



2022

City Annual Budget

To deliver sustainable, citizen driven services for the health, safety and welfare of the community.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Evans
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

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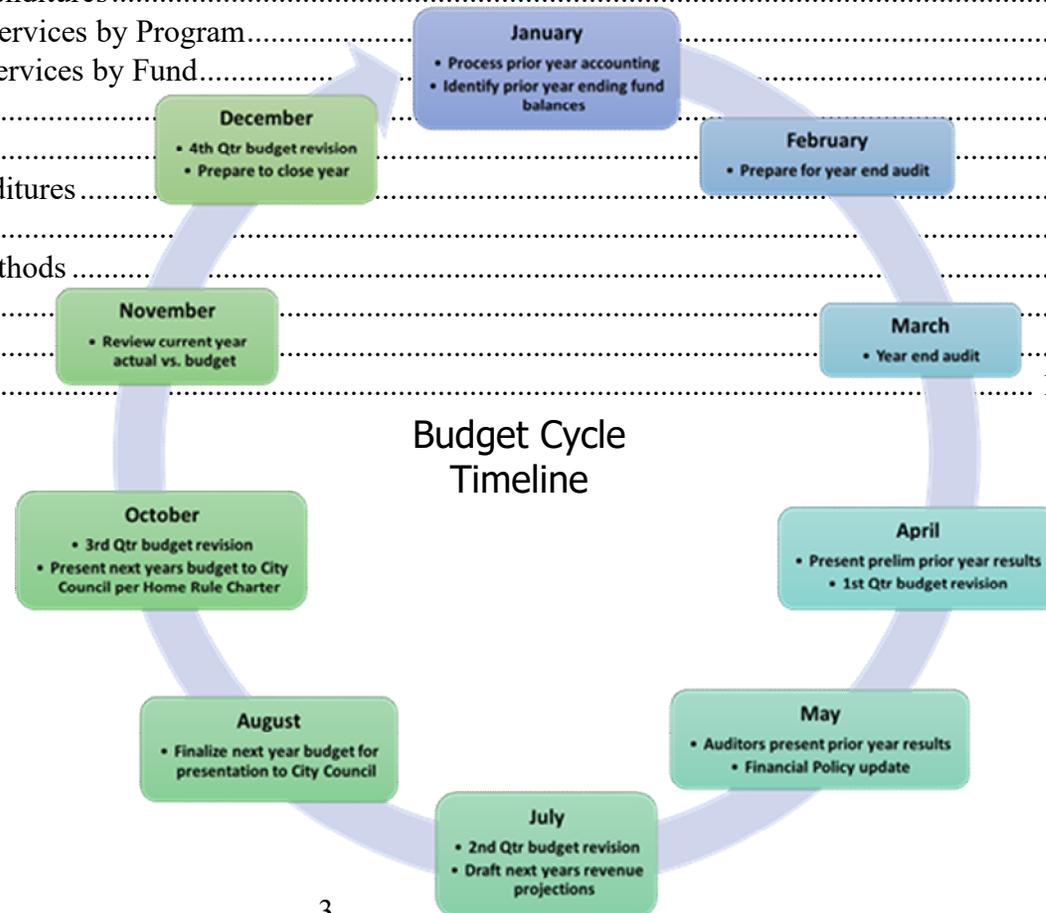
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Transmittal Letter

October 19, 2021

Honorable Mayor, Members of the City Council and Residents:

Introduction

I am pleased to present to you the 2022 Operating and Capital Budget. This budget continues Evans' commitment to conservative fiscal policy with a focus on maximizing available budget and long-term budget stabilization. Accomplishments and guiding principles in the 2022 budget include:

- Revenue collections which continue to outperform budget in 2021. The 2021 budget was created based on assumptions of maximizing savings where available while effects of the COVID-19 pandemic and economic impacts were realized. The revenue recovery allows for available funding to be used in 2022 for rehiring staff positions and investing in deferred maintenance and long-term capital projects.
- Use of reserves for the purpose of rebuilding multiple playgrounds in City of Evans parks.

Per the City Council's Financial Policies, the 2022 operating budget is balanced, reflects similar service levels to prior years, and meets or exceeds operating reserve requirements, in most cases.

Economic Outlook

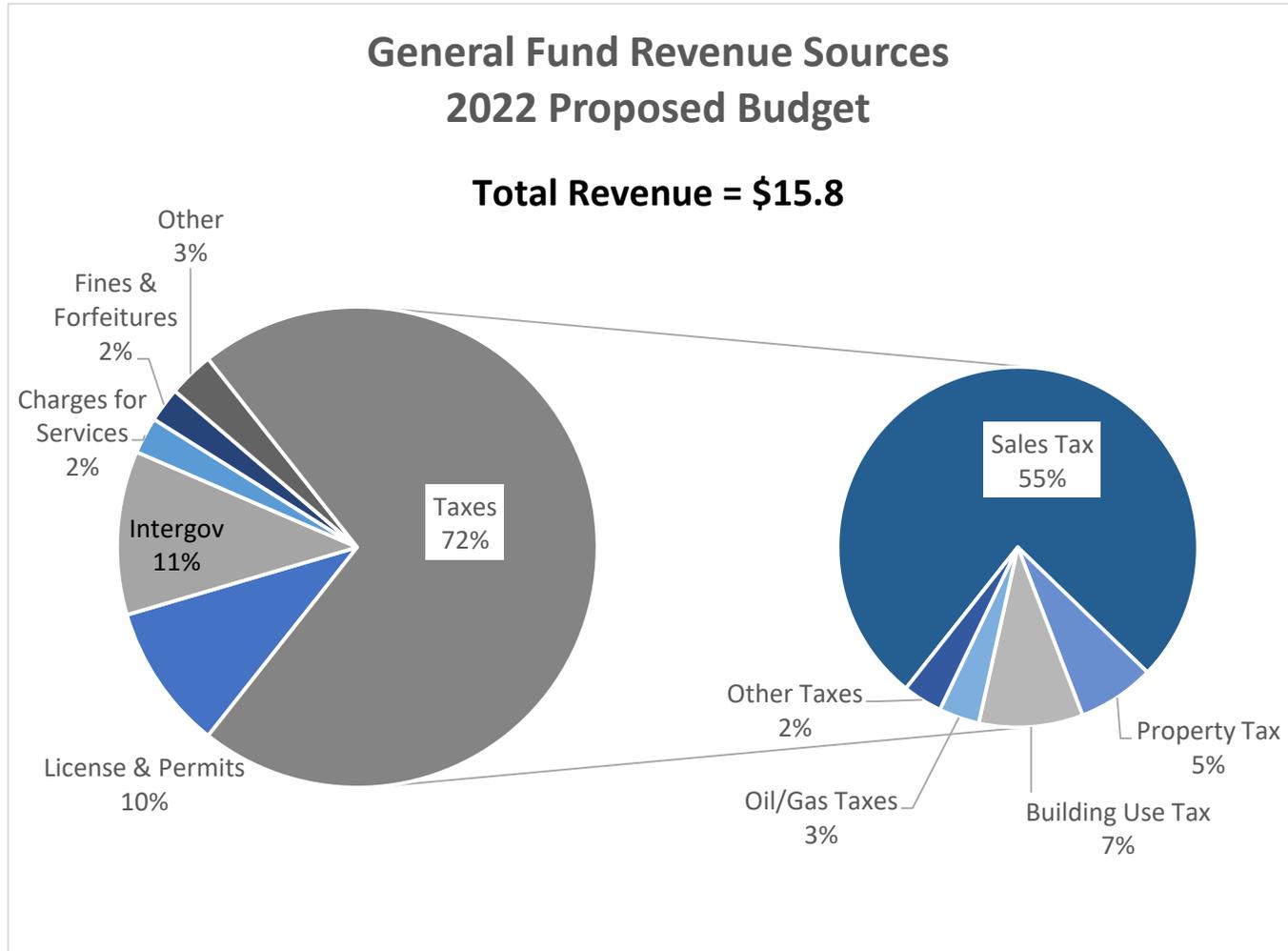
The City of Evans is experiencing revenues exceeding budget in 2021 as the local community continues to recover from the major economic impacts of 2020. These impacts include declining prices and increased regulation in the oil and gas industry as well as State-wide orders in response to COVID-19 which caused most industries to modify business protocols resulting in a disruption of facility operations and recreation programs which ultimately led to an overall decrease in revenue and sales tax.

In a mid-year 2021 update, the Colorado Office of State Planning and Budgeting indicated many economic factors continue to show growth and improvement, similar to factors noticed at the local level. Colorado experienced quicker recovery in most industries compared to many other states, although reductions in critical industries like tourism and energy are expected to face lengthy recoveries.

Nationwide unemployment rates continue to decline, although August statistics indicate unemployment levels remain higher than prior to the COVID-19 pandemic. Interest rates remaining at all-time low levels, rising home prices, and shortages of labor and supplies compounded on inflationary price increases will all factor into how quickly the economy recovers nationwide.

Revenue Trends

Although several revenue categories account for total revenue in the General Fund, as one can see from the graph below, almost three quarters is derived from taxes. A closer look shows 55 percent is from sales tax revenue.



Overall, the General Fund Revenue is projected to increase from 2021 in the 2022 budget. Below is a discussion of the projected changes in the major revenue categories.

Sales Tax Revenue: The total city-wide sales tax budget for 2022 anticipates a 14 percent increase from the 2021 original budget. Sales tax revenue in 2022 is built on assumptions of continued economic recovery in all industries, with highest opportunity for growth anticipated in the category of online sales.

Property Tax Revenue: The 2022 property tax budget is also up 14 percent, or \$97 thousand from the 2021 original budget. Increased residential home valuations and large production and property values derived from oil and gas contribute to this rise.

Oil/Gas Taxes: State severance and federal mineral lease taxes are distributed to the City and represent the oil and gas category of taxes. Over the past several years, this revenue source has seen fluctuations greater than \$500 thousand per year. In an effort to smooth out these large swings, the City budgets for a minimal amount of revenue and considers any additional collections as one-time revenue. Evans has experienced a decrease in severance tax collections, down \$532 thousand in 2021 from 2020, due to historically low oil and gas prices experienced in 2020.

License and Permits: The largest source of revenue within this category is building permits. The City has experienced varying levels of building activity over the past several years. The 2022 budget anticipates construction of planned development, and the building permit revenue is projected to increase 23% or approximately \$239 thousand for 2022. The long-term forecast anticipates a conservative average of development levels over the next 5 years. Averaging this revenue stream assumes the build out of development plans over the 5-year time period and stabilizes this revenue stream to be most efficient for City operations.

General Fund total revenue is expected to increase by 10% over the 2021 projected budget. The 2022 budget is focused on maximizing available resources to efficiently provide services to the community of Evans. A focus on funding deferred maintenance and reinstating previously held personnel will enable City departments to provide services at a higher capacity. The City implements conservative budgeting practices to ensure revenues exist to achieve 2022 operations.

Budget Goals

Several goals were established for the 2022 budget as outlined below:

- 1. Revenue stabilization.** Significant work was completed to analyze City revenue sources to complete a 5-year revenue budget with the most accurate information possible. Sales tax forecasts were compiled based on monthly trending in individual taxpayer categories. Property tax projections were based on work with the County Assessor and projects in effects on future pending legislation. Accurate projections surrounding these major revenue sources are vital to the long-term financial security of the City.

The resulting work of evaluating each major and non-major revenue source in the City for the 2022 budget provides for revenue estimates in the future years of 2023-2026 which are increasing, stable, and realistic. The revenue projections for 2022-2026 provide a basis for available

resources that could be utilized to reinstate staffing positions previously held and programs not undertaken during 2020 and early 2021 when reductions in operating costs were necessary to wait out the effects of economic downturn.

2. **Focus on funding staffing and operational needs.** In 2021, Evans City Council approved critical budget additions that secured the current workforce and provided funding for deferred maintenance needs. This action provided for market adjustments in compensation of police and maintenance workers to secure staffing in public safety and maintenance operations. As the local economy continues to recover from 2020 economic impacts, resources needed for recommended additions in the 2022 budget are realized. These additions include 5.5 full time employees (FTEs), which were initially approved in 2020 but held vacant to assist with budget reductions, plus three new FTEs, and increases in expenditures to cover necessary departmental supplies and services.
3. **Funding for capital improvements.** Significant investment in capital projects and infrastructure are included in the 2022 budget. Many of the road construction projects are made possible in part due to the 1% sales and use tax approved by Evans voters in 2020.
4. **Ensure that the five-year General Fund Long-Range Plan is balanced, with the use of limited fund balance that leaves the reserves, by policy, intact.** The 2022 budget includes investment in Evans’ parks playgrounds, to spend \$1 million of fund balance to revitalize many City playgrounds.

2022 Budget

Below is a summary of the 2022 proposed budget with the major funds reflected individually and the minor funds consolidated to show a total City budget.

	Fund <i>(in thousands)</i>					
	General	Water	Waste Water	Storm Drainage	Others	Total
Beginning Balance	\$ 11,488	\$ 5,714	\$ 10,649	\$ 1,598	\$ 10,567	\$ 40,017
Revenue	17,381	7,756	7,104	1,014	11,475	44,729
Operating Exp	(18,179)	(6,668)	(4,372)	(1,285)	(2,122)	(32,626)
Capital Exp	-	(1,441)	(6,005)	(414)	(9,466)	(17,326)
Net Results	(798)	(353)	(3,274)	(686)	(113)	(5,223)
Ending Balance	\$ 10,691	\$ 5,362	\$7,375	\$ 912	\$ 10,454	\$ 34,794

Key policy for the proposed budget for each of the major funds shown in the table are described in the remaining section of the transmittal letter.

General Fund Strategies

Several strategies were used to meet the budget goals outlined for the 2022 Operating and Capital Budget. These strategies are listed below:

1. **Addition of the most critical positions.** The 2022 budget requests include over \$1.2 million in identified needs. The general fund budget recommends the following additions: 7.5 FTEs (5.5 from 2020, 2 new) including related benefits and supply costs, leasing a seasonal camp bus, on-call traffic engineering services, and increase staffing in code enforcement. The addition of staff positions achieves goals identified in the original 2020 budget which were delayed until long-term financial stability could once again be achieved.

Police Officer to bring authorized staffing to 37 (Held vacant from 2020)	\$ 101,500
Street Maintenance Technician to improve capacity of streets department (Held vacant from 2020)	67,750
Management Analyst to further research and public policy recommendations (Held vacant from 2021)	96,750
Deputy City Clerk to provide backup support to and further projects for City Clerk (1 new FTE)	80,750
Parks Maintenance Technician to expand maintenance of trees, shrubs and flowers in the City and improve capacity of the parks department (Held vacant from 2020)	67,750
Recreation Specialist to expand recreation staff to 3 FTE and provide support for recreation programs (Held vacant from 2020)	21,000
HR Director/Manager to support the HR and risk needs of the City (1 new FTE)	129,500
Bus Lease for Day Camp to expand the number of campers in the summer program while minimizing the cost of a year-round additional vehicle to maintain	12,900
Restore funding for part-time code enforcement staff	38,000
On-call traffic engineering consultant to further traffic engineering recommendations and traffic impact reviews for development projects	65,000
Part-time Emergency management coordinator to plan for and respond to future events (Held vacant from 2021)	40,750
Total Budget Additions	\$ 721,650

2. **The Asset Management Plan is funded to include items with critical needs for replacement.** Each item recommended for funding was scrutinized to ensure only the highest priorities are being addressed in 2022 and the remaining needs were postponed for consideration in future years.
3. **Classification and Compensation updates.** City Council has recommended funding in 2022 the results of a classification and compensation study completed in the summer of 2021. This includes additional market adjustments for some positions to retain and attract qualified staff for the City.

Long Range Plan implications of the recommended budget

The General Fund five-year long-range plans reflect total revenues exceeding total expenditures for all years. The City utilizes conservative budgeting practices to ensure revenues are not overly reliant upon one source and is assuming only realistic and known levels of development to be completed over average time periods.

The table below illustrates the General Fund five-year long-range plan revenues, expenditures, and excess fund balance.

(in thousands)	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Balance	\$ 11,488	\$ 10,691	\$10,760	\$10,775	\$10,865
Revenue	17,381	17,578	17,976	18,446	18,937
Expenditures	(17,179)	(17,509)	(17,961)	(18,356)	(18,837)
Net Operating Results	202	70	15	90	100
Planned use of Fund Balance	(1,000)	-	-	-	-
Net Results	(798)	70	15	90	100
Ending Fund Balance	\$ 10,691	\$ 10,760	\$ 10,775	\$ 10,865	\$ 10,965
Minimum Reserve (50%)	\$8,072	\$8,589	\$8,754	\$8,981	\$9,178
Available Funds	\$2,618	\$2,171	\$2,021	\$1,885	\$1,787

General Fund Reserves

Preservation of current General Fund reserves is a priority for the five-year planning period. In 2018, the City Council increased the reserve amount in the fund from 25% to 40%. Given uncertainty in the oil and gas industry, due in part to recent legislation, City Council increased the reserve once more, to 50%. The new reserve is identified for the following uses: economic downturn, loss of major sales tax generator, natural disaster, and development or investment opportunities. The 2022 budget anticipates utilization of \$1 million dollars of reserve for usage in Evans’ playgrounds, and commitment of \$2 million for future investment in design of a new police station, while still preserving \$618 thousand above the 50% reserve required by policy.

General Fund Reserve Policy Illustration	
2022 Projected Ending Fund Balance	<u>\$ 10,690,578</u>
Reserves identified for:	
Sudden economic downturn	4,572,162
Major sales tax generator loss	1,500,000
Natural disaster	1,000,000
Development or investment opportunity	1,000,000
Total identified reserves	<u>8,072,162</u>
Fund balance in excess of reserves, per policy	<u>\$ 2,618,416</u>
Committed Future Projects:	
Police Facility Design	2,000,000
Available fund balance, in excess of reserves and commitments	\$ 618,416
2021 Projected Operating Expenditures	\$ 16,144,324
Target Reserve, \$8,072,162	50%

Enterprise Funds

The City has worked over the past several years toward self-sufficiency for the City’s three enterprise funds (water, waste water and storm drainage). The 2022 budget includes increases in operating supplies and services expenditures within these funds of 1.9 percent. The slight increase is primarily due to minimal increase in contractual services. Also estimated is the increase in the cost to treat the City’s potable water paid to Greeley. Preliminary notices from Greeley recommend an increase of three percent over 2021, which has been built into the water treatment expenses.

The increasing costs to treat water continues to be a challenge for the City as we move into the future. Balancing this along with unfunded capital needs in the water fund will require continued policy discussions. Challenges within the waste water fund include planning for treatment plant expansion needs which will entail a significant capital investment. The storm drainage fund can also relate to the need for increased capital projects, as substantial construction will be completed in 2022 and 2023 to enhance drainage on the East side of the City.

On the revenue side, the utility funds have experienced rate increases in the last several years as recommended through several studies. Major cost drivers for these increases include major maintenance, cost of water treatment from Greeley, new waste water plant construction to meet effluent regulations and capacity needs, and other major capital infrastructure projects. As stated previously, more work needs to be done specifically in the water supply and capital infrastructure areas of water and storm drainage. Staff is currently working on completion of a waste water rate study which will recommend potential future rate changes in the waste water fund.

Key Capital Projects

The 2022 capital projects for each governmental and enterprise fund are summarized below:

2022 Capital Projects Summary			
SPECIAL REVENUE FUNDS			
Park Impact Fund		Conservation Trust Fund	
Arrowhead Open Space Park- design & constructio	\$ 80,000	Evans Ditch Trail Design	\$ 75,000
Tuscany Trails Park- design & construction	\$ 212,000	Equipment Electrification	\$ 37,000
Ashcroft Draw Trail- design	\$ 75,000	Water Smart Landscaping ECC Phase 2	\$ 42,000
Total Park Impact Fund	\$ 367,000	Annual Playground Surface Repairs	\$ 27,000
		Total Conservation Trust Fund	\$ 181,000
		Street Impact Fund	
		37th St. Widening Phase 1- Sienna to 47th	\$ 1,750,000
		Total Street Impact Fund	\$ 1,750,000
CAPITAL PROJECTS FUNDS			
Food Tax Fund		Streets Fund	
37th St. Widening Phase 1 - Sienna to 47th	\$ 218,000	37th St Widening Phase 3- Arrowhead to 65th Desig	\$ 379,500
23rd Avenue Arterial Completion	\$1,620,000	Annual Street Resurfacing	\$ 600,000
Evans Community Complex sidewalks	\$ 212,000	Idaho Street Improvements	\$ 586,000
Total Food Tax Fund	\$2,050,000	Total CIP - Streets Fund	\$ 1,565,500
		Road Tax Fund	
		23rd Avenue arterial completion	\$ 500,000
		37th St. Widening Phase 1- Sienna to 47th	\$ 1,000,000
		Street Maintenance	\$ 1,000,000
		Idaho Street Improvements	\$ 750,000
		Traffic Signal Cabinets	\$ 302,000
		Total Road Tax Fund	\$ 3,552,000
PROPRIETARY FUNDS			
Water Fund		Waste Water Fund	
NISP Water Storage Project	\$ 747,000	Annual Sewer Line Maintenance	\$ 100,000
Idaho Street Infrastructure Improvements	\$ 297,000	Wastewater Utility Plan	\$ 150,000
37th Street - Phase 1 Widening	\$ 297,000	Solids Handling and Dewatering	\$ 350,000
Water Treatment Agreement	\$ 100,000	Highway 85 Waterline Replacement - 31st to 37th	\$ 42,000
Total Water Fund	\$1,441,000	Ashcroft Draw Sewer Replacement	\$ 219,000
		Wastewater Treatment plant expansion	\$ 4,494,000
		Plant Structure Maintenance Replacement Planning	\$ 325,000
		Plant Equipment Maintenance Replacement Planni	\$ 325,000
		Total Waste Water Fund	\$ 6,005,000
GENERAL FUND			
Playground replacements, locations TBD	\$1,000,000		
Total General Fund	\$1,000,000		
		Total All Funds	
		\$18,325,500	

Budget Process

Staff continues to be heavily involved in the budget process resulting in a higher level of staff awareness, knowledge, and accountability. Finance worked closely with staff from other departments to gain the source information necessary to create an informative, realistic, and thorough budget in the areas of revenue, payroll, supplies and services, asset management, and capital programs. The staff involved in these teams continued to increase awareness and accuracy of the budget information and a major benefit of this process is the increased number of city employees who have a significantly greater understanding of the City finances and operations.

Conclusion

The 2022 budget strengthens the long-term financial stability of the City. Funding for significant infrastructure and capital projects is a priority, as is staffing at an adequate level to continue providing high-quality services to the Evans community. With continued economic development, community support, and City Council leadership, I am confident that Evans will achieve its vision as a growing city with small town roots, providing a safe, family-friendly community.

Sincerely,

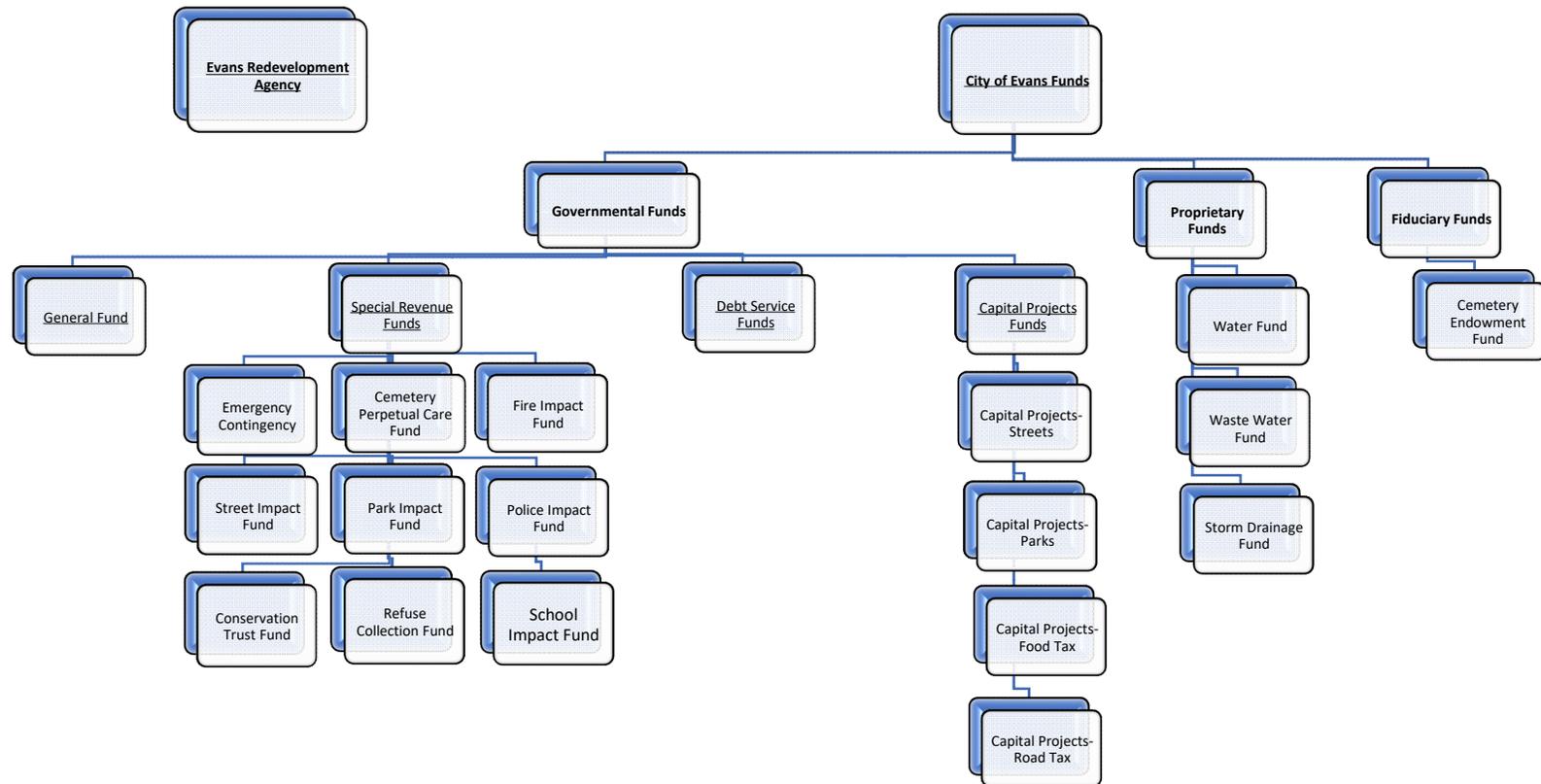
A handwritten signature in black ink that reads "James L. Becklenberg".

James L. Becklenberg
City Manager

Organizational Chart



Fund Structure



Accounting and Budgetary Basis

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. For both accounting and budgetary purposes, the following basis is applied.

Governmental funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available.

Proprietary funds utilize the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), except for the following: proceeds from long-term debt are budgeted as revenue in the proprietary funds; note, lease and bond payments are budgeted as expenses in the proprietary funds; repayments of advances to/from other City funds are budgeted as revenues and expenditures/expenses in all fund types; purchases of fixed assets are budgeted as capital outlay expenses in the proprietary funds; and depreciation in proprietary funds is not budgeted.



General Fund

The General Fund is the chief operating fund of the City. It is used to account for all financial resources, except those required to be accounted for in another fund.

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

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.

- Collaboratively make key policy decisions and provide direction to staff for the benefit of Evans residents.
- Develop vision for the Highway 85 Corridor to attract development interest and beautify the Corridor.
- Continue to further Council priorities, as identified below:



Well-maintained infrastructure with the capacity to grow



Resilient local economy



Safe and desirable neighborhoods with engaged residents



Fiscally responsible government

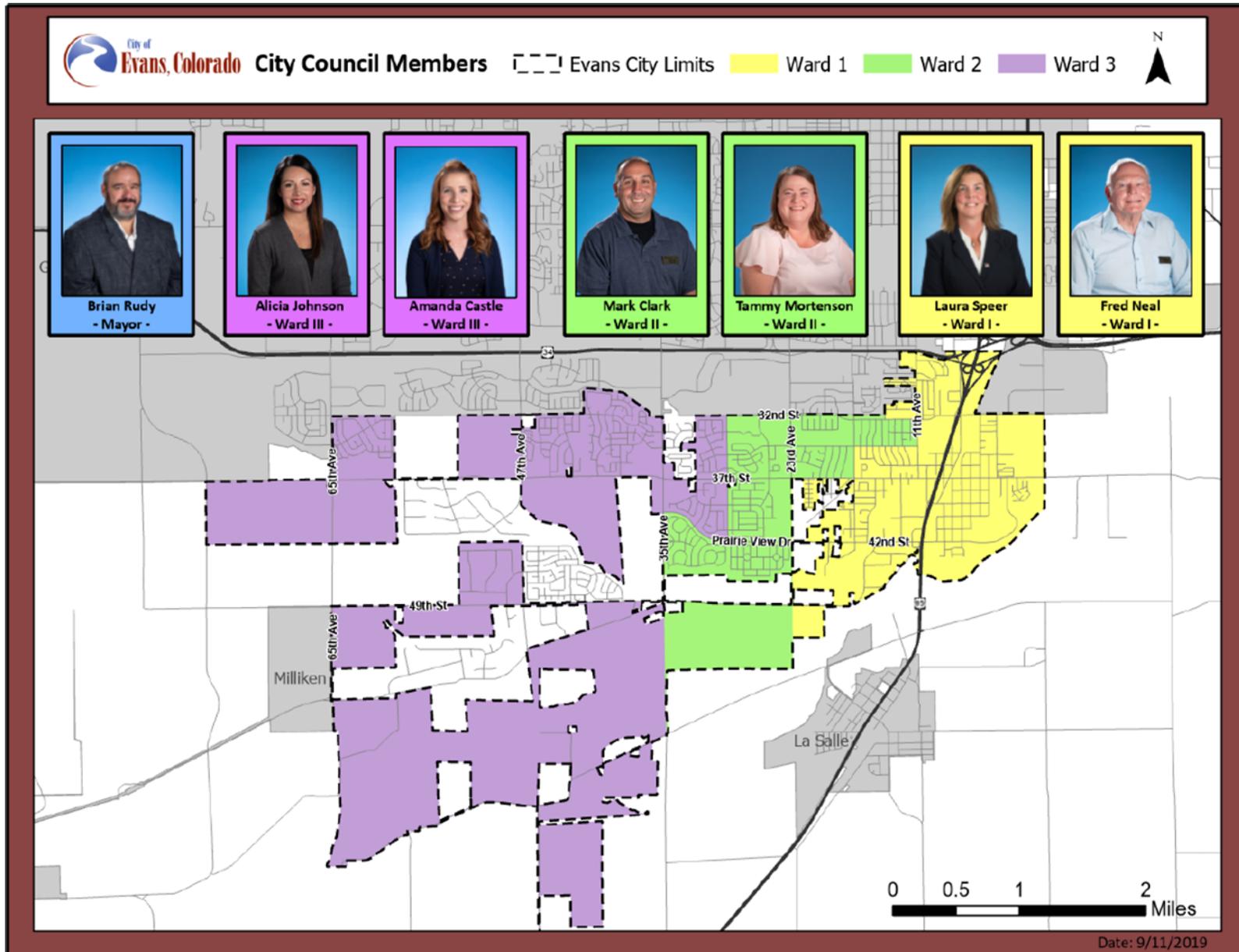


Family-friendly, attractive amenities



Responsive City services

General Fund



General Government

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. Annual goals include:

- 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.

City Clerk – includes general and specialized administrative responsibilities in many areas, including:

- Primary staff support for City Council, City Manager, the Evans Redevelopment Agency, and the City Leadership Team, including meeting preparation, the development of agendas and minutes, and City Council orientation.
- Serves as the City Records Custodian, including coordinating and responding to open records requests and maintaining revisions to the Municipal Code and Home Rule Charter.
- Designated City Election Official, including overseeing City Council Elections, Special Elections, Coordinated Elections, and County ballot drop-off locations in the City.
- Oversees Council appointments to City Boards and Commissions.
- Administers Oaths of Offices for elected officials, volunteer committee and commission members, appointed staff and police officers.
- Liquor licensing, including new, renewal, transfer of ownership and special event liquor licensing.
- Other licenses processed and issued include Hunting Licenses, Temporary Use Licenses and Animal Licenses.
- Cemetery administration for the Evans Cemetery.
- Assists with coordination and review of the City Municipal Codes.
- Publishes legal notices and retains publication certifications.



Projects and goals for 2022:

- Coordinate the 2022 Municipal Election.
- Continue to coordinate and assist with the review and revision to City Municipal Codes.
- Continue the evaluation of the City's agenda management software and the next phase of its use.
- Continue to establish the City's Records Management Program, including completion of a records inventory of all records, continue to digitize existing City records and move all electronic records over to the new filing structure in Laserfiche.
- Complete an evaluation and recommend revisions to Cemetery rules, and regulations.
- Evaluate the remaining plots available at the City Cemetery, initiate City staff discussion on the future recommendations regarding the cemetery administration and operations.
- Continue to coordinate with GIS for the establishment and maintenance of a public portal for a cemetery directory.

General Government

Customer Service Unit – The CSU department assists internal and external customers efficiently and effectively. This team functions as the first contact for residents, with a focus on resolving a variety of resident inquires, acceptance of many payments, and support to other City departments. This department encompasses both the Utility Billing and Court Clerk functions, in addition to serving as a backup for multiple other City functions.

Projects and goals for 2022:

- Review effectiveness and efficiency of the current utility billing system to identify either potential system upgrades or replacement options.
- Continue process improvements with the goal of ensuring customers are served in the most efficient manner.



Human Resources & Risk Management – responsible for developing and implementing policies, programs, and services to recruit, select, classify, compensate, develop, and retain a talented, diverse, and collaborative workforce, while fostering a safe, positive work environment that optimizes productivity, efficiency, and effectiveness.

Projects and goals for 2022:

- Develop additional strategies for recruitment, engagement, and retention.
- Lead and facilitate discussions regarding the revision of the City's Employee Policies.
- Develop, implement, and evaluate City-wide training based on information received through surveys, focus groups and loss trend analysis.
- Update the City's Commercial/Regulated Motor Vehicle policy and practices to account for recently changed motor carrier regulations.
- Continue to manage the COVID-19 pandemic impact to the City and City staff.
- Continue to implement an electronic records management system for personnel records.
- 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.

General Government

Information Technology – The IT Department plans, manages, operates, and supports the City’s information systems and communications infrastructure; enabling City staff to effectively and productively carry out their roles in an efficient and secure manner, in service to the citizens of Evans.

- Promotes the effective and efficient use of technology throughout the City.
- Develops and designs ever more efficient ways of providing organizational value through continuous technological improvements.
- Maintains a security-conscious operating posture and implements strategic solutions that monitor, detect, prevent, and eliminate persistent threats to the City’s users, network, and sensitive data.
- Provides technology support services for all IT assets and services throughout the City’s infrastructure.
- Implements and delivers ongoing end-user training as new hardware, software systems, and services are deployed.

Projects and goals for 2022:

- Fine-tuning of and improvements to the City’s Backup and Disaster Recovery as a Service (DRaaS) capabilities and operations.
- Improvements to total infrastructure security based on results of 2021 IT Security Audit & Penetration Testing (Discovery, Reporting, Evaluation, and Remediation).
- Continued upgrades and improvements to IT infrastructure that supports remote-work/hybrid-work scenarios.
- Ongoing upgrades and improvements to Citywide wireless networking technologies.
- Continued development of and improvements to electronic forms processing and data retention systems.
- Ongoing internet service delivery improvements and redundancy at all locations.
- Continuous information systems security training and user education for all stakeholders utilizing City IT resources.



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

Main focus areas for 2022, in addition to required activities, include:

- Update impact fee studies as master planning objectives are identified.
- Assist City departments in furthering long-term infrastructure planning and capital projects financing.
- Secure necessary funding for upcoming capital projects, to include debt issuance, grant tracking and monitoring of federal stimulus funds.

Community Development

Community Development is a division of the Evans Public Works Department that includes:

- Planning and Zoning
- Building Permitting and Inspection
- Neighborhood Services and Code Enforcement
- Strategic/Master Community Planning



Planning and Zoning – Planning and Zoning focuses on processing land-use process and permits, coordinating development review with other Public Works divisions, and answering general questions from the public. In addition, Planning and Zoning focuses on short-term growth (3-5 years) within the City.

Building Permitting and Inspection – Building Permitting and Inspection ensures that all construction activities in Evans conform to adopted building codes as well as applicable laws of the State of Colorado. Inspection services are conducted through Safebuilt, Inc. Building Permitting and Inspection provides information to the public on cost-savings rebates available through utility providers and the required process for making improvements to property within the City. Building Permitting is an active participant in reviewing Business Licenses and land use applications as well.



Neighborhood Services/Code Enforcement – Neighborhood Services serves the City by ensuring properties throughout Evans conform to adopted city ordinances and application of the laws of the State of Colorado. This division primarily enforces nuisance code violations. Neighborhood Services participates in community engagement events with Planning and Zoning and is an active participant in reviewing Business Licenses and land use applications.

Strategic Planning – Strategic Planning focuses on the holistic planning and implementation of long-term projects. Most community projects affect many different City departments, and a comprehensive overview allows for cross-department collaboration to ensure the most efficient implementation of growth. Strategic Planning also manages the development of master plans, writes, and manages grants, and collaborates with many different City departments. The Strategic Planning team is an active participant in reviewing Business Licenses and land use applications.

Community Development

Projects and goals for 2022:

- Strengthen partnerships with the community in developing for the future.
- Guide development to result in mutually beneficial outcomes that will sustain Evans economically and aesthetically.
- Build a collaborative atmosphere within the internal Development Review Team.
- Implement priorities identified in the community Master Plan.
- Implement priorities identified in the Transportation/Trails MultiModal Master Plan.
- Complete an update to the Land Use Code.
- Continue identifying opportunities to build a sense of community within Evans.
- Continue building an electronic records system within Evans.
- Implement the Neighborhood Services strategic plan to include more community-building and community enhancement programs.

Funding

Community Development is funded by the General Fund, developer land use application fees, charge back fees, building permit fees, and code enforcement action fines.



Economic Development

 **Economic Development** is our commitment to improving our community's economic well-being through strategies that focus on supporting local businesses, attracting new businesses, and generally improving the Evans business environment to take full advantage of the growth occurring in the Northern Colorado region.

Community Development & Redevelopment

With the properties owned by the Evans Redevelopment Agency, we have a unique opportunity to initiate the long-anticipated redevelopment of the Highway 85 corridor. A focus on creating partnerships with experienced development entities will enable the creation of new retail, office, industrial and housing projects leading to a resilient, high-quality local economy.

Business Attraction

Bringing new businesses to Evans is a visible indicator of economic growth, and we work as a team to promote our community among area real estate professionals, property owners, and public sector partners like Upstate Colorado. A future emphasis on the ingredients to successful business attraction will have us identifying property, infrastructure, and workforce services in our community and how we can use them to bring new companies to Evans.



Business Retention & Expansion

To be a healthy community, we need strong, healthy businesses. Our retention and expansion efforts focus on building business relationships and ensuring an open line of communication with existing business leaders. We work to educate existing businesses about resources that provide business support services; this includes networking opportunities through the Evans Area Chamber of Commerce, business training and consulting with the East Colorado Small Business Development Center, workforce assistance services through Employment Services of Weld County, and many other public and private organizations that provide business assistance.

2022 Goals:

- Complete an Economic Resiliency Plan that builds on the priorities established in the Community Master Plan.
- Identify Brownfield programs to assist property owners and encourage redevelopment.
- Continue to negotiate development plans for the ERA-owned property on the west side of Highway 85 and 31st Street.
- Explore the use of urban renewal incentives for the 23rd Avenue corridor in partnership with Weld County.
- Collaborate with Community Development to identify and capitalize on opportunities for public and private improvements to industrial properties.
- Increase business engagement activities that will build on our ongoing business retention and expansion efforts.
- Expand marketing efforts to promote business engagement and highlight Evans' development opportunities.

Public Safety



The Police Department has an authorized strength of 37 sworn officers, a full-time Animal Control/Community Services Technician, and three full time and civilian support staff. The department is committed to providing outstanding, compassionate, and professional public safety services to our residents, businesses, and visitors.



Front Desk & Records – people coming into or calling the police department are greeted by our Front Desk and Records staff. They provide a myriad of services including managing police records, providing copies of reports, finger printing for employers, criminal history checks, and they answer hundreds of questions from our residents and visitors.

Patrol – the most visible part of the Department is under the direction of Commander Dan Ranous. Five sergeants supervise 24/7/365 Patrol operations. There are also five Master Police Officers who assist in providing supervision to patrol and investigative personnel. 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.

Traffic Safety Unit – the Evans Police Department is dedicated to traffic safety. Keeping our streets safe for the motoring public, as well as citizens traveling on foot or bicycle, is a priority. All officers are responsible for keeping high visibility and enforcing traffic violations. The goal for 2022 is to staff two full-time dedicated traffic safety officers to help keep our streets safe.

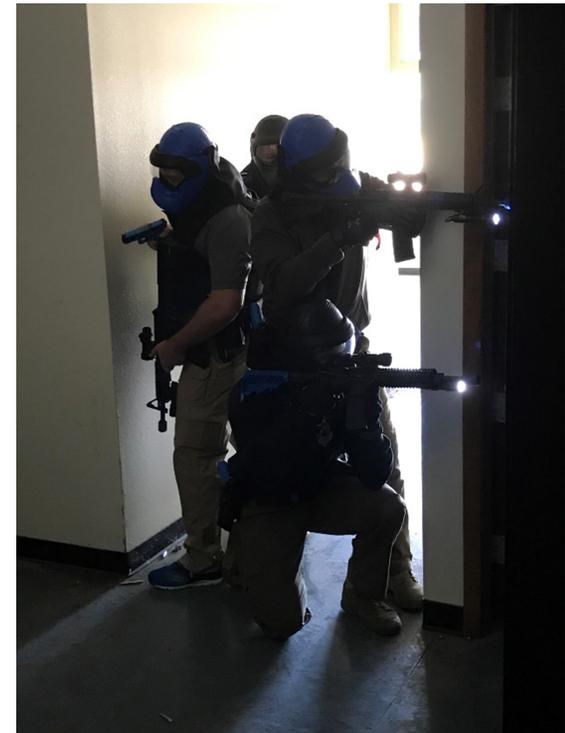
Public Safety

Animal Control/Community Services Technician (CST) – a full-time, non-sworn technician handles all animal-related calls during the assigned shift. The CST also handles designated calls such as thefts without suspects, private property motor vehicle collisions, and other low-priority calls to aid in keeping sworn officers on the street.

Investigations – under the direction of a sergeant, the unit is responsible for all investigative follow up, crime analysis, and sex offender tracking. The sergeant supervises three detectives who investigate all serious crimes in Evans and file cases for court. The sergeant also manages a detective assigned to the regional drug task force.

Administrative Services – manages property and evidence handling and Internal Affairs investigations.

Co-Responder Unit – this grant funded program pays for two full-time behavioral health clinicians who cover shifts seven days per week. The clinicians are available to respond with police officers on calls involving individuals suffering from a myriad of behavioral health crisis' such as suicidal ideations, drug or alcohol dependency, PTSD, and others. Having trained clinicians available in the field provides a means to connect individuals with the services they need while freeing up officer time to focus on crime, traffic safety, and quality of life issues in Evans.



Public Safety

School Resource Officer / Community Outreach Officer – Officer Teresa McClatchey works closely with all six schools in Evans. She also manages programs such as Neighborhood Watch, National Night Out, the Citizens Police Academy, and is the department liaison for Colorado Special Olympics. She works tirelessly with our residents in forming partnerships to solve crime and improve quality of life to continue to make Evans a safe, desirable community.



Projects and Goals for 2022:

- Complete a site assessment process for a future dedicated police facility.
- Assign two full-time traffic safety officers.
- Develop a drone program to assist officers in searching wide areas for suspects and missing persons.

Public Works

The Public Works mission is to manage Public Services and City Infrastructure to support the City-Wide Mission. The vision is to be a respected, innovative team delivering financially responsible services required for the operation and maintenance of:

- Community Development
- Infrastructure
- Storm Drainage
- Wastewater
- Water

Administration of these divisions is provided by Public Works administration, City management, and support staff, and is funded by the general fund and impact fees.



Infrastructure – represents the engineering, construction, inspection, maintenance, and public safety of public improvements within the City as well as City property. This includes:

- Asphalt Pavement, Concrete, and Fire Hydrant Maintenance
- Capital Construction
- Construction and Maintenance of City Parks and Other Landscaping
- Facility
- Fleet Services
- Maintenance of Signs and Other Traffic Control Devices
- Street Sweeping, Snow Removal, Alley and Dirt Road Grading
- Transit

Asphalt Pavement, Concrete, and Fire Hydrant Maintenance – The Engineering division ensures regular inspections are conducted and work performed for maintenance of these items.

Capital Construction – The Engineering division provides engineering support in the budgeting, planning, and design of the City's Capital Improvement Projects, performs subdivision plan review and construction inspections, approves construction in public rights-of-way, and provides engineering support to other City departments as needed.

Construction and Maintenance of City Parks and Other Landscaping – The Parks division constructs, or contracts out the construction of, all City parks. In addition, Parks maintains all City parks and landscaping.

Facility – The Facility division maintains and cleans City facilities, including set up and take down for functions held on City property.

Public Works

Fleet Services – 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.

Maintenance of Signs and Other Traffic Control Devices – The Engineering and Operations divisions regularly inspect and maintain all City signs, message boards, school flashers, and other traffic control devices.

Street Sweeping, Snow Removal, Alley and Dirt Road Grading – The Operations division maintains the usability of City roadways via regular inspections and maintenance activities.

Transit – Public Works administrates the City’s transit services agreement with the City of Greeley to ensure adequate levels of public transportation service for Evans residents.

Projects and Goals for 2022:

- Maintain value-based culture that is in alignment with City Council’s vision and goals.
- Improve resident satisfaction through timely communication and response to inquiries.
- Cross-train staff to enhance adaptability to handle ever-changing needs.
- Start every project with long term success in mind
- Encourage innovation in maintaining and improving Evans’ public infrastructure
- Complete 23rd Avenue Widening
- Complete Phase 1 of the 37th Street Widening
- Construct Idaho Street and Railroad Pond Improvements
- Continually evaluate our construction standards and processes to ensure we are receiving the best possible product at the most competitive price.
- Continue street sign replacement program to adhere to Manual on Uniform Traffic Control Devices (MUTCD) regulations.



Parks and Recreation



Parks and Recreation includes services required for the general operations of:

- Public facilities
- Recreation services
- Parks and Cemetery maintenance
- Forestry
- Senior Services

Public Facilities – includes maintenance and operational expense of the Evans Community Complex and Riverside Library and Cultural Center.

Recreation – includes administration of all recreation and senior services and programs, the recreation center and front desk operations, facility rentals, and administrative needs of the Recreation Department.



Parks and Recreation

Parks – includes all the operational expenses of the City’s parks and trail system. *(10 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 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.



Projects and goals for 2022:

- Continue to build successful relationships with local businesses and other organizations.
- Offer well-rounded special events to the community on a year-round basis.
- Improve marketing for recreation and senior programs.
- Provide programs to the 50+ population at a reasonable cost that meets the needs and interests of a diverse population.
- Continue to participate in the Tree City USA program.
- Increase sponsorships for community events and facilities.
- As budget allows, continue addressing undeveloped spaces and right of ways.
- Research soil moisture sensing technology as a way to decrease irrigation water use.
- Look at available space in the Evans Cemetery and begin planning for future.

General Fund Long Range Financial Plan

City of Evans General Fund Long Range Financial Plan

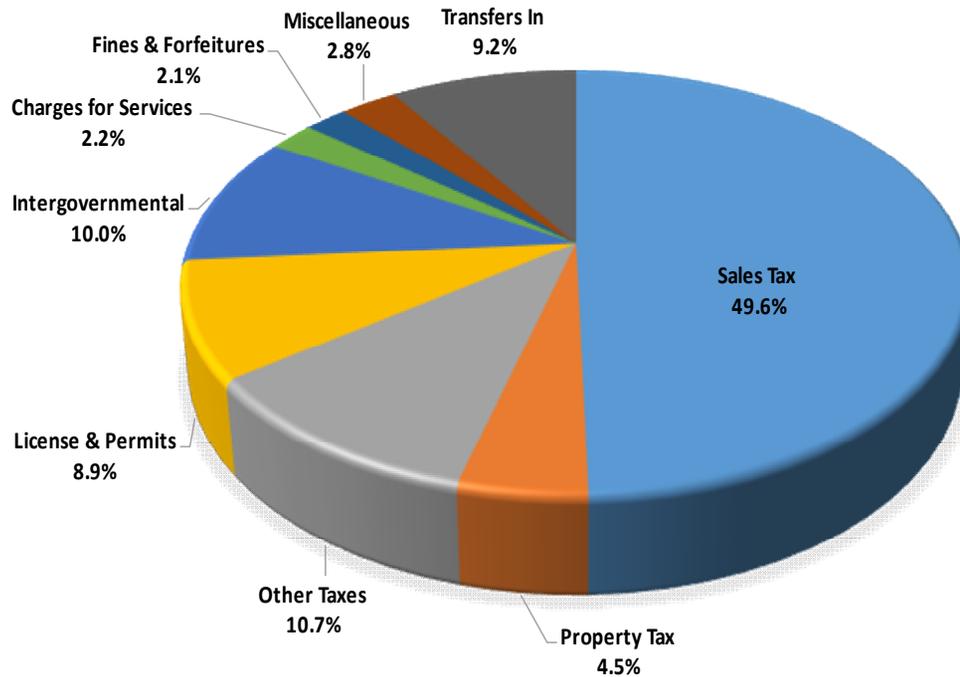
	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	11,121,009	11,514,575	13,100,061	13,100,061	11,488,397	10,690,578	10,760,470	10,775,254	10,865,235
Revenues:									
Sales Tax	8,178,723	7,733,343	7,537,606	8,041,825	8,618,525	9,043,128	9,314,422	9,593,854	9,881,670
Property Tax	1,010,012	891,378	683,790	683,790	780,481	757,693	833,462	916,809	1,008,489
Other Taxes	2,121,774	1,828,487	1,611,892	1,392,539	1,860,227	1,857,656	1,794,881	1,796,065	1,800,123
License & Permits	1,396,544	1,220,787	1,611,008	1,611,008	1,545,148	1,534,509	1,550,629	1,567,087	1,583,893
Intergovernmental	1,619,260	2,280,373	1,513,128	1,819,526	1,739,728	1,791,755	1,832,335	1,874,133	1,917,185
Charges for Services	458,679	148,012	232,625	232,625	386,598	489,883	503,562	517,830	532,329
Fines & Forfeitures	354,564	224,143	373,783	373,783	366,500	378,080	390,037	402,385	415,136
Miscellaneous	1,072,825	766,399	112,500	112,500	486,000	486,000	486,000	486,000	486,000
ARPA Revenue	-	-	125,000	125,000	-	-	-	-	-
Total revenues	16,212,381	15,092,924	13,801,333	14,392,596	15,783,207	16,338,704	16,705,328	17,154,162	17,624,824
CT	16,212,381	15,092,923	13,801,333	14,392,596	15,783,207	16,338,704	16,705,328	17,154,162	17,624,824
Transfers In	968,805	1,095,343	1,474,560	1,474,560	1,597,896	1,239,785	1,270,568	1,291,682	1,312,511
Total Available Funds	17,181,186	16,188,266	15,275,893	15,275,893	17,381,103	17,578,489	17,975,896	18,445,844	18,937,335
Total Annual Increase	3.23%	-5.78%	-5.64%	-5.64%	13.78%	1.14%	2.26%	2.61%	2.66%
Expenditures:									
General Government Personnel	2,154,104	2,331,974	2,643,641	2,643,641	2,996,036	3,100,897	3,209,429	3,321,759	3,438,020
General Government Operations	2,059,131	1,864,918	2,163,877	2,163,877	2,327,241	2,262,521	2,302,291	2,270,021	2,309,791
General Government	4,213,235	4,196,893	4,807,518	4,807,518	5,323,277	5,363,418	5,511,720	5,591,780	5,747,811
	6.76%	-0.39%	14.55%	14.55%	10.73%	0.75%	2.77%	1.45%	2.79%
Community Development Personnel	221,089	298,050	574,467	574,467	695,985	720,345	745,557	771,651	798,659
Community Development Operations	586,044	404,057	540,129	540,129	469,100	469,100	469,100	469,100	469,100
Community Development	807,134	702,108	1,114,596	1,114,596	1,165,085	1,189,445	1,214,657	1,240,751	1,267,759
	-1.71%	-13.01%	58.75%	58.75%	4.53%	2.09%	2.12%	2.15%	2.18%

General Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Public Safety Personnel	4,433,089	4,304,868	4,919,976	4,919,976	5,206,710	5,388,945	5,577,558	5,772,772	5,974,819
Public Safety Operations	678,157	913,516	967,361	967,361	885,975	885,975	885,975	885,975	885,975
Public Safety	5,111,246	5,218,384	5,887,337	5,887,337	6,092,685	6,274,920	6,463,533	6,658,747	6,860,794
	7.96%	2.10%	12.82%	12.82%	3.49%	2.99%	3.01%	3.02%	3.03%
Public Works Personnel	963,420	1,102,158	916,584	916,584	1,212,435	1,254,870	1,298,790	1,344,248	1,391,297
Public Works Operations	636,484	339,675	647,308	647,308	726,186	726,186	726,186	726,186	726,186
Public Works	1,599,904	1,441,833	1,563,893	1,563,893	1,938,621	1,981,056	2,024,976	2,070,434	2,117,483
	8.50%	-9.88%	8.47%	8.47%	23.96%	2.19%	2.22%	2.24%	2.27%
Culture, Parks and Recreation Personnel	887,382	827,228	831,797	831,797	992,137	1,026,862	1,062,802	1,100,000	1,138,500
Culture, Parks and Recreation Operations	349,703	210,810	366,266	366,266	428,907	418,857	418,857	418,857	418,857
Culture, Parks & Rec	1,237,085	1,038,038	1,198,063	1,198,063	1,421,044	1,445,718	1,481,659	1,518,857	1,557,357
	15.28%	-16.09%	15.42%	15.42%	18.61%	1.74%	2.49%	2.51%	2.53%
IGA - Fire Services	509,703	392,718	533,572	533,572	543,710	554,041	564,567	575,294	586,225
Asset Management	446,821	195,589	314,344	314,344	94,500	100,000	100,000	100,000	100,000
Transfer for pavement management	850,000	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Coronavirus Relief Activity	-	487,862	125,000	125,000	-	-	-	-	-
Total operating expenditures	14,775,128	14,523,425	16,144,324	16,144,324	17,178,922	17,508,598	17,961,112	18,355,863	18,837,429
Total Annual Increase	10.40%	-1.70%	11.16%	11.16%	6.41%	1.92%	2.58%	2.20%	2.62%
Net Results of Operations	2,406,058	1,664,841	(868,431)	(868,431)	202,181	69,892	14,784	89,981	99,906
Capital Improvements	19,695	22,009	743,233	743,233	-	-	-	-	-
Transfers Out (To other City Funds)	1,992,796	57,347	-	-	-	-	-	-	-
Planned use of fund balance for playground replacements	-	-	-	-	1,000,000	-	-	-	-
Net Results, including transfers and use of fund balance	393,566	1,585,486	(1,611,664)	(1,611,664)	(797,819)	69,892	14,784	89,981	99,906
Ending Fund Balance	11,514,575	13,100,061	11,488,397	11,488,397	10,690,578	10,760,470	10,775,254	10,865,235	10,965,142
CT	11,514,575	13,100,061							
Minimum Target Reserve (50%)	6,691,397	8,801,594	7,261,712	7,261,712	8,072,162	8,589,461	8,754,299	8,980,556	9,177,932
Available Funds	4,823,178	4,298,467	4,226,685	4,226,685	2,618,416	2,171,009	2,020,955	1,884,679	1,787,210

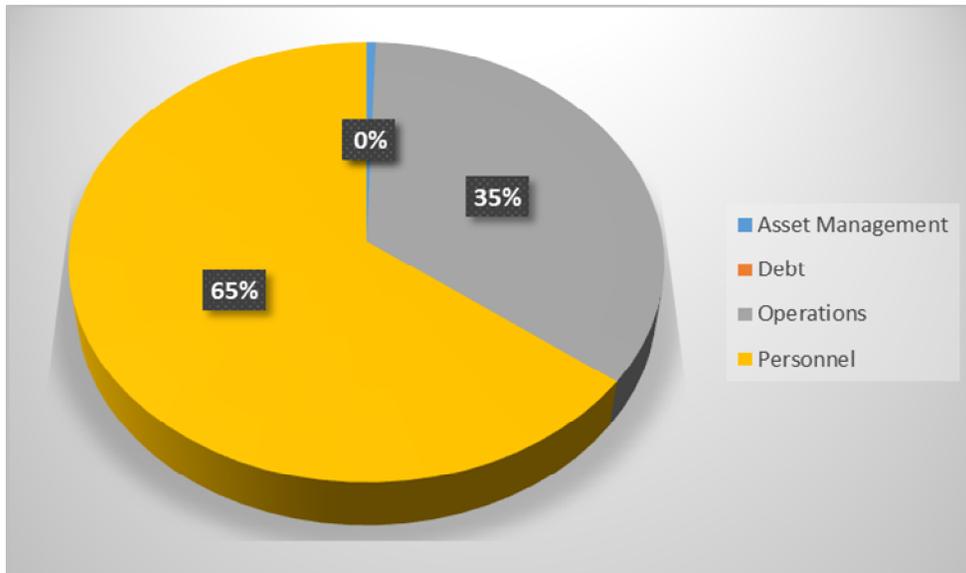
General Fund Revenue Summary – Fiscal Year 2022

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

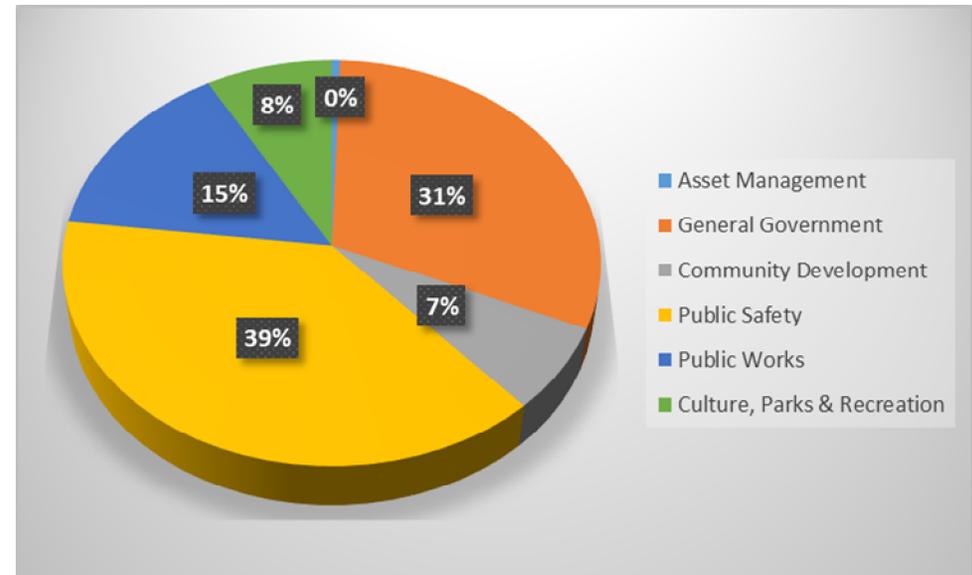


Source	Revenue	Percentage
Sales Tax	\$ 8,618,525	49.6%
Property Tax	780,481	4.5%
Other Taxes	1,860,227	10.7%
License & Permits	1,545,148	8.9%
Intergovernmental	1,739,728	10.0%
Charges for Services	386,598	2.2%
Fines & Forfeitures	366,500	2.1%
Miscellaneous	486,000	2.8%
Transfers In	1,597,896	9.2%
Total Revenue	\$ 17,381,103	100.0%

Expenditures by Category



Expenditures by Type



Enterprise Funds

Water Fund

The **Water** fund provides all operational, building, and maintenance services related to:

- Water Administration
- Potable Water Distribution
- Non-Potable Irrigation Water Distribution
- Evans Ditch
- Water Conservation

Water Administration – Water Administration includes water resource management, water treatment costs, legal issues, and engineering services.

Potable Water Delivery – Potable Water Delivery includes operation and maintenance of all water mains, fire hydrants, valves, meters, and other appurtenances necessary to distribute treated water to Evans’ residential and commercial customers.

Non-Potable Irrigation Water Distribution – Non-Potable Irrigation Water Distribution includes operation and maintenance of all pump stations, water mains, valves, meters, and other appurtenances necessary to distribute irrigation water to Evans’ residential and commercial customers.

Evans Ditch – Evans Ditch includes management of historical and legal documents and obligations, tracking agreements regarding Ditch usage, and operation and maintenance of the Ditch, all head gates, check structures, dump structures, conduits, and other appurtenances.

Water Conservation – Water conservation includes programs to reduce residential, commercial, and public use of water, code changes to ensure water conservation in development, public information about water conservation, and data analysis to track water use trends.

Projects and goals for 2022:

- Continue efforts to use non-potable water to its maximum potential.
- Look for opportunities to implement water efficiency programs.
- Work with GIS to update our water infrastructure maps.
- Continue the valve exercising program started in fall 2021 and exercise 25% of the valves in our potable water distribution system.
- Continue Water Wise landscape conversions utilizing grant funds through Northern Water.
- Continue to install low flow fixtures in existing residential households.
- Continue to circulate public material on water conservation.
- Continue standardized non-potable pumping standards to allow for ease of maintenance.
- Participate in ongoing efforts to develop additional water supplies.

Funding

The Water division is funded by development fees and per customer fees that are included in each resident’s utility bill.

Water Fund Long Range Financial Plan

City of Evans Water Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<u>Operating Revenues</u>									
Base Rate (base, np, penalty, misc)	2,877,108	2,530,839	2,585,025	2,585,025	2,583,559	2,632,459	2,681,359	2,730,259	2,779,159
Variable Rate	3,514,921	3,984,928	3,949,366	3,949,366	4,028,353	4,108,920	4,191,098	4,274,920	4,360,419
Interest Income	132,313	76,157	11,837	11,837	11,008	11,118	11,229	11,342	11,455
Total Operating Revenues	6,524,343	6,591,924	6,546,228	6,546,228	6,622,920	6,752,497	6,883,687	7,016,521	7,151,033
<u>Operating Expenses</u>									
Fixed costs	1,256,892	1,430,793	1,534,424	1,534,424	1,785,106	1,810,477	1,686,462	1,719,088	1,752,376
Variable costs (water treatment)	3,485,407	4,117,992	4,365,072	4,365,072	3,702,539	3,776,590	3,852,122	3,929,164	4,007,747
Total Operating Expenses	4,742,299	5,548,786	5,899,496	5,899,496	5,487,645	5,587,067	5,538,584	5,648,252	5,760,124
Net Revenues over (under) expenses	1,782,044	1,043,138	646,732	646,732	1,135,275	1,165,431	1,345,103	1,368,269	1,390,910
Transfer for Major Maint (w AMP)	1,620,216	1,100,046	1,050,601	1,050,601	798,453	821,982	994,897	1,011,171	1,026,783
Transfer for Water Conservation	-	-	(315,700)	(315,700)	325,810	332,330	338,970	345,750	352,670
Net Operations after Transfers	161,828	(56,908)	(88,169)	(88,169)	11,012	11,118	11,236	11,348	11,457
Running Cash Balance	1,245,889	1,188,981	1,100,812	1,100,812	1,111,824	1,122,942	1,134,179	1,145,527	1,156,984
Target Operating Reserve - 3 months	780,521	1,112,185	1,212,224	1,212,224	1,172,298	1,191,271	1,135,922	1,159,270	1,183,335
Available Funds	465,368	76,796	(111,412)	(111,412)	(60,474)	(68,329)	(1,743)	(13,743)	(26,352)
<u>Water Rights Revenues</u>									
Payment in Lieu & Water Rights Lease	83,185	4,965	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<u>Water Rights Expenses</u>									
Water Right Acquisition	-	-	-	-	-	-	-	-	-
Annual Net	83,185	4,965	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Running Balance	23,756	28,721	48,721	48,721	83,756	103,756	123,756	143,756	163,756

Water Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<u>System Maintenance & Expansion Revenue</u>									
Tap Fee Revenue	1,552,089	1,203,433	995,457	995,457	1,051,644	1,051,644	1,051,644	1,051,644	1,051,644
Water Meter Sales	57,789	45,868	56,610	56,610	61,479	61,479	61,479	61,479	61,479
Grant Revenue	-	43,600	50,000	50,000	-	-	-	-	-
Interest Income/ Other Revenue	-	-	31,865	31,865	-	-	-	-	-
Transfer for Major Maint (w AMP)	1,620,216	1,100,046	1,050,601	1,050,601	798,453	821,982	994,897	1,011,171	1,026,783
Transfer to Operations	-	-	-	-	-	-	-	-	-
Transfer for Water Conservation	-	-	(315,700)	(315,700)	325,810	332,330	338,970	345,750	352,670
Loan Proceeds for NISP	-	-	-	-	-	-	-	-	-
Total System Expansion Revenue	3,230,093	2,392,947	1,868,833	1,868,833	2,237,386	2,267,435	2,446,990	2,470,044	2,492,576
<u>System Maintenance & Expansion Expenses</u>									
Capital Outlay	2,888,065	2,922,740	2,100,389	2,537,389	1,441,000	788,000	3,420,750	3,048,000	1,405,000
Major Maintenance & AMP	52,856	21,305	1,050,601	1,050,601	798,453	821,982	994,897	1,011,171	1,026,783
Water Conservation Projects	-	-	(315,700)	(315,700)	325,810	332,330	338,970	345,750	352,670
Misc Expenses	14,730	99,536	88,675	88,675	55,778	56,923	58,096	59,298	60,531
Total Expenses	2,955,651	3,043,581	2,923,965	3,360,965	2,621,042	1,999,235	4,812,713	4,464,220	2,844,984
Annual Net	274,442	(650,635)	(1,055,132)	(1,492,132)	(383,655)	268,200	(2,365,723)	(1,994,175)	(352,408)
Running Balance	5,434,722	4,784,088	3,728,956	3,291,956	2,908,300	3,176,501	810,778	(1,183,398)	(1,535,806)
Total Water Fund Revenue	8,217,405	7,889,789	7,700,160	7,700,160	7,756,043	7,885,620	8,016,810	8,149,644	8,284,156
Total Water Fund Expenses CT	7,697,950	8,592,367	8,823,461	9,260,461	8,108,687	7,586,302	10,351,297	10,112,471	8,605,107
Changes in Working Capital	(783,443)	1,272,679	-	-	-	-	-	-	-
Total Water Fund Cash Balance	6,704,367	7,274,468	6,151,168	5,714,168	5,361,524	5,660,843	3,326,356	1,363,529	1,042,578
	6,704,367	7,274,468							
Fund Balance Reserve Breakout									
Required Debt Service Cash Reserve									
Operating Reserve	780,521	1,112,185	1,212,224	1,212,224	1,172,298	1,191,271	1,135,922	1,159,270	1,183,335
Greeley System Expansion	1,312,189	1,709,322	2,037,823	2,037,823	2,384,865	2,731,908	3,078,950	3,425,993	3,773,035
Major maintenance	-	-	-	-	-	-	-	-	-
NISP Participation	-	705,000	499,501	499,501	99,543	-	-	347,043	694,085
Available Fund Balance	4,611,657	3,747,961	2,401,620	1,964,620	1,704,818	1,737,664	(888,516)	(3,568,777)	(4,607,878)

Water Fund Long Range Financial Plan

Water Fund

Expense Summary

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<u>Operating Revenues</u>									
Base Rate (base, np, penalty, misc)	\$2,877,108	\$2,530,839	\$2,585,025	\$2,585,025	\$2,583,559	\$2,632,459	\$2,681,359	\$2,730,259	\$2,779,159
	\$19.50	\$20.25	\$21.00	\$21.00	\$21.75	\$22.50	\$23.25	\$24.00	\$24.75
<u>Base Major Maintenance Calculator</u>									
Administrative GF OH	464,695	557,092	504,538	504,538	589,068	597,904	606,872	615,976	625,215
Water Fund Payroll, Supplies & Services	636,206	717,710	873,895	873,895	1,040,047	1,056,582	1,079,590	1,103,112	1,127,161
AMP	5,576	-	-	-	-	-	-	-	-
Debt - CWPA 2013 Radio Loan	155,991	155,991	155,991	155,991	155,991	155,991	-	-	-
Major Maintenance Projection	1,614,640	1,100,046	1,050,601	1,050,601	798,453	821,982	994,897	1,011,171	1,026,783
Total Base Rate	\$2,877,108	2,530,839	\$2,585,025	\$2,585,025	\$2,583,559	\$2,632,459	\$2,681,359	\$2,730,259	\$2,779,159
<u>Major Maintenance and AMP in Fixed Costs</u>									
Major Maintenance Projects:	1,561,784	1,078,741	1,000,601	1,000,601	748,453	771,982	944,897	961,171	976,783
Line Work	47,280	21,305	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Asset Management Plan	5,576	-	-	-	-	-	-	-	-
Total In Fixed Costs	1,614,640	1,100,046	1,050,601	1,050,601	798,453	821,982	994,897	1,011,171	1,026,783

Water Fund Long Range Financial Plan

Capital Expenditures - System Expansion Tap Fee Revenue

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
NISP Water Storage Project	1,160,000	400,150	534,000	534,000	747,000	450,000	1,050,750	-	-	23,137,500
System Expansion Fee Contingency	-	-	-	-	-	-	-	-	-	3,425,993
Tuscany Non-Potable Irrigation System	257,187	3,552	997,600	997,600	-	-	-	-	-	-
17th Avenue Replacement (37th St to North CL)	20,829	665,630	-	-	-	-	-	-	-	-
37th Street Improvements	1,310,280	73,260	-	-	-	-	-	-	-	-
Evans Ditch Measurement Structure Upgrades	-	137,651	68,789	68,789	-	-	-	-	-	-
Grapevine Hollow Non-Potable Backflow	19,820	-	-	-	-	-	-	-	-	-
North Point Non-Potable Backflow	-	30,827	-	-	-	-	-	-	-	-
Tuscany Non-Potable Backflow	-	-	50,000	50,000	-	-	-	-	-	-
Irrigation Controller Replacement	99,190	62,474	-	-	-	-	-	-	-	-
Evans Ditch Condition Survey & Video	20,760	48,503	-	-	-	-	-	-	-	-
South Evans Utility Feasibility Study	-	-	150,000	150,000	-	-	-	-	-	-
Willowbrook Non-Potable System	-	1,500,692	-	-	-	-	-	-	-	-
Water System Oversizing for future needs	-	-	-	-	-	-	-	-	-	-
Idaho Street infrastructure improvements	-	-	50,000	50,000	297,000	-	-	-	-	-
Water line replacements design	-	-	250,000	250,000	-	-	219,000	-	-	-
Highway 85 Waterline Replacement - 31st to 35th	-	-	-	120,000	-	-	-	1,685,000	-	-
Highway 85 Waterline Replacement - 37th to 39th	-	-	-	75,000	-	-	2,120,000	-	-	-
37th Street - Phase 1 Widening	-	-	-	28,000	297,000	-	-	-	-	-
37th Street - Phase 3 Widening	-	-	-	72,000	-	-	-	909,000	-	-
37th Street - Phase 4 Widening	-	-	-	67,000	-	-	-	-	-	1,000,000
Pawnee & Kiowa Valve Replacement	-	-	-	-	-	-	6,000	63,000	-	-
Cheyenne Drive Waterline Replacement - Kiowa to Pawnee	-	-	-	-	-	-	13,000	133,000	-	-
State Farm Waterline Replacement	-	-	-	75,000	-	238,000	-	-	-	-
Pleasant Acres Waterline Replacement - 32nd to 11th	-	-	-	-	-	-	-	88,000	937,000	-
Water Rate Study	-	-	-	-	-	100,000	-	-	-	-
Water Treatment Agreement	-	-	-	-	100,000	-	-	-	-	-
34th St. Waterline Replacement - 23rd Ave. to 17th Ave	-	-	-	-	-	-	-	44,000	468,000	-
SCADA installation- Various locations	-	-	-	-	-	-	12,000	126,000	-	-
West Service Road (37th to 39th)	-	-	-	-	-	-	-	-	-	200,000
Dos Rios & Chappelow Schools	-	-	-	-	-	-	-	-	-	850,000
Whitney Way - Crossing 37th St	-	-	-	-	-	-	-	-	-	30,000
West Service Rd. - 31st St. to 35th St.	-	-	-	-	-	-	-	-	-	400,000
Brantner Rd & Ind Pkwy 43rd to 44th St	-	-	-	-	-	-	-	-	-	670,000
17th Avenue Replacement (42nd Street to 37th St)	-	-	-	-	-	-	-	-	-	1,200,000

Water Fund Long Range Financial Plan

Capital Expenditures - System Expansion Tap Fee Revenue (continued)

	2019	2020	2021	2021	2022	2023	2024	2025	2026	Future
	Actual	Actual	Budget V2	Projected	Budget	Projected	Projected	Projected	Projected	Projects
42nd Street (35th to Eagles Nest Drive)	-	-	-	-	-	-	-	-	-	560,000
Central Street (37th St to 42nd St)	-	-	-	-	-	-	-	-	-	710,000
Glendale Drive (St Farm Rd to St Farm Rd)	-	-	-	-	-	-	-	-	-	490,000
23rd Ave - 37th to 42nd St.	-	-	-	-	-	-	-	-	-	390,000
35th St - Empire to Trinidad	-	-	-	-	-	-	-	-	-	200,000
US 85 WSR (35th St to 31st St), 8th Ave, Southgate North	-	-	-	-	-	-	-	-	-	785,000
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
17th Ave. Sediment Removal Basin	-	-	-	-	-	-	-	-	-	10,000
37th St Sediment Removal Basin	-	-	-	-	-	-	-	-	-	10,000
Central Ave. Pipe - 40th St to 39th St.	-	-	-	-	-	-	-	-	-	20,000
Idaho St. Pipe - 42nd St. to 40th St.	-	-	-	-	-	-	-	-	-	25,000
Golden St. Pipe - 40th St. to 37th St	-	-	-	-	-	-	-	-	-	25,000
37th St. to 11th Ave. Lining	-	-	-	-	-	-	-	-	-	75,000
11th Ave. to 36th St. Lining	-	-	-	-	-	-	-	-	-	75,000
17th Ave. to 42nd St. Lining	-	-	-	-	-	-	-	-	-	75,000
Evans WWTF Lining	-	-	-	-	-	-	-	-	-	125,000
Sunset Dr- 30th St to 31st St	-	-	-	-	-	-	-	-	-	290,000
35th St Pipe- Empire to Trinidad	-	-	-	-	-	-	-	-	-	30,000
Non-Potable/ ditch maintenance	-	-	-	-	-	-	-	-	-	450,000
36th St (11th Ave to Idaho St), Denver St, Boulder St, Idaho St.	-	-	-	-	-	-	-	-	-	512,000
Empire St (35th St to 32nd St), 35th St, State St	-	-	-	-	-	-	-	-	-	691,000
Crescent Cove Apartments	-	-	-	-	-	-	-	-	-	153,000
Montrose St.	-	-	-	-	-	-	-	-	-	340,000
Total in CIP from Tap Fee revenue	2,888,065	2,922,740	2,100,389	2,537,389	1,441,000	788,000	3,420,750	3,048,000	1,405,000	38,981,493
Total Capital (includes water rights)	4,497,130	4,022,785	3,150,990	3,587,990	2,239,453	1,609,982	4,415,647	4,059,171	2,431,783	

Wastewater Fund

The **Wastewater** Fund provides all operational, building, and maintenance services related to:

- Wastewater Collection
- Wastewater Treatment

Wastewater Collection – Wastewater Collection includes the operation, maintenance, and replacement of the City’s wastewater collection system.

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

Projects and goals for 2022:

- Maintain necessary levels of treatment operations and infrastructure maintenance.
- Limit treatment compliance and odor violations for the facility.
- Prolong the life of the collection system through a maintenance program that prevents disruptions in service to the public. (This entails hydro-cleaning the entire system over a 3-year period, as well as CCTV inspecting the entire system over a 7-year period.)
- Begin an annual collection system repair and replacement program within budget.
- Plan for the expansion of the treatment plant as the community continues to grow.
- Complete the Lagoon Decommissioning Project at the former wastewater treatment plant on 1st Avenue
- Complete a new Wastewater Utility Plan to coordinate with the need for plant expansion

Funding

The Wastewater division is funded by development fees and per-customer fees that are included in each resident’s utility bill.



Wastewater Fund Long Range Financial Plan

City of Evans Waste Water Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<u>Operating Revenues</u>									
Sewer Sales	1,812,256	2,131,291	2,618,539	2,618,539	2,909,804	2,968,000	3,027,361	3,087,908	3,149,666
Other	142,555	107,400	24,686	24,686	38,316	51,991	64,939	78,144	91,539
Total Operating Revenues	1,954,811	2,238,691	2,643,225	2,643,225	2,948,120	3,019,991	3,092,299	3,166,052	3,241,205
CT	1,954,811	2,238,691	2,643,225	2,643,225	2,948,120	3,019,991	3,092,299	3,166,052	3,241,205
<u>Operating Expenses</u>									
Personnel	601,555	618,901	661,350	661,350	818,774	845,138	872,352	900,442	929,436
Operations	390,806	838,512	697,316	697,316	632,984	651,974	671,533	691,679	712,429
Transfer for Overhead to General Fund	347,987	365,056	436,536	436,536	503,503	511,056	518,722	534,283	550,312
Total Operating Expenses	1,340,348	1,822,469	1,795,202	1,795,202	1,955,261	2,008,168	2,062,606	2,126,404	2,192,177
Net Revenues over (under) expenses	614,464	416,222	848,022	848,022	992,859	1,011,824	1,029,693	1,039,648	1,049,028
Running Cash Balance	2,567,339	2,983,561	3,831,583	3,831,583	4,824,442	5,836,266	6,865,959	7,905,607	8,954,635
Target Operating Reserve - 3 months	335,087	455,617	448,801	448,801	488,815	502,042	515,652	531,601	548,044
Available Funds	2,232,252	2,527,943	3,382,783	3,382,783	4,335,627	5,334,224	6,350,307	7,374,006	8,406,591
<u>Major Maintenance Revenues</u>									
Revenue	3,200,000	2,300,000	2,591,100	2,591,100	2,413,000	2,461,260	2,510,485	2,585,800	2,663,374
Loan Proceeds	-	161,459	203,907	203,907	-	-	-	-	-
Grant	199,952	-	50,000	50,000	-	-	-	-	-
Interest	-	-	18,070	18,070	59,596	42,989	33,823	-	-
Total System Maintenance Revenues	3,399,952	2,461,459	2,863,077	2,863,077	2,472,596	2,504,249	2,544,308	2,585,800	2,663,374
<u>Major Maintenance Expenses</u>									
Asset Management	18,092	92,261	90,751	90,751	-	-	-	-	-
Capital Outlay - Major Maintenance	907,269	419,699	687,181	687,181	6,005,000	3,916,000	1,300,000	2,073,000	4,605,000
Debt	2,418,112	1,933,295	1,813,129	1,813,129	1,812,912	1,812,543	1,813,015	1,814,172	1,816,129
Total System Maintenance Expenses	3,343,473	2,445,255	2,591,061	2,591,061	7,817,912	5,728,543	3,113,015	3,887,172	6,421,129
Annual Net	56,478	16,204	272,016	272,016	(5,345,316)	(3,224,295)	(568,707)	(1,301,373)	(3,757,755)
Running Cash Balance	2,691,566	2,707,771	2,979,787	2,979,787	(2,365,529)	(5,589,824)	(6,158,531)	(7,459,904)	(11,217,659)

Wastewater Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
<u>System Expansion Revenues</u>									
Grant Revenue	263,446	9,825	-	-	-	-	-	-	-
Rate Revenue	-	483,324	604,304	604,304	604,304	604,181	604,338	604,724	-
System Development Fees	2,088,919	1,320,480	639,291	639,291	1,008,707	1,008,707	1,008,707	1,008,707	1,008,707
Interest	-	-	48,585	48,585	70,122	71,880	93,492	115,536	138,021
Loan Proceeds	9,794	-	-	-	-	-	-	-	-
Total System Expansion Revenues	2,362,159	1,813,628	1,292,180	1,292,180	1,683,133	1,684,769	1,706,538	1,728,967	1,146,728
<u>System Expansion Expenses</u>									
Capital Outlay	196,789	161,459	3,068,998	3,068,998	-	-	-	-	-
Debt	-	483,324	604,304	604,304	604,304	604,181	604,338	604,724	605,376
Total System Expansion Expenses	196,789	644,783	3,673,302	3,673,302	604,304	604,181	604,338	604,724	605,376
Annual Net	2,165,370	1,168,846	(2,381,122)	(2,381,122)	1,078,829	1,080,587	1,102,199	1,124,243	541,352
Running Cash Balance	4,718,400	5,887,246	3,506,124	3,506,124	4,584,953	5,665,541	6,767,740	7,891,983	8,433,335
Total Waste Water Fund Revenue	7,716,922	6,513,778	6,798,482	6,798,482	7,103,849	7,209,009	7,343,145	7,480,819	7,051,307
Total Waste Water Fund Expenses	4,880,610	4,912,507	8,059,565	8,059,565	10,377,477	8,340,892	5,779,960	6,618,300	9,218,682
Changes in Working Capital	(153,163)	331,552	-	-	-	-	-	-	-
Ending Cash	9,977,305	11,910,129	10,649,045	10,649,045	7,375,418	6,243,534	7,806,719	8,669,238	6,501,862
CT	9,977,305	11,910,129							
Committed Fund Balance (Plant replacement)	700,000	1,200,000	1,750,000	1,750,000	2,400,000	3,050,000	3,700,000	4,350,000	5,000,000

Wastewater Fund Long Range Financial Plan

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
Combined Plant Design & Construction	9,794	-	-	-	-	-	-	-	-	-
Annual Sewer Line Maintenance	245,082	34,317	243,441	243,441	100,000	100,000	100,000	100,000	100,000	1,650,000
Wastewater Utility Plan	-	-	-	-	150,000	-	-	-	-	-
WW Collection line replacements:										
40th and Pueblo St	-	-	-	-	-	-	-	-	-	1,502,001
43rd Street	-	-	-	-	-	-	-	-	-	2,080,000
37th St (17th Ave to Valmont St)	662,187	29,270	-	-	-	-	-	-	-	-
37th St (Boulder St to Riverside Pkwy)	-	-	-	-	-	-	100,000	-	-	1,679,000
49th Street	-	-	-	-	-	-	-	511,000	-	5,413,000
State St (MH 100 north to Stampede Truck Stop)	-	-	-	-	-	-	-	-	-	850,200
37th St Sewer Line Replacement- Hwy 85 to Pueblo	-	-	-	-	-	-	-	312,000	3,305,000	-
Waste Water System Oversizing for future needs	-	-	93,740	93,740	-	-	-	-	-	-
Solids handling and dewatering	99,076	356,112	300,000	300,000	350,000	400,000	450,000	500,000	550,000	-
South Evans utility feasibility - Study	-	-	50,000	50,000	-	-	-	-	-	-
Decommissioning of prior WW Plant site	-	161,459	1,218,998	1,218,998	-	-	-	-	-	-
Highway 85 Waterline Replacement - 31st to 37th	-	-	-	-	42,000	449,000	-	-	-	-
Ashcroft Draw Sewer Replacement	87,919	-	-	-	219,000	2,317,000	-	-	-	-
Lift Station and Emergency Overflow	-	-	1,250,000	1,250,000	-	-	-	-	-	-
Idaho Street infrastructure improvements- design	-	-	50,000	50,000	-	-	-	-	-	-
Wastewater Treatment plant expansion	-	-	-	-	4,494,000	-	-	-	-	50,499,000
17th Ave Lift Station/ Force Main connection to WWTP	-	-	-	-	-	-	-	-	-	9,873,000
South Platte Lift Station/ Force Main connection to WWTP	-	-	-	-	-	-	-	-	-	16,455,000
42nd St Sanitary Interceptor	-	-	-	-	-	-	-	-	-	6,576,000
40th St Sanitary Interceptor	-	-	-	-	-	-	-	-	-	4,739,000
Plant Structure Maint/replacement planning	-	-	275,000	275,000	325,000	325,000	325,000	325,000	325,000	773,834
Plant Equipment Maint/replacement planning	-	-	275,000	275,000	325,000	325,000	325,000	325,000	325,000	838,324
Waste Water Fund Total	1,104,058	581,158	3,756,179	3,756,179	6,005,000	3,916,000	1,300,000	2,073,000	4,605,000	102,928,359

Storm Drainage Fund

The **Storm Drainage** division provides all operational building and maintenance services related to the City's storm drainage system. This includes curb and gutter, storm inlets, and storm sewers throughout the community. It tracks replacement and upgrade needs and anticipates construction of new systems as recommended by the Storm Drainage Master Plan. It also manages the City's water quality efforts as they relate to storm drainage.

Projects and goals for 2022:

- Work with GIS to ensure that all mapped portions of storm water infrastructure are correct and complete.
- Continue annual storm line jetting maintenance program.
- Continue with the implementation of the projects identified in the storm water master plan from 2016.

Funding

The Storm Drainage division is funded by drainage basin fees, development fees, and per customer fees that are included in each resident's utility bill.



Storm Drainage Fund Long Range Financial Plan

City of Evans Storm Drainage Fund Long Range Financial Plan

	2019	2020	2021	2021	2022	2023	2024	2025	2026
	Actual	Actual	Budget V2	Projected	Budget	Projected	Projected	Projected	Projected
Beginning Cash	1,438,230	1,887,813	1,987,284	1,987,284	1,597,895	912,327	891,512	287,003	101,154
Operating Revenues									
Storm Drainage Fees	1,100,436	811,641	939,164	939,164	875,979	902,258	929,326	957,205	985,922
Other	30,960	21,147	18,878	18,878	36,078	10,034	8,328	8,825	9,592
Total Operating Revenues	1,131,395	832,787	958,042	958,042	912,056	912,292	937,654	966,030	995,514
CT	1,131,395	832,787	958,042	958,042	912,056	912,292	937,654	966,030	995,514
Operating Expenses									
Storm Personnel	36,457	54,540	159,316	159,316	200,129	207,133	214,383	221,886	229,652
Storm Operations	99,102	102,266	184,467	184,467	242,215	248,270	254,477	260,839	267,360
Total Operating Expenses	135,559	156,807	343,783	343,783	442,343	455,403	468,860	482,725	497,012
Transfer Out - Overhead to GF	(93,791)	(133,505)	(304,757)	(304,757)	(353,623)	(88,406)	(89,732)	(91,078)	(92,444)
Operating Income (Loss) after transfers	902,046	542,476	309,502	309,502	116,090	368,483	379,062	392,227	406,058
Other Income (Expense)									
Plant Inv Fees/Cash in Lieu of Fees	80,006	127,554	66,330	66,330	101,513	101,513	101,513	101,513	101,513
Capital Outlay	(500,592)	(678,974)	(9,053,159)	(9,259,159)	(414,000)	-	(596,000)	(189,000)	-
Loan Proceeds	-	-	8,600,000	8,600,000	-	-	-	-	-
Debt- 2020	-	-	(106,062)	(106,062)	(489,171)	(490,811)	(489,084)	(490,590)	(487,575)
Changes in Working Capital	(31,876)	108,414	-	-	-	-	-	-	-
Increase (Decrease) in Cash	449,584	99,471	(183,389)	(389,389)	(685,568)	(20,815)	(604,509)	(185,849)	19,996
Ending Cash	1,887,813	1,987,284	1,803,895	1,597,895	912,327	891,512	287,003	101,154	121,150
CT	1,887,813	1,987,284							
Target Reserve - 3 months	33,890	39,202	85,946	85,946	110,586	113,851	117,215	120,681	124,253

Storm Drainage Fund Long Range Financial Plan

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
Vehicle & Equip	-	38,141	3,116	3,116	-	-	-	-	-	-
37th St & Valmont Ave (37th St overlay project)	444,104	-	-	-	-	-	-	-	-	-
The Landings Neighborhood Inlets	981	85,284	88,735	88,735	-	-	-	-	-	174,019
Ashcroft Channel Improvements	55,507	58,390	-	-	-	-	-	-	-	-
37th St Storm Line 11th to Railroad (37th St overlay project)	-	24,689	-	-	-	-	-	-	-	-
37th St Storm Line Railroad to Boulder	-	-	-	-	-	-	-	-	-	300,000
Heritage/ 35th St Storm Alignment Hwy 85 to River	-	13,175	7,649,560	7,649,560	-	-	-	-	-	-
Hwy 85 Storm Improvements at 31st St	-	424,294	1,181,748	1,181,748	-	-	-	-	-	-
37th Street - Phase 1 Widening	-	-	-	175,000	186,000	-	-	-	-	-
37th Street - Phase 2 Widening	-	-	-	-	-	-	596,000	-	-	-
37th Street - Phase 3 Widening	-	-	-	-	-	-	-	189,000	-	-
37th Street - Phase 4 Widening	-	-	-	-	-	-	-	-	-	226,000
37th St Hwy 85 Waterline Replacement	-	-	-	50,000	-	-	-	-	-	56,000
Ridge at Prairie View Drainage Outfall	-	-	-	-	16,000	-	-	-	-	226,000
Non-potable irrigation system at Tuscany subdivision	-	35,000	-	-	-	-	-	-	-	-
Industrial Park Stormwater Master Plan	-	-	80,000	80,000	-	-	-	-	-	-
Idaho Street	-	-	50,000	31,000	212,000	-	-	-	-	-
Railroad Detention Pond Improvements	-	-	-	-	-	-	-	-	-	565,500
Hwy 85 Storm Improvements at St Vrain St	-	-	-	-	-	-	-	-	-	640,000
39th St French Drains	-	-	-	-	-	-	-	-	-	347,000
49th St at Neville's Crossing	-	-	-	-	-	-	-	-	-	358,000
Street Sweeper	-	-	-	-	-	-	-	-	-	451,000
Industrial Parkway Culverts	-	-	-	-	-	-	-	-	-	206,000
St. Vrain Drainage Outfall	-	-	-	-	-	-	-	-	-	3,949,000
Hwy 34 Drainage Channel Outfall	-	-	-	-	-	-	-	-	-	790,000
39th St Storm Sewer	-	-	-	-	-	-	-	-	-	411,000
37th St. Stormwater Lift Station	-	-	-	-	-	-	-	-	-	24,682,000
49th St at 65th Ave	-	-	-	-	-	-	-	-	-	321,000
35th Ave Drainage Outfall	-	-	-	-	-	-	-	-	-	4,937,000
Harbor Lane & Anchor Dr, closure	-	-	-	-	-	-	-	-	-	127,000
37th St at 65th Ave	-	-	-	-	-	-	-	-	-	322,000
Carson St. Drainage Outfall	-	-	-	-	-	-	-	-	-	4,937,000
Belmont Avenue Storm Improvements at 42nd St	-	-	-	-	-	-	-	-	-	508,000
Trinidad Street Storm Improvements	-	-	-	-	-	-	-	-	-	1,736,900
37th St Pump Station at River	-	-	-	-	-	-	-	-	-	2,482,000
17th Ave Storm Improvements Chappelow to Industrial	-	-	-	-	-	-	-	-	-	3,017,000
Pioneer Park and Fox Crossing Storm Improvements	-	-	-	-	-	-	-	-	-	2,157,000
37th and Valmont to the River	-	-	-	-	-	-	-	-	-	6,087,000
Storm Drainage Total	500,592	678,974	9,053,159	9,259,159	414,000	-	596,000	189,000	-	60,013,419

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

2,149,565 2,399,632 2,126,805 2,126,805 1,633,948 1,244,090 1,234,878 702,669 547,852

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

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Revenues								
Interest Earnings	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
CT								
Transfers In	-	-	-	-	-	-	-	-
Total Available Funds	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Excess Revenue Over (Under)								
Expenditures	-	-	-	-	-	-	-	-
Ending Fund Balance	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							

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

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	70,076	75,584	70,082	72,782	75,482	78,182	80,882	83,582
Revenues								
Charges for Services	4,238	8,450	2,700	2,700	2,700	2,700	2,700	2,700
Interest Earnings	1,271	798	-	-	-	-	-	-
Grant Revenue	-	14,750	-	-	-	-	-	-
Total Revenues	5,508	23,998	2,700	2,700	2,700	2,700	2,700	2,700
CT	5,508	23,998	2,700	4,156	4,210	4,264	4,318	4,372
Total Available Funds	5,508	23,998	2,700	2,700	2,700	2,700	2,700	2,700
Expenditures								
Capital	-	29,500	-	-	-	-	-	-
Total Expenditures	-	29,500	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	5,508	(5,502)	2,700	2,700	2,700	2,700	2,700	2,700
Ending Fund Balance	75,584	70,082	72,782	75,482	78,182	80,882	83,582	86,282
CT	75,584	70,082						

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

CIP Projects 2019-2026	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Cemetery path improvements	-	-	-	-	-	-	-	-
Entrance improvement	-	29,500	-	-	-	-	-	-
Cemetery Perp Care Fund Total	-	29,500	-	-	-	-	-	-

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 3.20.040 of the City Municipal Code.

City of Evans Fire Impact Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	(0)	(0)	51,369	51,369	51,369	51,369	51,369	51,369
Revenues								
Assessments	180,988	225,842	355,139	300,000	176,283	176,283	176,283	176,283
Interest Earnings	469	526	-	1,027	1,027	1,027	1,027	1,027
Total Revenues	181,457	226,368	355,139	301,027	177,310	177,310	177,310	177,310
CT	181,457	226,368	355,139	301,027	177,310	177,310	177,310	177,310
Total Available Funds	181,457	226,368	355,139	301,027	177,310	177,310	177,310	177,310
Expenditures								
Transfer to Evans Fire Protection District	181,457	174,999	355,139	301,027	177,310	177,310	177,310	177,310
Total Expenditures	181,457	174,999	355,139	301,027	177,310	177,310	177,310	177,310
Excess Revenue Over (Under) Expenditures	-	51,369	-	-	-	-	-	-
Ending Fund Balance	(0)	51,369	51,369	51,369	51,369	51,369	51,369	51,369
CT	0	51,369						

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Total	-	-	-	-	-	-	-	-

* Capital is budgeted at 90% of projected ending fund balance after operations, not including transfers.

	422	473	46,232	47,157	47,157	47,157	47,157	47,157
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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 3.20.040 of the City Municipal Code.

City of Evans Street Impact Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Unrestricted Fund Balance	2,380,540	2,862,860	3,184,906	3,184,906	2,037,431	1,169,324	2,033,856	15,678	107,137
Revenues									
Assessments	854,160	1,122,862	774,179	774,179	841,145	841,145	841,145	841,145	841,145
Interest Earnings	41,607	29,452	38,899	38,899	40,749	23,386	40,677	314	2,143
Grant Revenue	248,214	-	-	-	-	-	-	-	-
Total Revenues	1,143,981	1,152,314	813,078	813,078	881,894	864,531	881,822	841,459	843,288
CT	-	-	-	-	-	-	-	-	-
Total Available Funds	1,143,981	1,152,314	813,078	813,078	881,894	864,531	881,822	841,459	843,288
Expenditures									
Capital	661,661	830,269	1,585,553	1,960,553	1,750,000	-	2,900,000	750,000	-
Total Expenditures	661,661	830,269	1,585,553	1,960,553	1,750,000	-	2,900,000	750,000	-
Excess Revenue Over (Under) Expenditures	482,320	322,045	(772,475)	(1,147,475)	(868,106)	864,531	(2,018,178)	91,459	843,288
Unreserved Ending Fund Balance	2,862,860	3,184,906	2,412,431	2,037,431	1,169,324	2,033,856	15,678	107,137	950,424
CT	2,420,644	2,742,690							
Reserved Cash	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	634,276	-	-	-	-	-	-	-	-
34th St & 35th Ave- Traffic Signal	27,385	329,223	-	-	-	-	-	-	-
Two Rivers Intersection improvement with traffic signal	-	-	286,600	661,600	-	-	-	-	-
23rd Ave Extension to 42nd St (2 lane)	-	300,000	-	-	-	-	-	-	-
47th Avenue Widening	-	201,047	798,953	798,953	-	-	-	-	-
37th St. Widening Phase 1- Sienna to 47th	-	-	-	-	1,750,000	-	-	-	-
37th St. Widening Phase 2- 35th to Sienna	-	-	500,000	500,000	-	-	2,900,000	-	-
37th St. Widening Phase 3- 65th to Arrowhead	-	-	-	-	-	-	-	750,000	-
Street Impact Fund Total	661,661	830,269	1,585,553	1,960,553	1,750,000	-	2,900,000	750,000	-

*Capital is budgeted at 90% of prior year ending unrestricted fund balance, excluding grant funded projects

	1,893,014	1,750,461	1,313,104	2,866,415	3,148,185	1,052,392	1,830,470	14,110	96,423
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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 3.20.040 of the City Municipal Code.

City of Evans Park Impact Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	2,937,347	3,870,044	3,621,994	4,491,745	5,085,571	5,356,274	5,500,390	5,850,389
Revenues								
Assessments	871,153	1,053,681	977,489	870,991	870,991	870,991	870,991	870,991
Interest Earnings	61,543	39,188	88,262	89,835	101,711	107,125	110,008	117,008
Dedications	126,789	-	-	-	-	-	-	-
Total Revenues	1,059,486	1,092,869	1,065,751	960,826	972,702	978,116	980,999	987,999
CT	-	-	-	-	-	-	-	-
Total Available Funds	1,059,486	1,092,869	1,065,751	960,826	972,702	978,116	980,999	987,999
Expenditures								
Capital	-	1,340,918	196,000	367,000	702,000	834,000	631,000	669,000
Total Expenditures	-	1,340,918	196,000	367,000	702,000	834,000	631,000	669,000
Excess Revenue Over (Under) Expenditures	1,059,486	(248,049)	869,751	593,826	270,702	144,116	349,999	318,999
Unreserved Ending Fund Balance	3,870,044	3,621,994	4,491,745	5,085,571	5,356,274	5,500,390	5,850,389	6,169,388
CT	3,870,044	3,621,994						
Reserved Cash	126,789	126,789	126,789	126,789	126,789	126,789	126,789	126,789

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
Tract O land acquisition	-	133,737	-	-	-	-	-	-	-
Arrowhead Open Space Land acquisition	-	1,207,181	-	-	-	-	-	-	-
Arrowhead Open Space Park- design & construction	-	-	-	80,000	478,000	-	-	-	-
DaVinci Park- design & construction	-	-	175,000	-	-	-	-	-	-
Hunters Reserve North Park- design & construction	-	-	-	-	112,000	536,000	-	-	-
North Point Park- design & construction	-	-	-	-	-	119,000	505,000	-	-
Grapevine Hollow Outlot Landscaping	-	-	21,000	-	-	-	-	-	-
Tuscany Trails Park- design & construction	-	-	-	212,000	-	-	-	-	-
Ashcroft Draw Trail- design	-	-	-	75,000	-	-	-	-	-
Phase 1 Ashcroft Trail- ROW & construction	-	-	-	-	112,000	-	-	-	-
Phase 2 Ashcroft Trail- ROW & construction	-	-	-	-	-	179,000	-	-	-
South Tuscany Park	-	-	-	-	-	-	126,000	535,000	-
West Evans Gateway Park design & construction	-	-	-	-	-	-	-	134,000	5,000,000
Park Impact Fund Total	-	1,340,918	196,000	367,000	702,000	834,000	631,000	669,000	5,000,000

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

	2,643,613	3,971,783	2,684,835	4,061,471	4,577,014	4,820,646	4,950,351	5,265,350
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Police Impact Fund

The *Police Protection Services Impact Fund* was established to provide the financing required to develop, maintain, and provide Capital Facilities for police protection services. The police protection services 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 3.20.040 of the City Municipal Code.

City of Evans Police Impact Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	82,337	137,153	206,289	238,849	295,633	353,552	412,631	472,890
Revenues								
Assessments	52,787	67,437	47,270	52,007	52,007	52,007	52,007	52,007
Interest Earnings	2,029	1,699	3,290	4,777	5,913	7,071	8,253	9,458
Total Revenues	54,816	69,136	50,560	56,784	57,920	59,078	60,260	61,465
CT	-	-	-	-	-	-	-	-
Total Available Funds	54,816	69,136	50,560	56,784	57,920	59,078	60,260	61,465
Expenditures								
Supplies & Services	-	-	18,000	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-
Total Expenditures	-	-	18,000	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	54,816	69,136	32,560	56,784	57,920	59,078	60,260	61,465
Ending Fund Balance	137,153	206,289	238,849	295,633	353,552	412,631	472,890	534,355
CT	137,153	206,289						

School Impact Fund

The *School Impact Fund* is a special revenue fund designed to allow the school district and the City of Evans to work with developers of new housing units to either provide land or pay a fee-in-lieu of land to accommodate the need for new school buildings brought about by growth and new development. The current fee is in Section 3.20.040 of the City Municipal Code.

City of Evans School Impact Fund Long Range Financial Plan

	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	-	-	-	-	-	-
<u>Revenues</u>						
Assessments	200,000	194,580	194,580	194,580	194,580	194,580
Interest Earnings	-	-	-	-	-	-
Total Revenues	200,000	194,580	194,580	194,580	194,580	194,580
CT	194,580	194,580	194,580	194,580	194,580	194,580
Total Available Funds	200,000	194,580	194,580	194,580	194,580	194,580
<u>Expenditures</u>						
Transfer to Greeley-Evans School District	200,000	194,580	194,580	194,580	194,580	194,580
Total Expenditures	200,000	194,580	194,580	194,580	194,580	194,580
Excess Revenue Over (Under) Expenditures	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
CT						
2021-2026 Capital Improvement Plan						
	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Capital Total	-	-	-	-	-	-

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

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	262,141	468,353	632,776	632,776	73,575	20,849	66,066	90,187	243,791
Revenues									
Intergovernmental	240,275	216,565	206,500	206,500	227,800	229,800	231,800	233,800	235,800
Interest Earnings/Misc Revenue	6,426	5,666	4,476	4,476	1,772	417	1,321	1,804	4,876
Total Revenues	246,701	222,231	210,976	210,976	229,572	230,217	233,121	235,604	240,676
CT	246,701	222,231	210,976	210,976	229,572	230,217	233,121	235,604	240,676
Total Available Funds	246,701	222,231	210,976	210,976	229,572	230,217	233,121	235,604	240,676
Expenditures									
Supplies & Services	15,511	23,560	179,768	179,768	101,298	-	-	-	-
Capital	24,978	34,248	575,409	590,409	181,000	185,000	209,000	82,000	316,000
Total Expenditures	40,489	57,808	755,177	770,177	282,298	185,000	209,000	82,000	316,000
Excess Revenue Over (Under) Expenditures	206,212	164,422	(544,201)	(559,201)	(52,726)	45,217	24,121	153,604	(75,324)
Ending Fund Balance	468,353	632,776	88,575	73,575	20,849	66,066	90,187	243,791	168,467
CT	468,353	632,776	88,575	73,575	20,849	66,066	90,187	243,791	168,467

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
Village Park Tennis Court & Prairie View Basketball Court Resurface	24,978	-	118,000	118,000	-	-	-	-	-	-
Arrowhead Open Space Land acquisition	-	1,658	-	-	-	-	-	-	-	-
Driftwood Park playground replacement	-	32,591	57,409	57,409	-	-	-	-	-	-
37th Street Parkway (Harbor Ln to Mountain View Dr) landscape design & const.	-	-	250,000	250,000	-	-	-	-	-	-
Evans Ditch Trail Design	-	-	-	-	75,000	-	-	-	-	-
Denver Street Playground replacement	-	-	125,000	125,000	-	-	-	-	-	-
Equipment Electrification	-	-	-	-	37,000	-	-	-	-	-
Water Smart Landscaping ECC Phase 1	-	-	-	40,000	-	-	-	-	-	-
Water Smart Landscaping ECC Phase 2	-	-	-	-	42,000	-	-	-	-	-
Water Smart Landscaping ECC Phase 3	-	-	-	-	-	45,000	-	-	-	-
Water Smart Landscaping ECC Phase 4	-	-	-	-	-	-	50,000	-	-	-
Phase 1 Evans Ditch Trail- ROW & construction	-	-	-	-	-	112,000	-	-	-	-
Phase 2 Evans Ditch Trail- ROW & construction	-	-	-	-	-	-	179,000	-	-	-
Prairie View Park	-	-	-	-	-	-	-	-	283,000	-
Vineyard Park	-	-	-	-	-	-	-	-	-	262,000
Pioneer Park	-	-	-	-	-	-	-	-	-	302,000
Ridge Park	-	-	-	-	-	-	-	-	-	279,000
Renaissance Park	-	-	-	-	-	-	-	-	-	338,000
Prairie View Skate Park design & construction	-	-	-	-	-	-	-	-	-	987,000
29th Avenue Parkway (42nd St to 32nd St) design & const	-	-	-	-	-	-	-	-	-	329,000
Mountain View Dr (west side of 37th St to Swallow Court) design & const	-	-	-	-	-	-	-	-	-	124,000
Anchor Drive Parkway (both sides, Harbor Ln to 29th Ave) design & const	-	-	-	-	-	-	-	-	-	329,000
East side of Freedom Park (dog park), design & const	-	-	-	-	-	-	-	-	-	386,000
35th Avenue- 3440 35th St (irrigation and turf)	-	-	-	-	-	-	-	-	-	33,000
Tri-Point- 2930 11th Ave- design & const	-	-	-	-	-	-	-	-	-	297,000
Railroad Park- 3901 Denver Street- design & const	-	-	-	-	-	-	-	-	-	82,000
Community Garden- 3753 Central Street- design & const	-	-	-	-	-	-	-	-	-	156,000
Annual Playground Surface Repairs	-	-	25,000	-	27,000	28,000	30,000	32,000	33,000	-
Conservation Trust Fund Total	24,978	34,248	575,409	590,409	181,000	185,000	209,000	82,000	316,000	3,904,000

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

443,998	600,322	597,586	597,586	181,664	225,959	269,268	293,212	436,020
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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

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	457,168	469,134	449,857	465,626	414,559	366,922	336,806	324,137
Revenues								
License & Permits	1,200	2,000	800	800	800	800	800	800
Charges for Services	866,556	941,167	969,913	997,955	1,039,302	1,096,693	1,154,984	1,201,766
Misc	16,104	8,682	-	-	-	-	-	-
Interest Earnings	8,324	4,867	8,520	9,313	8,291	7,338	6,736	6,483
Total Revenues	892,184	956,716	979,233	1,008,067	1,048,393	1,104,832	1,162,520	1,209,049
CT	892,184	956,716	979,233	1,008,067	1,048,393	1,104,832	1,162,520	1,209,049
Total Available Funds	892,184	956,716	979,233	1,008,067	1,048,393	1,104,832	1,162,520	1,209,049
Expenditures								
Supplies & Services	843,770	936,304	914,502	1,008,731	1,043,610	1,079,706	1,117,064	1,155,726
Total Expenditures	843,770	936,304	914,502	1,008,731	1,043,610	1,079,706	1,117,064	1,155,726
Transfers Out	36,448	39,689	48,962	50,403	52,420	55,242	58,126	60,452
Excess Revenue Over (Under) Expenditures	11,966	(19,277)	15,770	(51,068)	(47,636)	(30,116)	(12,669)	(7,129)
Ending Fund Balance	469,134	449,857	465,626	414,559	366,922	336,806	324,137	317,007
CT	469,134	449,857						
Target Reserve - 3 months	210,942	234,076	228,625	252,183	260,902	269,927	279,266	288,931

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

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	4,225,728	4,705,605	3,721,170	3,721,170	236,455	1,894,867	3,418,702	1,373,797	(943,405)
Revenues									
Intergovernmental	2,020,422	3,328,180	1,307,926	1,307,926	2,973,912	1,913,835	968,095	1,023,798	1,082,636
Total Revenues	2,020,422	3,328,180	1,307,926	1,307,926	2,973,912	1,913,835	968,095	1,023,798	1,082,636
CT	2,020,422	3,328,180	1,307,926	1,307,926	2,973,912	1,913,835	968,095	1,023,798	1,082,636
Transfers In	2,350,000	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Available Funds	4,370,422	4,178,180	1,907,926	1,907,926	3,573,912	2,513,835	1,568,095	1,623,798	1,682,636
Expenditures									
Supplies & Services	257,959	512,628	375,500	375,500	350,000	350,000	350,000	350,000	350,000
Capital Improvement	3,632,586	4,649,986	4,561,408	5,017,142	1,565,500	640,000	3,263,000	3,591,000	600,000
Total Expenditures	3,890,545	5,162,615	4,936,908	5,392,642	1,915,500	990,000	3,613,000	3,941,000	950,000
Excess Revenue Over (Under) Expenditures	479,878	(984,435)	(3,028,982)	(3,484,716)	1,658,412	1,523,835	(2,044,905)	(2,317,202)	732,636
Ending Fund Balance	4,705,605	3,721,170	692,189	236,455	1,894,867	3,418,702	1,373,797	(943,405)	(210,769)
CT	4,705,605	3,721,170							

Capital Projects – Streets Fund

2019-2026 Capital Improvement Plan	2019	2020	2021	2021	2021	2022	2023	2024	2025	2026	Future
	Actual	Actual	Budget	Budget V2	Projected	Budget	Projected	Projected	Projected	Projected	Projects
37th St. Resurfacing - 11th Ave to 23rd Ave	-	1,878,463		1,040,546	1,040,546	-	-	-	-	-	-
37th St. Widening - 35th to 65th (4 lanes)	511,033	391,334		-	455,734	-	-	-	-	-	-
37th St. Widening - 47th to 65th (4 lanes)	-	-		-	-	-	-	-	-	-	-
29th Street Road Upgrades	-	-		-	-	-	-	-	-	-	-
37th St. Widening Phase 1 - 47th to Sienna	-	-		-	-	-	-	-	-	-	-
37th St. Widening Phase 2 - Sienna to 35th	-	-	500,000	500,000	500,000	-	-	2,000,000	-	-	-
37th St. Widening Phase 3 - Arrowhead to 65th	-	-	-	-	-	379,500	-	-	2,951,000	-	-
37th St. Widening Phase 4 - 47th to Arrowhead	-	-	-	-	-	-	-	-	-	-	15,036,000
47th Ave. Widening - 32nd to 37th	-	1,212,082		1,512,918	1,512,918	-	-	-	-	-	-
Concrete Replacement	-	-		-	-	-	-	-	-	-	-
Misc. Street Resurfacing (Per PMS)	775,691	1,080,750	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	-
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	1,519,766	2,011		-	-	-	-	-	-	-	-
65th Avenue Widening (37th St to North CL)	-	-		-	-	-	-	-	-	-	-
US 85 Access Control @ 31st St. - Grant Funded	826,096	54,893		-	-	-	-	-	-	-	-
23rd Avenue extension (37th to 42nd)	-	30,454		167,944	167,944	-	-	-	-	-	-
County Road 33 Improvement- Construction	-	-		-	-	-	-	-	-	-	-
65th Avenue mill and overlay (Peakview to 37th St)	-	-	100,000	100,000	100,000	-	-	-	-	-	-
Pavement condition scanning	-	-	40,000	40,000	40,000	-	40,000	-	40,000	-	-
Idaho Street Improvements	-	-	-	100,000	100,000	586,000	-	-	-	-	-
31st St/ Highway 85 Waterline Replacement	-	-	-	-	-	-	-	663,000	-	-	-
State Farm Waterline Replacement	-	-	-	-	-	-	-	-	-	-	-
Trinidad Street Paving - 31st to 35th	-	-	-	-	-	-	-	-	-	-	439,000
23rd Avenue mill & overlay	-	-	-	-	-	-	-	-	-	-	947,000
Pleasant Acres Waterline Replacement - 11th to 32nd	-	-	-	-	-	-	-	-	-	-	502,000
23rd/42nd Traffic Signal	-	-	-	-	-	-	-	-	-	-	526,000
23rd/34th Traffic Signal	-	-	-	-	-	-	-	-	-	-	526,000
17th/42nd Traffic Signal	-	-	-	-	-	-	-	-	-	-	526,000
35th Avenue Widening - Prairie View to 49th	-	-	-	-	-	-	-	-	-	-	9,873,000
35th Avenue Intersection at 37th St	-	-	-	-	-	-	-	-	-	-	1,646,000
49th St East Widening - 35th to 47th	-	-	-	-	-	-	-	-	-	-	16,290,000
65th Avenue North Widening - 37th to Peakview North	-	-	-	-	-	-	-	-	-	-	4,607,000
65th Avenue South Widening - Peakview to 49th	-	-	-	-	-	-	-	-	-	-	6,582,000
17th Ave mill & overlay - 34th to 37th	-	-	-	-	-	-	-	-	-	-	376,000
Prairie View Drive - 29th to 23rd	-	-	-	-	-	-	-	-	-	-	142,000
Prairie View Drive - 23rd to 17th	-	-	-	-	-	-	-	-	-	-	496,000
Prairie View Drive - 17th to Highway 85	-	-	-	-	-	-	-	-	-	-	1,353,000
Prairie View Drive - 35th to 47th	-	-	-	-	-	-	-	-	-	-	21,720,000
23rd Avenue arterial extension - 2 Lane (42nd to 49th)	-	-	-	500,000	500,000	-	-	-	-	-	1,740,000
49th St mill & overlay - 35th to Industrial Parkway	-	-	-	-	-	-	-	-	-	-	2,255,000
32nd St mill & overlay - Harbor to 29th	-	-	-	-	-	-	-	-	-	-	752,000
49th St West Widening - 47th to 65th	-	-	-	-	-	-	-	-	-	-	19,746,000
Capital Projects - Streets Total	3,632,586	4,649,986	1,240,000	4,561,408	5,017,142	1,565,500	640,000	3,263,000	3,591,000	600,000	106,080,000

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

	7,504,372	7,534,041	4,262,487	4,728,237	4,728,237	3,114,330	3,652,832	4,173,117	2,382,836	350,308	3,652,832
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Capital Projects – Food Tax Fund

The *Capital Projects – Food Tax Fund* manages the construction and capital improvement of the City’s major streets, public rights-of-way, recreation facilities, and park facilities. The food tax revenue is restricted for use for these specific project types. 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 - Food Tax Fund

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	-	620,377	1,544,204	1,544,204	956,302	282,358	1,712,780	3,200,306	4,746,648
Revenues									
Sales Tax Revenue	946,398	1,146,305	1,385,419	1,356,929	1,356,929	1,424,775	1,453,271	1,482,336	1,511,983
Interest Earnings	2,968	8,290	23,766	23,766	19,126	5,647	34,256	64,006	94,933
Total Revenues	949,366	1,154,595	1,409,185	1,380,695	1,376,055	1,430,422	1,487,526	1,546,342	1,606,916
CT	-	-	-	-	-	-	-	-	-
Total Available Funds	949,366	1,154,595	1,409,185	1,380,695	1,376,055	1,430,422	1,487,526	1,546,342	1,606,916
Expenditures									
Capital	328,988	230,769	1,918,596	1,968,596	2,050,000	-	-	-	-
Total Expenditures	328,988	230,769	1,918,596	1,968,596	2,050,000	-	-	-	-
Excess Revenue Over (Under) Expenditures	620,377	923,827	(509,411)	(587,901)	(673,945)	1,430,422	1,487,526	1,546,342	1,606,916
Ending Fund Balance	620,377	1,544,204	1,034,792	956,302	282,358	1,712,780	3,200,306	4,746,648	6,353,563
CT	620,377	1,544,204							

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
CR 396 Bridge- design and construction	18,191	99,365	-	-	-	-	-	-	-
31st St & Hwy 85 access control- right of way acquisition	310,798	-	-	-	-	-	-	-	-
47th Avenue widening	-	131,404	368,596	368,596	-	-	-	-	-
City Complex parking lot design and construction	-	-	550,000	600,000	-	-	-	-	-
37th St. Widening - 35th to Sienna	-	-	500,000	500,000	-	-	-	-	-
37th St. Widening Phase 1 - Sienna to 47th	-	-	500,000	500,000	218,000	-	-	-	-
23rd Avenue Arterial Completion	-	-	-	-	1,620,000	-	-	-	-
Evans Community Complex sidewalks	-	-	-	-	212,000	-	-	-	-
Capital Projects - Food Tax Fund Total	328,988	230,769	1,918,596	1,968,596	2,050,000	-	-	-	-

Capital Projects – Road Tax Fund

The *Capital Projects – Road Tax Fund* maintains, operates, and improves the safety of the streets of the City, including resurfacing, reconstruction, paving dirt roads, arterial capacity expansion, and related concrete work in the public rights of way. The road tax revenue is restricted for use for these specific project types. 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 - Road Tax Fund

	2020 Actual	2021 Budget	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	-	868,358	868,358	868,358	1,653,741	874,946	3,269,424	174,624	17,816
Revenues									
Sales Tax Revenue	1,266,611	2,638,390	2,638,390	2,685,357	2,850,130	2,990,829	3,050,646	3,111,658	3,173,892
Interest Earnings	1,747	14,726	14,726	14,726	33,075	17,499	65,388	3,492	356
Total Revenues	1,268,358	2,653,116	2,653,116	2,700,083	2,883,205	3,008,328	3,116,034	3,115,151	3,174,248
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	1,268,358	2,653,116	2,653,116	2,700,083	2,883,205	3,008,328	3,116,034	3,115,151	3,174,248
Expenditures									
Supplies & Services, Project Management	-	-	-	-	110,000	113,850	117,835	121,959	126,228
Capital	400,000	1,175,000	1,425,000	1,914,700	3,552,000	500,000	6,093,000	3,150,000	1,963,000
Total Expenditures	400,000	1,175,000	1,425,000	1,914,700	3,662,000	613,850	6,210,835	3,271,959	2,089,228
Excess Revenue Over (Under) Expenditures	868,358	1,478,116	1,228,116	785,383	(778,795)	2,394,478	(3,094,801)	(156,808)	1,085,020
Ending Fund Balance	868,358	2,346,474	2,096,474	1,653,741	874,946	3,269,424	174,624	17,816	1,102,836
CT	868,358								

2020-2026 Capital Improvement Plan

	2020 Actual	2021 Budget	2021 Budget V2	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Future Projects
37th St. Resurfacing	150,000	-	-	-	-	-	-	-	-	-
23rd Avenue extension (37th to 42nd)	250,000	-	-	-	-	-	-	-	-	-
23rd Avenue arterial completion	-	-	-	-	500,000	-	-	-	-	-
37th St. Widening Phase 1- Sienna to 47th	-	-	-	489,700	1,000,000	-	-	-	-	-
37th St. Widening Phase 2 - 35th to Sienna	-	-	-	-	-	-	4,628,000	-	-	-
37th St. Widening Phase 3 - 65th to Arrowhead	-	-	-	-	-	-	-	2,950,000	-	-
Street Maintenance	-	1,175,000	1,175,000	1,175,000	1,000,000	500,000	200,000	200,000	1,300,000	-
Idaho Street Improvements	-	-	-	-	750,000	-	-	-	-	-
47th Avenue widening- 32nd to 37th Streets	-	-	250,000	250,000	-	-	-	-	-	-
35th Avenue mill & overlay - 37th to 32nd	-	-	-	-	-	-	893,000	-	-	-
34th St Waterline Replacement	-	-	-	-	-	-	-	-	-	596,000
State Farm Waterline Replacement	-	-	-	-	-	-	372,000	-	-	-
65th Ave Design & Widening (37th to 49th)	-	-	-	-	-	-	-	-	-	4,060,000
49th Street Design & Widening (CR 396 to 35th Ave)	-	-	-	-	-	-	-	-	-	930,000
49th Street Design & Widening (47th Ave to CR 396)	-	-	-	-	-	-	-	-	-	3,600,000
49th Street Design & Widening (47th Ave to 65th Ave)	-	-	-	-	-	-	-	-	-	6,130,000
37th St/Highway 85 Waterline replacement	-	-	-	-	-	-	-	-	663,000	-
Traffic Signal Cabinets	-	-	-	-	302,000	-	-	-	-	-
Capital Projects - Road Tax Fund Total	400,000	1,175,000	1,425,000	1,914,700	3,552,000	500,000	6,093,000	3,150,000	1,963,000	15,316,000

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

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	463,233	297,041	299,920	239,920	239,920	239,920	239,920	239,920
Revenues								
Grant Revenue - FEMA	10,654	34,689	-	-	-	-	-	-
Interest Earnings	4,238	(2,329)						
Total Revenues	14,892	32,360	-	-	-	-	-	-
CT	14,892	32,360	-	-	-	-	-	-
Total Available Funds	14,892	32,360	-	-	-	-	-	-
Expenditures								
Professional Services	66,538	20,486	60,000	-	-	-	-	-
Capital Improvement	114,546	8,995	-	-	-	-	-	-
Total Expenditures	181,084	29,481	60,000	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	(166,191)	2,879	(60,000)	-	-	-	-	-
Ending Fund Balance	297,041	299,920	239,920	239,920	239,920	239,920	239,920	239,920
CT	297,041	299,920						

2019-2026 Capital Improvement Plan

	2019 Actual	2020 Actual	2021 Budget V2	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Park Construction	114,546	-	-	-	-	-	-	-
Equip & FA	-	8,995						
Capital Projects - Parks Total	114,546	8,995	-	-	-	-	-	-

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

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467
Revenues								
Investment Income	1,187	376	6,000	6,000	6,000	6,000	6,000	6,000
Total Revenues	1,187	376	6,000	6,000	6,000	6,000	6,000	6,000
CT	-	-	-	-	-	-	-	-
Total Available Funds	1,187	376	6,000	6,000	6,000	6,000	6,000	6,000
Expenditures								
Culture, Parks & Recreation	1,187	376	6,000	6,000	6,000	6,000	6,000	6,000
Total Expenditures	1,187	376	6,000	6,000	6,000	6,000	6,000	6,000
Excess Revenue Over (Under) Expenditures	-	-	-	-	-	-	-	-
Ending Fund Balance	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467
CT	49,467	49,467						

Evans Redevelopment Agency

The *Evans Redevelopment Agency* is a separate legal entity from the City formed by the City to encourage redevelopment along the Hwy 85 corridor of the City. The majority of the funding for the activities of the Agency has been provided through a loan from the City. The Agency owns property purchased with the goal of attracting new development which is in alignment with the vision of the City. As a separate entity from the City, the total presented for the Agency are not included in any of the City-wide attachments within this budget document.

Evans Redevelopment Agency General Fund Long Range Financial Plan

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
Beginning Fund Balance	211,686	240,514	215,095	217,264	219,889	72,778	(74,045)	(220,551)
Revenues:								
Loan from City of Evans	492,796	57,347	210,850	210,100	-	-	-	-
Property Tax Revenue	1,646	2,025	2,169	2,626	2,888	3,177	3,495	3,844
Miscellaneous Revenue	29,274	600	-	-	-	-	-	-
Total revenues	523,717	59,972	213,019	212,726	2,888	3,177	3,495	3,844
Expenditures:								
Personnel	39,957	57,347	100,000	100,000	100,000	100,000	100,000	100,000
Supplies & Services	33,508	28,045	110,850	110,100	50,000	50,000	50,000	50,000
Capital	421,423	-	-	-	-	-	-	-
Total Expenditures	494,888	85,391	210,850	210,100	150,000	150,000	150,000	150,000
Excess Revenue Over (under)								
Expenditures	28,828	(25,419)	2,169	2,626	(147,112)	(146,823)	(146,505)	(146,156)
Ending Fund Balance	240,514	215,095	217,264	219,889	72,778	(74,045)	(220,551)	(366,706)
CT								
<i>ERA Expenditures paid by City</i>	492,796	57,347	210,850	210,100	-	-	-	-
<i>Sales Tax Increment Applied</i>	436,585	210,264	-	-	-	-	-	-
<i>Loan from City Balance</i>	1,684,474	1,531,557	1,742,407	1,952,507	1,952,507	1,952,507	1,952,507	1,952,507

Attachments

Attachment A 2022 Budget Summary

Fund/Department	Revenue	Wages	Supplies & Services	Asset Management	Transfers	Debt	Capital	Miscellaneous	Net Impact
General Fund									
General Government	15,783,207	2,996,036	2,327,241	35,750	997,895	-	-	1,543,710	
Community Development	-	695,985	469,100	-	-	-	-	-	
Public Safety	-	5,206,710	885,975	-	-	-	-	-	
Public Works	-	1,212,435	726,186	23,000	-	-	-	-	
Culture, Parks & Recreation	-	992,137	428,907	35,750	-	-	-	-	
Total General Fund	15,783,207	11,103,303	4,837,409	94,500	997,895	-	-	1,543,710	(797,820)
Emergency Contingency	-	-	-	-	-	-	-	-	-
Cemetery Perpetual Care	2,700	-	-	-	-	-	-	-	2,700
Fire Impact	301,027	-	-	-	-	-	-	301,027	-
Street Impact	881,894	-	-	-	-	-	1,750,000	-	(868,106)
Police Impact	56,784	-	-	-	-	-	-	-	56,784
Parks Impact	960,826	-	-	-	-	-	367,000	-	593,826
School Impact	194,580	-	-	-	-	-	-	194,580	-
Conservation Trust	229,572	-	-	-	(101,298)	-	181,000	-	(52,726)
Refuse Collection	1,008,067	-	1,008,732	-	(50,403)	-	-	-	(51,068)
Capital Projects - Streets	2,973,912	-	350,000	-	600,000	-	1,565,500	-	1,658,412
Capital Projects - Parks	-	-	-	-	-	-	-	-	-
Capital Projects - Food Tax	1,376,055	-	-	-	-	-	2,050,000	-	(673,945)
Capital Projects - Road Tax	2,883,205	-	110,000	-	-	-	3,552,000	-	(778,795)
Water	7,756,043	380,279	4,807,395	-	(589,068)	155,991	1,441,000	734,953	(352,643)
Waste Water	7,103,849	818,774	632,984	-	(503,503)	2,417,216	6,005,000	-	(3,273,628)
Storm Drainage	1,013,569	200,129	242,215	-	(353,623)	489,171	414,000	-	(685,569)
Cemetery Trust	6,000	-	6,000	-	-	-	-	-	-
TOTAL CITY	42,531,290	12,502,485	11,994,735	94,500	-	3,062,378	17,325,500	2,774,270	(5,222,578)

Attachment B 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 C, which accurately reflects the total personnel expense for the City.

General Government Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
City Manager	1	1	1	1	1	1	1	1
Assistant City Manager	1	1	1	1	1	1	1	1
Communications Manager	1	1	1	1	1	1	1	1
IT Director	1	1	1	1	1	1	1	1
Technical Support Administrator	1	1	1	1	1	1	1	1
GIS Administrator	1	1	1	1	1	1	1	1
Systems & Network Admin.	1	1	1	1	1	1	1	1
City Clerk	1	1	1	1	1	1	1	1
Deputy City Clerk	-	-	-	1	1	1	1	1
Customer Service Supervisor	1	1	1	1	1	1	1	1
Customer Service Unit	3	3	3	3	3	3	3	3
Administrative Services Director	1	1	1	1	1	1	1	1
HR Director/Manager	-	-	-	1	1	1	1	1
HR Associate	1	1	1	1	1	1	1	1
Senior HR Analyst	1	1	1	1	1	1	1	1
Safety & Risk Manager	1	1	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1	1	1
Finance Supervisor	1	1	1	1	1	1	1	1
Accountant	2	2	2	2	2	2	2	2
Assistant City Attorney	1	1	1	1	1	1	1	1
	21	21	21	23	23	23	23	23

Personnel Highlights

- 2019 reflects changes due to an administrative reorganization. A net of 1 position was created.
- 2022 reflects the addition of a Deputy City Clerk and a HR Director/Manager

Community Development Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Community Development Director	-	1	1	1	1	1	1	1
City Planner	1	1	1	1	1	1	1	1
Community Development Tech	1	1	1	1	1	1	1	1
Neighborhood Services Manager	-	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1
Economic Development Director	1	1	1	1	1	1	1	1
	4	6						

Personnel Highlights

- 2020 reflects the additions of a Neighborhood Services Manager and a Community Development Director

Public Safety Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Police Chief	1	1	1	1	1	1	1	1
Police Officers	35	37	37	37	37	37	37	37
Police Records Specialist	2	2	2	2	2	2	2	2
Municipal Court Clerk	1	1	1	1	1	1	1	1
Community Service Technician	1	1	1	1	1	1	1	1
	40	42						

Personnel Highlights

- 2020 reflects the addition of 2 Traffic Police Officers
- 1 Police Officer is budgeted to remain vacant for the 2022 year

Public Works Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Public Works & Community Development Director	1	-	-	-	-	-	-	-
Administrative Support Specialist	-	-	1	1	1	1	1	1
Engineers	3	3	3	3	3	3	3	3
Operations & Parks Manager	1	1	1	1	1	1	1	1
Public Works Mgmt. Analyst	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	1	1
	12	11	12	12	12	12	12	12

Personnel Highlights

- 2019 reflects the addition of an Engineer
- 2020 reflects the reduction of a Public Works and Community Development Director
- 2021 reflects the addition of an Administrative Support Specialist



Parks & Recreation Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Recreation & Special Proj. Mgr.	1	-	-	-	-	-	-	-
Asst. Operations & Parks Mgr.	1	1	1	1	1	1	1	1
Technician	5	6	6	6	6	6	6	6
Facility Maint. Supervisor	1	1	1	1	1	1	1	1
Facility Maintenance Manager	1	1	1	1	1	1	1	1
Facility Maintenance Tech	2	2	2	2	2	2	2	2
Horticulture Specialist	-	1	1	1	1	1	1	1
Recreation Coordinator	2	-	-	-	-	-	-	-
Recreation Programs Manager	-	1	1	1	1	1	1	1
Rental & Events Manager	-	1	1	1	1	1	1	1
Recreation Specialist	-	1	1	1	1	1	1	1
	13	15						

Personnel Highlights

- 2019 reflects the reduction of 1 Facility Maintenance Tech; and the additions of 1 Facility Maintenance Supervisor and 1 Facility Maintenance Manager
- 2020 reflects the additions of 1 Technician and 1 Horticulture Specialist; and changes due to an administrative reorganization in Recreation.
- 2022 assumes the two positions approved in 2020 will be filled.

General Fund Personnel by Department

	2019	2020	2021	2022	2023	2024	2025	2026
General Government	21	21	21	23	23	23	23	23
Community Development	4	6	6	6	6	6	6	6
Public Safety	40	42	42	42	42	42	42	42
Public Works	12	11	12	12	12	12	12	12
Culture, Parks, Recreation	13	15	15	15	15	15	15	15
	90	95	96	98	98	98	98	98

Water Fund Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Foreman	1	1	1	1	1	1	1	1
Technician	2	2	2	2	2	2	2	2
Water Conservation Coordinator	-	-	1	1	1	1	1	1
	3	3	4	4	4	4	4	4

Personnel Highlights

- 2021 reflects the addition of a Water Conservation Coordinator

Wastewater Fund Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Superintendent	1	1	1	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	5	5	5	6	6	6	6	6
	8	8	8	9	9	9	9	9

Personnel Highlights

- 2022 reflects the addition of a Wastewater Technician

Storm Water Fund Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
Storm Water Coordinator	-	-	1	1	1	1	1	1
Technician	3	3	3	3	3	3	3	3
	3	3	4	4	4	4	4	4

Personnel Highlights

- 2019 reflects the additions of 3 Technicians
- 2021 reflects the addition of a Stormwater Coordinator

Total City of Evans Personnel

	2019	2020	2021	2022	2023	2024	2025	2026
General Fund	90	95	96	98	98	98	98	98
Water Works Fund	3	3	4	4	4	4	4	4
Waste Water Fund	8	8	8	9	9	9	9	9
Storm Water Fund	3	3	4	4	4	4	4	4
	104	109	112	115	115	115	115	115



Attachment C Summary of Personnel Expenditures

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Government								
Regular	2,125,978	2,292,628	2,602,680	2,928,636	3,030,646	3,136,200	3,245,421	3,358,437
Over Time	2,388	2,736	2,736	2,736	2,736	2,736	2,736	2,736
Part Time	25,738	36,611	38,225	64,664	67,516	70,493	73,602	76,848
Community Development								
Regular	218,057	298,050	574,467	665,985	689,022	712,852	737,505	763,007
Over Time	-	693	-	-	-	-	-	-
Part Time	3,033	-	-	30,000	31,323	32,704	34,147	35,652
Public Safety								
<i>Police & Muni Court</i>								
Regular	4,190,718	4,100,723	4,724,999	5,003,134	5,176,391	5,355,631	5,541,058	5,732,887
Over Time	154,590	186,742	194,977	203,576	212,553	221,927	231,714	241,932
Part Time	87,780	17,403	-	-	-	-	-	-
Public Works								
Regular	944,969	1,057,928	870,403	1,164,217	1,204,526	1,246,226	1,289,366	1,333,994
Over Time	3,504	2,379	2,484	2,593	2,708	2,827	2,952	3,082
Part Time	14,946	41,852	43,697	45,624	47,636	49,737	51,931	54,221
Culture, Parks & Rec								
Regular	857,236	703,441	708,010	868,350	903,074	939,015	976,213	1,014,713
Over Time	7,416	996	996	996	996	996	996	996
Part Time	22,731	122,791	122,791	122,791	122,791	122,791	122,791	122,791
General Fund Total	8,659,085	8,864,973	9,886,466	11,103,303	11,491,918	11,894,135	12,310,430	12,741,295
Regular	264,148	261,736	226,429	373,838	381,796	389,432	397,220	405,165
Over Time	5,398	6,442	6,442	6,442	6,442	6,442	6,442	6,442
Water Fund Total	269,546	268,178	232,871	380,280	388,238	395,874	403,663	411,607
Regular	596,157	614,871	657,321	814,744	841,109	868,322	896,412	925,406
Over Time	5,398	4,030	4,030	4,030	4,030	4,030	4,030	4,030
Waste Water Fund Total	601,555	618,901	661,350	818,774	845,138	872,352	900,442	929,436
Storm Drainage Fund Total	36,457	54,540	159,316	200,129	207,133	214,383	221,886	229,652
TOTAL WAGES	9,566,642	9,806,592	10,940,004	12,502,485	12,932,428	13,376,744	13,836,421	14,311,990

Attachment D Summary of Supplies and Services by Program

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
GENERAL FUND								
GENERAL GOVERNMENT								
City Council	68,548	531	36,524	34,000	34,000	34,000	34,000	34,000
City Council Projects	21,000	20,167	21,335	21,000	21,000	21,000	21,000	21,000
City Manager	52,865	35,248	90,108	86,700	86,700	86,700	86,700	86,700
City Clerk	21,785	18,336	21,149	21,250	21,250	21,250	21,250	21,250
Human Resources / Risk	536,448	578,381	781,427	810,897	803,397	810,897	810,897	810,897
Information Technology	418,489	377,950	428,418	515,975	498,525	498,525	498,525	498,525
Customer Service Unit	31,937	22,240	37,002	30,000	30,000	30,000	30,000	30,000
Elections	2,682	37,964	-	39,770	-	39,770	-	39,770
Finance	547,691	530,583	519,562	534,499	534,499	534,499	534,499	534,499
Public Facilities	87,710	99,586	133,352	128,850	128,850	128,850	128,850	128,850
Flood Disaster Recovery/ COVID Emergency	-	487,862	-	-	-	-	-	-
Legal	269,977	143,932	95,000	104,300	104,300	104,300	104,300	104,300
GENERAL GOVERNMENT TOTAL S&S	2,059,131	2,352,780	2,163,877	2,327,241	2,262,521	2,309,791	2,270,021	2,309,791
COMMUNITY DEVELOPMENT								
Community Development	205,812	60,643	37,962	31,200	31,200	31,200	31,200	31,200
Economic Development	50,432	43,301	88,768	78,800	78,800	78,800	78,800	78,800
Building Inspection	310,033	291,152	379,799	325,500	325,500	325,500	325,500	325,500
Neighborhood Services	19,768	8,961	33,600	33,600	33,600	33,600	33,600	33,600
COMMUNITY DEVELOPMENT TOTAL S&S	586,044	404,057	540,129	469,100	469,100	469,100	469,100	469,100
PUBLIC SAFETY								
Municipal Court	45,335	27,144	38,710	36,600	36,600	36,600	36,600	36,600
Police	632,822	886,371	928,651	849,375	849,375	849,375	849,375	849,375
PUBLIC SAFETY TOTAL S&S	678,157	913,516	967,361	885,975	885,975	885,975	885,975	885,975

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
PUBLIC WORKS								
Maintenance of Condition	338,970	145,218	371,920	393,856	393,856	393,856	393,856	393,856
Engineering	72,174	14,415	22,219	90,150	90,150	90,150	90,150	90,150
Fleet	197,561	163,112	220,727	221,180	221,180	221,180	221,180	221,180
Public Works Administration	27,780	16,930	32,442	21,000	21,000	21,000	21,000	21,000
PUBLIC WORKS TOTAL S&S	636,484	339,675	647,308	726,186	726,186	726,186	726,186	726,186
CULTURE, PARKS & REC								
Recreation Administration	6,905	1,935	11,467	-	-	-	-	-
Recreation	93,743	35,437	8,619	125,900	125,900	125,900	125,900	125,900
Senior Citizens	8,701	3,764	35,339	11,000	11,000	11,000	11,000	11,000
Riverside	8,653	630		10,050		-	-	-
Parks	92,276	71,997	109,943	126,600	126,600	126,600	126,600	126,600
Cemetery	4,067	560	3,357	3,357	3,357	3,357	3,357	3,357
Forestry	19,340	14,952	22,879	22,000	22,000	22,000	22,000	22,000
Library	116,018	81,534	174,662	130,000	130,000	130,000	130,000	130,000
CULTURE, PARKS & REC TOTAL S&S	349,703	210,810	366,266	428,907	418,857	418,857	418,857	418,857
TOTAL GENERAL FUND	4,309,520	4,220,838	4,684,941	4,837,409	4,762,639	4,809,909	4,770,139	4,809,909



	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
WATER FUND								
OPERATING COSTS (BASE RATE FUNDED)								
Base / Service Available	276,502	280,784	368,832	375,840	385,236	394,867	404,739	414,857
Non Potable	12,956	73,076	72,243	73,616	75,456	77,343	79,276	81,258
Irrigation	20,801	35,896	61,590	62,760	64,329	65,937	67,586	69,275
Assessments	61,800	66,219	144,800	147,551	149,764	152,011	154,291	156,605
OPERATING COSTS (BASE RATE FUNDED)	372,058	455,974	647,465	659,767	674,786	690,158	705,892	721,996
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)								
Consumption	3,485,407	4,117,992	4,365,072	3,702,539	3,776,590	3,852,122	3,929,164	4,007,747
Conservation	-	-	(215,700)	325,810	338,970	-	-	-
Water Conservation	-	-	-	63,500	63,500	63,500	63,500	63,500
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)	3,485,407	4,117,992	4,149,372	4,091,849	4,179,060	3,915,622	3,992,664	4,071,247
EXPANSION COSTS (TAP FEE FUNDED)								
Water Meters / Misc	-	70,152	43,750	10,000	10,000	10,000	10,000	10,000
Professional Services	14,730	29,384	44,925	45,778	46,923	48,096	49,298	50,531
EXPANSION COSTS (TAP FEE FUNDED)	14,730	99,536	88,675	55,778	56,923	58,096	59,298	60,531
TOTAL Water Fund	3,872,195	4,673,503	4,885,512	4,807,395	4,910,769	4,663,876	4,757,854	4,853,774
		533,395	499,773					
WASTE WATER FUND		12.88%	11.40%					
OPERATIONS	390,806	838,512	697,316	632,984	591,424	591,424	591,424	591,424
STORM DRAINAGE FUND								
OPERATIONS	99,102	102,266	184,467	242,215	248,270	254,477	260,839	267,360

Attachment E Summary of Supplies and Services by Fund

	2019 Actual	2020 Actual	2021 Projected	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Fund	4,309,520	4,220,838	4,684,941	4,837,409	4,762,639	4,809,909	4,770,139	4,809,909
Refuse Collection Fund	843,770	936,304	914,502	1,008,731	1,043,610	1,079,706	1,117,064	1,155,726
Capital - Streets Fund	257,959	512,628	375,500	350,000	350,000	350,000	350,000	350,000
Capital - Road Tax Fund	-	-	-	110,000	113,850	117,835	121,959	126,228
Water Fund	3,872,195	4,673,503	4,885,512	4,807,395	4,910,769	4,663,876	4,757,854	4,853,774
Waste Water Fund	390,806	838,512	697,316	632,984	591,424	591,424	591,424	591,424
Storm Drainage Fund	99,102	102,266	184,467	242,215	248,270	254,477	260,839	267,360
Cemetery Trust Fund	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL CITY SUPPLIES & SERVICES	9,779,352	11,290,052	11,748,239	11,994,733	12,026,561	11,873,226	11,975,279	12,160,421



Attachment F Summary of Debt

Summary of Annual Obligations

	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected	Through Maturity
Water Fund	155,991	155,991	155,991	155,991	155,991	-	-	-	-
Waste Water Fund	2,433,287	2,416,619	2,417,506	2,417,216	2,416,725	2,417,354	2,418,897	2,421,506	28,987,444
Storm Drainage Fund	-	-	106,062	489,171	490,811	489,084	490,590	487,575	7,342,799
Total Annual Obligation	2,589,278	2,572,610	2,679,559	3,062,378	3,063,527	2,906,438	2,909,487	2,909,081	36,330,243

Summary of Total Obligations

	Balance 12/31/21	Additions	Retirements	Balance 12/31/22
Wastewater 2016 CWRPDA	34,628,167	-	1,804,402	32,823,765
Water CWRPDA Note	311,982	-	155,991	155,991
Storm Drainage 2020 CWRPD	8,387,372	-	368,513	8,018,859
Total Obligation	43,327,521	-	2,328,906	40,998,615

Description of Debt

Waste Water 2016 CWRPDA Note: The 2016 Colorado Water Resources & Power Development Authority "CWRPDA" loan is for \$39,864,188. The note is due in semiannual installments beginning August 1, 2016 through August 1, 2038, with a stated interest rate of 1.701%. Revenue coverage for this debt instrument is 110% of the annual debt service.

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.

Storm Drainage 2020 CWRPA Note: The 2020 Colorado Water Resources & Power Development Authority "CWRPDA" loan is for \$8,392,372. The note is due in semiannual installments beginning February 1, 2021 through August 1, 2041, with a stated interest rate of 1.33%.

Debt Limitations: Per Evans Home Rule Charter, the aggregate amount of bonds or other evidences of indebtedness shall not exceed fifteen percent of the actual valuation of the taxable property within the City as shown by the last preceding assessment for City purposes; provided however, that in determining the amount of indebtedness, there shall not be included within the computation, bonds or other evidences of indebtedness outstanding or authorized water works system of the municipal storm sewer, sanitary sewer, combined storm and sanitary sewers or sewage disposal systems, short-term notes, local improvement securities, or securities payable solely from the revenues of an income-producing system, utility, or other project.

December 2020 Weld County Property Tax Abstract lists total actual value for the City of Evans, minus tax exempt property, at \$1,853,634,845. Fifteen percent of this actual property valuation would limit indebtedness at \$278,045,226. The City currently has no debt that would fall into this category and as such, is below debt limits.

Attachment G Asset Management Plan

	Request Funds	Explanation
General Fund - Recreation	\$14,000	Weight / Cardio equipment replacement
General Fund - Facilities	\$17,250	Carpet replacement in Facility
General Fund - Facilities	\$11,500	Painting of rental spaces
General Fund - Facilities	\$11,500	Painting of recreation areas
General Fund - Facilities	\$17,250	Carpet replacement in Recreation
General Fund - Parks	\$23,000	48" Wide Riding Mower for Parks
General Fund Total	\$94,500	

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.



Attachment H Summary of Capital Expenditures

	2019 Actual	2020 Actual	2021 Budget	2022 Budget	2023 Projected	2024 Projected	2025 Projected	2026 Projected
General Fund	19,695	22,009	-	1,000,000	-	-	-	-
Parks Impact	-	1,340,918	175,000	367,000	702,000	834,000	631,000	669,000
Conservation Trust	24,978	34,248	275,000	181,000	185,000	209,000	82,000	316,000
Cemetery Perpetual Care	-	29,500	-	-	-	-	-	-
Street Impact	661,661	830,269	500,000	1,750,000	-	2,900,000	750,000	-
Capital Projects - Streets	3,632,586	4,649,986	1,240,000	1,565,500	640,000	3,263,000	3,591,000	600,000
Capital Projects - Parks	114,546	8,995	-	-	-	-	-	-
Capital Projects- Food Tax	328,988	230,769	1,050,000	2,050,000	-	-	-	-
Capital Projects- Road Tax	-	400,000	1,175,000	3,552,000	500,000	6,093,000	3,150,000	1,963,000
Water Works	2,888,065	2,922,740	784,000	1,441,000	788,000	3,420,750	3,048,000	1,405,000
Waste Water	1,104,058	581,158	3,200,000	6,005,000	3,916,000	1,300,000	2,073,000	4,605,000
Storm Drainage	500,592	678,974	8,660,000	414,000	-	596,000	189,000	-
Total	9,275,169	11,729,566	17,059,000	18,325,500	6,731,000	18,615,750	13,514,000	9,558,000



Attachment I Summary of Capital Projects

SPECIAL REVENUE FUNDS

Park Impact Fund	
Arrowhead Open Space Park- design & construction	\$ 80,000
Tuscany Trails Park- design & construction	\$ 212,000
Ashcroft Draw Trail- design	\$ 75,000
Total Park Impact Fund	\$ 367,000

Conservation Trust Fund	
Evans Ditch Trail Design	\$ 75,000
Equipment Electrification	\$ 37,000
Water Smart Landscaping ECC Phase 2	\$ 42,000
Annual Playground Surface Repairs	\$ 27,000
Total Conservation Trust Fund	\$ 181,000

Street Impact Fund	
37th St. Widening Phase 1- Sienna to 47th	\$ 1,750,000
Total Street Impact Fund	\$ 1,750,000

CAPITAL PROJECTS FUNDS

Food Tax Fund	
37th St. Widening Phase 1 - Sienna to 47th	\$ 218,000
23rd Avenue Arterial Completion	\$ 1,620,000
Evans Community Complex sidewalks	\$ 212,000
Total Food Tax Fund	\$ 2,050,000

Streets Fund	
37th St Widening Phase 3- Arrowhead to 65th Design	\$ 379,500
Annual Street Resurfacing	\$ 600,000
Idaho Street Improvements	\$ 586,000
Total CIP - Streets Fund	\$ 1,565,500

Road Tax Fund	
23rd Avenue arterial completion	\$ 500,000
37th St. Widening Phase 1- Sienna to 47th	\$ 1,000,000
Street Maintenance	\$ 1,000,000
Idaho Street Improvements	\$ 750,000
Traffic Signal Cabinets	\$ 302,000
Total Road Tax Fund	\$ 3,552,000

PROPRIETARY FUNDS

Water Fund	
NISP Water Storage Project	\$ 747,000
Idaho Street Infrastructure Improvements	\$ 297,000
37th Street - Phase 1 Widening	\$ 297,000
Water Treatment Agreement	\$ 100,000
Total Water Fund	\$ 1,441,000

Waste Water Fund	
Annual Sewer Line Maintenance	\$ 100,000
Wastewater Utility Plan	\$ 150,000
Solids Handling and Dewatering	\$ 350,000
Highway 85 Waterline Replacement - 31st to 37th	\$ 42,000
Ashcroft Draw Sewer Replacement	\$ 219,000
Wastewater Treatment plant expansion	\$ 4,494,000
Plant Structure Maintenance Replacement Planning	\$ 325,000
Plant Equipment Maintenance Replacement Planning	\$ 325,000
Total Waste Water Fund	\$ 6,005,000

Storm Drainage Fund	
37th Street - Phase 1 Widening	\$ 186,000
Ridge at Prairie View Drainage Outfall- design	\$ 16,000
Idaho Street Infrastructure Improvements	\$ 212,000
Total Storm Drainage Fund	\$ 414,000

GENERAL FUND

Playground replacements, locations TBD	\$ 1,000,000
Total General Fund	\$ 1,000,000

Total All Funds \$ 18,325,500

Capital expenditures are identified through department needs assessments and priorities are chosen through a multi-departmental planning process. Capital projects are budgeted based on priorities, available funding, and estimated fund balances.

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 expenditures (or expenses in enterprise funds) recognized in separate funds. Transfers are identified by the fund paying the other fund.

Transfer from Refuse Fund to General Fund			
2019 Actual	2020 Actual	2021 Projected	2022 Budget
\$36,448	\$39,689	\$48,962	\$50,403

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			
2019 Actual	2020 Actual	2021 Projected	2022 Budget
\$464,695	\$557,092	\$504,538	\$589,068

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			
2019 Actual	2020 Actual	2021 Projected	2022 Budget
\$347,987	\$365,056	\$436,536	\$503,503

Transfer from Storm Drainage Fund to General Fund			
2019 Actual	2020 Actual	2021 Projected	2022 Budget
\$93,791	\$133,505	\$304,757	\$353,623



CITY OF EVANS, COLORADO

RESOLUTION NO. 26-2021

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, 2022 AND ENDING ON THE LAST DAY OF DECEMBER, 2022

WHEREAS, the City Council of the City of Evans, Colorado, has appointed the City Manager to prepare and submit a proposed 2022 budget to said governing body at the proper time; and

WHEREAS, the City Manager has submitted a proposed 2022 budget to the governing body on October 19, 2021 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 19, 2021 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 2022 for each fund are as follows:

General Fund	\$17,381,103
Cemetery Perpetual Care	2,700
Fire Impact	301,027
Street Impact	881,894
Parks Impact	960,826
Police Impact	56,784
School Impact	194,580
Conservation Trust	229,572
Refuse Collection	1,008,067
Capital Projects – Streets	3,573,912
Capital Projects – Food Tax	1,376,055
Capital Projects – Road Tax	2,883,205
Waterworks	7,756,043

Waste Water	7,103,849
Storm Drainage	1,013,569
Cemetery Endowment	6,000

Section 2. That estimated expenditures and transfers out for 2022 for each fund are as follows:

General Fund	\$18,178,922
Fire Impact	301,027
Street Impact	1,750,000
Park Impact	367,000
School Impact	194,580
Conservation Trust	282,298
Refuse Collection	1,059,135
Capital Projects – Streets	1,915,500
Capital Projects – Food Tax	2,050,000
Capital Projects – Road Tax	3,662,000
Waterworks	8,108,687
Waste Water	10,377,477
Storm Drainage	1,699,137
Cemetery Endowment	6,000

Section 3. That the 2022 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 2022 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 19th day of October, 2021.

CITY OF EVANS, COLORADO

By: _____

Mayor
 ATTEST: _____
 City Clerk

Attachment L Financial Policies

I. Financial Planning Policies

INTRODUCTION

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

POLICIES

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

1. Five-year plans - The City will prepare annually a five (5) year financial long-range plan (LRP) for each fund. Each plan will include revenues, expenditures and other sources and uses with sufficient detail to identify trends and items with major impact.
2. Conservative revenue estimates - Revenue estimates should be prepared on a realistic, but 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 projects 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 residents and staff.
6. Economy - 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 residents 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 Finance Department will assist in developing appropriate systems to monitor and update the long-range plans.

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. 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 1st through December 31st. 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 15th 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 Council may authorize the use of fund balance in specific contingency purposes, to address unforeseen circumstances or one-time opportunities. 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, or accruing future years' revenues. 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 outdated 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. Target reserves are established based on the type of Fund.
 - a. General fund – General Fund reserves shall be based upon potential operating risks of the General Fund. Operating reserves allow for the efficient management of cash flow and the opportunity to address unforeseen service needs or fund one-time opportunities during the year. Importantly, reserves allow the City to mitigate potentially serious local and regional risk factors, which otherwise could cause sudden service disruptions for the community or staff. General Fund reserves must be adequate to mitigate these risks. Examples include:
 - i) Sudden economic downturn - 25% of prior year operating expenditures.
 - ii) Loss of major sales tax generator - Estimation of \$1,500,000 to continue operations in the event a major sales tax generator closes or relocates.
 - iii) Natural disaster - \$1,000,000 estimated to be available in the event of natural disaster. The City recognizes funding is necessary to aid in response until larger funding assistance could be secured.
 - iv) Economic development or investment opportunity - \$1,000,000 shall be held for future development of investment opportunity by the City.

Based on the potential total of the amounts above and the amount of the General Fund, the target reserve is 50% of the General Fund prior year expenditures. This amount will be in addition to the \$1,000,000 retained in the Emergency Contingency Fund. The Emergency Contingency Fund is required by the City Charter and includes the Colorado Tax Payer Bill of Rights (TABOR).

If the General Fund reserves are utilized, the City will take measures necessary to replenish its balance to the minimum level described within five years following the year(s) in which it was used. The plan to restore the reserves shall be included in the five-year long-range plan.

In the spring following a year in which revenues exceed expenditures by an amount that exceeds the amount projected in the final budget for the year, staff will provide recommendations for one-time uses of the unanticipated fund balance. Examples of potential uses include, but are not limited to: capital project construction, deferred facility or other infrastructure maintenance, one-time or temporary operational programs, or retention of the amount in the General Fund balance.

- 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.

The first financial priority of the City will be to maintain target reserves by individual funds based on the policies adopted herein. The City Council may identify specific reserve amounts 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. The nature of reserves for specific funds will be spelled out in the Statement of Purpose for each fund. The City will establish reserves for emergencies, unforeseen needs of a non-recurring nature, operating maintenance, equipment replacement and capital projects.

11. Internal loans - Loans made between funds shall be charged interest at a rate comparable to the average rate of return for an investment with similar duration.

12. 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. 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.

The Municipal code should concur with Long Range Financial Plans and the Comprehensive Plan.

13. 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. The budget serves an important role in the control and evaluation of sources and uses of resources.
2. Budget schedule - The staff will present the 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 business activity estimates. Revenue projections are conservatively estimated based on 5-year historical trends and available information of current economic factors for each revenue source.
 - a. Discretionary Revenues - The City will not normally earmark discretionary revenues for specific purposes. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements. For purposes of this policy, discretionary revenues are revenue sources not restricted by law or policy, like general fund sales tax or property tax.
4. 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.
5. Expenditure policies - Expenditure budget preparation begins with existing staff including any appropriate adjustments for merit based pay increases 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 resident 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.

6. 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.

7. 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 major categories and functional areas. The following shall also be prepared in support of the annual budget:

- 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 LRPs.
- b. The dollar amount for supplies and services for each fund and category as defined by the LRPs.
- c. Each specific Capital request including start-up cost and ongoing maintenance.

8. Resident participation - The budget process will provide for the participation of the public and ensure opportunities for public hearings and resident participation.

9. Public hearings - Open public hearings at regularly scheduled City Council meetings and work sessions as required by the Home Rule Charter to provide residents additional opportunities for input regarding the proposed budget will be held.

10. State, Charter and other requirements - The City will adopt the budget in accordance with State law, Home Rule Charter and other requirements and certify the mill levy to the County by the required date.

11. Grants - When grant funding is available per City Council direction, groups requesting grants from the City of Evans shall provide the following. 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.

12. 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 APPROVAL AND MANAGEMENT

Council approval establishes annual budget expenditure appropriations by Fund. 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 Manager or City Council, pursuant to the policies below. 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 summarized treasury information. The report shall follow the same format as the budget approval.
3. City Council approval - The Council will approve specific grants for qualified non-profit or community organizations.

The Council will approve 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 may not expend funds until after the City Council has approved the additional expenditure, per budget management policies). 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 or his/her designee 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 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 City 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. The City shall take an active role in resident participation, communication and relationship building with our residents 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 residents that the City is well managed and fiscally sound.

POLICIES

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

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

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

Non-spendable - amounts that cannot be spent 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 for specific purposes. Under the City's adopted policy, the City Manager or Assistant 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/or annual financial statements, and the Report on Compliance of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), (if required based on federal funding levels).

4. Internal auditing - 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:

a. 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.

- b. 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, and 4) proper presentation of all transactions and related disclosures in the financial statements.
- c. 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, and 5) independent checks on performance.
- 6. 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 daily.

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 will be approved by City Council, and creation of new departments, programs, and accounts will be approved by the Finance Director.
- 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

- 1. Financial Reports - Financial reports will provide direction and guidance in several areas;
 - a. Budgetary comparisons - Comparing actual financial results with the legally adopted budget.
 - b. Financial condition and results of operations - Assessing the changes in fund balances as a result of operations.

- c. Compliance - Assisting in determining compliance with finance-related laws, rules and regulations.
 - d. Efficiency and effectiveness - Assisting in evaluating management and staff in efficiency and effectiveness.
 - e. 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.
2. 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.
 3. 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.
 4. 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.

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, Assistant City Manager, 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. Before creation of checks, invoices will be reviewed by Finance Director.
 - f. Contracts - Major purchases may require following the procurement procedure at section V which may include Council approval of the contract before a requisition can be completed.
5. Check register - The City Manager reviews the check register.
6. Distribute checks - Checks will be mailed following approval. Finance staff will make available to the Council the check register on a monthly basis.
7. Other payment methods – The City recognizes there are instances where payment via wire transfer, ACH payment or procurement card may be preferred. Staff is required to ensure sufficient budget exists prior to committing to any purchase, and must still comply with the purchasing limits as stated in V(1)d.

D. DOCUMENT RETENTION

The City will follow the minimum standards listed in the Colorado Municipal Records Retention Schedule No. 30 for financial records as it relates to document retention.

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. 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.
4. 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.
5. Financial responsibility - The finance department will perform quarterly analysis on revenue activity compared to budgetary projections and will report any significant variances to the City Manager.

6. Use proven methods - The City will estimate its annual revenues by an objective, analytical process.
7. Use five-year plans - The City will annually project revenues for the next five years.
8. 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 should be paid for by the development.
 - 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.
9. Legal requirements - The City will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues.

V. Procurement Policies

INTRODUCTION

The City will develop and maintain a system of procedures and controls over the procurement cycle. This will ensure that overall City goals and objectives will be met and will instill confidence in residents that public funds are spent prudently.

POLICIES

The City shall follow these procurement policies:

1. 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. The City acknowledges that when purchasing items with federal funding, consideration of local preference cannot be given.

- 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 in section d. below, 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:

Professional Services	
Amount	Approval
\$0 - \$10,000	Department Director
\$10,000.01 - \$25,000	Department Director 3 written quotes
\$25,000.01- \$50,000	Department Director City Manager 3 written quotes
\$50,000.01 and up	Department Director City Manager RFP (competitively bid) City Council

Supplies or Capital Projects	
Amount	Approval
\$0 - \$10,000	Department Director
\$10,000.01 - \$25,000	Department Director 3 written quotes
\$25,000.01- \$100,000	Department Director City Manager 3 written quotes
\$100,000.01 and up	Department Director City Manager RFP (competitively bid) City Council

- e. Bids - 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 \$100,000 and proposals for services over \$50,000 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.

- f. Contracts - Once a vendor has been chosen, the City Council shall consider approval of the contract. Sole source purchases may be made if it has been determined that there is only one good or service that can reasonably meet the need and/or there is only one vendor who can provide the good or service. Written justification for the sole source purchase must be retained with support for the purchase and approved by the City Manager.
- g. Advertising - When an invitation for bid (goods over \$100,000) or request for proposal (services over \$50,000) is required, all available means for advertising shall be used to the extent possible, to encourage full and open competition. When required by grant awards, notice will also be published in a local newspaper within 45 days and not less than 14 days (21 days for CDOT funded projects) 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. The City will use electronic means (i.e. City website, and a nationwide purchasing system, like BidNet, etc.) to inform potential vendors of opportunities and may use technology to improve transparency and purchasing efficiencies for the City.
- h. Public inspection of bids - After the time of the award, all bids and requests for proposal documents shall be open to public inspection, upon request from City Clerk.
- i. Vendor selection - The City shall not be obligated to select the lowest bidder but shall select the lowest responsive and responsible bidder based on the established criteria in the invitation to bid or request for proposal. Responsibility refers to a prospective bidder's ability to satisfactorily perform the work, and is determined based on past performance, financial capability, past compliance, current licenses and related considerations. Bidders may be disqualified for not meeting bid requirements according to the bid documents. Examples of qualification criteria may include: experience of firm, experience of superintendent, prior claims, judgements, arbitration, change order experience, recommendation and references from prior clients, and ability to complete project according to established schedule.

When advertising for proposals with federal funding, guidance will be followed in 2 CFR (Code of Federal Regulations) 200 to ensure proper competition of project awards is encouraged. This also entails, for example, taking necessary affirmative steps to assure that the minority businesses, women's business enterprises, and labor surplus area firms are used when possible. These proposals shall be published for a minimum of 14 calendar days.

- j. Contract change orders - All change orders shall be processed on a form identifying the need and source of funds. The description shall include what impacts this change order will have on the future of the project's availability of monies and include the new total amount to be paid to the vendor. Department Directors are allowed to approve change orders in the amount of \$25,000 or less. Change orders in excess of \$25,000 must be approved by the City Manager.

Change orders related to projects with federal funding, which are in excess of the Simplified Acquisition Threshold (\$250,000 as defined in 2 CFR 200 at the time of policy update) must be accompanied by a cost or price analysis. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the City must make independent estimates before receiving bids or proposals.

- k. Emergencies - In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk, the City shall comply with the procurement requirements to the extent practicable but 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. Forms required herein for the purpose of authorizing and acquiring goods or services necessary for the immediate preservation of life, health, safety, welfare or property during a local disaster or emergency conditions shall not require compliance with bidding requirements set forth in this Policy and may be awarded on a sole-source basis. Documentation of procurement decisions in an emergency period is required to be retained, to support the urgency of the purchase and as justification for deviation of any City policy. Once the City is no longer operating in an emergency period, adherence to the approved procurement requirements is required. Careful consideration shall be given to procurement decisions made in an emergency period and when grant funds may be received. Federal procurement guidance currently available (at 2 CFR 200) indicates that purchases above the dollar threshold of a micro purchase, currently \$10 000, must also have three written quotes to support the cost reasonableness of the purchase. If, at any time, a purchase may have a grant implication, purchaser shall follow the guidance of the grant award.
- l. 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, except for ground transportation. Lodging should be prepaid by City check or purchasing card when possible in order to avoid taxes.
- m. Meals in City - The City shall restrict the purchase of meals locally to the following items, unless specifically approved by the City Manager or Assistant City Manager:
 - i. Work related meetings with outside officials with Department Director, Assistant City Manager or City Manager approval.
 - ii. Preparation for City-wide events on weekends (such as July 4th or Evans Heritage Day).
 - iii. City Manager and/or City Council members' meetings with media, residents, employees, Council and outside officials.
- n. Education and training - To ensure that the City may hire and continue to retain quality 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 and Assistant City Manager training will be approved by the City Manager. The City Manager will notify the City Council prior to travel and report on total cost of travel upon return. All training must be included and funded in the annual budget.

- o. 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 is subject to the funding approved in the annual budget.
- p. Computers, software, & peripheral purchases - All City-wide computer, software, & peripheral related purchases must be approved by the IT Director.

VI. Capital Planning & Budgeting Policies

INTRODUCTION

The Capital Improvement Plan (CIP) has a significant impact on the infrastructure sustainability of the City. The following policies are designed to guarantee that current and future projects are maintained at a high-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

POLICIES

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

1. Capital project defined - 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.
2. 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.
3. Resident involvement - The CIP development process will provide for the participation of any resident and or Committee appointed by City Council.
4. Capital Improvement 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. The CIP will also include a preliminary list of capital project needs that are not funded.
5. Inventories - The City will maintain accurate inventories of capital assets, their condition, life span and cost.

6. 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.
7. 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.
8. Asset Management Plan (AMP) - The City will maintain an AMP that protects capital investment and minimizes future maintenance and replacement costs for a five-year period. 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 needs (items over \$5,000 with a life greater than one year).
 - 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 should strive to 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 all funds 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. 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. The review shall take into consideration current market rates and future cash flows to optimize opportunities for refinancing.

SURPLUS/ABANDONED PROPERTY DISPOSAL POLICY

1. General - Surplus property consists of City-owned items that are damaged, out modeled or no longer useful, including but not limited to equipment, vehicles, fixtures, furniture, and supplies. The original cost of the item determines how it must be dispatched.
2. Original Cost: \$5,000 or More
 - a. City property must be declared "surplus" by City Council resolution if it had an original cost of \$5,000 or more.
 - b. A list of items (including description and/or serial numbers) shall be provided to the City Clerk for inclusion in a Resolution for Disposition of Surplus Property. The resolution will be scheduled for Council approval on the next meeting agenda.
 - c. Following Council approval, the Department Director shall dispose of the surplus item(s) by the following means:
 - i. Public sale for fair market value
 - ii. Non-public sale for fair market value
 - iii. Public auction for fair market value
 - d. If an employee wishes to purchase surplus property, they shall pay fair market value, and at no time shall the purchaser establish the price him/herself.
 - e. When other means of disposal are exhausted, the surplus property may be donated, discarded, or recycled at the discretion of the Department Director.

3. Original Cost: Less than \$5,000
 - a. The Department Director shall dispose of surplus property by the following means:
 - i. Public sale for fair market value
 - ii. Non-public sale for fair market value
 - iii. Public auction for fair market value
 - b. If an employee wishes to purchase surplus property, they shall pay fair market value, and at no time shall the purchaser establish the price him/herself.
 - c. When other means of disposal are exhausted, the surplus property may be donated, discarded, or recycled at the discretion of the Department Director.
4. Unclaimed Property and Real Estate
 - a. See the Evans Municipal Code Chapter 2, Sec. 40 for the procedure for disposition of lost or confiscated property, including police evidence in closed cases.
 - b. See the Evans Municipal Code Chapter 2, Sec. 42 for the procedure for disposition of Real Property.
5. Disposition of equipment purchased under a Federal award
 - a. When original or replacement equipment acquired under a Federal award is no longer needed for the original project or program or for other activities currently or previously supported by a Federal awarding agency, except as otherwise provided in Federal statutes, regulations, or Federal awarding agency disposition instructions, the non-Federal entity must request disposition instructions from the Federal awarding agency if required by the terms and conditions of the Federal award. Disposition of the equipment will be made as follows, in accordance with Federal awarding agency disposition instructions:
 - i. Items of equipment with a current per unit fair market value of \$5,000 or less may be retained, sold or otherwise disposed of with no further obligation to the Federal awarding agency.
 - ii. Except as provided in §200.312 Federally-owned and exempt property, paragraph (b), or if the Federal awarding agency fails to provide requested disposition instructions within 120 days, items of equipment with a current per-unit fair-market value in excess of \$5,000 may be retained by the non-Federal entity or sold. The Federal awarding agency is entitled to an amount calculated by multiplying the current market value or proceeds from sale by the Federal awarding agency's percentage of participation in the cost of the original purchase. If the equipment is sold, the Federal awarding agency may permit the non-Federal entity to deduct and retain from the Federal share \$500 or ten percent of the proceeds, whichever is less, for its selling and handling expenses.
 - iii. The non-Federal entity may transfer title to the property to the Federal Government or to an eligible third party provided that, in such cases, the non-Federal entity must be entitled to compensation for its attributable percentage of the current fair market value of the property.

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 (for example, the Evans Redevelopment Agency), 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:

- a. be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within its holding company structure;
- b. report voluntarily to the Federal Reserve Bank of New York, or
- c. 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.

7. 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.

8. 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.

9. 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."

10. 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
- 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.

11. 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 ten 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.

12. 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.

13. Investment Parameters

a. Diversification - The investments may be diversified by:

- limiting investments to avoid over concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities)
- limiting investment in securities that have higher credit risks
- investing in securities with varying maturities
- continually 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.

- i) 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.

14. 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.

15. Reporting - Quarterly, the City Treasurer will submit to the finance committee, 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.

16. 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.

17. 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.

18. 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.

Glossary

Assets: Property owned by the city which has monetary value

Audit: Examination of documents, records, reports, system of internal control, accounting and financial procedures, and other evidence for the purpose of ascertaining fair presentation of financial statements determining propriety, legality and accuracy of transactions.

Basis: Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements.

Bond: Written promise, generally under seal, to pay a specified sum of money, called the face value or principal amount, at a fixed time in the future, called the date of maturity, and carrying usury or interest at a fixed rate, usually payable periodically.

Budget: Plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Capital Expenditure: Expense for a capital asset which includes land, land improvements, building, building improvements, vehicles, machinery, equipment, infrastructure, and other tangible or intangible assets that have a useful life of more than one year and costs more or is worth more than \$5,000.

Capital Improvements Program: Plan for capital expenditures to be incurred each year over a fixed period of years to meet the capital needs of the government.

Capital Project: Expenditures which result in the construction of or major improvements to the government's buildings, parks and infrastructure. Generally, consists of projects costing more than \$5,000 each and lasting more the one year.

Debt: Obligation resulting from the borrowing of money or from the purchase of goods and services.

Debt Limit: The maximum amount of gross or net debt which is legally permitted.

Debt Service: Cash outlays in the form of debt principal payments, periodic interest payments and related services charges for debt incurred in prior periods.

Deficit: Primarily the excess of expenditures over revenues during a fiscal year, of, in the case of proprietary and fiduciary type funds, the excess of expenses over income.

Department: Highest organizational unit in the City in which a specific activity is carried out. A department may consist of several programs.

Depreciation: The expiration in the service life of an asset generally attributable to wear and tear through use, lapse of time or obsolescence. Depreciation is generally not budgeted; however, it is accounted for on the financial statements.

Enterprise Fund: A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self – supporting by user charges.

Expenditures: Where the accounts are kept on the accrual basis or modified accrual basis, this term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability in the fund form which is retired, and capital outlays. The expression is generally used for governmental type funds such as the general fund, special revenue funds, capital project funds, and debt service funds.

Expenses: Charges incurred, whether paid or unpaid for operation, maintenance, and interest, and other charges which are presumed to benefit the current fiscal period. This expression is generally used for proprietary type funds such as enterprises, trust and agencies.

Fiscal Period: Any period at the end of which a governmental unit determines its financial position and the results of its operations.

Fund: A self-balancing accounting entity segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: Resources remaining from prior years which are available to be budgeted in the current year.

General Fixed Assets: Those fixed assets of a governmental unit which are not accounted for in a specific Enterprise, Trust, or Agency Fund.

General Fund: A fund used to account for all transactions of a governmental unit which are not accounted for in another fund.

General Long- Term Debt: Long-term debt legally payable from general revenues and backed by the full faith and credit of the government.

General Obligation Bonds: Bonds for whose payments the full faith and credit of the issuing body are pledged.

Governmental Accounting: The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies.

Grant: A contribution by one governmental unit to another.

Interfund Transfers: Amounts transferred, within the government, from one fund to another.

Internal Controls: A plan of organization under which employee's duties are so arranged and records and procedures so designed as to make it possible to protect and exercise effective accounting control over assets, liabilities, revenues and expenditures.

Modified Accrual Basis: A system under which some accruals, usually costs, are recorded but others, usually revenues, are not. Generally used for certain governmental type funds.

Operating Budget: A budget which applies to all other outlays other than capital projects.

Ordinance: A formal legislative enactment by the governing body of a municipality and carrying the force of law.

Performance Indicators: Statistical measures of the service level provided to the community and/or other governmental units. For example, the response time to an emergency would be a significant performance indicator for a public safety organization.

Personnel Summary: A list containing the titles and numbers of positions authorized to be filled by a particular organizational unit.

Program: A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

Proprietary Funds Types: A classification used to denote those types of funds that account for organizations and activities that are similar to those often found in the private sector (e.g. enterprises, internal services, trusts and agencies).

Refunding Bonds: Bonds issued solely to retire bonds already outstanding.

Reserve: An account which records a portion of the fund balance which must be segregated for some specific use and which is, therefore, not available for further appropriation or expenditure.

Resolution: A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Retained Earnings: The cumulative earnings of an operation that generally have been invested in property, plant and equipment or current assets.

Revenue: Designates additions to assets which do not increase any liability, do not represent the recovery of an expenditure, do not represent the cancellation of certain liabilities, and do not represent contributions of a fund in proprietary type funds.

Surplus: The excess of the assets of a fund over its liabilities or its resources over its disbursements.

Taxes: Compulsory charges levied by a government for financing services performed for the common good.

Taxpayer's Bill of Rights: An amendment to the constitution of Colorado enacted in 1992 that limits the powers of governments in Colorado to levy taxes and incur debt. It also sets forth revenue limits for no enterprise systems.

Unappropriated Reserves: The portion of the Fund Balance that is not designated, reserved or otherwise set aside for any specific purpose and is, therefore, available for appropriation for any general purpose.