

Laying the groundwork...



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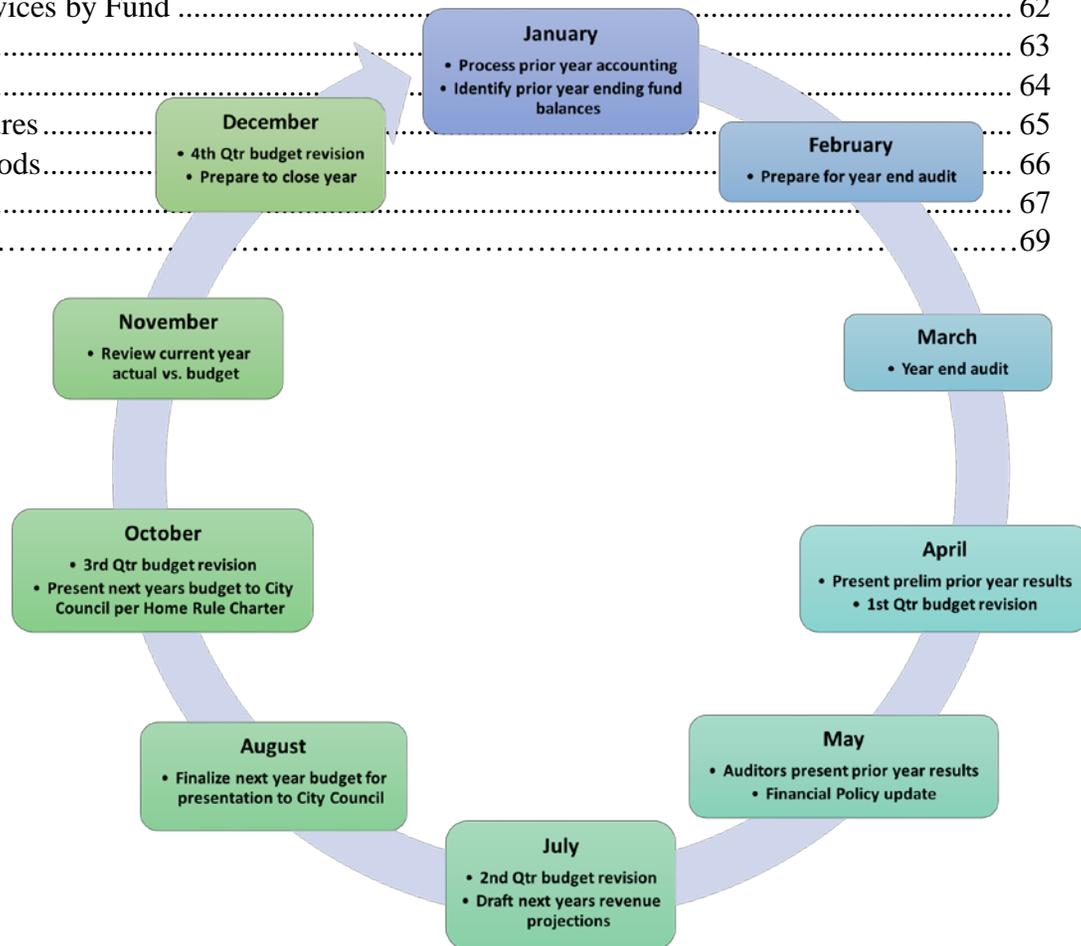
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October 3, 2017

Honorable Mayor, Members of the City Council and Residents;

Executive Summary

It is with great pleasure that I present to you the 2018 Operating and Capital Budget. This budget continues Evan's commitment to conservative fiscal policy with a focus on long term sustainability. As per the City Council's Financial Policies, the 2018 budget is balanced, reflects similar service levels to prior years and meets or exceeds, in most cases, all operating reserve requirements.

Economic Outlook

The 2018 budget is proposed against a backdrop of a relatively strong economy. According to the Office of State Planning and Budgeting (OSPB), the economic growth in Colorado has increased pace in 2017 and is projected to continue at a modest pace through 2019. The OSPB also attributes an unemployment rate of historical lows and of one of the lowest in the nation to this positive economic growth. Finally, the per-capita income levels in Colorado continue to grow at a faster pace than those nationally.

The National economy is predicted to continue to grow, although at a slower pace than the Colorado economy. The OSPB also reports that the official unemployment rate remains low, indicating the U.S. labor market is close to its full employment level.

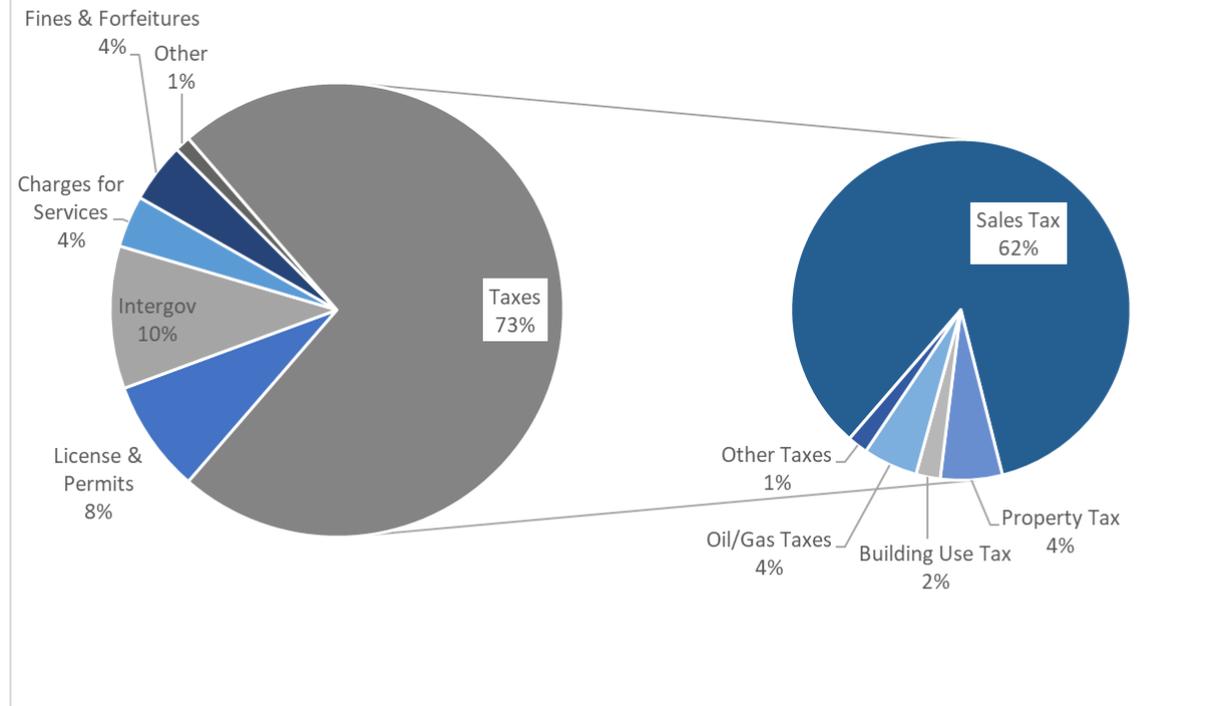
The real estate community is predicting that home values in the Front Range will continue to increase through the second quarter of 2019 and then will stabilize subject to any major economic disruption. Part of the increase in values comes from a shortage of available inventory to support the increased population coming into Colorado. Evans has the opportunity to capture some of the regions housing demand as it has available property already annexed and zoned for residential development.

Finally, oil and gas continues to be a large contributor to the Evans economy and is forecast to continue into 2018. Not only does the City receive direct benefits of this large industry, but the indirect revenue from retail sales contributes to the City's tax base.

Revenue Trends

Although several revenue categories account for the total revenue in the General Fund, as one can see from the below graph, almost three quarters of the revenue is derived from taxes. Taking a closer look at tax revenue, 62 percent is from sales tax revenue.

General Fund Revenue Sources 2018 Proposed Budget



Overall, the General Fund Revenue is projected to increase a half percent from 2017 in the 2018 budget. Below is a discussion of the projected increases in the major revenue categories.

Sales Tax Revenue: Due to a decline in sales taxes from the oil and gas industry, the City has seen a decrease in sales taxes starting in 2015. Starting in 2018, the forecast anticipates that oil and gas remains at this lower level into the future and other sales tax contributors will see slight increases. Overall, the 2018 budget showing a slight increase of one percent to sales tax revenues. The majority of the intergovernmental revenue category is also sales taxes from the retail area shared with the City of Greeley. These

revenues are projected to decrease slightly in 2018 by two percent due to the loss of one of the businesses in the sales tax sharing area. Future years in the forecast anticipate a modest increase as the remaining businesses are projected to trend upwards in sales.

Property Tax Revenue: Seeing an increase in valuations starting in 2016, 2018 property tax revenue is projected to increase 11 percent over the 2017 projection. This increase is primarily due to increase in valuation and some recent residential development.

Oil/Gas Taxes: State severance and federal mineral lease taxes are distributed to the City and represent the oil and gas category of taxes. The past several years have seen large swings in this revenue source with the 2014 collections doubling from 2013, then falling off by almost seventy percent in 2016. 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. The long-range forecast include a minimal increase each year.

License and Permits: The largest sources of revenue within this category are building permits and utility franchise fees. As the City has seen an increase in building activity over the past several years, the building permit revenue is projected to increase by 21 percent for 2018 and the long term forecast includes slight increases of five percent. The utility franchise taxes are projected to increase by eight percent for 2018 primarily due to slight increases in sales and new development.

Budget Goals

Several goals were established for the 2018 budget as outlined below:

- 1. Fund current service levels with ongoing revenues while preserving fund balance for unanticipated economic downturns or opportunities within the General Fund.** The focus continues on long term sustainability and ensuring annual operating expenditures are supported with annual operating revenues in each year of the five-year forecast period. This approach will preserve the General Fund balance so that resources are available for unanticipated needs such as:
 - *Managing through an economic downturn or recession:* The fund balance will enable the City to transition to a lower revenue base more gradually without sudden disruptions in services to residents or shocks to the City's workforce.
 - *Combating the effects of a natural disaster:* As the City learned in the aftermath of the 2013 flood, state and federal government assistance will be delayed. City resources will be critical for paying necessary overtime, meeting urgent and extraordinary service demands, and advancing urgent capital and equipment needs.
 - *Capitalizing on City Council priorities and major opportunities:* Fund balance can be an important resource for meeting unanticipated service needs or economic development opportunities. For example, in the past, the City used General Fund balance to lend funds to the Evans Redevelopment Agency to acquire properties for strategic reinvestment to stimulate other development along the Highway 85 corridor.

- 2. The General Fund contribution to street maintenance is to be funded from operating revenues.** Prior to 2014, all street maintenance was funded primarily through State of Colorado Highway User Tax, Weld County Road and Bridge tax and Motor Vehicle Registration taxes with no contribution from the City's General Fund. In the 2014 budget, the City Council made it a priority to increase the level of funding to street maintenance by contributing General Fund revenues received in excess of budgeted expenditures. This goal was accomplished for several years. Due to falling oil and gas sales tax revenues in recent years, the excess revenues have not been available, but street maintenance funding has remained constant, although funded from the fund balance. The 2018 budget will reflect the City Council's high priority for street maintenance by budgeting the transfer to the Streets fund out of operations, not relying on excess revenue or excess fund balance. The five year long range plans support this level of service into the future.
- 3. Allocate additional funding for park maintenance to support the reopening of Riverside Park.** Significant efforts have been made in the past four years to increase the efficiency and effectiveness of parks maintenance service levels. In order to maintain the current level of service for the current parks, additional staffing is needed with the reopening of Riverside Park. The increased in staffing will allow staff to maintain the City's parks and trail system at the current levels.
- 4. Development readiness and master planning.** The City Council has prioritized economic development and a professional approach to working with property owners and developers. Accomplishing this goal requires proactive planning and policy development in the areas of infrastructure requirements (e.g., non-potable irrigation systems, competitive water dedication), water planning (e.g., best practices research and analysis to optimize Evans' water options in the future), coordinated land use agreements, and neighborhood and community process facilitation to ensure a collaborative approach when introducing new systems. Current staffing capacity does not allow for thorough work in these areas. The 2018 proposed budget includes funding for a new Management Analyst position to help advance these goals.
- 5. Make essential investments to ensure that the City keeps up with existing service demands.** The 2018 budget recommends modest increases in funding for initiatives that will increase efficiency, meet unavoidable basic needs, and fund specific City requests for additional service levels.

2018 Budget

Below is a summary of the 2018 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	\$ 7,355	\$ 3,436	\$ 4,746	\$ 660	\$ 8,448	\$ 24,645
Revenue	13,564	5,628	4,310	517	2,224	26,244
Operating Exp	(13,536)	(5,095)	(2,537)	(269)	(2,707)	(24,144)
Capital Exp	(17)	(1,861)	(706)	(703)	(1,480)	(4,767)
Net Impact	11	(1,327)	1,067	(455)	(1,963)	(2,667)
Ending Balance	\$ 7,366	\$ 2,109	\$ 5,813	\$ 205	\$ 6,485	\$ 21,979

Key policy points and questions 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 in order to meet the budget goals outlined for the 2018 Operating and Capital Budget. These strategies are listed below:

- 1. All departments reduced supplies and services base budgets by two percent.** In an effort to ensure the budget goals were met for 2018, each department was asked to provide for a two percent cut in supplies and services. All departments were able to make the cuts with minimal impact to services levels. These cuts help offset increases in other areas that were necessary to maintain current service levels. Reductions were in areas such as supplies and training.
- 2. Supplies and services increases are necessary to maintain existing service levels.** Despite the reduction of two percent to the baseline department budgets discussed above, several service areas include increases to meet the budget goals outlined above. These increases are equivalent to 1.7 percent of the General Fund budget and includes the items listed in the table below. One time increases only impacting the 2018 budget represent about 25 percent of the increase over 2017.

Ongoing

City Attorney litigation contingency	\$100,000
Geographic Information System software licenses for greater productivity	\$25,000
Building inspection contract (offset with permit revenue)	\$18,000
Evans Heritage Day	\$20,000
City utility cost increases	\$10,000
Language line translation services	\$2,000
Feral cat program services	\$2,000
Municipal court software support	\$1,500
Police Department fingerprint scanner support	\$1,400

One – Time

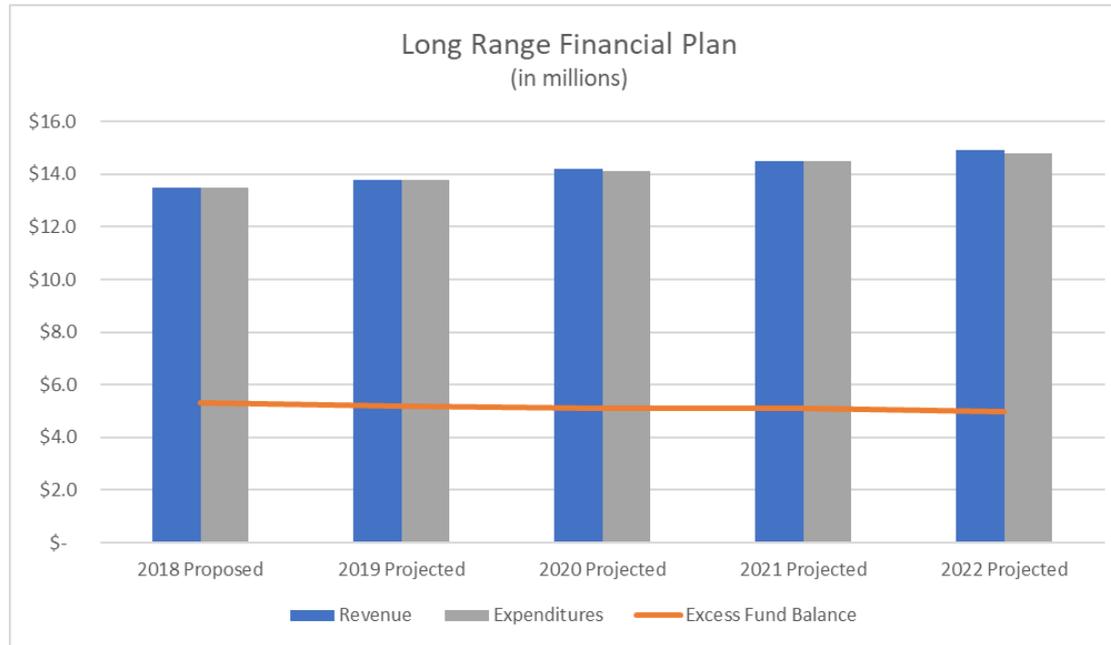
Municipal election	\$28,000
Information technology equipment	\$21,000
Municipal court software for greater efficiency	\$13,700

3. **The 2018 proposed budget includes an additional 5.5 Full Time Equivalent positions (FTE).** As the City recovers from the Great Recession, and resulting reduction in force, positions have been added back slowly based on the goals outlines previously. The following were the positions requested for addition to the 2018 budget.
- *Emergency Management Coordinator:* This position is requested as a part time, non-benefited staff to oversee and manage the emergency management responsibilities of the City. Historically, this position was funded as a temporary staff after the floods of 2013 with a partial grant. The grant is projected to continue into the future.
 - *Parks Maintenance Technicians:* Two additional full time parks maintenance technicians were requested in order to maintain the current levels of service for the existing parks and the redeveloped Riverside Park. The increased in full time staff will allow the City to maintain the parks and trail system at the current service levels.
 - *Management Analyst:* This position was requested with the intent advancing the City Council priority of economic development and a professional approach to working with property owners and developers. Accomplishment of this goal requires proactive planning and policy development in the areas of infrastructure requirements, water planning, coordinated land use agreements, and neighborhood and community process facilitation to ensure a collaborative approach when introducing new systems, all of which will be focuses of the new position.

- *Waste Water plant operators:* Two new positions are needed to support the operations of the new consolidated treatment plant and were included in the original plant study and staffing recommendation.
4. **The Asset Management Plan was reduced to only the items with critical needs for replacement.** Each item originally scheduled for replacement in the five-year plan was scrutinized and only urgent needs are addressed in the 2018 budget. The others were postponed for consideration in future years.
 5. **Capital projects were reduced to the most pressing projects.** Although the five year capital plan listed several projects and equipment for replacement, only one item was able to be funded, a new backhoe slated to replace an aging excavator. This backhoe will be the primary large piece of equipment used for several areas within the City as well as the enterprise funds. The other items in the five year plan were moved to future years.

Long Range Plan implications of the recommended budget

The General Fund five-year long range plan reflect total revenues exceeding total expenditures over a five-year forecast period. Using conservative growth assumptions for revenues along with maintaining current levels of service, the long rang plans show sustainability without using fund balance, but do not include excess revenue to expand services without significant economic growth or additional new sources of revenue. The five-year plan also lacks the financial capacity to fund any capital projects (from the General Fund) over the planning period. Capital projects will need to be funding through excess or one-time revenues. Below is a graph showing the General Fund five-year long range plan revenues, expenditures and excess fund balance. The revenues exceed or equal the expenditures in each year resulting in a flat excess fund balance over the planning period.



General Fund Reserves

Preservation of current General Fund reserves is a priority for the five year planning period. The 2018 through 2022 projected revenues exceed the expenditures and the long range financial plans do not show a draw down of fund balance. The goal is to preserve available fund balance for unanticipated economic downturn or opportunities that may arise.

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 2018 budget includes increases in operating expenditures within these funds of 14 percent. Following is a list of the main contributing factors to the operating increase:

- The cost to treat the City's potable water paid to Greeley is estimated to increase 11 percent over 2017. This cost also increased seven percent in 2017, representing an 18 percent increase in operating costs within the last two years.
- The new consolidated waste water treatment plant will be online mid-2018 and the costs to operate the fully mechanical (as compared to the lagoon system) will see an increase of 18 percent primarily due to this reason.

- Contractual increases in printing and professional services represent the slight increase of four percent in operating expenses within the Storm Drainage Fund.

On the revenue side, the utility funds have seen 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. More work needs to be done specifically in the water supply and capital infrastructure areas of water and storm drainage.

Key Capital Projects

The 2018 capital projects for each governmental and enterprise fund are summarized below:

Fund	Project	Budget
General	Backhoe (Cost allocated by fund utilization)	\$16,650
Cemetery Perpetual Care	Cemetery path improvements	\$75,000
Conservation Trust	Redevelopment of prior pool site park (34th St & 15th Ave)	\$300,000
	Playground equipment & safe surface	\$100,000
	Evans Ditch Trail design and ROW acquisition	\$180,000
Capital Projects - Streets	37th St. Widening - 35th to 47 th	\$150,000
	47th Ave Widening- 32nd St to 37th St (4 lanes)	\$75,000
	Street Resurfacing	\$600,000
Water	NISP Storage Project	\$384,000
	System expansion fee contingency	\$300,000
	Tuscany non-potable irrigation system ponds	\$725,000
	17 th Ave line replacement (37 th St to North county line)	\$412,500
	37 th Street Line replacements	\$147,200
	Backhoe (Cost allocated by fund utilization)	\$83,250
Waste Water	Annual sewer line maintenance	\$300,000
	WW Collection line replace: 37th St (17th Ave to Valmont St)	\$75,000
	WW Collection line replace: State St (37th St N to MH 100)	\$20,000
	Backhoe (Cost allocated by fund utilization)	\$11,100
	Plant structure maintenance/replacement planning	\$150,000
	Plant equipment maintenance/replacement planning	\$150,000

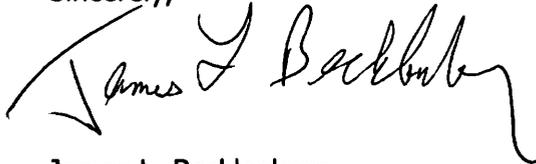
Budget Process

Staff continues to be heavily involved in the budget process resulting in a higher level of staff awareness, knowledge, and accountability. Process teams were developed for revenue, payroll, supplies and services, asset management, and capital programs. These teams worked with the departments to review and prepare the budgets while providing for an independent review. The goal for each of these teams is to train the team for next year and each year increase the level of analysis that goes along with developing the budget. An additional benefit is the increased number of city employees who have a significantly greater understanding of the City finances and operations. The increased awareness usually leads to more accurate information in the community.

Conclusion

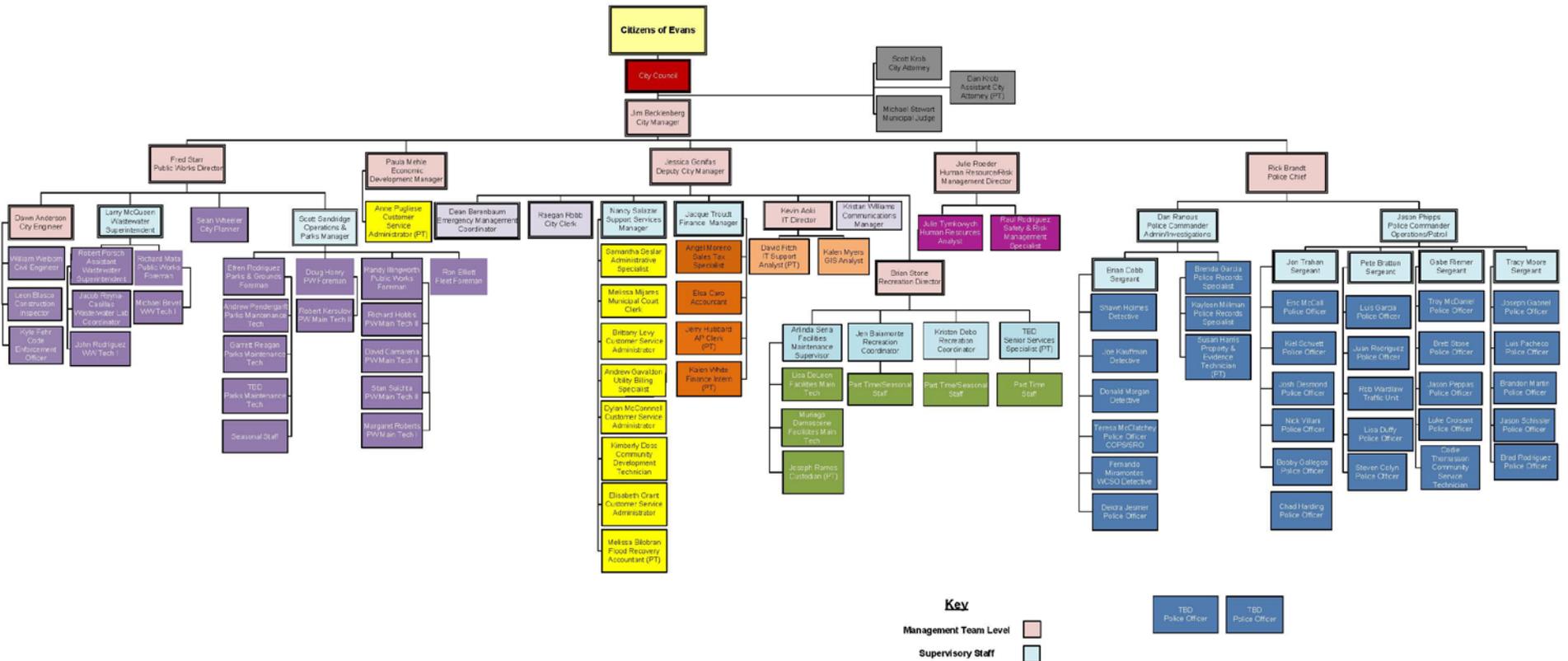
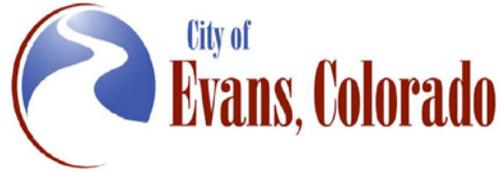
The 2018 budget is an extension of the work over the past several years focused on long term sustainability with the General Fund providing for additional street maintenance within operating revenues rather than using one time revenues or fund balance as in prior years. More work needs to be done in 2018 to assess funding options for much needed major infrastructure projects within the streets and utility funds. Economic development strategies will also play a key role in providing resources for these initiatives. The long-term sustainability of the City depends on thoughtful analysis and City Council policy consideration. Your staff await your direction and the challenges 2018 promises.

Sincerely,

A handwritten signature in black ink that reads "James L. Becklenberg". The signature is written in a cursive style with a large, sweeping initial "J" and a long, trailing flourish at the end.

James L. Becklenberg
City Manager

Organizational Chart

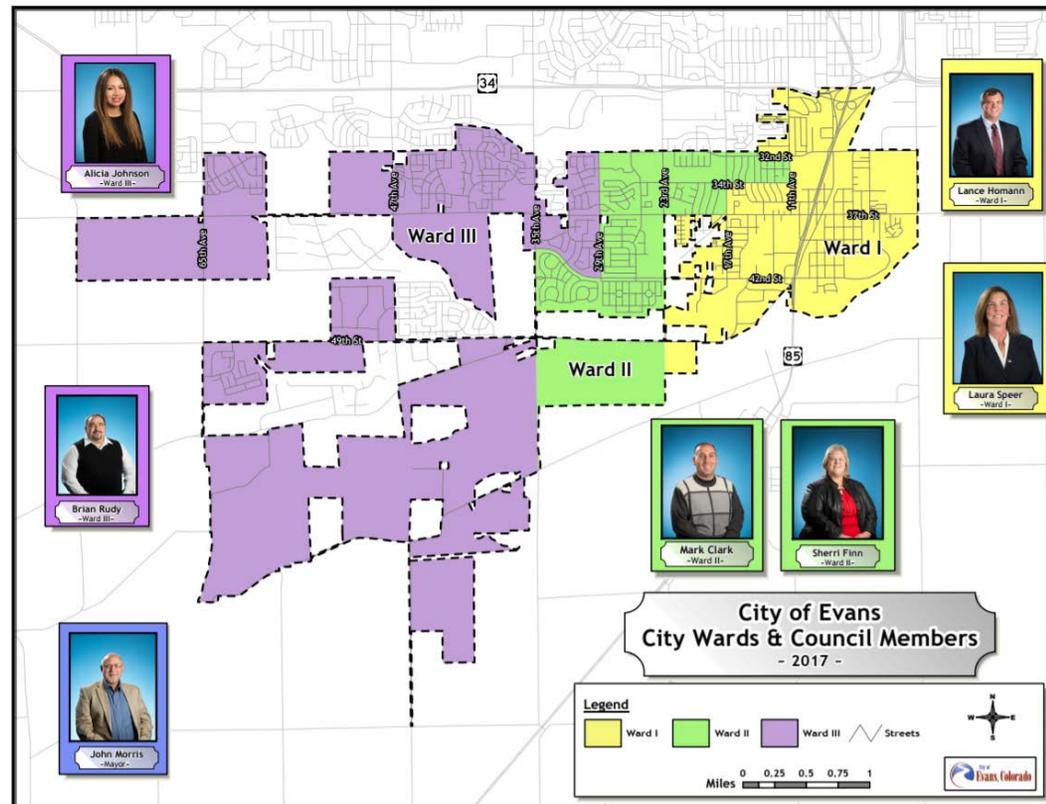


General Fund

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

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

- 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 of: diverse economy, clean, infrastructure, family friendly home town, safe, and self-sustaining.



City Departments

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.

- 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 for City Council, the Evans Redevelopment Agency, and the City Management Team: minutes, agenda, and meeting preparation;
- City Records Custodian: coordinates open records requests and maintains revisions to the Municipal Code and Home Rule Charter;
- Designated City Election Official: oversees City Council Elections, Special Elections, Coordinated Elections, and County ballot drop-off locations in the City of Evans;
- Oversees Council appointments to City Boards and Commissions;
- Liquor licensing;
- Pet licensing; and
- Cemetery administration for the Evans Cemetery.

Goals for 2018 include:

- **City Council** - Municipal Election and Council Member Orientation;
- **Liquor** - Chapter 5 Code Revision-Liquor Sales & Temporary Vendors;
- **Cemetery** - final conversion to ARC GIS and Public Portal Pilot Project;
- **Leadership** - Completion of ICMA Emerging Leadership Program.

City Departments

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

- Implement a new online payment software.
- Automate court hearing process and implement a new court software or upgrade.
- Implement a new customer service software.
- Implement an upgrade to building permit software, allowing more online accessibility.

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.

- Design and implement electronic records management system for personnel records.
- Evaluate and modify applicant selection processes.
- Enhance the employee onboarding process to provide new employees the information, resources and tools needed to be successful and productive at the City of Evans.
- Develop, implement and evaluate City-wide training based on information received through surveys, focus groups and loss trend analysis.
- Evaluate the performance management module available through our current provider to determine the benefits of its use as part of the City's overall performance management system.
- Develop and implement a risk management framework and a process for managing risk that can help the City increase the likelihood of achieving objectives, improve the identification of opportunities and threats and effectively allocate and use resources for risk management.
- 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.

City Departments

Information Technology – includes management of the City's information services serving both the residents and staff.

- Promote the effective use of technology throughout the City.
- Increase City efficiency in use of electronic systems by designing, connecting and integrating data systems.

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

- Implement a new financial software package, with increased functionality for all departments.
- Improve financial reporting and accessibility of information for department use.

Community Development

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

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

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

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

Goals include creating partnerships with the community in developing for the future. The main areas of concentration for 2018 include:

- Mutually beneficial development that sustains the community economically and aesthetically.
- Promote a collaborative atmosphere within the internal Development Review Team.

Economic Development

Economic Development is a division of the Evans City Manager's Office/Community Development Department and includes: business development, attraction and management of the Evans Redevelopment Agency (ERA).

Business Development – Business Development focuses on serving start-up and existing businesses in the community. This entails connecting the business community with a variety of resources through local chambers and direct contact with businesses via one-on-one interaction, community events, and electronic and mailed communication. Such resources are the Small Business Development Center (SBDC), Employment Services of Weld County, City departments, as well as other public and private organizations that assist businesses with data, training, networking, development, licensing and much more.

Business Attraction – Business Attraction focuses on luring of new businesses and residents to the community. Activities require working in cooperation with business serving organizations and agencies, property owners, real estate brokers and businesses themselves to identify and secure sites for business operations as well as housing opportunities for new residents. Promotion of demographics, traffic counts, quality of life features and available sites occurs through quality web presence, media coverage, and direct contact with businesses, site selectors, and brokers.

Goals include developing strong relationships with the business community in growing existing businesses and attracting additional businesses and residents. The main areas of concentration for 2018 include:

- Partner with business resource organizations and agencies to support business growth and attraction.
- Develop marketing material and data to communicate opportunities available in Evans.
- Work in conjunction with other divisions within the City to increase reputation in Evans as a business friendly community.
- Connect with and serve businesses, property owners and brokers within Evans.



Public Safety

The Police Department has an authorized strength of 36 sworn officers, a full-time Animal Control/Community Services Technician, two full time and one-part time civilian support staff. The department is committed to providing outstanding, compassionate, and professional public safety services to our residents.

Front Desk & Records – Citizens coming into, or calling the police department are greeted by Brenda and Kayleen, our front desk and Records staff. They provide a myriad of services including providing copies of reports, finger printing for employers, criminal history checks, and answer hundreds of questions from our citizens.

Patrol – the most visible part of the Department is under the direction of Commander Dan Ranous. Six 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. One full time officer is assigned to our Traffic Safety Unit and is tasked with identifying and positively impacting high traffic incident locations and directing efforts to reduce traffic collisions.

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/Administrative Services – under the direction of Commander Jason Phipps, the unit is responsible for all investigative follow up, crime analysis, sex offender tracking, property and evidence handling, records management, IT, and Internal Affairs investigations. A sergeant supervises three detectives who investigate all serious crimes in Evans.

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.

Public Safety

Projects and Goals for 2018:

- The Police Department will be installing a new Records Management System 1st Quarter 2018.
- Along with our Citizens Police Academy we will host an academy for members of our Spanish speaking residents.
- Co-Responder Program – The police department has partnered with North Range Behavioral Health to have a mental health clinician based at the police building to respond to calls involving individuals suffering from behavioral health issues such as PTSD, suicidal ideations, chemical dependence, and other problems. Having a trained clinician co-respond with officers will immediately make available resources and support for individuals needing or requesting such services.



Public Works

The public works mission is to manage Public Services and 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 public rights-of-way, fleet services, and engineering including the areas within Public Works of Maintenance of Condition, Fleet Services, and Engineering.

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

Goals for 2018:

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

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

- Develop a fleet replacement program based on objective evaluation criteria.

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

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



Culture, Parks, and Recreation

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

Public Facilities – includes maintenance and operational expense of the Evans Community Complex, 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 Parks & Recreation Departments.

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

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

Forestry Care – includes care of trees and horticultural care on public property and landscape plan review.

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

Goals for 2018 Include:

- Continue to participate in the Tree City USA and Playful City USA programs.
- Assist flood recovery team with the construction of Riverside Park.
- Collaborate with High Plains Library District to provide cultural programs and special events for the community.
- Implement a Senior Advisory Board to brainstorm new ideas for trips and programs.
- Offer six special events for the community.
- Implement two new recreation programs for children aged 3-5.



General Fund Long Range Financial Plan

City of Evans General Fund Long Range Financial Plan

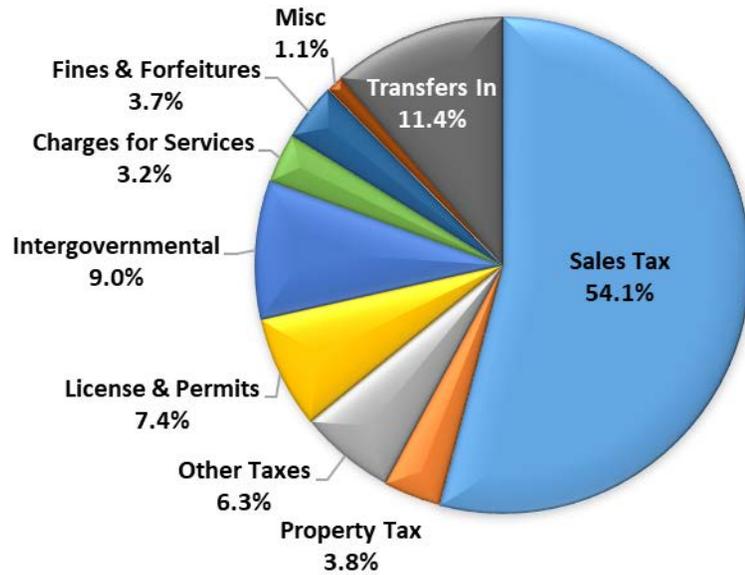
	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	8,268,626	10,229,726	8,119,400	8,119,400	7,354,910	7,366,200	7,383,554	7,415,537	7,463,054
Revenues:									
Sales Tax	8,583,726	7,501,769	6,991,245	7,294,482	7,338,818	7,528,881	7,724,645	7,926,282	8,133,969
Property Tax	373,971	431,090	460,251	460,251	510,001	515,101	520,252	525,455	530,709
Other Taxes	1,565,219	1,036,497	704,519	750,934	851,545	870,159	889,824	910,601	932,556
License & Permits	973,894	944,578	885,708	885,708	997,043	1,025,420	1,054,853	1,085,387	1,117,071
Intergovernmental	2,171,729	1,643,609	1,551,982	1,551,982	1,225,935	1,262,211	1,299,576	1,338,061	1,377,701
Charges for Services	430,983	438,633	364,333	364,333	439,365	450,158	461,272	472,718	484,505
Fines & Forfeitures	429,752	610,826	385,300	492,300	508,564	530,362	545,604	561,303	577,473
Assessments	99,813	35,637	-	46,880	-	-	-	-	-
Misc	478,002	298,562	150,505	150,505	148,647	140,554	140,554	140,554	140,554
Total revenues	15,107,088	12,941,201	11,493,843	11,997,375	12,019,919	12,322,846	12,636,579	12,960,361	13,294,537
CT	15,107,088	12,941,201	11,493,843	11,997,375	12,019,919	12,322,846	12,636,579	12,960,361	13,294,537
Transfers In	1,300,292	1,286,429	1,492,632	1,492,632	1,544,347	1,567,339	1,590,670	1,614,347	1,638,374
Total Available Funds	16,407,380	14,227,630	12,986,475	13,490,006	13,564,265	13,890,184	14,227,250	14,574,708	14,932,911
Total Annual Increase	-4.33%	-13.29%	-8.72%	-5.18%	0.55%	2.40%	2.43%	2.44%	2.46%
Expenditures:									
GG Personnel	1,785,834	1,966,415	2,163,715	2,163,715	2,131,489	2,200,123	2,270,967	2,344,092	2,419,572
GG Operations	1,572,013	1,827,553	1,947,098	1,947,098	1,973,346	1,873,346	1,873,346	1,873,346	1,892,079
General Government	3,357,847	3,793,967	4,110,813	4,110,813	4,104,835	4,073,469	4,144,313	4,217,438	4,311,651
	2.93%	12.99%	8.35%	8.35%	-0.15%	-0.76%	1.74%	1.76%	2.23%
CD Personnel	410,597	285,271	348,972	348,972	389,778	402,329	415,284	428,656	442,459
CD Operations	535,259	361,940	441,238	441,238	378,426	378,426	378,426	378,426	382,210
Community Development	945,856	647,211	790,210	790,210	768,204	780,755	793,710	807,082	824,669
	46.22%	-31.57%	22.09%	22.09%	-2.78%	1.63%	1.66%	1.68%	2.18%

General Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
PS Personnel	3,186,942	3,607,033	4,100,178	4,006,188	4,127,905	4,260,824	4,398,022	4,539,638	4,685,815
PS Operations	374,916	309,572	295,031	295,031	334,918	321,163	321,163	321,163	324,375
Public Safety	3,561,858	3,916,605	4,395,208	4,301,218	4,462,823	4,581,987	4,719,185	4,860,801	5,010,189
	3.42%	9.96%	12.22%	9.82%	3.76%	2.67%	2.99%	3.00%	3.07%
PW Personnel	804,221	880,310	851,537	851,537	961,110	992,058	1,024,002	1,056,975	1,091,010
PW Operations	714,151	448,326	613,123	613,123	610,957	610,957	610,957	610,957	617,066
Public Works	1,518,372	1,328,636	1,464,660	1,464,660	1,572,067	1,603,014	1,634,959	1,667,932	1,708,076
	12.06%	-12.50%	10.24%	10.24%	7.33%	1.97%	1.99%	2.02%	2.41%
CPR Personnel	680,582	648,916	795,303	795,303	896,485	989,487	1,021,348	1,054,235	1,088,182
CPR Operations	452,982	386,195	528,784	528,784	513,783	513,783	513,783	513,783	518,921
Culture, Parks & Rec	1,133,564	1,035,112	1,324,087	1,324,087	1,410,268	1,503,270	1,535,131	1,568,018	1,607,103
	23.63%	-8.69%	27.92%	27.92%	6.51%	6.59%	2.12%	2.14%	2.49%
IGA - Fire Services	471,358	474,137	479,713	479,713	493,011	505,336	517,969	530,919	544,191
Asset Management	396,344	488,228	549,624	549,624	82,595	225,000	250,000	275,000	300,000
Debt	289,169	24,371	-	-	-	-	-	-	-
Transfer for pavement management	1,200,929	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total operating expenditures	12,875,298	12,558,266	13,714,315	13,620,325	13,493,802	13,872,830	14,195,267	14,527,190	14,905,880
Total Annual Increase	16.41%	-2.46%	9.21%	8.46%	-0.93%	2.81%	2.32%	2.34%	2.61%
Disaster Response & Recovery	361,560	240,794	244,171	244,171	42,523	-	-	-	-
Capital Improvements	1,205,104	897,861	744,015	390,000	16,650	-	-	-	-
Transfers Out (To other City Funds)	4,319	2,641,034	-	-	-	-	-	-	-
Excess Revenue Over (Under)									
Expenditures	1,961,100	(2,110,326)	(1,716,027)	(764,490)	11,290	17,354	31,983	47,518	27,031
Ending Fund Balance	10,229,726	8,119,400	6,403,373	7,354,910	7,366,200	7,383,554	7,415,537	7,463,054	7,490,086
CT	10,229,726	8,119,400							
Minimum Target Reserve	2,218,824	2,139,567	2,428,579	2,405,081	2,373,451	2,468,208	2,548,817	2,631,798	2,726,470
Available Funds	8,010,901	5,979,833	3,974,794	4,949,829	4,992,749	4,915,346	4,866,720	4,831,257	4,763,616

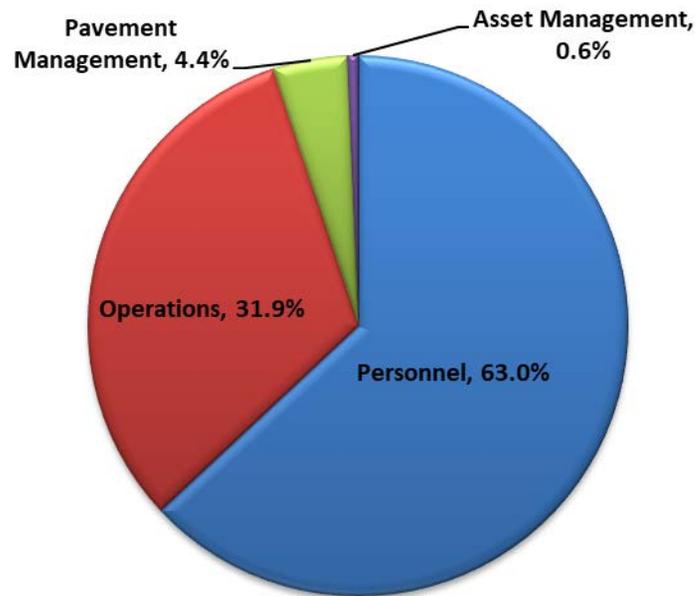
General Fund Revenue Summary – Fiscal Year 2018

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

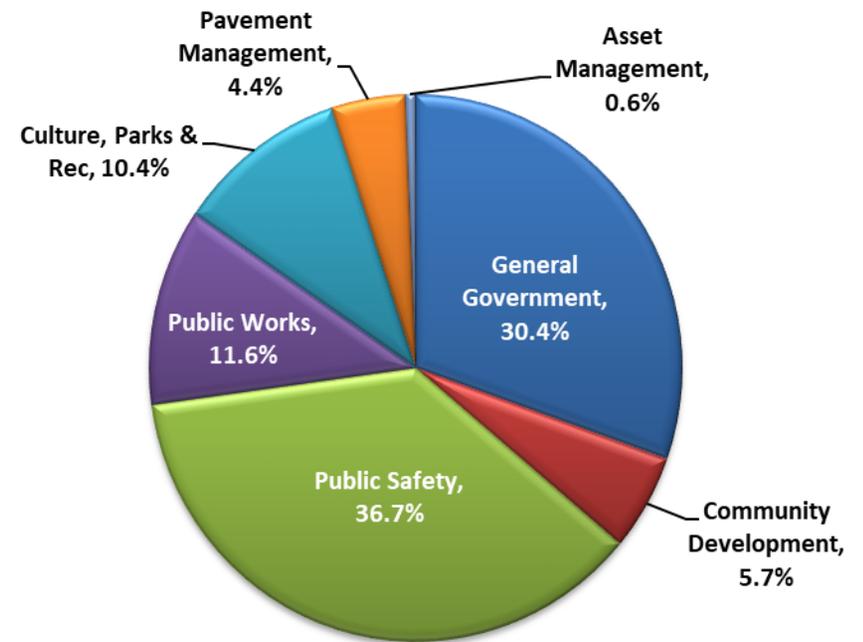


Source	Revenue	Percentage
Sales Tax	\$ 7,338,818	54.1%
Property Tax	\$ 510,001	3.8%
Other Taxes	\$ 851,545	6.3%
License & Permits	\$ 997,043	7.4%
Intergovernmental	\$ 1,225,935	9.0%
Charges for Services	\$ 439,365	3.2%
Fines & Forfeitures	\$ 508,565	3.7%
Miscellaneous	\$ 148,647	1.1%
Transfer from Other Funds	\$ 1,544,347	11.4%
Total Revenue	\$ 13,564,266	100%

Expenditures by Category



Expenditures by Type



Enterprise Funds

Water Fund

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

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

Goals for 2018 include:

- Participate in the ongoing efforts to develop additional water supplies.
- Continue aggressive water conservation program designed to reduce the City's water consumption over time by approximately 13%.
- Actively manage water usage to monitor system development charges with the City of Greeley related to the volume of water treated.
- Evaluate City water dedication policy and requirements

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

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

Goals for 2018 include:

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

Water Fund

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

Goals for 2018 include:

- Ensure the Evans Ditch infrastructure is accounted for within our Asset Management Plan and future replacement costs are appropriately allocated through the five-year Capital Improvement Plan.
- Develop a plan for major maintenance of the Evans Ditch facilities and integrate into future plans based upon findings from system analysis conducted in 2017.
- Investigate options to expand the utilization of the Evans Town Ditch and further reduce the City's demand for treated water.



Water Fund Long Range Financial Plan



City of Evans Water Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Operating Revenues									
Base Rate (base, np, penalty, misc)	1,959,604	2,091,786	1,947,542	1,951,309	2,030,305	2,078,101	2,080,441	2,082,781	2,085,121
Loan Proceeds	794,974	84,185	44,912	44,912	-	-	-	-	-
Variable Rate	2,882,866	3,024,905	2,900,000	2,900,000	3,277,000	3,342,540	3,409,391	3,477,579	3,547,130
Interest Income	3,630	22,211	7,917	7,917	9,848	10,828	11,902	13,409	13,363
Total Operating Revenues	5,641,073	5,223,086	4,900,371	4,904,138	5,317,153	5,431,469	5,501,733	5,573,768	5,645,613
Operating Expenses									
Fixed costs	1,960,965	1,380,630	1,716,299	1,716,299	1,722,628	1,748,911	1,789,509	1,824,108	1,859,504
Variable costs	2,537,764	2,770,072	2,782,662	2,782,662	3,268,796	3,334,812	3,395,220	3,469,289	3,532,386
Total Operating Expenses	4,498,728	4,150,702	4,498,961	4,498,961	4,991,424	5,083,723	5,184,729	5,293,397	5,391,890
Net Revenues over (under) expenses	1,142,345	1,072,384	401,410	405,177	325,729	347,746	317,005	280,371	253,723
Transfer for Major Maint (w AMP)	788,113	632,366	231,243	235,010	264,417	232,648	152,156	276,681	109,690
Transfer for Water Conservation	345,102	254,833	117,338	117,338	8,204	7,728	14,171	8,289	14,744
Net Operations after Transfers	9,130	185,185	52,829	52,829	53,108	107,370	150,678	(4,599)	129,290
Running Cash Balance	783,522	976,866	1,029,695	1,029,695	1,082,803	1,190,173	1,340,851	1,336,251	1,465,541
Target Operating Reserve - 3 months	841,378	815,876	1,037,595	1,036,653	1,179,701	1,210,837	1,254,600	1,252,107	1,316,864
Available Funds	(57,856)	160,991	(7,900)	(6,958)	(96,898)	(20,664)	86,250	84,145	148,677
Water Rights Revenues									
Payment in Lieu & Water Rights Lease	20,196	-	20,000	-	20,000	20,000	20,000	20,000	20,000
Water Rights Expenses									
Water Right Acquisition	-	-	-	-	-	-	-	-	-
Annual Net	20,196	-	20,000	-	20,000	20,000	20,000	20,000	20,000
Running Balance	(127,667)	(127,667)	(87,667)	(107,667)	(87,667)	(67,667)	(47,667)	(27,667)	(7,667)

Water Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
<u>System Maintenance & Expansion Revenue</u>									
Tap Fee Revenue	407,863	781,048	260,000	617,290	270,000	280,000	290,000	300,000	310,000
Water Meter Sales	29,081	41,274	20,500	45,450	21,000	21,500	22,000	22,500	23,000
Interest Income/ Other Revenue	8,502	6,915	-	-	-	-	-	-	-
Transfer for Major Maint (w AMP)	788,113	632,366	231,243	235,010	264,417	232,648	152,156	276,681	109,690
Transfer for Water Conservation	345,102	254,833	117,338	117,338	8,204	7,728	14,171	8,289	14,744
Loan Proceeds for NISP	-	-	-	-	-	2,192,000	3,318,000	5,666,000	4,920,000
Total System Expansion Revenue	1,578,661	1,716,436	629,081	1,015,088	563,622	2,733,876	3,796,327	6,273,471	5,377,434
<u>System Maintenance & Expansion Expenses</u>									
Capital Outlay	368,142	153,116	992,328	992,328	1,639,450	3,640,500	4,766,500	5,966,000	5,220,000
Major Maintenance & AMP	136,800	50,000	231,243	235,010	264,417	232,648	152,156	276,681	109,690
Water Conservation Projects	-	-	117,338	117,338	8,204	7,728	14,171	8,289	14,744
Misc Expenses	44,458	147,100	50,831	50,831	51,963	53,012	54,087	55,189	56,319
Total Expenses	549,399	350,216	1,391,740	1,395,507	1,964,034	3,933,888	4,986,914	6,306,160	5,400,753
Annual Net	1,029,262	1,366,220	(762,659)	(380,419)	(1,400,413)	(1,200,012)	(1,190,587)	(32,689)	(23,319)
Running Balance	1,768,045	3,134,264	2,371,605	2,753,845	1,353,432	153,420	(1,037,167)	(1,069,856)	(1,093,176)
Total Water Fund Revenue	6,106,716	6,052,323	5,200,871	5,566,878	5,628,153	7,944,969	9,151,733	11,582,268	10,918,613
Total Water Fund Expenses	5,048,128	4,500,918	5,890,701	5,894,468	6,955,458	9,017,611	10,171,643	11,599,557	10,792,643
CT	-	-	-	-	-	-	-	-	-
Changes in Working Capital	86,517	(209,973)	-	-	-	-	-	-	-
Total Water Fund Cash Balance	2,422,631	3,764,063	3,074,233	3,436,472	2,109,167	1,036,525	16,616	(673)	125,298
	2,422,631	3,764,063							

Water Fund

Expense Summary

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
<u>Operating Revenues</u>									
Base Rate (base, np, penalty, misc)	\$1,959,604	\$2,091,786	\$1,947,542	\$1,951,309	\$2,030,305	\$2,078,101	\$2,080,441	\$2,082,781	\$2,085,121
	\$17.50	\$18.00	\$18.50	\$18.50	\$19.00	\$19.50	\$19.50	\$19.50	\$19.50
<u>Base Major Maintenance Calculator</u>									
Administrative GF OH	689,664	649,915	766,877	766,877	753,547	764,850	776,323	787,967	799,787
Water Fund Payroll, Supplies & Services	1,114,722	574,137	792,843	792,843	812,502	827,482	856,607	879,561	903,138
AMP	5,500	78,790	-	-	43,260	96,542	138,776	97,919	115,927
Debt - CWPA 2013 Radio Loan	156,579	156,579	156,579	156,579	156,579	156,579	156,579	156,579	156,579
Major Maintenance Projection	788,113	632,365	231,243	235,010	264,417	232,648	152,156	160,754	109,690
Total Base Rate	2,754,578	2,091,786	1,947,542	1,951,309	\$2,030,305	\$2,078,101	\$2,080,441	\$2,082,781	\$2,085,121

Major Maintenance and AMP in Fixed Costs

Major Maintenance Projects:	645,814	503,575	56,599	60,366	164,977	86,106	(36,620)	12,835	(56,237)
Equipment	11,628	-	124,644	124,644	6,180	-	-	-	-
Line Work	125,171	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Asset Management Plan	5,500	78,790	-	-	43,260	96,542	138,776	97,919	115,927
Total In Fixed Costs	788,113	632,365	231,243	235,010	264,417	232,648	152,156	276,681	109,690

Water Fund Long Range Financial Plan

Capital Expenditures - System Expansion Tap Fee Revenue

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	Future Projects
Windy Gap Storage Project	264,142	-	-	-	-	-	-	-	-	-
NISP Storage Project	104,000	140,000	342,000	342,000	384,000	2,192,000	3,318,000	5,666,000	4,920,000	13,544,000
System Expansion Fee Contingency	-	-	300,000	300,000	300,000	300,000	300,000	300,000	300,000	-
Tuscany Non-Potable Irrigation System	-	13,116	2,828	2,828	725,000	-	-	-	-	-
17th Avenue Replacement (37th St to North CL)	-	-	-	-	-	412,500	412,500	-	-	-
37th Street Improvements	-	-	-	-	147,200	736,000	736,000	-	-	-
42nd St. & Golden Measurement Facility	-	-	45,000	45,000	-	-	-	-	-	-
Evans Ditch Condition Survey & Video	-	-	250,000	250,000	-	-	-	-	-	-
Engineering Specifications Update	-	-	52,500	52,500	-	-	-	-	-	-
Backhoe replacement	-	-	-	-	83,250	-	-	-	-	-
17th Avenue Replacement (42nd Street to 37th St)	-	-	-	-	-	-	-	-	-	810,000
42nd Street (35th to Eagles Nest Drive)	-	-	-	-	-	-	-	-	-	375,000
Central Street (37th St to 42nd St)	-	-	-	-	-	-	-	-	-	480,000
Glendale Drive (St Farm Rd to St Farm Rd)	-	-	-	-	-	-	-	-	-	332,000
34th St. - 23rd Ave. to 17th Ave	-	-	-	-	-	-	-	-	-	1,017,000
US 85 WSR (35th St to 31st St), 8th Ave, Southgate North	-	-	-	-	-	-	-	-	-	785,000
State Farm Road (Glendale Dr to State Farm Rd)	-	-	-	-	-	-	-	-	-	200,000
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
Rosedale/Pleasant Acres Drive	-	-	-	-	-	-	-	-	-	430,000
Montrose St.	-	-	-	-	-	-	-	-	-	340,000
Total in CIP from Tap Fee revenue	368,142	153,116	992,328	992,328	1,639,450	3,640,500	4,766,500	5,966,000	5,220,000	24,607,000
Total Capital in Attachment I (includes water rights)	504,942	706,691	1,223,571	1,227,338	1,860,607	3,776,606	4,779,880	6,028,835	5,213,763	

Waste Water Fund

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

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

- Maintain our current level of treatment operations and infrastructure maintenance for both systems.
- Limit treatment compliance violations at both plants.

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

- Prolong the life of the collection system through a maintenance program that prevents any disruptions in service to the public and flow to the treatment facility.
- The maintenance program entails the hydro cleaning of the entire system over a 3-year period.
- With available funding, begin an annual collection system repair and replacement program.



Waste Water Fund Long Range Financial Plan



City of Evans Waste Water Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
<u>Operating Revenues</u>									
Sewer Sales	1,224,772	1,630,364	1,426,550	1,523,273	1,272,743	1,685,328	1,758,421	1,811,514	1,844,607
Other	1,271	6,351	26,114	26,114	9,187	4,409	3,733	3,484	3,301
Total Operating Revenues	1,226,042	1,636,714	1,452,664	1,549,387	1,281,930	1,689,737	1,762,154	1,814,998	1,847,908
CT	1,226,042	1,636,714	1,452,664	1,549,387	1,281,930	1,689,737	1,762,154	1,814,998	1,847,908
<u>Operating Expenses</u>									
Personnel	355,072	414,845	463,292	463,292	635,244	655,699	676,813	698,606	721,101
Operations	315,308	334,868	481,727	481,727	527,776	543,018	558,698	574,829	591,424
Debt -1998	107,048	110,762	107,110	107,110	110,535	15,199	-	-	-
Transfer for Overhead to General Fund	441,930	418,733	496,491	496,491	535,406	543,437	551,589	559,863	568,261
Total Operating Expenses	1,219,358	1,279,208	1,548,620	1,548,620	1,808,961	1,757,353	1,787,099	1,833,298	1,880,786
Net Revenues over (under) expenses	6,684	357,507	(95,956)	768	(527,031)	(67,616)	(24,945)	(18,300)	(32,878)
Running Cash Balance	609,680	967,187	871,231	967,954	440,923	373,307	348,362	330,062	297,184
Target Operating Reserve - 3 months	304,840	319,802	387,155	387,155	452,240	439,338	446,775	458,324	470,196
Available Funds	304,840	647,385	484,076	580,799	(11,317)	(66,031)	(98,413)	(128,263)	(173,013)
<u>Major Maintenance Revenues</u>									
Revenue	1,034,913	854,000	1,988,000	2,416,000	2,954,000	2,730,000	2,770,000	2,830,000	2,910,000
Loan Proceeds		5,203,488	34,660,700	34,660,700	-	-	-	-	-
Grant - Disaster Related	1,174,315	189,200	-	-	-	-	-	-	-
Total System Maintenance Revenues	2,209,228	6,246,688	36,648,700	37,076,700	2,954,000	2,730,000	2,770,000	2,830,000	2,910,000
<u>Major Maintenance Expenses</u>									
Asset Management	52,072	125,813	39,000	39,000	-	68,959	16,391	35,454	-
Disaster Recovery	1,646,835	27,133	-	-	-	-	-	-	-
Capital Outlay - Regulatory Compliance	-	6,602,577	34,392,900	34,392,900	-	-	-	-	-
Capital Outlay - Major Maintenance	-	-	689,823	689,823	706,100	870,000	600,000	650,000	750,000
Debt	-	208,339	727,964	727,964	727,764	2,418,088	2,416,619	2,417,506	2,417,216
Total System Maintenance Expenses	2,116,907	6,963,862	35,849,687	35,849,687	1,433,864	3,357,047	3,033,010	3,102,960	3,167,216
Annual Net	92,322	(717,174)	799,013	1,227,013	1,520,137	(627,047)	(263,010)	(272,960)	(257,216)
Running Cash Balance	(58,989)	(776,164)	22,850	450,850	1,546,436	919,390	656,380	383,421	126,205

Waste Water Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
System Expansion Revenues									
Grant Revenue	373,206	1,898,540	-	-	-	-	-	-	-
System Development Fees	281,907	348,251	50,000	500,516	50,000	50,000	50,000	50,000	50,000
Interest	3,130	6,351	17,787	17,787	24,041	24,781	25,529	23,314	19,348
Bond Proceeds	-	-	-	-	-	-	-	-	-
Total System Expansion Revenues	658,242	2,253,142	67,787	518,303	74,041	74,781	75,529	73,314	69,348
System Expansion Expenses									
Capital Outlay	1,182,570	8,875	-	-	-	-	297,000	470,000	360,000
Total System Maintenance Expenses	1,182,570	8,875	-	-	-	-	297,000	470,000	360,000
Annual Net	(524,328)	2,244,268	67,787	518,303	74,041	74,781	(221,471)	(396,686)	(290,652)
Running Cash Balance	92,039	2,336,307	2,404,094	2,854,610	2,478,135	2,552,916	2,331,445	1,934,760	1,644,107
Total Waste Water Fund Revenue	4,093,513	10,136,545	38,169,151	39,144,390	4,309,971	4,494,519	4,607,683	4,718,312	4,827,255
Total Waste Water Fund Expenses	4,518,835	8,251,945	37,398,306	37,398,306	3,242,825	5,114,400	5,117,109	5,406,257	5,408,001
Changes in Working Capital	801,540	(220,853)	-	-	-	-	-	-	-
Ending Cash	1,335,706	2,999,453	3,770,297	4,745,536	5,812,683	5,192,801	4,683,376	3,995,431	3,414,685
CT	1,335,706	2,999,453							
Restricted Cash	285,439	292,111							

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	Future Projects
Combined Plant Design & Construction	1,178,749	6,602,577	34,392,900	34,392,900	-	-	-	-	-	-
Utility Billing Software	3,821	8,875	17,323	17,323	-	-	-	-	-	-
Vac Truck	-	-	350,000	350,000	-	-	-	-	-	-
Annual Sewer Line Maintenance	-	-	300,000	300,000	300,000	100,000	100,000	100,000	100,000	1,650,000
Engineering Specifications Update	-	-	22,500	22,500	-	-	-	-	-	-
WW Collection line replacements:										
40th and Pueblo St	-	-	-	-	-	-	-	-	150,000	1,502,001
43rd Street	-	-	-	-	-	-	-	-	210,000	2,080,000
37th St (17th Ave to Valmont St)	-	-	-	-	75,000	250,000	250,000	-	-	-
11th Ave (Evans Ditch north to 33rd St)	-	-	-	-	-	-	47,000	470,000	-	-
State St (37th St N to MH 100)	-	-	-	-	20,000	120,000	-	-	-	-
37th St (Boulder St to Riverside Pkwy)	-	-	-	-	-	-	-	-	-	679,000
49th Street	-	-	-	-	-	-	-	-	-	4,054,000
State St (MH 100 north to Stampede Truck Stop)	-	-	-	-	-	-	-	-	-	850,200
Backhoe replacement	-	-	-	-	11,100	-	-	-	-	-
Plant Structure Maint/replacement planning	-	-	-	-	150,000	200,000	250,000	275,000	325,000	773,834
Plant Equipment Maint/replacement planning	-	-	-	-	150,000	200,000	250,000	275,000	325,000	838,324
Waste Water Fund Total	1,182,570	6,611,452	35,082,723	35,082,723	706,100	870,000	897,000	1,120,000	1,110,000	12,427,359

Storm Drainage Fund

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

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



Storm Drainage Fund Long Range Financial Plan

City of Evans Storm Drainage Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Cash	1,293,597	645,256	900,719	900,719	660,263	205,477	92,273	(2,204,162)	(4,024,489)
<u>Operating Revenues</u>									
Storm Drainage Sales	549,146	680,990	481,635	481,635	491,706	501,540	511,571	521,803	532,239
Other	3,359	4,083	5,787	5,787	5,787	5,787	5,787	5,787	5,787
Total Operating Revenues	552,505	685,073	487,421	487,421	497,493	507,327	517,358	527,589	538,025
CT	552,505	685,073	487,421	487,421	497,493	507,327	517,358	527,589	538,025
<u>Operating Expenses</u>									
Storm Operations	99,457	214,692	40,000	40,000	47,289	42,137	43,190	44,270	45,376
Disaster Recovery	-	-	-	-	-	-	-	-	-
Total Operating Expenses	99,457	214,692	40,000	40,000	47,289	42,137	43,190	44,270	45,376
Transfer Out - Overhead to GF	(135,757)	(184,700)	(196,017)	(196,017)	(221,646)	(224,970)	(228,345)	(231,770)	(235,247)
Operating Income (Loss) after transfers	317,291	285,681	251,404	251,404	228,558	240,220	245,823	251,549	257,402
<u>Other Income (Expense)</u>									
Plant Inv Fees/Cash in Lieu of Fees	38,386	57,134	20,000	54,655	20,000	20,000	20,000	20,000	20,000
Capital Outlay	(1,019,400)	(67,100)	(546,515)	(546,515)	(703,345)	(373,424)	(2,562,257)	(2,091,877)	(2,228,572)
Changes in Working Capital	15,382	(20,252)	-	-	-	-	-	-	-
Increase (Decrease) in Cash	(648,341)	255,463	(275,111)	(240,456)	(454,787)	(113,204)	(2,296,434)	(1,820,328)	(1,951,170)
Ending Cash	645,256	900,719	625,608	660,263	205,477	92,273	(2,204,162)	(4,024,489)	(5,975,659)
CT	645,256	900,719							
Target Reserve - 3 months	24,864	53,673	10,000	10,000	11,822	10,534	10,797	11,067	11,344

Storm Drainage Fund Long Range Financial Plan

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected	Future Projects
Tuscany Storm Drainage Improvements	-	16,181	7,734	7,734	-	-	-	-	-	-
Hwy 85/37th St Drainage	996	-	-	-	-	-	-	-	-	-
37th Street & Valmont Avenue	-	-	-	-	504,199	-	-	-	-	-
39th Street between Boulder & Denver Street	-	-	-	-	-	259,332	-	-	-	-
Montego Bay Inlets	-	-	-	-	-	114,092	-	-	-	-
17th Avenue to Industrial Parkway	-	-	-	-	-	-	915,732	-	-	-
St Vrain/WSR and Railroad Park Detention Pond	-	-	-	-	-	-	1,646,525	-	-	-
Ridge at Prairie View Outfall	-	-	-	-	199,146	-	-	1,991,458	-	-
Harbor Lane & Anchor Drive	-	-	-	-	-	-	-	100,419	-	-
31st St east of Trinidad Street	-	-	-	-	-	-	-	-	2,228,572	-
37th St. Storm Sewer - Trinidad to Boulder	572,000	-	-	-	-	-	-	-	-	-
Central St./State St. Storm Sewer Rehab.	8,992	-	-	-	-	-	-	-	-	-
37th St. Storm Sewer - Boulder to US 85	218,921	-	-	-	-	-	-	-	-	-
43rd and Central Storm Sewer (Easement, design & Const.)	-	-	141,009	141,009	-	-	-	-	-	-
29th and Anchor Inlet additions	-	-	75,000	75,000	-	-	-	-	-	-
Utility Billing Software	1,163	2,701	5,272	5,272	-	-	-	-	-	-
36th Street Storm Sewer	217,328	-	-	-	-	-	-	-	-	-
Street Sweeper	-	48,218	-	-	-	-	-	-	-	-
Bore across Highway 85	-	-	160,000	160,000	-	-	-	-	-	-
36th St Storm Drain- finish 37th St Phase II	-	-	120,000	120,000	-	-	-	-	-	-
Engineering Specifications Update	-	-	37,500	37,500	-	-	-	-	-	-
37th Street at South Platte River & 37th St/State St	-	-	-	-	-	-	-	-	-	5,041,985
65th Avenue Upstream of Rehmer Lake	-	-	-	-	-	-	-	-	-	212,606
Neville's Crossing Ponds along 49th Street	-	-	-	-	-	-	-	-	-	234,537
North Trinidad Street at Monico Garden Drive	-	-	-	-	-	-	-	-	-	526,420
Pioneer/ Fox Crossing	-	-	-	-	-	-	-	-	-	1,708,434
Heritage Inn Parking Lot	-	-	-	-	-	-	-	-	-	413,558
37th Street & 65th Avenue	-	-	-	-	-	-	-	-	-	254,993
35th Avenue & 49th Street	-	-	-	-	-	-	-	-	-	504,115
Carson Avenue & 40th Street	-	-	-	-	-	-	-	-	-	63,950
Channel between 32nd Street & Milan Street	-	-	-	-	-	-	-	-	-	1,440,673
Highway 85 & 35th Street	-	-	-	-	-	-	-	-	-	2,346,331
Belmont Street	-	-	-	-	-	-	-	-	-	402,307
Storm Drainage Total	1,019,400	67,100	546,515	546,515	703,345	373,424	2,562,257	2,091,877	2,228,572	13,149,909

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

	1,498,190	871,037	1,054,911	1,086,100	812,377	419,127	322,286	(1,739,351)	(3,372,378)	-
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Special Revenue Funds

Emergency Contingency Fund

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

City of Evans Emergency Contingency Fund Long Range Financial Plan

	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 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	-	-	-	-	-	-	-	-
CT								
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								

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

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	88,235	92,753	95,787	95,787	100,693	28,393	31,093	33,793	36,493
Revenues									
Charges for Services	4,185	2,281	2,700	4,544	2,700	2,700	2,700	2,700	2,700
Interest Earnings	333	753	-	362	-	-	-	-	-
Total Revenues	4,518	3,034	2,700	4,906	2,700	2,700	2,700	2,700	2,700
CT	-	3,034	2,700	4,906	2,700	2,700	2,700	2,700	2,700
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	4,518	3,034	2,700	4,906	2,700	2,700	2,700	2,700	2,700
Expenditures									
Capital	-	-	75,000	-	75,000	-	-	-	-
Total Expenditures	-	-	75,000	-	75,000	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	4,518	3,034	(72,300)	4,906	(72,300)	2,700	2,700	2,700	2,700
Ending Fund Balance	92,753	95,787	23,487	100,693	28,393	31,093	33,793	36,493	39,193
CT	92,753	95,787							

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

CIP Projects 2015-2022	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Cemetery path improvements	-	-	-	-	75,000	-	-	-	-
Maintenance building	-	-	75,000	-	-	-	-	-	-
Cemetery Perp Care Fund Total	-	-	75,000	-	75,000	-	-	-	-

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

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	271,678	315,885	395,105	395,105	21,432	25,415	25,669	25,926	26,185
Revenues									
Assessments	43,172	76,451	78,636	96,882	-	-	-	-	-
Interest Earnings	1,035	2,769	3,186	3,186	3,983	254	257	259	262
Total Revenues	44,207	79,220	81,822	100,068	3,983	254	257	259	262
CT	44,207	79,220	81,822	100,068	3,983	254	257	259	262
Total Available Funds	44,207	79,220	81,822	100,068	3,983	254	257	259	262
Expenditures									
Transfer to Evans Fire Protection District	-	-	473,741	473,741	-	-	-	-	-
Total Expenditures	-	-	473,741	473,741	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	44,207	79,220	(391,919)	(373,673)	3,983	254	257	259	262
Ending Fund Balance	315,885	395,105	3,186	21,432	25,415	25,669	25,926	26,185	26,447
CT	315,886	395,105							

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Transfer to District	-	-	473,741	473,741	-	-	-	-	-
Capital Total	-	-	473,741	473,741	-	-	-	-	-

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

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Unrestricted Fund Balance	1,071,272	1,150,899	1,465,136	1,465,136	1,137,364	1,146,416	157,881	159,459	161,054
Revenues									
Assessments	97,798	318,607	-	453,976	-	-	-	-	-
Interest Earnings	4,205	10,288	6,759	6,759	9,053	11,464	1,579	1,595	1,611
Grant Revenue	-	70,509	640,304	640,304	-	-	-	-	-
Total Revenues	102,004	399,404	647,063	1,101,039	9,053	11,464	1,579	1,595	1,611
CT	-	-	-	-	-	-	-	-	-
Total Available Funds	102,004	399,404	647,063	1,101,039	9,053	11,464	1,579	1,595	1,611
Expenditures									
Capital	22,376	85,167	1,428,811	1,428,811	-	1,000,000	-	-	-
Total Expenditures	22,376	85,167	1,428,811	1,428,811	-	1,000,000	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	79,627	314,237	(781,749)	(327,773)	9,053	(988,536)	1,579	1,595	1,611
Unreserved Ending Fund Balance	1,150,899	1,465,136	683,388	1,137,364	1,146,416	157,881	159,459	161,054	162,665
CT	1,150,899	1,465,136							
Reserved Cash	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796

Street Impact Fund

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Traffic Signals	-	-	250,000	250,000	-	250,000	-	-	-
St. Vrain Street - 37th Street Improvements	-	-	172,000	172,000	-	-	-	-	-
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	-	-	707,000	707,000	-	-	-	-	-
47th Ave. Widening - 32nd St. to 37th St. (4 lanes)	-	-	-	-	-	750,000	-	-	-
65th Ave Widening - Design & ROW	22,376	85,167	299,811	299,811	-	-	-	-	-
Street Impact Fund Total	22,376	85,167	1,428,811	1,428,811	-	1,000,000	-	-	-

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

964,145	1,035,809	1,318,622	1,318,622	1,023,627	1,031,775	142,093	143,513	144,949
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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

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	1,367,199	1,612,231	1,856,052	1,856,052	2,321,817	2,338,060	2,356,772	2,380,153	2,403,721
Revenues									
Assessments	239,408	355,080	-	455,622	-	-	-	-	-
Interest Earnings	5,624	14,371	15,143	15,143	16,243	18,712	23,381	23,568	23,802
Miscellaneous	-	-	-	-	-	-	-	-	-
Total Revenues	245,032	369,451	15,143	470,765	16,243	18,712	23,381	23,568	23,802
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	245,032	369,451	15,143	470,765	16,243	18,712	23,381	23,568	23,802
Expenditures									
Supplies & Services	-	83,000	-	-	-	-	-	-	-
Capital	-	42,630	5,000	5,000	-	-	-	-	-
Total Expenditures	-	125,630	5,000	5,000	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	245,032	243,820	10,143	465,765	16,243	18,712	23,381	23,568	23,802
Ending Fund Balance	1,612,231	1,856,052	1,866,195	2,321,817	2,338,060	2,356,772	2,380,153	2,403,721	2,427,522
CT	1,612,231	1,856,052							

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Dante Park - park signage	-	5,000	-	-	-	-	-	-	-
Renaissance Park - lighting and signage	-	37,630	5,000	5,000	-	-	-	-	-
Park Impact Fund Total	-	42,630	5,000	5,000	-	-	-	-	-

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

	1,230,479	1,451,008	1,670,446	1,670,446	2,089,635	2,104,254	2,121,095	2,142,138	2,163,349
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Police Impact Fund Long Range Financial Plan

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

	2016 Actual	2017 Budget	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	-	17,093	17,093	45,738	46,195	46,657	47,124	47,595
Revenues								
Assessments	17,093	-	28,546	-	-	-	-	-
Interest Earnings	-	-	99	457	462	467	471	476
Total Revenues	17,093	-	28,645	457	462	467	471	476
CT	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-
Total Available Funds	17,093	-	28,645	457	462	467	471	476
Expenditures								
Capital	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	17,093	-	28,645	457	462	467	471	476
Ending Fund Balance	17,093	17,093	45,738	46,195	46,657	47,124	47,595	48,071
CT	17,093							

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

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	513,606	465,515	554,607	554,607	481,701	94,656	87,082	281,474	478,740
Revenues									
Intergovernmental	187,687	217,343	190,000	190,000	190,000	192,000	194,000	196,000	198,000
Interest Earnings/Misc Revenue	2,095	4,067	2,082	2,082	2,955	426	392	1,267	2,154
Total Revenues	189,782	221,409	192,082	192,082	192,955	192,426	194,392	197,267	200,154
CT	189,782	221,409	192,082	192,082	192,955	192,426	194,392	197,267	200,154
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	189,782	221,409	192,082	192,082	192,955	192,426	194,392	197,267	200,154
Expenditures									
Supplies & Services	-	-	174,988	174,988	-	-	-	-	-
Asset Management	87,491	117,317	-	-	-	-	-	-	-
Capital	150,383	15,000	90,000	90,000	580,000	200,000	-	-	-
Total Expenditures	237,873	132,317	264,988	264,988	580,000	200,000	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	(48,091)	89,092	(72,906)	(72,906)	(387,045)	(7,574)	194,392	197,267	200,154
Ending Fund Balance	465,515	554,607	481,701	481,701	94,656	87,082	281,474	478,740	678,895
CT	465,515	554,607							

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Irrigation Controllers - update to web based (24 controllers)	150,383	-	-	-	-	-	-	-	-
Riverside Park Land	-	15,000	-	-	-	-	-	-	-
Village Park Tennis Court Resurface	-	-	90,000	90,000	-	-	-	-	-
Redevelopment of prior pool site park	-	-	-	-	300,000	-	-	-	-
Playground equipment & safe surface	-	-	-	-	100,000	-	-	-	-
Evans Ditch Trail Design and ROW acquisition	-	-	-	-	180,000	200,000	-	-	-
Conservation Trust Fund Total	150,383	15,000	90,000	90,000	580,000	200,000	-	-	-

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

	554,307	512,646	514,531	514,531	607,190	258,374	253,326	430,866	611,005
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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

	2015 Actual	2016 Actual	2017 Budget	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	369,571	419,475	443,597	440,100	401,745	363,256	324,625	285,848
Revenues								
License & Permits	1,200	1,600	800	800	800	800	800	800
Charges for Services	661,282	665,400	659,880	669,750	676,800	683,850	690,900	697,950
Grants	6,144	-	-	-	-	-	-	-
Misc	1,575	1,355	-	-	-	-	-	-
Interest Earnings	1,551	3,193	4,264	4,401	4,017	3,633	3,246	2,858
Total Revenues	671,752	671,548	664,944	674,951	681,617	688,283	694,946	701,608
CT	671,752	671,548	664,944	674,951	681,617	688,283	694,946	701,608
Total Available Funds	671,752	671,548	664,944	674,951	681,617	688,283	694,946	701,608
Expenditures								
Supplies & Services	588,907	614,344	635,194	679,558	686,026	692,499	698,976	705,458
Total Expenditures	588,907	614,344	635,194	679,558	686,026	692,499	698,976	705,458
Transfers Out	32,941	33,081	33,247	33,748	34,081	34,414	34,747	35,080
Excess Revenue Over (Under) Expenditures	49,904	24,123	(3,497)	(38,355)	(38,490)	(38,630)	(38,777)	(38,930)
Ending Fund Balance	419,475	443,597	440,100	401,745	363,256	324,625	285,848	246,918
CT	419,475	443,597						
Target Reserve - 3 months	147,227	153,586	158,799	169,890	171,507	173,125	174,744	176,365
Available Funds	272,248	290,011	281,302	231,856	191,749	151,501	111,104	70,554

Debt Service Funds

2013 Lease Repayment Fund

The *2013 Lease Repayment Fund* exists to service the debt for Riverside Library and Cultural Center. This fund was established in 2016 to service the early repayment of the debt in 2018.

City of Evans 2013 Lease Repayment Fund

	2016 Actual	2017 Budget V2	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	-	1,930,629	1,930,629	1,637,547	-	-	-	-
Revenues								
Intergovernmental	-	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
CT	-	-	-	-	-	-	-	-
Transfers In	2,200,000	-	-	-	-	-	-	-
Total Available Funds	2,200,000	-	-	-	-	-	-	-
Expenditures								
Supplies & Services	-	-	-	3,904	-	-	-	-
Debt	269,371	293,082	293,082	1,633,643	-	-	-	-
Total Expenditures	269,371	293,082	293,082	1,637,547	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	1,930,629	(293,082)	(293,082)	(1,637,547)	-	-	-	-
Ending Fund Balance	1,930,629	1,637,547	1,637,547	-	-	-	-	-
CT	1,930,629							

Capital Project and Trust Funds

Capital Projects - Street 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

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	1,534,688	2,480,535	2,348,508	2,348,508	806,595	949,088	(792,011)	(908,618)	(547,716)
Revenues									
Intergovernmental	835,004	1,283,159	4,594,212	4,588,580	717,493	708,902	2,033,393	710,902	711,902
Grant Revenue - FEMA	33,276	-	-	-	-	-	-	-	-
Total Revenues	868,280	1,283,159	4,594,212	4,588,580	717,493	708,902	2,033,393	710,902	711,902
CT	868,280	1,283,159	4,594,212	4,588,580	717,493	708,902	2,033,393	710,902	711,902
Transfers In	1,200,929	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Available Funds	2,069,209	2,133,159	5,194,212	5,188,580	1,317,493	1,308,902	2,633,393	1,310,902	1,311,902
Expenditures									
Supplies & Services	294,298	198,288	203,085	350,000	350,000	350,000	350,000	350,000	350,000
Disaster Response	139,927	429,154	-	-	-	-	-	-	-
Capital Improvement	689,137	1,637,744	6,380,493	6,380,493	825,000	2,700,000	2,400,000	600,000	600,000
Total Expenditures	1,123,362	2,265,186	6,583,578	6,730,493	1,175,000	3,050,000	2,750,000	950,000	950,000
Excess Revenue Over (Under) Expenditures	945,847	(132,027)	(1,389,366)	(1,541,913)	142,493	(1,741,098)	(116,607)	360,902	361,902
Ending Fund Balance	2,480,535	2,348,508	959,142	806,595	949,088	(792,011)	(908,618)	(547,716)	(185,815)
CT	2,480,535	2,348,508							

Capital Projects – Streets Fund Long Range Financial Plan

2015-2022 Capital Improvement Plan	2015	2016	2017	2017	2018	2019	2020	2021	2022	Future
	Actual	Actual	Budget V3	Projected	Budget	Projected	Projected	Projected	Projected	Projects
37th St. Resurfacing - 11th Ave to 23rd Ave	-	-	-	-	-	-	1,800,000	-	-	-
37th St. Widening - 35th to 47th (4 lanes)	-	-	-	-	150,000	1,200,000	-	-	-	-
47th Ave. Widening - 32nd to 37th	-	-	-	-	75,000	900,000	-	-	-	-
Bridge Rehabilitation Funds	-	75,885	68,116	68,116	-	-	-	-	-	-
Concrete Replacement	500	78,600	75,000	75,000	-	-	-	-	-	-
Evans Ditch Bikepath - Grant Funded	-	-	118,888	118,888	-	-	-	-	-	-
Misc. Street Resurfacing (Per PMS)	360,576	505,397	703,521	703,521	600,000	600,000	600,000	600,000	600,000	-
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	61,419	26,182	1,706,308	1,706,308	-	-	-	-	-	-
65th Avenue Widening (37th St to North CL)	-	-	1,800,000	1,800,000	-	-	-	-	-	-
US 85 Improvements	7,350	-	-	-	-	-	-	-	-	-
US 85 Access Control @ 31st St. - Grant Funded	-	-	970,000	970,000	-	-	-	-	-	-
US 85 Access Control @ 37th St. - Grant Funded	-	644,339	438,999	438,999	-	-	-	-	-	-
36th Street Storm Sewer Road Repairs	259,292	-	-	-	-	-	-	-	-	-
Street Sweeper	-	100,000	-	-	-	-	-	-	-	-
Engineering Specifications Update	-	-	52,500	52,500	-	-	-	-	-	-
Brantner Ave/ Industrial Pkwy/ 49th St.	-	207,342	381,658	381,658	-	-	-	-	-	-
Asphalt Reclaimer	-	-	65,503	65,503	-	-	-	-	-	-
Trinidad Street Paving (31st to 35th)	-	-	-	-	-	-	-	-	-	220,000
35th Avenue Design & Widening (Prairie View to 49th)	-	-	-	-	-	-	-	-	-	1,875,000
37th Street Design & Widening (47th to 65th)	-	-	-	-	-	-	-	-	-	3,540,000
Prairie View Drive Design & Construction	-	-	-	-	-	-	-	-	-	5,300,000
65th Ave Design & Widening (37th to 49th)	-	-	-	-	-	-	-	-	-	2,759,000
49th Street Design & Widening (CR 396 to 35th Ave)	-	-	-	-	-	-	-	-	-	628,000
49th Street Design & Widening (47th Ave to CR 396)	-	-	-	-	-	-	-	-	-	2,450,000
49th Street Design & Widening (47th Ave to 65th Ave)	-	-	-	-	-	-	-	-	-	4,168,000
23rd Avenue extension (37th to 42nd)	-	-	-	-	-	-	-	-	-	3,057,836
23rd Avenue extension - 2 Lane (42nd to 49th)	-	-	-	-	-	-	-	-	-	1,184,000
Two Rivers Parkway Design & Widening (37th to 49th)	-	-	-	-	-	-	-	-	-	2,750,000
35th Avenue Bridge	-	-	-	-	-	-	-	-	-	25,000,000
Capital Projects - Streets Total	689,137	1,637,744	6,380,493	6,380,493	825,000	2,700,000	2,400,000	600,000	600,000	52,931,836
* Capital is budgeted at 90% of projected ending fund balance after operations, excluding grant funding	2,822,756	3,587,627	6,605,671	6,468,379	1,596,679	1,717,190	1,342,244	47,055	372,767	-

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

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	1,148,006	1,116,484	752,294	752,294	364,370	364,370	364,370	364,370	364,370
Revenues									
Grant Revenue - FEMA	176,812	220,146	9,723,584	9,723,584	-	-	-	-	-
Total Revenues	176,812	220,146	9,723,584	9,723,584	-	-	-	-	-
CT	176,812	220,146	9,723,584	9,723,584	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	176,812	220,146	9,723,584	9,723,584	-	-	-	-	-
Expenditures									
Disaster Recovery	17,612	-	-	-	-	-	-	-	-
Professional Services	32,947	26,067	35,000	35,000	-	-	-	-	-
Capital Improvement	157,775	558,269	10,076,508	10,076,508	-	-	-	-	-
Total Expenditures	208,334	584,337	10,111,508	10,111,508	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	(31,522)	(364,191)	(387,924)	(387,924)	-	-	-	-	-
Ending Fund Balance	1,116,484	752,294	364,370	364,370	364,370	364,370	364,370	364,370	364,370
CT	1,116,484	752,294							

2015-2022 Capital Improvement Plan

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Preliminary Design 20%	142,916	-	-	-	-	-	-	-	-
Design Refinement (50%)	14,859	-	-	-	-	-	-	-	-
Final Design 100%	-	504,712	508,503	508,503	-	-	-	-	-
Park Construction	-	53,558	8,918,005	8,918,005	-	-	-	-	-
Trail Construction	-	-	650,000	650,000	-	-	-	-	-
Capital Projects - Parks Total	157,775	558,269	10,076,508	10,076,508	-	-	-	-	-

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

	2015 Actual	2016 Actual	2017 Budget	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Beginning Fund Balance	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467
Revenues									
Investment Income	1,471	1,033	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Revenues	1,471	1,033	6,000	6,000	6,000	6,000	6,000	6,000	6,000
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	1,471	1,033	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Expenditures									
Culture, Parks & Recreation	1,471	1,033	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Total Expenditures	1,471	1,033	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transfers Out	-	-	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	-	-	-	-	-	-	-	-	-
Ending Fund Balance	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467	49,467
CT	47,467	49,467							

Attachments

Attachment A 2018 Budget Summary

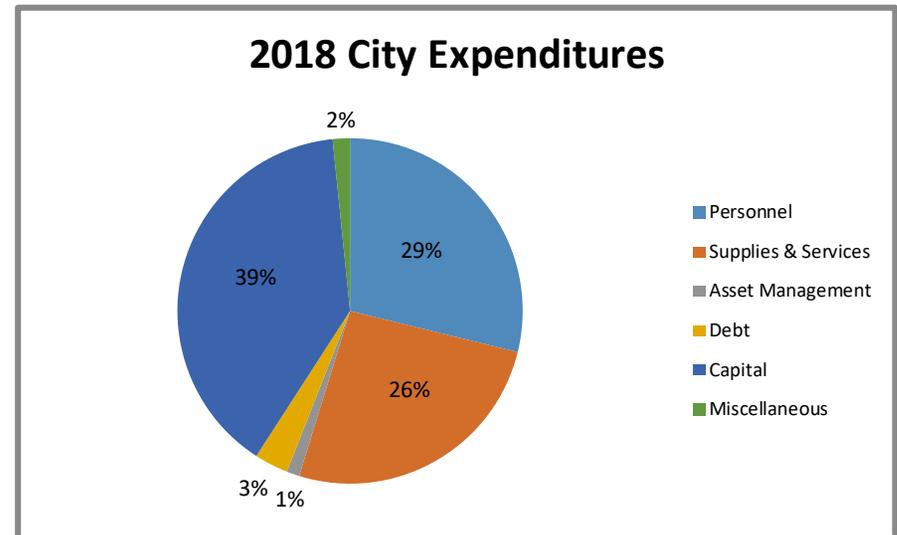
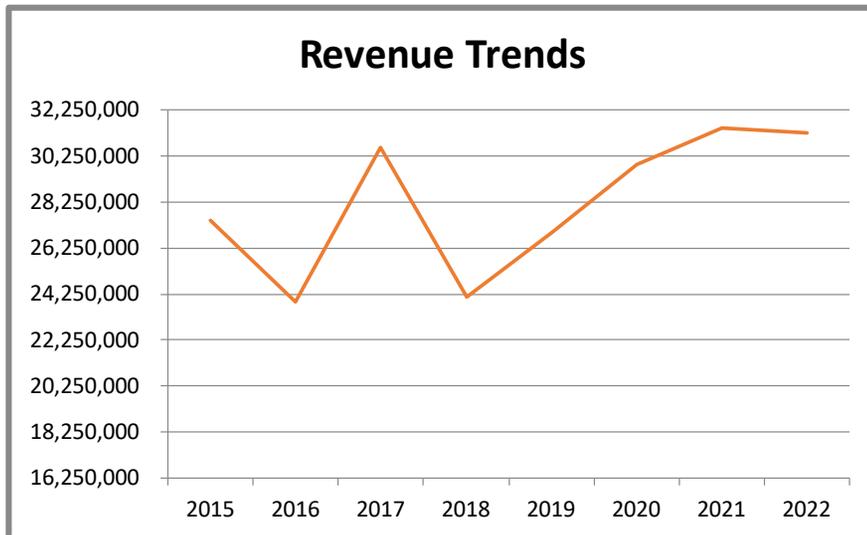
Fund/Department	Revenue	Wages	Supplies & Services	Asset Management	Transfers	Debt	Capital	Miscellaneous	Net Impact
General Fund									
General Government	12,019,919	2,167,231	1,980,127	5,000	944,347	-	16,650	493,011	
Community Development	-	389,778	378,426	-	-	-	-	-	
Public Safety	-	4,127,905	334,918	25,235	-	-	-	-	
Public Works	-	961,110	610,957	12,360	-	-	-	-	
Culture, Parks & Recreation	-	896,485	513,783	40,000	-	-	-	-	
Total General Fund	12,019,919	8,542,509	3,818,211	82,595	944,347	-	16,650	493,011	11,290
Emergency Contingency	-	-	-	-	-	-	-	-	-
Cemetery Perpetual Care	2,700	-	-	-	-	-	75,000	-	(72,300)
Fire Impact	3,983	-	-	-	-	-	-	-	3,983
Street Impact	9,053	-	-	-	-	-	-	-	9,053
Parks Impact	16,243	-	-	-	-	-	-	-	16,243
Police Impact	457	-	-	-	-	-	-	-	457
Conservation Trust	192,955	-	-	-	-	-	580,000	-	(387,045)
Refuse Collection	674,951	-	679,558	-	(33,748)	-	-	-	(38,355)
2013 Lease Repayment Fund	-	-	3,904	-	-	1,633,643	-	-	(1,637,547)
Capital Projects - Streets	717,493	-	350,000	-	600,000	-	825,000	-	142,493
Capital Projects - Parks	-	-	-	-	-	-	-	-	-
Water	5,628,153	211,810	3,929,655	43,260	(753,547)	156,579	1,860,607	-	(1,327,305)
Waste Water	4,309,971	635,245	527,776	-	(535,406)	838,299	706,100	-	1,067,146
Storm Drainage	517,493	-	41,109	6,180	(221,646)	-	703,345	-	(454,787)
Cemetery Trust	6,000	-	6,000	-	-	-	-	-	-
TOTAL CITY	24,099,371	9,389,564	9,356,213	132,035	-	2,628,521	4,766,702	493,011	(2,666,675)

Attachment B Revenue and Expense Trends

Year	Revenue	Personnel	Supplies & Services	Asset Management	Debt	Capital	Miscellaneous	Net Impact *
2015	27,425,656	8,308,162	7,731,291	796,568	569,055	4,794,887	6,999,445	(1,773,752)
2016	23,905,356	8,514,411	8,004,200	982,220	561,082	5,703,491	748,929	(608,977)
2017	30,608,429	9,020,476	8,114,943	376,124	991,653	12,280,719	505,713	(681,199)
2018	24,099,371	9,389,564	9,356,213	132,035	2,628,521	4,766,702	493,011	(2,666,675)
2019	26,912,207	9,848,848	9,335,504	390,501	2,589,866	8,783,924	505,336	(4,541,772)
2020	29,883,825	10,039,446	9,448,333	405,167	2,573,198	10,625,757	517,969	(3,726,045)
2021	31,446,271	10,533,776	9,551,066	408,373	2,574,085	9,777,877	530,919	(1,929,825)
2022	31,246,986	10,675,784	9,705,389	415,927	2,573,795	9,158,572	544,191	(1,826,672)

Does not include intrafund transfers

* A negative net impact indicates spending will occur from reserves and savings accumulated in prior years rather than current year revenue.



The revenue increase in 2017 is due to higher anticipated loan reimbursements related to the Wastewater Treatment Plant construction.

Attachment C Summary of Personnel Positions

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

General Government Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
City Manager	1	1	1	1	1	1	1	1
Deputy 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
IT Support Analyst	1	1	1	1	1	1	1	1
GIS Analyst	1	1	1	1	1	1	1	1
City Clerk	1	1	1	1	1	1	1	1
Customer Service Unit	5	5	5	5	5	5	5	5
HR/Risk Management Director	1	1	1	1	1	1	1	1
Administrative Specialist	1	1	1	1	1	1	1	1
HR Analyst	1	1	1	1	1	1	1	1
Safety & Risk Mgmt. Specialist	1	1	1	1	1	1	1	1
Finance Manager	1	1	1	1	1	1	1	1
Accountant	1	1	1	1	1	1	1	1
Sales Tax Specialist	1	1	1	1	1	1	1	1
Assistant City Attorney	-	1	1	1	1	1	1	1
	19	20						

Personnel Highlights

- 2015 reflects the addition of a Communications Manager and a Safety & Risk Specialist
- 2016 reflects the addition of an Assistant City Attorney

Community Development Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Building & Development Manager	1	1	1	1	1	1	1	1
Building Inspector	1	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
Code Enforcement Officer	1	1	1	1	1	1	1	1
Economic Development Manager	1	1	1	1	1	1	1	1
	6							

Personnel Highlights

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



Public Safety Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Police Chief	1	1	1	1	1	1	1	1
Police Officers	35	35	35	35	35	35	35	35
Police Admin	2	2	2	2	2	2	2	2
Municipal Court Clerk	1	1	1	1	1	1	1	1
Community Service Tech	-	1	1	1	1	1	1	1
	39	40						

Personnel Highlights

- 2015 reflects the addition of 3 sworn Police Officers
- 2016 reflects the addition of 1 Community Service Tech

Public Works Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Public Works and Community Development Director	1	1	1	1	1	1	1	1
Engineers	2	2	2	2	2	2	2	2
Operations Manager	1	1	1	1	1	1	1	1
Analyst	-	-	-	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
	10	10	10	11	11	11	11	11

Personnel Highlights

- 2015 reflects the addition of a Construction Inspector/ Utility Locator
- 2018 reflects the addition of a Management Analyst

Parks & Recreation Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Recreation Director	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	2	3	3	5	5	5	5	5
Facility Maintenance Tech	3	3	3	3	3	3	3	3
Recreation Coordinator	2	2	2	2	2	2	2	2
	9	10	10	12	12	12	12	12

Personnel Highlights

- 2015 reflects the addition of 1 Technician
- 2016 reflects the addition of 1 Technician
- 2018 reflects the addition of 2 Technicians

General Fund Personnel by Department

	2015	2016	2017	2018	2019	2020	2021	2022
General Government	19	20	20	20	20	20	20	20
Community Development	6	6	6	6	6	6	6	6
Public Safety	39	40	40	40	40	40	40	40
Public Works	10	10	10	11	11	11	11	11
Culture, Parks, Rec	9	10	10	12	12	12	12	12
	83	86	86	89	89	89	89	89

Water Fund Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Foreman	1	1	1	1	1	1	1	1
Technician	2	2	2	2	2	2	2	2
	3							

Waste Water Fund Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
Superintendent	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	4	4	4	6	6	6	6	6
	6	6	6	8	8	8	8	8

Total City of Evans Personnel

	2015	2016	2017	2018	2019	2020	2021	2022
General Fund	83	86	86	89	89	89	89	89
Water Works Fund	3	3	3	3	3	3	3	3
Waste Water Fund	6	6	6	8	8	8	8	8
	92	95	95	100	100	100	100	100

Attachment D Summary of Personnel Expenditures

	2015 Actual	2016 Actual	2017 Budget V3	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
General Government								
Regular	1,757,073	1,934,200	2,129,657	2,097,431	2,165,082	2,234,900	2,306,953	2,381,314
Over Time	433	11,764	11,764	11,764	11,764	11,764	11,764	11,764
Part Time	28,328	20,450	22,293	22,293	23,277	24,303	25,375	26,494
Community Development								
Regular	377,670	283,871	347,446	388,252	400,736	413,621	426,919	440,645
Over Time	-	659	-	-	-	-	-	-
Part Time	32,927	1,400	1,526	1,526	1,594	1,664	1,737	1,814
Public Safety								
<i>Police & Muni Court</i>								
Regular	2,964,958	3,356,979	3,827,583	3,855,310	3,976,207	4,100,854	4,229,365	4,361,859
Over Time	144,405	172,583	188,140	188,140	196,437	205,100	214,145	223,589
Part Time	77,579	77,471	84,455	84,455	88,179	92,068	96,128	100,367
Public Works								
Regular	804,221	880,310	822,470	932,043	961,709	960,370	958,973	957,514
Over Time	9,187	21,321	23,243	23,243	24,268	25,339	26,456	27,623
Part Time	9,646	5,342	5,824	5,824	6,081	6,349	6,629	6,921
Culture, Parks & Rec								
Regular	642,180	620,533	766,920	868,102	961,103	992,965	1,025,852	1,059,798
Over Time	3,584	7,803	7,803	7,803	7,803	7,803	7,803	7,803
Part Time	34,818	20,581	20,581	20,581	20,581	20,581	20,581	20,581
Disaster Response								
Regular	293,824	232,940	-	21,188	-	-	-	-
Over Time		1,529	-	-	-	-	-	-
Part Time		13,025	85,704	14,554	-	-	-	-
General Fund Total	7,180,833	7,662,763	8,345,409	8,542,509	8,844,820	9,097,679	9,358,680	9,628,086
Regular	166,749	174,561	172,765	206,394	206,220	219,814	226,848	234,107
Over Time	6,745	10,151	10,151	5,417	5,417	5,417	5,417	5,417
Water Fund Total	173,494	184,712	182,917	211,811	211,637	225,231	232,265	239,524
Regular	343,426	404,388	441,958	629,827	650,282	671,396	693,189	715,684
Over Time	11,646	21,334	21,334	5,417	5,417	5,417	5,417	5,417
Waste Water Fund Total	355,072	425,722	463,292	635,244	655,699	676,813	698,606	721,101
Storm Drainage Fund Total	-	-	-	-	-	-	-	-
TOTAL WAGES	7,709,400	8,273,197	8,991,617	9,389,564	9,712,157	9,999,723	10,289,551	10,588,711

Attachment E Summary of Supplies and Services by Program

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
GENERAL FUND									
GENERAL GOVERNMENT									
City Council	204,989	223,983	206,943	206,943	215,543	115,543	115,543	115,543	116,699
City Council Projects	-	21,000	21,124	21,124	21,124	21,124	21,124	21,124	21,335
City Manager	97,388	82,251	107,005	107,005	96,147	96,147	96,147	96,147	97,108
City Clerk	36,002	(1,362)	24,398	24,398	23,910	23,910	23,910	23,910	24,149
HR / Risk Mgr	491,158	422,825	516,596	516,596	506,264	506,264	506,264	506,264	511,327
IT	360,633	376,187	340,434	340,434	404,625	404,625	404,625	404,625	408,672
Customer Service Unit	23,629	25,371	40,415	40,415	39,606	39,606	39,606	39,606	40,002
Elections	-	19,234	-	-	27,500	27,500	27,500	27,500	27,775
Finance	125,686	530,145	559,540	559,540	507,982	507,982	507,982	507,982	513,062
Public Facilities	232,528	127,918	130,644	130,644	130,644	130,644	130,644	130,644	131,950
Flood Disaster Recovery	67,736	14,931	146,032	146,032	6,782	-	-	-	-
GENERAL GOVERNMENT TOTAL S&S	1,639,749	1,842,484	2,093,130	2,093,130	1,980,127	1,873,346	1,873,346	1,873,346	1,892,079
COMMUNITY DEVELOPMENT									
Community Development	11,450	18,169	34,116	34,116	18,000	18,000	18,000	18,000	18,180
Economic Development	410,698	278,732	153,578	153,578	97,655	97,655	97,655	97,655	98,631
Building Inspection	30,218	41,877	175,873	175,873	202,771	202,771	202,771	202,771	204,799
Neighborhood Services	82,893	23,162	77,671	77,671	60,000	60,000	60,000	60,000	60,600
COMMUNITY DEVELOPMENT TOTAL S&S	535,259	361,940	441,238	441,238	378,426	378,426	378,426	378,426	382,210
PUBLIC SAFETY									
Municipal Court	52,941	54,175	40,498	40,498	54,916	41,161	41,161	41,161	41,572
Police	321,975	255,397	254,533	254,533	280,002	280,002	280,002	280,002	282,802
PUBLIC SAFETY TOTAL S&S	374,916	309,572	295,031	295,031	334,918	321,163	321,163	321,163	324,375

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected
PUBLIC WORKS									
Maint of Condition	484,225	246,511	289,681	289,681	292,000	292,000	292,000	292,000	294,920
Engineering	13,671	14,870	19,311	19,311	20,811	20,811	20,811	20,811	21,019
Fleet	175,308	132,887	258,147	258,147	258,146	258,146	258,146	258,146	260,727
PW Administration	40,947	54,058	45,984	45,984	40,000	40,000	40,000	40,000	40,400
PUBLIC WORKS TOTAL S&S	714,151	448,326	613,123	613,123	610,957	610,957	610,957	610,957	617,066
CULTURE, PARKS & REC									
Rec Administration	11,256	12,299	11,354	11,354	11,354	11,354	11,354	11,354	11,467
Recreation	84,495	103,939	105,328	105,328	105,328	105,328	105,328	105,328	106,382
Senior Citizens	66,821	60,457	84,494	84,494	84,494	84,494	84,494	84,494	85,339
Aquatics	18,989	-	15,000	15,000	-	-	-	-	-
Parks	131,519	94,161	116,174	116,174	116,174	116,174	116,174	116,174	117,335
Cemetery	3,695	2,371	3,324	3,324	3,324	3,324	3,324	3,324	3,357
Forestry	26,454	15,414	22,652	22,652	22,652	22,652	22,652	22,652	22,879
Library	109,753	97,554	170,457	170,457	170,457	170,457	170,457	170,457	172,162
CULTURE, PARKS & REC TOTAL S&S	452,982	386,195	528,784	528,784	513,783	513,783	513,783	513,783	518,921
TOTAL GENERAL FUND	3,717,058	3,348,517	3,971,305	3,971,305	3,818,211	3,697,674	3,697,674	3,697,674	3,734,651

	2015 Actual	2016 Actual	2017 Budget V3	2017 Budget V3	2018 Projected	2019 Projected	2020 Projected	2021 Projected	2022 Projected
WATER FUND									
OPERATING COSTS (BASE RATE FUNDED)									
Base / Service Available	167,890	226,173	320,626	320,626	344,514	353,127	361,955	371,004	380,279
Radio & Meter Replacement (debt funded)	679,137	81,472	44,912	44,912	-	-	-	-	-
Non Potable	-	21,371	198,561	198,561	204,066	209,167	214,396	219,756	225,250
Irrigation	34,954	41,037	55,977	55,977	57,529	58,967	60,442	61,953	63,501
Assessments	65,992	67,175	-	-	-	-	-	-	-
OPERATING COSTS (BASE RATE FUNDED)	947,973	437,228	620,077	620,077	606,109	621,262	636,793	652,713	669,031
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)									
Consumption	2,531,019	2,765,575	2,777,245	2,777,245	3,263,379	3,328,646	3,395,219	3,463,124	3,532,386
Disaster Recovery	-	-	-	-	-	-	-	-	-
Conservation	-	-	(2,632)	(2,632)	8,204	7,728	14,171	8,289	14,744
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)	2,531,019	2,765,575	2,774,613	2,774,613	3,271,583	3,336,375	3,409,390	3,471,413	3,547,130
EXPANSION COSTS (TAP FEE FUNDED)									
Water Meters / Misc	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Professional Services	44,458	147,100	40,831	40,831	41,963	43,012	44,087	45,189	46,319
EXPANSION COSTS (TAP FEE FUNDED)	44,458	147,100	50,831	50,831	51,963	53,012	54,087	55,189	56,319
TOTAL Water Fund	3,523,449	3,349,903	3,445,522	3,445,522	3,929,655	4,010,648	4,100,271	4,179,316	4,272,480
WASTE WATER FUND									
OPERATIONS	315,308	334,868	481,727	481,727	527,776	543,018	558,698	574,829	591,424
STORM DRAINAGE FUND									
OPERATIONS	99,457	214,692	40,000	40,000	41,109	42,137	43,190	44,270	45,376

Attachment F Summary of Supplies and Services by Fund

	2015 Actual	2016 Actual	2017 Budget V3	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
General Fund	3,717,058	3,348,517	3,971,305	3,971,305	3,818,211	3,697,674	3,697,674	3,697,674	3,734,651
Refuse Collection	588,907	621,573	635,194	635,194	650,467	650,467	650,628	650,628	650,628
CIP - Streets	294,298	191,754	190,000	190,000	190,000	190,000	190,000	190,000	190,000
CIP - Parks	32,947	35,000	35,000	35,000	-	-	-	-	-
Water	3,523,449	3,557,631	3,445,522	3,445,522	3,929,655	4,010,648	4,100,271	4,179,316	4,272,480
Waste Water	315,308	434,227	481,727	481,727	527,776	543,018	558,698	574,829	591,424
Storm Drainage	99,457	208,937	40,000	40,000	41,109	42,137	43,190	44,270	45,376
Cemetery Trust Fund	-	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL CITY S&S	8,571,423	8,403,640	8,804,748	8,804,748	9,163,217	9,139,944	9,246,461	9,342,716	9,490,559



Summary of Annual Obligations

	2015 Actual	2016 Actual	2017 Projected	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
Riverside Cultural Center Lease	289,170	293,741	293,082	1,633,643	-	-	-	-
2013 Lease Repayment Fund	289,170	293,741	293,082	1,633,643	-	-	-	-
Water Fund	156,579	156,579	155,991	155,991	155,991	155,991	155,991	155,991
Waste Water Fund	107,048	319,101	834,583	838,298	2,433,287	2,416,619	2,417,506	2,417,216
Total Annual Obligation	552,797	769,421	1,283,656	2,627,932	2,589,278	2,572,610	2,573,497	2,573,207

Summary of Total Obligations

	Balance 12/31/17	Additions	Retirements	Balance 12/31/18
Riverside Cultural Center Lease	1,615,000	-	1,615,000	-
Wastewater CWRPDA Notes	120,332	-	105,468	14,864
Wastewater 2016 CWRPDA	39,844,188	-	10,000	39,834,188
Water CWRPDA Note	935,946	-	155,991	779,955
Total Obligation	42,515,466	-	1,886,459	40,629,007

Description of Debt

Riverside Cultural Center Lease: During 2013, the City entered into a capital lease for the construction of the Riverside Cultural Center. The loan principal is \$2,575,000. Semiannual interest payments began December 1, 2013, and annual principle payments began December 1, 2014, and will run through December 1, 2023. The interest rate on the debt is 2.31%. This debt instrument is scheduled to be paid in full during 2018.

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

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%.

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

Attachment H Asset Management Plan

Item	Requested Funds	Explanation
Server Upgrades- General Fund	\$ 5,000	Funds to increase memory, storage space, processing power, etc of existing servers. Extends the functional life of currently owned equipment as we outgrow the original specification.
HVAC Roof Top Unit- emergency replacement- General Fund	\$ 40,000	The rooftop units at the Evans Community Complex are from the original construction of the facility in 1998. These units continue to have high maintenance needs and are becoming expensive to repair. Multiple units were replaced in 2017 and this funding will be available for an emergency replacement, if needed.
Police Radio Replacement Pack Sets- General Fund	\$ 25,235	There are 5 pack sets of police radios, each to be replaced after 10 years. The pack set slated for replacement in 2018 is 1 year past scheduled replacement and postponing this would only delay all remaining pack sets, which are also past their useful life.
Roof Replacement on Operations Center (Split with Utility Funds)	\$ 61,800	The current roof is 20 years old with damage due to age deterioration. Staff is requesting the roof be replaced at this time to avoid more significant damage to the structure of the building and its contents. Cost will be split between the general fund, water fund, and storm drainage fund.
Totals	132,035	

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 I Summary of Capital Expenditures

	2015 Actual	2016 Budget	2017 Budget	2018 Budget	2019 Projected	2020 Projected	2021 Projected	2022 Projected
General Fund	1,205,104	897,861	744,015	16,650	-	-	-	-
Parks Impact	-	42,630	5,000	-	-	-	-	-
Conservation Trust	150,383	15,000	90,000	580,000	200,000	-	-	-
Cemetery Perpetual Care	-	75,000	-	75,000	-	-	-	-
Street Impact	22,376	85,167	1,428,811	-	1,000,000	-	-	-
Capital Projects - Streets	689,137	1,637,744	6,380,493	825,000	2,700,000	2,400,000	600,000	600,000
Capital Projects - Parks	157,775	558,269	10,076,508	-	-	-	-	-
Water Works	368,142	153,116	992,328	1,639,450	3,640,500	4,766,500	5,966,000	5,220,000
Waste Water	1,182,570	6,611,452	35,082,723	706,100	870,000	897,000	1,120,000	1,110,000
Storm Drainage	1,019,400	67,100	546,515	703,345	373,424	2,562,257	2,091,877	2,228,572
Total	4,794,887	10,143,339	55,346,393	4,545,545	8,783,924	10,625,757	9,777,877	9,158,572



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			
2015 Actual	2016 Actual	2017 Budget	2018 Budget
\$32,941	\$33,081	\$33,247	\$33,748

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			
2015 Actual	2016 Actual	2017 Budget	2018 Budget
\$689,664	\$649,915	\$766,877	\$752,709

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			
2015 Actual	2016 Actual	2017 Budget	2018 Budget
\$441,930	\$418,733	\$496,491	\$534,892

Transfer from Storm Drainage Fund to General Fund			
2015 Actual	2016 Actual	2017 Budget	2018 Budget
\$135,757	\$184,700	\$196,017	\$221,527



Attachment K 2018 Budget Resolution

CITY OF EVANS, COLORADO

RESOLUTION NO. 17-2017

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, 2018 AND ENDING ON THE LAST DAY OF DECEMBER, 2018

WHEREAS, the City Council of the City of Evans, Colorado, has appointed the City Manager to prepare and submit a proposed 2018 budget to said governing body at the proper time; and

WHEREAS, the City Manager has submitted a proposed 2018 budget to the governing body at October 3, 2017 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 3, 2017 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 2018 for each fund are as follows:

General Fund	\$13,564,265
Cemetery Perpetual Care	2,700
Fire Impact	3,983
Street Impact	9,053
Parks Impact	16,243
Police Impact	457
Conservation Trust	192,955
Refuse Collection	674,951
2013 Lease Repayment Fund	-
Capital Projects-Streets	1,317,493
Capital Projects-Parks	-
Waterworks	5,628,153
Waste Water	4,309,971
Storm Drainage	517,493
Cemetery Endowment	6,000



Section 2. That estimated expenditures and transfers out for 2018 for each fund are as follows:

General Fund	\$13,552,975
Cemetery Perpetual Care	75,000
Conservation Trust	580,000
Refuse Collection	713,306
2013 Lease Repayment Fund	1,637,547
Capital Projects-Streets	1,175,000
Waterworks	6,955,458
Waste Water	3,242,825
Storm Drainage	972,280
Cemetery Endowment	6,000

Section 3. That the 2018 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 2018 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 3rd day of October, 2017.

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 conservative basis to minimize the possibility that economic fluctuations could imperil ongoing service programs during the budget year.
3. Include contingencies - Expenditure estimates should anticipate contingencies that are foreseeable.
4. Include asset management plan (AMP) on LRPs - The five-year AMP plans will include equipment, major maintenance and associated expenses less than \$100,000. Major renovation or maintenance projects will be identified on long range plans.
5. Use proven methods - The City will constantly test both its planning methodology and use of planning tools in order to provide information that is timely, accurate and widely disseminated to 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 City Manager requires a minimum of two reviewers of detailed work sheets used to generate the long range plans. The Finance Department will assist in developing appropriate systems to monitor and update the long range plans. Each department will meet with the Council to approve strategic policy, identify goals, and performance measures, at intervals determined by the City Manager.
8. Regular status reports - The Staff will continually update the long range plans when any significant change is anticipated. The Staff may distribute the long range plans to the Council at any time to inform the Council. The long range plans will be submitted to the Council for approval at least twice a year. The first update will follow the

closing of the year and will include a final comparison of actual to budget for the completed year. The second report will be presented before the presentation of the annual budget and will include an update on the current budget and estimates.

9. Rate structure - The plans must disclose revenue assumptions including rate structures and consumption. The long range plans will include annual rate increases based on inflation unless the Council overrides this direction.

10. Staffing - The plans will identify staffing levels including justification for any changes.

11. Expenditures - The plans will include expenditures based on the service levels / policies and work load indicators (population, strategy, etc.) approved by the Council.

12. 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 will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, accruing future years' revenues, or rolling over short term debt. The exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years.

3. Increase efficiency in all City operations - The City staff will identify programs to increase efficiency in order to provide for "long-term cost savings" to the City. This may include the use of technology, revised organizational structures or other tools which may be identified. Eliminating 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. Operating funds will accumulate and maintain 3 months of operating reserves based on estimated personnel, supplies and services and AMP expenditures. Operating reserves allow for the efficient management of cash flow and the opportunity to expand services or fund one time opportunities during the year. The Emergency Contingency Fund is required by the City Charter and includes the Colorado Tax Payer Bill of Rights (TABOR) reserves. The General Fund budget must also provide for a minimum of one month's operating reserves.

b. Reserves for capital funds, including impact fee funds, are established based on the budgeting methodology. Capital fund budgets are based on the estimated current year ending cash balance for the next year. Subsequently the reserves are funded by the revenues restricted to capital funds. Capital projects may include a contingency for unexpected expenditures.

c. Debt service fund reserves are based on required debt reserves established when debt is issued.

d. Fund reserves - The first priority of the City will be to maintain target reserves by individual funds based on the above target. The City Council may identify specific reserves on an individual basis. When a cash reserve deficit exists the City Council will identify the specific fund to offset the deficit and a plan to increase the reserve in the fund.

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

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

B. BUDGET PREPARATION

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

1. Council direction as goals - It is the responsibility of the Staff to prepare an annual budget to implement policy and accomplish the goals identified. Staff will identify the impact to the budget, including alternatives when new service levels are approved by the Council.
2. Budget schedule - The staff will present the Financial Policies by June, Revenue projections in July, Operations in August and Capital in September. The goal is approval of the Budget Ordinance and Revenue Rate Resolution at the first regular Council meeting in October which meets the requirements of the City Charter.
3. Revenue policies - The annual budget process is based on the initial revenue projections. Revenue projections will include rate review, annual inflation increases and frequency estimates. Existing revenue estimates start with a minimum of 75% of the projected trends based on the past year and year-to-date projections. Volatile and/or new revenue sources are estimated at a maximum of 50% of the prior year or industry projections.
4. Expenditure policies - Expenditure budget preparation begins with existing staff including any appropriate adjustments for merit and increased cost of benefits. Salary ranges and benefit packages should be periodically reviewed with comparable communities based on population, general fund tax revenues and comparable market.

Supplies and services should be constantly reviewed for efficiency and effectiveness, eliminating outdated programs and identifying appropriate 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.

5. City Manager budget review - The City Manager will review the details of each proposed budget for efficiency and compliance with Council direction. Department Directors may include supplemental budget requests in the annual budget request to the City Manager and ultimately the Council.
6. Budget presentation - The annual budget document will be prepared based on guidelines identified by the Government Finance Officers Association (GFOA). Traditionally, this begins with an introduction to the budget followed by more detailed information presented by fund and department. The budget introduction includes a budget message and a highlights section identifying the major issues addressed by the City and how the budget is adopted to address those issues. Expenditures shall be presented by categories.
7. Resident participation - The budget process will provide for the full participation of the public and ensure opportunities for public hearings and resident participation.
8. 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.
9. State, Charter and other requirements - The City will adopt the budget in accordance to State, Home Rule Charter and other requirements and certify the mill levy to the County by the required date.

10. Grants - Groups requesting grants from the City of Evans shall provide a description of services provided within the City; current year organizational budget summary identifying revenues and expenditures; financial statement for most recently completed fiscal year; list of Board of Directors and key officers, or active volunteers; and demonstration of non-profit status.

11. Funding subsidy - Funds that receive a subsidy from another fund, in addition to fees and charges or dedicated revenues will include a rationale for the subsidy; and a means for determining the annual level of that subsidy or conditions under which the subsidy should be eliminated.

C. BUDGET MANAGEMENT

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

1. Purchasing and accounting system - The City will maintain a system for monitoring the budget during the fiscal year. Adequate tools must be available to assist staff in managing the budget. The budget system will provide for budget approval before any expenditure is committed by City staff. This system shall also provide reports and query systems which will be used by the staff to prepare Council reports.

2. Council reports - Staff will prepare monthly reports for Council review. Additional reports will be presented in coordination with the annual budget process and financial audit. The Council report will include information on revenues and expenditures, comparing actual to budget, and performance measures related to service levels. The report shall follow the same format as the budget approval.

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

In relationship to Department Budgets the Council will approve:

- a. The number of full time positions and dollar amount for total regular staff, temporary staff and overtime by fund and category as defined by the 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.
- d. The total of expenditures from each fund including transfers in and out.

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

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

D. INTERGOVERNMENTAL BUDGETS

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

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

E. STATE OF COLORADO AMENDMENT 1

On November 3, 1992, the Citizens of the State of Colorado approved Amendment 1, aka The Tax Payers Bill of Rights (TABOR). Amendment 1 specifically and significantly addresses the following On April 5, 1994, the Citizens of Evans approved the following revenue change in compliance with Amendment 1: issues: 1) spending limitations (revenues), 2) operating reserves, 3) emergency reserves and 4) debt service.

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

City of Evans, Colorado
Amendment One Election Question

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

The City will be in compliance with the remaining requirements of Amendment 1 specifically including election, debt and reserve requirements. Considering the reasons behind the original approval of the Tabor Amendment (lack of trust in government), the City shall take an active role in 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 policies:

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

Non-spendable - amounts that cannot be 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 Deputy City Manager may assign amounts for specific purposes.

Unassigned - all other spendable amounts.

3. Independent audit - An independent firm of certified public accountants will annually perform a financial and compliance audit of the City's financial statements as required by state statute. Their opinions may be contained in the City's Comprehensive Annual Financial Report (CAFR), and the Report on Compliance with the Single Audit Act of 1984 (if required based on federal funding levels).
4. Internal auditing - To complete a full range of audit services, the City's Finance Department will supervise performance audits which review cash management, revenues, expenditures, purchasing and other areas that impact the City budget.
5. Accounting internal controls - The City will maintain an internal control structure consisting of three elements:
 - 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.

A. ACCOUNTING STRUCTURE

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

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

B. FINANCIAL REPORTING

Financial reports will provide direction and guidance in several areas;

1. Budgetary comparisons - Comparing actual financial results with the legally adopted budget.
2. Financial condition and results of operations - Assessing the changes in fund balances as a result of operations.
3. Compliance - Assisting in determining compliance with finance-related laws, rules and regulations.
4. Efficiency and effectiveness - Assisting in evaluating management and staff in efficiency and effectiveness.
5. Manager reports - The Finance Department will prepare reports at the end of April and each month thereafter identifying the difference between actual and budget for revenues and expenditures by fund. This requirement is also included in the Budget Policies. Reports will identify the current and projected variance in budget as well as progress on performance measures. These reports will be presented to the City Manager and may be included in Council updates.

C. CHECK CONTROLS

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

1. Payment discounts - The City will take advantage of payment discounts to reduce expenditures when the rate offered is deemed favorable compared to the rate of investment income the City is earning on cash.
2. Invoice control - All invoices shall be mailed directly to the Finance Department and the vendor will reference an approved purchase order number.
3. Check preparation - No check will be prepared for approval without an authorized purchase order, compliance with the procurement procedure and adequate budget unless specifically identified in these policies.
4. Check requirements - In most cases the staff will be required to complete the following steps to obtain a check:
 - a. Budget - Adequate budget must exist before staff considers a purchase.
 - b. Requisition - Staff will complete a "requisition" which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available. In accordance with established limits, authorized staff, Department Directors, Deputy 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.
 - f. Contracts - Major purchases may require following the procurement procedure (V.14.) which may include Council approval of the contract before a requisition can be completed.
5. Check register - The City Manager or Deputy City Manager reviews and approves the check register.
6. Distribute checks - Checks will be mailed following approval. Staff will copy and distribute to the Council the check register on a monthly basis.

IV. Revenue Policies

INTRODUCTION

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

POLICIES

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

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

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

V. Operating Policies

INTRODUCTION

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

POLICIES

The City shall follow these operating policies:

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

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

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

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

<u>Supplies or Capital Projects</u>	
Amount	Approval
\$0 - \$10,000	Department Director
\$10,000.01 - \$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 and Contracts -The City recognizes the need to use outside sources for providing Professional Services, constructing Capital Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance. The City requires staff to solicit bids for any purchase of goods over \$100K and proposals for services over \$50K per engagement or annually. This requirement may be waived by the City Manager for ongoing service contracts where the past experience related directly to the City is a compelling reason to continue a service contract from year to year. Selection of vendors, contractors or consultants may be based on past experience with the City, knowledge of the City and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price and such other criteria as deemed appropriate for a particular public project. Once a vendor has been chosen, the City Council shall consider approval of the contract. 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 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.

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

When advertising for proposals with federal funding, guidance will be followed in CFR200.319 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.

- f. Emergencies - In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk, the 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 CFR200.319) indicates that purchases above the dollar threshold of a micro purchase, currently \$3,000, 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.
- g. Travel - Consideration of the lowest cost to the City will be made when traveling for City business. When employees travel out of the County, they are required to use a City vehicle if available and practical. Only if no fleet vehicles are available will the City reimburse employees for mileage at the approved IRS rate with prior Department Director approval. Out-of-City per diem will be paid at the approved IRS reimbursement level. Per Diem is reimbursement for all meals and incidentals, no additional reimbursements will be approved. Lodging should be prepaid by City check or purchasing card when possible in order to avoid taxes.
- h. Meals in City - The City shall restrict the purchase of meals locally to the following items, unless specifically approved by the City Manager or Deputy City Manager:
 - i. Work related meetings with outside officials with Department Director, Deputy City Manager or City Manager approval.
 - ii. Preparation for City-wide events on weekends (such as July 4th or Evans Fest).
 - iii. Manager and/or City Council members' meetings with media, residents, employees, Council and outside officials.
- i. Education and training - The City Council has approved in the Personnel Policies the desire to hire the best and most qualified staff available. To maintain the quality of the staff over time, the City will fund adequate participation in professional organizations and training. Recognizing the need for additional training, each Department Director will propose a budget which may include participation at the national level for Department Directors and professionals. In addition to participation in national organizations, it may from time to time benefit the City to send employees to training out of the state. The staff will attempt to identify regional training programs or local programs when possible. The level of training and participation in organizations must be approved by Department Directors. Department Director training will be approved by the City Manager or Deputy City Manager and Deputy City Manager or City Manager training will be approved by the Mayor. All training must be included and funded in the annual budget.
- j. Education and training for Council and commissioners - The City is committed to professional and progressive leadership. In order to maintain the City's position as leaders in the community and region, it may be beneficial to provide training for the City Council and/or City sponsored Boards & Commissions regarding key management and or technical issues. Travel for these members will be included in the annual budget.
- k. Computers, software, & peripheral purchases - All City-wide computer, software, & peripheral related purchases must be approved by the Systems Administrator with final approval from the City Manager or Deputy City Manager.

VI. Capital Planning & Budgeting Policies

INTRODUCTION

The Capital Improvement Plan (CIP) has a significant impact on the image of the City. The following policies are designed to guarantee that current and future projects are maintained at a quality level and that capital projects do not restrict the City's ability to provide basic services. The City must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects. In addition to amenity improvements, the City must make the capital investment needed to support and enhance the delivery of basic services. This commitment becomes even more important because the demands for basic services biases funding priorities toward the operating services (such as police officers and recreation programs) versus infrastructure (such as streets and buildings) which could be an issue in the future. Capital expenditures for purposes of financial reporting include buildings, land, major equipment and other items which have a value of over \$5,000 and have a life greater than one year. Capital expenditures for purposes of budgeting include buildings, land, major equipment and other items which have a value of over \$100,000 and have a life greater than one year.

POLICIES

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

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

8. Asset Management Plan (AMP) - The City will develop an AMP that protects capital investment and minimizes future maintenance and replacement costs. The City will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long term planning. The AMP will also indicate future major repairs and their costs, utility costs and other operating costs.

- a. Equipment replacement - The City will estimate its equipment replacement (items over \$5,000 with a life greater than one year). From this projection, a maintenance schedule will be developed and followed.
- b. Cash for equipment - Equipment replacement should be planned on a cash basis. Equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs.

9. Planned funding - The budget will provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plant and equipment. Whenever the AMP identifies there is a significant discrepancy between the need to maintain/modernize City infrastructure or facilities and the funds available for such improvements, the City staff will prepare and present to Council a strategy for meeting such needs. The long range plans of the City will include all costs identified in the AMP.

10. Major Maintenance - Although the annual operating budget should provide for adequate maintenance of capital, plant, and equipment, eventually a major expenditure will be required. It is appropriate to consider these types of major expenditures when developing the capital improvement program.

11. Capital priority - In general, the following guidelines will be used to identify capital priorities: safety, complete existing projects, maintenance of existing capital facilities, extensions of existing systems and new projects. Maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not fully met. Unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition. Maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities.

12. Consistency with City policies and impact on community - The City will identify the ongoing costs and benefits that may be associated with each capital project to determine its consistency with other city policies and the impact on the community as a whole.

13. Alternative funding - Assessment district financing is appropriate for those areas of the City that are retroactively installing physical plant features which are normally required by subdivision standards at the time of development or which have been funded by another assessment district. Such physical plant features include but not limited to, curb, gutters, sidewalks, street lights and sewers. Assessment districts are also appropriate in cases where these types of physical plant features are being upgraded for the benefit of property owners in the area. Unless otherwise directed by Council, assessment districts will include all costs associated with the project, including overhead and indirect costs, including but not limited to financing, and administrative costs. The City will take actions to ensure that financial risk to the City is minimized.

14. Long-term debt - is a liability that places a future contractual or other obligation against future revenues of the City. For example, long-term debt includes liabilities arising from bonds, lease purchase agreements and installment purchase contracts.

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

VII. Investment Policies

INTRODUCTION

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

Legality

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

POLICIES

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

Pooling of Funds

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

OBJECTIVE:

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

1. Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

- a. The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:
 - Limiting investments to the types of securities listed in Section 9 of this Policy.
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 6.
 - Diversifying the investment portfolio to minimize the impact of potential losses from any one type of security or from any one individual issuer.
- b. The City will minimize interest rate risk, the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:
 - i. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
 - ii. Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

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

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

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

5. Standards of Care

- a. Prudence - The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio. The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived". Authorized City officials and employees acting in accordance with written procedures and this Policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this Policy.
- b. Ethics and Conflicts of Interest - Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

c. Delegation of Authority - Authority to manage the program is derived from the City of Evans Home Rule Charter, Chapter VIII and granted to the City Treasurer who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this Policy. Procedures should include references to safekeeping, delivery vs. payment, investment accounting, wire transfer agreements and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the City Treasurer. The City Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

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

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

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

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

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

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.