>(6,393)</b>	<b>(12,883)</b>
<b>Expenditures</b>									
Capital	-	-	1,279,000	1,279,000	250,000	750,000	650,000	7,600,000	7,600,000
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>1,279,000</b>	<b>1,279,000</b>	<b>250,000</b>	<b>750,000</b>	<b>650,000</b>	<b>7,600,000</b>	<b>7,600,000</b>
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>317,248</b>	<b>118,778</b>	<b>(811,729)</b>	<b>(721,729)</b>	<b>(245,611)</b>	<b>(743,241)</b>	<b>(648,961)</b>	<b>(7,606,393)</b>	<b>(7,612,883)</b>
<b>Unreserved Ending Fund Balance</b>	<b>952,494</b>	<b>1,071,272</b>	<b>259,543</b>	<b>349,543</b>	<b>103,932</b>	<b>(639,309)</b>	<b>(1,288,269)</b>	<b>(8,894,662)</b>	<b>(16,507,545)</b>
CT	952,494	1,071,272	-	-	-	-	-	-	-
<b>Reserved Cash</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>	<b>40,796</b>

### 2013-2020 Capital Improvement Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
35th Ave - WCR 394 to Hwy 85	-	-	-	-	-	-	-	7,000,000	7,000,000
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)	-	-	707,000	707,000	-	-	-	-	-
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	600,000
65th Ave Widening - Design & ROW	-	-	400,000	400,000	-	-	-	-	-
65th Ave. Widening - 49th St. to 54 th St. Rd (4lanes)	-	-	-	-	-	-	-	-	-
<b>Street Impact Fund Total</b>	<b>-</b>	<b>-</b>	<b>1,279,000</b>	<b>1,279,000</b>	<b>250,000</b>	<b>750,000</b>	<b>650,000</b>	<b>7,600,000</b>	<b>7,600,000</b>

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

	571,721	857,244	608,350	608,350	233,589	93,539	(575,378)	(1,159,442)	(8,005,196)
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## Park Impact Fund

The *Park Impact 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	260,157	1,209,992	1,367,199	1,367,199	1,228,215	1,240,333	1,252,915	1,265,318	1,277,847
<b>Revenues</b>									
Assessments	877,049	151,140	-	170,000	-	-	-	-	-
Interest Earnings	830	6,067	1,015	1,015	12,118	12,582	12,403	12,529	12,653
Miscellaneous	121,957	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>999,836</b>	<b>157,207</b>	<b>1,015</b>	<b>171,015</b>	<b>12,118</b>	<b>12,582</b>	<b>12,403</b>	<b>12,529</b>	<b>12,653</b>
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>999,836</b>	<b>157,207</b>	<b>1,015</b>	<b>171,015</b>	<b>12,118</b>	<b>12,582</b>	<b>12,403</b>	<b>12,529</b>	<b>12,653</b>
<b>Expenditures</b>									
Capital	-	-	310,000	310,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>310,000</b>	<b>310,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	50,000	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>949,836</b>	<b>157,207</b>	<b>(308,985)</b>	<b>(138,985)</b>	<b>12,118</b>	<b>12,582</b>	<b>12,403</b>	<b>12,529</b>	<b>12,653</b>
<b>Ending Fund Balance</b>	<b>1,209,992</b>	<b>1,367,199</b>	<b>1,058,215</b>	<b>1,228,215</b>	<b>1,240,333</b>	<b>1,252,915</b>	<b>1,265,318</b>	<b>1,277,847</b>	<b>1,290,501</b>
CT	1,209,992	1,367,199	-	-	-	-	-	-	-

### 2013-2020 Capital Improvement Plan

	2013 Projected	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
City Park Non-Potable System Installations	-	-	200,000	200,000	-	-	-	-	-
Dante Park - park signage	-	-	5,000	5,000	-	-	-	-	-
Renaissance Park - lighting and signage	-	-	105,000	105,000	-	-	-	-	-
<b>Park Impact Fund Total</b>	<b>-</b>	<b>-</b>	<b>310,000</b>	<b>310,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

	234,141	1,088,993	1,132,393	952,393	952,393	1,116,300	1,127,623	1,138,786	1,150,063
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## Conservation Trust Fund

The *Conservation Trust Fund* is comprised of funds distributed quarterly from the Colorado State Lottery. Funds 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	68,225	321,517	513,606	513,606	80,225	174,428	367,045	564,550	767,019
<b>Revenues</b>									
Intergovernmental	204,846	187,298	186,000	186,000	188,000	190,000	192,000	194,000	196,000
Interest Earnings/Misc Revenue	(154)	4,791	7,619	7,619	1,203	2,616	5,506	8,468	11,505
<b>Total Revenues</b>	<b>204,692</b>	<b>192,089</b>	<b>193,619</b>	<b>193,619</b>	<b>189,203</b>	<b>192,616</b>	<b>197,506</b>	<b>202,468</b>	<b>207,505</b>
CT	204,692	192,089	193,619	193,619	189,203	192,616	197,506	202,468	207,505
Transfers In	50,000	-	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>254,692</b>	<b>192,089</b>	<b>193,619</b>	<b>193,619</b>	<b>189,203</b>	<b>192,616</b>	<b>197,506</b>	<b>202,468</b>	<b>207,505</b>
<b>Expenditures</b>									
Supplies & Services	1,400	-	-	-	-	-	-	-	-
Asset Management	-	-	227,000	227,000	95,000	-	-	-	-
Capital	-	-	400,000	400,000	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,400</b>	<b>-</b>	<b>627,000</b>	<b>627,000</b>	<b>95,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Excess Revenue Over (Under) Expenditures</b>	<b>253,292</b>	<b>192,089</b>	<b>(433,381)</b>	<b>(433,381)</b>	<b>94,203</b>	<b>192,616</b>	<b>197,506</b>	<b>202,468</b>	<b>207,505</b>
<b>Ending Fund Balance</b>	<b>321,517</b>	<b>513,606</b>	<b>80,225</b>	<b>80,225</b>	<b>174,428</b>	<b>367,045</b>	<b>564,550</b>	<b>767,019</b>	<b>974,524</b>
CT	321,517	513,606							

### 2013-2020 Capital Improvement Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Evans Ditch Trail	-	-	250,000	250,000	-	-	-	-	-
Irrigation Controllers - update to web based	-	-	150,000	150,000	-	-	-	-	-
<b>Conservation Trust Fund Total</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

	244,365	462,245	432,202	432,202	156,985	330,340	508,095	690,317	877,072
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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 residents 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	275,978	342,126	369,571	369,571	387,500	394,458	417,401	438,731	460,264
<b>Revenues</b>									
License & Permits	-	800	800	800	800	800	800	800	800
Charges for Services	650,507	652,945	654,240	654,240	657,060	687,960	702,180	702,180	702,180
Grants	47,410	18,297	-	-	-	-	-	-	-
Misc	515	1,755	-	-	-	-	-	-	-
Interest Earnings	(211)	1,438	3,789	3,789	3,752	3,945	4,174	4,387	4,603
<b>Total Revenues</b>	<b>698,221</b>	<b>675,235</b>	<b>658,829</b>	<b>658,829</b>	<b>661,612</b>	<b>692,705</b>	<b>707,154</b>	<b>707,367</b>	<b>707,583</b>
CT	698,221	675,235	658,829	658,829	661,612	692,705	707,154	707,367	707,583
<b>Total Available Funds</b>	<b>698,221</b>	<b>675,235</b>	<b>658,829</b>	<b>658,829</b>	<b>661,612</b>	<b>692,705</b>	<b>707,154</b>	<b>707,367</b>	<b>707,583</b>
<b>Expenditures</b>									
Supplies & Services	535,705	604,409	607,959	607,959	621,573	635,126	650,467	650,467	650,628
Disaster Response	64,289	10,626	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>599,995</b>	<b>615,035</b>	<b>607,959</b>	<b>607,959</b>	<b>621,573</b>	<b>635,126</b>	<b>650,467</b>	<b>650,467</b>	<b>650,628</b>
Transfers Out	32,078	32,755	32,941	32,941	33,081	34,635	35,358	35,368	35,379
<b>Excess Revenue Over (Under) Expenditures</b>	<b>66,149</b>	<b>27,445</b>	<b>17,928</b>	<b>17,928</b>	<b>6,958</b>	<b>22,944</b>	<b>21,330</b>	<b>21,532</b>	<b>21,576</b>
<b>Ending Fund Balance</b>	<b>342,126</b>	<b>369,571</b>	<b>387,500</b>	<b>387,500</b>	<b>394,458</b>	<b>417,401</b>	<b>438,731</b>	<b>460,264</b>	<b>481,839</b>
CT	342,126	369,571							
<b>Target Reserve - 3 months</b>	<b>149,999</b>	<b>153,759</b>	<b>151,990</b>	<b>151,990</b>	<b>155,393</b>	<b>158,781</b>	<b>162,617</b>	<b>162,617</b>	<b>162,657</b>

## Capital Project and Trust Funds

### 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

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	329,048	540,342	1,534,688	1,534,688	1,553,185	567,968	510,525	(2,383,912)	(2,090,025)
<b>Revenues</b>									
Intergovernmental	807,199	747,775	3,226,534	3,226,534	1,600,283	672,557	685,563	673,887	674,313
Grant Revenue - FEMA	-	81,432	400,000	400,000	-	-	-	-	-
<b>Total Revenues</b>	<b>807,199</b>	<b>829,207</b>	<b>3,626,534</b>	<b>3,626,534</b>	<b>1,600,283</b>	<b>672,557</b>	<b>685,563</b>	<b>673,887</b>	<b>674,313</b>
CT	807,199	829,207	3,626,534	3,626,534	1,600,283	672,557	685,563	673,887	674,313
Transfers In	457,735	757,100	501,328	1,201,029	600,000	600,000	600,000	600,000	600,000
<b>Total Available Funds</b>	<b>1,264,934</b>	<b>1,586,307</b>	<b>4,127,862</b>	<b>4,827,563</b>	<b>2,200,283</b>	<b>1,272,557</b>	<b>1,285,563</b>	<b>1,273,887</b>	<b>1,274,313</b>
<b>Expenditures</b>									
Supplies & Services	129,786	203,638	255,548	255,548	190,000	190,000	190,000	190,000	190,000
Disaster Response	318,748	(9,087)	400,000	400,000	-	-	-	-	-
Capital Improvement	605,105	397,410	4,153,518	4,153,518	2,995,500	1,140,000	3,990,000	790,000	790,000
<b>Total Expenditures</b>	<b>1,053,639</b>	<b>591,961</b>	<b>4,809,066</b>	<b>4,809,066</b>	<b>3,185,500</b>	<b>1,330,000</b>	<b>4,180,000</b>	<b>980,000</b>	<b>980,000</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>211,294</b>	<b>994,346</b>	<b>(681,204)</b>	<b>18,497</b>	<b>(985,217)</b>	<b>(57,443)</b>	<b>(2,894,437)</b>	<b>293,887</b>	<b>294,313</b>
<b>Ending Fund Balance</b>	<b>540,342</b>	<b>1,534,688</b>	<b>853,484</b>	<b>1,553,185</b>	<b>567,968</b>	<b>510,525</b>	<b>(2,383,912)</b>	<b>(2,090,025)</b>	<b>(1,795,712)</b>
CT	540,342	1,534,688	853,484	1,553,185	567,968	510,525	(2,383,912)	(2,090,025)	(1,795,712)

## Capital Projects – Streets Fund Long Range Financial Plan

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

#### 2013-2020 Capital Improvement Plan

	2013 Actual	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
11th Ave. & US 34 Improvements	-	-	-	-	-	150,000	-	-	-
Equipment	28,800	-	-	-	-	-	-	-	-
17th Ave & 23rd Ave Bikepath - Grant Funded	31,000	-	-	-	-	-	-	-	-
37th St. Widening - 47th to 65th (4 lanes)	-	-	-	-	-	-	3,200,000	-	-
29th Street Road Upgrades	4,935	-	-	-	-	-	-	-	-
Bridge Rehabilitation Funds	-	-	24,000	24,000	35,000	35,000	35,000	35,000	35,000
Concrete Replacement	66,341	74,548	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Evans Ditch Bikepath - Grant Funded	42,952	-	-	-	-	-	-	-	-
Misc. Street Resurfacing (Per PMS)	350,000	289,206	325,000	325,000	600,000	600,000	600,000	600,000	600,000
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	-	1,052	1,440,000	1,440,000	353,000	-	-	-	-
Traffic Signal - 37th St. & 47th Ave. (Replace Temp.)	-	-	-	-	-	200,000	-	-	-
Roadway Landscaping	-	-	-	-	30,000	30,000	30,000	30,000	30,000
Street Lighting	17,358	-	50,000	50,000	50,000	50,000	50,000	50,000	50,000
65th Avenue Widening	-	-	47,500	47,500	1,752,500	-	-	-	-
17th and 49th Ave Bike Path	-	-	118,888	118,888	-	-	-	-	-
US 85 Improvements	-	-	21,000	21,000	-	-	-	-	-
US 85 Landscaping	-	29,369	-	-	-	-	-	-	-
US 85 Access Control @ 31st St. - Grant Funded	-	-	970,000	970,000	-	-	-	-	-
US 85 Access Control @ 37th St. - Grant Funded	63,719	3,235	822,838	822,838	-	-	-	-	-
36th Street Storm Sewer Road Repairs	-	-	259,292	259,292	-	-	-	-	-
Street Sweeper	-	-	-	-	100,000	-	-	-	-
<b>Capital Projects - Streets Total</b>	<b>605,105</b>	<b>397,410</b>	<b>4,153,518</b>	<b>4,153,518</b>	<b>2,995,500</b>	<b>1,140,000</b>	<b>3,990,000</b>	<b>790,000</b>	<b>790,000</b>

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

	1,030,902	1,665,599	4,146,302	4,776,033	3,207,122	1,485,473	1,445,479	(1,170,022)	(905,141)
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## 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 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	-	1,148,006	1,148,006	1,125,131	1,091,206	370,299	370,299	370,299
<b>Revenues</b>								
Grant Revenue - FEMA	52,273	540,250	160,125	1,655,148	8,801,351	-	-	-
<b>Total Revenues</b>	<b>52,273</b>	<b>540,250</b>	<b>160,125</b>	<b>1,655,148</b>	<b>8,801,351</b>	<b>-</b>	<b>-</b>	<b>-</b>
CT	52,273	540,250	160,125	1,655,148	8,801,351	-	-	-
Transfers In	1,250,000	-	-	-	-	-	-	-
<b>Total Available Funds</b>	<b>1,302,273</b>	<b>540,250</b>	<b>160,125</b>	<b>1,655,148</b>	<b>8,801,351</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditures</b>								
Disaster Recovery	154,267	-	-	-	-	-	-	-
Professional Services	-	35,000	35,000	35,000	35,000	-	-	-
Capital Improvement	-	524,000	148,000	1,654,073	9,487,258	-	-	-
<b>Total Expenditures</b>	<b>154,267</b>	<b>559,000</b>	<b>183,000</b>	<b>1,689,073</b>	<b>9,522,258</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess Revenue Over (Under) Expenditures</b>	<b>1,148,006</b>	<b>(18,750)</b>	<b>(22,875)</b>	<b>(33,925)</b>	<b>(720,907)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>1,148,006</b>	<b>1,129,256</b>	<b>1,125,131</b>	<b>1,091,206</b>	<b>370,299</b>	<b>370,299</b>	<b>370,299</b>	<b>370,299</b>
CT	1,148,006							

### 2014-2020 Capital Improvement Plan

	2014 Actual	2015 Budget V3	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Preliminary Design 20%		148,000	148,000					
Design Refinement (50%)		226,000	-					
Final Design 100%				654,073				
Park Construction				1,000,000	8,837,258			
Berm		150,000	-					
Trail Construction					650,000			
<b>Capital Projects - Parks Total</b>		<b>524,000</b>	<b>148,000</b>	<b>1,654,073</b>	<b>9,487,258</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Cemetery Endowment Fund – Trust 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

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Beginning Fund Balance	56,676	45,519	49,467	49,467	49,467	49,467	49,467	49,467
<b>Revenues</b>								
Investment Income	7,443	3,948	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total Revenues</b>	<b>7,443</b>	<b>3,948</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>7,443</b>	<b>3,948</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	18,600	-	6,000	6,000	6,000	6,000	6,000	6,000
<b>Total Expenditures</b>	<b>18,600</b>	<b>-</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>(11,157)</b>	<b>3,948</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Fund Balance</b>	<b>45,519</b>	<b>49,467</b>	<b>49,467</b>	<b>49,467</b>	<b>49,467</b>	<b>49,467</b>	<b>49,467</b>	<b>49,467</b>
CT	45,518	49,467						

# Attachments

## Attachment A 2016 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	12,078,164	2,255,903	1,390,000	221,510	803,196	293,741	150,000	274,792	
Community Development	-	501,710	181,153	-	-	-	-	-	
Public Safety	-	3,545,956	281,635	244,710	-	-	-	474,137	
Public Works	-	808,787	793,502	167,000	-	-	-	-	
Culture, Parks & Recreation	-	800,955	709,402	53,000	-	-	-	-	
<b>Total General Fund</b>	<b>12,078,164</b>	<b>7,913,311</b>	<b>3,355,692</b>	<b>686,220</b>	<b>803,196</b>	<b>293,741</b>	<b>150,000</b>	<b>748,929</b>	<b>(266,533)</b>
Emergency Contingency	-	-	-	-	-	-	-	-	
Cemetery Perpetual Care	2,700	-	-	-	-	-	-	-	2,700
Fire Impact	2,740	-	-	-	-	-	-	-	2,740
Street Impact	4,389	-	-	-	-	-	250,000	-	(245,611)
Parks Impact	12,118	-	-	-	-	-	-	-	12,118
Conservation Trust	189,203	-	-	95,000	-	-	-	-	94,203
Refuse Collection	661,612	-	621,573	-	(33,081)	-	-	-	6,958
Debt Service - GO Bonds	-	-	-	-	-	-	-	-	
Capital Projects - Streets	1,600,283	-	190,000	-	600,000	-	2,995,500	-	(985,217)
Capital Projects - Parks	1,655,148	-	35,000	-	-	-	1,654,073	-	(33,925)
Water	4,901,014	177,878	3,333,297	133,000	(733,952)	156,579	253,918	-	112,390
Waste Water	2,290,161	423,222	434,227	68,000	(475,542)	110,762	350,000	-	428,408
Storm Drainage	501,824	-	28,411	-	(160,620)	-	50,000	-	262,792
Cemetery Trust	6,000	-	6,000	-	-	-	-	-	
<b>TOTAL CITY</b>	<b>23,905,356</b>	<b>8,514,411</b>	<b>8,004,200</b>	<b>982,220</b>	<b>-</b>	<b>561,082</b>	<b>5,703,491</b>	<b>748,929</b>	<b>(608,977)</b>

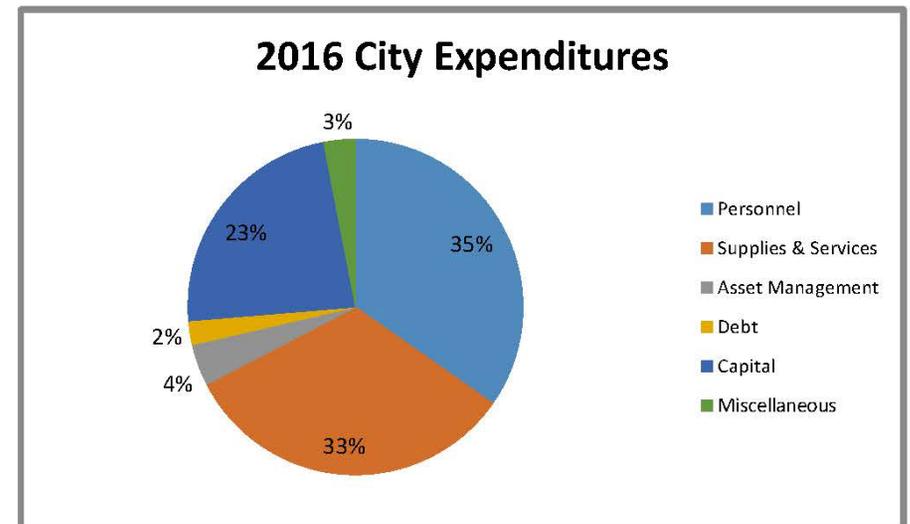
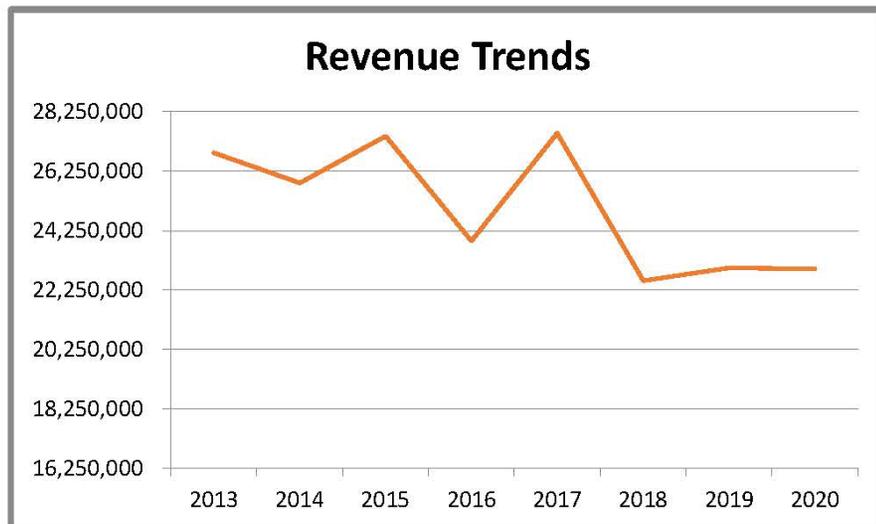
1) \$274,792 transfer out to the Evans Redevelopment Agency, \$474,137 transfer out to the Evans Fire Protection District per IGA



## Attachment B Revenue and Expense Trends

Year	Revenue	Personnel	Supplies & Services	Asset Management	Debt	Capital	Miscellaneous	Net Impact
2013	26,872,159	6,365,476	7,165,487	404,369	2,039,849	4,105,129	1,999,131	<b>4,792,718</b>
2014	25,855,217	6,964,871	9,375,188	328,082	570,946	5,282,048	3,588,335	<b>(254,253)</b>
2015	27,425,656	8,308,162	7,731,291	796,568	569,055	10,736,161	6,999,445	<b>(7,715,026)</b>
2016	23,905,356	8,514,411	8,004,200	982,220	561,082	5,703,491	748,929	<b>(608,977)</b>
2017	27,529,429	8,547,925	4,701,807	705,680	403,844	10,600,000	485,991	<b>2,084,182</b>
2018	22,564,870	8,822,958	4,826,219	827,819	403,069	5,190,000	498,140	<b>1,996,665</b>
2019	22,991,355	9,106,846	4,890,711	707,215	402,178	10,090,000	510,594	<b>(2,716,189)</b>
2020	22,966,485	9,399,874	5,019,503	354,821	401,172	10,090,000	523,359	<b>(2,822,244)</b>

\* Does not include intrafund transfers



## 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 for the City.

### General Government Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
City Manager	1	1	1	1	1	1	1	1
Deputy City Manager	1	1	1	1	1	1	1	1
Assistant to City Manager	1	-	-	-	-	-	-	-
Communications Manager	-	-	1	1	1	1	1	1
IT Manager	1	1	1	1	1	1	1	1
IT Support Analyst	-	1	1	1	1	1	1	1
GIS Coordinator	1	1	1	1	1	1	1	1
City Clerk	1	1	1	1	1	1	1	1
Customer Service Unit	4	5	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	1
HR Analyst	1	1	1	1	1	1	1	1
Safety & Risk Specialist	-	-	1	1	1	1	1	1
Finance Manager	1	1	1	1	1	1	1	1
Accountant	1	1	1	1	1	1	1	1
Accounting Tech	1	-	-	-	-	-	-	-
Sales Tax Administrator	-	1	1	1	1	1	1	1
In-house Legal Counsel	-	-	-	1	1	1	1	1
	<b>15</b>	<b>17</b>	<b>19</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>

#### Personnel Highlights

- 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
- 2015 reflects the addition of a Communications Manager and a Safety & Risk Specialist
- 2016 reflects the addition of an In-house Legal Counsel

## Community Development Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
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	1
Permit Tech	1	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>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

### Personnel Highlights

- 2015 reflects the addition of a Building Inspector and a City Planner

## Public Safety Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
Police Chief	1	1	1	1	1	1	1	1
Police Officers	30	32	35	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
Animal Control/ CS Officer	-	-	-	1	1	1	1	1
	<b>34</b>	<b>36</b>	<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>

### Personnel Highlights

- 2014 reflects the addition of 2 sworn Police Officers
- 2015 reflects the addition of 3 sworn Police Officers
- 2016 reflects the addition of 1 Animal Control/ Community Service Officer



## Public Works Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
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	1	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	1
	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Personnel Highlights

- 2015 reflects the addition of a Construction Inspector/ Utility Locator

## Parks & Recreation Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
Recreation Director	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	1	1	2	3	3	3	3	3
Building Maintenance	2	3	3	3	3	3	3	3
Rec Coordinator	2	2	2	2	2	2	2	2
	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

### Personnel Highlights

- 2014 reflects the addition of 1 Building Maintenance position
- 2015 reflects the addition of 1 Technician
- 2016 reflects the addition of 1 Technician

## General Fund Personnel by Department

	2013	2014	2015	2016	2017	2018	2019	2020
General Government	15	17	19	20	20	20	20	20
Community Development	4	4	6	6	6	6	6	6
Public Safety	34	36	39	40	40	40	40	40
Public Works	9	9	10	10	10	10	10	10
Culture, Parks, Rec	7	8	9	10	10	10	10	10
	<b>69</b>	<b>74</b>	<b>83</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>

## Water Fund Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
Foreman	1	1	1	1	1	1	1	1
Technician	2	2	2	2	2	2	2	2
	<b>3</b>							

## Waste Water Fund Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
Superintendent	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	3	3	4	4	4	4	4	4
	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Total City of Evans Personnel

	2013	2014	2015	2016	2017	2018	2019	2020
General Fund	69	74	83	86	86	86	86	86
Water Works Fund	3	3	3	3	3	3	3	3
Waste Water Fund	5	5	6	6	6	6	6	6
	<b>77</b>	<b>82</b>	<b>92</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>

## Attachment D Summary of Personnel Expenditures

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>General Government</b>								
Regular	1,160,372	1,306,219	1,703,969	1,921,520	1,982,186	2,044,752	2,109,277	2,175,822
Over Time	515	1,159	-	-	-	-	-	-
Part Time	50,754	59,519	97,158	101,443	105,916	110,587	115,464	120,556
<b>Community Development</b>								
Regular	263,396	308,412	556,258	486,048	501,513	517,467	533,926	550,906
Part Time	9,132	16,254	15,001	15,662	16,353	17,074	17,827	18,613
<b>Public Safety</b>								
<i>Police &amp; Muni Court</i>								
Regular	2,803,798	3,021,327	3,414,118	3,435,466	3,544,773	3,657,542	3,773,882	3,893,904
Over Time	58,957	72,748	79,823	83,343	87,019	90,856	94,863	99,046
Part Time	71,388	19,812	26,000	27,147	28,344	29,594	30,899	32,261
<b>Public Works</b>								
Regular	826,500	689,503	797,740	808,787	834,830	861,711	889,458	918,099
Over Time	-	-	-	-	-	-	-	-
Part Time	-	-	-	-	-	-	-	-
<b>Culture, Parks &amp; Rec</b>								
Regular	569,055	603,938	426,573	496,686	522,477	549,098	576,577	604,940
Over Time	2,875	2,477	4,700	4,700	4,700	4,700	4,700	4,700
Part Time	26,553	22,150	334,569	299,569	299,569	299,569	299,569	299,569
<b>Disaster Response</b>								
Regular	48,902	359,071	269,370	232,940	-	-	-	-
<b>General Fund Total</b>	<b>5,892,199</b>	<b>6,482,589</b>	<b>7,725,277</b>	<b>7,913,311</b>	<b>7,927,679</b>	<b>8,182,950</b>	<b>8,446,441</b>	<b>8,718,417</b>
Regular	157,573	171,285	163,342	172,461	177,980	183,675	189,552	195,618
Over Time	3,836	3,847	5,417	5,417	5,417	5,417	5,417	5,417
<b>Water Fund Total</b>	<b>161,408</b>	<b>175,132</b>	<b>168,759</b>	<b>177,878</b>	<b>183,396</b>	<b>189,092</b>	<b>194,969</b>	<b>201,035</b>
Regular	303,032	296,928	408,709	417,805	431,432	445,499	460,019	475,006
Over Time	8,837	10,221	5,417	5,417	5,417	5,417	5,417	5,417
<b>Waste Water Fund Total</b>	<b>311,869</b>	<b>307,149</b>	<b>414,126</b>	<b>423,222</b>	<b>436,849</b>	<b>450,916</b>	<b>465,435</b>	<b>480,422</b>
<b>TOTAL WAGES</b>	<b>6,365,476</b>	<b>6,964,871</b>	<b>8,308,162</b>	<b>8,514,411</b>	<b>8,547,925</b>	<b>8,822,958</b>	<b>9,106,846</b>	<b>9,399,874</b>
	2%	9%	19%	2%	0%	3%	3%	3%

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

## Attachment E Summary of Supplies and Services by Program

	2013 Actual	2014 Actual	2015 Budget Rev #2	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>GENERAL FUND</b>									
<b>GENERAL GOVERNMENT</b>									
City Council	165,742	227,597	219,026	219,026	112,943	115,767	118,661	121,628	124,668
City Council Projects	-		20,554	20,554	21,124	21,652	22,193	22,748	23,316
ESTIP (1)	49,820	20,000	-	-	-	-	-	-	-
ESTIP (2)	322,696	189,958	-	-	-	-	-	-	-
City Manager	56,082	81,923	121,422	121,422	113,147	115,975	118,875	121,847	124,893
City Clerk	15,591	20,201	95,740	95,740	24,398	25,008	25,633	26,274	26,930
HR / Risk Mgr	364,019	423,206	516,993	516,993	501,421	513,957	526,806	539,976	553,475
IT	192,126	335,352	308,446	308,446	205,699	217,342	216,275	221,682	227,224
Customer Service Unit	22,571	35,047	39,325	39,325	40,415	41,425	42,461	43,522	44,610
Elections	-	17,506	-	-	30,000	-	30,600	-	31,212
Finance	158,729	142,083	133,160	133,160	116,130	117,581	119,051	120,539	122,046
Public Facilities	201,753	192,398	180,123	180,123	179,974	184,473	189,085	193,812	198,657
Flood Disaster Recovery	-		93,925	93,925	44,750	-	-	-	-
<b>GG TOTAL S&amp;S</b>	<b>1,549,129</b>	<b>1,685,271</b>	<b>1,728,714</b>	<b>1,728,714</b>	<b>1,390,000</b>	<b>1,353,179</b>	<b>1,409,639</b>	<b>1,412,027</b>	<b>1,477,033</b>
<b>COMMUNITY DEVELOPMENT</b>									
Community Development	96,644	14,296	19,573	19,573	20,116	20,618	21,134	21,662	22,204
Economic Development	-	241,967	544,492	544,492	74,355	76,214	78,119	80,072	82,074
Building Inspection	50,719	52,151	8,768	8,768	9,011	9,236	9,467	9,704	9,947
Neighborhood Services	58,032	13,780	75,578	75,578	77,671	79,613	81,603	83,643	85,735
<b>CD TOTAL S&amp;S</b>	<b>205,395</b>	<b>322,194</b>	<b>648,412</b>	<b>648,412</b>	<b>181,153</b>	<b>185,682</b>	<b>190,324</b>	<b>195,082</b>	<b>199,959</b>
<b>PUBLIC SAFETY</b>									
Municipal Court	66,296	63,498	69,473	69,473	40,498	41,510	42,548	43,611	44,702
Police	256,046	266,806	365,742	365,742	241,138	247,166	253,345	259,679	266,171
<b>PS TOTAL S&amp;S</b>	<b>322,342</b>	<b>330,304</b>	<b>435,215</b>	<b>435,215</b>	<b>281,635</b>	<b>288,676</b>	<b>295,893</b>	<b>303,290</b>	<b>310,873</b>

	2013 Actual	2014 Actual	2015 Budget Rev #2	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>PUBLIC WORKS</b>									
Maint of Condition	439,062	434,456	460,536	460,536	473,293	485,125	497,254	509,685	522,427
Engineering	15,375	11,702	14,621	14,621	16,826	17,247	17,678	18,120	18,573
Fleet	221,591	194,336	233,095	233,095	241,647	247,688	253,880	260,227	266,733
PW Administration	26,667	24,941	70,072	70,072	61,736	63,279	64,861	66,483	68,145
<b>PW TOTAL S&amp;S</b>	<b>702,696</b>	<b>665,436</b>	<b>778,324</b>	<b>778,324</b>	<b>793,502</b>	<b>813,340</b>	<b>833,673</b>	<b>854,515</b>	<b>875,878</b>
<b>CULTURE, PARKS &amp; REC</b>									
Rec Administration	9,613	1,342	11,048	11,048	11,354	11,638	11,929	12,227	12,533
Recreation	78,342	80,883	183,989	183,989	105,328	107,962	110,661	113,427	116,263
Senior Citizens	34,768	51,168	82,217	82,217	84,494	86,607	88,772	90,991	93,266
Museum	6,783	6,794	-	-	-	-	-	-	-
Aquatics	20,945	20,610	36,377	36,377	29,676	30,418	31,179	31,958	32,757
Parks	137,843	86,519	201,877	201,877	179,544	181,788	184,060	186,361	188,691
Cemetery	578	1,885	9,108	9,108	4,222	4,327	4,435	4,546	4,660
Forestry	6,220	13,753	58,323	58,323	22,941	23,515	24,103	24,705	25,323
Library	-	25,415	292,915	292,915	271,842	278,638	285,604	292,744	300,063
<b>CPR TOTAL S&amp;S</b>	<b>295,092</b>	<b>288,369</b>	<b>875,854</b>	<b>875,854</b>	<b>709,402</b>	<b>724,892</b>	<b>740,742</b>	<b>756,960</b>	<b>773,554</b>
<b>TOTAL GENERAL FUND</b>	<b>3,074,654</b>	<b>3,291,573</b>	<b>4,466,519</b>	<b>4,466,519</b>	<b>3,355,691</b>	<b>3,365,769</b>	<b>3,470,271</b>	<b>3,521,874</b>	<b>3,637,296</b>
CT to LRP	3,074,654	3,291,573	4,466,519	4,466,519	3,355,691	3,365,769	3,470,271	3,521,874	3,637,296

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

2) The increase in General Fund Supplies and Services for 2015 is related to one-time expenditures appropriated from excess 2014 revenues.

	2013 Actual	2014 Actual	2015 Budget Rev #2	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>WATER FUND</b>									
<b>FIXED / BASE RATE FUNDED</b>									
Base / Service Available	396,695	234,101	275,936	275,936	290,626	297,892	320,339	328,348	336,557
Radio & Meter Replacement (debt funded)	-	482,554	748,000	748,000	-	-	-	-	-
Non Potable	6,771	17,621	193,209	193,209	198,561	203,525	208,614	213,829	219,175
Irrigation	13,880	47,204	54,469	54,469	55,977	57,377	58,811	60,282	61,789
Assessments	189,128	163,681	-	-	-	-	-	-	-
<b>FIXED / BASE TOTAL S&amp;S</b>	<b>606,474</b>	<b>945,161</b>	<b>1,271,614</b>	<b>1,271,614</b>	<b>545,165</b>	<b>558,794</b>	<b>587,764</b>	<b>602,458</b>	<b>617,520</b>
<b>VARIABLE RATE FUNDED</b>									
Consumption	2,419,584	2,352,078	2,525,597	2,525,597	2,595,556	2,647,467	2,700,417	2,754,425	2,809,514
Disaster Recovery	27,358	53,063	-	-	-	-	-	-	-
Conservation	-	-	-	-	146,745	149,548	152,403	155,308	164,703
<b>VARIABLE TOTAL S&amp;S</b>	<b>2,446,942</b>	<b>2,405,141</b>	<b>2,525,597</b>	<b>2,525,597</b>	<b>2,742,301</b>	<b>2,797,016</b>	<b>2,852,820</b>	<b>2,909,734</b>	<b>2,974,217</b>
<b>CIP / TAP FEE FUNDED</b>									
Water Meters / Misc	-	-	5,000	5,000	10,000	10,000	10,000	10,000	10,000
Professional Services	29,681	56,452	226,720	226,720	35,831	36,727	37,645	38,586	39,551
<b>CIP /TAP FEE TOTAL S&amp;S</b>	<b>29,681</b>	<b>56,452</b>	<b>231,720</b>	<b>231,720</b>	<b>45,831</b>	<b>46,727</b>	<b>47,645</b>	<b>48,586</b>	<b>49,551</b>
<b>TOTAL Water Fund</b>	<b>3,083,096</b>	<b>3,406,754</b>	<b>4,028,931</b>	<b>4,028,931</b>	<b>3,333,297</b>	<b>3,402,537</b>	<b>3,488,229</b>	<b>3,560,778</b>	<b>3,641,287</b>
<b>WASTE WATER FUND</b>									
Operations	312,446	395,265	442,389	442,389	434,227	445,083	456,210	467,616	479,306
System Maintenance	-	-	-	-	-	-	-	-	-
<b>STORM DRAINAGE FUND</b>									
Operations	9,650	20,669	301,645	301,645	28,411	29,121	29,849	30,596	31,361

## Attachment F Summary of Supplies and Services by Fund

	2013	2014	2015	2015	2016	2017	2018	2019	2020
	Actual	Actual	Budget Rev #2	Projected	Budget	Projected	Projected	Projected	Projected
<b>General Fund</b>	3,074,654	3,291,573	4,466,519	4,466,519	3,355,691	3,365,769	3,470,271	3,521,874	3,637,296
<b>Refuse Collection</b>	599,995	594,445	607,972	607,972	621,573	635,327	650,849	650,849	650,849
<b>CIP - Streets</b>	147,144	190,000	255,548	255,548	190,000	190,000	190,000	190,000	190,000
<b>CIP - Parks</b>	-	-	35,000	35,000	35,000	-	-	-	-
<b>Water</b>	3,083,096	3,406,754	4,028,931	4,028,931	3,333,297	3,402,537	3,488,229	3,560,778	3,641,287
<b>Waste Water</b>	312,446	395,265	442,389	442,389	434,227	445,083	456,210	467,616	479,306
<b>Storm Drainage</b>	9,650	20,669	301,645	301,645	28,411	29,121	29,849	30,596	31,361
<b>Cemetery Trust Fund</b>	-	-	6,000	6,000	6,000	6,000	6,000	6,000	6,000
<b>TOTAL CITY S&amp;S</b>	<b>7,227,134</b>	<b>7,898,705</b>	<b>10,144,004</b>	<b>10,144,004</b>	<b>8,004,200</b>	<b>8,073,837</b>	<b>8,291,409</b>	<b>8,427,712</b>	<b>8,636,099</b>

1) The increase in General Fund Supplies and Services for 2015 is related to one-time expenditures appropriated from excess 2014 revenues.

2) The increase in Water Fund Supplies and Services for 2015 is related to the Radio Replacement Project.

## Attachment G Summary of Debt

### Summary of Annual Obligations

	2013 Actual	2014 Actual	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
Riverside Cultural Center Lease	14,210	289,482	289,170	293,741	293,082	292,306	291,416	290,410
General Obligation Debt	1,910,186	-	-	-	-	-	-	-
<b>General Fund - Total</b>	<b>1,924,396</b>	<b>289,482</b>	<b>289,170</b>	<b>293,741</b>	<b>293,082</b>	<b>292,306</b>	<b>291,416</b>	<b>290,410</b>
Water Fund	-	90,789	156,579	156,579	156,579	156,579	156,579	156,579
Waste Water Fund	115,454	108,626	107,048	110,762	106,619	110,535	15,199	-
<b>Total Annual Obligation</b>	<b>2,039,850</b>	<b>488,897</b>	<b>552,797</b>	<b>561,082</b>	<b>556,280</b>	<b>559,420</b>	<b>463,194</b>	<b>446,989</b>

### Summary of Total Obligations

	Balance 12/31/15	Additions	Retirements	Balance 12/31/16
Sewer CWRPDA Notes	313,849	-	96,643	217,206
Riverside Cultural Ctr Lease	2,110,000	-	245,000	1,865,000
Water CWRPDA Note	1,252,632	-	156,579	1,096,053
<b>Total Obligation</b>	<b>3,676,481</b>	<b>-</b>	<b>498,222</b>	<b>3,178,259</b>

#### Description of Debt

**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 began December 1, 2013, and annual principle payments began December 1, 2014, and will run 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 successfully called the remaining bonds in December of 2013, three years early.

**Sewer 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 May 2013 Colorado Water Resources & Power Development Authority ("CWRPDA") loan is for \$1,500,000. The loan does not accrue interest and is payable in semiannual installments beginning May 1, 2014 with a maturity date of November 1, 2023.

## Attachment H Asset Management Plan

	2013 Actual	2014 Actual	2015 Budget	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
General Fund - Administration	20,000	36,998	29,500	221,510	45,710	80,803	114,687	49,244
General Fund - Public Works	264,687	-	176,000	167,000	151,858	239,763	175,929	90,041
General Fund - Police	41,095	175,690	188,068	244,710	210,957	252,636	227,339	169,952
General Fund - Recreation	78,587	26,529	87,000	53,000	122,055	-	5,682	9,567
<b>General Fund - Total</b>	<b>404,369</b>	<b>239,217</b>	<b>480,568</b>	<b>686,220</b>	<b>530,580</b>	<b>573,202</b>	<b>523,637</b>	<b>318,804</b>
Conservation Trust	-	-	227,000	95,000	-	-	-	-
Water Fund	-	-	20,000	133,000	97,850	153,831	99,438	19,134
Waste Water Fund	-	88,865	69,000	68,000	77,250	100,786	84,140	16,883
<b>Total</b>	<b>404,369</b>	<b>328,082</b>	<b>796,568</b>	<b>982,220</b>	<b>705,680</b>	<b>827,819</b>	<b>707,215</b>	<b>354,821</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

	2013 Actual	2014 Actual	2015 Budget	2015 Projected	2016 Budget	2017 Projected	2018 Projected	2019 Projected	2020 Projected
<b>General Fund</b>	621,934	4,537,878	1,901,000	1,901,000	150,000	-	-	-	-
<b>Parks Impact</b>	-	-	310,000	310,000	-	-	-	-	-
<b>Conservation Trust</b>	-	-	400,000	400,000	-	-	-	-	-
<b>Cemetery Perpetual Care</b>	-	-	75,000	75,000	-	50,000	-	-	-
<b>Street Impact</b>	-	-	1,279,000	1,279,000	250,000	750,000	650,000	7,600,000	7,600,000
<b>Fire Impact</b>	-	-	-	-	-	-	-	-	-
<b>Capital Projects - Streets</b>	605,105	379,410	4,153,518	4,153,518	2,995,500	1,140,000	3,990,000	790,000	790,000
<b>Capital Projects - Parks</b>	-	-	148,000	148,000	1,654,073	9,487,258	-	-	-
<b>Water Works</b>	2,742,993	344,542	435,000	435,000	253,918	5,203,160	5,040,720	5,078,000	2,922,480
<b>Waste Water</b>	14,042	15,169	729,684	729,684	350,000	-	-	-	-
<b>Storm Drainage</b>	121,055	5,049	1,304,959	1,304,959	50,000	1,410,000	650,000	-	-
<b>Total</b>	<b>4,105,129</b>	<b>5,282,048</b>	<b>10,736,161</b>	<b>10,736,161</b>	<b>5,703,491</b>	<b>18,040,418</b>	<b>10,330,720</b>	<b>13,468,000</b>	<b>11,312,480</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.

Transfer from General Fund to Emergency Contingency Fund			
2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$0	\$0	\$0	\$0

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

Transfer from Refuse Fund to General Fund			
2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$32,078	\$32,755	\$32,941	\$33,081

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

Transfer from Water Fund to General Fund			
2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$658,248	\$616,285	\$723,106	\$733,952

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.

Transfer from Waste Water Fund to General Fund			
2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$451,425	\$398,040	\$468,515	\$475,542

Overhead transfer description as identified in the Water Fund.

Transfer from Storm Drainage Fund to General Fund			
2013 Actual	2014 Actual	2015 Budget	2016 Budget
\$150,665	\$126,287	\$158,247	\$160,620

Overhead transfer description as identified in the Water Fund.

CITY OF EVANS, COLORADO

RESOLUTION NO. 26-2015

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, 2016 AND ENDING ON THE LAST DAY OF DECEMBER, 2016

WHEREAS, the City Council of the City of Evans, Colorado, has appointed the City Manager to prepare and submit a proposed 2016 budget to said governing body at the proper time; and

WHEREAS, the City Manager has submitted a proposed 2016 budget to the governing body at October 6, 2015 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 6, 2015 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 2016 for each fund are as follows:

General Fund	\$13,481,360
Cemetery Perpetual Care	2,700
Fire Impact	2,740
Street Impact	4,389
Parks Impact	12,118
Conservation Trust	189,203
Refuse Collection	661,612
Capital Projects-Streets	2,200,283
Capital Projects-Parks	1,655,148
Waterworks	4,901,014
Waste Water	2,290,161
Storm Drainage	501,824
Cemetery Endowment	6,000

Section 2. That estimated expenditures and transfers out for 2016 for each fund are as follows:

General Fund	\$13,747,893
Street Impact	250,000
Conservation Trust	95,000
Refuse Collection	654,654
Capital Projects-Streets	3,185,500
Capital Projects-Parks	1,689,073
Waterworks	4,788,624
Waste Water	1,861,753
Storm Drainage	239,031
Cemetery Endowment	6,000

Section 3. That the 2016 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 2016 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 6<sup>th</sup> day of October, 2015.

CITY OF EVANS, COLORADO

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

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

Attachment L 2016 One Time Funding



2016								
Description	Council Goals						Requested Amount	Requested By
	\$	🔨	🛡️	🏠	♿	🌳		
Field Medical Kits and Training for Patrol Officers			Y				\$ 10,000	PD
Repair PD Shooting Range			Y				\$ 40,000	PD
Design on Hwy 85 Ped Bridge		Y	Y				\$ 500,000	ED
Construction Hwy 85 Ped Bridge		Y	Y				\$ 2,500,000	ED
Matching Grants for Façade Improvements	Y			Y	Y		\$ 10,500	ED
Design Standards for Riverside Neighborhood				Y	Y		\$ 75,000	ED
Conceptual Streetscape designs for 39th St. in Riverside Neighborhood	Y	Y	Y	Y	Y		\$ 45,000	ED
Historical Survey of Riverside Neighborhood					Y		\$ 15,000	ED
Redesign of City Park to include festival plaza	Y	Y			Y		\$ 20,000	ED
Design and Install landscape gateways/signage for Riverside Neighborhood					Y		\$ 200,000	ED
Pave remaining streets in Riverside Neighborhood (Pueblo, Idaho, Trinidad, etc.)		Y	Y		Y		\$ 300,000	ED
Create comprehensive Capital Improvement Plan		Y				Y	\$ 75,000	ED
Comprehensive Plan	Y	Y	Y	Y	Y	Y	\$ 250,000	ED
Transportation Master Plan Update	Y	Y	Y			Y	\$ 150,000	ED
Parks Open Space and Trails Master Plan Update		Y		Y	Y		\$ 150,000	PW
Ice Slicer instead of Salt Sand				Y			\$ 100,000	PW
Landscaping and Ped. Safety Imp. 37th St. - 23rd to 35th Ave.		Y	Y		Y		\$ 75,000	PW
Pave the Operations Center entryway and parking lot		Y					\$ 50,000	PW
Engineering/Parks/Streets Specifications Update		Y				Y	\$ 150,000	PW
Non-Potable Irrigation System - IGO Farms Park		Y				Y	\$ 350,000	PW
Fleet Maintenance Software						Y	\$ 50,000	PW
Above Ground Fuel Storage System		Y					\$ 500,000	PW
Pave cemetery internal roads		Y					\$ 135,000	PW-CEM
Expand Geodetic Control Network		Y					\$ 30,000	PW-ENG
Construct new material storage bins at Ops Center		Y					\$ 30,000	PW-OPS
Equipment facility extension (for sanders)		Y					\$ 110,000	PW-OPS
Gradall (used)		Y					\$ 120,000	PW-OPS
Radiant heat for existing garage		Y					\$ 40,000	PW-PARKS
Radiant heat for equipment/material facility		Y					\$ 60,000	PW-PARKS
Equipment facility extension (to hazmat storage area)		Y					\$ 110,000	PW-PARKS
Concrete pad on south side of equipment/material facility		Y					\$ 10,000	PW-PARKS
Citizen Survey	Y	Y	Y	Y	Y	Y	\$ 50,000	City Wide
<b>Total</b>							<b>\$ 6,260,500</b>	

## Attachment M Financial Policies

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### 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 policies:

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:

<b>Amount</b>	<b>Approval</b>
\$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 AAAM 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

- a. 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.
- b. 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.

- a. 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.