



2023
City Annual Budget

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Evans
Colorado**

For the Fiscal Year Beginning

January 01, 2022

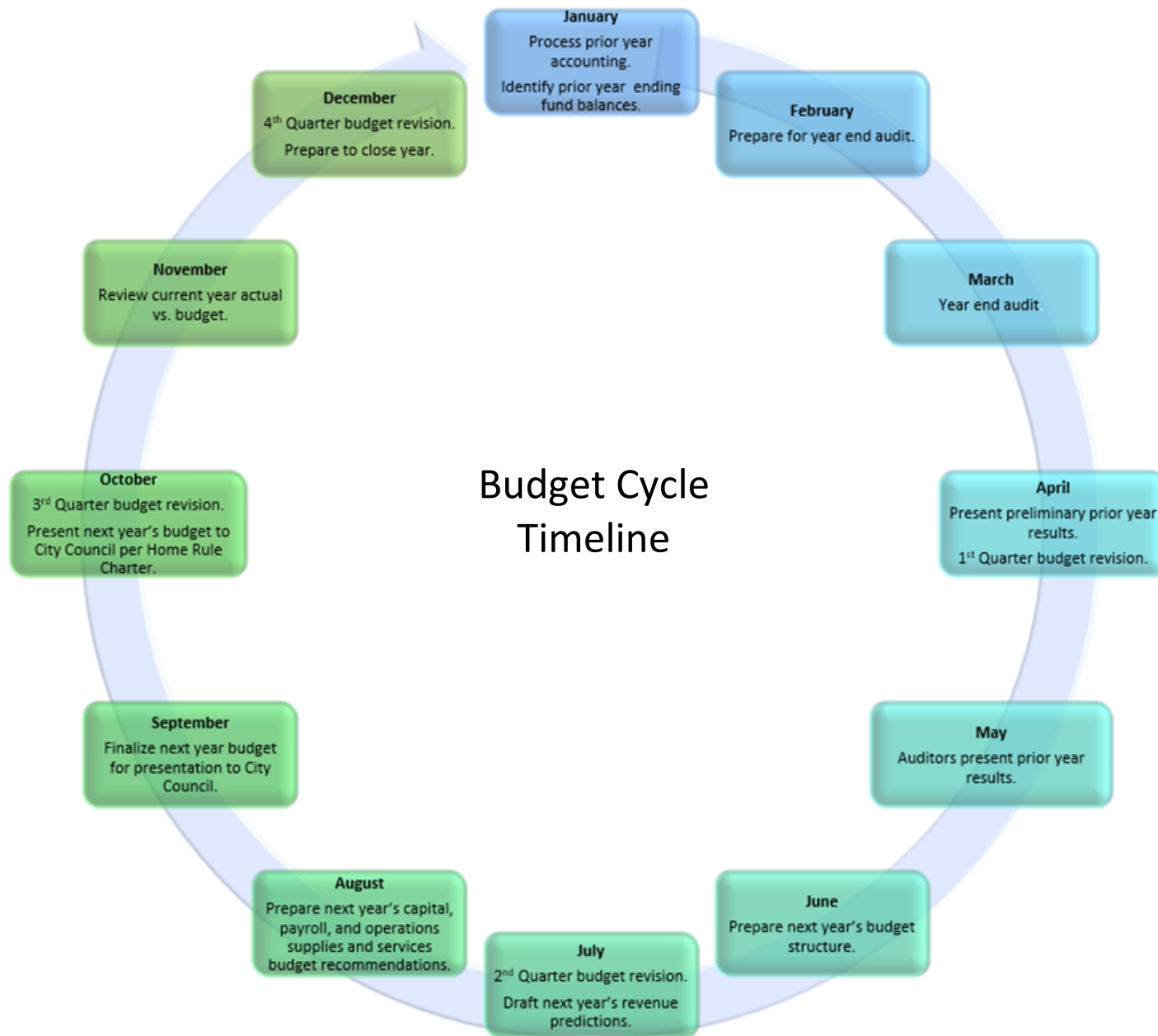
Christopher P. Morill

Executive Director

Table of Contents

Budget Cycle Timeline.....	4
Transmittal Letter	5
Organizational Chart	13
Fund Structure	14
Accounting and Budgetary Basis.....	15
General Fund	16
General Government	16
Community Development	26
Economic Development	29
Public Safety.....	31
Public Works	35
Parks and Recreation	38
General Fund Long Range Financial Plan	42
General Fund Revenue Summary – Fiscal Year 2023	44
General Fund Expenditure Summary – Fiscal Year 2023.....	45
Enterprise Funds	46
Water Fund.....	46
Water Fund Long Range Financial Plan	48
Wastewater Fund.....	53
Wastewater Fund Long Range Financial Plan	55
Storm Drainage Fund	58
Storm Drainage Fund Long Range Financial Plan.....	59
Special Revenue Funds	61
Emergency Contingency Fund	61
Cemetery Perpetual Care Fund.....	62
Fire Impact Fund	63
Street Impact Fund	64
Park Impact Fund	65
Police Impact Fund.....	66
School Impact Fund.....	67
Conservation Trust Fund.....	68
Refuse Collection Fund.....	70

Capital Budget	71
Capital Budget Overview	71
Capital Budget Details.....	72
Long Term Capital Budget Projection	74
2023 Capital Budget by Fund and by Funding Source	75
Significant Capital Improvements.....	77
Capital Projects – Streets Fund	80
Capital Projects – Food Tax Fund.....	82
Capital Projects – Road Tax Fund.....	83
Capital Projects – Parks Fund	84
Trust Funds - Cemetery Endowment Fund.....	85
Evans Redevelopment Agency	86
Attachments	87
Attachment A 2023 Budget Summary	87
Attachment B Summary of Personnel Positions	88
Attachment C Summary of Personnel Expenditures.....	94
Attachment D Summary of Supplies and Services by Program.....	95
Attachment E Summary of Supplies and Services by Fund.....	98
Attachment F Summary of Debt	99
Attachment G Asset Management Plan.....	100
Attachment H Intra Fund Transfers and Methods.....	101
Attachment I 2023 Budget Resolution	102
Attachment J Financial Policies	104
Glossary.....	132



Transmittal Letter

October 18, 2022

Honorable Mayor, Members of the City Council and Residents:

Introduction

We are pleased to present to you the 2023 Operating and Capital Budget. This budget is built upon the foundation of conservative fiscal policy adding only necessary costs to the ongoing budget, while remaining confident in our ability to deliver high-quality services to the Evans community.

The 2023 budget prioritizes critical capital projects and continues the commitment to secure the workforce of the City. These priorities are achieved by creating a budget which is realistic, achievable, and sustainable. Accomplishments and guiding principles in the 2023 budget include the following:

- Revenue collections are expected to increase slightly from the well-above budget collections experienced in 2022. The excess revenue over reserves this year allows available funding for City Council to address one-time needs without adding ongoing cost to future years' budgets, if so desired.
- Future uncertainty lies ahead in the local, state and national economies. This uncertainty requires Evans to rely on known stable sources of revenue while not relying as much on more volatile revenues like those from development activities and the oil and gas industry.
- Evans continues to invest necessary funds to secure the workforce, remain competitive in recruitment and ensure retention at a higher level than was experienced in 2020 and 2021.
- Identification of general fund reserves available for large capital project advancements.
- Due to the economic uncertainties, this budget is conservative and proposes no increases in the number of City staff positions.

Per the City Council's Financial Policies, the 2023 operating budget is balanced, reflects consistent service levels to prior years, and meets or exceeds operating reserve requirements.

Economic Outlook

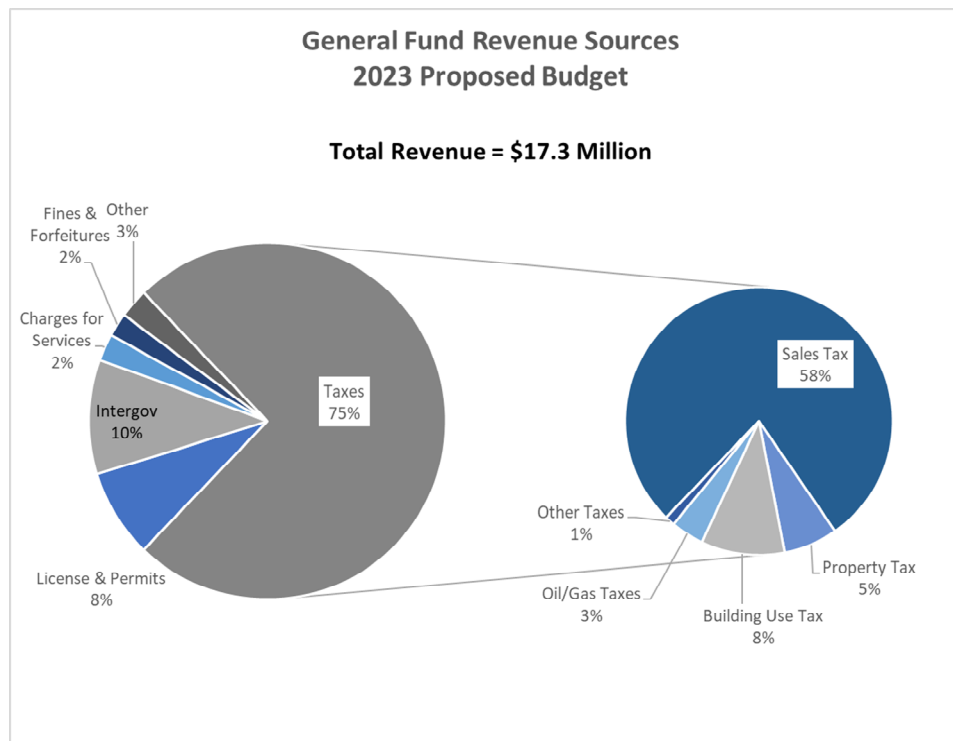
The City of Evans is currently experiencing strong sales tax collections in that all sectors indicate growth over 2021, including significant increased collections in online sales and industrial-related activities. Development activity indicates large potential over the next five years and related revenue projections have been made on conservative estimates of the amount of construction that will be occurring.

In a mid-year 2022 update, the Colorado Office of State Planning and Budgeting indicated job growth is expected to remain strong in 2022, slowing in the outyears but still outperforming the nationwide estimates. Inflation is expected to increase along with nationwide pressures and retail sales growth is anticipated to remain positive throughout 2022, turning negative in 2023 in the face of rising inflation. These are all factors being monitored closely at the local level. While Colorado is anticipated to fare better than the nationwide average, it is anticipated that local Colorado communities will experience some economic challenges. Remaining realistic in the face of these potential declines is vital to the long-term sustainability of the City.

National forecasts expect consumer spending and job growth to be limited in 2023, causing a slowdown which could remain until 2024 when economic stability is expected to begin to be restored.

Revenue Trends

Although several revenue categories account for total revenue in the general fund, as one can see from the graph below, approximately three quarters of the revenue in the general fund is derived from taxes. A closer look shows 58 percent of the revenue is from sales taxes.



Overall, general fund revenue is projected to increase slightly in the 2023 budget from 2022. Below is a discussion of the projected changes in major revenue categories.

Sales Tax Revenue: The total city-wide sales tax budget for 2023 anticipates a one percent increase from 2022 projected collections. Sales tax revenue in 2023 is built on assumptions of minor continued economic recovery in all industries, with highest opportunity for growth anticipated in the category of online sales and reductions in categories of highest volatility, especially in the industrial category.

Property Tax Revenue: The 2023 property tax budget is projected to be up eight percent, or \$59,000 from the 2022 original budget. Increased residential home valuations and large production and property values derived from oil and gas contribute to this increase.

Oil/Gas Taxes: State severance and federal mineral lease taxes are distributed to the City and represent the oil and gas category of taxes. Over the past several years, this revenue source has seen fluctuations greater than \$500 thousand per year. In an effort to smooth out these large swings, the City budgets for a minimal amount of revenue and considers any additional collections as one-time revenue. Evans has experienced an increase in severance tax collections, up \$796 thousand in 2022 from 2021 due to rising oil and gas prices.

License and Permits: The largest source of revenue within this category is building permits. Building activity over the past several years has fluctuated and the long-range forecast includes a conservative annual average of anticipated development units over the five-year period. Averaging this revenue stream stabilizes the available resources to be used for efficient City operations. The 2023 budget anticipates a decrease in building permit revenue by 29% or approximately \$192,000, compared to the 2022 budget.

Overall, general fund revenue is expected to increase by 3% over the 2022 projected budget (excluding one-time federal Corona Virus recovery funds). The 2023 budget is focused on conservative and realistic revenues which will be available for use in providing services to the community of Evans. Our commitment is to:

- 1. Identify realistic and achievable revenue levels.** Significant work was completed to analyze City revenue sources to complete a 5-year revenue budget with the most accurate information possible. Sales tax forecasts were compiled based on monthly trends in individual taxpayer categories. Property tax projections were based on work with the County Assessor and related valuation estimates. The resulting work of evaluating each major and non-major revenue source for the 2023 budget provides for revenue estimates in the future years of 2024-2027 which are conservatively increasing and sustainable.
- 2. Focus on funding essential staffing and operational needs.** In 2022, 5.5 new full-time positions were approved to assist with service-delivery capacity challenges. For the 2023 budget no new positions are being recommended and only specific increases in supplies and services costs are being funded. Evans City Council has recently approved implementation of a classification and compensation study which will increase the pay ranges for city positions, provide small market adjustments to employees, allow for merit pay increase opportunities, and adjust step increases for sworn police department employees.

3. Funding for capital improvements. Significant investment in capital projects and infrastructure is included in the 2023 budget. Many of the road construction projects are made possible in part due to the 1% sales and use tax approved by Evans voters in 2020. Inflationary cost estimates are unfortunately contributing to delays in construction of some projects and only the most critical projects are continuing at this time. Building a new police station to better serve the community and enhancing the capacity of our wastewater treatment and collection systems remain extremely high priorities.

2023 Budget

Below is a summary of the 2023 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	<u>\$12,000</u>	<u>\$4,241</u>	<u>\$7,311</u>	<u>\$1,362</u>	<u>\$12,670</u>	<u>\$37,583</u>
Revenue	18,838	8,945	8,749	4,926	36,438	77,896
Operating Exp	-18,221	-7,495	-4,501	-1,329	-2,186	-33,734
Capital Exp	-60	<u>-1,148</u>	<u>-4,130</u>	<u>-4,212</u>	<u>-31,448</u>	<u>-40,998</u>
Net Results	557	<u>302</u>	<u>118</u>	<u>-615</u>	<u>2,803</u>	<u>3,164</u>
Ending Balance	<u>\$12,557</u>	<u>\$4,543</u>	<u>\$7,428</u>	<u>\$747</u>	<u>\$15,473</u>	<u>\$40,748</u>

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

General Fund Strategies

Several strategies were used to meet the budget goals outlined for the 2023 Operating and Capital Budget. These strategies are listed below:

- 1. Addition of only necessary expenditures.** The 2023 budget requests from department heads included almost \$1 million in identified needs. The vast majority of these requests were for additional personnel across various departments. Given the potential economic uncertainty, no new positions are recommended to be funded in 2023 and these requests may be evaluated at some point in the future. Supplies and services costs were increased only where necessary, leading to an overall increase in general fund supplies and services budgets by eight percent, or \$383,000.

2. **The Asset Management and Capital Improvement Plans are funded to include critical needs.** Each item recommended for funding was scrutinized to ensure only the highest priorities are being addressed in 2023 and funding for the remaining needs was postponed for consideration in future years. Inflationary cost increases are contributing to the decision to delay selected projects, while those deemed most critical by City staff and City Council remain on schedule.

3. **Classification and Compensation updates.** For 2023, City Council has directed staff to fund the results of the classification and compensation study completed in the summer of 2022. This reinforces the City’s commitment to retain and attract qualified staff.

Long Range Plan Implications of the Recommended Budget

The general fund five-year long-range plan reflects total revenues exceeding total expenditures for all years. The City utilizes conservative budgeting practices to ensure revenues are not overly reliant on volatile sources and is assuming only realistic and known levels of development to be completed over the time period.

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

(in thousands)	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Balance	\$12,000	\$12,557	\$13,229	\$13,850	\$14,469
Revenue	18,838	19,441	19,960	20,501	21,068
Expenditures	<u>(18,281)</u>	<u>(18,768)</u>	<u>(19,339)</u>	<u>(19,882)</u>	<u>(20,262)</u>
Net Results	<u>557</u>	<u>673</u>	<u>620</u>	<u>620</u>	<u>806</u>
Ending Fund Balance	<u>\$12,557</u>	<u>\$13,229</u>	<u>\$13,850</u>	<u>\$14,469</u>	<u>\$15,276</u>
Minimum Reserve (50%)	<u>\$9,111</u>	<u>\$9,111</u>	<u>\$9,384</u>	<u>\$9,640</u>	<u>\$9,941</u>
Available Funds	<u>\$3,445</u>	<u>\$4,119</u>	<u>\$4,466</u>	<u>\$4,829</u>	<u>\$5,335</u>

General Fund Reserves

Preservation of current general fund reserves is a priority for the five-year planning period. In 2018, the City Council increased the reserve amount in the fund from 25% to 40%. Given uncertainty in the oil and gas industry, due in part to recent legislation and varying prices, City Council increased the reserve once more, to 50%. The reserves are identified for the following uses: economic downturn, loss of major sales tax generator, natural disaster, and development or investment opportunities. The 2023 budget anticipates commitment of \$5.3 million for future investment toward design and construction of a new police station and \$2 million for beautification efforts along Highway 85 while still preserving \$1.5 million above the 50% reserve required by policy.

General Fund Reserve Policy Illustration	
2023 Budgeted Ending Fund Balance	\$ 17,886,530
Reserves (50% of prior year expenditures) identified for:	
Sudden economic downturn	5,611,188
Major sales tax generator loss	1,500,000
Natural disaster	1,000,000
Development or investment opportunity	1,000,000
Total identified reserves	9,111,188
Fund balance in excess of reserves, per policy	\$ 8,775,343
Committed Future Projects:	
Fund balance to be used toward Police Station Project	5,329,872
Fund balance to be used toward Highway 85 Beautification	2,000,000
Total Committed for Future Projects	7,329,872
Available fund balance, in excess of reserves and commitments	\$ 1,445,471

Enterprise Funds

The City has improved the financial condition of the three enterprise funds (water, wastewater, and storm drainage) over the past decade. Significant effort has been spent conducting rate studies and implementing thoughtful rate increases where appropriate. Major cost drivers for these increases include major maintenance, cost of water treatment from Greeley, new wastewater plant improvements to meet effluent regulations and capacity needs and accumulating available resources to fund future major capital infrastructure projects.

The 2023 budget includes increases in operating supplies and services expenses within these funds for known and anticipated increases. The increase in the cost to treat the City’s potable water is also included. Preliminary information from Greeley indicates the need for an increase of five and a half percent over 2022, which has been built into the water treatment expenses.

The increasing costs to acquire and treat water continue to be a challenge for the City as we move into the future. Balancing these along with funding high-priority capital needs in the water fund will require continued policy discussions. Challenges within the wastewater fund include planning for treatment plant expansion needs which will entail significant capital investment. The storm drainage fund has identified significant major capital needs and substantial construction will be completed in 2023 and 2024 to enhance drainage on the East side of the City. The future of capital projects in the storm drainage fund will rely on anticipated rate increases and additional debt to fund large scale projects.

Key Capital Projects

The 2023 capital projects for each governmental and enterprise fund are summarized below:

2023 Capital Projects Summary

SPECIAL REVENUE FUNDS

Park Impact Fund	
Tuscany Trails Park Construction	\$ 495,000
Hunters Reserve North Park Design	\$ 121,000
Phase 1 Ashcroft Trail Design	\$ 121,000
Total Park Impact Fund	\$ 737,000

Conservation Trust Fund	
Phase 1 Evans Ditch Trail Construction	\$ 121,000
Annual Playground Surface Repairs	\$ 30,000
Annual Picnic Table Replacements	\$ 5,000
Total Conservation Trust Fund	\$ 156,000

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

CAPITAL PROJECTS FUNDS

Food Tax Fund	
37th Street - Phase 1 Widening Sienna to 47th	\$ 1,165,000
Police Station Construction	\$ 25,000,000
Total Food Tax Fund	\$ 26,165,000

Streets Fund	
37th Street - Phase 1 Widening Sienna to 47th	\$ 320,000
Annual Street Resurfacing	\$ 600,000
Street Sweeper	\$ 150,000
Pavement Condition Scanning	\$ 40,000
Total CIP - Streets Fund	\$ 1,110,000

Road Tax Fund	
37th Street - Phase 1 Widening Sienna to 47th	\$ 1,000,000
Street Maintenance	\$ 500,000
Total Road Tax Fund	\$ 1,500,000

Park Fund	
Riverside Improvements Design	\$ 30,000
Total CIP- Park Fund	\$ 30,000

PROPRIETARY FUNDS

Water Fund	
NISP Water Storage Project	\$ 750,939
37th Street - Phase 1 Widening	\$ 297,000
Water Rate Study	\$ 100,000
Total Water Fund	\$ 1,147,939

Waste Water Fund	
Annual Sewer Line Maintenance	\$ 100,000
Solids Handling and Dewatering	\$ 400,000
Highway 85 Waterline Replacement 31st to 37th	\$ 484,000
Ashcroft Draw Sewer Replacement	\$ 2,496,000
Plant Structure Maintenance Replacement Planning	\$ 325,000
Plant Equipment Maintenance Replacement Planning	\$ 325,000
Total Waste Water Fund	\$ 4,130,000

Storm Drainage Fund	
31st Street Drainage Outfall	\$ 3,700,000
37th Street - Phase 1 Widening Sienna to 47th	\$ 212,000
Street Sweeper	\$ 300,000
Total Storm Drainage Fund	\$ 4,212,000

GENERAL FUND

Phase 3 Water Wise Landscaping at ECC	\$ 60,000
Total General Fund	\$ 60,000

Total All Funds \$ 40,997,939

Budget Process

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

Conclusion

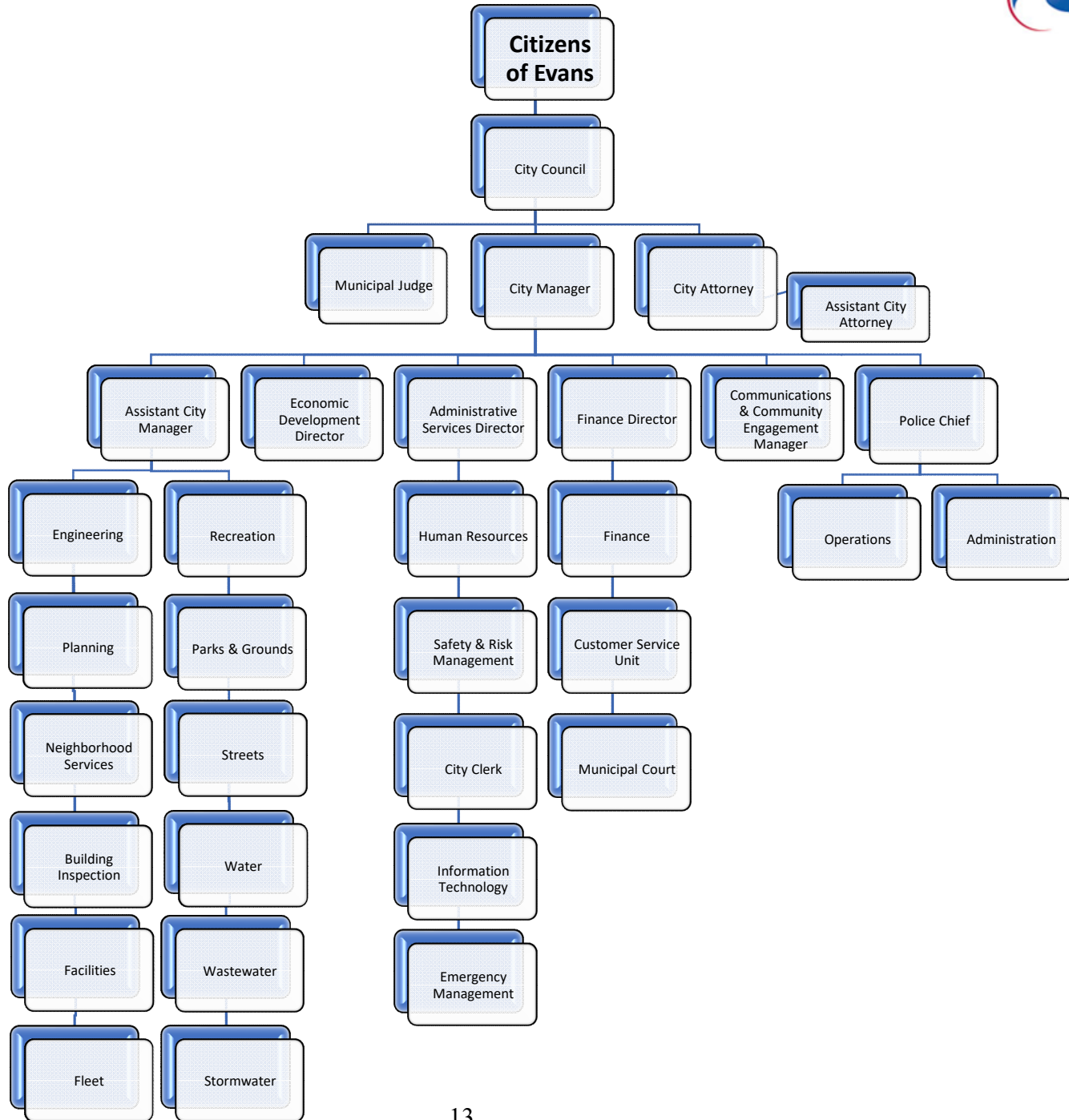
The 2023 budget is a roadmap for providing high-quality service to the Evans community and accomplishing the goals and objectives of City Council. 2023 is expected to provide challenges and opportunities to the City and the budget has been thoughtfully crafted to serve as a realistic and sustainable plan for Evans. Funding for significant infrastructure and capital projects is a priority, as is staffing at an adequate level to continue providing high-quality services to the Evans community. Our focus on infrastructure improvements, well-managed growth, economic vitality and community character will help Evans fulfill its vision as a growing city with small town roots, providing a safe, family-friendly community. We appreciate City Council's leadership and the community's participation and support as we move forward.

Sincerely,

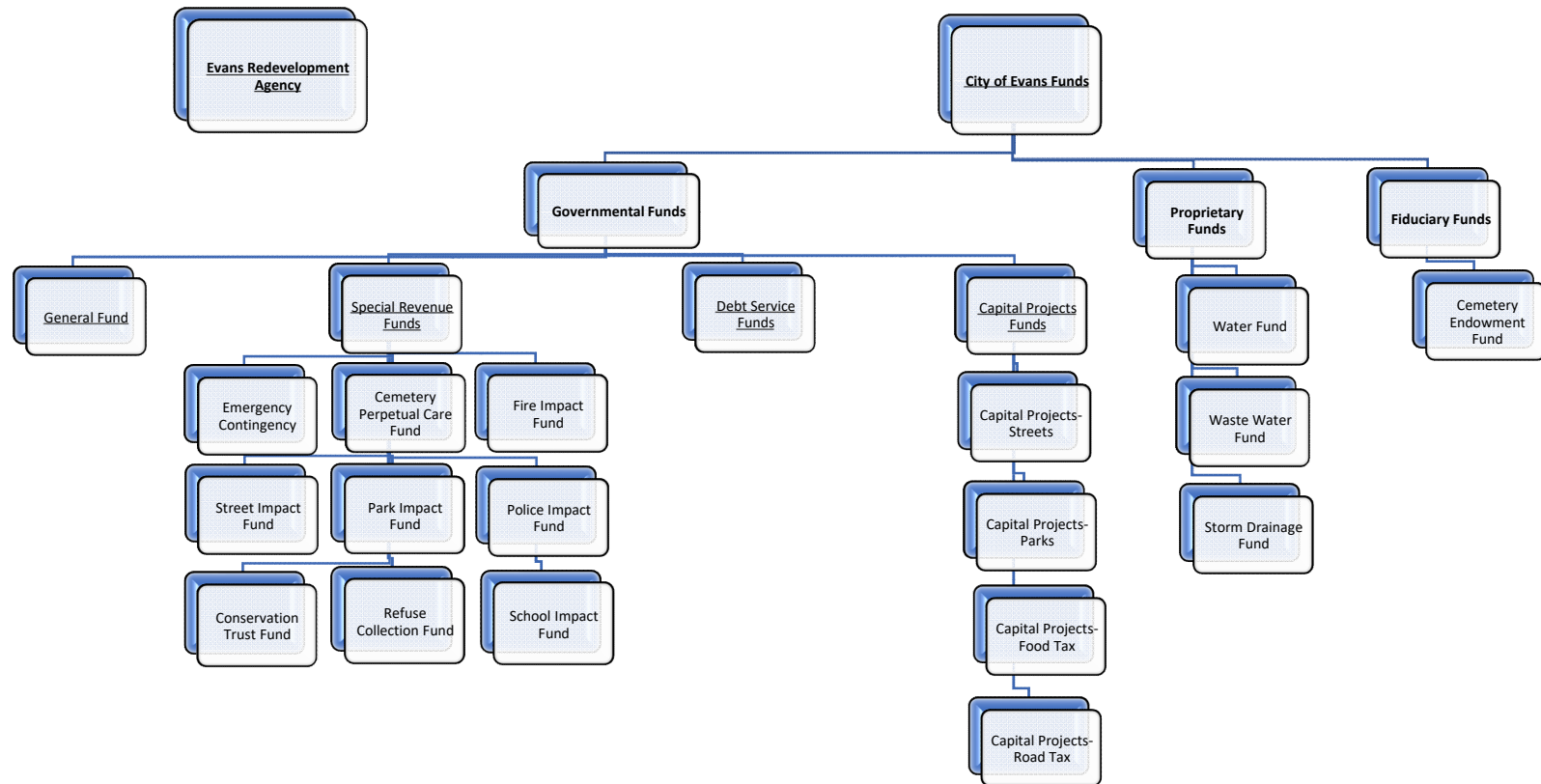
A handwritten signature in blue ink that reads "Randy L. Ready".

Randy L. Ready
Interim City Manager

Organizational Chart



Fund Structure



Accounting and Budgetary Basis

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

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

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



General Fund

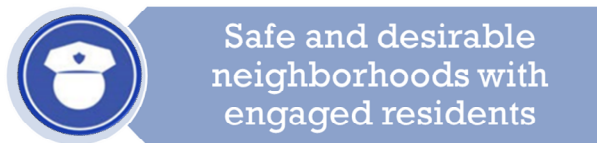
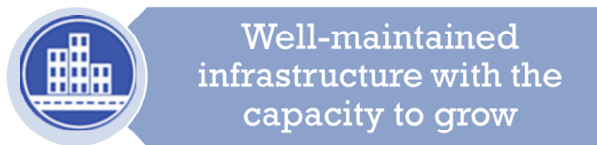
General Government

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

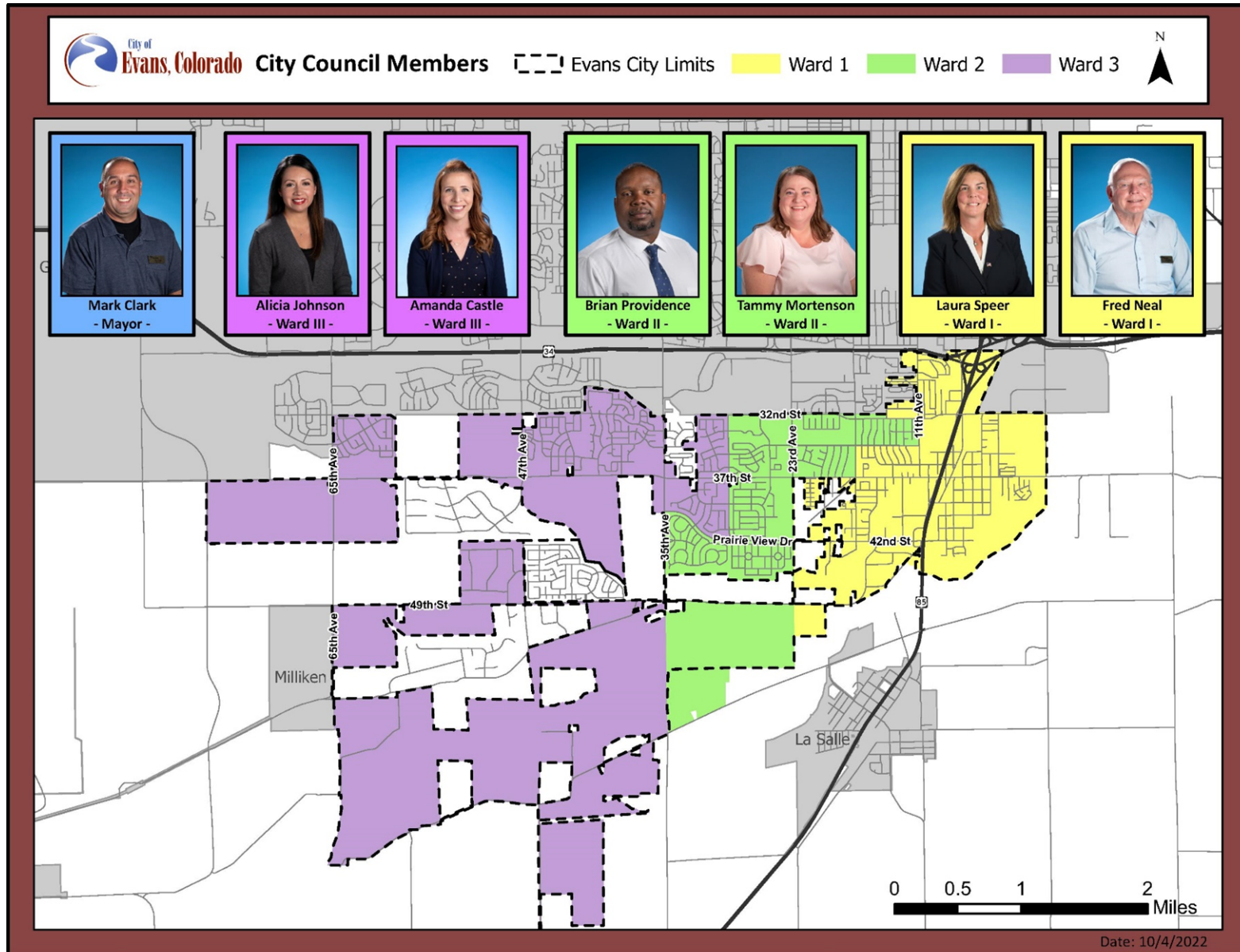
General Government includes services required for the operation of a City government including the City Council, City Manager, City Clerk, Customer Service Unit, Human Resources and Risk Management, Information Technology, and Financial Services.

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

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



General Government



General Government

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

- Administer and manage City operations with focus on Council priorities.
- Assess department operations with the goals of increasing efficiency and effectiveness of delivery of resident services.

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

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



Accomplishments:

- Evaluated the City's agenda management software and other products. Selected and implemented a new agenda management software product.
- Hired and trained a Deputy City Clerk to assist the City Clerk with licensing, records management, elections, and other duties as assigned to assist the City Clerk Office operations and serve as a back-up in the Clerk's absence.
- Evaluated the City's cemetery rules and regulations.
- Prepared for the 2022 municipal election, which was cancelled.

General Government

Initiatives and focus areas for 2023:

- Evaluation of the City’s new agenda management software, make adjustments as needed, and continue to train appropriate staff of how to use it.
- Continue to coordinate and assist with the review and revision to City Municipal Codes.
- Continue to coordinate with GIS for the establishment and maintenance of a public portal for a cemetery directory through GIS and the City’s website.
- Assist in leading a discussion with the Leadership Team and City Council on the consideration of Action Minutes.
- Assist in the next phase of the Council Chambers A/V System Evaluation and Implementation.

Operational Goals for 2023:

Goal #1 – The department will ensure continuity in support and services provided to the organization at times when the City Clerk is absent or not available.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
The Deputy City Clerk will complete the three-year Colorado Institute for Municipal Clerks program, which can be applied toward the IIMC Certified Municipal Clerks designation	N/A	Year 1 completed	Year 1 completed	Year 2 completed

Goal #2 – The department will provide City records-related services to the public in a prompt and efficient manner, responding to public records requests within a 3-business daytime period. The goal is to digitize all City records into the Laserfiche repository filing structure. This will require a complete inventory of all records.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Percentage of Colorado Open Records Act (CORA) requests processed in 3 business days or less	83%	83%	77%	100%

General Government

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



Accomplishments:

- Successfully transitioned daily accounting reconciliation tasks to City of Evans Finance staff, allowing CSU supervisor and staff to focus on customer service activities and improving accounting internal controls.
- Completed competitive bidding process to select refuse and recycling provider for the next 5 years – the vendor selected was Waste Management, Inc.
- Validated refuse and recycling accounts for agreement with Waste Management, Inc. records.

Initiatives and focus areas for 2023:

- In coordination with the IT department, implement utility billing software and process improvements to maintain Evans’ commitment for accurate and reliable utility billing that can accommodate future needs of the City.
- Review effectiveness and efficiency of the current municipal court system to identify either potential system upgrades or replacement options with an emphasis on paperless processing.
- Continue process improvements with the goal of ensuring customers are served in the most efficient manner.

Operational Goals for 2023:

Goal #1 – Replace water meters that are inactive or giving indications of failure in the near future. It is important for our citizens and the City that meters are operating accurately, and that data remains current. The meter replacement goal, and resulting inactive water meters still in service, represents the realistic quantities of meters available due to supply-chain issues.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Number of inactive water meters	297	340	340	180

General Government

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 to optimize productivity, efficiency, and effectiveness.

Accomplishments:

- To remain competitive in our local labor market, Human Resources facilitated a comprehensive compensation study, in cooperation with an outside agency, which consisted of conducting a salary survey market analysis for over 80 positions, developing updated salary classifications and grade ranges based on the data collected and making recommendations for employee pay changes to be incorporated for the 2023 budget. Based on the results of the study, salary adjustments will be implemented in January 2023.
- In the fall of 2022, Human Resources offered two professional development programs for employees focused on leadership and supervisory skills training. The team facilitated 20 hours of classroom instruction in delivering these initiatives. Thirty-five employees participated.
- Safety is a significant aspect of employee and community wellbeing; to this end, First Aid/CPR/AED certification is required for safety sensitive positions. In 2022, the Safety and Risk Manager became certified as a First Aid/CPR/AED instructor through the Health and Safety Institute in order to offer in-house training. Classes will begin December 2022 and will continue in an ongoing basis to ensure compliance with our citywide safety preparedness objectives.

Initiatives and focus areas for 2023:

- Complete annual compensation and classification study.
- Lead and facilitate discussions regarding the revision of the City's Employee Policies.
- Evaluate, organize, and execute City-wide training based on information received through surveys, compliance, focus groups, and needs analysis.
- Continue to manage the COVID-19 pandemic impact to the City and City staff.
- Implement an electronic records management system for personnel records.
- 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; and digitize non-injury accident report.
- Continue to enhance asset tracking to mitigate risk.
- Continue to evaluate, plan, and modify the City's integrated health risk management strategy and plan, including enhancing the City's comprehensive wellness program to improve employee health, well-being and safety as well as reduce insurance costs.
- Continue to develop and strengthen regional partnerships, including identifying opportunities for greater cost efficiency while maximizing the City's resources.

General Government

Operational Goals for 2023:

Goal #1 – The department will support the organization’s staffing needs by developing and implementing additional strategies for recruitment, engagement, and retention. Industry standards for attrition rate and time-to-hire were used as guidelines in determining performance measures one and three.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Recruitment - Days from candidate application until hire date (excludes part-time and sworn officers)	45.7 days	41.0 days	50.4 days	41.0 days
Engagement - 100% attendance at City's bi-annual Respectful Workplace training	99% attendance-FT staff	100% attendance-all staff	100% attendance-FT staff	100% attendance-all staff
Retention - Annual employee attrition rate	23%	20%	15%	19%

Goal #2 – The department will maximize loss control credits on Property & Casualty Insurance held through the Colorado Intergovernmental Risk Sharing Agency (CIRSA), by receiving a score exceeding 90 on the annual audit that is required by CIRSA.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Score on CIRSA annual audit	N/A	90	106	90

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

Accomplishments:

- Promoted the effective and efficient use of technology throughout the City.
- Developed and designed ever more efficient ways of providing organizational value through continuous technological improvements.
- Maintained a security-conscious operating posture. Implemented two new security software programs to better protect the City’s network from malicious emails and downloads, and educate employees regarding Phishing attacks.
- Provided technology support services for all IT assets and services throughout the City’s infrastructure.
- Implemented and delivered ongoing end-user training for deployment of new hardware, software, and services.

General Government

Initiatives and focus areas for 2023:

- Continued improvement and strengthening of the City’s overall network security, cybersecurity, and disaster recovery capabilities through new initiatives and software deployments.
- Improvements to city communications with the public and increasing awareness of online city services, payments, and citizen reporting.

Operational Goals for 2023:

Goal #1 – The department will continue development of GIS services and deployments that benefit both City staff and the public, such as web-based maps and applications that improve departmental operations and workflows, improved data integration between GIS and other software systems, access to updated cemetery data and information, and near real-time public access to vital City services such as snow plowing and mosquito spraying.

Measure	2020 Actual	2021 Actual	2022 Target	2022 Estimate	2023 Target
New GIS web-based maps and applications developed	Maps-10 Apps-5	Maps-15 Apps-5	Maps-10 Apps-5	Maps-12 Apps-7	Maps-10 Apps-5
Access to updated cemetery data/information improved	2 sections added	USE GIS App	GIS to public	GIS to public completed	Deploy QR code for visitors
Public access to real-time data for City-developed services provided	1 Parks app created	2 Ops apps created	Create 1 app for Ops	1 Ops app created	Real-time maps created

General Government

Goal #2 – The department will provide information technology support for improvement to the City’s utility billing software and its integration with financial systems.

Measure	2020 Actual	2021 Actual	2022 Target	2022 Estimate	2023 Target
Network for integration of utility billing software improvements	N/A	N/A	Incremental upgrade to Server 2012	Upgrade to Server 2012 completed	Upgrade to Server 2019
Utility billing software improvements integrated into network	N/A	N/A	N/A	N/A	Software improvement is fully functional



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

Accomplishments:

- Completed pre-bond issuance preparation work to enable Evans to issue debt for the new Police Station in 2023.
- Implemented Caselle Advantage, a new budgeting system which enables tracking and organizational efficiencies and integrates with Evans’ accounting system.
- Transitioned the Building Department permit payment system to Xpress Bill Pay, which streamlines the payment component of the permit process and reduces the volume of work that is handled by the Customer Service Unit.

Initiatives and focus areas for 2023:

- Conduct water utility rate study with emphasis on addressing long-term capital replacement and system expansion needs.
- Assist City departments in furthering long-term infrastructure planning and capital projects financing, to include management of associated grant records.
- Secure necessary funding for upcoming capital projects, to include Wastewater Treatment Plant Expansion and construction of a new Police Station.
- Increase sales tax collection and enforcement activities.
- Expand management of grant records to increase funding for long-term infrastructure and capital projects financing.

General Government

Goal #1 – Secure funding for upcoming capital projects, including the new Police Station and expansion of the Wastewater Treatment Plant. As described in the Capital Program, the new Police Station will be funded through Bond issuance proceeds expected to be received in 2023, to be serviced with Food Tax collections. Additionally, expansion of the Evans Wastewater Treatment Plant is necessary and will be funded through debt proceeds expected to be received in 2024, to be serviced with utility fee revenue.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
New Police Station - pre-bond issuance due diligence - completion percentage	N/A	75%	75%	100%
New Police Station - Receive bond rating and issue bonds - completion percentage	N/A	N/A	N/A	100%
Wastewater Treatment Plant Expansion - pre-bond issuance due diligence - completion percentage	N/A	N/A	N/A	50%

Goal #2 – Establish a formalized internal audit function within the Finance department and implement internal audits.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Create and receive approval of the internal audit policy - completion percentage	N/A	10%	10%	75%
Establish education needs within the department and complete necessary training - completion percentage	N/A	10%	10%	100%
Number of internal audits completed for high-risk areas (P-card, Cash drawers, AP vendors, Procurement, Payroll)	N/A	8	8	12
Number of internal audits completed for internal control assessment	N/A	N/A	N/A	2

Community Development

Community Development is a division of the Evans Public Works Department that provides guidance and coordination for all land planning, development activities, construction, and property maintenance throughout the City. We work to foster and support an environment where residents, businesses, property owners and visitors can thrive. Within Community Development, there are three Divisions in addition to strategic master planning:



Planning and Zoning – The Planning and Zoning Division provides guidance and coordination for all land planning and development activities throughout the City. We work to foster and support an environment where development and businesses can flourish and are reflective of the Master Plans and the Land Development Code. In addition, Planning and Zoning focuses on short-term growth (3-5 years) within the City.

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



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



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

Accomplishments:

- a. Building
 - i. 14 new residential building permits and 179 residential permits for alterations were issued.
 - ii. 240 residential and 26 commercial one-stop permits were issued.
 - iii. 5 new commercial building permits and 13 commercial alterations were issued.

Community Development

- b. Planning
 - i. Land Use Planning permits approved for residential projects: 7
 - ii. Land Use Planning permits approved for non-residential projects: 11
 - iii. Land Use Planning projects under review for residential projects: 7
 - iv. Land Use Planning projects under review for non-residential projects: 18
- c. Code revisions/updates
 - i. Adopted the 2022 Update to the community-wide Master Plan.
 - ii. Adopted the 2022 Update to the Transportation and Trails Multi-Modal Master Plan.
 - iii. Adopted revisions to the land use code zoning and land use matrices to expand uses allowed in different zone districts.
 - iv. Adoption of the 2018 International Energy Code.
 - v. Areas and Activities of State Interest (1041) designation and adoption of regulations for oil and gas activities in the City of Evans.
 - vi. Entered into an Intergovernmental Agreement with Weld County to process the City's oil and gas permits.
 - vii. Updated the official zoning map due to several annexations to the City.
 - viii. Proposed setbacks for new development within a defined proximity to oil and gas infrastructure and abandoned oil and gas wellheads.
- d. Grants received and collaborated in submittal
 - i. CDOT Main Street grant for approximately \$900K to construct a 2 +/- mile trail system in Evans.
 - ii. State of Colorado / DOLA / Energy and Mineral Impact Program (\$75k) and IHOP (\$67,500) grants to update the Land Use Code.
 - iii. Rural Economic Development Incentive (REDI), \$65,000 for an Economic Development Strategic Plan.
 - iv. Community Safety Grant for \$800k+ to install streetlights.
 - v. EPA Brownfield Grant for \$500k to be used to improve properties in the US 85 Overlay District and the Industrial Park.
- e. Other projects
 - i. Extended leases with PDC Energy to access City-owned minerals.
 - ii. City received an award from the Colorado Chapter of the American Planning Association for integrating water conservation into the Master Plan.
- f. Neighborhood Services
 - i. 760 Notices of Violation have been issued.
 - ii. 436 Cases have been closed with a disposition of 'Voluntary Compliance'.
 - iii. 0 Cases have proceeded to court in 2022, with no appeals filed.
 - iv. The dollar amount of citations and special assessments collected thus far in 2022 is approximately \$405,000.

Community Development

Initiatives and focus areas for 2023:

- Implement priorities listed in the Master Plans (and detailed below), and communicate successes to the community
 - Increased percentage of population within 15-minute walk from trail/sidewalk.
 - Increased number of trail miles constructed.
 - Decreased potable water consumption for outdoor watering in Evans.
 - Increased number of businesses expanding, businesses opening, and jobs created.
 - Increased floodplain/way acreage kept from development.
 - Expansion and improvement of community spaces.
- Build a collaborative atmosphere within the internal Development Review Team.
- Continue identifying opportunities to build a sense of community within Evans, including the development of a sense of place through establishing a City Center, and more robust public engagement activities.
- Implement the Neighborhood Services strategic plan to include more community-building and community-enhancement programs.


Operational Goals for 2023:

Goal #1 – The department will finalize the scanned document audit and implementation of planning, engineering, and building archives into electronic format. This goal is heavily dependent on the Information Technology department creating a method of linking all documents for internal use, and creating a public-facing records repository. Community Development is coordinating this overall building archives goal with IT so that reaching these performance measures is achievable.

Measure	2022 Target	2022 Estimate	2023 Target
Percentage of documents scanned	100%	100%	Fully Complete
Percentage of documents audited	40%	40%	100%
Percentage of documents meta-data assigned and uploaded to LaserFiche	0%	0%	50%



Economic Development

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

Community Development & Redevelopment

The sale and development of two properties owned by the Evans Redevelopment Agency are primary building blocks for redevelopment of the Highway 85 corridor, supplemented by private redevelopment projects and enhanced landscaping coming in 2023. Updates to the decade-old Land Use Code for the 85 Overlay Districts will re-evaluate the demand for redevelopment opportunities. Continued partnerships with experienced development entities will lead to new commercial and residential projects that contribute to a resilient, high-quality local economy.

Business Attraction

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

Business Retention & Expansion

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

Accomplishments:

- Staff successfully applied for a \$500,000 EPA Brownfields grant to assist with redevelopment effort over the next five years. The multipurpose assessment grant will help with site inventory, environmental remediation, land use planning, and mitigation planning.
- With funding from the Colorado Division of Local Affairs, a consultant has been chosen to help lead a strategic economic development planning process, identifying goals and activities for the next 3-5 years.

Economic Development

Initiatives and focus areas for 2023:

- Complete an Economic Resiliency Plan that builds on the priorities established in the Community Master Plan and the City Work Plan.
- Begin work on Brownfields Assessment Grant to inventory properties, assist property owners, and analyze opportunities that will increase marketability of properties and support redevelopment efforts.
- Complete negotiation of development plans for the ERA-owned property on the west side of Highway 85 and 31st Street and initiate a process for development of the southeast corner.
- Collaborate with Community Development to reimagine the 85 Overlay district to better serve the Highway 85 urban renewal area through public and private improvements.

Operational Goals for 2023:

Goal #1 – The department will build on our ongoing business retention and expansion through increased business engagement activities. Marketing efforts will be expanded to promote business engagement and highlight development opportunities in Evans.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Increasing number of jobs reported in Evans by 5%	N/A	2,398	2,398	2,518
Increasing number of registered businesses in Evans by 5%	N/A	285	285	299
Increasing amount of business and commercial square footage in Evans by 3%	N/A	1,312,051	1,312,051	1,351,413



Public Safety



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



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

Patrol – the most visible part of the Department is under the direction of Commander Dan Ranous. Five sergeants supervise 24/7/365 Patrol operations. There are also five Master Police Officers who assist in providing supervision to patrol and investigative personnel. Officers handle an array of issues in Evans from traffic safety initiatives to responding to a multitude of calls for service. Evans police officers focus on problem identification and solutions in their districts rather than simply taking reports.

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

Public Safety

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

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

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

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



Public Safety

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



Accomplishments:

- The Records department released over 1,000 police reports and approximately 700 body-worn camera videos.
- The Property and Evidence Unit released or disposed of approximately 2,000 pieces of property and evidence. This is an increase of 75% when compared to the prior year.
- The Evans Police Department is highly engaged in community activities to enrich the lives of Evans citizens. Partnering with community volunteers and local businesses, food, school supplies, and donated funds were distributed through multiple events during the year.

Public Safety

Initiatives and focus areas for 2023:

- Fill the Patrol Lieutenant vacancy using a currently-authorized sworn staff position. Adding this position will improve chain of command communication and will assist with the workload currently being handled by the Patrol Commander. It will also result in more robust oversight and accountability within the division.
- Complete integration of data from the old Property and Evidence tracking system into the new Property and Evidence Management System called SAFE. This new system works seamlessly with the new RMS discussed in Operational Goal #1 below.
- Complete the design phase of the new police station and be construction-ready in late 2023.
- Start the Special Investigations Unit to monitor career criminals in Evans and enhance our investigations capabilities.

Operational Goals for 2023:

Goal #1 – The department will work towards improving safety to the motoring public and reducing traffic crashes in Evans, by increasing the staffing dedicated to the Traffic Safety Unit. This long-awaited goal was partially realized in 2022 when one dedicated officer was assigned to the unit.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Number of Full-Time Traffic Safety Officers assigned to the Traffic Safety Unit	0	1	1	2

Goal #2 – The department will implement a new Records Management System (RMS) in conjunction with the Weld County Sheriff's Office, which will bring modern features that enhance information sharing between all user agencies and will improve efficiency in report writing time for officers.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Percentage completion - Volume of data integrated into new RMS	N/A	85%	85%	100%

Public Works

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

- Storm Drainage
- Wastewater
- Water
- Streets
- Parks

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



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

- Asphalt Pavement, Concrete, and Fire Hydrant Maintenance
- Capital Construction, including sewer, water (potable & non-potable), drainage and street maintenance and construction
- Construction and Maintenance of City Parks and Other Landscaping
- Facility
- Fleet Services
- Maintenance of Signs and Other Traffic Control Devices
- Street Sweeping, Snow Removal, Alley, and Dirt Road Grading
- Transit

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

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

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

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

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

Public Works

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

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

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

Accomplishments:

- Completed 35th Avenue mill and overlay from 37th Street to northern City limits.
- Completed 47th Avenue widening from northern City limits to Tuscan Way.
- Completed Idaho Street paving along with drainage and waterline improvements.
- Completed 23rd Avenue widening from 37th Street to 42nd Street.
- Chip sealing and other road maintenance was accomplished all around the City.

Initiatives and focus areas for 2023:

- Maintain value-based culture that is in alignment with City Council's vision and goals.
- Improve resident satisfaction through timely communication and response to inquiries.
- Cross-train staff to enhance adaptability to handle ever-changing needs.
- Start every project with long term success in mind.
- Encourage innovation in maintaining and improving Evans' public infrastructure.
- Complete Phase 1 of the 37th Street Widening.
- Plan and design Phase 3 of the 37th Street Widening.
- Continually evaluate our construction standards and processes to ensure we are receiving the best possible product at the most competitive price.
- Continue street sign replacement program to adhere to Manual on Uniform Traffic Control Devices (MUTCD) regulations.

Public Works

Operational Goals for 2023:

Goal #1 – The department will perform re-surfacing, repairs and maintenance on Evans roads and streets in order to maintain an overall average Pavement Condition Index (PCI) of not less than 70. The PCI is a scale from 0 to 100, which is used to indicate the general condition of a pavement section. The PCI is widely used and standardized by the American Society for Testing and Materials (ASTM). A score of 70 or higher is considered Excellent/Good, and 50 to 69 is considered Fair.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
PCI score - Evans measures PCI on bi-annual basis	66	66	66	68

Goal #2 – The department will encourage innovation as a strategy to maintain and improve the City's public infrastructure, including upgrading ADA-accessible ramps. Many of the City's approximately 1,430 ADA-accessible ramps are in poor-to-good condition. The overall objective is to improve 100% of these ramps to excellent condition, by upgrading no less than 3% of these ramps per year.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Percentage of Evan's approximately 1,430 ADA-accessible ramps that are upgraded to excellent condition	2%	3%	3%	3%



Parks and Recreation



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

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

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

Recreation – Includes administration of all recreation and senior services and programs, the recreation center and front desk operations.



Parks and Recreation

Parks – Includes all the operational expenses of the City’s parks and trail system. *(10 neighborhood parks, 1 off-leash dog park, 1 community park, 6 undeveloped park sites, 4 miles of trails, and oversight of the City’s open space areas).*

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

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

Senior Services – Administration of the City’s Senior Services and the Evans Senior Center.

Accomplishments:

- New playgrounds were installed at Vineyard Park, Pioneer Park, and Prairie View Park. New playground components were installed at Ridge Park.
- Outfield seeding was completed at Riverside Sports Complex.
- The Village Park tennis courts were re-surfaced.

Initiatives and focus areas for 2023:

- Continue to build successful relationships with local businesses and other organizations.
- Offer well-rounded special events to the community on a year-round basis.
- Prepare to conduct Recreation Master Plan.
- Provide programs to the 50+ population at a reasonable cost that meets the needs and interests of a diverse population.
- Continue to participate in the Tree City USA program.
- As budget allows, continue addressing undeveloped spaces and right of ways.
- Research soil moisture sensing technology as a way to decrease irrigation water use.
- Look at available space in the Evans Cemetery and begin planning for future.
- Design and construction of the Evans Ditch Trail.
- Design and construction of the Tuscany Trail.
- Completed design of the new Evans Police Station.



Parks and Recreation

Operational Goals for 2023:

Goal #1 – In order to effectively utilize Evans’ investment in its facilities, and make these available to as many Evans and surrounding-area residents as possible, facility rentals will be increased through outreach and education in the community, as well as other improvements in marketing efforts towards recreation and senior citizens. We will also increase sponsorships for community events and facilities.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Number of rental events - Park Pavilion	N/A	142	150	150
Number of rental events - Evans Community Complex / Riverside Library & Cultural Center	N/A	960	1,000	1,000

Goal #2 – Utilization of Evans recreational facilities and sports opportunities have not recovered to the level experienced prior to the Covid-19 pandemic. The goal is to reach the pre-pandemic levels and serve a higher percentage of the Evans population through increased marketing efforts.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Evans Recreation Center - number of adult fitness classes	51	78	55	75
Evans Recreation Center - number of punch passes sold	N/A	2,750	2,166	3,000
Evans Recreation Center - number of daily drop-in visits	4,202	2,500	1,884	3,000
Evans Recreation Center - total adults utilizing facility	4,306	6,000	4,489	6,250
Evans Sports Opportunities - number of youths participating	984	1,500	1,428	1,500

Parks and Recreation

Goal #3 – Utilization of Evans special programs have not recovered to the level experienced prior to the Covid-19 pandemic. Special programs consist of Youth Day Camp and serving lunch meals for senior citizens. The goal is to reach the pre-pandemic levels through outreach and education within the community.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Youth Day Camp - number of youths participating	30	52	52	60
Senior citizen lunch meals served	3,614	4,400	3,300	5,000



General Fund Long Range Financial Plan

City of Evans General Fund Long Range Financial Plan

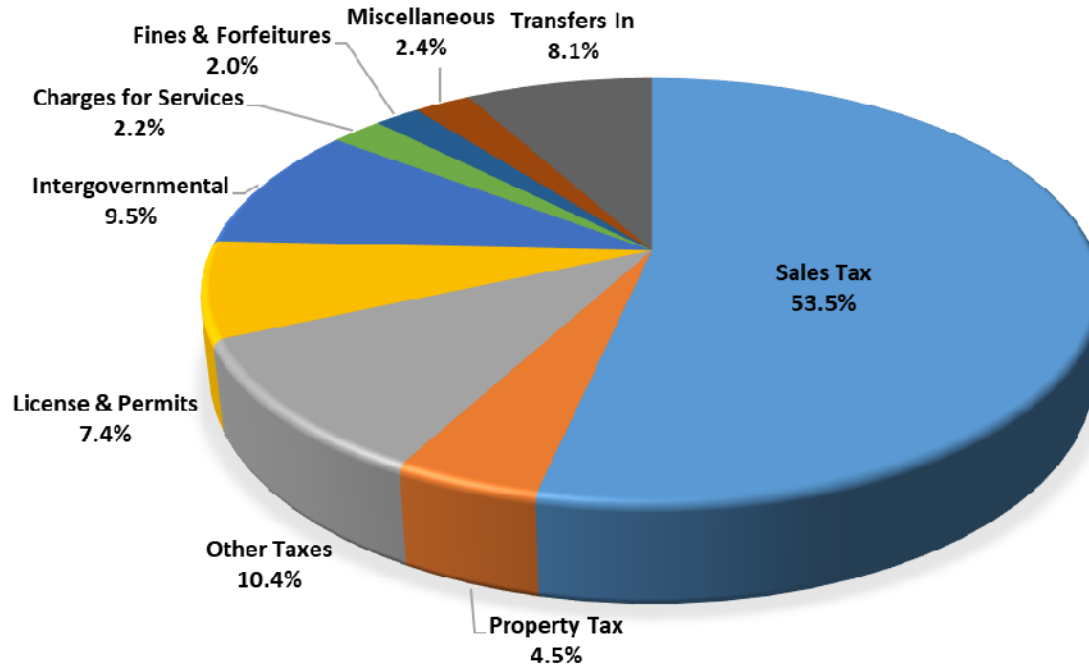
	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	11,514,575	13,100,061	15,932,568	15,932,568	11,999,740	12,556,658	13,229,470	13,849,717	14,469,417
Revenues:									
Sales Tax	7,733,343	9,102,653	8,618,525	9,976,788	10,069,718	10,584,151	10,901,676	11,228,726	11,565,588
Property Tax	891,378	776,939	780,481	780,481	839,901	923,892	1,016,281	1,117,909	1,229,700
Other Taxes	1,828,487	837,870	1,860,227	1,866,414	1,966,918	1,867,396	1,867,108	1,870,679	1,874,419
License & Permits	1,220,787	1,285,705	1,545,148	1,332,074	1,389,874	1,406,592	1,423,659	1,441,082	1,458,870
Intergovernmental	2,280,373	1,929,120	1,977,228	1,920,699	1,798,977	1,839,387	1,881,008	1,923,879	1,968,035
Charges for Services	148,012	246,771	386,598	339,142	421,415	432,091	445,033	456,390	470,053
Fines & Forfeitures	224,143	364,678	366,500	366,500	369,500	381,170	393,220	405,663	418,513
Miscellaneous	766,399	1,530,362	486,000	202,951	461,000	461,000	461,000	461,000	461,000
ARPA Revenue	-	81,068	-	3,329,872	-	-	-	-	-
Total revenues	15,092,924	16,155,165	16,020,707	20,114,920	17,317,303	17,895,678	18,388,985	18,905,328	19,446,176
CT	15,092,924	16,155,165	16,020,707	20,114,920	17,317,303	17,895,678	18,388,985	18,905,328	19,446,176
Transfers In	1,095,343	1,249,522	1,597,896	1,597,896	1,520,706	1,545,390	1,570,534	1,596,149	1,622,248
Total Available Funds	16,188,266	17,404,687	17,618,603	21,712,816	18,838,009	19,441,069	19,959,518	20,501,477	21,068,424
Total Annual Increase	-5.78%	7.51%	1.37%	24.75%	-13.24%	3.20%	2.67%	2.72%	2.77%
Expenditures:									
General Government Personnel	2,331,974	2,412,544	3,133,036	3,133,036	3,084,683	3,192,647	3,304,390	3,420,043	3,539,745
General Government Operations	1,864,918	1,962,767	2,709,546	2,709,546	2,494,092	2,583,894	2,602,656	2,694,479	2,748,369
General Government	4,196,893	4,375,311	5,842,582	5,842,582	5,578,775	5,776,541	5,907,046	6,114,523	6,288,114
	-0.39%	4.25%	9.76%	33.54%	-4.52%	3.54%	2.26%	3.51%	2.84%
Community Development Personnel	298,050	489,094	695,985	695,985	765,664	792,462	820,198	848,905	878,617
Community Development Operations	404,057	666,998	484,100	484,100	543,150	554,013	565,093	576,395	587,923
Community Development	702,108	1,156,092	1,180,085	1,180,085	1,308,814	1,346,475	1,385,292	1,425,300	1,466,540
	-13.01%	64.66%	1.29%	2.08%	10.91%	2.88%	2.88%	2.89%	2.89%

General Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Public Safety Personnel	4,304,868	4,595,642	5,206,710	5,206,710	5,482,029	5,673,900	5,872,487	6,078,024	6,290,755
Public Safety Operations	913,516	860,816	924,475	924,475	977,669	997,222	1,017,167	1,037,510	1,058,260
Public Safety	5,218,384	5,456,457	6,131,185	6,131,185	6,459,698	6,671,123	6,889,654	7,115,534	7,349,015
	2.10%	4.56%	0.63%	12.37%	5.36%	3.27%	3.28%	3.28%	3.28%
Public Works Personnel	1,102,158	792,532	1,212,435	1,428,054	1,308,083	1,353,866	1,401,251	1,450,295	1,501,055
Public Works Operations	339,675	331,807	776,186	776,186	787,209	802,953	819,012	835,392	852,100
Public Works	1,441,833	1,124,339	1,988,621	2,204,240	2,095,292	2,156,819	2,220,263	2,285,687	2,353,155
	-9.88%	-22.02%	2.58%	96.05%	-4.94%	2.94%	2.94%	2.95%	2.95%
Culture, Parks and Recreation Personnel	827,228	792,749	992,137	992,137	1,441,055	1,491,492	1,543,694	1,597,724	1,653,644
Culture, Parks and Recreation Operations	210,810	207,040	428,907	428,907	417,457	425,806	434,322	443,009	451,869
Culture, Parks & Rec	1,038,038	999,790	1,421,044	1,421,044	1,858,512	1,917,298	1,978,017	2,040,732	2,105,513
	-16.09%	-3.68%	0.00%	42.13%	30.79%	3.16%	3.17%	3.17%	3.17%
IGA - Fire Services	392,718	533,572	543,710	543,710	200,000	200,000	200,000	200,000	-
Asset Management	195,589	104,535	299,529	299,529	120,000	100,000	100,000	100,000	100,000
Transfer for pavement management	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Coronavirus Relief Activity	487,862	89,853	-	-	-	-	-	-	-
Total operating expenditures	14,523,425	14,439,948	18,006,756	18,222,375	18,221,092	18,768,256	19,280,271	19,881,777	20,262,337
Total Annual Increase	-1.70%	-0.57%	4.82%	26.19%	-0.01%	3.00%	2.73%	3.12%	1.91%
Net Results of Operations	1,664,841	2,964,739	(388,153)	3,490,441	616,918	672,813	679,247	619,699	806,087
Capital Improvements	22,009	60,888	1,093,397	1,093,397	60,000	-	59,000	-	-
Transfers Out (To other City Funds)	57,347	71,344	-	-	-	-	-	-	-
Planned use of fund balance for police station project	-	-	2,000,000	5,329,872	-	-	-	-	-
Planned use of fund balance for playground replacements	-	-	1,000,000	1,000,000	-	-	-	-	-
Net Results, including transfers and use of fund balance	1,585,486	2,832,507	(4,481,550)	(3,932,828)	556,918	672,813	620,247	619,699	806,087
Ending Fund Balance	13,100,061	15,932,568	11,451,018	11,999,740	12,556,658	13,229,470	13,849,717	14,469,417	15,275,503
CT	13,100,061	15,932,568							
Minimum Target Reserve (50%)	8,801,594	7,261,712	7,219,974	7,219,974	9,111,187	9,110,546	9,384,128	9,640,136	9,940,889
Available Funds	4,298,467	8,670,855	4,231,044	4,779,766	3,445,470	4,118,924	4,465,589	4,829,281	5,334,615

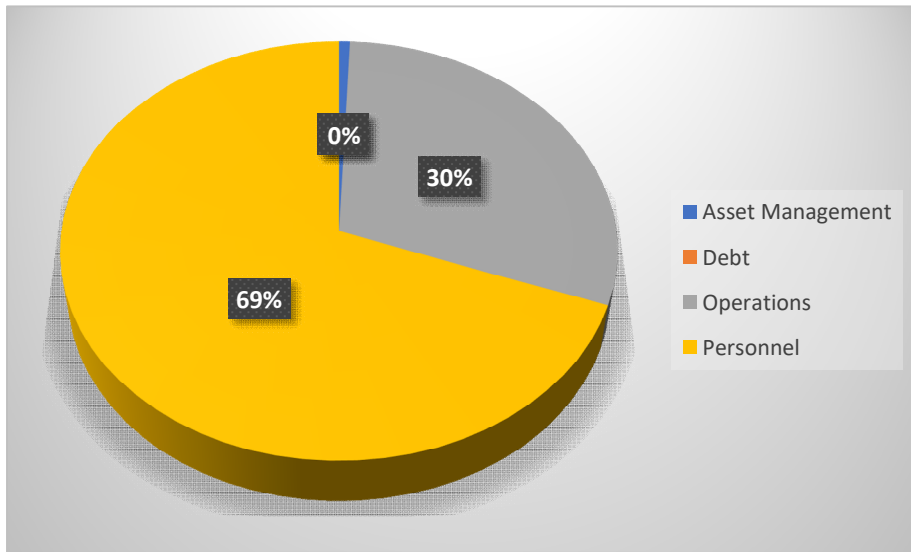
General Fund Revenue Summary – Fiscal Year 2023

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

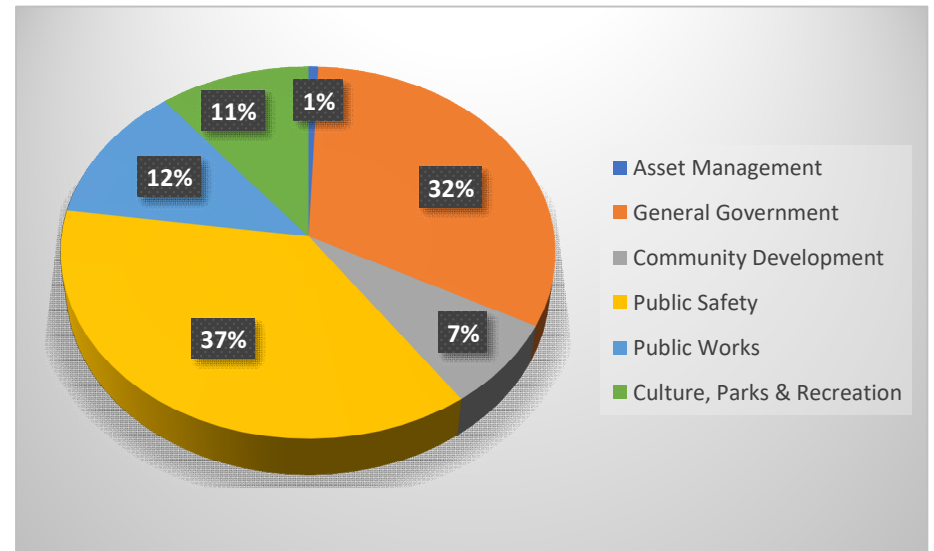


Source	Revenue	Percentage
Sales Tax	\$ 10,069,718	53.5%
Property Tax	839,901	4.5%
Other Taxes	1,966,918	10.4%
License & Permits	1,389,874	7.4%
Intergovernmental	1,798,977	9.5%
Charges for Services	421,415	2.2%
Fines & Forfeitures	369,500	2.0%
Miscellaneous	461,000	2.4%
Transfers In	1,520,706	8.1%
Total Revenue	\$ 18,838,009	100.0%

Expenditures by Category



Expenditures by Type



Enterprise Funds

Water Fund

The **Water Fund** – all operational, building, and maintenance services related to:

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

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

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

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

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

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

Accomplishments:

- A new Distribution Supervisor was hired, with certification for ORC (Operator Responsible in Charge), which is required by Colorado Department of Public Health and Environment (CDPHE).
- A department employee became certified in backflow testing, allowing the department to perform testing on all City facility backflows without the need to engage a plumber for these tasks.
- Utility locators were updated, allowing us to GPS assets directly into our GIS utility maps.
- The department is coordinating with the IT department to update our asset utility maps.

Water Fund

Initiatives and focus areas for 2023:

- Continue efforts to use non-potable water to its maximum potential.
- Work with GIS to update our water infrastructure maps.
- Continue the valve exercising program started in fall 2021 and exercise 25% of the valves in our potable water distribution system.
- Track work conducted on valve exercising program.
- Continue to install low flow fixtures in existing residential households.
- Continue standardized non-potable pumping standards to allow for ease of maintenance.
- Participate in ongoing efforts to develop additional water supplies.
- Look for opportunities to implement water efficiency programs.
- Implement developed water conservation metrics to determine the relative effectiveness of conservation programs and Master Plan.
- Increase public information and outreach on water conservation actions and programs.
- 2021 Masterplan Water Conservation Chapter strategy implementation.
- Provision of water conservation services including up to 30 residential indoor water audits and fixture replacements, 50 residential irrigation audits, 25 water wise gardens, a Turf Removal Pilot Program, and engaging water conservation events and programs.

Operational Goals for 2023:

Goal #1 – The department will utilize grant funds provided by Northern Colorado Water Conservancy District in the most effective manner possible by implementing Water Wise landscape conversions.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Water Wise landscape conversions completed on a dollar-cost basis	\$17,944	\$20,000	\$20,000	\$20,000



Water Fund Long Range Financial Plan

City of Evans Water Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<u>Operating Revenues</u>									
Base Rate (base, np, penalty, misc)	2,530,839	2,997,681	2,695,115	2,583,559	2,944,662	2,993,890	3,044,290	3,095,140	3,146,440
Variable Rate	3,984,928	4,089,944	4,028,353	4,028,353	4,416,954	4,505,293	4,595,399	4,687,307	4,781,053
Interest Income	76,157	30,996	11,008	11,008	12,027	11,362	11,476	11,591	11,707
Total Operating Revenues	6,591,924	7,118,621	6,734,476	6,622,920	7,373,643	7,510,545	7,651,165	7,794,038	7,939,200
<u>Operating Expenses</u>									
Fixed costs	1,430,793	1,309,226	1,785,106	1,785,106	1,777,356	1,652,881	1,685,036	1,717,845	1,751,321
Variable costs (water treatment)	4,117,992	4,077,628	3,702,539	3,702,539	4,367,959	4,449,097	4,538,079	4,628,841	4,721,418
Total Operating Expenses	5,548,786	5,386,854	5,487,645	5,487,645	6,145,315	6,101,978	6,223,115	6,346,686	6,472,739
Net Revenues over (under) expenses	1,043,138	1,731,767	1,246,831	1,135,275	1,228,328	1,408,567	1,428,049	1,447,352	1,466,461
Transfer for Major Maint (w AMP)	1,100,046	1,694,059	910,009	798,453	1,167,306	1,341,009	1,359,254	1,377,295	1,395,119
Transfer for Water Conservation	-	-	360,810	360,810	127,490	56,190	57,310	58,460	59,630
Net Operations after Transfers	(56,908)	37,708	(23,988)	(23,988)	(66,468)	11,368	11,486	11,597	11,712
Running Cash Balance	1,188,981	1,226,689	1,202,701	1,202,701	1,136,233	1,147,601	1,159,086	1,170,683	1,182,395
Target Operating Reserve - 3 months	1,112,185	923,199	1,144,409	1,172,298	1,244,502	1,190,242	1,215,965	1,242,348	1,269,405
Available Funds	76,796	303,490	58,292	30,403	(108,270)	(42,642)	(56,879)	(71,665)	(87,010)
<u>Water Rights Revenues</u>									
Payment in Lieu & Water Rights Lease/ Sale	4,965	12,493	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<u>Water Rights Expenses</u>									
Water Right Acquisition	-	2,875,625	-	-	-	-	-	-	-
Annual Net	4,965	(2,863,132)	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Running Balance	28,721	(2,834,411)	(2,814,411)	(2,814,411)	(2,794,411)	(2,774,411)	(2,754,411)	(2,734,411)	(2,714,411)

Water Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<u>System Maintenance & Expansion Revenue</u>									
Tap Fee Revenue	1,203,433	406,014	1,051,644	1,051,644	1,429,201	1,429,201	1,429,201	1,429,201	1,429,201
Water Meter Sales	45,868	20,271	61,479	61,479	121,834	121,834	121,834	121,834	121,834
Grant Revenue	43,600	-	-	-	-	-	-	-	-
Transfer for Major Maint (w AMP)	1,100,046	1,694,059	910,009	798,453	1,167,306	1,341,009	1,359,254	1,377,295	1,395,119
Transfer for Water Conservation	-	-	360,810	360,810	127,490	56,190	57,310	58,460	59,630
Total System Expansion Revenue	2,392,947	2,120,344	2,383,942	2,272,386	2,845,831	2,948,234	2,992,792	3,012,738	3,032,511
<u>System Maintenance & Expansion Expenses</u>									
Capital Outlay	2,922,740	1,593,526	1,942,826	1,645,826	1,147,939	1,699,750	1,307,193	1,636,449	1,637,227
Major Maintenance & AMP	21,305	55,439	910,009	798,453	1,167,306	1,341,009	1,359,254	1,377,295	1,395,119
Water Conservation Projects	-	-	360,810	360,810	127,490	56,190	57,310	58,460	59,630
Misc Expenses	99,536	9,500	55,778	55,778	55,000	56,125	57,278	58,460	59,672
Total Expenses	3,043,581	1,658,465	3,269,424	2,860,868	2,497,735	3,153,074	2,781,035	3,130,664	3,151,648
Annual Net	(650,635)	461,879	(885,481)	(588,481)	348,096	(204,840)	211,757	(117,925)	(119,137)
Running Balance	4,784,088	5,245,967	4,360,486	4,657,486	5,005,582	4,800,742	5,012,499	4,894,574	4,775,437
Total Water Fund Revenue	7,889,789	7,557,399	7,867,599	7,756,043	8,944,678	9,081,580	9,247,393	9,391,021	9,536,962
Total Water Fund Expenses	8,592,367	9,920,944	8,757,069	8,348,513	8,643,050	9,255,052	9,004,150	9,477,349	9,624,386
CT	-	-	-	-	-	-	-	-	-
Changes in Working Capital	1,272,679	(77,563)	-	-	-	-	-	-	-
Total Water Fund Cash Balance	7,274,468	4,833,361	3,943,890	4,240,890	4,542,518	4,369,046	4,612,289	4,525,960	4,438,536
	7,274,468	4,833,361							
Fund Balance Reserve Breakout									
Operating Reserve	1,112,185	923,199	1,144,409	1,172,298	1,244,502	1,190,242	1,215,965	1,242,348	1,269,405
Greeley System Expansion	1,709,322	1,843,307	2,190,349	2,537,392	3,009,028	1,908,388	2,295,048	2,224,880	2,154,712
NISP Participation	705,000	400,985	1,027	1,027	-	-	446,444	892,131	1,337,041
Available Fund Balance	3,747,961	1,665,871	608,105	530,173	288,988	1,270,416	654,832	166,602	(322,621)

Water Fund Long Range Financial Plan

Water Fund

Expense Summary

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<u>Operating Revenues</u>									
Base Rate (base, np, penalty, misc)	\$2,530,839	\$2,997,681	\$2,695,115	\$2,583,559	\$2,944,662	\$2,993,890	\$3,044,290	\$3,095,140	\$3,146,440
	\$20.25	\$21.00	\$21.75	\$21.75	\$22.50	\$23.25	\$24.00	\$24.75	\$25.50
<u>Base Major Maintenance Calculator</u>									
Administrative GF OH	557,092	446,488	589,068	589,068	575,631	584,265	593,029	601,925	610,954
Water Fund Payroll, Supplies & Services	717,710	706,748	1,040,047	1,040,047	1,045,734	1,068,615	1,092,007	1,115,920	1,140,368
Debt - CWPA 2013 Radio Loan	155,991	155,991	155,991	155,991	155,991	-	-	-	-
Major Maintenance Projection	1,100,046	1,688,455	910,009	798,453	1,167,306	1,341,009	1,359,254	1,377,295	1,395,119
Total Base Rate	2,530,839	2,997,681	2,695,115	2,583,559	2,944,662	2,993,890	3,044,290	3,095,140	3,146,440
<u>Major Maintenance and AMP in Fixed Costs</u>									
Asset Management Plan	-	5,604	-	-	-	-	-	-	-
Major Maintenance Projects:	1,078,741	1,638,620	860,009	748,453	1,117,306	1,291,009	1,309,254	1,327,295	1,345,119
Line Work	21,305	49,835	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total In Fixed Costs	1,100,046	1,694,059	910,009	798,453	1,167,306	1,341,009	1,359,254	1,377,295	1,395,119

Water Fund Long Range Financial Plan

Capital Expenditures

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
NISP Water Storage Project	400,150	438,000	747,000	747,000	750,939	1,050,750	25,193	25,949	26,727	23,137,500
System Expansion Fee Contingency	-	-	-	-	-	-	-	-	-	2,154,712
Tuscany Non-Potable Irrigation System	3,552	924,811	-	-	-	-	-	-	-	-
17th Avenue Replacement (37th St to North CL)	665,630	-	-	-	-	-	-	-	-	-
37th Street Improvements	73,260	-	-	-	-	-	-	-	-	-
Evans Ditch Measurement Structure Upgrades	137,651	-	65,541	65,541	-	-	-	-	-	-
North Point Non-Potable Backflow	30,827	-	-	-	-	-	-	-	-	-
Tuscany Non-Potable Backflow	-	-	50,000	50,000	-	-	-	-	-	-
Irrigation Controller Replacement	62,474	-	-	-	-	-	-	-	-	-
Evans Ditch Condition Survey & Video	48,503	-	-	-	-	-	-	-	-	-
South Evans Utility Feasibility Study	-	74,651	75,349	75,349	-	-	-	-	-	-
Willowbrook Non-Potable System	1,500,692	-	-	-	-	-	-	-	-	-
Idaho Street infrastructure improvements	-	-	347,000	347,000	-	-	-	-	-	-
Water line replacements design	-	156,064	93,936	93,936	-	219,000	-	-	-	-
Highway 85 Waterline Replacement - 31st to 35th	-	-	-	-	-	-	-	-	-	2,128,000
Highway 85 Waterline Replacement - 37th to 39th	-	-	-	-	-	-	-	1,610,500	1,610,500	-
37th Street - Phase 1 Widening	-	-	297,000	-	297,000	-	-	-	-	-
37th Street - Phase 3 Widening	-	-	167,000	167,000	-	-	909,000	-	-	-
37th Street - Phase 4 Widening	-	-	-	-	-	-	-	-	-	1,000,000
Pawnee & Kiowa Valve Replacement	-	-	-	-	-	6,000	73,000	-	-	-
Cheyenne Drive Waterline Replacement - Kiowa to Pawnee	-	-	-	-	-	13,000	154,000	-	-	-
State Farm Waterline Replacement	-	-	-	-	-	399,000	-	-	-	-
Pleasant Acres Waterline Replacement - 32nd to 11th	-	-	-	-	-	-	-	-	-	937,000
Water Rate Study	-	-	-	-	100,000	-	-	-	-	-
Water Treatment Agreement	-	-	100,000	100,000	-	-	-	-	-	-
34th St. Waterline Replacement - 23rd Ave. to 17th Ave	-	-	-	-	-	-	-	-	-	468,000
SCADA installation- Various locations	-	-	-	-	-	12,000	146,000	-	-	-
West Service Road (37th to 39th)	-	-	-	-	-	-	-	-	-	200,000
Dos Rios & Chappelow Schools	-	-	-	-	-	-	-	-	-	850,000
Whitney Way - Crossing 37th St	-	-	-	-	-	-	-	-	-	30,000
West Service Rd. - 31st St. to 35th St.	-	-	-	-	-	-	-	-	-	400,000
Brantner Rd & Ind Pkwy 43rd to 44th St	-	-	-	-	-	-	-	-	-	670,000

Water Fund Long Range Financial Plan

Capital Expenditures - Continued

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
17th Avenue Replacement (42nd Street to 37th St)	-	-	-	-	-	-	-	-	-	1,200,000
42nd Street (35th to Eagles Nest Drive)	-	-	-	-	-	-	-	-	-	560,000
Central Street (37th St to 42nd St)	-	-	-	-	-	-	-	-	-	710,000
Glendale Drive (St Farm Rd to St Farm Rd)	-	-	-	-	-	-	-	-	-	490,000
23rd Ave - 37th to 42nd St.	-	-	-	-	-	-	-	-	-	390,000
35th St - Empire to Trinidad	-	-	-	-	-	-	-	-	-	200,000
US 85 WSR (35th St to 31st St), 8th Ave, Southgate North	-	-	-	-	-	-	-	-	-	785,000
36th St. - 11th Ave. to Idaho	-	-	-	-	-	-	-	-	-	100,000
37th St. - 17th Ave. to Latham	-	-	-	-	-	-	-	-	-	45,000
37th St. - 23rd Ave. to 17th Ave.	-	-	-	-	-	-	-	-	-	580,000
Boulder St - 36th St. to 37th St.	-	-	-	-	-	-	-	-	-	65,000
Denver St. - 36th St. to State St.	-	-	-	-	-	-	-	-	-	120,000
Denver St. - 39th St. to 40th St.	-	-	-	-	-	-	-	-	-	65,000
Empire St. - 33rd St to 35th St.	-	-	-	-	-	-	-	-	-	117,000
Larson Ave. - 41st. St. to 42nd St.	-	-	-	-	-	-	-	-	-	90,000
Montrose St. - 34th St. to 37th St.	-	-	-	-	-	-	-	-	-	170,000
Pleasant Acres Dr. - 32nd St. to 11th Ave.	-	-	-	-	-	-	-	-	-	260,000
Southgate Dr. - Denver to 31st St.	-	-	-	-	-	-	-	-	-	230,000
State St. - 33rd St. to 35th St.	-	-	-	-	-	-	-	-	-	80,000
North-South Split Adjustment Structure	-	-	-	-	-	-	-	-	-	75,000
31st St. & Empire Measurement Facility	-	-	-	-	-	-	-	-	-	30,000
17th Ave. Sediment Removal Basin	-	-	-	-	-	-	-	-	-	10,000
37th St Sediment Removal Basin	-	-	-	-	-	-	-	-	-	10,000
Central Ave. Pipe - 40th St to 39th St.	-	-	-	-	-	-	-	-	-	20,000
Idaho St. Pipe - 42nd St. to 40th St.	-	-	-	-	-	-	-	-	-	25,000
Golden St. Pipe - 40th St. to 37th St	-	-	-	-	-	-	-	-	-	25,000
37th St. to 11th Ave. Lining	-	-	-	-	-	-	-	-	-	75,000
11th Ave. to 36th St. Lining	-	-	-	-	-	-	-	-	-	75,000
17th Ave. to 42nd St. Lining	-	-	-	-	-	-	-	-	-	75,000
Evans WWTF Lining	-	-	-	-	-	-	-	-	-	125,000
Sunset Dr- 30th St to 31st St	-	-	-	-	-	-	-	-	-	290,000
35th St Pipe- Empire to Trinidad	-	-	-	-	-	-	-	-	-	30,000
Non-Potable/ ditch maintenance	-	-	-	-	-	-	-	-	-	450,000
36th St (11th Ave to Idaho St), Denver St, Boulder St, Idaho St.	-	-	-	-	-	-	-	-	-	512,000
Empire St (35th St to 32nd St), 35th St, State St	-	-	-	-	-	-	-	-	-	691,000
Crescent Cove Apartments	-	-	-	-	-	-	-	-	-	153,000
Montrose St.	-	-	-	-	-	-	-	-	-	340,000
Total in CIP from Tap Fee revenue	2,922,740	1,593,526	1,942,826	1,645,826	1,147,939	1,699,750	1,307,193	1,636,449	1,637,227	41,243,212
Total Capital (includes water rights)	4,022,785	6,157,606	2,852,835	2,444,279	2,315,245	3,040,759	2,666,447	3,013,743	3,032,346	

Wastewater Fund

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

- Wastewater Collection
- Wastewater Treatment

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

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

Accomplishments:

- The department performed maintenance on sewer lines as follows: 1) 22 miles of sewer line were cleaned; 2) sewer line televising was completed on 8.2 miles of sewer line.
- Approximately 540 million gallons of treated water was discharged during the past year with zero discharge violations.

Initiatives and focus areas for 2023:

- Maintain necessary levels of treatment operations and infrastructure maintenance.
- Limit treatment compliance and odor violations for the facility.
- Prolong the life of the collection system through a maintenance program that prevents disruptions in service to the public. (This entails hydro-cleaning the entire system over a 3-year period, as well as CCTV inspecting the entire system over a 7-year period.)
- Begin an annual collection system repair and replacement program within budget.
- Plan for the expansion of the treatment plant as the community continues to grow.
- Begin design of the Wastewater Treatment Facility expansion.

Wastewater Fund

Operational Goals for 2023:

Goal #1 – The department will perform sewer line jetting and televising (a recording using camera technology), with an overall goal to complete a minimum of 100,000 linear feet of line sewer line jetting per year, and a minimum of 45,000 linear feet of sewer line televised per year.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Linear feet of sewer line jetting completed - with limitations based on affordability of bids received	136,973	100,000	130,000	100,000
Linear feet of sewer line televising completed - with limitations based on affordability of bids received	27,342	40,000	47,500	45,000



Wastewater Fund Long Range Financial Plan

City of Evans Waste Water Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<u>Operating Revenues</u>									
Sewer Sales	2,131,291	2,181,706	1,909,804	1,909,804	762,988	2,621,800	2,314,648	2,212,924	4,369,772
Other	107,400	75,892	38,316	38,316	41,234	28,428	33,520	30,325	25,256
Total Operating Revenues	2,238,691	2,257,598	1,948,120	1,948,120	804,222	2,650,228	2,348,168	2,243,249	4,395,028
CT	2,238,691	2,257,598	1,948,120	1,948,120	804,222	2,650,228	2,348,168	2,243,249	4,395,028
<u>Operating Expenses</u>									
Personnel	618,901	680,186	818,774	818,774	897,030	925,914	1,135,810	1,172,383	1,210,134
Operations	838,512	523,909	632,984	682,984	641,792	661,046	961,151	989,986	1,019,685
Transfer for Overhead to General Fund	365,056	503,825	503,503	503,503	545,905	554,094	570,716	587,838	605,473
Total Operating Expenses	1,822,469	1,707,920	1,955,261	2,005,261	2,084,727	2,141,054	2,667,677	2,750,206	2,835,292
Net Revenues over (under) expenses	416,222	549,678	(7,141)	(57,141)	(1,280,506)	509,175	(319,509)	(506,957)	1,559,736
Running Cash Balance	2,983,561	4,180,492	4,173,351	4,123,351	2,842,845	3,352,020	3,032,511	2,525,554	4,085,289
Target Operating Reserve - 3 months	455,617	426,980	488,815	501,315	521,182	535,263	666,919	687,552	708,823
Available Funds	2,527,943	3,753,512	3,684,536	3,622,036	2,321,663	2,816,757	2,365,591	1,838,002	3,376,466
<u>Major Maintenance Revenues</u>									
Revenue	2,300,000	1,893,800	3,413,000	3,413,000	3,030,238	2,482,679	3,416,338	3,418,295	1,177,856
Loan Proceeds	161,459	-	-	-	-	-	-	-	-
Interest	-	-	59,596	59,596	19,501	1,913	3,128	8,938	14,306
Total System Maintenance Revenues	2,461,459	1,893,800	3,472,596	3,472,596	3,049,739	2,484,592	3,419,466	3,427,233	1,192,162
<u>Major Maintenance Expenses</u>									
Asset Management	92,261	-	-	90,751	-	-	-	-	-
Capital Outlay - Major Maintenance	419,699	91,262	1,834,500	2,326,679	2,996,000	550,000	600,000	650,000	650,000
Debt	1,933,295	1,802,504	1,812,912	1,812,912	1,812,543	1,813,015	2,238,482	2,240,439	2,236,825
Total System Maintenance Expenses	2,445,255	1,893,767	3,647,412	4,230,342	4,808,543	2,363,015	2,838,482	2,890,439	2,886,825
Annual Net	16,204	33	(174,816)	(757,746)	(1,758,805)	121,576	580,984	536,794	(1,694,663)
Running Cash Balance	2,707,771	2,707,804	2,532,988	1,950,058	191,254	312,830	893,814	1,430,609	(264,054)

Wastewater Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
<u>System Expansion Revenues</u>									
Grant Revenue	9,825	-	-	-	-	-	-	-	-
Rate Revenue	483,324	1,100,835	604,304	604,304	2,482,679	1,677,856	1,624,094	2,124,094	2,624,094
System Development Fees	1,320,480	272,849	1,008,707	1,008,707	2,400,289	2,400,289	2,400,289	2,400,289	2,400,289
Interest	-	-	70,122	70,122	12,372	43,944	72,621	88,315	109,159
Total System Expansion Revenues	1,813,628	1,373,683	1,683,133	1,683,133	4,895,340	4,122,089	4,097,004	4,612,698	5,133,542
<u>System Expansion Expenses</u>									
Capital Outlay	161,459	1,294,083	4,170,500	5,539,154	1,134,000	650,000	650,000	650,000	650,000
Debt	483,324	600,835	604,304	604,304	604,181	604,338	1,877,653	1,878,306	1,877,101
Total System Expansion Expenses	644,783	1,894,918	4,774,804	6,143,458	1,738,181	1,254,338	2,527,653	2,528,306	2,527,101
Annual Net	1,168,846	(521,235)	(3,091,671)	(4,460,325)	3,157,159	2,867,751	1,569,351	2,084,392	2,606,441
Running Cash Balance	6,218,797	5,697,562	2,605,891	1,237,237	4,394,396	7,262,147	8,831,498	10,915,890	13,522,331
Total Waste Water Fund Revenue	6,513,778	5,525,081	7,103,849	7,103,849	8,749,300	9,256,909	9,864,639	10,283,180	10,720,732
Total Waste Water Fund Expenses	4,912,507	5,496,605	10,377,477	12,379,061	8,631,452	5,758,407	8,033,813	8,168,951	8,249,217
Changes in Working Capital	331,552	647,253	-	-	-	-	-	-	-
Ending Cash	11,910,129	12,585,858	9,312,231	7,310,647	7,428,496	10,926,998	12,757,824	14,872,053	17,343,567
CT	11,910,129	12,585,858							
Committed Fund Balance (Plant replacement)	1,200,000	1,200,000	1,850,000	1,850,000	2,500,000	3,150,000	3,800,000	4,450,000	5,100,000

Wastewater Fund Long Range Financial Plan

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget	2022 Budget V2	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
Annual Sewer Line Maintenance	34,317	40,979	100,000	202,462	100,000	100,000	100,000	100,000	100,000	1,650,000
Wastewater Utility Plan	-	-	150,000	150,000	-	-	-	-	-	-
WW Collection line replacements:										
40th and Pueblo St	-	-	-	-	-	-	-	-	-	1,502,001
43rd Street	-	-	-	-	-	-	-	-	-	2,080,000
37th St (17th Ave to Valmont St)	29,270	-	-	-	-	-	-	-	-	-
37th St (Boulder St to Riverside Pkwy)	-	-	-	-	-	-	-	-	-	1,679,000
49th Street	-	-	-	-	-	-	-	-	-	5,413,000
State St (MH 100 north to Stampede Truck Stop)	-	-	-	-	-	-	-	-	-	850,200
37th St Sewer Line Replacement- Hwy 85 to Pueblo	-	-	-	-	-	-	-	-	-	3,714,000
State Street improvements from 31st to 37th	-	-	-	140,000	-	-	-	-	-	-
Waste Water System Oversizing for future needs	-	-	-	93,740	-	-	-	-	-	-
Solids handling and dewatering	356,112	50,283	350,000	599,717	400,000	450,000	500,000	550,000	550,000	-
South Evans utility feasibility - Study	-	16,128	-	33,872	-	-	-	-	-	-
Decommissioning of prior WW Plant site	161,459	67,019	-	1,151,979	-	-	-	-	-	-
Highway 85 Waterline Replacement - 31st to 37th	-	-	42,000	42,000	484,000	-	-	-	-	-
Ashcroft Draw Sewer Replacement	-	-	219,000	219,000	2,496,000	-	-	-	-	-
Lift Station and Emergency Overflow	-	1,210,937	-	39,063	-	-	-	-	-	-
Idaho Street infrastructure improvements- design	-	-	-	50,000	-	-	-	-	-	-
Wastewater Treatment plant expansion	-	-	4,494,000	4,494,000	-	-	-	-	-	58,564,000
17th Ave Lift Station/ Force Main connection to WWTP	-	-	-	-	-	-	-	-	-	9,873,000
South Platte Lift Station/ Force Main connection to WWTP	-	-	-	-	-	-	-	-	-	16,455,000
42nd St Sanitary Interceptor	-	-	-	-	-	-	-	-	-	6,576,000
40th St Sanitary Interceptor	-	-	-	-	-	-	-	-	-	4,739,000
Plant Structure Maint/replacement planning	-	-	325,000	325,000	325,000	325,000	325,000	325,000	325,000	773,834
Plant Equipment Maint/replacement planning	-	-	325,000	325,000	325,000	325,000	325,000	325,000	325,000	838,324
Waste Water Fund Total	581,158	1,385,346	6,005,000	7,865,833	4,130,000	1,200,000	1,250,000	1,300,000	1,300,000	114,707,359

Storm Drainage Fund

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

Accomplishments:

- The department conducted street sweeping covering approximately 126 miles of Evans’ streets. This important task helps prevent pollution from flowing into the storm drains and helps minimize tire damage for persons commuting on Evans streets.
- The department repaired approximately 808 potholes. Patching potholes is an essential part of our work in order to maintain safe and reliable roads for the traveling public.

Initiatives and focus areas for 2023:

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

Operational Goals for 2023:

Goal #1 – The department will perform storm line jetting with an overall goal to complete a minimum of 45,000 linear feet of line jetting per year.

Measure	2021 Actual	2022 Target	2022 Estimate	2023 Target
Linear feet of storm line jetting completed - with limitations based on affordability of bids received	35,392	60,000	66,015	45,000



Storm Drainage Fund Long Range Financial Plan

City of Evans Storm Drainage Fund Long Range Financial Plan

	2020	2021	2022	2022	2023	2024	2025	2026	2027
	Actual	Actual	Budget V2	Projected	Budget	Projected	Projected	Projected	Projected
Beginning Cash	1,887,813	1,987,284	1,878,153	1,878,153	1,362,219	746,760	171,312	148,504	478,866
<u>Operating Revenues</u>									
Storm Drainage Fees	811,641	809,800	955,608	955,608	1,002,067	1,197,793	1,332,587	1,488,987	1,670,440
Other	21,147	11,695	36,078	36,078	16,731	27,244	14,935	3,426	2,970
Total Operating Revenues	832,787	821,496	991,686	991,686	1,018,798	1,225,037	1,347,522	1,492,413	1,673,410
CT	832,787	821,496	991,686	991,686	1,018,798	1,225,037	1,347,522	1,492,413	1,673,410
<u>Operating Expenses</u>									
Storm Personnel	54,540	116,386	200,129	200,129	250,418	259,183	268,255	277,643	287,361
Storm Operations	102,266	117,757	242,215	100,000	242,215	242,215	242,215	242,215	242,215
Total Operating Expenses	156,807	234,143	442,343	300,129	492,633	501,398	510,470	519,858	529,576
Transfer Out - Overhead to GF	(133,505)	(250,247)	(353,623)	(303,623)	(346,004)	(351,194)	(356,462)	(361,809)	(367,236)
Operating Income (Loss) after transfers	542,476	337,105	195,719	387,933	180,160	372,445	480,591	610,745	776,597
<u>Other Income (Expense)</u>									
Plant Inv Fees/Cash in Lieu of Fees	127,554	57,894	101,513	101,513	207,191	207,191	207,191	207,191	207,191
Capital Outlay	(678,974)	(341,512)	(9,449,640)	(1,016,209)	(4,212,000)	(5,066,000)	(220,000)	-	-
Loan Proceeds	-	-	8,600,000	500,000	3,700,000	4,400,000	-	-	-
Debt- 2020	-	(115,031)	(489,171)	(489,171)	(490,811)	(489,084)	(490,590)	(487,575)	(489,951)
Changes in Working Capital	108,414	(47,588)	-	-	-	-	-	-	-
Increase (Decrease) in Cash	99,471	(109,131)	(1,041,579)	(515,933)	(615,459)	(575,448)	(22,808)	330,362	493,838
Ending Cash	1,987,284	1,878,153	836,574	1,362,219	746,760	171,312	148,504	478,866	972,704
CT	1,987,284	1,878,153							
Target Reserve - 3 months	39,202	58,536	110,586	75,032	123,158	125,350	127,617	129,965	132,394

Storm Drainage Fund Long Range Financial Plan

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
Vehicle & Equip	38,141	3,116	-	-	-	-	-	-	-	-
The Landings Neighborhood Inlets	85,284	17	-	-	-	-	-	-	-	174,019
Ashcroft Channel Improvements	58,390	-	-	-	-	-	-	-	-	-
37th St Storm Line 11th to Railroad (37th St overlay project)	24,689	-	-	-	-	-	-	-	-	-
37th St Storm Line Railroad to Boulder	-	-	-	-	-	-	-	-	-	300,000
Heritage/ 35th St Storm Alignment Hwy 85 to River	13,175	95,426	7,422,826	-	-	4,400,000	-	-	-	10,150,000
31st Street Drainage Outfall	424,294	201,162	1,299,605	500,000	3,700,000	-	-	-	-	-
37th Street - Phase 1 Widening	-	-	361,000	150,000	212,000	-	-	-	-	-
37th Street - Phase 2 Widening	-	-	-	-	-	666,000	-	-	-	-
37th Street - Phase 3 Widening	-	-	-	-	-	-	220,000	-	-	-
37th Street - Phase 4 Widening	-	-	-	-	-	-	-	-	-	226,000
37th St Hwy 85 Waterline Replacement	-	-	50,000	50,000	-	-	-	-	-	56,000
Ridge at Prairie View Drainage Outfall	-	-	16,000	16,000	-	-	-	-	-	226,000
Non-potable irrigation system at Tuscany subdivision	35,000	-	-	-	-	-	-	-	-	-
Industrial Park Stormwater Master Plan	-	41,791	38,209	38,209	-	-	-	-	-	-
Idaho Street	-	-	262,000	262,000	-	-	-	-	-	-
Street Sweeper	-	-	-	-	300,000	-	-	-	-	-
Railroad Detention Pond Improvements	-	-	-	-	-	-	-	-	-	565,500
Hwy 85 Storm Improvements at St Vrain St	-	-	-	-	-	-	-	-	-	640,000
39th St French Drains	-	-	-	-	-	-	-	-	-	347,000
49th St at Neville's Crossing	-	-	-	-	-	-	-	-	-	358,000
Industrial Parkway Culverts	-	-	-	-	-	-	-	-	-	206,000
St. Vrain Drainage Outfall	-	-	-	-	-	-	-	-	-	3,949,000
Hwy 34 Drainage Channel Outfall	-	-	-	-	-	-	-	-	-	790,000
39th St Storm Sewer	-	-	-	-	-	-	-	-	-	411,000
37th St. Stormwater Lift Station	-	-	-	-	-	-	-	-	-	24,682,000
49th St at 65th Ave	-	-	-	-	-	-	-	-	-	321,000
35th Ave Drainage Outfall	-	-	-	-	-	-	-	-	-	4,937,000
Harbor Lane & Anchor Dr, closure	-	-	-	-	-	-	-	-	-	127,000
37th St at 65th Ave	-	-	-	-	-	-	-	-	-	322,000
Carson St. Drainage Outfall	-	-	-	-	-	-	-	-	-	4,937,000
Belmont Avenue Storm Improvements at 42nd St	-	-	-	-	-	-	-	-	-	508,000
Trinidad Street Storm Improvements	-	-	-	-	-	-	-	-	-	1,736,900
37th St Pump Station at River	-	-	-	-	-	-	-	-	-	2,482,000
17th Ave Storm Improvements Chappelow to Industrial	-	-	-	-	-	-	-	-	-	3,017,000
Pioneer Park and Fox Crossing Storm Improvements	-	-	-	-	-	-	-	-	-	2,157,000
37th and Valmont to the River	-	-	-	-	-	-	-	-	-	6,087,000
Storm Drainage Total	678,974	341,512	9,449,640	1,016,209	4,212,000	5,066,000	220,000	-	-	69,712,419

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

2,399,632 2,101,226 1,957,846 2,130,839 1,574,614 1,193,756 773,185 869,797 1,316,389

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

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Revenues								
Interest Earnings	-	-	-	-	-	-	-	-
Total Revenues	-	-	-	-	-	-	-	-
CT								
Transfers In	-	-	-	-	-	-	-	-
Total Available Funds	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Excess Revenue Over (Under)								
Expenditures	-	-	-	-	-	-	-	-
Ending Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
CT	1,000,000	1,000,000						

Cemetery Perpetual Care Fund

The *Cemetery Perpetual Care Fund* is administered for the care and maintenance of the cemetery grounds; for the capital improvements necessary for upkeep of the cemetery; and for equipment necessary for maintenance of the Evans City Cemetery.

City of Evans Cemetery Perpetual Care Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	75,584	70,082	76,504	79,204	83,488	87,858	92,315	96,862
Revenues								
Charges for Services	8,450	5,998	2,700	2,700	2,700	2,700	2,700	2,700
Interest Earnings	798	424	-	1,584	1,670	1,757	1,846	1,937
Grant Revenue	14,750	-	-	-	-	-	-	-
Total Revenues	23,998	6,422	2,700	4,284	4,370	4,457	4,546	4,637
CT	23,998	6,422	2,700	4,284	4,370	4,457	4,546	4,637
Total Available Funds	23,998	6,422	2,700	4,284	4,370	4,457	4,546	4,637
Expenditures								
Capital	29,500	-	-	-	-	-	-	-
Total Expenditures	29,500	-	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	(5,502)	6,422	2,700	4,284	4,370	4,457	4,546	4,637
Ending Fund Balance	70,082	76,504	79,204	83,488	87,858	92,315	96,862	101,499
CT	70,082	76,504						

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

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CIP Projects 2020-2027								
Entrance improvement	29,500	-	-	-	-	-	-	-
Cemetery Perp Care Fund Total	29,500	-	-	-	-	-	-	-

Fire Impact Fund

The *Fire Impact Fund* was established to provide or to assist in providing the financing to acquire, develop, and maintain fire stations and apparatus. The fire/rescue impact fees are established annually by the City Council by ordinance and are paid by property owners desiring to develop property with improvements. The current fee is in Section 3.20.040 of the City Municipal Code.

City of Evans Fire Impact Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	(0)	51,369	938	938	938	938	938	938
Revenues								
Assessments	225,842	61,631	300,000	300,000	176,283	176,283	176,283	176,283
Interest Earnings	526	113	1,027	19	19	19	19	19
Total Revenues	226,368	61,744	301,027	300,019	176,302	176,302	176,302	176,302
CT	226,368	61,744	301,027	300,019	176,302	176,302	176,302	176,302
Total Available Funds	226,368	61,744	301,027	300,019	176,302	176,302	176,302	176,302
Expenditures								
Transfer to Evans Fire Protection District	174,999	112,176	301,027	300,019	176,302	176,302	176,302	176,302
Total Expenditures	174,999	112,176	301,027	300,019	176,302	176,302	176,302	176,302
Excess Revenue Over (Under) Expenditures	51,369	(50,432)	-	-	-	-	-	-
Ending Fund Balance	51,369	938	938	938	938	938	938	938
CT	51,369	938	938	938	938	938	938	938

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

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Unrestricted Fund Balance	2,461,443	2,783,488	2,275,766	2,275,766	2,037,856	1,636,020	1,988,751	1,295,537	1,541,459
Revenues									
Assessments	1,122,862	300,261	841,145	841,145	1,320,011	1,320,011	1,320,011	1,320,011	1,320,011
Interest Earnings	29,452	16,165	40,749	40,749	28,153	32,720	39,775	25,911	30,829
Total Revenues	1,152,314	316,427	881,894	881,894	1,348,164	1,352,731	1,359,786	1,345,922	1,350,840
CT	-	-	-	-	-	-	-	-	-
Total Available Funds	1,152,314	316,427	881,894	881,894	1,348,164	1,352,731	1,359,786	1,345,922	1,350,840
Expenditures									
Capital	830,269	824,149	2,869,804	1,119,804	1,750,000	1,000,000	2,053,000	1,100,000	-
Total Expenditures	830,269	824,149	2,869,804	1,119,804	1,750,000	1,000,000	2,053,000	1,100,000	-
Excess Revenue Over (Under) Expenditures	322,045	(507,722)	(1,987,910)	(237,910)	(401,836)	352,731	(693,214)	245,922	1,350,840
Unreserved Ending Fund Balance	2,783,488	2,275,766	287,856	2,037,856	1,636,020	1,988,751	1,295,537	1,541,459	2,892,299
CT	2,783,486	2,275,766							
Reserved Cash	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796	40,796

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
34th St & 35th Ave- Traffic Signal	329,223	-	-	-	-	-	-	-	-
Two Rivers Intersection improvement with traffic signal	-	25,196	619,804	619,804	-	-	-	-	-
23rd Ave Extension to 42nd St (2 lane)	300,000	-	-	-	-	-	-	-	-
47th Avenue Widening	201,047	798,953	-	-	-	-	-	-	-
37th St. Widening Phase 1- Sienna to 47th	-	-	1,750,000	-	1,750,000	-	-	-	-
37th St. Widening Phase 2- 35th to Sienna	-	-	500,000	500,000	-	1,000,000	-	1,100,000	-
37th St. Widening Phase 3- 65th to Arrowhead	-	-	-	-	-	-	2,053,000	-	-
Street Impact Fund Total	830,269	824,149	2,869,804	1,119,804	1,750,000	1,000,000	2,053,000	1,100,000	-

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

	1,381,896	2,505,139	1,801,791	1,479,231	1,266,894	1,472,418	1,789,876	1,165,984	1,387,313
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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

	2020 Actual	2021 Actual	2022 Budget V2	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	3,870,044	3,621,994	3,822,227	4,268,002	4,980,023	4,647,584	5,369,235	6,676,320
Revenues								
Assessments	1,053,681	223,199	870,991	1,360,700	1,360,700	1,360,700	1,360,700	1,360,700
Interest Earnings	39,188	22,983	89,835	88,321	99,600	92,952	107,385	133,526
Dedications	-	-	-	-	-	-	-	-
Total Revenues	1,092,869	246,182	960,826	1,449,021	1,460,300	1,453,652	1,468,085	1,494,226
CT	-	-	-	-	-	-	-	-
Total Available Funds	1,092,869	246,182	960,826	1,449,021	1,460,300	1,453,652	1,468,085	1,494,226
Expenditures								
Capital	1,340,918	45,949	515,051	737,000	1,792,740	732,000	161,000	142,000
Total Expenditures	1,340,918	45,949	515,051	737,000	1,792,740	732,000	161,000	142,000
Excess Revenue Over (Under) Expenditures	(248,049)	200,233	445,775	712,021	(332,440)	721,652	1,307,085	1,352,226
Unreserved Ending Fund Balance	3,621,994	3,822,227	4,268,002	4,980,023	4,647,584	5,369,235	6,676,320	8,028,546
CT	3,621,994	3,822,228						
Reserved Cash	126,789	126,789	126,789	126,789	126,789	126,789	126,789	126,789

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
Tract O land acquisition	133,737	-	-	-	-	-	-	-	-
Arrowhead Open Space Land acquisition	1,207,181	-	-	-	-	-	-	-	-
Arrowhead Open Space Park- design & construction	-	-	80,000	-	727,740	-	-	-	-
DaVinci Park- design & construction	-	26,949	148,051	-	-	-	-	-	-
Hunters Reserve North Park- design & construction	-	-	-	121,000	732,000	-	-	-	-
North Point Park- design & construction	-	-	-	-	133,000	732,000	-	-	-
Grapevine Hollow Outlot Landscaping	-	19,000	-	-	-	-	-	-	-
Tuscany Trails Park- design & construction	-	-	212,000	495,000	-	-	-	-	-
Ashcroft Draw Trail- design	-	-	75,000	-	-	-	-	-	-
Phase 1 Ashcroft Trail- (49th to Arrowhead) ROW & construction	-	-	-	121,000	-	-	-	-	-
Phase 2 Ashcroft Trail- (Arrowhead to 65th) ROW & construction	-	-	-	-	200,000	-	-	-	-
West Evans Gateway Park design & construction	-	-	-	-	-	-	161,000	142,000	-
Park Impact Fund Total	1,340,918	45,949	515,051	737,000	1,792,740	732,000	161,000	142,000	-

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

	3,971,783	3,259,795	4,042,571	3,974,448	4,482,021	4,182,825	4,832,312	6,008,688
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Police Impact Fund

The *Police Protection Services Impact Fund* was established to provide the financing required to develop, maintain, and provide Capital Facilities for police protection services. The police protection services fees are established annually by the City Council by ordinance and are paid by property owners desiring to develop property with improvements. The current fee is in Section 3.20.040 of the City Municipal Code.

City of Evans Police Impact Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	137,153	206,289	216,285	273,069	493,546	718,433	947,817	1,181,790
Revenues								
Assessments	67,437	18,133	52,007	215,016	215,016	215,016	215,016	215,016
Interest Earnings	1,699	1,238	4,777	5,461	9,871	14,369	18,956	23,636
Total Revenues	69,136	19,370	56,784	220,477	224,887	229,385	233,972	238,652
CT	-	-	-	-	-	-	-	-
Total Available Funds	69,136	19,370	56,784	220,477	224,887	229,385	233,972	238,652
Expenditures								
Supplies & Services	-	9,375	-	-	-	-	-	-
Total Expenditures	-	9,375	-	-	-	-	-	-
Excess Revenue Over (Under) Expenditures	69,136	9,995	56,784	220,477	224,887	229,385	233,972	238,652
Ending Fund Balance	206,289	216,285	273,069	493,546	718,433	947,817	1,181,790	1,420,442
CT	206,289	216,285						

School Impact Fund

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

City of Evans School Impact Fund Long Range Financial Plan

	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	-	5	5	5	5	5	5
Revenues							
Assessments	78,648	194,580	330,944	330,944	330,944	330,944	330,944
Interest Earnings	62	-	5	5	5	5	5
Total Revenues	78,710	194,580	330,949	330,949	330,949	330,949	330,949
CT	78,710	194,580	330,949	330,949	330,949	330,949	330,949
Total Available Funds	78,710	194,580	330,949	330,949	330,949	330,949	330,949
Expenditures							
Transfer to Greeley-Evans School District	78,705	194,580	330,949	330,949	330,949	330,949	330,949
Total Expenditures	78,705	194,580	330,949	330,949	330,949	330,949	330,949
Excess Revenue Over (Under) Expenditures	5	-	-	-	-	-	-
Ending Fund Balance	5	5	5	5	5	5	5
CT	5	5	5	5	5	5	5

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

	2020 Actual	2021 Actual	2022 Budget V2	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	468,353	632,776	725,694	452,914	568,636	351,432	177,883	199,864
Revenues								
Intergovernmental	216,565	256,737	227,800	257,423	259,423	261,423	263,423	265,423
Interest Earnings/Misc Revenue	5,666	3,873	1,772	14,299	11,373	7,029	3,558	3,997
Total Revenues	222,231	260,610	229,572	271,722	270,796	268,452	266,981	269,420
CT	222,231	260,610	229,572	271,722	270,796	268,452	266,981	269,420
Total Available Funds	222,231	260,610	229,572	271,722	270,796	268,452	266,981	269,420
Expenditures								
Supplies & Services	23,560	110,338	101,298	-	-	-	-	-
Capital	34,248	57,355	401,054	156,000	488,000	442,000	245,000	448,000
Total Expenditures	57,808	167,692	502,352	156,000	488,000	442,000	245,000	448,000
Excess Revenue Over (Under) Expenditures	164,422	92,918	(272,780)	115,722	(217,204)	(173,548)	21,981	(178,580)
Ending Fund Balance	632,776	725,694	452,914	568,636	351,432	177,883	199,864	21,284
CT	632,776	725,694	452,914	568,636	351,432	177,883	199,864	21,284

Conservation Trust Fund

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
Village Park Tennis Court & Prairie View Basketball Court Resurface	-	-	118,000	-	-	-	-	-	-
Arrowhead Open Space Land acquisition	1,658	-	-	-	-	-	-	-	-
Driftwood Park playground replacement	32,591	57,355	19,054	-	-	-	-	-	-
Evans Ditch Trail Design	-	-	75,000	-	-	-	-	-	-
Denver Street Playground replacement	-	-	125,000	-	-	-	-	-	-
Equipment Electrification	-	-	37,000	-	-	-	-	-	-
Phase 1 Evans Ditch Trail- ROW & construction	-	-	-	121,000	-	-	-	-	-
Phase 2 Evans Ditch Trail- ROW & construction	-	-	-	-	200,000	-	-	-	-
City Park Pavilion	-	-	-	-	-	400,000	-	-	-
City Park Restrooms	-	-	-	-	250,000	-	-	-	-
City Park Shop Roof	-	-	-	-	-	-	200,000	-	-
Village Park Playground Replacement	-	-	-	-	-	-	-	400,000	-
Riverside Lake Pavilion	-	-	-	-	-	-	-	-	250,000
Vineyard Park	-	-	-	-	-	-	-	-	262,000
Pioneer Park	-	-	-	-	-	-	-	-	302,000
Ridge Park	-	-	-	-	-	-	-	-	279,000
Renaissance Park	-	-	-	-	-	-	-	-	600,000
Prairie View Skate Park design & construction	-	-	-	-	-	-	-	-	987,000
29th Avenue Parkway (42nd St to 32nd St) design & const	-	-	-	-	-	-	-	-	329,000
Mountain View Dr (west side of 37th St to Swallow Court) design & const	-	-	-	-	-	-	-	-	124,000
Anchor Drive Parkway (both sides, Harbor Ln to 29th Ave) design & const	-	-	-	-	-	-	-	-	329,000
East side of Freedom Park (dog park), design & const	-	-	-	-	-	-	-	-	386,000
35th Avenue- 3440 35th St (irrigation and turf)	-	-	-	-	-	-	-	-	33,000
Tri-Point- 2930 11th Ave- design & const	-	-	-	-	-	-	-	-	297,000
Railroad Park- 3901 Denver Street- design & const	-	-	-	-	-	-	-	-	82,000
Community Garden- 3753 Central Street- design & const	-	-	-	-	-	-	-	-	156,000
Annual Playground Surface Repairs	-	-	27,000	30,000	33,000	37,000	40,000	43,000	-
Annual picnic table replacement	-	-	-	5,000	5,000	5,000	5,000	5,000	-
Conservation Trust Fund Total	34,248	57,355	401,054	156,000	488,000	442,000	245,000	448,000	4,416,000

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

600,322	704,744	768,571	652,173	755,489	557,895	400,378	422,356
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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

	2020 Actual	2021 Actual	2022 Budget V2	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	469,134	449,857	459,454	408,387	386,100	363,038	349,888	342,351
Revenues								
License & Permits	2,000	1,200	800	800	800	800	800	800
Charges for Services	941,167	1,069,233	1,117,955	1,054,360	1,113,531	1,175,892	1,241,611	1,310,864
Misc	8,682	17,898	-	-	-	-	-	-
Interest Earnings	4,867	2,515	9,313	8,168	7,722	7,261	6,998	6,847
Total Revenues	956,716	1,090,846	1,128,068	1,063,327	1,122,053	1,183,953	1,249,409	1,318,511
CT	956,716	1,090,846	1,128,068	1,063,327	1,122,053	1,183,953	1,249,409	1,318,511
Expenditures								
Supplies & Services	936,304	1,032,286	1,128,731	1,032,448	1,089,011	1,137,906	1,194,475	1,253,766
Total Expenditures	936,304	1,032,286	1,128,731	1,032,448	1,089,011	1,137,906	1,194,475	1,253,766
Transfers Out	39,689	48,962	50,403	53,166	56,103	59,198	62,470	65,926
Excess Revenue Over (Under) Expenditures	(19,277)	9,597	(51,067)	(22,287)	(23,061)	(13,150)	(7,537)	(1,181)
Ending Fund Balance	449,857	459,454	408,387	386,100	363,038	349,888	342,351	341,170
CT	449,857	459,454						
Target Reserve - 3 months	234,076	258,072	282,183	258,112	272,253	284,476	298,619	313,441

Capital Budget

Capital Budget Overview



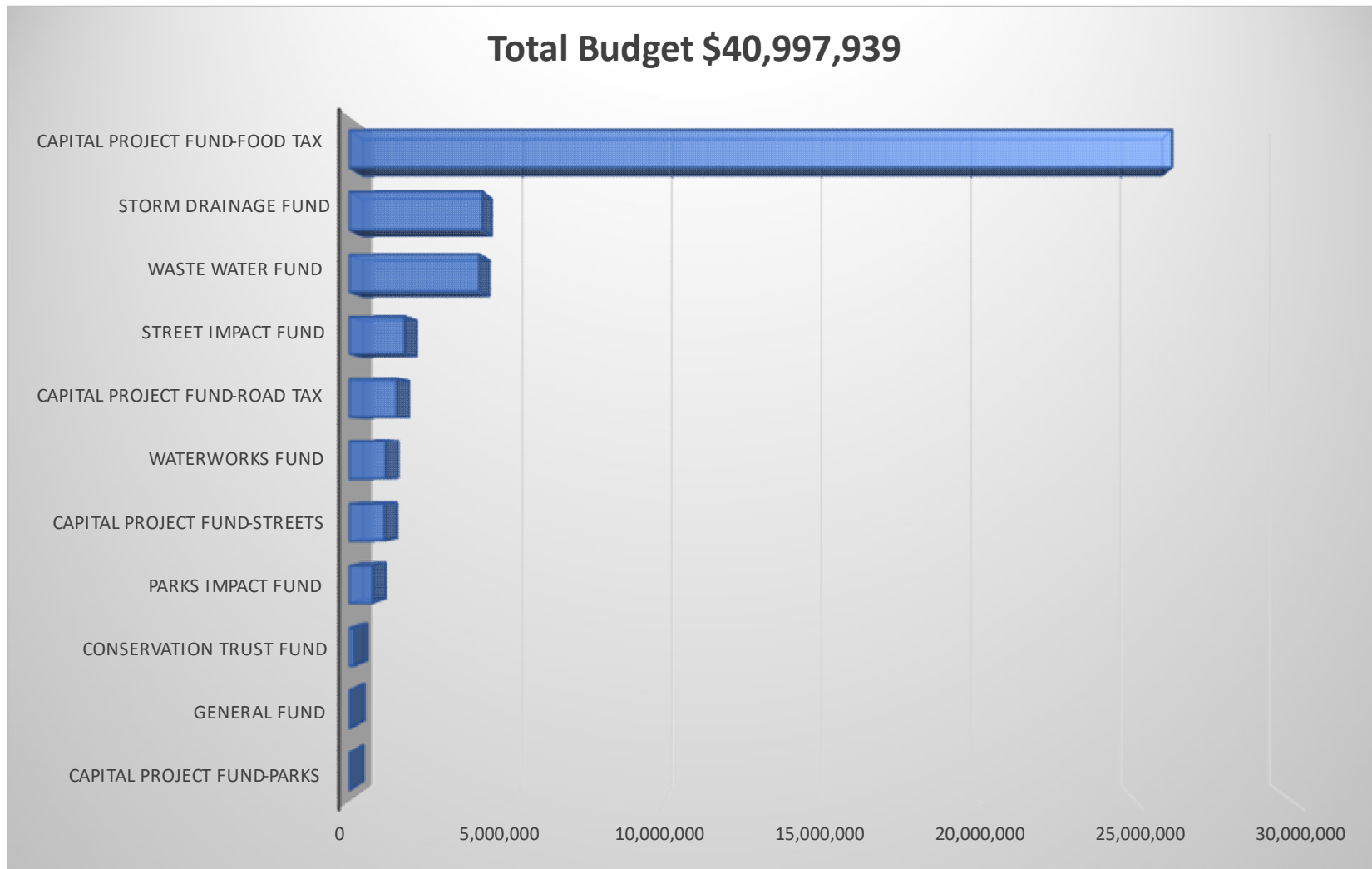
Capital expenditures are defined as expenditures in connection with buildings, land, major equipment and other items which have a value of over \$5,000 and have a life greater than one year.

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.

Please refer to Attachment L Financial Policies, Section VI for full disclosure of City of Evans' Capital Planning and Budgeting Policies.

Capital Budget Details

Capital expenditures are disbursed from multiple funds, which are discussed in further detail below. The City of Evans total approved Capital Budget is \$40,997,939 and is shown here by fund.



A brief description of each Fund from which capital expenditures are included in the approved budget are below. Priorities are established in the City's five-year Capital Improvement Plan (CIP) which is approved on an annual basis by the City Council.

Special Revenue Funds

- Parks Impact Fund
 - The Parks Impact Fund is administered for the acquisition, development, and improvements of the City's park system, trail system, and miscellaneous park amenities, utilizing impact fees collected from building permits for new construction of residential dwellings.
- 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's Transportation Plan. Impact fees received in connection with growth developments in the City are the source of revenues for these capital projects.
- Conservation Trust Fund
 - The Conservation Trust Fund is comprised of funds distributed 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.

Capital Projects Funds

- Food Tax Fund
 - The Food Tax Fund manages the construction and capital improvement for the City's major streets, public rights-of-way, recreation facilities and park facilities. Use of this revenue is also approved for expenditures in connection with the new Police Station. The food tax revenue is a component of sales tax and is restricted for use for these specific project types.
- Parks Fund
 - The 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.
- Streets Fund
 - The 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.
- Road Tax Fund
 - The Road Tax Fund maintains, operates, and improves the safety of the streets of the City, including resurfacing, reconstruction, paving dirt roads, arterial capacity expansion, and related concrete work in the public rights of way. Evans citizens approved a ballot measure in 2020 which authorized a one percent (1%) increase in sales and use taxes to be used exclusively for these specific project types.

Enterprise Funds consist of Water Fund, Waste Water Fund, and Storm Drainage Fund. According to the City's Revenue Policies, The City is required to set fees, user charges and other revenues at a level that supports the total direct and indirect cost of the activity including operating costs, system expansion, and major maintenance. Indirect costs include the cost of annual replacement needs due to depreciation of capital assets. Cost related to growth should be paid for by the development.

Long Term Capital Budget Projection

A Summary of Capital Expenditures by Fund is presented below, for the two prior actual periods, current year projected, next year budgeted and four years projected

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
General Fund	22,009	60,888	1,093,397	60,000	-	59,000	-	-
Parks Impact	1,340,918	45,949	515,051	737,000	1,065,000	732,000	161,000	142,000
Conservation Trust	34,248	57,355	401,054	156,000	488,000	442,000	245,000	448,000
Cemetery Perpetual Care	29,500	-	-	-	-	-	-	-
Street Impact	830,269	824,149	1,119,804	1,750,000	1,000,000	2,053,000	1,100,000	-
Capital Projects - Streets	4,649,986	2,047,755	4,122,498	1,110,000	2,487,000	3,152,000	1,600,000	1,436,000
Capital Projects - Parks	8,995	-	-	30,000	-	-	-	-
Capital Projects- Food Tax	230,769	979,875	2,832,000	26,165,000	-	-	-	-
Capital Projects- Road Tax	400,000	1,417,180	3,216,700	1,500,000	2,999,000	4,500,000	6,721,000	2,071,800
Water Works	2,922,740	1,593,526	1,645,826	1,147,939	1,699,750	1,307,193	1,636,449	1,637,227
Waste Water	581,158	1,385,346	7,865,833	4,130,000	1,200,000	1,250,000	1,300,000	1,300,000
Storm Drainage	678,974	341,512	1,016,209	4,212,000	5,066,000	220,000	-	-
Total	11,729,566	8,753,535	23,828,372	40,997,939	16,004,750	13,715,193	12,763,449	7,035,027



2023 Capital Budget by Fund and by Funding Source

The 2023 Capital Budget of \$40,997,939 is funded through a variety of sources. The following schedule presents the allocation of the Capital Budget by Fund / Project, according to funding source.

Fund / Project	Operating Budget (Tax Funded)	Development & Building Fees	State Conservation Trust Fund	State & County Highway Funds	Bond / Loan Proceeds	Utility Fee Revenue	Transfer From GF (Tax Funded)	Transfer From GF (Sales Tax Funded)	Total 2023 Budget
General Fund									
Water Smart Landscape- ECC PH3	60,000								60,000
Total General Fund	60,000								60,000
Street Impact Fund									
37th St Widening (Sienna to 47th)		1,750,000							1,750,000
Total Street Impact Fund		1,750,000							1,750,000
Parks Impact Fund									
Tuscany Trails		495,000							495,000
Ashcroft Draw Trail		121,000							121,000
Hunters Reserve North Park		121,000							121,000
Total Parks Impact Fund		737,000							737,000
Conservation Trust Fund									
Picnic Table Replacements			5,000						5,000
Playground Surface Repairs			30,000						30,000
Evans Ditch Trail			121,000						121,000
Total Conservation Trust Fund			156,000						156,000
Capital Project Fund- Streets									
Street Sweeper				150,000					150,000
Annual Street Resurfacing				371,161			228,839		600,000
37th St Widening (Sienna to 47th)				320,000					320,000
Pavement Condition Scanning				40,000					40,000
Total Capital Project Fund- Streets				881,161			228,839		1,110,000
Capital Project Fund- Parks									
Riverside Improvements- Design							30,000		30,000
Total Capital Project Fund- Parks							30,000		30,000

Fund / Project	Operating Budget (Tax Funded)	Development & Building Fees	State Conservation Trust Fund	State & County Highway Funds	Bond / Loan Proceeds	Utility Fee Revenue	Transfer From GF (Tax Funded)	Transfer From GF (Sales Tax Funded)	Total 2023 Budget
Capital Project Fund- Food Tax									
37th St Widening (Sienna to 47th)								1,165,000	1,165,000
Police Station Construction					25,000,000				25,000,000
Total Capital Project Fund- Food Tax					25,000,000			1,165,000	26,165,000
Capital Project Fund -Road Tax									
37th St Widening (Sienna to 47th)								1,000,000	1,000,000
Street Maintenance								500,000	500,000
Total Capital Project Fund -Road Tax								1,500,000	1,500,000
Waterworks Fund									
NISP Storage Project						750,939			750,939
37th St Widening						297,000			297,000
Water Rate Study						100,000			100,000
Total Waterworks Fund						1,147,939			1,147,939
Waste Water Fund									
Hwy 85 Line Repl- 31st to 37th						100,000			100,000
Annual Sewer Line Maint						484,000			484,000
Plant Structure Maint/Replace						325,000			325,000
Plant Equip Maint/Replace						325,000			325,000
Ashcroft Draw Sewer Repl						2,496,000			2,496,000
Annual Solids & Dewatering						400,000			400,000
Total Waste Water Fund						4,130,000			4,130,000
Storm Drainage Fund									
Street Sweeper						300,000			300,000
31st Street Drainage Outfall					3,700,000				3,700,000
37th St Widening (Sienna to 47th)						212,000			212,000
Total Storm Drainage Fund					3,700,000	512,000			4,212,000
Grand Total	60,000	2,487,000	156,000	881,161	28,700,000	5,789,939	258,839	2,665,000	40,997,939

Significant Capital Improvements

Included in the 2023 Capital Budget are several significant capital improvement projects. A project is considered significant if the total project cost is \$1,000,000 or greater. For the 2023 Capital Budget, these projects include:

37th Street Widening

Project:	37th Street - Phase I widening Sienna to 47th Ave		
Fund / Department	Street Impact Fund, Food Tax Fund, Road Tax Fund / Engineering		
Scope:	Widening this road from two-lane to four-lane to accommodate ever-increasing traffic because of population and business growth.		
Work Description:	Remove existing asphalt and widen road surface. Milling and paving operations, pavement preservation, pavement marking, shouldering, concrete restoration to curbs and sidewalks, repair and adjustment of manhole and catch basin frames and lids, and material testing as part of quality assurance.		
Reason for Project:	Widen the road to arterial standards to accommodate future growth in traffic.		
Total 2023 Budgeted Cost:	\$3,915,000	Projected Cost to Completion:	\$4,257,800
Estimated date of CY completion:	December 2023	Estimated Year of Full Completion:	Year 2024
Description of Operating Impact:	Structural review of roadway as it ages, repair of wear-and-tear damage, snow removal and seasonal maintenance.		
Estimated Annual Operating Impact:	TBD		

Police Station Construction

Project:	Police Station Construction		
Fund / Department	Food Tax Fund / Finance, Engineering		
Scope:	Complete the design phase of the new Police Station and be construction-ready		
Work Description:	The new police facility will be a stand-alone structure which will meet established industry best practices for a public safety building. This new facility will be built with the future in mind to accommodate population and staffing growth. Following completion of the police facility, the city administration will expand into the space vacated by the Police Department. These modern spaces will provide an environment that staff deserves and provides them the tools to be more efficient in their jobs.		
Reason for Project:	To better serve the community and accommodate anticipated growth in the number of police officers and staff		
Total 2023 Budgeted Cost:	\$25,000,000	Projected Cost to Completion:	\$25,000,000
Estimated date of CY completion:	December 2023	Estimated Year of Full Completion:	Year 2025
Description of Operating Impact: Structural review of building as it ages, facilities maintenance costs.			
Estimated Annual Operating Impact: \$154,000			



Ashcroft Draw Sewer Replacement

Project: Ashcroft Draw Sewer Replacement	
Fund / Department: Waste Water Fund / Engineering	
Scope: Replace existing trunk sewer line with larger sewer pipe further away from the bank of Ashcroft draw to avoid further issues with bank collapse.	
Work Description: Install a new sewer trunk line along the Ashcroft Draw from Arrowhead Drive to just north of 49th Street. Install a 10-foot wide concrete trail/service road along the sewer alignment.	
Reason for Project: To move the sewer trunkline away from the top of the bank to reduce chance of bank erosion exposing the pipe. Provide a trail for Evans citizens to use as well as City staff to maintain the sewer pipe.	
Total 2023 Budgeted Cost: \$2,496,000	Projected Cost to Completion: + > \$5,000,000
Estimated date of CY completion: TBD	Estimated Year of Full Completion: TBD
Description of Operating Impact: TBD	
Estimated Annual Operating Impact: TBD	

31st Street Drainage Outfall

Project: 31st Street Drainage Outfall	
Fund / Department: Storm Drainage Fund / Engineering	
Scope: Improve drainage outfall at 31st Street east of Highway 85.	
Work Description: Install Channel improvements, Pipe lining, new manholes and inlets on existing storm sewer. Install a surge/detention pond in front of the Kum and Go convenience store on the NW corner of 31st and Highway 85.	
Reason for Project: Reduce flooding in the intersection.	
Total 2023 Budgeted Cost: \$3,700,000	Projected Cost to Completion: \$3,790,000
Estimated date of CY completion: TBD	Estimated Year of Full Completion: TBD
Description of Operating Impact: TBD	
Estimated Annual Operating Impact: TBD	

Capital Projects – Streets Fund

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

City of Evans Capital Projects - Streets Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	4,705,605	3,721,170	2,790,012	2,790,012	2,393,241	2,414,402	1,115,012	752,252	456,264
Revenues									
Intergovernmental	3,328,180	883,793	3,475,727	3,475,727	881,161	937,610	2,539,240	1,054,012	1,090,364
Total Revenues	3,328,180	883,793	3,475,727	3,475,727	881,161	937,610	2,539,240	1,054,012	1,090,364
CT	3,328,180	883,793	3,475,727	3,475,727	881,161	937,610	2,539,240	1,054,012	1,090,364
Transfers In	850,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Total Available Funds	4,178,180	1,483,793	4,075,727	4,075,727	1,481,161	1,537,610	3,139,240	1,654,012	1,690,364
Expenditures									
Supplies & Services	512,628	344,196	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Capital Improvement	4,649,986	2,047,755	3,522,498	4,122,498	1,110,000	2,487,000	3,152,000	1,600,000	1,436,000
Total Expenditures	5,162,615	2,391,951	3,872,498	4,472,498	1,460,000	2,837,000	3,502,000	1,950,000	1,786,000
Excess Revenue Over (Under) Expenditures	(984,435)	(908,158)	203,229	(396,771)	21,161	(1,299,390)	(362,760)	(295,988)	(95,636)
Ending Fund Balance	3,721,170	2,790,012	2,993,241	2,393,241	2,414,402	1,115,012	752,252	456,264	360,628
Restricted fund balance		23,000	23,000	23,000	23,000	23,000	23,000	23,000	23,000
CT	3,721,170	2,813,012							

Capital Projects – Streets Fund

2020-2027 Capital Improvement Plan	2020	2021	2022	2022	2023	2024	2025	2026	2027	Future
	Actual	Actual	Budget V2	Projected	Budget	Projected	Projected	Projected	Projected	Projects
37th St. Resurfacing - 11th Ave to 23rd Ave	1,878,463	178,256	-	-	-	-	-	-	-	-
37th St. Widening - 35th to 65th (4 lanes)	391,334	381,399	-	-	-	-	-	-	-	-
37th St. Widening Phase 1 - 47th to Sienna	-	-	-	-	320,000	-	-	-	-	-
37th St. Widening Phase 2 - Sienna to 35th	-	20,800	553,535	553,535	-	1,840,000	-	1,000,000	-	-
37th St. Widening Phase 3 - Arrowhead to 65th	-	-	379,500	379,500	-	-	2,000,000	-	-	-
37th St. Widening Phase 4 - 47th to Arrowhead	-	-	-	-	-	-	-	-	-	15,036,000
47th Ave. Widening - 32nd to 37th	1,212,082	534,105	978,813	978,813	-	-	-	-	-	-
Misc. Street Resurfacing (Per PMS)	1,080,750	591,400	600,000	600,000	600,000	600,000	600,000	600,000	600,000	-
35th Ave. Widening - 37th St. to Prairie View (4 lanes)	2,011	-	-	-	-	-	-	-	-	-
US 85 Access Control @ 31st St. - Grant Funded	54,893	-	-	-	-	-	-	-	-	-
23rd Avenue extension (37th to 42nd)	30,454	872	-	-	-	-	-	-	-	-
Pavement condition scanning	-	-	-	-	40,000	-	40,000	-	-	-
Street Sweeper	-	-	-	-	150,000	-	-	-	-	-
Idaho Street Improvements	-	98,501	586,000	586,000	-	-	-	-	-	-
23rd Avenue arterial extension - 2 Lane (42nd to 49th)	-	242,422	424,650	1,024,650	-	-	-	-	-	1,740,000
31st St/ Highway 85 Waterline Replacement	-	-	-	-	-	-	-	-	836,000	-
23rd/42nd Traffic Signal	-	-	-	-	-	47,000	512,000	-	-	-
34th Street Waterline Replacement	-	-	-	-	-	-	-	-	-	805,000
Trinidad Street Paving - 31st to 35th	-	-	-	-	-	-	-	-	-	870,000
23rd Avenue mill & overlay	-	-	-	-	-	-	-	-	-	947,000
Pleasant Acres Waterline Replacement - 11th to 32nd	-	-	-	-	-	-	-	-	-	502,000
23rd/34th Traffic Signal	-	-	-	-	-	-	-	-	-	526,000
17th/42nd Traffic Signal	-	-	-	-	-	-	-	-	-	526,000
35th Avenue Widening - Prairie View to 49th	-	-	-	-	-	-	-	-	-	9,873,000
35th Avenue Intersection at 37th St	-	-	-	-	-	-	-	-	-	1,646,000
49th St East Widening - 35th to 47th	-	-	-	-	-	-	-	-	-	16,290,000
65th Avenue North Widening - 37th to Peakview North	-	-	-	-	-	-	-	-	-	4,607,000
65th Avenue South Widening - Peakview to 49th	-	-	-	-	-	-	-	-	-	6,582,000
17th Ave mill & overlay - 34th to 37th	-	-	-	-	-	-	-	-	-	376,000
Prairie View Drive - 29th to 23rd	-	-	-	-	-	-	-	-	-	142,000
Prairie View Drive - 23rd to 17th	-	-	-	-	-	-	-	-	-	496,000
Prairie View Drive - 17th to Highway 85	-	-	-	-	-	-	-	-	-	1,353,000
Prairie View Drive - 35th to 47th	-	-	-	-	-	-	-	-	-	21,720,000
49th St mill & overlay - 35th to Industrial Parkway	-	-	-	-	-	-	-	-	-	2,255,000
32nd St mill & overlay - Harbor to 29th	-	-	-	-	-	-	-	-	-	752,000
49th St West Widening - 47th to 65th	-	-	-	-	-	-	-	-	-	19,746,000
Capital Projects - Streets Total	4,649,986	2,047,755	3,522,498	4,122,498	1,110,000	2,487,000	3,152,000	1,600,000	1,436,000	106,790,000

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

	7,534,041	4,374,690	5,864,165	5,864,165	3,171,962	3,241,811	3,513,827	1,850,637	1,616,965	3,171,962
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Capital Projects – Food Tax Fund

The *Capital Projects – Food Tax Fund* manages the construction and capital improvement of the City’s major streets, public rights-of-way, recreation facilities, and park facilities. The food tax revenue is restricted for use for these specific project types. Priorities are established in the City’s five-year Capital Improvement Plan (CIP) which is approved on an annual basis by the City Council.

City of Evans Capital Projects - Food Tax Fund

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	620,377	1,544,204	1,850,928	1,850,928	394,983	828,344	2,498,474	4,235,078	6,040,146
Revenues									
Sales Tax Revenue	1,146,305	1,266,689	1,356,929	1,356,929	1,574,822	1,653,563	1,686,634	1,720,367	1,754,774
Bond Proceeds	-	-	-	-	25,000,000	-	-	-	-
Interest Earnings	8,290	11,235	19,126	19,126	23,540	16,567	49,969	84,702	120,803
Miscellaneous	-	8,675	-	-	-	-	-	-	-
Total Revenues	1,154,595	1,286,599	1,376,055	1,376,055	26,598,362	1,670,130	1,736,604	1,805,069	1,875,577
CT	-	-	-	-	-	-	-	-	-
Total Available Funds	1,154,595	1,286,599	1,376,055	1,376,055	26,598,362	1,670,130	1,736,604	1,805,069	1,875,577
Expenditures									
Capital	230,769	979,875	3,050,000	2,832,000	26,165,000	-	-	-	-
Total Expenditures	230,769	979,875	3,050,000	2,832,000	26,165,000	-	-	-	-
Excess Revenue Over (Under) Expenditures	923,827	306,724	(1,673,945)	(1,455,945)	433,362	1,670,130	1,736,604	1,805,069	1,875,577
Ending Fund Balance	1,544,204	1,850,928	176,983	394,983	828,344	2,498,474	4,235,078	6,040,146	7,915,724
CT	1,544,204	1,850,928	-	-	-	-	-	-	-

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
CR 396 Bridge- design and construction	99,365	-	-	-	-	-	-	-	-
47th Avenue widening	131,404	368,596	-	-	-	-	-	-	-
City Complex parking lot design and construction	-	611,279	-	-	-	-	-	-	-
37th St. Widening Phase 1 - Sienna to 47th	-	-	1,218,000	1,000,000	1,165,000	-	-	-	-
Police Station Design and Construction	-	-	-	-	25,000,000	-	-	-	-
23rd Avenue Arterial Completion	-	-	1,620,000	1,620,000	-	-	-	-	-
Evans Community Complex sidewalks	-	-	212,000	212,000	-	-	-	-	-
Capital Projects - Food Tax Fund Total	230,769	979,875	3,050,000	2,832,000	26,165,000	-	-	-	-

Capital Projects – Road Tax Fund

The *Capital Projects – Road Tax Fund* maintains, operates, and improves the safety of the streets of the City, including resurfacing, reconstruction, paving dirt roads, arterial capacity expansion, and related concrete work in the public rights of way. The road tax revenue is restricted for use for these specific project types. Priorities are established in the City’s five-year Capital Improvement Plan (CIP) which is approved on an annual basis by the City Council.

City of Evans Capital Projects - Road Tax Fund

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	-	868,358	2,515,700	2,515,700	2,072,205	3,820,104	4,276,161	3,344,606	280,904
Revenues									
Sales Tax Revenue	1,266,611	3,055,380	2,850,130	2,850,130	3,327,011	3,496,490	3,604,881	3,716,633	1,915,924
Interest Earnings	1,747	9,142	33,075	33,075	34,738	76,402	85,523	66,892	5,618
Total Revenues	1,268,358	3,064,521	2,883,205	2,883,205	3,361,749	3,572,892	3,690,404	3,783,525	1,921,542
CT	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-
Total Available Funds	1,268,358	3,064,521	2,883,205	2,883,205	3,361,749	3,572,892	3,690,404	3,783,525	1,921,542
Expenditures									
Supplies & Services, Project Management	-	-	110,000	110,000	113,850	117,835	121,959	126,228	130,645
Capital	400,000	1,417,180	4,216,700	3,216,700	1,500,000	2,999,000	4,500,000	6,721,000	2,071,800
Total Expenditures	400,000	1,417,180	4,326,700	3,326,700	1,613,850	3,116,835	4,621,959	6,847,228	2,202,445
Excess Revenue Over (Under) Expenditures	868,358	1,647,341	(1,443,495)	(443,495)	1,747,899	456,057	(931,555)	(3,063,703)	(280,903)
Ending Fund Balance	868,358	2,515,700	1,072,205	2,072,205	3,820,104	4,276,161	3,344,606	280,904	0
CT	868,358	2,515,700							

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget V2	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Future Projects
37th St. Resurfacing	150,000	-	-	-	-	-	-	-	-	-
23rd Avenue extension (37th to 42nd)	250,000	-	-	-	-	-	-	-	-	-
23rd Avenue arterial completion	-	-	500,000	500,000	-	-	-	-	-	-
37th St. Widening Phase 1- Sienna to 47th	-	-	1,489,700	489,700	1,000,000	-	-	-	-	-
37th St. Widening Phase 2 - 35th to Sienna	-	-	-	-	-	2,000,000	-	5,221,000	-	-
37th St. Widening Phase 3 - 65th to Arrowhead	-	-	-	-	-	-	4,000,000	-	-	-
Street Maintenance	-	1,167,180	1,175,000	1,175,000	500,000	500,000	500,000	1,500,000	2,071,800	-
Idaho Street Improvements	-	-	750,000	750,000	-	-	-	-	-	-
47th Avenue widening- 32nd to 37th Streets	-	250,000	-	-	-	-	-	-	-	-
34th St Waterline Replacement	-	-	-	-	-	-	-	-	-	596,000
State Farm Waterline Replacement	-	-	-	-	-	499,000	-	-	-	-
65th Ave Design & Widening (37th to 49th)	-	-	-	-	-	-	-	-	-	4,060,000
49th Street Design & Widening (CR 396 to 35th Ave)	-	-	-	-	-	-	-	-	-	930,000
49th Street Design & Widening (47th Ave to CR 396)	-	-	-	-	-	-	-	-	-	3,600,000
49th Street Design & Widening (47th Ave to 65th Ave)	-	-	-	-	-	-	-	-	-	6,130,000
37th St/Highway 85 Waterline replacement	-	-	-	-	-	-	-	-	-	1,007,000
23rd Avenue mill & overlay	-	-	-	-	-	-	-	-	-	1,098,000
Traffic Signal Cabinets	-	-	302,000	302,000	-	-	-	-	-	-
Capital Projects - Road Tax Fund Total	400,000	1,417,180	4,216,700	3,216,700	1,500,000	2,999,000	4,500,000	6,721,000	2,071,800	17,421,000

Capital Projects – Parks Fund

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

City of Evans Capital Projects - Parks Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	297,041	299,920	294,376	294,376	239,624	212,021	214,141	216,282	218,445
Revenues									
Grant Revenue - FEMA	34,689	-	-	-	-	-	-	-	-
Interest Earnings	(2,329)	1,704	-	-	2,396	2,120	2,141	2,163	2,184
Total Revenues	32,360	1,704	-	-	2,396	2,120	2,141	2,163	2,184
CT	32,360	1,704	-	-	2,396	2,120	2,141	2,163	2,184
Total Available Funds	32,360	1,704	-	-	2,396	2,120	2,141	2,163	2,184
Expenditures									
Professional Services	20,486	7,248	-	54,752	-	-	-	-	-
Capital Improvement	8,995	-	-	-	30,000	-	-	-	-
Total Expenditures	29,481	7,248	-	54,752	30,000	-	-	-	-
Excess Revenue Over (Under) Expenditures	2,879	(5,544)	-	(54,752)	(27,604)	2,120	2,141	2,163	2,184
Ending Fund Balance	299,920	294,376	294,376	239,624	212,021	214,141	216,282	218,445	220,629
CT	299,920	294,376							

2020-2027 Capital Improvement Plan

	2020 Actual	2021 Actual	2022 Budget	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Design of infield improvements	-	-	-	-	30,000	-	-	-	-
Equip & FA	8,995	-	-	-	-	-	-	-	-
Capital Projects - Parks Total	8,995	-	-	-	30,000	-	-	-	-

Trust Funds - Cemetery Endowment Fund

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

City of Evans Cemetery Endowment Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Budget	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	49,467	49,467	49,470	49,470	49,470	49,470	49,470	49,470
Revenues								
Investment Income	376	25	6,000	6,000	6,000	6,000	6,000	6,000
Total Revenues	376	25	6,000	6,000	6,000	6,000	6,000	6,000
CT	-	-	-	-	-	-	-	-
Total Available Funds	376	25	6,000	6,000	6,000	6,000	6,000	6,000
Expenditures								
Culture, Parks & Recreation	376	22	6,000	6,000	6,000	6,000	6,000	6,000
Total Expenditures	376	22	6,000	6,000	6,000	6,000	6,000	6,000
Excess Revenue Over (Under) Expenditures	-	3	-	-	-	-	-	-
Ending Fund Balance	49,467	49,470	49,470	49,470	49,470	49,470	49,470	49,470
CT	49,467							

Evans Redevelopment Agency

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

Evans Redevelopment Agency General Fund Long Range Financial Plan

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
Beginning Fund Balance	240,514	215,095	468,492	396,118	195,690	182,458	256,781	349,864
Revenues:								
Loan from City of Evans	57,347	71,344	-	-	-	-	-	-
Property Tax Revenue	2,025	2,242	2,626	9,672	73,019	139,722	153,695	169,064
Miscellaneous Revenue	600	296,735	100,000	-	-	-	-	-
Sales Tax Revenue	-	-	-	-	63,750	84,600	89,388	167,676
Total revenues	59,972	370,321	102,626	9,672	136,769	224,322	243,083	336,740
Expenditures:								
Personnel	57,347	71,344	100,000	100,000	100,000	100,000	100,000	100,000
Supplies & Services	28,045	45,581	75,000	110,100	50,000	50,000	50,000	50,000
Capital	-	-	-	-	-	-	-	-
Total Expenditures	85,391	116,924	175,000	210,100	150,000	150,000	150,000	150,000
Excess Revenue Over (under)								
Expenditures	(25,419)	253,397	(72,374)	(200,428)	(13,231)	74,322	93,083	186,740
Ending Fund Balance	215,095	468,492	396,118	195,690	182,458	256,781	349,864	536,603
CT		0						
<i>ERA Expenditures paid by City</i>	57,347	116,924	-	-	-	-	-	-
<i>Sales Tax Increment Applied</i>	210,264	373,058	200,000	200,000	250,000	275,000	275,000	75,424
<i>Loan from City Balance</i>	1,531,557	1,275,424	1,075,424	875,424	625,424	350,424	75,424	(0)

Attachments

Attachment A 2023 Budget Summary

Fund/Department	Revenue	Wages	Supplies & Services	Asset Management	Transfers	Debt	Capital	Miscellaneous	Net Impact
General Fund									
General Government	17,317,303	3,084,683	2,494,092	46,000	920,706	-	60,000	200,000	
Community Development	-	765,664	543,150	-	-	-	-	-	
Public Safety	-	5,482,029	977,669	-	-	-	-	-	
Public Works	-	1,308,083	787,209	60,000	-	-	-	-	
Culture, Parks & Recreation	-	1,441,055	417,457	14,000	-	-	-	-	
Total General Fund	17,317,303	12,081,514	5,219,577	120,000	920,706	-	60,000	200,000	556,918
Emergency Contingency	-	-	-	-	-	-	-	-	-
Cemetery Perpetual Care	4,284	-	-	-	-	-	-	-	4,284
Fire Impact	300,019	-	-	-	-	-	-	300,019	-
Street Impact	1,348,164	-	-	-	-	-	1,750,000	-	(401,836)
Police Impact	220,477	-	-	-	-	-	-	-	220,477
Parks Impact	1,449,021	-	-	-	-	-	737,000	-	712,021
School Impact	330,944	-	-	-	-	-	-	330,944	-
Conservation Trust	271,722	-	-	-	-	-	156,000	-	115,722
Refuse Collection	1,063,327	-	1,032,448	-	(53,166)	-	-	-	(22,287)
Capital Projects - Streets	881,161	-	350,000	-	600,000	-	1,110,000	-	21,161
Capital Projects - Parks	2,396	-	-	-	-	-	30,000	-	(27,604)
Capital Projects - Food Tax	26,598,362	-	-	-	-	-	26,165,000	-	433,362
Capital Projects - Road Tax	3,361,749	-	113,850	-	-	-	1,500,000	-	1,747,899
Water	8,944,678	512,419	5,156,165	-	(575,631)	155,991	1,147,939	1,094,905	301,628
Waste Water	8,749,300	897,030	641,792	-	(545,905)	2,416,725	4,130,000	-	117,848
Storm Drainage	4,925,989	250,418	242,215	-	(346,004)	490,811	4,212,000	-	(615,459)
Cemetery Trust	6,000	-	6,000	-	-	-	-	-	-
TOTAL CITY	75,774,896	13,741,381	12,762,047	120,000	-	3,063,527	40,997,939	1,925,868	3,164,134

Attachment B Summary of Personnel Positions

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

General Government Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
City Manager	1	1	1	1	1	1	1	1
Assistant City Manager	1	1	1	1	1	1	1	1
Communications Manager	1	1	1	1	1	1	1	1
IT Director	1	1	1	1	1	1	1	1
Technical Support Administrator	1	1	1	1	1	1	1	1
GIS Administrator	1	1	1	1	1	1	1	1
Systems & Network Administrator	1	1	1	1	1	1	1	1
City Clerk	1	1	1	1	1	1	1	1
Deputy City Clerk	-	-	1	1	1	1	1	1
Customer Service and UB Supervisor	1	1	1	1	1	1	1	1
Customer Service Unit	3	3	3	3	3	3	3	3
Administrative Services Director	1	1	1	1	1	1	1	1
HR and Risk Management Director	-	-	1	1	1	1	1	1
HR Associate	1	1	1	1	1	1	1	1
Senior HR Analyst	1	1	1	1	1	1	1	1
Safety & Risk Manager	1	1	1	1	1	1	1	1
Finance Director	1	1	1	1	1	1	1	1
Finance Supervisor	1	1	1	1	1	1	1	1
Accountant	2	2	2	2	2	2	2	2
Senior Projects Manager	-	-	1	1	1	1	1	1
Assistant City Attorney	1	1	1	1	1	1	1	1
	21	21	24	24	24	24	24	24

Personnel Highlights

- 2022 reflects the addition of a Deputy City Clerk, a HR and Risk Management Director, and a Senior Projects Manager

Community Development Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Community Development Director	1	1	1	1	1	1	1	1
Senior Planner	1	1	1	1	1	1	1	1
Community Development Tech	1	1	1	1	1	1	1	1
Neighborhood Services Manager	1	1	1	1	1	1	1	1
Code Enforcement Officer	1	1	1	1	1	1	1	1
Economic Development Director	1	1	1	1	1	1	1	1
	6	6	6	6	6	6	6	6

Personnel Highlights

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

Public Safety Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Police Chief	1	1	1	1	1	1	1	1
Police Officers	37	37	38	38	38	38	38	38
Police Records Specialist	2	2	2	2	2	2	2	2
Municipal Court Clerk	1	1	1	1	1	1	1	1
Community Service Technician	1	1	1	1	1	1	1	1
	42	42	43	43	43	43	43	43

Personnel Highlights

- 2020 reflects the addition of 2 Traffic Police Officers
- 2022 reflects the addition of 1 Police Officer

Public Works Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Public Works & Community Development Director	-	-	-	-	-	-	-	-
Administrative Support Specialist	-	1	1	1	1	1	1	1
Engineers	3	3	3	3	3	3	3	3
Public Services Director	1	1	1	1	1	1	1	1
Public Works Management Analyst	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	4	4	4	4	4	4	4	4
Construction Inspector/ Utility Locator	1	1	1	1	1	1	1	1
Operations Superintendent	-	-	1	1	1	1	1	1
	11	12	13	13	13	13	13	13

Personnel Highlights

- 2020 reflects the reduction of a Public Works and Community Development Director
- 2021 reflects the addition of an Administrative Support Specialist
- 2022 reflects the addition of an Operations Superintendent



Parks & Recreation Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Parks and Rec Superintendent	1	1	1	1	1	1	1	1
Technician	6	6	6	6	6	6	6	6
Facility Maintenance Supervisor	1	1	1	1	1	1	1	1
Facility Maintenance Manager	1	1	1	1	1	1	1	1
Facility Maintenance Tech	2	2	2	2	2	2	2	2
Horticulture Specialist	1	1	1	1	1	1	1	1
Recreation Programs Manager	1	1	1	1	1	1	1	1
Rental & Events Manager	1	1	1	1	1	1	1	1
Recreation Specialist	1	1	1	1	1	1	1	1
	15	15	15	15	15	15	15	15

Personnel Highlights

- 2020 reflects the additions of 1 Technician and 1 Horticulture Specialist; and changes due to an administrative reorganization in Recreation
- 2022 assumes the two positions approved in 2020 will be filled

General Fund Personnel by Department

	2020	2021	2022	2023	2024	2025	2026	2027
General Government	21	21	24	24	24	24	24	24
Community Development	6	6	6	6	6	6	6	6
Public Safety	42	42	43	43	43	43	43	43
Public Works	11	12	13	13	13	13	13	13
Culture, Parks, Recreation	15	15	15	15	15	15	15	15
	95	96	101	101	101	101	101	101

Water Fund Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Foreman	1	1	1	1	1	1	1	1
Technician	2	2	2	2	2	2	2	2
Water Conservation Coordinator	-	1	1	1	1	1	1	1
	3	4	4	4	4	4	4	4

Personnel Highlights

- 2021 reflects the addition of a Water Conservation Coordinator

Wastewater Fund Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Superintendent	1	1	1	1	1	1	1	1
Assistant Superintendent	1	1	1	1	1	1	1	1
Foreman	1	1	1	1	1	1	1	1
Technician	5	5	6	6	6	6	6	6
	8	8	9	9	9	9	9	9

Personnel Highlights

- 2022 reflects the addition of a Wastewater Technician

Storm Water Fund Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
Storm Water Coordinator	-	1	1	1	1	1	1	1
Technician	3	3	3	3	3	3	3	3
	3	4	4	4	4	4	4	4

Personnel Highlights

- 2021 reflects the addition of a Storm Water Coordinator

Total City of Evans Personnel

	2020	2021	2022	2023	2024	2025	2026	2027
General Fund	95	96	101	101	101	101	101	101
Water Works Fund	3	4	4	4	4	4	4	4
Wastewater Fund	8	8	9	9	9	9	9	9
Storm Water Fund	3	4	4	4	4	4	4	4
	109	112	118	118	118	118	118	118



Attachment C Summary of Personnel Expenditures

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
General Government								
Regular	2,292,628	2,371,583	2,928,636	3,014,431	3,119,418	3,228,052	3,340,460	3,456,773
Over Time	2,736	2,736	2,736	2,736	2,736	2,736	2,736	2,736
Part Time	36,611	38,225	64,664	67,516	70,493	73,602	76,848	80,237
Community Development								
Regular	298,050	489,094	665,985	734,341	759,758	786,052	813,253	841,392
Over Time	693	-	-	-	-	-	-	-
Part Time	-	-	30,000	31,323	32,704	34,147	35,652	37,225
Public Safety								
<i>Police & Muni Court</i>								
Regular	4,100,723	4,400,664	5,003,134	5,269,476	5,451,973	5,640,773	5,836,091	6,038,153
Over Time	186,742	194,977	203,576	212,553	221,927	231,714	241,932	252,602
Part Time	17,403	-	-	-	-	-	-	-
Public Works								
Regular	1,057,928	746,351	1,164,217	1,257,739	1,301,301	1,346,369	1,392,992	1,441,225
Over Time	2,379	2,484	2,593	2,708	2,827	2,952	3,082	3,218
Part Time	41,852	43,697	45,624	47,636	49,737	51,931	54,221	56,612
Culture, Parks & Rec								
Regular	703,441	668,962	868,350	1,317,268	1,367,705	1,419,907	1,473,936	1,529,857
Over Time	996	996	996	996	996	996	996	996
Part Time	122,791	122,791	122,791	122,791	122,791	122,791	122,791	122,791
Disaster Response								
Regular	-	-	-	-	-	-	-	-
Over Time	-	-	-	-	-	-	-	-
Part Time	-	-	-	-	-	-	-	-
General Fund Total	8,864,973	9,082,561	11,103,303	12,081,514	12,504,368	12,942,020	13,394,991	13,863,816
Regular	261,736	302,711	373,838	505,977	522,668	533,121	543,783	554,659
Over Time	6,442	6,442	6,442	6,442	6,442	6,442	6,442	6,442
Water Fund Total	268,178	309,153	380,280	512,419	529,110	539,563	550,226	561,101
Regular	614,871	657,321	814,744	893,000	921,885	1,131,780	1,168,353	1,206,104
Over Time	4,030	4,030	4,030	4,030	4,030	4,030	4,030	4,030
Waste Water Fund Total	618,901	661,350	818,774	897,030	925,914	1,135,810	1,172,383	1,210,134
Storm Drainage Fund Total	54,540	116,386	200,129	250,418	259,183	268,255	277,643	287,361
TOTAL WAGES	9,806,592	10,169,450	12,502,485	13,741,382	14,218,575	14,885,648	15,395,243	15,922,412

Attachment D Summary of Supplies and Services by Program

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
GENERAL FUND								
GENERAL GOVERNMENT								
City Council	531	31,632	64,000	34,000	34,680	35,374	36,081	36,803
City Council Projects	20,167	-	21,000	21,000	21,420	21,848	22,285	22,731
City Manager	35,248	49,504	106,700	108,500	110,670	112,883	115,141	117,444
City Clerk	18,336	21,706	21,250	23,750	24,225	24,710	25,204	25,708
Human Resources / Risk	578,381	631,383	810,897	818,897	842,925	859,783	876,979	894,519
Information Technology	377,950	390,329	759,400	539,375	550,163	561,166	572,389	583,837
Customer Service Unit	22,240	21,809	30,000	31,075	31,697	32,330	32,977	33,637
Elections	37,964	-	39,770	-	39,770	-	39,770	40,565
Finance	530,583	588,146	534,499	648,595	661,567	674,798	688,294	702,060
Public Facilities	99,586	107,146	217,730	142,850	145,707	148,621	151,594	154,625
Flood Disaster Recovery/ COVID Emergency	487,862	89,853	-	-	-	-	-	-
Legal	143,932	121,113	104,300	126,050	128,571	131,142	133,765	136,441
GENERAL GOVERNMENT TOTAL S&S	2,352,780	2,052,619	2,709,546	2,494,092	2,591,394	2,602,656	2,694,479	2,748,369
COMMUNITY DEVELOPMENT								
Community Development	60,643	280,958	46,200	33,400	34,068	34,749	35,444	36,153
Economic Development	43,301	46,446	78,800	87,950	89,709	91,503	93,333	95,200
Building Inspection	291,152	310,185	325,500	368,400	375,768	383,283	390,949	398,768
Neighborhood Services	8,961	29,408	33,600	53,400	54,468	55,557	56,669	57,802
COMMUNITY DEVELOPMENT TOTAL S&S	404,057	666,998	484,100	543,150	554,013	565,093	576,395	587,923
PUBLIC SAFETY								
Municipal Court	27,144	26,798	36,600	40,850	41,667	42,500	43,350	44,217
Police	886,371	834,017	887,875	936,819	955,555	974,666	994,160	1,014,043
PUBLIC SAFETY TOTAL S&S	913,516	860,816	924,475	977,669	997,222	1,017,167	1,037,510	1,058,260

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
PUBLIC WORKS								
Maintenance of Condition	145,218	94,564	393,856	418,856	427,233	435,778	444,493	453,383
Engineering	14,415	24,386	140,150	96,173	98,096	100,058	102,060	104,101
Fleet	163,112	179,674	221,180	236,180	240,904	245,722	250,636	255,649
Public Works Administration	16,930	33,183	21,000	36,000	36,720	37,454	38,203	38,968
PUBLIC WORKS TOTAL S&S	339,675	331,807	776,186	787,209	802,953	819,012	835,392	852,100
CULTURE, PARKS & REC								
Recreation Administration	1,935	330	-	-	-	-	-	-
Recreation	35,437	53,731	125,900	131,000	133,620	136,292	139,018	141,799
Senior Citizens	3,764	2,808	11,000	9,500	9,690	9,884	10,081	10,283
Riverside	630	4,330	10,050	5,000	5,100	5,202	5,306	5,412
Parks	71,997	78,296	126,600	126,600	129,132	131,715	134,349	137,036
Cemetery	560	370	3,357	3,357	3,424	3,493	3,562	3,634
Forestry	14,952	18,999	22,000	22,000	22,440	22,889	23,347	23,814
Library	81,534	48,177	130,000	120,000	122,400	124,848	127,345	129,892
CULTURE, PARKS & REC TOTAL S&S	210,810	207,040	428,907	417,457	425,806	434,322	443,009	451,869
TOTAL GENERAL FUND	4,220,838	4,119,280	5,323,214	5,219,577	5,371,389	5,438,251	5,586,786	5,698,522



	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
WATER FUND								
OPERATING COSTS (BASE RATE FUNDED)								
Base / Service Available	280,784	267,583	375,840	344,465	353,077	361,904	370,951	380,225
Non Potable	73,076	11,142	73,616	66,350	68,009	69,709	71,452	73,238
Irrigation/ Ditch	35,896	57,425	62,760	52,500	53,813	55,158	56,537	57,950
Assessments	66,219	67,888	147,551	70,000	71,050	72,116	73,197	74,295
OPERATING COSTS (BASE RATE FUNDED)	455,974	404,037	659,767	533,315	545,948	558,886	572,137	585,709
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)								
Consumption	4,117,992	4,077,628	3,702,539	4,361,860	4,449,097	4,538,079	4,628,841	4,721,418
Conservation	-	-	325,810	127,490	-	-	-	-
Water Conservation	-	-	98,500	78,500	78,500	78,500	78,500	78,500
TREATMENT & CONSUMPTION COSTS (VARIABLE RATE FUNDED)	4,117,992	4,077,628	4,126,849	4,567,850	4,527,597	4,616,579	4,707,341	4,799,918
EXPANSION COSTS (TAP FEE FUNDED)								
Water Meters / Misc	70,152	9,500	10,000	10,000	10,000	10,000	10,000	10,000
Professional Services	29,384	-	45,778	45,000	46,125	47,278	48,460	49,672
EXPANSION COSTS (TAP FEE FUNDED)	99,536	9,500	55,778	55,000	56,125	57,278	58,460	59,672
TOTAL Water Fund	4,673,503	4,491,165	4,842,395	5,156,165	5,129,670	5,232,743	5,337,938	5,445,298
	533,395	105,425						
WASTE WATER FUND	12.88%	2.40%						
OPERATIONS	838,512	523,909	682,984	641,792	657,837	674,283	691,140	708,418
STORM DRAINAGE FUND								
OPERATIONS	102,266	117,757	242,215	242,215	242,215	242,215	242,215	242,215

Attachment E Summary of Supplies and Services by Fund

	2020 Actual	2021 Actual	2022 Projected	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected
General Fund	4,220,838	4,119,279	5,323,213	5,219,577	5,371,388	5,438,251	5,586,786	5,698,522
Refuse Collection Fund	936,304	1,032,286	1,128,731	1,032,448	1,089,011	1,137,906	1,194,475	1,253,766
Capital - Streets Fund	512,628	375,500	350,000	350,000	350,000	350,000	350,000	350,000
Capital - Road Tax Fund	-	-	110,000	113,850	117,835	121,959	126,228	130,645
Water Fund	4,673,503	4,491,165	4,842,395	5,156,165	5,129,670	5,232,743	5,337,938	5,445,298
Waste Water Fund	838,512	523,909	682,984	641,792	657,837	674,283	691,140	708,418
Storm Drainage Fund	102,266	117,757	242,215	242,215	242,215	242,215	242,215	242,215
Cemetery Trust Fund	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
TOTAL CITY SUPPLIES & SERVICES	11,290,052	10,665,896	12,685,538	12,762,047	12,963,956	13,203,357	13,534,782	13,834,864



Attachment F Summary of Debt

Summary of Annual Obligations

	2020 Actual	2021 Actual	2022 Actual	2023 Budget	2024 Projected	2025 Projected	2026 Projected	2027 Projected	Through Maturity
Water Fund	\$ 155,991	\$ 155,991	\$ 155,991	\$ 155,991	-	-	-	-	-
Waste Water Fund	2,416,619	2,417,506	2,417,216	2,416,725	2,417,354	2,418,897	2,421,506	2,416,687	26,570,757
Storm Drainage Fund	-	106,062	489,171	490,811	489,084	490,590	487,575	489,084	6,852,848
Total Annual Obligation	\$ 2,572,610	\$ 2,679,559	\$ 3,062,378	\$ 3,063,527	\$ 2,906,438	\$ 2,909,487	\$ 2,909,081	\$ 2,905,771	\$ 33,423,605

Summary of Total Obligations

	Balance 12/31/22	Additions	Retirements	Balance 12/31/23
Wastewater 2016 CWRPDA	\$ 32,823,765	\$ -	\$ 1,836,911	\$ 30,986,854
Water CWRPDA Note	155,991	-	155,991	-
Storm Drainage 2020 CWRPD	8,018,857	-	374,503	7,644,354
Total Obligation	\$ 40,998,613	\$ -	\$ 2,367,405	\$ 38,631,208

Description of Debt

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

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

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

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

December 2021 Weld County Property Tax Abstract lists total actual value for the City of Evans, minus tax exempt property, at \$2,078,366,024. Fifteen percent of this actual property valuation would limit indebtedness at \$311,754,904. The City currently has no debt that would fall into this category and as such, is below debt limits.

Attachment G Asset Management Plan

	Request Funds	Explanation
General Fund - Facilities	\$20,000	Replacement of Flooring in Commercial Kitchen
General Fund - Recreation	\$14,000	Weight / Cardio equipment replacement
General Fund - Facilities	\$14,000	Replacement of Gym Curtain
General Fund - Facilities	\$12,000	Carpet replacement in Facility Rental Space
General Fund - Engineering	\$60,000	Replacement of construction inspector vehicle
General Fund Total	\$120,000	

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



Attachment H 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			
2020 Actual	2021 Actual	2022 Projected	2023 Budget
\$39,689	\$48,962	\$50,403	\$53,166

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			
2020 Actual	2021 Actual	2022 Projected	2023 Budget
\$557,092	\$446,488	\$589,068	\$575,631

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			
2020 Actual	2021 Actual	2022 Projected	2023 Budget
\$365,056	\$503,825	\$503,503	\$545,905

Transfer from Storm Drainage Fund to General Fund			
2020 Actual	2021 Actual	2022 Projected	2023 Budget
\$133,505	\$250,247	\$303,623	\$346,004



CITY OF EVANS, COLORADO

RESOLUTION NO. 27-2022

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, 2023 AND ENDING ON THE LAST DAY OF DECEMBER, 2023

WHEREAS, the City Council of the City of Evans, Colorado, has appointed the City Manager to prepare and submit a proposed 2023 budget to said governing body at the proper time; and

WHEREAS, the City Manager has submitted a proposed 2023 budget to the governing body on October 18, 2022 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 18, 2022 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 2023 for each fund are as follows:

General Fund	\$18,838,009
Cemetery Perpetual Care	4,284
Fire Impact	300,019
Street Impact	1,348,164
Park Impact	1,449,021
Police Impact	220,477
School Impact	330,949
Conservation Trust	271,722
Refuse Collection	1,063,327
Capital Projects – Streets	1,481,161
Capital Projects – Parks	2,396
Capital Projects – Food Tax	26,598,362
Capital Projects – Road Tax	3,361,749
Waterworks	8,944,678

Waste Water	8,749,300
Storm Drainage	4,925,989
Cemetery Endowment	6,000

Section 2. That estimated expenditures and transfers out for 2023 for each fund are as follows:

General Fund	\$18,281,092
Fire Impact	300,019
Street Impact	1,750,000
Park Impact	737,000
School Impact	330,949
Conservation Trust	156,000
Refuse Collection	1,085,614
Capital Projects – Streets	1,460,000
Capital Projects – Parks	30,000
Capital Projects – Food Tax	26,165,000
Capital Projects – Road Tax	1,613,850
Waterworks	8,643,050
Waste Water	8,631,452
Storm Drainage	5,541,448
Cemetery Endowment	6,000

Section 3. That the 2023 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 2023 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 18th day of October, 2022.

CITY OF EVANS, COLORADO

By: _____
Mayor

ATTEST: _____
City Clerk

Attachment J Financial Policies

I. Financial Planning Policies

INTRODUCTION

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

POLICIES

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

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

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

II. Budget Policies

INTRODUCTION

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

A. GENERAL BUDGET POLICIES

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

1. The Fiscal Year - The fiscal year of the City is the calendar year, January 1st through December 31st. The City may adopt budgets for a term of one or more fiscal years. The City Manager shall prepare and submit to the City Council on or before the 15th of October of each year a recommended budget covering, at a minimum, the next fiscal year. The purpose of the long-range plans is to provide the City Council with a continuous budget update.
2. Present a balanced budget to the Council - The City will pay for all current expenditures with current revenues. The City Council may authorize the use of fund balance in specific contingency purposes, to address unforeseen circumstances or one-time opportunities. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing maintenance and other expenditures, or accruing future years' revenues. The exceptions to this policy would be planned equipment purchases, operating maintenance and capital projects based on accumulated funding over the years.

3. Increase efficiency in all City operations - The City staff will identify programs to increase efficiency in order to provide for long-term cost savings to the City. This may include the use of technology, revised organizational structures or other tools which may be identified. Eliminating outdated practices is encouraged.
4. Promote investment in our future - The City staff, wherever possible, will take a long-term view of investments (people and resources) and emphasize quality operations which encourage productivity for today and the future.
5. Share resources / services throughout the City - The City staff will explore ways to share staff, training resources and equipment / supplies in order to more effectively utilize resources.
6. Identify funding for new services or service levels - Proposals to add new services or increase existing services will be presented with revenue alternatives to fund or subsidize the new service levels. This includes initial costs and ongoing operations.
7. Asset Management Plan - The budget will provide adequate maintenance of capital plant and equipment and for their orderly replacement.
8. Employee programs - The City recognizes that employees are the most valuable asset of the organization and commits to fund this resource appropriately including adequate funding for all retirement systems, benefit packages and employee incentive programs including training.
9. Overhead allocations - The budget will include transfers or overhead allocations for expenditures / services in the General Fund that benefit other City funds. The formula for calculating this transfer or overhead allocation may include revenues, staff and or supplies and services. The formula shall be reviewed annually.
10. Fund Reserves - Cash reserve policies directly relate to fund accounting. Fund accounting is used as a control device to segregate financial resources and ensure that the segregated resources are used for their intended purposes. Cash reserves provide stability for operations and can cushion the impact to City programs during times of economic downturns. Target reserves are established based on the type of Fund.
 - a. General fund – General Fund reserves shall be based upon potential operating risks of the General Fund. Operating reserves allow for the efficient management of cash flow and the opportunity to address unforeseen service needs or fund one-time opportunities during the year. Importantly, reserves allow the City to mitigate potentially serious local and regional risk factors, which otherwise could cause sudden service disruptions for the community or staff. General Fund reserves must be adequate to mitigate these risks. Examples include:
 - i) Sudden economic downturn - 25% of prior year operating expenditures.
 - ii) Loss of major sales tax generator - Estimation of \$1,500,000 to continue operations in the event a major sales tax generator closes or relocates.
 - iii) Natural disaster - \$1,000,000 estimated to be available in the event of natural disaster. The City recognizes funding is necessary to aid in response until larger funding assistance could be secured.
 - iv) Economic development or investment opportunity - \$1,000,000 shall be held for future development of investment opportunity by the City.

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

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

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

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

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

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

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

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

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

B. BUDGET PREPARATION

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

1. Council direction as goals - It is the responsibility of the Staff to prepare an annual budget to implement policy and accomplish the goals identified. Staff will identify the impact to the budget, including alternatives, when new service levels are approved by the Council. The budget serves an important role in the control and evaluation of sources and uses of resources.
2. Budget schedule - The staff will present the Revenue projections in July, Operations in August and Capital in September. The goal is approval of the Budget Ordinance and Revenue Rate Resolution at the first regular Council meeting in October which meets the requirements of the City Charter.
3. Revenue policies - The annual budget process is based on the initial revenue projections. Revenue projections will include rate review, annual inflation increases and business activity estimates. Revenue projections are conservatively estimated based on 5-year historical trends and available information of current economic factors for each revenue source.
 - a. Discretionary Revenues - The City will not normally earmark discretionary revenues for specific purposes. This will preserve the ability of the City Council to determine the best use of available revenues to meet changing service requirements. For purposes of this policy, discretionary revenues are revenue sources not restricted by law or policy, like general fund sales tax or property tax.
4. Recover cost of providing services - City operations will be run on a basis devoted to increase efficiency of service delivery or recover the cost of providing the service by a user fee or charge.
5. Expenditure policies - Expenditure budget preparation begins with existing staff including any appropriate adjustments for merit based pay increases and increased cost of benefits. Salary ranges and benefit packages should be periodically reviewed with comparable communities based on population, general fund tax revenues and comparable market.

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

Debt is funded per required schedules including reserves.

Capital is budgeted based on priorities, available funding and estimated fund balances.
6. City Manager budget review - The City Manager will review the details of each proposed budget for efficiency and compliance with Council direction. Department Directors may include supplemental budget requests in the annual budget request to the City Manager and ultimately the Council.

7. Budget presentation - The annual budget document will be prepared based on guidelines identified by the Government Finance Officers Association (GFOA). Traditionally, this begins with an introduction to the budget followed by more detailed information presented by fund and department. The budget introduction includes a budget message and a highlights section identifying the major issues addressed by the City and how the budget is adopted to address those issues. Expenditures shall be presented by major categories and functional areas. The following shall also be prepared in support of the annual budget:

- a. The number of full-time positions and dollar amount for total regular staff, temporary staff and overtime by fund and category as defined by the LRPs.
- b. The dollar amount for supplies and services for each fund and category as defined by the LRPs.
- c. Each specific Capital request including start-up cost and ongoing maintenance.

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

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

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

11. Grants - When grant funding is available per City Council direction, groups requesting grants from the City of Evans shall provide the following. A description of services provided within the City; current year organizational budget summary identifying revenues and expenditures; financial statement for most recently completed fiscal year; list of Board of Directors and key officers, or active volunteers; and demonstration of non-profit status.

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

C. BUDGET APPROVAL AND MANAGEMENT

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

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

The Council will approve the total of expenditures from each fund including transfers in and out.

4. Amending the approved budget - The staff may submit requests to amend the approved budget during the year. Additional requests will be made only after the staff has determined that no savings exists that can be transferred. (Departments may not expend funds until after the City Council has approved the additional expenditure, per budget management policies). The Finance Department will prepare appropriation ordinances officially amending the budget. Departments may expend funds after City Council approval and before adoption of the appropriation ordinance.
 - a. Transfers of existing budget - The City Manager or his/her designee may approve transfer of budget between categories and departments within a fund. The City Council must approve budget transfers between funds in the form of an ordinance.
 - b. Transfers between categories and programs - Department Directors may request City Manager approval to transfer budget between categories (payroll, supplies & services, and capital) within a Department. The Manager will review requests to ensure compliance with the goals and objectives of the annual budget as approved by the City Council.
 - c. Supplemental appropriation requests - Staff will prepare a prioritized list of supplemental budget requests which will be reviewed by the Finance Committee, then presented to the City Council for final approval.
5. Budget savings - During the budget year, some expenditure savings can be realized by Departments. The City Manager may allow transfers of savings to fund other identified needs within the department.
6. Encumbrance of Fixed Expenses - Predictable fixed expenditures will be encumbered on purchase orders in the first month of each year.

D. INTERGOVERNMENTAL BUDGETS

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

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

E. STATE OF COLORADO AMENDMENT 1

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

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

City of Evans, Colorado Amendment One Election Question

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

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

III. Accounting, Auditing, & Financial Reporting Policies

INTRODUCTION

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

POLICIES

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

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

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

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

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

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

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

Unassigned - all other spendable amounts.

3. Independent audit - An independent firm of certified public accountants will annually perform a financial and compliance audit of the City's financial statements as required by state statute. Their opinions may be contained in the City's Comprehensive Annual Financial Report (CAFR) and/or annual financial statements, and the Report on Compliance of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), (if required based on federal funding levels).

4. Internal auditing - The City's Finance Department will supervise performance audits which review cash management, revenues, expenditures, purchasing and other areas that impact the City budget.

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

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

- b. Accounting system - An effective accounting system will result in the 1) identification and recording of all valid transactions, 2) description on a timely basis of the type of transaction in sufficient detail to permit proper classification of the transaction for reporting purposes, 3) recording of the transaction in the correct time period, and 4) proper presentation of all transactions and related disclosures in the financial statements.
- c. Control procedures - Consists of 1) proper authorization of transactions and activities, 2) adequate segregation of duties, 3) adequate documents and records, 4) adequate safeguards regarding access and use of assets and records, and 5) independent checks on performance.
- 6. Cash management systems - The Staff will develop, maintain and constantly seek to improve cash management systems which ensure the accurate and timely accounting, investment, and security of all cash assets. All cash received by the City Departments will be deposited daily.

A. ACCOUNTING STRUCTURE

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

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

B. FINANCIAL REPORTING

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

- c. Compliance - Assisting in determining compliance with finance-related laws, rules and regulations.
 - d. Efficiency and effectiveness - Assisting in evaluating management and staff in efficiency and effectiveness.
 - e. Manager reports - The Finance Department will prepare reports at the end of April and each month thereafter identifying the difference between actual and budget for revenues and expenditures by fund. This requirement is also included in the Budget Policies. Reports will identify the current and projected variance in budget as well as progress on performance measures. These reports will be presented to the City Manager and may be included in Council updates.
2. Financial controls - The Staff will maintain a system of financial monitoring and control. The major components of this system include:
 - a. Fiscal Impact Analysis: The Staff will perform a fiscal impact analysis of each significant administrative or legislative action of the City or affiliated agencies. Where appropriate, the analysis will include the impact on the current budget and the LRP.
 - b. Financial Accounting System and Periodic Status Reports: The Staff will prepare financial status reports on the revenues and expenditures to date and estimated year-end balance as described in the Budget Policies.
 3. Review for efficiency and effectiveness - The City will continually review the efficiency and effectiveness of its services to reduce costs and improve service quality. This will include a review of all existing administrative procedures and software to eliminate exception-based procedures, policies implemented to avoid compliance, special interest projects or programs that benefit less than the majority.
 4. Year-end accruals - Other than as required by Generally Accepted Accounting Principles, the City will not increase accruals and non-cash enhancements to revenues in order to influence fund balances at year end.

C. CHECK CONTROLS

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

1. Payment discounts - The City will take advantage of payment discounts to reduce expenditures when the rate offered is deemed favorable compared to the rate of investment income the City is earning on cash.
2. Invoice control - All invoices shall be mailed directly to the Finance Department and the vendor will reference an approved purchase order number.
3. Check preparation - No check will be prepared for approval without an authorized purchase order, compliance with the procurement procedure and adequate budget unless specifically identified in these policies.

4. Check requirements - In most cases the staff will be required to complete the following steps to obtain a check:
 - a. Budget - Adequate budget must exist before staff considers a purchase.
 - b. Requisition - Staff will complete a "requisition" which identifies the vendor, amount, description of purchase, use of items as it relates to the budget (account coding), and budget available. In accordance with established limits, authorized staff, Department Directors, Assistant City Manager, and/or City Manager approve requisitions based on efficiency, appropriateness and general financial and management practices.
 - c. Purchase order - Approved requisitions become purchase orders and only at this time can an order be placed with an "approved vendor". Vendors must be established as legitimate businesses meeting administrative and IRS requirements.
 - d. Invoices - Invoices are directed first to the Finance Department for entry into the accounting system for cash flow and cash discount reviews.
 - e. Department approval - After Finance Department entry, invoices are approved by Departments that the items or services received were acceptable. Before creation of checks, invoices will be reviewed by Finance Director.
 - f. Contracts - Major purchases may require following the procurement procedure at section V which may include Council approval of the contract before a requisition can be completed.
5. Check register - The City Manager reviews the check register.
6. Distribute checks - Checks will be mailed following approval. Finance staff will make available to the Council the check register on a monthly basis.
7. Other payment methods – The City recognizes there are instances where payment via wire transfer, ACH payment or procurement card may be preferred. Staff is required to ensure sufficient budget exists prior to committing to any purchase, and must still comply with the purchasing limits as stated in V(1)d.

D. DOCUMENT RETENTION

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

IV. Revenue Policies

INTRODUCTION

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

POLICIES

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

1. Specific use of services - Charges for services that benefit specific users should recover full costs, including all direct costs, indirect costs, depreciation on capital plant and equipment, and General Fund overhead. Departments that impose fees or service charges should prepare and periodically update cost-of-service studies for each such service. Competing City policies may dictate a subsidy of a portion of the costs of such services.
2. Diversify revenue - The City should strive to diversify its revenues in order to maintain needed services during periods of declining economic activity.
3. Additional resources - The City will observe the following priorities in obtaining additional resources:
 - a. Use existing resources efficiently - The City will use as efficiently as possible all existing resources.
 - b. Collect existing revenues - The City will collect as efficiently as possible the resources to which it is already entitled. The City will minimize receivables and follow an aggressive policy of collecting receivables.
 - c. Revenues are consistent with City goals - The City will seek new resources, consistent with the policies in this document and other City goals.
4. Consider total revenue mix - The City will review revenue raising proposals in light of its total revenue mix in order to encourage economic sustainability and keep the City competitive.
 - a. City revenues impact - As part of the annual financial forecast or budget process, major revenue generating proposals will contain an evaluation of the impact on the community.
 - b. Total community in review - The evaluation should be based on prior year circumstances and includes all local taxation and fees.
 - c. Review each five years - At a minimum, such an evaluation shall be made at least once each five years.
5. Financial responsibility - The finance department will perform quarterly analysis on revenue activity compared to budgetary projections and will report any significant variances to the City Manager.

6. Use proven methods - The City will estimate its annual revenues by an objective, analytical process.
7. Use five-year plans - The City will annually project revenues for the next five years.
8. Enterprise funds recover costs - The City will set fees, user charges and other revenues for each enterprise fund (Water, Sewer and Storm Drainage) at a level that supports the total direct and indirect cost of the activity including operating costs, system expansion, and major maintenance. Indirect costs include the cost of annual replacement needs due to depreciation of capital assets. Cost related to growth should be paid for by the development.
 - a. Water Fund rates consist of base, variable, payment in lieu (PIL), and tap fee revenues. The base rate is established each year based on the annual fixed costs to maintain the system. The variable rate is established each year based on the costs to operate the system, i.e. the expenses vary with the level of water treated. PIL revenue is reserved for water right acquisition. Tap fee revenue is reserved for system expansion. Interest income is allocated to the category based on cash balance. Please note that special attention must be given to funding required reserves as they increase.
9. Legal requirements - The City will maintain compliance with legal revenue restrictions as identified by voters, for special revenue funds and other restricted revenues.

V. Procurement Policies

INTRODUCTION

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

POLICIES

The City shall follow these procurement policies:

1. Procurement Procedure - No order shall be placed by any City employee, contractor or representative that in any way encumbers or obligates the City until after that person has received an approved purchase order. The City will not be held responsible for any order placed by any employee, contractor or representative if the vendor has not received an approved purchase order before delivery of services or goods. The following policies will provide guidelines for all procurement:
 - a. Local preference - When all other factors are the same the City encourages staff to purchase locally provided the cost is within 10% of other bids on items up to \$25,000. Factors may include quality of product, quality of service, delivery, maintenance, and other issues which may be relevant. The City acknowledges that when purchasing items with federal funding, consideration of local preference cannot be given.

- b. Recycle - The City encourages recycling and environmental concerns. When all other factors are the same the City encourages staff to purchase recycled products provided the cost is within 10% of other bids on items up to \$25,000.
- c. Purchase order approvals - Requests for purchase orders will be approved in accordance with the predetermined spending limits as outlined by the City Manager.
 - i. Exceptions - Purchases within preapproved spending authority may be made through the City purchasing card for items approved in the budget. The cost of processing purchase orders, invoices and checks for payments make it practical that small purchases be exceptions to the procurement procedure.
 - ii. Purchases for a single vendor which exceed the purchasing limits in section d. below, on an annual basis must be approved by the City Manager and reported to the City Council.
- d. Purchasing Limits - The following purchasing limits are established:

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

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

- e. Bids - The City recognizes the need to use outside sources for providing Professional Services, constructing Capital Projects (vendors & contractors) and for providing services for day-to-day operations and maintenance. The City requires staff to solicit bids for any purchase of goods over \$100,000 and proposals for services over \$50,000 per engagement or annually. This requirement may be waived by the City Manager for ongoing service contracts where the past experience related directly to the City is a compelling reason to continue a service contract from year to year. Selection of vendors, contractors or consultants may be based on past experience with the City, knowledge of the City and region, philosophy of the nature of the job, availability of time, quality of product, quality of service and material, maintenance, warranties, price and such other criteria as deemed appropriate for a particular public project.

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

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

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

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

- k. Emergencies - In the event of natural disasters, accidents or other emergencies where the health, safety or welfare of the community is at risk, the City shall comply with the procurement requirements to the extent practicable but may be waived by the City Manager. The City Manager will notify the Council of any emergency immediately, identifying the nature of the emergency and any purchase which may be required. Forms required herein for the purpose of authorizing and acquiring goods or services necessary for the immediate preservation of life, health, safety, welfare or property during a local disaster or emergency conditions shall not require compliance with bidding requirements set forth in this Policy and may be awarded on a sole-source basis. Documentation of procurement decisions in an emergency period is required to be retained, to support the urgency of the purchase and as justification for deviation of any City policy. Once the City is no longer operating in an emergency period, adherence to the approved procurement requirements is required. Careful consideration shall be given to procurement decisions made in an emergency period and when grant funds may be received. Federal procurement guidance currently available (at 2 CFR 200) indicates that purchases above the dollar threshold of a micro purchase, currently \$10 000, must also have three written quotes to support the cost reasonableness of the purchase. If, at any time, a purchase may have a grant implication, purchaser shall follow the guidance of the grant award.
- l. Travel - Consideration of the lowest cost to the City will be made when traveling for City business. When employees travel out of the County, they are required to use a City vehicle if available and practical. Only if no fleet vehicles are available will the City reimburse employees for mileage at the approved IRS rate with prior Department Director approval. Out-of-City per diem will be paid at the approved IRS reimbursement level. Per Diem is reimbursement for all meals and incidentals, no additional reimbursements will be approved, except for ground transportation. Lodging should be prepaid by City check or purchasing card when possible in order to avoid taxes.
- m. Meals in City - The City shall restrict the purchase of meals locally to the following items, unless specifically approved by the City Manager or Assistant City Manager:
 - i. Work related meetings with outside officials with Department Director, Assistant City Manager or City Manager approval.
 - ii. Preparation for City-wide events on weekends (such as July 4th or Evans Heritage Day).
 - iii. City Manager and/or City Council members' meetings with media, residents, employees, Council and outside officials.
- n. Education and training - To ensure that the City may hire and continue to retain quality staff over time, the City will fund adequate participation in professional organizations and training. Recognizing the need for additional training, each Department Director will propose a budget which may include participation at the national level for Department Directors and professionals. In addition to participation in national organizations, it may from time to time benefit the City to send employees to training out of the state. The staff will attempt to identify regional training programs or local programs when possible. The level of training and participation in organizations must be approved by Department Directors. Department Director and Assistant City Manager training will be approved by the City Manager. The City Manager will notify the City Council prior to travel and report on total cost of travel upon return. All training must be included and funded in the annual budget.

- o. Education and training for Council and commissioners - The City is committed to professional and progressive leadership. In order to maintain the City's position as leaders in the community and region, it may be beneficial to provide training for the City Council and/or City sponsored Boards & Commissions regarding key management and or technical issues. Travel for these members is subject to the funding approved in the annual budget.
- p. Computers, software, & peripheral purchases - All City-wide computer, software, & peripheral related purchases must be approved by the IT Director.

VI. Capital Planning & Budgeting Policies

INTRODUCTION

The Capital Improvement Plan (CIP) has a significant impact on the infrastructure sustainability of the City. The following policies are designed to guarantee that current and future projects are maintained at a high-quality level and that capital projects do not restrict the City's ability to provide basic services. The City must preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating costs associated with these projects

POLICIES

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

1. Capital project defined - Capital expenditures for purposes of financial reporting include buildings, land, major equipment and other items which have a value of over \$5,000 and have a life greater than one year. Capital expenditures for purposes of budgeting include buildings, land, major equipment and other items which have a value of over \$100,000 and have a life greater than one year.
2. Bond rating - The City will maintain a strong bond rating that is consistent with other City goals. The City will maintain good communications with bond rating agencies about its financial condition. The City will follow a policy of full disclosure on every financial report and bond prospectus.
3. Resident involvement - The CIP development process will provide for the participation of any resident and or Committee appointed by City Council.
4. Capital Improvement Plan - The City will prepare and update annually a City five-year CIP that identifies needs for capital replacement and additions. The CIP lists all anticipated capital expenditures, total estimated cost, the year in which it will be started, the amount expected to be expended in each year, and the proposed method of financing these expenditures. Methods of financing can include bonding, assessment districts, pay-as-you-go (e.g. taxes, current revenues, cash balances), or other. The CIP will also include a preliminary list of capital project needs that are not funded.
5. Inventories - The City will maintain accurate inventories of capital assets, their condition, life span and cost.

6. Current capital budget - The City will prepare an annual Capital Budget which will include current year capital expenditures and sources of funds based on the current year of the Capital Improvement Plan.
7. Include future maintenance - As part of the annual Capital Budget, the City will identify and include full costs of future maintenance needs and operating costs of new capital facilities and equipment prior to funding as part of the annual Capital Budget. It is essential to recognize that many smaller projects can have a significant impact on the existing staff and maintenance levels when considering the total impact. All capital projects will identify the maintenance requirements in terms of staffing (hours per week) and Supplies & Services.
8. Asset Management Plan (AMP) - The City will maintain an AMP that protects capital investment and minimizes future maintenance and replacement costs for a five-year period. The City will maintain accurate information on the condition, life span use and replacement cost of their capital assets to assist in long term planning. The AMP will also indicate future major repairs and their costs, utility costs and other operating costs.
 - a. Equipment replacement - The City will estimate its equipment replacement needs (items over \$5,000 with a life greater than one year).
 - b. Cash for equipment - Equipment replacement should be planned on a cash basis. Equipment should be replaced on a useful life basis considering optimum trade-in value and maintenance costs.
9. Planned funding - The budget should strive to provide sufficient funding for adequate maintenance and scheduled replacement and enhancement of capital plant and equipment. Whenever the AMP identifies there is a significant discrepancy between the need to maintain/modernize City infrastructure or facilities and the funds available for such improvements, the City staff will prepare and present to Council a strategy for meeting such needs. The long-range plans of all funds will include all costs identified in the AMP.
10. Major Maintenance - Although the annual operating budget should provide for adequate maintenance of capital, plant, and equipment, eventually a major expenditure will be required. It is appropriate to consider these types of major expenditures when developing the capital improvement program.
11. Capital priority - In general, the following guidelines will be used to identify capital priorities: safety, complete existing projects, maintenance of existing capital facilities, extensions of existing systems and new projects. Maintenance should be given priority over acquisition of new facilities, unless a cost/benefit analysis indicates to the contrary. State, Federal and local mandates or new service demands may require acquisition of new facilities or new construction even when maintenance needs are not fully met. Unique opportunities may arise which should be considered as a priority particularly if there is community support for acquisition. Maintenance of facilities should take priority over operating programs if deferring maintenance will result in greater costs to restore or replace neglected facilities.
12. Long-term debt - is a liability that places a future contractual or other obligation against future revenues of the City. For example, long-term debt includes liabilities arising from bonds, lease purchase agreements and installment purchase contracts.

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

SURPLUS/ABANDONED PROPERTY DISPOSAL POLICY

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

3. Original Cost: Less than \$5,000

- a. The Department Director shall dispose of surplus property by the following means:
 - i. Public sale for fair market value
 - ii. Non-public sale for fair market value
 - iii. Public auction for fair market value
- b. If an employee wishes to purchase surplus property, they shall pay fair market value, and at no time shall the purchaser establish the price him/herself.
- c. When other means of disposal are exhausted, the surplus property may be donated, discarded, or recycled at the discretion of the Department Director.

4. Unclaimed Property and Real Estate

- a. See the Evans Municipal Code Chapter 2, Sec. 40 for the procedure for disposition of lost or confiscated property, including police evidence in closed cases.
- b. See the Evans Municipal Code Chapter 2, Sec. 42 for the procedure for disposition of Real Property.

5. Disposition of equipment purchased under a Federal award

- a. When original or replacement equipment acquired under a Federal award is no longer needed for the original project or program or for other activities currently or previously supported by a Federal awarding agency, except as otherwise provided in Federal statutes, regulations, or Federal awarding agency disposition instructions, the non-Federal entity must request disposition instructions from the Federal awarding agency if required by the terms and conditions of the Federal award. Disposition of the equipment will be made as follows, in accordance with Federal awarding agency disposition instructions:
 - i. Items of equipment with a current per unit fair market value of \$5,000 or less may be retained, sold or otherwise disposed of with no further obligation to the Federal awarding agency.
 - ii. Except as provided in §200.312 Federally-owned and exempt property, paragraph (b), or if the Federal awarding agency fails to provide requested disposition instructions within 120 days, items of equipment with a current per-unit fair-market value in excess of \$5,000 may be retained by the non-Federal entity or sold. The Federal awarding agency is entitled to an amount calculated by multiplying the current market value or proceeds from sale by the Federal awarding agency's percentage of participation in the cost of the original purchase. If the equipment is sold, the Federal awarding agency may permit the non-Federal entity to deduct and retain from the Federal share \$500 or ten percent of the proceeds, whichever is less, for its selling and handling expenses.
 - iii. The non-Federal entity may transfer title to the property to the Federal Government or to an eligible third party provided that, in such cases, the non-Federal entity must be entitled to compensation for its attributable percentage of the current fair market value of the property.

VII. Investment Policies

INTRODUCTION

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

LEGALITY

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

POLICIES

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

POOLING OF FUNDS

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

OBJECTIVE

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

1. Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
 - a. The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:
 - Limiting investments to the types of securities listed in Section 9 of this Policy.
 - Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with Section 6.
 - Diversifying the investment portfolio to minimize the impact of potential losses from any one type of security or from any one individual issuer.
 - b. The City will minimize interest rate risk, the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

- i. Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- ii. Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

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

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

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

5. Standards of Care -

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

disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

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

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

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

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

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

7. Financial Institutions and Depositories -

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

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

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

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

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

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

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

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

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

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

The internal controls structure shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities;

- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian.

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

11. Suitable & Authorized Investments

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

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

authorized by state statute, 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940, and 5) have a rating of AAAM or the equivalent.

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

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

13. Investment Parameters

a. Diversification - The investments may be diversified by:

- limiting investments to avoid over concentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities)
- limiting investment in securities that have higher credit risks
- investing in securities with varying maturities
- continually investing a portion of the portfolio in readily available funds such as local government investment pools (LGIPs) or money market fund to ensure that appropriate liquidity is maintained to meet ongoing obligations.

b. Maximum Maturities - To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow, the City will not directly invest in securities maturing more than five years from the date of trade settlement in accordance with state statutes.

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

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

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

14. Performance Benchmarks - The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it shall be included in the computation of its rate of return net of fees.

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

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

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

18. Documentation to be maintained by the City Treasurer -

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

Glossary

Assets: Property owned by the city which has monetary value

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Grant: A contribution by one governmental unit to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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