

Special Finance Committee Meeting

Agenda

Monday September 26, 2016

**Spruce Conference Room
749 Main Street
2:00 PM**

- 2:00 PM **I. CALL TO ORDER AND APPROVAL OF AGENDA**
- 2:00 – 4:55 PM **II. REVIEW OF KEY INDICATORS**
- Economic Prosperity
 - Business Retention
 - Cultural Services
 - Cultural Arts & Special Events
 - Administration & Support Services
 - Information Technology
 - Public Information and Involvement
 - Human Resources & Organizational Development
 - Legal Support
 - Governance & Administration
 - Finance, Accounting & Tax Administration
- 4:55 PM (or sooner) **III. CELEBRATE ACCOMPLISHMENT!**
- 5:00 PM **IV. ADJOURN**

Economic Prosperity Program Key Indicators Business Retention and Development Sub-Program

Goals

Promote a thriving business climate that provides job opportunities, facilitates investment, and produces reliable revenue to support city services.

Objectives

Maintain positive business relationships throughout the community and assist property owners, brokers, and companies in finding locations and/ or constructing new buildings in the City. Attract and retain a diverse mix of businesses that provide good employment opportunities for Louisville residents.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
Licensed Businesses	Units			
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
Workload				
BAP Agreements Negotiated	Units			
Meetings Facilitated	Units			
Retention Visits	Units			
Downtown Off-street Parking Spaces Under City Control	Units			
Lease Management (Old City Shops, Koko Plaza)	Items			
Efficiency				
Jobs per capita	Units			
Construction Dollars per BAP Incentive	\$			
Amount of Incentives per Job Created	\$			
Annual Sales Tax \$ per BAP Incentive \$	\$			
Effectiveness				
New Annual Sales and Use Tax Revenue	\$			
Linear Feet of Downtown Patios utilized	Linear Feet			
Downtown Parking Space Utilization	%			
Vacancy Rates	Office			
	Retail			
	Industrial			

**Cultural Services Program Key Indicators
Cultural Arts & Special Events Sub-Program**

Goals

Provide services, facilities and activities that inform, involve, engage and inspire the community and preserve the community heritage. Continue City sponsored events

Objectives

High-quality public art, cultural arts programming, and diverse, community-wide special events for residents of and visitors to Louisville. Provide facilities for community programming.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$3	\$8	Pending Budget
Workload				
Cultural Council events managed	Events	38	43	40
Marketing materials produced	Items	55	46	45
Contracts managed	Items	47	32	35
Fall Festival	Attendees	6,500	6,800	7,000
4 th of July Fireworks	Attendees	3,800	3,500	3,800
LCC Grant funds administered	\$	0	5,000	Pending Budget
Efficiency				
Marketing Materials \$/Attendee	Cost/ Attendance	\$4,156/ 8,054	\$8,970/ 10,300	Pending Budget
Staff time/volunteer hours	Hours/Hours	2,080/1,240	2,200/1,526	2,080/1,200
Effectiveness				
"Opportunities to participate in special events and community activities" Rating ¹	% Excellent or Good	87% (2012)	87%	90%
Average rating of programs ²	Rating on scale of 1 to 4	New Metric	New Metric	3.5
Total revenue of tickets sold	\$	\$3,431	\$6,054	\$6,100
Average attendance per event	Attendance	New Metric	New Metric	80%

¹ Based on the 2016 Citizen Survey results for "Opportunities to attend cultural activities".

² Based on evaluation cards submitted at conclusion of each program with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.

Administration & Support Services Program Key Indicators Information Technology Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Maintain a secure and connected network ensuring all users have appropriate technological resources to effectively perform their jobs. Provide outstanding internal customer service to efficiently resolve employee help desk issues.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
IT Staff	# IT FTE	3	4	5
City Staff FTE	# City Staff FTE	185	185	185
IT Operating Budget	\$	\$411,040	\$560,267	\$661,267
Workload				
Data Networks Supported	Items	24	38	38
Enterprise Devices Supported	Items	500	500	500
Servers Supported	Items	48	50	48
Workstations Supported	Items	300	300	300
Total Help Desk Tickets	Items	1,566	1,865	1,865
Enterprise Applications Supported	Items	New Metric	21	21
Efficiency				
IT Expense per FTE	Expense/ FTE	\$2,222	\$3,028	\$3,574
IT budget % of City Operating Budget	%/Budget	New Metric	1.7%	2.0%
Average Expenditures Per Seat	\$/Seat	\$1,600	\$1,600	\$1,600
Effectiveness				
IT-to-Staff FTE Ratio	% of FTE	1.6%	2.2%	2.7%
Infrastructure availability	% of time	99%	99%	99%
Performance Rating on internal survey ¹	*	HIGH	HIGH	HIGH
% RUN Operations (Standard 80%)	%	New Metric	65%	TBD
% GROW Operations (Standard 15%)	%	New Metric	9%	TBD
% TRANSFORM Operations (Std 5%)	%	New Metric	26%	TBD
External Comparison- IT Departments (3) ²	Comparison	New Metric	See below	TBD

¹ Based on electronic survey submitted at conclusion of each ticket with rating on a scale of HIGH, MEDIUM, LOW

² Compare to 3 similar sized City IT departments based on IT-to-Staff FTE Ratio, IT Expense-per-FTE, and IT Budget % of City Operating Budget:

City	IT % of City Operating Budget	IT-to-Staff FTE Ratio	IT Expense per FTE
Louisville	1.70%	2.16%	\$3,028
Lafayette	1.55%	1.22%	\$3,067
Golden	2.29%	2.67%	\$6,590
Arvada	3.35%	3.76%	\$9,120
Westminster	3.21%	2.98%	\$6,630
Longmont	2.27%	2.25%	\$6,261

Administration & Support Services Program Key Indicators Public Information & Involvement Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Easy and timely access to all relevant information about City programs and services. Processes that give anyone interested opportunities to get involved and influence decision making.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$10	\$11	Pending Budget
Workload				
Newsletters Produced	Units	4	4	4
Meetings Broadcast on Channel 8/ Streaming Online ¹	Units	53	31	35
Public/Media Inquiries	Items	336	324	312
Website Content Updates Monthly	Updates/Month	New Metric	2,244	2,300
Efficiency				
Ave. Response Time/ Inquiry	Days/Inquiry	New Metric	New Metric	1 day
City Meeting Attendance Rates ²	Units	138	118	125
Effectiveness				
Website Visitors	Visitors	New Metric	New Metric	115,000
"Opportunities to participate in community matters" Rating ³	% Excellent or Good	78% (2012)	84%	90%
"Information about City Council, Planning Commission and other official City meetings" Rating ³	% Excellent or Good	78% (2012)	80%	82%
"Louisville Website" Rating ³	% Excellent or Good	78% (2012)	78%	80%
"Information about City plans and programs" Rating ³	% Excellent or Good	74% (2012)	75%	76%

¹ City Council, Planning Commission and Historic Preservation Commission Meetings

² Residents Who Spoke at City Council regular meetings

³ Based on the 2016 Citizen Survey results.

Administration & Support Services Program Key Indicators
Human Resources & Organizational Development
Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Be an employer of choice, with low employee turnover and high morale. Attract and retain highly qualified and dedicated employees by providing competitive compensation and benefits, effective employee training, and ongoing career and professional development opportunities. Maintain a positive work environment through regular position classification and review, workforce planning, salary administration and employee relations. Maintain a safe workplace through employee safety training.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Workload				
Citywide FTEs	FTE Positions	198.96	217.71	226.76
Citywide Employees (Full & Part Time)	Active Employees	375	450	500
Recruiting/Hiring/Screening (Vacant Positions Filled)	Positions	207	225	250
Applications Reviewed	Applications	2,621	2,800	3,000
Training Classes Offered to Employees	Classes	15	20	20
Personnel Actions (PA) processed	PAs	1,081	1,200	1,400
Employee Relations Issues	Complaints/concerns brought to HR	New Metric	20	15
Volunteer Backgrounds and Verifications of Employment processed	Number completed	129/133	250/150	250/175
Efficiency				
\$ Per FTE (Benefits) ¹	Dollars	\$11,320	\$11,195	\$11,866
Average Time to Fill a Vacancy ²	Calendar Days	New Metric	30 days	30 days
HR FTEs/ Total FTEs (4.525 HR FTEs)	HR FTE/Total FTE	1/44	1/48	1/50
HR Budget/General Fund Expenditures ³	%/General Fund	2.3%	2.6%	2.6%
Effectiveness				
"My job has met or exceeded my expectations" Rating ⁴	Rating	4.2	N/A	4.5
Employee Turnover	% Turnover among	16%	12%	10%
Performance Appraisals completed on schedule	% completed within 30 days of due date	35%	50%	80%
Satisfaction Rating for Training Classes offered (1-10 rating scale)	Training evaluation forms	New Metric	8	8.5
Workers Compensation Rating	Experience Mod	0.77	0.75	0.75

¹ Reduction from 2015 to 2016 was due to a decrease in premium, not benefits. This indicates cost of Health, Dental, and Vision benefits.

² Time to fill benefitted full-time vacancy when position is open for 14 days (Data based on date position was posted until date position is offered to the candidate.)

³ Includes General Fund Expenditures less Interfund Transfers, Total=\$17,011,210 (2016), \$16,339,230 (2015)

⁴ Rating from 1 (Disagree) to 5 (Agree) on the Employee Survey administered during odd-numbered years.

Administration & Support Services Program Key Indicators Legal Support Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Effective, cost efficient and responsive legal advice for City Council, Management, and Staff in legal matters pertaining to their official powers and duties. Represent the City in all legal proceedings, finalize all legal documents for the City.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$7	\$10	Pending Budget
Workload				
City Legal Work	Hours	1,333	1,318	1,303
Water Attorney Legal Work	Hours	463	150	200
Urban Renewal Legal Work	Hours	26	45	35
Legal Opinions ¹	Items	New Metric	New Metric	100
Legislation Drafted ²	Items	127	95	110
Education/Trainings Offered ³	Units	4	4	4
Documents Prepared or Reviewed ⁴	Items	79	49	60
Efficiency				
Avg. Time to Process Contracts	Days/Contract	New Metric	New Metric	30 days
Ave. Attendance of Workshops/Trainings Offered	Att./Trainings	New Metric	New Metric	85%
Effectiveness				
Customer Service Survey Results ⁵	Rating 1 to 4	New Metric	New Metric	3.5
¹ Analysis or explanation of City legal issue by City Attorney ² Resolutions, proclamations and ordinances approved by City Council. ³ Open government trainings also included in City Clerk/Public Records Sub-Program ⁴ Contracts and agreements (new and amendments to existing) reviewed by City Council at regular meetings. ⁵ Based on evaluation cards submitted rating customer service on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.				

Administration & Support Services Program Key Indicators Governance & Administration Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Governance based on thorough understanding of the community's diverse interests executed through clear and effective policy direction. Administration that supports informed policy making, ensures the City has the financial capacity to sustain Council adopted levels of service, monitors and manages service delivery to maintain effectiveness and efficiency, and promotes a healthy organizational culture.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
Workload				
Issues on Council's Agenda	Agenda Items	100	120	80
Total All Funds Budget	\$	\$57,650,990	\$71,338,290	Pending Budget
Public Meetings ¹	Meetings	48	50	48
Communications ²	Items	321	247	250
Taskload ³	Items	New Metric	New Metric	24
Efficiency				
Average meeting time per Agenda Issue	Minutes/Issue	27	34	27
\$ per Capita	City Budget \$/	\$18	\$22	Pending Budget
	Sub-Program \$/	New Metric	New Metric	Pending Budget
Avg. days to complete identified Tasks ³	Days	New Metric	New Metric	7 days
Effectiveness				
"Overall quality of life in Louisville" Rating ⁴	Rating	97% (2012)	97%	97%
"Overall performance of Louisville City government" Rating ⁴	Rating	84% (2012)	78%	84%
"City response to citizen complaints or concerns" Rating ⁴	Rating	74% (2012)	67%	74%
"Quality of Services provided by City" Rating ⁴	Rating	95% (2012)	93%	95%
Bond Rating	S&P Rating	AA+	AA+	AA+
"City operates by strong values and ethics" Rating ⁵	Rating	4.3	4.3	4.4
"City is going in the right direction" Rating ⁵	Rating	4.0	4.2	4.3
"We do things efficiently and well" Rating ⁵	Rating	3.6	3.7	3.8

¹ City Council regular meetings and study sessions.

² City Council Communications in weekly packet for regular meetings and study sessions.

³ Tasks Assigned by the City Manager in the Outlook Task system.

⁴ Based on 2016 Citizen Survey results the total percentage rating either "Excellent" or "Good".

⁵ Rating from 1 (Disagree) to 5 (Agree) on the annual Employee Survey.

Administration & Support Services Program Key Indicators Finance, Accounting & Tax Administration Sub-Program

Goals

Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration, and support.

Objectives

Efficiently and effectively provide all financial and accounting services as required by the City, including all accounting and financial reporting. Maintain financial policies and internal controls to ensure organizational compliance with laws and regulations. Ensure accurate and timely budget development, implementation, and monitoring. Provide long-term financial planning, debt administration, cash and investment management, cash disbursements, cash receipts, and front counter operations.

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
Context Data and General Information				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
Workload				
Journal Entries Posted	Entries	4,651	4,660	4,675
Accounts Payable & P-Card Transactions	Transactions	9,519	9,920	9,975
Receipts Processed	Transactions	28,224	28,400	29,000
Sales & Use Tax Returns Processed	Returns	10,853	11,650	12,100
Payroll Checks & NOD's Processed	Transactions	8,220	8,630	8,890
Utility Bills Processed	Billings	85,170	86,020	86,880
Combined Utility Revenue Collected	Dollars	\$9.5 M	\$10.6 M	\$11.7 M
Average Cash & Investment Balance and Rate of Return ¹	Avg Dollars	\$41.1 M	\$36.8 M	\$38.1 M
	Rate of Return	0.47%	0.75%	1.25%
Efficiency				
Direct Op Cost to Process One PR Trans	Cost/Trans (\$'s)	\$8.75	\$8.74	\$8.91
Direct Op Cost to Process One AP Trans	Cost/Trans (\$'s)	\$7.46	\$7.65	\$7.97
Direct Op Cost to Process One Utility Bill	Cost/Bill (\$'s)	\$2.90	\$3.10	\$3.19
Effectiveness				
Unmodified Audit Opinion	Yes/No	Yes	Yes	Yes
GFOA CAFR and Budget Awards	Yes/No	Yes	Yes	Yes
Revenue forecast accuracy ²	Accuracy	99%	91%	95%
Sales & Use Tax Audit Evaluation Rating ³	Rating	90%	95%	95%
Sales/ use tax training evaluation rating ³	Rating	94%	98%	98%

¹ Excludes CWRPDA loan proceeds within escrow and URA bond proceeds.

² Excludes interfund transfers for all years and wastewater/storm water bond proceeds in 2015.

³ Based on evaluation cards submitted at conclusion of each audit and each program.