

City Council

SPECIAL MEETING

Agenda

Wednesday, October 12, 2016
City Hall, Council Chambers
749 Main Street
7:00 PM

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. PLEDGE OF ALLEGIANCE**
- 4. APPROVAL OF AGENDA**
- 5. DISCUSSION/DIRECTION – CITY MANAGER’S PROPOSED 2017 – 2018 BUDGET AND 2017 – 2021 CAPITAL IMPROVEMENTS PLAN**
 - A. PARKS**
 - Staff Presentation
 - Public Comments (Please limit to three minutes each)
 - Council Questions & Comments
 - B. OPEN SPACE & TRAILS**
 - Staff Presentation
 - Public Comments (Please limit to three minutes each)
 - Council Questions & Comments
 - C. RECREATION**
 - Staff Presentation
 - Public Comments (Please limit to three minutes each)
 - Council Questions & Comments
 - D. BUDGET RECAP AND CITY COUNCIL DIRECTION**
 - Staff Presentation
 - Public Comments (Please limit to three minutes each)
 - Council Questions & Comments

Citizen Information

If you wish to speak at the City Council meeting, please fill out a sign-up card and present it to the City Clerk.

Persons with disabilities planning to attend the meeting who need sign language interpretation, assisted listening systems, Braille, taped material, or special transportation, should contact the City Manager’s Office at 303 335-4533. A forty-eight-hour notice is requested.

6. **COUNCIL COMMENTS, COMMITTEE REPORTS, AND IDENTIFICATION OF FUTURE AGENDA ITEMS**
7. **ADJOURNMENT**

**SUBJECT: 2017-2018 PROPOSED BUDGET – CITY MANAGER
PRESENTATION AND COUNCIL DISCUSSION/DIRECTION ON:**

- 1. PARKS**
- 2. OPEN SPACE AND TRAILS**
- 3. RECREATION**

DATE: OCTOBER 12, 2016

**PRESENTED BY: MALCOLM FLEMING, CITY MANAGER
KEVIN WATSON, FINANCE DIRECTOR
JOE STEVENS, PARKS AND RECREATION DIRECTOR
HEATHER BALSER, DEPUTY CITY MANAGER**

SUMMARY:

On September 20, the City Manager summarized the proposed 2017-2018 Biennial Budget and 2017 – 2021 Capital Improvements Plan. To facilitate review of the Budget, we have scheduled Council’s preliminary review of the Budget’s 10 Program areas to occur over three separate meetings. On September 27, Council reviewed the Transportation and Public Safety Programs. On October 4th, Council reviewed the Cultural Services, Community Design, Economic Prosperity, Utilities and Administration and Support Services Programs. The focus of this communication is on the final three Program areas: Parks, Open Space and Trails and Recreation. After considering this information we ask Council to identify any changes Council wants to see in these Program areas, or additional information Council members want. Based on Council direction during this meeting, staff will finalize the proposed Budget for consideration during the public hearing on October 18th. Based on public comments and Council direction during the October 18th public hearing, staff will finalize the Budget for adoption during the Council’s November 1, 2016 meeting.

FISCAL IMPACT:

See attachments. Based on updated forecasts, staff has updated the table of top priorities to show funding only for those positions for which current projections of recurring revenue appear roughly sufficient to support those proposals with recurring costs.

RECOMMENDATION:

Council direction on priorities, and on any changes or additional information Council wants regarding the listed Programs in the proposed Budget.

ATTACHMENTS:

1. See attached letter with links to information on each Program, Sub-Program and related information
2. Public/Boards & Commissions Comments received as of Friday October 7, 2016.



October 7, 2016

Mayor Muckle, City Council, Louisville Residents and Businesses and City Employees:

As noted previously, to facilitate review of the Budget, we have scheduled Council's preliminary review of the Budget's 10 Program areas to occur over three separate meetings. The focus of this communication is on the Parks, Open Space and Trails, and Recreation Programs. In the following pages (or by clicking the links on this page) you will find:

- [Summary of Top Priorities \(to provide context, the table reflects all Programs\)](#)

- **Parks Program Information**
 - [Summary of Expenditures, FTEs and Revenues](#)
 - [Description of and Justification for Top Priorities](#)
 - [Contributing Projects](#)
 - Parks Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Forestry Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - Horticulture Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - Cemetery Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)

- **Open Space and Trails Program**
 - [Summary of Expenditures, FTEs and Revenues](#)
 - [Description of and Justification for Top Priorities](#)
 - [Contributing Projects](#)
 - Acquisition Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Maintenance and Management Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Education and Outreach Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Trail Maintenance Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)

- New Trails Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
- **Recreation Program**
 - [Summary of Expenditures, FTEs and Revenues](#)
 - [Description of and Justification for Top Priorities](#)
 - [Contributing Projects](#)
 - Youth Activities Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Adult Activities Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Senior Activities and Services Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Aquatics Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
 - Golf Course Sub-Program
 - * [Summary of Expenditures, FTEs and Revenues](#)
 - * [Key Indicators](#)
- **UPDATED** [Summary of Revenues, Expenditures and Changes to Fund Balances 2017](#)
- **UPDATED** [Summary of Revenues, Expenditures and Changes to Fund Balances 2018](#)
- **UPDATED** [Calculation of General Fund Operational Surplus/Deficit](#)
- **NEW** [Calculation of Open Space and Parks Fund Operational Deficit](#)
- [Summary of Revenue Assumptions](#)
- **UPDATED** [Summary of Expenditure Targets](#)
- **NEW** [Summary of Changes in FTEs and Comparison of FTEs/Expenditures with Comparable Cities](#)
- **NEW** [Summary of FTEs by Program and Sub-Program](#)
- [Web Link to 2017-2021 5-Year Capital Improvements Program](#)
- [Web Link to City Manager's September 20, proposed Budget](#)

After considering this information we ask Council to identify any changes Council wants to see in the proposed Budget, or additional information Council members want. Based on Council direction during this meeting, and during the October 12 meeting covering the 3 remaining Program areas, staff will finalize the budget for consideration during the public hearing on October 18th. Based on public comments and Council direction during the October 18th public hearing, staff will finalize the Budget for adoption during the Council's November 1, 2016 meeting.

Summary of Top Priorities

The table below summarizes top priorities included in the proposed operating budget and the fund source for each item. The description of and justification for each proposal is listed below the table. Detail on all Capital projects is included in the 2017-2021 5-Yr Capital Improvements Program. Items listed in red indicate those items that staff has deleted from the recommended budget because current projections do not reflect sufficient recurring revenue to sustain the position/proposal over the long term.

| Summary of Top Priorities | | | | | | | | | | |
|---|---|-------------------------|----------------|--------------------|------------------|---------|-----------------------|----------|--------|-------------------|
| Priority | Recommended Funding | Total Cost (or Savings) | Funding Source | | | | | | | |
| | | | General | Open Space & Parks | Capital Projects | Utility | Historic Preservation | Cemetery | Golf | Bond ¹ |
| 2017 | | | | | | | | | | |
| G1 | Merit Increases, Market Adjustments, Position Audits ¹ | 945,000 | 637,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |
| G2 | Crime Prevention Tech | 82,882 | 82,882 | - | - | - | - | - | - | - |
| G3 | Applications Support Specialist | 112,949 | 86,971 | 5,647 | 12,424 | 6,326 | 1,581 | - | - | - |
| G4 | Police Officer (2) | - | IF | - | - | - | - | - | - | - |
| G5 | Purchasing Manager | - | IF | IF | IF | IF | IF | - | - | - |
| G6 | Collections & Community Impact Supervisor | - | IF | - | - | - | - | - | - | - |
| G7 | Senior Accountant | - | IF | IF | IF | IF | IF | - | - | - |
| G8 | Library & Museum PT Hours | 11,291 | 11,291 | - | - | - | - | - | - | - |
| G9 | Rec & Senior Center PT Hours ² | 10,000 | 10,000 | - | - | - | - | - | - | - |
| G10 | Asphalt Street Supplies | 100,000 | 100,000 | - | - | - | - | - | - | - |
| G11 | Museum: New Furnace for Jacoe Store (One Time \$) | 20,000 | 20,000 | - | - | - | - | - | - | - |
| G12 | General Legal Expenses | 100,000 | 100,000 | - | - | - | - | - | - | - |
| G13 | SoBoRd Design Guidelines (One Time \$, & Not McCaslin) | 30,000 | 30,000 | - | - | - | - | - | - | - |
| G14 | Investment Consulting | - | IF | - | - | - | - | - | - | - |
| G15 | Orgizational Strategic Planning Workshop (One Time \$) | - | IF | - | - | - | - | - | - | - |
| O1 | Administrative Assistant | 61,172 | - | 30,586 | - | - | - | - | 30,586 | - |
| O2 | Open Space Seasonal Positions | 13,520 | - | 13,520 | - | - | - | - | - | - |
| O3 | Parks Seasonal Positions | 11,600 | - | 11,600 | - | - | - | - | - | - |
| O4 | Parks Tech III Turf Cultural Practices | - | IF | IF | - | IF | - | IF | - | - |
| O5 | Senior Natural Resources Specialist | - | IF | IF | - | - | - | - | - | - |
| B1 | Project Manager (Professional Services Contract) ³ | 129,142 | - | - | - | - | - | - | - | 129,142 |
| GC | Golf Course Seasonal Positions | 20,250 | - | - | - | - | - | - | 20,250 | - |
| U1 | GIS Consulting Services | 100,000 | 10,000 | - | - | 90,000 | - | - | - | - |
| | | 1,747,806 | 1,089,019 | 139,788 | 29,434 | 252,251 | 7,251 | 37,800 | 97,141 | 129,142 |
| 2018 | | | | | | | | | | |
| G1 | Merit Increases, Market Adjustments, Position Audits ¹ | 945,000 | 637,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |
| G2 | Police Officer (2) | - | IF | - | - | - | - | - | - | - |
| G3 | Museum Tech I (increase from PT to FT) | - | IF | - | - | - | - | - | - | - |
| G4 | IDDSG (Not Housing) Policy Consulting (One Time \$) | 30,000 | 30,000 | - | - | - | - | - | - | - |
| G5 | Budget Manager | - | IF | IF | IF | IF | - | - | IF | - |
| | | 975,000 | 667,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |
| <p>IF=Insufficient Funding. Current projections do not reflect sufficient recurring revenue to sustain the position/proposal over the long term. Staff has removed these items from the recommended budget.</p> <p>(1) Estimate based on 4% average increase for Merits of Meets=1%, Exceeds=3%, Outstanding=5%, plus Market Adjustments based on survey with Market comparables. Allocation across funds is an</p> <p>(2) Fully offset by fee revenue.</p> <p>(3) Only if voters approve ballot measures 2A and 2B. Requires budget amendment. Funding for 2017 and 2018.</p> | | | | | | | | | | |

Parks Program

Summary of Expenditures, FTEs and Revenues

| Parks Program | | | | | | | | | | |
|--|------------------------------|-------------------|-----------------|------------------|---------------|------------------|----------------|------------------|---------------|---------------|
| GOAL: Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 1,080,310 | 957,110 | (123,200) | -11% | 40% | 996,890 | 39,780 | 4% | 36% | |
| Supplies | 96,380 | 113,630 | 17,250 | 18% | 5% | 117,950 | 4,320 | 4% | 4% | |
| Services | 671,890 | 796,060 | 124,170 | 18% | 33% | 854,900 | 58,840 | 7% | 31% | |
| Capital Outlay | 631,020 | 539,560 | (91,460) | -14% | 22% | 806,350 | 266,790 | 49% | 29% | |
| Other | | | - | | 0% | | - | | 0% | |
| Program Total | 2,479,600 | 2,406,360 | (73,240) | -3% | 100% | 2,776,090 | 369,730 | 15% | 100% | |
| FTEs | 17.73 | 16.93 | (0.80) | -5% | | 17.27 | 0.34 | 2% | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | Arborist Licenses | 400 | 400 | - | 0% | 0% | 400 | - | 0% | 0% |
| | Boat Permits | 1,000 | 1,000 | - | 0% | 0% | 1,000 | - | 0% | 0% |
| | Fund Total | 1,400 | 1,400 | - | 0% | 0% | 1,400 | - | 0% | 0% |
| Conservation Trust Fund | Grant Revenue | 75,000 | 75,000 | - | 0% | 8% | 75,000 | - | 0% | 10% |
| | State Lottery Revenue | 196,690 | 198,660 | 1,970 | 1% | 21% | 200,640 | 1,980 | 1% | 27% |
| | Miscellaneous Revenue | 2,000 | 2,000 | - | 0% | 0% | 2,000 | - | 0% | 0% |
| | Fund Total | 273,690 | 275,660 | 1,970 | 1% | 28% | 277,640 | 1,980 | 1% | 38% |
| Cemetery Perpetual Fund | Burial Permits-Restricted | 33,330 | 33,660 | 330 | 1% | 3% | 33,980 | 320 | 1% | 5% |
| | Miscellaneous Revenue | 2,000 | 2,000 | - | 0% | 0% | 2,000 | - | 0% | 0% |
| | Fund Total | 35,330 | 35,660 | 330 | 1% | 4% | 35,980 | 320 | 1% | 5% |
| Cemetery Fund | Burial Permits-Restricted | 33,330 | 33,660 | 330 | 1% | 3% | 33,980 | 320 | 1% | 5% |
| | Burial Fees | 31,850 | 32,180 | 330 | 1% | 3% | 32,490 | 310 | 1% | 4% |
| | Miscellaneous Revenue | 500 | 400 | (100) | -20% | 0% | 560 | 160 | 40% | 0% |
| | Trf from General Fund | 105,000 | 95,000 | (10,000) | -10% | 10% | 105,000 | 10,000 | 11% | 14% |
| | Fund Total | 170,680 | 161,240 | (9,440) | -6% | 17% | 172,030 | 10,790 | 6% | 23% |
| Impact Fee Fund | Impact Fees - Parks & Trails | 1,309,450 | 529,290 | (780,160) | -60% | 55% | 284,330 | (244,960) | -86% | 39% |
| Program Total | | 1,755,220 | 967,590 | (787,630) | -45% | 100% | 735,400 | (232,190) | -24% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (724,380) | (1,438,770) | | | | (2,040,690) | | | |

Description of and Justification for Top Priorities

1. **2017. Administrative Assistant.** \$61,172 starting in 2017 from the Parks and Open Space Fund and the Golf Fund (50/50). **Description:** This position will report to the Parks Superintendent and the Head Golf Professional. The position will be primarily responsible for conducting administrative duties such as: Uniform ordering, boot allowance reimbursements, timesheet review and processing, coding purchase card statements, bill processing, submitting check and purchase requests, office and retail supply orders, assisting with park notifications, signs, mail delivery, updating the Divisions' policies/guidelines, electronic filing, etc. **Justification:** The Parks & Public Landscaping Advisory Board and the Parks and Recreation Department have identified this position as a department need. The Parks Board would like the Parks Superintendent to focus a greater portion of his time on assisting the Board with their goals and objectives.

The Director of Parks & Recreation is requiring more consistency and accuracy with golf course fiscal operations. Public Works has a dedicated position for the similar area of work.

2. **2017. Parks Maintenance Tech III - Turf Cultural Practices.** \$66,838 annually, plus \$30,000 one-time funding for a vehicle starting in 2017 from the Open Space and Parks Fund, General Fund and Cemetery Fund. **Note:** Staff has removed this position from the recommended budget because current projections do not reflect sufficient recurring revenue to sustain the position over the long term. **Description:** Primarily responsible for conducting turf cultural practices such as: fertilization, aeration, weed control, overseeding and sodding. Will assist in all other park related duties as necessary including snow removal. **Justification:** Turf cultural practices are maintenance activities that can be often skipped or minimized when time is limited. Results are normally not apparent in the short term but will show up in the long run. This in part is why many Parks Departments commit to having a Turf Cultural Practices position. These positions are key in having sustainable and presentable turf not only in high volume areas such as sports fields or in front of facilities but also in areas less frequented such as pocket parks. The position could also assist in native turf but with approximately 100 acres of bluegrass to maintain there is no shortage of needed help or improvements that could occur (for example, turf damage from the 2002 drought can still be seen along medians). Overall the Parks Board is in support of additional park maintenance positions.
3. **2017. Parks Seasonal Positions.** \$11,600 (960 seasonal hours increase) from the Open Space and Parks Fund starting in 2017, and then an additional \$11,600 in 2018. **Description:** seasonal positions for athletic fields and horticulture. **Justification:** Positions will support maintenance needs in athletic field operations and horticulture. Increased support in the athletic field operations will increase quality of product, customer service, and help support additional usage. Additional plant material beds will be added to the inventory in 2016/2017. An additional seasonal will help support these additions.

Parks Contributing Projects

| City of Louisville Programs, Goals, Sub-Programs, and 2017-2018 Proposed Contributing Projects | | | | |
|--|--|--------------|--|---|
| Programs | Goals | Sub-Programs | 2017 Proposed Contributing Projects | 2018 Proposed Contributing Projects |
| Parks | Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | Parks | <ol style="list-style-type: none"> 1. Create Parks Scorecard to prioritize park, playground and restroom deficiencies that should be addressed. 2. Update Parks & Open Space Map to provide detail on designations and management practices 3. Implement irrigation clock upgrades 4. Eradicate List A noxious weeds in parks and rights-of-way. 5. Coordinate trail connections/wayfinding with Open Space and Trails. 6. Implement public outreach and educational programs on the importance and value of trees of trees in Louisville, and providing information on care, species selection, diseases, proper planting, pruning and removal. 7. Develop a priority list and action plan for replacing plant material that is in decline on City property and implement that plan. | <ol style="list-style-type: none"> 1. Prioritize and implement irrigation replacement in most inefficient parks 2. Continue wayfinding implementation 3. Improve and upgrade tennis courts and sports fields 4. Evaluate and replace a minimum of one playground that does not meet safety or ADA standards 4. Eradicate List A noxious weeds in park and rights-of-way. 5. Inventory and evaluate health and condition of the City's urban forests 6. Prune trees for health and safety concerns. Remove hazard trees 7. Continue to monitor and take appropriate action on tree disease and especially Emerald Ash Borer (EAB). 8. Continue consultations with residents and local businesses. 9. Coordinate on Streetscapes priority list. 10. Evaluate contractor's performance on annual downtown flower planting/care to ensure efficiency and meets community expectations; determine if modifications and/or expansion to other areas in City should be considered in 2019. 11. Make progress on action plan to remove, replace and enhance plant material that is in decline on City property. |
| | | Cemetery | <ol style="list-style-type: none"> 1. Continue actively marketing cemetery plots that are difficult to attract buyers because of location or other factors. 2. Improve the Cemetery's wayfinding programs so loved ones can better locate the final resting place of their dearly departed. | <ol style="list-style-type: none"> 1. Improve on-sight equipment storage. 2. Determine if cemetery master plan update is necessary. 3. Continue to market the cemetery keeping abreast of trends that continue to impact municipal cemeteries. 4. Eradicate noxious weeds. |

Parks Sub-Program

Summary of Expenditures, FTEs and Revenues

| Parks Sub-Program | | | | | | | | | | |
|--|------------------------------|-------------------|------------------|---------------|-------------|---------------|------------------|----------------|-------------|---------------|
| GOAL: Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total |
| | Personnel | 862,550 | 882,270 | 19,720 | 2% | 41% | 919,280 | 37,010 | 4% | 37% |
| | Supplies | 77,800 | 79,860 | 2,060 | 3% | 4% | 81,970 | 2,110 | 3% | 3% |
| | Services | 572,920 | 675,650 | 102,730 | 18% | 31% | 728,100 | 52,450 | 8% | 29% |
| | Capital Outlay | 578,820 | 524,560 | (54,260) | -9% | 24% | 767,950 | 243,390 | 46% | 31% |
| | Other | | | - | | 0% | | - | | 0% |
| | Program Total | 2,092,090 | 2,162,340 | 70,250 | 3% | 100% | 2,497,300 | 334,960 | 15% | 100% |
| | FTEs | 14.83 | 15.79 | 0.96 | 6% | | 16.14 | 0.35 | 2% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | Boat Permits | 1,000 | 1,000 | - | 0% | 0% | 1,000 | - | 0% | 0% |
| | Fund Total | 1,000 | 1,000 | - | 0% | 0% | 1,000 | - | 0% | 0% |
| Conservation Trust Fund | Grant Revenue | 75,000 | 75,000 | - | 0% | 9% | 75,000 | - | 0% | 13% |
| | State Lottery Revenue | 196,690 | 198,660 | 1,970 | 1% | 25% | 200,640 | 1,980 | 1% | 36% |
| | Miscellaneous Revenue | 2,000 | 2,000 | - | 0% | 0% | 2,000 | - | 0% | 0% |
| | Fund Total | 273,690 | 275,660 | 1,970 | 1% | 34% | 277,640 | 1,980 | 1% | 49% |
| Impact Fee Fund | Impact Fees - Parks & Trails | 1,309,450 | 529,290 | (780,160) | -60% | 66% | 284,330 | (244,960) | -86% | 51% |
| | Program Total | 1,584,140 | 805,950 | 1,970 | 0% | 100% | 562,970 | 1,980 | 0% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (507,950) | (1,356,390) | | | | (1,934,330) | | | |

Parks Program Key Indicators Parks Sub-Program

Goals

Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visits or see; sports facilities that are fully used and properly maintained.

Objectives

Well maintained, popular parks and facilities that provide multiple outdoor opportunities for residents of and visitors to Louisville to enjoy.

| 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 | \$75 | \$91 | \$94 |
| Workload | | | | |
| Total Park Acreage | Acres | 353 | 353 | 353 |
| Irrigated Park Acreage | Acres | 93 | 93 | 93 |
| Non-irrigated Park Acreage | Acres | 260 | 260 | 260 |
| Park Maintenance | Hours | New Metric | | |
| Adopt a Park Program | Volunteers | New Metric | | |
| Efficiency | | | | |
| Park Expenditures per Irrigated Acre | \$/Acre | \$4,242 | \$5,194 | \$5,346 |
| Park Expenditures per Non-irrigated Acre | \$/Acre | New Metric | | |
| Facility (Shelters & Fields) Utilization Ratio | % of Avail Time | New Metric | | |
| Effectiveness | | | | |
| “Overall Performance of the Louisville Parks and Recreation Department” ¹ | % Excellent or Good | 91% (2012) | 89% | NA |
| “Adequacy of Parks, bike paths, playing fields and playgrounds” ¹ | % Essential or Important | 94% (2012) | 91% | NA |
| PPLAB Rating ² | 1 to 4 | New Metric | | |
| Net Savings from using Volunteers ³ | \$ | New Metric | | |
| ¹ Rating based on the 2016 Citizen Survey results. ² Based on annual review by the Parks and Public Landscape Advisory Board. ³ Net avoided costs. | | | | |

Forestry Sub-Program

Summary of Expenditures, FTEs and Revenues

Note: The Finance Committee concluded and staff concurs that this Forestry sub-program should be discontinued and all revenue and expenditures allocated to the Parks, Streetscapes, Cemetery, Golf Course and Open Space Maintenance and Management sub-programs. Thus, this Forestry sub-program will be zeroed out and the total amounts shown in the receiving sub-programs will increase by the proportional allocation from the Forestry sub-program. These allocations will not significantly change budget amounts at the Fund level. Due to the complexity of the account coding required and to other workload demands, those allocations will not be complete until the final budget is adopted.

| Forestry Sub-Program | | | | | | | | | | |
|--|-------------------|-------------------|------------------|--------------|---------------|----------------|----------------|----------------|---------------|---------------|
| GOAL: Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 140,290 | - | (140,290) | -100% | 0% | - | - | #DIV/0! | 0% | |
| Supplies | 13,790 | 28,840 | 15,050 | 109% | 34% | 30,900 | 2,060 | 7% | 31% | |
| Services | 49,280 | 49,120 | (160) | 0% | 57% | 49,570 | 450 | 1% | 50% | |
| Capital Outlay | - | 7,500 | 7,500 | 0% | 9% | 19,200 | 11,700 | 156% | 19% | |
| Other | | | | | | | | | | |
| Program Total | 203,360 | 85,460 | (117,900) | -58% | 100% | 99,670 | 14,210 | 17% | 100% | |
| FTEs | 1.76 | - | (1.76) | -100% | | - | - | #DIV/0! | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | Arborist Licenses | 400 | 400 | - | | | 400 | - | | |
| | Fund Total | 400 | 400 | - | | | 400 | - | | |
| Program Total | | 400 | 400 | - | 0% | 100% | 400 | - | 0% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (202,960) | (85,060) | | | | (99,270) | | | |

Horticulture Sub-Program

Summary of Expenditures, FTEs and Revenues

Note: The Finance Committee concluded and staff concurs that this Horticulture sub-program should be discontinued and all revenue and expenditures allocated to the Parks, Streetscapes, Cemetery, and Golf Course sub-programs. Thus, this Horticulture sub-program will be zeroed out and the total amounts shown in the receiving sub-programs will increase by the proportional allocation from the Horticulture sub-program. These allocations will not significantly change budget amounts at the Fund level. Due to the complexity of the account coding required and to other workload demands, those allocations will not be complete until the final budget is adopted.

| Horticulture Sub-Program | | | | | | | | | | |
|---|----------------------|-------------------|----------------|-----------|-------------|---------------|----------------|---------------|-------------|---------------|
| GOAL: Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total |
| | Personnel | | | - | | | | - | | 0% |
| | Supplies | | | - | | | | - | | 0% |
| | Services | | | - | | | | - | | 0% |
| | Capital Outlay | | | - | | | 11,700 | 11,700 | | 100% |
| | Other | | | - | | | | - | | 0% |
| | Program Total | - | - | - | 0% | 0% | 11,700 | 11,700 | 0% | 100% |
| | FTEs | - | - | - | | | - | - | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | | | | - | | | | - | | |
| | Fund Total | - | - | - | | | - | - | | |
| | Program Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | - | - | | | | (11,700) | | | |

Cemetery Sub-Program

Summary of Expenditures, FTEs and Revenues

| Cemetery Sub-Program | | | | | | | | | | |
|---|---------------------------|------------------|----------------|------------------|---------------|--------------|----------------|------------------|---------------|--------------|
| GOAL: Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit or see; sports facilities that are fully used and properly maintained; and a suitable final resting place that meets community needs. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 77,470 | 74,840 | (2,630) | -3% | 47% | 77,610 | 2,770 | 4% | 46% |
| | Supplies | 4,790 | 4,930 | 140 | 3% | 3% | 5,080 | 150 | 3% | 3% |
| | Services | 49,690 | 71,290 | 21,600 | 43% | 45% | 77,230 | 5,940 | 8% | 46% |
| | Capital Outlay | 52,200 | 7,500 | (44,700) | -86% | 5% | 7,500 | - | 0% | 4% |
| | Other | | | | | | | | | |
| | Program Total | 184,150 | 158,560 | (25,590) | -14% | 100% | 167,420 | 8,860 | 6% | 100% |
| | FTEs | 1.14 | 1.14 | - | 0% | | 1.13 | (0.01) | -1% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | \$ Change | Change | Total | Budget | \$ Change | Change | Total |
| General Fund | Licenses and Permits | | | - | | 0% | | - | #DIV/0! | 0% |
| | Fund Total | - | - | - | #DIV/0! | 0% | - | - | #DIV/0! | 0% |
| Cemetery Perpetual Fund | Burial Permits-Restricted | 33,330 | 33,660 | 330 | 1% | 17% | 33,980 | 320 | 1% | 16% |
| | Miscellaneous Revenue | 2,000 | 2,000 | - | 0% | 1% | 2,000 | - | 0% | 1% |
| | Fund Total | 35,330 | 35,660 | 330 | 1% | 18% | 35,980 | 320 | 1% | 17% |
| Cemetery Fund | Burial Permits-Restricted | 33,330 | 33,660 | 330 | 1% | 17% | 33,980 | 320 | 1% | 16% |
| | Burial Fees | 31,850 | 32,180 | 330 | 1% | 16% | 32,490 | 310 | 1% | 16% |
| | Miscellaneous Revenue | 500 | 400 | (100) | -20% | 0% | 560 | 160 | 40% | 0% |
| | Trf from General Fund | 105,000 | 95,000 | (10,000) | -10% | 48% | 105,000 | 10,000 | 11% | 50% |
| | Fund Total | 170,680 | 161,240 | 560 | 0% | 82% | 172,030 | 790 | 0% | 83% |
| Program Total | | 206,010 | 196,900 | 890 | 0% | 100% | 208,010 | 1,110 | 1% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | 21,860 | 38,340 | | | | 40,590 | | | |

Parks Program Key Indicators Cemetery Sub-Program

Goals

Provide well-maintained parks and landscaped areas that are easy to walk to and enjoyable to visit of see; sports facilities that are fully used and properly maintained; and a final resting place that meets community needs

Objectives

Provide a suitable final resting place that meets community needs.

| 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 | | | | |
| Total Acreage | Acres | 9 | 9 | 9 |
| Plots-Occupied | Plots | 2,000 | 2,035 | 2,070 |
| Plots-Vacant | Plots | 320 | 320 | 320 |
| Plots Sold | Plots | 35 | | |
| Efficiency | | | | |
| Cost to Inter (Adult Size) | Ave \$/Per | New metric | | |
| Cost to Inter (cremation) | Ave \$/Per | New metric | | |
| Sub-Program Cost per Plot | Ave \$/Plot | New metric | | |
| Acreage Maintained/FTE | Acres/FTE | New metric | | |
| Effectiveness | | | | |
| PPLAB Rating ¹ | Rating | New metric | | |
| Projected Supply of Plots Relative to Demand | Years of Supply | New metric | | |
| ¹ Based on annual review by the Parks and Public Landscape Advisory Board. | | | | |

Open Space and Trails Program

Summary of Expenditures, FTEs and Revenues

| Open Space & Trails Program | | | | | | | | | | |
|---|----------------------------------|-------------------|--------------------|------------------|---------------|------------------|----------------|---------------|---------------|---------------|
| GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 518,060 | 573,390 | 55,330 | 11% | 38% | 596,960 | 23,570 | 4% | 29% | |
| Supplies | 12,739 | 12,970 | 231 | 2% | 1% | 13,350 | 380 | 3% | 1% | |
| Services | 110,420 | 115,640 | 5,220 | 5% | 8% | 117,600 | 1,960 | 2% | 6% | |
| Capital Outlay | 1,934,140 | 820,160 | (1,113,980) | -58% | 54% | 1,316,000 | 495,840 | 60% | 64% | |
| Other | | | - | | 0% | | - | | 0% | |
| Program Total | 2,575,359 | 1,522,160 | (1,053,199) | -41% | 100% | 2,043,910 | 521,750 | 34% | 100% | |
| FTEs | 6.79 | 7.31 | 0.52 | 8% | | 7.31 | - | 0% | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| Capital Projects Fund | Capital Contributions from URD | 55,000 | 37,500 | (17,500) | -32% | 100% | 134,890 | 97,390 | 260% | 100% |
| | Other Revenue &/or Fund Reserves | | | - | | 0% | | - | | 0% |
| | Fund Total | 55,000 | 37,500 | (17,500) | -32% | 100% | 134,890 | 97,390 | 260% | 100% |
| Open Space & Parks Fund | Grant Revenue-Callahan | 15,000 | - | (15,000) | -100% | 0% | - | - | 0% | 0% |
| | Other Revenue &/or Fund Reserves | | | - | | 0% | | - | | 0% |
| | Fund Total | 15,000 | - | (15,000) | -100% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | Grant-Wayfinding Project | 150,000 | - | (150,000) | -100% | 0% | - | - | | 0% |
| Program Total | | 220,000 | 37,500 | (182,500) | -83% | 100% | 134,890 | 97,390 | 260% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (2,355,359) | (1,484,660) | | | | (1,909,020) | | | |

Description of and Justification for Top Priorities

- 2017. Senior Natural Resource Specialist.** \$84,613 annually starting in 2017 from the Open Space and Parks Fund (\$80,382 from OS&PF and \$4,231 from the GF). Plus \$30,000 one-time funding for a vehicle starting in 2017 from the Open Space and Parks Fund. **Note:** Staff has removed this position from the recommended budget because current projections do not reflect sufficient recurring revenue to sustain the position over the long term. **Description:** Under the general supervision of the Open Space Manager oversees skilled natural resource management planning and project work. Plan and coordinate activities with other workers and contractors and perform as lead worker in specific assignments. Duties to include assisting in the development of the prescribed fire program, resource inventory and increasing noxious weed control and reseeding/restoration efforts of denuded areas. Pesticide applicators license is required. **Justification:** The City manages over 700 acres of non-irrigated and/or native grass stands. The City has a responsibility to increase resource management of these lands in order to be good stewards and good neighbors. OSAB supports an increase in Natural Resource Management efforts. A Senior Natural Resource Specialist will give this department the ability to evaluate and implement best management tools and practices to restore plagued out prairie dog colonies and denuded areas, reduce weeds issues, assist

with developing and implementing a prescribed fire program and increase public awareness of the City's Resource Management activities and benefits.

2. **2017. Open Space Seasonal Position. 0.5 FTE increase in Seasonal hours. \$13,520 starting in 2017 and then annually thereafter from the Open Space and Parks Fund. Description:** One new seasonal for general maintenance and mechanical weed control and other natural resource duties. **Justification:** The Division is requesting this position to meet the need of increased landscaped maintenance responsibilities (hand pulling weeds and pruning desirable vegetation) at formal landscaped beds and hardscape features at Davidson Mesa & Harper Lake trail heads and Bullhead Gulch. This position will also enable the Division to increase mechanical weed control efforts (hand pulling/mowing/string trimming) in high traffic areas, high priority areas, and areas with weed concerns that are in close proximity to neighboring back yards. Mechanical control takes significantly more time than herbicide applications alone making this position necessary to achieve a well-rounded integrated weed management approach.

Open Space and Trails Program Contributing Projects

| City of Louisville Programs, Goals, Sub-Programs, and 2017-2018 Proposed Contributing Projects | | | | |
|--|--|----------------------------|--|--|
| Programs | Goals | Sub-Programs | 2017 Proposed Contributing Projects | 2018 Proposed Contributing Projects |
| Open Space & Trails | Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation. | Acquisition | 1. Implement acquisition approach identified for each parcel on the updated Candidate list in accord with Council approved policy | Purchase or obtain right of 1st refusal for high priority open space properties assuming willing sellers. |
| | | Maintenance and Management | 1. Implement 1 prescribed burn on open space. 2. Eradicate noxious weeds. 3. Develop Prairie Restoration Action Plan 4. Mitigate nuisance issues at Davidson Mesa parking lot 5. Coordinate trail connection/wayfinding with Parks 6. Develop social trail mitigation action plan 7. Coordinate with OS on Open Space Zoning Action plan | 1. Use experience from 2017 to conduct another prescribed burn 2. Eradicate noxious weeds. 3. Implement Prairie Restoration Plan 4. Coordinate trail connection/wayfinding with Parks 5. Mitigate Dog Impacts on Davidson Mesa 6. Implement social trail mitigation action plan |
| | | Education and Outreach | 1. Continue education and outreach programs. 2. Recommend Code updates that will give the Ranger/Naturalists ability to issue citations to perpetrators who violate parks and open space rules and regulations. | 1. Evaluate and make adjustment to the Ranger/Naturalists position based on demands, experiences, priorities and feedback. 2. Continue education and outreach programs |
| | | Trail Maintenance | Ongoing maintenance and repair based on usage and weather. | Ongoing maintenance and repair based on usage and weather. |
| | | New Trails | 1. Develop proposal for trail connection from Centennial Parkway to Davidson Mesa 2. Coordinate trail connections/wayfinding with Parks. | Coordinate trail connections/wayfinding with Parks. |

Acquisition Sub-Program

Summary of Expenditures, FTEs and Revenues

| Acquisition Sub-Program | | | | | | | | | | |
|---|----------------------|------------------|----------------|------------------|---------------|--------------|----------------|------------------|---------------|--------------|
| <p>GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.</p> | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 3,510 | 3,760 | 250 | 7% | 43% | 3,860 | 100 | 3% | 44% |
| | Supplies | 39 | - | (39) | -100% | 0% | - | - | 0% | 0% |
| | Services | - | 5,000 | 5,000 | 0% | 57% | 5,000 | - | 0% | 56% |
| | Capital Outlay | - | - | - | 0% | 0% | - | - | 0% | 0% |
| | Other | - | - | - | 0% | 0% | - | - | 0% | 0% |
| | Program Total | 3,549 | 8,760 | 5,211 | 147% | 100% | 8,860 | 100 | 1% | 100% |
| | FTEs | 0.03 | 0.03 | - | 0% | | 0.03 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | \$ Change | Change | Total | Budget | \$ Change | Change | Total |
| Capital Projects Fund | | | | - | 0% | 0% | | - | 0% | 0% |
| | | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Open Space & Parks Fund | | | - | - | 0% | 0% | - | - | 0% | 0% |
| | | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Program Total | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (3,549) | (8,760) | | | | (8,860) | | | |

Open Space & Trails Program Key Indicators Acquisition Sub-Program

Goals

Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.

Objectives

Maintain an up to date list of high-priority candidate parcels for acquisition. Contact each property owner and, based on the owner's expressed interests, determine the most effective strategy for voluntary acquisition of or easement on each candidate parcel. Maintain contact with each property owner consistent with their expressed interests. Voluntarily acquire candidate parcels at a price that reflects the current market value for comparable property (considering all development restrictions, size, location, existing development, and other relevant factors). Maintain funding for acquisition consistent with adopted Council policy.

| 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 | | | | |
| OSAB Ranked & Council Approved Candidate Parcel | Units | 20 | 20 | 20 |
| Property Owners Contacted | Contacts | New Metric | | |
| Efficiency | | | | |
| Ratio of Costs Devoted to Acquisition Related Activities Divided by # of Priority Parcels | Hrs/Parcel | New Metric | | |
| Effectiveness | | | | |
| Candidate List is Up-to-Date | Annual Review | New Metric | | |
| Rights of First Refusal Secured | Rights | New Metric | | |
| Conservation Easements Secured | Units | New Metric | | |
| Service Level Rating ¹ | Rating on scale of 1 to 4 | New Metric | | |
| ¹ Based on evaluation cards provided during each meeting with each property owner. Scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor. | | | | |

Maintenance and Management Sub-Program

Summary of Expenditures, FTEs and Revenues

| Maintenance & Management Sub-Program | | | | | | | | | | |
|--|----------------------------------|---------------------------|------------------------|------------------|---------------------|-----------------------|------------------------|------------------|---------------------|-----------------------|
| GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total |
| | Personnel | 302,220 | 341,870 | 39,650 | 13% | 74% | 354,990 | 13,120 | 4% | 69% |
| | Supplies | 9,980 | 10,130 | 150 | 2% | 2% | 10,420 | 290 | 3% | 2% |
| | Services | 90,590 | 89,910 | (680) | -1% | 20% | 91,140 | 1,230 | 1% | 18% |
| | Capital Outlay | 81,500 | 18,500 | (63,000) | -77% | 4% | 55,500 | 37,000 | 200% | 11% |
| | Other | | | - | | 0% | | - | | 0% |
| | Program Total | 484,290 | 460,410 | (23,880) | -5% | 100% | 512,050 | 51,640 | 11% | 100% |
| | FTEs | 3.62 | 3.90 | 0.28 | 8% | | 3.90 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| Capital Projects Fund | Capital Contributions from URD | 55,000 | 37,500 | (17,500) | -32% | 100% | 134,890 | 97,390 | 260% | 100% |
| | Other Revenue &/or Fund Reserves | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | 55,000 | 37,500 | (17,500) | -32% | 100% | 134,890 | 97,390 | 260% | 100% |
| Open Space & Parks Fund | Grant Revenue-Callahan | 15,000 | - | (15,000) | -100% | 0% | - | - | 0% | 0% |
| | Other Revenue &/or Fund Reserves | | | - | | 0% | | - | 0% | 0% |
| | Fund Total | 15,000 | - | (15,000) | -100% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | Grant-Wayfinding Project | 150,000 | - | (150,000) | -100% | 0% | - | - | 0% | 0% |
| | Program Total | 220,000 | 37,500 | (182,500) | -83% | 100% | 134,890 | 97,390 | 260% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (264,290) | (422,910) | | | | (377,160) | | | |

Open Space & Trails Program Key Indicators Maintenance and Management Sub-Program

Goals

Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.

Objectives

Manage the City's Open Space properties in a manner consistent with good stewardship and sound ecological principles that benefits citizens of Louisville by promoting native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.

| 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 | | | | |
| City owned Open Space Acreage | Acres | 695 | 695 | 695 |
| Open Space Expenditures | Total Exp | \$451,930 | \$446,010 | \$504,340 |
| Hours of Weed Control (Chemical and Fire) | Hours | New Metric | | |
| Hours of Weed Control (Mechanical) | Hours | New Metric | | |
| Contracts Managed Annually | Contracts | New Metric | | |
| Ranger Naturalist Field Contacts with Users | Citations | New Metric | | |
| Efficiency | | | | |
| Open Space Expenditures per Acre | Exp/Acres | \$650 | \$642 | \$726 |
| Open Space Expenditures per Capita | Exp/Capita | \$22 | \$22 | \$25 |
| \$ per acre of Weed Control | \$/Acre | New Metric | | |
| Colorado "A List" Species Treated | % Treated | New Metric | | |
| Effectiveness | | | | |
| "Maintenance of Open Space" Rating ¹ | % Excellent or Good | 87% (2012) | 87% | |
| % of Acreage Free of High Priority Weeds | % of total | New Metric | | |
| Percentage of all Open Space Zoned ² | % of Total | | | |
| Percentage of all Open Space Designated ³ | % of Total | 77% | | |
| ¹ Based on the 2016 Citizen Survey results. ² Open Space zoned as open space ³ Open Space designated under the various categories listed in the Open Space Master Plan | | | | |

Education and Outreach Sub-Program

Summary of Expenditures, FTEs and Revenues

| Education & Outreach Sub-Program | | | | | | | | | | |
|--|----------------------|---------------------------|------------------------|------------------|---------------------|-----------------------|------------------------|------------------|---------------------|-----------------------|
| GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total |
| | Personnel | 112,090 | 115,460 | 3,370 | 3% | 75% | 121,370 | 5,910 | 5% | 74% |
| | Supplies | 580 | 590 | 10 | 2% | 0% | 610 | 20 | 3% | 0% |
| | Services | 3,080 | 3,010 | (70) | -2% | 2% | 3,090 | 80 | 3% | 2% |
| | Capital Outlay | 7,600 | 35,510 | 27,910 | 367% | 23% | 38,700 | 3,190 | 9% | 24% |
| | Other | | | - | | 0% | | - | | 0% |
| | Program Total | 123,350 | 154,570 | 31,220 | 25% | 100% | 163,770 | 9,200 | 6% | 100% |
| | FTEs | 1.77 | 1.79 | 0.02 | 1% | | 1.79 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| Capital Projects Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| | | | | - | 0% | 0% | - | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Open Space & Parks Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| | | | | - | 0% | 0% | - | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Program Total | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (123,350) | (154,570) | | | | (163,770) | | | |

Open Space & Trails Program Key Indicators Education and Outreach Sub-Program

Goals

Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation

Objectives

To inform and educate residents and visitors about the City's diverse Open Space properties and the many benefits associated with these lands. To involve residents and visitors in activities that encourage understanding and stewardship of these lands.

| 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 | | | | |
| Education Programs | Programs | 25 | 24 | 24 |
| Volunteer Programs | Attendance | | | |
| Volunteer Hours Donated | Hours | | | |
| Efficiency | | | | |
| Average Participants per Program | Participants/ Programs | 27 | 29 | 33 |
| Average Hours per Volunteer Program | Hours/ Program | New Metric | | |
| Effectiveness | | | | |
| Average Overall Rating of Education Programs ¹ | Rating on scale of 1 to 4 | New Metric | | |
| Average Overall Rating of Volunteer Programs ¹ | Rating on scale of 1 to 4 | New Metric | | |
| Better Understanding ¹ of Open Space Attributes | Rating on scale of 1 to 4 | New Metric | | |

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

Trail Maintenance Sub-Program

Summary of Expenditures, FTEs and Revenues

| Trail Maintenance Sub-Program | | | | | | | | | | |
|---|----------------------|------------------|------------------|------------------|---------------|--------------|------------------|------------------|---------------|--------------|
| <p>GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.</p> | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 82,510 | 93,150 | 10,640 | 13% | 62% | 96,700 | 3,550 | 4% | 72% |
| | Supplies | 2,100 | 2,170 | 70 | 3% | 1% | 2,240 | 70 | 3% | 2% |
| | Services | 16,740 | 17,680 | 940 | 6% | 12% | 18,340 | 660 | 4% | 14% |
| | Capital Outlay | 31,600 | 38,000 | 6,400 | 20% | 25% | 17,500 | (20,500) | -54% | 13% |
| | Other | | | - | | 0% | | - | | 0% |
| | Program Total | 132,950 | 151,000 | 18,050 | 14% | 100% | 134,780 | (16,220) | -11% | 100% |
| | FTEs | 1.17 | 1.37 | 0.20 | 17% | | 1.37 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | \$ Change | % | % of | 2018 | \$ Change | % | % of |
| | | Projected | Budget | | Change | Total | Budget | | Change | Total |
| Capital Projects Fund | | | | - | 0% | 0% | | - | 0% | 0% |
| | | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Open Space & Parks Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| | | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Program Total | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (132,950) | (151,000) | | | | (134,780) | | | |

Open Space & Trails Program Key Indicators Trail Maintenance Sub-Program

Goals

Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.

Objectives

Maintain all trails to a satisfactory level to encourage recreation and to enable safe walking, running and bike riding around Louisville.

| 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 | | | | |
| Trails - Total Miles | Miles | 34 | 38 | 41 |
| Trails - Soft Surface | Miles | 15 | 15 | 16 |
| Trails - Hard Surface | Miles | 20 | 23 | 25 |
| Total Number of Wayfinding Signs | Units | New Metric | | |
| Efficiency | | | | |
| Sub-Program Cost per Mile | \$/Mile | New Metric | | |
| Time to Resolve Reported Maintenance Item | Days | New Metric | | |
| \$ per Sign | \$/ Sign | New Metric | | |
| Effectiveness | | | | |
| "Maintenance of the Trail System" Rating ¹ | % Excellent or Good | 90% (2012) | 90% | |
| OSAB Maintenance Rating ² | OSAB Rating | New Metric | | |
| ¹ Based on the 2016 Citizen Survey results. ² Based on annual OSAB review of each trail segment with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor. | | | | |

New Trails Sub-Program

Summary of Expenditures, FTEs and Revenues

| New Trails Sub-Program | | | | | | | | | | |
|--|----------------------|---------------------------|------------------------|--------------------|---------------------|-----------------------|------------------------|------------------|---------------------|-----------------------|
| GOAL: Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total |
| | Personnel | 17,730 | 19,150 | 1,420 | 8% | 3% | 20,040 | 890 | 5% | 2% |
| | Supplies | 40 | 80 | 40 | 100% | 0% | 80 | - | 0% | 0% |
| | Services | 10 | 40 | 30 | 300% | 0% | 30 | (10) | -25% | 0% |
| | Capital Outlay | 1,813,440 | 728,150 | (1,085,290) | -60% | 97% | 1,204,300 | 476,150 | 65% | 98% |
| | Other | | | - | | 0% | | - | | 0% |
| | Program Total | 1,831,220 | 747,420 | (1,083,800) | -59% | 100% | 1,224,450 | 477,030 | 64% | 100% |
| | FTEs | 0.20 | 0.22 | 0.02 | 10% | | 0.22 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| Capital Projects Fund | | | | - | 0% | 0% | | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Open Space & Parks Fund | | | - | - | 0% | 0% | - | - | 0% | 0% |
| | Fund Total | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Cons Trust - Lottery Fund | | | - | - | 0% | 0% | - | - | 0% | 0% |
| Program Total | | - | - | - | 0% | 0% | - | - | 0% | 0% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (1,831,220) | (747,420) | | | | (1,224,450) | | | |

Open Space & Trails Program Key Indicators New Trails Sub-Program

Goals

Acquire candidate properties as they become available and preserve, enhance and maintain native plants, wildlife, wildlife and plant habitat, cultural resources, agriculture and scenic vistas and appropriate passive recreation.

Objectives

Construct the highest priority new trails and trail connections to enhance the trail system in a manner consistent with City Council adopted plans.

| 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 | | | | |
| Public Meetings regarding New Trails | Hours | | | |
| Length of New Trails | Feet | | | |
| Number of New Trail Connections | Connections | | | |
| Efficiency | | | | |
| \$ per Foot | \$/Foot | New Metric | | |
| Effectiveness | | | | |
| Number of Trail Connections and Crossings Remaining to be Completed | Total | 25 | 25 | 22 |

Recreation Program

Summary of Expenditures, FTEs and Revenues

| Recreation Program | | | | | | | | | | |
|---|------------------------------|-------------------|------------------|------------------|---------------|------------------|------------------|-----------------|---------------|---------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 2,677,010 | 2,880,400 | 203,390 | 8% | 58% | 2,984,250 | 103,850 | 4% | 60% | |
| Supplies | 303,130 | 328,960 | 25,830 | 9% | 7% | 338,410 | 9,450 | 3% | 7% | |
| Services | 1,464,500 | 1,483,870 | 19,370 | 1% | 30% | 1,573,040 | 89,170 | 6% | 32% | |
| Capital Outlay | 664,715 | 241,900 | (422,815) | -64% | 5% | 89,900 | (152,000) | -63% | 2% | |
| Other | - | - | - | #DIV/0! | 0% | - | - | #DIV/0! | 0% | |
| Program Total | 5,109,355 | 4,935,130 | (174,225) | -3% | 100% | 4,985,600 | 50,470 | 1% | 100% | |
| FTEs | 53.01 | 55.10 | 2.09 | 4% | | 55.39 | 0 | 1% | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | Youth Sub-Program Revenue | 401,660 | 401,050 | (610) | 0% | 10% | 402,870 | 1,820 | 0% | 10% |
| | Adult Sub-Program Revenue | 151,000 | 151,200 | 200 | 0% | 4% | 153,200 | 2,000 | 1% | 4% |
| | Senior Sub-Program Revenue | 142,400 | 154,100 | 11,700 | 8% | 4% | 155,200 | 1,100 | 1% | 4% |
| | Aquatics Sub-Program Revenue | 190,500 | 199,010 | 8,510 | 4% | 5% | 201,510 | 2,500 | 1% | 5% |
| | Rec Center Membership Fee | 825,200 | 833,450 | 8,250 | 1% | 20% | 841,790 | 8,340 | 1% | 21% |
| | Rec Center Daily User Fees | 84,400 | 85,000 | 600 | 1% | 2% | 85,000 | - | 0% | 2% |
| | Rec Center Merchandise | 1,680 | 1,500 | (180) | -11% | 0% | 1,500 | - | 0% | 0% |
| | Rec Center Concession Fees | 7,700 | 7,500 | (200) | -3% | 0% | 7,500 | - | 0% | 0% |
| | Rec Center - Rentals | 101,800 | 99,260 | (2,540) | -2% | 2% | 99,500 | 240 | 0% | 2% |
| | Unclassified - Rentals | 31,000 | 31,500 | 500 | 2% | 1% | 31,750 | 250 | 1% | 1% |
| | Fund Total | 1,937,340 | 1,963,570 | 26,230 | 1% | 48% | 1,979,820 | 16,250 | 1% | 49% |
| Impact Fee Fund | Impact Fee Revenue | 864,640 | 349,500 | (515,140) | -60% | 9% | 187,750 | (161,750) | -46% | 5% |
| | Fund Total | 864,640 | 349,500 | (515,140) | -60% | 9% | 187,750 | (161,750) | -86% | 5% |
| Golf Course Fund | Green Fees | 800,000 | 1,016,000 | 216,000 | 27% | 25% | 1,066,800 | 50,800 | 5% | 27% |
| | Annual Season Passes | 135,000 | 149,850 | 14,850 | 11% | 4% | 157,340 | 7,490 | 5% | 4% |
| | Golf Cart Rentals | 140,000 | 208,000 | 68,000 | 49% | 5% | 218,400 | 10,400 | 5% | 5% |
| | Driving Range Fees | 125,000 | 173,000 | 48,000 | 38% | 4% | 181,650 | 8,650 | 5% | 5% |
| | Merchandise Sales | 95,000 | 125,000 | 30,000 | 32% | 3% | 131,250 | 6,250 | 5% | 3% |
| | Other Rentals | 33,200 | 35,000 | 1,800 | 5% | 1% | 35,600 | 600 | 2% | 1% |
| | Fees-Other | 31,000 | 33,500 | 2,500 | 8% | 1% | 35,180 | 1,680 | 5% | 1% |
| | Miscellaneous Revenue | 19,500 | 21,100 | 1,600 | 8% | 1% | 21,800 | 700 | 3% | 1% |
| | Fund Total | 1,378,700 | 1,761,450 | 382,750 | 28% | 43% | 1,848,020 | 86,570 | 5% | 46% |
| Program Total | | 4,180,680 | 4,074,520 | (106,160) | -3% | 100% | 4,015,590 | (58,930) | -1% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (928,675) | (860,610) | | | | (970,010) | | | |

Note: Shaded revenues denote revenue that is not allocated to sub-programs at this time. Staff will discuss this issue during the October 12 presentation.

Description of and Justification for Top Priorities

- 2017. Recreation and Senior Center Increase in Part-Time Hours.** \$10,000 annually in 2017 and again in 2018 from the General Fund, fully offset by revenue. **Description:** Minor increases in hours (less than 0.2 FTE and) in various positions. **Justification:** Fully offset by revenue.

2. **2017. Contract Project Manager.** \$15,000 in 2016, \$120,000 in 2017, 2018 and \$60,000 in 2019 from Bond Funds (if voters approve the Recreation and Senior Center ballot measures). **Description:** This work will be contracted out with a firm specializing in large facility construction/expansion projects with special expertise in recreation center projects. Lead person will report to the Director of Parks and Recreation and will act as the City's representative during design, review, permitting, construction, expansion and improvements to the Recreation Senior Center and Memory Square Swimming Pool. The Project Manager will work closely with the architect and contractor and coordinate all work related to this capital improvement project. The contract will sunset at construction completion and/or upon final acceptance by the City. **Justification:** Contingent upon voter approval, this is a \$28.6M project requiring coordination, attention to detail, follow-through and holding the architect and the contractor accountable for City's agreed to design standards and fiscal constraints. The Project Manager will serve as the City's representative prior to and through construction making sure that the City's best interests are carried out and the project meets or exceeds expectations. Staff has started the RFQ/RFP process with it clear that the position is contingent on voter approval of the project. If the ballot measures pass, staff will ask Council to amend the budget and staff will start negotiations for a contract with the top ranked firm.
3. **2017. Golf Course Seasonal Worker - Operations & Pro Shop.** \$5,786 (416 hours) starting in 2017 from the Golf Fund and then annually thereafter, fully offset by revenue. **Description:** The position is an expansion of the golf pro shop operations staff (increasing the number to four). The position and funds are melded from existing funding and personnel. The purpose is to add a fourth person who has the capabilities to open and close the operation. **Justification:** During the summer months, we operate over 130 hour per week. This amended position will allow the three golf professionals to concentrate on more revenue producing tasks. Golf operations should be able to absorb the minor increase.
4. **2017. Golf Course Seasonal Worker - Course Maintenance.** 1,600 hours \$14,464 starting in 2017 and then annually thereafter from the Golf Fund, fully offset by revenue. **Description/Justification:** Coal Creek Golf Course is a 7-day a week operation and during the spring, summer, and fall season, staff must mow, trim, rake bunkers, and perform additional duties such as fertilize, weed, airify, fill water coolers, mark hazards, green cup placements/pin placement, rotate tee placement, etc. In order to meet golfer expectations, additional seasonal and/or full-time golf course maintenance hours are necessary. Revenue will support full-time staff and it is also necessary to "over-hire" because keeping employees throughout the season has become a real struggle.

Recreation Program Contributing Projects

| City of Louisville Programs, Goals, Sub-Programs, and 2017-2018 Proposed Contributing Projects | | | | |
|--|--|--------------------------------|--|---|
| Programs | Goals | Sub-Programs | 2017 Proposed Contributing Projects | 2018 Proposed Contributing Projects |
| Recreation | Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people all ages, interests and ability levels. | Youth Activities | 1. Break ground for Recreation Senior Center and Memory Square Swimming Pool renovation and expansion. 2. Implement transition plan to sustain operations during construction and transition. | 1. Continue reconstruction and expansion of the Recreation Senior Center and Memory Square Swimming Pool. 2. Continue to operate the Recreation Senior Center during construction and implement the transition program to facilitate operations |
| | | Adult Activities | | |
| | | Senior Activities and Services | | |
| | | Aquatics | | |
| | | Golf Course | 1. Generate sufficient revenue to cover operating expenses and start building Fund reserves. 2. Continue to improve golf course maintenance facility. 3. Reevaluate best way to provide restrooms & shelter on back 9 4. Eradicate noxious weeds on golf course | 1. Generate sufficient revenue to cover operating revenue, pay for prioritized capital projects and start building afund balance. 2. Enhance practice and learning center opportunities 3. If revenue is sufficient, construct back 9 solution for restroom and shelter 4. Eradicate noxious weeds on golf course. |

Youth Activities Sub-Program

Summary of Expenditures, FTEs and Revenues

| Youth Activities Sub-Program | | | | | | | | | | |
|---|--------------------------------|-------------------|-----------------|--------------|---------------|------------------|----------------|--------------|---------------|---------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 616,800 | 656,810 | 40,010 | 6% | 66% | 672,510 | 15,700 | 2% | 65% | |
| Supplies | 58,920 | 60,940 | 2,020 | 3% | 6% | 62,930 | 1,990 | 3% | 6% | |
| Services | 270,340 | 284,570 | 14,230 | 5% | 28% | 291,850 | 7,280 | 3% | 28% | |
| Capital Outlay | 80,065 | - | (80,065) | -100% | 0% | 4,950 | 4,950 | #DIV/0! | 0% | |
| Other | | | - | | 0% | | - | | 0% | |
| Program Total | 1,026,125 | 1,002,320 | (23,805) | -2% | 100% | 1,032,240 | 29,920 | 3% | 100% | |
| FTEs | 12.88 | 12.97 | 0.09 | 1% | | 12.97 | - | 0% | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| General Fund | Rec Center Nite at the Rec | 32,000 | 32,500 | 500 | 2% | 8% | 32,500 | - | 0% | 8% |
| | Rec Center Nite@Rec Merchandis | 11,500 | 11,750 | 250 | 2% | 3% | 12,000 | 250 | 2% | 3% |
| | Rec Center Child Care Fees | 9,760 | 8,800 | (960) | -10% | 2% | 8,870 | 70 | 1% | 2% |
| | Rec Center Youth Activity Fees | 170,000 | 170,000 | - | 0% | 42% | 170,000 | - | 0% | 42% |
| | Rec Cen Youth Activ Contracted | 46,000 | 46,000 | - | 0% | 11% | 46,000 | - | 0% | 11% |
| | Rec Center Youth Red Cross | 1,400 | - | (1,400) | -100% | 0% | - | - | 0% | 0% |
| | Rec Center Youth Sports Fees | 101,000 | 102,000 | 1,000 | 1% | 25% | 103,000 | 1,000 | 1% | 26% |
| | Rec Cen Youth Sports Contractd | 30,000 | 30,000 | - | 0% | 7% | 30,500 | 500 | 2% | 8% |
| | Fund Total | 401,660 | 401,050 | (610) | 0% | 100% | 402,870 | 1,820 | 0% | 100% |
| Program Total | | 401,660 | 401,050 | (610) | 0% | 100% | 402,870 | 1,820 | 0% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (624,465) | (601,270) | | | | (629,370) | | | |

Recreation Program Key Indicators Youth Activities Sub-Program

Goals

Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.

Objectives

Provide programs which stimulate physical, social, and cognitive skills for the youth of Louisville. Encourage community responsibility through volunteer service that supports the well-being of the community. Provide an individualized learning environment in which each child may grow and learn at their own pace.

| INDICATOR | UNIT | 2015 ACTUAL | 2016 ESTIMATED | 2017 PROJECTED |
|---|---------------------------|----------------|-------------------|-------------------|
| Context Data and General Information | | | | |
| Youth Population ¹ | Youth 0-17 | 4,433 | 4,450 | 4,450 |
| Workload | | | | |
| Summer Day Camp Attendees | Participants | 630 | 700 | 700 |
| Preschool Program Attendees | Participants | 486 | 486 | 486 |
| Teen Program Attendees | Participants | 53 | 55 | 55 |
| Youth Sports Attendees ² | Participants | 1,776 | 1,906 | 2,000 |
| Nite at the Rec Attendees | Participants | 3,267 | 3,850 | 4,000 |
| Catalog | # | 3 | 3 | 3 |
| Efficiency | | | | |
| \$ per Camp Participant | \$/Participant | \$145/session | \$234/session | \$234/session |
| \$ per Preschool Participant | \$/Participant | \$208/month | \$373/month | \$373/month |
| \$ per teen Program Participant | \$/Participant | \$46/session | \$78/session | \$78/session |
| \$ per Youth Sports Participant | \$/Participant | \$85 | \$160 | \$155 |
| \$ per Nite at the Rec Participant | \$/Participant | \$19 | \$51 | \$53 |
| Effectiveness | | | | |
| Ave. # and % of Return Participants per Sports Program | # | New Metric | N/A | N/A |
| | % | New Metric | N/A | N/A |
| “Current Recreation Programs for Youth” Rating ³ | % Excellent or Good | 88% (2012) | 85% | |
| Average Overall Rating of Programs ⁴ | Rating on Scale of 1 to 4 | 1.34 | 1.24 | |
| Total Youth Activities Participants | Participants | 10654 | 11447 | 11691 |
| Health Measure? | ? | | | |

¹ Based on the most recent [Census Data](#) with Youth defined as ages 17 and younger.

² Total participants each season. Not unique individuals because many participate in more than one sport or session.

³ 2016 Citizen Survey results.

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

Adult Activities Sub-Program

Summary of Expenditures, FTEs and Revenues

| Adult Activities Sub-Program | | | | | | | | | | |
|--|--------------------------------|------------------|------------------|------------------|---------------|--------------|------------------|------------------|---------------|--------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 252,690 | 273,950 | 21,260 | 8% | 50% | 283,470 | 9,520 | 3% | 50% |
| | Supplies | 22,890 | 23,820 | 930 | 4% | 4% | 24,760 | 940 | 4% | 4% |
| | Services | 173,290 | 179,810 | 6,520 | 4% | 33% | 186,760 | 6,950 | 4% | 33% |
| | Capital Outlay | 57,990 | 70,000 | 12,010 | 21% | 13% | 74,950 | 4,950 | 7% | 13% |
| | Other | | | - | 0% | 0% | | - | 0% | 0% |
| | Program Total | 506,860 | 547,580 | 40,720 | 8% | 100% | 569,940 | 22,360 | 4% | 100% |
| | FTEs | 4.16 | 4.50 | 0.34 | 8% | | 4.55 | 0 | 1% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | \$ Change | Change | Total | Budget | \$ Change | Change | Total |
| General Fund | Rec Center Adult - Fitness | 60,500 | 60,500 | - | 0% | 40% | 60,500 | - | 0% | 39% |
| | Rec Cen Adult Fit Contracted | 42,000 | 42,000 | - | 0% | 28% | 42,000 | - | 0% | 27% |
| | Rec Center Adult Fit Red Cross | 500 | 700 | 200 | 40% | 0% | 700 | - | 0% | 0% |
| | Rec Center Adult Sports Fees | 48,000 | 48,000 | - | 0% | 32% | 50,000 | 2,000 | 4% | 33% |
| | Fund Total | 151,000 | 151,200 | 200 | 0% | 100% | 153,200 | 2,000 | 1% | 100% |
| Program Total | | 151,000 | 151,200 | 200 | 0% | 100% | 153,200 | 2,000 | 1% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (355,860) | (396,380) | | | | (416,740) | | | |

Recreation Program Key Indicators Adult Activities Sub-Program

Goals

Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.

Objectives

Encourage physical activity, intellectual stimulation, and social well-being by offering adult sports leagues, adult educational programs, and other events.

| INDICATOR | UNIT | 2015 ACTUAL | 2016 ESTIMATED | 2017 PROJECTED |
|---|------------------------------|----------------|-------------------|-------------------|
| Context Data and General Information | | | | |
| Adult Population ¹ | Residents 18-59 Years of Age | 11,183 | 11,200 | 11,200 |
| Workload | | | | |
| Adult Sporting Events ² | Events | 22 | 25 | 25 |
| Adult Fitness Classes Offered | Classes | 56/week | 63/week | 65/week |
| Catalog | # | 3 | 3 | 3 |
| Facilities/Equipment Maintained | Units | New Metric | | |
| Efficiency | | | | |
| Cost Recovery of Adult Programs (Council policy target is 100%) | % | 83% | 70% | 70% |
| Effectiveness | | | | |
| “Current Recreation Programs for Adults” Rating ³ | % Excellent or Good | 87% (2012) | 77% | |
| Adult Participation in Fitness Classes ⁴ | Total attendance in classes | 37,471 | 40,855 | 43,000 |
| Adult Participation in Sporting Events | % of Adult Pop | New Metric | 27% | 29% |
| Average Overall Rating of Programs ⁵ | Rating on scale of 1 to 4 | New Metric | | |
| Health Measure? | | | | |

¹ Based on the most recent [Census Data](#) with “Adult” defined as those 18 years to 59 years old.

² Includes sports and field rentals.

³ Based on the 2016 Citizen Survey results.

⁴ Staff is still working on a way to track unique participants.

⁵ Based on evaluation cards submitted in periodic surveys for Adult Rec programs with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.

Senior activities and Services Sub-Program

Summary of Expenditures, FTEs and Revenues

| Senior Activities & Services Sub-Program | | | | | | | | | | |
|--|--|------------------|------------------|------------------|---------------|--------------|------------------|------------------|---------------|--------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 327,650 | 357,520 | 29,870 | 9% | 54% | 368,160 | 10,640 | 3% | 54% |
| | Supplies | 32,850 | 35,300 | 2,450 | 7% | 5% | 37,850 | 2,550 | 7% | 6% |
| | Services | 265,310 | 271,130 | 5,820 | 2% | 41% | 276,560 | 5,430 | 2% | 41% |
| | Capital Outlay | 58,480 | - | (58,480) | -100% | 0% | - | - | #DIV/0! | 0% |
| | Other | | | - | 0% | 0% | | - | 0% | 0% |
| | Program Total | 684,290 | 663,950 | (20,340) | -3% | 100% | 682,570 | 18,620 | 3% | 100% |
| | FTEs | 5.10 | 5.16 | 0.06 | 1% | | 5.16 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | \$ Change | Change | Total | Budget | \$ Change | Change | Total |
| General Fund | Senior Grants | 6,000 | 6,000 | - | 0% | 4% | 6,000 | - | 0% | 4% |
| | Senior Meals Reimbursement | 39,400 | 50,000 | 10,600 | 27% | 32% | 50,000 | - | 0% | 32% |
| | Senior Fees | 69,000 | 70,000 | 1,000 | 1% | 45% | 71,000 | 1,000 | 1% | 46% |
| | Senior Fees - Contracted | 10,000 | 10,100 | 100 | 1% | 7% | 10,200 | 100 | 1% | 7% |
| | Senior Meals Contributions | 18,000 | 18,000 | - | 0% | 12% | 18,000 | - | 0% | 12% |
| | Fund Total | 142,400 | 154,100 | 11,700 | 8% | 100% | 155,200 | 1,100 | 1% | 100% |
| | Program Total | 142,400 | 154,100 | 11,700 | 8% | 100% | 155,200 | 1,100 | 1% | 100% |
| | Surplus/(Deficiency) of Program Revenue over Program Expenditures | (541,890) | (509,850) | | | | (527,370) | | | |

Recreation Program Key Indicators Senior Activities and Services Sub-Program

Goals

Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.

Objectives

Encourage physical activity, intellectual stimulation, and social well-being through programs and services for persons 60 and older.

| INDICATOR | UNIT | 2015 ACTUAL | 2016 ESTIMATED | 2017 PROJECTED |
|--|------------------------------|----------------|-------------------|-------------------|
| Context Data and General Information | | | | |
| Senior Population ¹ | Residents Greater than 59 | 3,555 | 3,600 | 3,600 |
| Workload | | | | |
| Special Events | Events | 14 | 13 | 14 |
| Health and Wellness Events | Items | 50 | 44 | 48 |
| Fitness and Sports Events | Items | 21 | 24 | 23 |
| Trips | Events | 63 | 61 | 62 |
| Daily Lunch Program | Days Open | 240 | 242 | 242 |
| Classes and Workshops | Events | 32 | 44 | 40 |
| Volunteer Opportunities | Hours | 3981 | 4735 | 4900 |
| Efficiency | | | | |
| Average cost per Participant Lunch ⁴ | \$/Participant | 4.75 | 5.50 | 5.50 |
| Average cost per Participant ⁵ | | \$11 | \$26 | \$27 |
| Effectiveness | | | | |
| "Overall of the Louisville Senior Center" Rating ² | % Excellent or Good | 87% (2012) | 81% | |
| "Current Programs and Services for Seniors" Rating ² | % Excellent or Good | 91% (2012) | 87% | |
| Average Overall Rating of Programs ³ | Rating on scale of 1 to 4 | New Metric | 2 | 1 |
| Average Participants per Day Trip | Att./Trip | New Metric | 18 | 18 |
| Average Participants Lunch Bunch | Att./Trip | New Metric | 17 | 17 |
| Average Participants Dinner Group | Att./Trip | New Metric | 18 | 18 |
| Health Measure? | | | | |

¹ Based on the most recent [Census Data](#) with Senior defined as residents age 60 and up.

² Based on the 2016 Citizen Survey results.

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

⁴ Amount of Caterers Cost per meal charged. Does not include \$25/day delivery.

⁵ Amount of expenses for 2015/number of meals ordered; budgeted amount/estimated number of meals ordered for 2016, 2017.

Aquatics Sub-Program

Summary of Expenditures, FTEs and Revenues

| Aquatics Sub-Program | | | | | | | | | | |
|---|--------------------------------|------------------|------------------|------------------|---------------|--------------|------------------|------------------|---------------|--------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | Change | Change | Total | Budget | Change | Change | Total |
| | Personnel | 609,180 | 651,480 | 42,300 | 7% | 74% | 673,280 | 21,800 | 3% | 74% |
| | Supplies | 38,240 | 42,190 | 3,950 | 10% | 5% | 44,080 | 1,890 | 4% | 5% |
| | Services | 166,840 | 181,770 | 14,930 | 9% | 21% | 186,590 | 4,820 | 3% | 20% |
| | Capital Outlay | 47,480 | - | (47,480) | -100% | 0% | 10,000 | 10,000 | #DIV/0! | 1% |
| | Other | | | - | 0% | 0% | - | - | 0% | 0% |
| | Program Total | 861,740 | 875,440 | 13,700 | 2% | 100% | 913,950 | 38,510 | 4% | 100% |
| | FTEs | 13.89 | 14.02 | 0.13 | 1% | | 14.02 | - | 0% | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 | 2017 | | % | % of | 2018 | | % | % of |
| | | Projected | Budget | \$ Change | Change | Total | Budget | \$ Change | Change | Total |
| General Fund | Rec Center Swim Lessons | 110,000 | 115,010 | 5,010 | 5% | 20% | 117,010 | 2,000 | 2% | 29% |
| | Rec Center Aquatics Contracted | 15,000 | 17,000 | 2,000 | 13% | 3% | 17,500 | 500 | 3% | 4% |
| | Rec Center Aquatics Red Cross | 1,500 | 3,000 | 1,500 | 100% | 1% | 3,000 | - | 0% | 1% |
| | Rec Center Swim Team | 25,000 | 25,000 | - | 0% | 4% | 25,000 | - | 0% | 6% |
| | Memory Square Swim Admission | 35,000 | 35,000 | - | 0% | 6% | 35,000 | - | 0% | 9% |
| | Memory Square Swim Lessons | 4,000 | 4,000 | - | 0% | 1% | 4,000 | - | 0% | 1% |
| | Fund Total | 190,500 | 199,010 | 8,510 | 4% | 35% | 201,510 | 2,500 | 1% | 49% |
| Impact Fee Fund | Impact Fee Revenue | 864,640 | 349,500 | (515,140) | -60% | 61% | 187,750 | (161,750) | -46% | 46% |
| | Miscellaneous Revenue | 7,500 | 26,000 | 18,500 | 247% | 5% | 19,000 | (7,000) | -27% | 5% |
| | Fund Total | 872,140 | 375,500 | (496,640) | -57% | 65% | 206,750 | (168,750) | -82% | 51% |
| Program Total | | 1,062,640 | 574,510 | (488,130) | -46% | 100% | 408,260 | (166,250) | -29% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | 200,900 | (300,930) | | | | (505,690) | | | |

Recreation Program Key Indicators Aquatics Sub-Program

Goals

Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.

Objectives

Provide comprehensive aquatics programming that meets the needs of the community through highly accessible, enjoyable, and varied opportunities for learning and recreation. Offer a safe, responsive and welcoming aquatics environment that promotes the health and well-being of residents and visitors.

| INDICATOR | UNIT | 2015 ACTUAL | 2016 ESTIMATED | 2017 PROJECTED |
|---|--------------|-------------------------|-------------------------|-------------------------|
| Context Data and General Information | | | | |
| Population | Residents | 20,047 | 20,100 | 20,100 |
| Workload | | | | |
| Water Aerobics Classes ¹ | Classes | 50/Month or 600 Year | 50/Month or 600 Year | 50/Month or 600 Year |
| Louisville Dolphins Swim Team (Mem Sq) ² | Hours of Use | 450 | 453 | 450 |
| Louisville Dolphins Swim Team (Rec Cent) ³ | Hours of Use | 37 | 91.25 | 95 |
| Pool Maintenance ⁴ | Hours | 2,577 | 2,577 | 2,577 |
| Swim Lesson Participation | Attendees | 1,108 | 1,321 | 1,300 |
| Open Swim ⁵ | Hours | 2,484 | 2,584 | 2,584 |
| Efficiency | | | | |
| Water Aerobics Class Cost per Attendee | \$/Attendee | New Metric | | |
| Swim Team Cost per Attendee | \$/Attendee | New Metric | | |
| Swim Lessons Cost per Attendee | \$/Attendee | New Metric | | |
| Open Swim Cost per Attendee | \$/Hour | New Metric | | |
| Effectiveness | | | | |
| Net Revenue of Rec Center Pool Mgt. | Net Rev | \$116,732.15 | \$115,000 | \$115,000 |
| Net Revenue of Memory Square Pool Mgt. | Net Rev | \$ 63,715.82 | \$50,000 | \$50,000 |
| Percent of Swim Lesson Participants who Progress ⁶ | % | N/A | N/A | N/A |
| Average Rating of Programs ⁷ | 1 to 4 | 1.21 | 1.16 | *1.18 |

¹ Aerobics classes calculated 12/week @50 weeks.

² Dolphin hours calculated with practices, meets, open house and fall splash.

³ Dolphin Rec hours used for stroke clinics, preseason evals, banquets and meetings. 2016 increased with the addition of spring clinics.

⁴ Maintenance hours calculated by ¼ hour of maintenance completed by part-time staff during operational hours and scheduled shifts and the average of full-time staff 3 hours/week backwashing, 3 hours/day pool chemistry and mechanics.

⁵ Hours calculated when the splash or main pools were designated as open swim.

⁶ Currently no criteria developed to track participants on progression of skills or level advancement.

⁷ Based on evaluation cards submitted at conclusion of each program with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.

*2017 Projected calculated using by using the average from 2015 and 2016.

Golf Course Sub-Program

Summary of Expenditures, FTEs and Revenues

| Golf Course Sub-Program | | | | | | | | | | |
|--|-----------------------|-------------------|------------------|----------------|---------------|------------------|------------------|---------------|---------------|---------------|
| GOAL: Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels. | | | | | | | | | | |
| Expenditures | | | | | | | | | | |
| | 2016 Projected | 2017 Budget | Change | % Change | % of Total | 2018 Budget | Change | % Change | % of Total | |
| Personnel | 870,690 | 940,640 | 69,950 | 8% | 51% | 986,830 | 46,190 | 5% | 55% | |
| Supplies | 150,230 | 166,710 | 16,480 | 11% | 9% | 168,790 | 2,080 | 1% | 9% | |
| Services | 588,720 | 566,590 | (22,130) | -4% | 31% | 631,280 | 64,690 | 11% | 35% | |
| Capital Outlay | 420,700 | 171,900 | (248,800) | -59% | 9% | - | (171,900) | -100% | 0% | |
| Other - Loan Repayment | - | - | - | 0% | 0% | - | - | 0% | 0% | |
| Program Total | 2,030,340 | 1,845,840 | (184,500) | -9% | 100% | 1,786,900 | (58,940) | -3% | 100% | |
| FTEs | 16.98 | 18.45 | 1.47 | 9% | | 18.69 | 0 | 1% | | |
| Revenues | | | | | | | | | | |
| Fund | Description | 2016 Projected | 2017 Budget | \$ Change | % Change | % of Total | 2018 Budget | \$ Change | % Change | % of Total |
| Golf Course Fund | Green Fees | 800,000 | 1,016,000 | 216,000 | 27% | 58% | 1,066,800 | 50,800 | 5% | 58% |
| | Annual Season Passes | 135,000 | 149,850 | 14,850 | 11% | 9% | 157,340 | 7,490 | 5% | 9% |
| | Golf Cart Rentals | 140,000 | 208,000 | 68,000 | 49% | 12% | 218,400 | 10,400 | 5% | 12% |
| | Driving Range Fees | 125,000 | 173,000 | 48,000 | 38% | 10% | 181,650 | 8,650 | 5% | 10% |
| | Merchandise Sales | 95,000 | 125,000 | 30,000 | 32% | 7% | 131,250 | 6,250 | 5% | 7% |
| | Other Rentals | 33,200 | 35,000 | 1,800 | 5% | 2% | 35,600 | 600 | 2% | 2% |
| | Fees-Other | 31,000 | 33,500 | 2,500 | 8% | 2% | 35,180 | 1,680 | 5% | 2% |
| | Miscellaneous Revenue | 19,500 | 21,100 | 1,600 | 8% | 1% | 21,800 | 700 | 3% | 1% |
| | Fund Total | 1,378,700 | 1,761,450 | 382,750 | 28% | 100% | 1,848,020 | 86,570 | 5% | 100% |
| Program Total | | 1,378,700 | 1,761,450 | 382,750 | 28% | 100% | 1,848,020 | 86,570 | 5% | 100% |
| Surplus/(Deficiency) of Program Revenue over Program Expenditures | | (651,640) | (84,390) | | | | 61,120 | | | |

Recreation Program Key Indicators Golf Course Sub-Program

Goals

Promote the physical, mental and social well-being of residents and visitors through a broad range of high-quality, reasonably priced recreation and leisure activities for people of all ages, interests and ability levels.

Objectives

Provide an enjoyable, yet challenging course for residents and visitors of all skill levels. Attract and retain golfers by offering competitive rates and amenities, continuous maintenance and professional management. Operate as an Enterprise by generating sufficient revenue to cover operations, debt service and capital replacement.

| INDICATOR | UNIT | 2015 ACTUAL | 2016 ESTIMATED | 2017 PROJECTED |
|--|---------------------------|----------------|-------------------|-------------------|
| Context Data and General Information | | | | |
| Population | Residents | 20,047 | 20,100 | 20,100 |
| Workload | | | | |
| Total Rounds | Rounds | 14,153 | 30,000 | 34,000 |
| Season Passes | Units | 85 | 399 | 450 |
| Cart Rentals | Units | 9,274 | 14,342 | 16,000 |
| Total Playable Days ¹ | Playable Days | | | |
| Guest Lessons Attended | Hours | 129 | 450 | 600 |
| Course Maintenance | FTEs | | 8.7 | 11.7 |
| Marketing Effort | Hours | 624 | 752 | 832 |
| Tournaments / Outings / Club events | Events | 47 | 119 | 135 |
| Efficiency | | | | |
| Average Revenue per Round | \$/Round | \$51.43 | \$46.35 | \$50.00 |
| Cart Rental Rev./Cart Lease Debt Service | Rev/Exp. | \$2.68 | \$2.90 | \$3.26 |
| Average Revenue per Playable Day | Rev-Op Exp. | | | |
| Effectiveness | | | | |
| Net Revenue or (Loss) | \$ | New Metric | \$ 302,000 | \$ 350,000 |
| Resident Participation ² ("Played Golf at the Coal Creek Golf Course") | % Response | 22% (2012) | 18% | |
| Resident Participation ² ("Engaged in an Activity at the Coal Creek Golf Course") | | New Metric | ?? | |
| "Overall Quality of the Coal Creek Golf Course" Citizen Survey Rating ² | % Excellent or Good | 76% (2012) | 80% | |
| Overall Quality of the Coal Creek Golf Course Golfer Rating ³ | Rating on scale of 5 to 1 | New Metric | 4.16 | |
| Marketing Effectiveness | | | | |

¹ Intermittent or steady rain exceeding 0.25 inches over more than one hour, wind speed exceeds 19 miles per hour, temperatures less than 46 and more than 94 degrees AND these NON-playable day criteria are present for more than 50% of playable hours.

² Based on the 2016 Citizen Survey results.

³ Based on evaluation cards submitted at conclusion of each round with rating on a scale of 5=Excellent, 4=Good, 3=average, 2=below average, 1=Poor.

Summary of Revenues, Expenditures and Changes to Fund Balances 2017

City of Louisville, Colorado
 Schedule of Revenue, Expenditures, and Changes to Fund Balances
 All Funds
 2017 Budget

| Fund Number | Fund Description | Beginning Fund Balance | Revenue & Other Sources | Expenditures & Other Uses [1] | Ending Fund Balance | Amount of Change | Percent of Change |
|-------------|--|------------------------|-------------------------|-------------------------------|----------------------|---------------------|-------------------|
| 101 | General | \$ 3,837,969 | \$19,285,530 | \$ 18,023,502 | \$ 5,099,997 | \$ 1,262,028 | 33% |
| | Special Revenue Funds: | | | | | | |
| 201 | Open Space & Parks | 3,106,193 | 3,213,400 | 3,349,041 | 2,970,552 | (135,641) | -4% |
| 202 | Conservation Trust - Lottery | 577,118 | 275,660 | 377,950 | 474,828 | (102,290) | -18% |
| 203 | Cemetery Perpetual Care | 528,254 | 35,660 | 2,300 | 561,614 | 33,360 | 6% |
| 204 | Cemetery | 29,323 | 163,240 | 158,260 | 34,303 | 4,980 | 17% |
| 205 | PEG Fees | 53,730 | 25,200 | 25,040 | 53,890 | 160 | 0% |
| 206 | Parking Improvement | 6,159 | 50 | - | 6,209 | 50 | 1% |
| 207 | Historic Preservation | 822,733 | 642,530 | 621,966 | 843,297 | 20,564 | 2% |
| | Total Special Revenue Funds | 5,123,509 | 4,355,740 | 4,534,557 | 4,944,692 | (178,817) | -3% |
| | Capital Project Funds | | | | | | |
| 301 | Capital Projects | 835,351 | 7,258,420 | 5,310,523 | 2,783,248 | 1,947,897 | 233% |
| 302 | Impact Fee | 2,853,166 | 1,194,130 | 2,726,900 | 1,320,396 | (1,532,770) | -54% |
| | Total Capital Project Funds | 3,688,517 | 8,452,550 | 8,037,423 | 4,103,644 | 415,127 | 11% |
| 401 | Debt Service Fund | 723,000 | 837,350 | 780,670 | 779,680 | 56,680 | 8% |
| | Enterprise Funds (WC Basis) | | | | | | |
| 501 | Water Utility | 10,870,492 | 16,314,320 | 11,142,729 | 16,042,083 | 5,171,591 | 48% |
| 502 | Wastewater Utility | 9,540,851 | 4,423,580 | 8,522,131 | 5,442,300 | (4,098,551) | -43% |
| 503 | Stormwater Utility | 914,810 | 844,150 | 943,302 | 815,658 | (99,152) | -11% |
| 510 | Solid Waste & Recycling Utility | 98,326 | 1,676,640 | 1,617,490 | 157,476 | 59,150 | 60% |
| 520 | Golf Course | 157,869 | 1,761,450 | 1,845,833 | 73,486 | (84,383) | -53% |
| | Total Enterprise Funds | 21,582,347 | 25,020,140 | 24,071,485 | 22,531,002 | 948,655 | 4% |
| | Internal Service Funds (WC Basis) | | | | | | |
| 602 | Technology Management | 193,041 | 71,170 | 85,750 | 178,461 | (14,580) | -8% |
| 603 | Fleet Management | 650,130 | 245,960 | 207,450 | 688,640 | 38,510 | 6% |
| | Total Internal Service Funds | 843,171 | 317,130 | 293,200 | 867,101 | 23,930 | 3% |
| | Total All Funds | \$ 35,798,514 | \$ 58,268,440 | \$ 55,740,837 | \$ 38,326,117 | \$ 2,527,603 | 7% |

[1] General Fund Expenditures Include a Projected Turnback, which amounts to **650,257**

Summary of Revenues, Expenditures and Changes to Fund Balances 2018

City of Louisville, Colorado
 Schedule of Revenue, Expenditures, and Changes to Fund Balances
 All Funds
 2018 Budget

| Fund Number | Fund Description | Beginning Fund Balance | Revenue & Other Sources | Expenditures & Other Uses [1] | Ending Fund Balance | Amount of Change | Percent of Change |
|-------------|--|------------------------|-------------------------|-------------------------------|----------------------|---------------------|-------------------|
| 101 | General | \$ 5,099,997 | \$ 19,672,560 | \$ 18,909,872 | \$ 5,862,685 | \$ 762,688 | 15% |
| | Special Revenue Funds: | | | | | | |
| 201 | Open Space & Parks | 2,970,552 | 2,981,470 | 3,893,098 | 2,058,924 | (911,628) | -31% |
| 202 | Conservation Trust - Lottery | 474,828 | 277,640 | 557,400 | 195,068 | (279,760) | -59% |
| 203 | Cemetery Perpetual Care | 561,614 | 35,980 | 2,300 | 595,294 | 33,680 | 6% |
| 204 | Cemetery | 34,303 | 174,030 | 167,119 | 41,214 | 6,911 | 20% |
| 205 | PEG Fees | 53,890 | 25,200 | 25,040 | 54,050 | 160 | 0% |
| 206 | Parking Improvement | 6,209 | 50 | - | 6,259 | 50 | 1% |
| 207 | Historic Preservation | 843,297 | 632,390 | 524,580 | 951,107 | 107,810 | 13% |
| | Total Special Revenue Funds | 4,944,692 | 4,126,760 | 5,169,537 | 3,901,915 | (1,042,777) | -21% |
| | Capital Project Funds | | | | | | |
| 301 | Capital Projects | 2,783,248 | 7,262,260 | 7,234,787 | 2,810,721 | 27,473 | 1% |
| 302 | Impact Fee | 1,320,396 | 723,850 | 1,193,900 | 850,346 | (470,050) | -36% |
| | Total Capital Project Funds | 4,103,644 | 7,986,110 | 8,428,687 | 3,661,067 | (442,577) | -11% |
| 401 | Debt Service Fund | 779,680 | 556,470 | 1,336,150 | 0 | (779,680) | -100% |
| | Enterprise Funds (WC Basis) | | | | | | |
| 501 | Water Utility | 16,042,083 | 12,466,090 | 8,214,511 | 20,293,662 | 4,251,579 | 27% |
| 502 | Wastewater Utility | 5,442,300 | 4,030,810 | 4,192,262 | 5,280,848 | (161,452) | -3% |
| 503 | Stormwater Utility | 815,658 | 916,180 | 1,020,235 | 711,603 | (104,055) | -13% |
| 510 | Solid Waste & Recycling Utility | 157,476 | 1,723,020 | 1,619,592 | 260,904 | 103,428 | 66% |
| 520 | Golf Course | 73,486 | 1,848,020 | 1,786,903 | 134,603 | 61,117 | 83% |
| | Total Enterprise Funds | 22,531,002 | 20,984,120 | 16,833,503 | 26,681,619 | 4,150,617 | 18% |
| | Internal Service Funds (WC Basis) | | | | | | |
| 602 | Technology Management | 178,461 | 71,170 | 35,750 | 213,881 | 35,420 | 20% |
| 603 | Fleet Management | 688,640 | 247,960 | 145,440 | 791,160 | 102,520 | 15% |
| | Total Internal Service Funds | 867,101 | 319,130 | 181,190 | 1,005,041 | 137,940 | 16% |
| | Total All Funds | \$ 38,326,117 | \$ 53,645,150 | \$ 50,858,939 | \$ 41,112,328 | \$ 2,786,211 | 7% |

[1] General Fund Expenditures Include a Projected Turnback, which amounts to 663,907

Calculation of General Fund Operational Surplus/Deficit

City of Louisville, Colorado
2017 - 2018 Biennial Budget
General Fund
Calculation of Operational Surplus/Deficit

| | 2016 Orig Bdgt | 2016 06/30 Bdgt | 2016 07/01 Bdgt | 2016 Estimates | 2017 Req Bdgt | 2018 Req Bdgt |
|---|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|
| Operating Revenue | | | | | | |
| Total Revenue | 18,121,240 | 18,418,420 | 18,418,420 | 18,277,610 | 19,285,530 | 19,672,560 |
| Less: Nonrecurring, Building-Related Revenue | 1,080,450 | 1,080,450 | 1,080,450 | 854,310 | 1,357,530 | 974,970 |
| Less: Nonrecurring & Nonoperational Grants | - | - | - | - | - | - |
| Less: Nonrecurring Asset Sales | - | - | - | - | - | - |
| Less: Nonrecurring Interfund Transfers | - | - | - | - | - | - |
| Total Recurring/Operational Revenue | 17,040,790 | 17,337,970 | 17,337,970 | 17,423,300 | 17,928,000 | 18,697,590 |
| Operating Expenditures | | | | | | |
| Total Expenditures | 17,492,660 | 17,664,450 | 17,990,895 | 19,780,467 | 18,673,759 | 19,573,779 |
| Less: Nonrecurring Interfund Transfers | 72,500 | 72,500 | 72,500 | 2,050,900 | - | - |
| Less: Projected "Turnback" | 510,336 | 515,490 | 525,283 | 520,337 | 650,260 | 663,910 |
| Total Recurring/Operational Expenditures | 16,909,824 | 17,076,460 | 17,393,111 | 17,209,230 | 18,023,499 | 18,909,869 |
| Operating Surplus/(Deficit) | 130,966 | 261,510 | (55,141) | 214,070 | (95,499) | (212,279) |

Note: Total 2018 expenditures include a \$500,000 transfer to the Open Space & Parks Fund. Due to the expected continuation of operational deficits within the Open Space & Parks Fund, this transfer is defined as a *recurring* expenditure and, therefore, "Nonrecurring Interfund Transfers" does not include the \$500,000 as an adjustment to total expenditures.

Calculation of Open Space and Parks Fund Operational Surplus/Deficit

City of Louisville, Colorado
2017 - 2018 Biennial Budget
Open Space & Parks Fund
Calculation of Operational Surplus/Deficit

| | 2016 Orig Bdgt | 2016 06/30 Bdgt | 2016 07/01 Bdgt | 2016 Estimates | 2017 Req Bdgt | 2018 Req Bdgt |
|---|-------------------|--------------------|--------------------|-------------------|------------------|------------------|
| Operating Revenue | | | | | | |
| Total Revenue | 2,869,620 | 2,905,100 | 2,905,100 | 2,721,520 | 3,213,400 | 2,981,470 |
| Less: Nonrecurring, Building-Related Revenue | 174,440 | 174,440 | 174,440 | 231,950 | 186,490 | 102,530 |
| Less: Nonrecurring & Nonoperational Grants | - | - | - | 15,000 | - | - |
| Less: Nonrecurring Asset Sales | - | - | - | - | - | - |
| Less: Nonrecurring Interfund Transfers | 739,000 | 739,000 | 739,000 | 466,000 | 1,249,000 | 541,000 |
| Total Recurring/Operational Revenue | 1,956,180 | 1,991,660 | 1,991,660 | 2,008,570 | 1,777,910 | 2,337,940 |
| Operating Expenditures | | | | | | |
| Total Expenditures | 2,620,500 | 2,833,060 | 2,641,801 | 2,615,327 | 3,349,041 | 3,893,098 |
| Less: Capital Projects | 252,250 | 461,230 | 461,230 | 461,230 | 1,009,658 | 1,436,250 |
| Less: Projected "Turnback" on Operations | 71,048 | 71,155 | 65,417 | 75,393 | 81,878 | 85,990 |
| Total Recurring/Operational Expenditures | 2,297,203 | 2,300,675 | 2,115,154 | 2,078,704 | 2,267,505 | 2,370,859 |
| Operating Surplus/(Deficit) | (341,023) | (309,015) | (123,494) | (70,134) | (479,595) | (32,919) |

Note: Total 2018 revenue includes a \$500,000 transfer from the General Fund. Due to the expected continuation of operational deficits within the Open Space & Parks Fund, this transfer is defined as *recurring* revenue and, therefore, "Nonrecurring Interfund Transfers" does not include the \$500,000 as an adjustment to total revenue.

City of Louisville, Colorado
2017 - 2018 Biennial Budget
Summary of Revenue Assumptions for Revenue Sources > \$100,000

| Revenue Category | 2015 Actual | 2016 Estimate | 2017 Budget | 2018 Budget | Percent of Change | | |
|-----------------------------------|----------------|------------------|----------------|----------------|-------------------|--------|--------|
| | | | | | 2016 | 2017 | 2018 |
| Taxes: | | | | | | | |
| Sales Tax | 12,136,428 | 12,618,890 | 13,063,660 | 13,520,880 | 4.0% | 3.5% | 3.5% |
| Property Tax | 3,061,387 | 3,572,400 | 3,664,330 | 3,497,080 | 16.7% | 2.6% | -4.6% |
| Use Tax - Building Materials | 1,579,782 | 2,182,940 | 1,755,090 | 964,950 | 38.2% | -19.6% | -45.0% |
| Use Tax - Consumer | 1,450,301 | 1,595,340 | 1,595,340 | 1,595,340 | 10.0% | 0.0% | 0.0% |
| Use Tax - Auto | 1,372,205 | 1,337,900 | 1,391,410 | 1,447,080 | -2.5% | 4.0% | 4.0% |
| Franchise Taxes | 1,080,497 | 1,037,270 | 1,057,880 | 1,078,930 | -4.0% | 2.0% | 2.0% |
| Lodging Tax | 469,709 | 493,190 | 517,850 | 543,740 | 5.0% | 5.0% | 5.0% |
| Specific Ownership Tax | 173,891 | 182,590 | 189,890 | 197,490 | 5.0% | 4.0% | 4.0% |
| Licenses & Permits: | | | | | | | |
| Construction Permits | 975,696 | 1,386,400 | 1,362,830 | 974,970 | 42.1% | -1.7% | -28.5% |
| Minor Building-Related Permits | 289,546 | 247,250 | 252,200 | 257,240 | -14.6% | 2.0% | 2.0% |
| Intergovernmental Revenue: | | | | | | | |
| Highway Users Tax | 627,019 | 627,020 | 651,100 | 664,100 | 0.0% | 3.8% | 2.0% |
| State Lottery | 187,326 | 196,690 | 198,660 | 200,640 | 5.0% | 1.0% | 1.0% |
| Charges for Services: | | | | | | | |
| Water Tap Fees | 2,798,805 | 9,214,460 | 10,673,110 | 6,499,920 | 229.2% | 15.8% | -39.1% |
| Water User Fees | 4,703,930 | 5,486,000 | 6,190,080 | 6,557,280 | 16.6% | 12.8% | 5.9% |
| Wastewater User Fees | 2,693,881 | 2,921,700 | 3,299,250 | 3,364,880 | 8.5% | 12.9% | 2.0% |
| Impact Fees | 1,062,759 | 2,849,250 | 1,168,130 | 704,850 | 168.1% | -59.0% | -39.7% |
| Wastewater Tap Fees | 381,700 | 1,973,100 | 1,152,290 | 569,580 | 416.9% | -41.6% | -50.6% |
| Recreation Center Fees | 1,899,196 | 1,937,340 | 1,963,570 | 1,979,820 | 2.0% | 1.4% | 0.8% |
| Solid Waste User Fees | 1,394,851 | 1,475,460 | 1,520,460 | 1,566,840 | 5.8% | 3.0% | 3.1% |
| Storm Water User Fees | 702,926 | 706,910 | 706,910 | 706,910 | 0.6% | 0.0% | 0.0% |
| Fines & Forfeitures | | | | | | | |
| Court Fines | 128,974 | 134,130 | 134,130 | 134,130 | 4.0% | 0.0% | 0.0% |

City of Louisville, Colorado
2017 - 2018 Biennial Budget
Summary of Changes to Major Expenditure Categories

| Expenditure Category | 2015 Actual | 2016 Estimate | 2017 Budget | 2018 Budget | Percent of Change | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------|--------------|
| | | | | | 2016 | 2017 | 2018 |
| Salaries & Wages: | | | | | | | |
| Regular Wages | 10,580,003 | 11,819,100 | 12,592,920 | 12,791,550 | 11.7% | 6.5% | 1.6% |
| Temporary Wages | 1,261,194 | N/Ap | N/Ap | N/Ap | N/Ap | N/Ap | N/Ap |
| Variable Wages | N/Ap | 852,710 | 943,770 | 973,520 | N/Ap | 10.7% | 3.2% |
| Seasonal Wages | N/Ap | 616,980 | 627,580 | 664,780 | N/Ap | 1.7% | 5.9% |
| Overtime | 398,899 | 402,390 | 386,210 | 396,420 | 0.9% | -4.0% | 2.6% |
| Employee Benefits: | | | | | | | |
| Employee Insurance & EAP | 1,671,233 | 1,966,290 | 2,030,040 | 2,182,870 | 17.7% | 3.2% | 7.5% |
| FICA Expense | 899,567 | 1,050,090 | 1,054,280 | 1,072,620 | 16.7% | 0.4% | 1.7% |
| Retirement Contribution | 620,141 | 675,870 | 729,450 | 740,880 | 9.0% | 7.9% | 1.6% |
| Workers Compensation | 176,211 | 169,170 | 176,560 | 180,960 | -4.0% | 4.4% | 2.5% |
| Total Employee Compensation | 15,607,248 | 17,542,600 | 18,540,800 | 19,003,610 | 12.4% | 5.7% | 2.5% |
| Supplies: | | | | | | | |
| General Operating Supplies | N/Av | 844,282 | 835,250 | 846,310 | N/Av | -1.1% | 1.3% |
| Vehicle Maintenance Supplies | 181,098 | 289,070 | 307,610 | 321,170 | 59.6% | 6.4% | 4.4% |
| Street Supplies | 168,009 | 148,500 | 192,880 | 194,270 | -11.6% | 29.9% | 0.7% |
| Computer Supplies | N/Av | 137,570 | 157,220 | 147,140 | N/Av | 14.3% | -6.4% |
| Uniforms & Clothing | 83,098 | 107,310 | 116,410 | 121,250 | 29.1% | 8.5% | 4.2% |
| All Supplies | 1,422,019 | 1,759,860 | 1,854,810 | 1,810,220 | 23.8% | 5.4% | -2.4% |
| Purchased Services: | | | | | | | |
| Professional Services | 1,959,583 | 2,532,360 | 2,527,680 | 2,481,390 | 29.2% | -0.2% | -1.8% |
| Utilities | 1,491,284 | 1,794,750 | 2,039,910 | 2,205,200 | 20.3% | 13.7% | 8.1% |
| Solid Waste Hauling | 1,401,061 | 1,393,930 | 1,447,040 | 1,447,040 | -0.5% | 3.8% | 0.0% |
| Parts, Repairs, & Maintenance | 851,758 | 1,218,110 | 1,097,720 | 1,112,550 | 43.0% | -9.9% | 1.4% |
| Legal Services | 443,846 | 428,350 | 466,500 | 467,500 | -3.5% | 8.9% | 0.2% |
| Insurance Premiums & Deductibles | 354,769 | 389,520 | 461,260 | 500,250 | 9.8% | 18.4% | 8.5% |
| Boulder Dispatch Services | 296,277 | 296,280 | 296,280 | 301,820 | 0.0% | 0.0% | 1.9% |
| Communications | 120,565 | 130,500 | 174,580 | 181,340 | 8.2% | 33.8% | 3.9% |
| All Purchased/Contracted Services | 8,430,141 | 10,197,460 | 10,804,460 | 11,063,550 | 21.0% | 6.0% | 2.4% |

Summary of Changes in FTEs and Comparison of FTEs/Expenditures with Comparable Cities

| City of Louisville Labor Force Statistics | | | | | | |
|---|-------------------|--------------------------------|----------------|-------------------------------------|---|--|
| Year | FTEs Total (1) | General Fund FTEs Total (2) | Population (2) | Total FTEs Per 100 Population | General Fund FTEs Per 100 Population | |
| 2011 | 185.83 | 128.80 | 18,632 | 1.00 | 0.69 | |
| 2012 | 189.29 | 130.62 | 19,077 | 0.99 | 0.68 | |
| 2013 | 194.77 | 133.99 | 19,590 | 0.99 | 0.68 | |
| 2014 | 198.96 | 137.58 | 20,108 | 0.99 | 0.68 | |
| 2015 | 217.72 (3) | 138.27 | 20,396 | 1.07 | 0.68 | |
| 2016 | 231.09 (4) | 142.35 | 20,396 | 1.13 | 0.70 | |
| 2017 | 237.75 (5) | 152.08 (6) | 20,396 | 1.17 | 0.75 | |
| 2018 | 236.00 (7) | 150.96 | 20,396 | 1.16 | 0.74 | |

1. These figures are based on published Budgets and are based actual FTEs (2080 hours per year).

2. U.S. Census Bureau Annual Estimate. Estimates/Projections beyond 2015 are not yet available.

3. Reflects 13.0 FTEs added for operation of Golf Course.

4. Reflects 3.67 additional FTEs added for operation of Golf Course. 3.0 FTEs added for Open Space and Parks operations, and 1.83 FTEs added for various General Fund positions including 0.75 FTE for Police Evidence Tech/Administrative Assistant position; 1.0 FTE Engineer; Net 0.5 FTE increase in Library positions; 0.025 FTE Museum; 2.0 FTEs Term ERP positions; and additional part-time hours for various other positions, including fully revenue supported hours at the Recreation Center.

5. 2017-2018 Proposed Budget includes Crime Prevention Tech, Applications Support Specialist, Administrative Assistant and additional part-time and seasonal hours.

6. Reflects positions noted above in note 5 plus the impact of allocating FTEs differently in the transition from the traditional budget to the Program based budget.

7. Reduction in 2018 from 2017 is due to expiration of 2.5 FTE's that are termed and the addition of 0.75 FTE's of variable wages.

| Statistics for Comparable Cities | | | | | | | | |
|----------------------------------|---------------|------------|------------------------|---------------------|--------------------------|-----------------------------|-------------------------------|---|
| Community | Population | FTEs | FTEs/100 Population | Total Budget* | General Fund Budget** | Capital Outlay Budget*** | Total Budget Per Capita | General Fund Budget Per Capita |
| Broomfield**** | 65,065 | 753 | 1.16 | \$120,432,276 | \$ 97,941,225 | \$ 81,920,055 | \$ 1,851 | \$ 1,505 |
| Englewood | 33,082 | 414 | 1.25 | \$95,212,811 | \$ 43,876,656 | \$ 12,510,106 | \$ 2,878 | \$ 1,326 |
| Commerce City | 53,696 | 343 | 0.64 | \$81,914,496 | \$ 68,555,227 | \$ 14,449,516 | \$ 1,526 | \$ 1,277 |
| Golden | 20,330 | 306 | 1.51 | \$26,332,988 | \$ 23,701,988 | \$ 28,722,931 | \$ 1,295 | \$ 1,166 |
| Lafayette | 27,729 | 268 | 0.97 | \$57,586,282 | \$ 27,242,894 | \$ 9,208,289 | \$ 2,077 | \$ 982 |
| Louisville | 20,396 | 231 | 1.13 | \$71,338,290 | \$ 17,492,660 | \$ 35,347,780 | \$ 3,498 | \$ 858 |
| Erie | 21,420 | 171 | 0.80 | \$53,848,700 | \$ 18,203,500 | \$ 1,481,400 | \$ 2,514 | \$ 850 |
| Longmont | 92,088 | 889 | 0.97 | \$301,490,436 | \$ 73,025,620 | \$ 85,519,313 | \$ 3,274 | \$ 793 |
| Brighton | 37,585 | 305 | 0.81 | \$74,517,825 | \$ 29,261,241 | \$ 6,194,054 | \$ 1,983 | \$ 779 |

*Total budget includes all funds/debt

**General fund budget operations/maintenance from general fund only

***Capital outlay budget includes all funds

****Broomfield FTE includes City & County

City of Louisville, Colorado
2017-2018 Biennial Budget
Schedule of FTE's by Program and Sub-Program
2016-2018

| Program/Sub-Program | 2016 | 2017 | 2018 |
|---|--------------|--------------|--------------|
| Transportation | | | |
| Planning & Engineering | 1.86 | 1.88 | 1.88 |
| Snow & Ice Removal | 2.84 | 2.87 | 2.89 |
| Streetscapes | 3.20 | 4.64 | 4.62 |
| Transportation Infrastructure Maintenance | 4.82 | 4.86 | 4.86 |
| Total Transportation | 12.72 | 14.25 | 14.25 |
| Utilities | | | |
| Water | 29.23 | 21.67 | 21.44 |
| Wastewater | 10.56 | 12.88 | 12.71 |
| Storm Water | 2.89 | 2.92 | 2.92 |
| Solid Waste, Recycling, & Composting | 0.93 | 0.92 | 0.92 |
| Total Utilities | 43.61 | 38.39 | 37.99 |
| Public Safety & Justice | | | |
| Code Enforcement | 2.21 | 2.37 | 2.37 |
| Municipal Court | 1.48 | 1.48 | 1.48 |
| Patrol & Investigations | 36.69 | 40.15 | 40.15 |
| Total Public Safety & Justice | 40.38 | 44.00 | 44.00 |
| Parks | | | |
| Cemetery | 1.14 | 1.14 | 1.13 |
| Forestry | 1.76 | - | - |
| Parks | 14.83 | 15.79 | 16.14 |
| Total Parks | 17.73 | 16.93 | 17.27 |
| Open Space & Trails | | | |
| Acquisition | 0.03 | 0.03 | 0.03 |
| Education & Outreach | 1.77 | 1.79 | 1.79 |
| Maintenance & Management | 3.62 | 3.90 | 3.90 |
| New Trails | 0.20 | 0.22 | 0.22 |
| Trail Maintenance | 1.17 | 1.37 | 1.37 |
| Total Open Space & Trails | 6.78 | 7.31 | 7.31 |
| Recreation | | | |
| Adult Activities | 4.16 | 4.50 | 4.55 |
| Aquatics | 13.89 | 14.02 | 14.02 |
| Golf Course | 16.98 | 18.45 | 18.69 |
| Senior Activities & Services | 5.10 | 5.16 | 5.16 |
| Youth Activities | 12.88 | 12.97 | 12.97 |
| Total Recreation | 53.01 | 55.10 | 55.39 |
| Cultural Services | | | |
| Cultural Arts & Special Events | 0.60 | 0.60 | 0.60 |
| Library Services | 20.10 | 20.54 | 20.54 |
| Museum Services | 1.57 | 1.49 | 1.49 |
| Total Cultural Services | 22.27 | 22.63 | 22.63 |

| Program/Sub-Program | 2016 | 2017 | 2018 |
|--|---------------|---------------|---------------|
| Community Design | | | |
| Community Design | 3.84 | 3.86 | 3.86 |
| Development Review | 8.52 | 8.18 | 7.68 |
| Historic Preservation | 1.06 | 1.07 | 1.07 |
| Total Community Design | 13.41 | 13.11 | 12.61 |
| Economic Prosperity | | | |
| Business Retention & Development | 1.02 | 1.07 | 1.07 |
| Total Economic Prosperity | 1.02 | 1.07 | 1.07 |
| Administration & Support Services | | | |
| City Clerk/Public Records | 2.17 | 3.22 | 3.22 |
| Facilities Maintenance | 0.60 | - | - |
| Finance, Accounting, & Tax Administration | 5.11 | 5.00 | 5.00 |
| Fleet Maintenance | 0.06 | - | - |
| Governance & Administration | 2.25 | 5.76 | 4.95 |
| Human Resources & Organizational Development | 3.78 | 3.81 | 3.14 |
| Information Technology | 3.12 | 3.92 | 3.92 |
| Public Information & Involvement | 2.97 | 3.15 | 3.15 |
| Sustainability | 0.10 | 0.10 | 0.10 |
| Total Administration & Support Services | 20.16 | 24.96 | 23.48 |
| Total for All Programs | 231.09 | 237.75 | 236.00 |
| Amount of Change | 4.33 | 6.66 | (1.75) |
| Percent of Change | 1.9% | 2.9% | -0.7% |

Memorandum

To: City Council

From: Open Space Advisory Board
Helen Moshak, Chair
Christopher Smith
Graeme Patterson
Laura Denton
Linda Smith
Michael Schantz
Missy Davis
Spencer Guthrie

Date: October 12, 2016

Re: Open Space Advisory Board 2017 CIP Budget Recommendation

Thank for inviting us to contribute to the 2017 CIP Budget Process. We continue to support the Open Space (OS) Wayfinding CIP proposal as the Open Space top CIP priority. Beginning with the Parks, Recreation, Open Space and Trails Comprehensive Master Plan (PROST) planning process in 2011 and throughout our 2012-14 Wayfinding Proposal Development Project, citizens, fellow boards and OSAB have identified wayfinding as our primary OS goal.

The Open Space Wayfinding CIP proposal consists of two major components –

1. Trail and infrastructure improvements and
2. Maps and Signage for property identification, wayfinding, rules and regulations, and a design for interpretative education signs.

Our objectives include:

- Creating an intuitive and beautiful Open Space trail system that functions as an intuitive network
- Producing and installing informative, engaging, unobtrusive, appropriate, and cost effective maps and signage for open space and parks properties
- Improving and managing access to our open space and parks properties and trails and directions to other points of interest in the city
- Redesigning, refurbishing and constructing existing and new trail intersections, connections, and sections
- Increasing commuting and transportation options

- Providing outreach and learning opportunities
- Communicating property and trail use rules, etiquette and dog regulations
- Enhancing our Open Space conservation, preservation and enjoyment

We urge the Council to begin funding the Open Space Wayfinding Project this year and to commit to steady progress with the goal of project completion in the next 3 – 5 years. We understand that Council must balance many worthwhile competing interests and manage diverse and finite fund sources throughout the CIP and Operating Budget processes. We support staff in phasing and revising the implementation plan in order to make progress on both the infrastructure improvements and the signage components each year based on the allocated funds and schedule. Staff, OSAB and the Parks and Public Landscaping Advisory Board are also beginning work to partner together in a joint signage and wayfinding collaboration effort to ensure that our citizens are well-served in both our Open Space and Parks.

We also support staff as they sharpen their pencils to re-evaluate the construction, materials and supplies specifications to select options that are cost effective and the best value for our investment while still attractive, durable and in keeping with the original design.

We support adjusting the project plan to complete a section of trail infrastructure and wayfinding each year. With this proactive approach citizens will begin to experience the project benefits in the first year and recognize that we are making progress in meeting and delivering on their priorities.

Thank you for your attention and continued support of our Open Space program.

Memorandum

To: City Council

From: Open Space Advisory Board
Helen Moshak, Chair
Christopher Smith
Graeme Patterson
Laura Denton
Linda Smith
Michael Schantz
Missy Davis
Spencer Guthrie

Date: October 12, 2016

Re: Open Space Advisory Board 2017 Operations Budget Recommendation

We support the creation of a new full-time Senior Natural Resource Specialist position in the FY2017 Open Space Operations budget funded through the Open Space and Parks Tax Fund. As part of our 2015/2016 budget brainstorming and prioritizing budget exercises we developed recommendations for the FY2017 Open Space Operations budget. In our April 2016 study session with council we identified resource management as a top operations priority. We highly ranked supporting staff to establish baseline monitoring and management plans as essential for proactive, strategic, and effective resource management.

In our September and October 2016 OSAB meetings we revisited and confirmed our earlier decision to prioritize resource management and agreed unanimously to communicate to you our support of the creation a new resource management staff position in the 2017 operations budget. This position will be responsible for studying, evaluating, planning and implementing measures and practices to protect and sustain the health, beauty and diversity of our open space properties, habitats and native species. The City of Louisville and its citizens have made and will continue to make significant investments in acquiring open space properties. Our open space properties are the majority of natural land left in the City. Maintaining their ecosystem health will require active resource management if we want them to last in perpetuity. With this position and the work of staff and volunteers we will take the necessary steps to expand and improve our stewardship and management of these properties for our community today and for future generations.

Thank you for inviting us to contribute to the 2017 Operations Budget Process.

Meredyth Muth

From: City of Louisville, CO <info@louisvilleco.gov>
Sent: Thursday, October 6, 2016 9:31 PM
To: Meredyth Muth
Subject: Oct 12 Council Mtg

Message submitted from the <City of Louisville, CO> website.

Site Visitor Name: Keaton Howe

Site Visitor Email: Keatonhowe@yahoo.com

Meredith, please include this submission in the Oct 12 City Council meeting:

The Parks and Public Landscaping Board requests the creation of an administrative position to assist in the park superintendent's daily communications and organization. Ten months after inception by the City Council, the Board's ambitions and responsibilities to it's citizens are continually growing. By adding an administrative assistant, our existing highly trained Parks staff will be able to focus more on one of the most important assets that Louisville has to offer.

Respectfully. PPLAB



City Council
October 12, 2016

Addendum #1
Items presented at the meeting.

City Manager's Proposed 2017-18 Budget

Parks, Open Space and Trails, and Recreation Programs

Presentation to City Council
October 12, 2016

Packet Information

- **UPDATED** Summary of Top Priorities
- Program Summaries of Expenditures, FTEs and Revenues
- Description and Justification of Priorities
- List of Contributing Projects
- Sub-Program Expenditures, FTEs and Revenues
- Key Indicators (Goals, Objectives, Indicators)
- **UPDATED** Summary of Revenues, Expenditures and Changes to Fund Balances 2017 and 2018
- **UPDATED** Calculation of GF Operational Surplus/Deficit and **NEW** Calculation of OS&P Fund Operational Deficit
- Summary of Revenue Assumptions and **UPDATED** Expenditure Targets
- **NEW** Summary of Changes in FTEs and Comparison of FTEs/Expenditures with Comparable Cities

2

| Summary of Top Priorities | | | | | | | | | | |
|---------------------------|---|-------------------------|----------------|--------------------|------------------|---------|-----------------------|----------|--------|-------------------|
| Priority | Recommended Funding | Total Cost (or Savings) | Funding Source | | | | | | | Bond ¹ |
| | | | General | Open Space & Parks | Capital Projects | Utility | Historic Preservation | Cemetery | Golf | |
| 2017 | | | | | | | | | | |
| G1 | Merit Increases, Market Adjustments, Position Audits ¹ | 945,000 | 637,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |
| G2 | Crime Prevention Tech | 82,882 | 82,882 | - | - | - | - | - | - | - |
| G3 | Applications Support Specialist | 112,949 | 86,971 | 5,647 | 12,424 | 6,326 | 1,581 | - | - | - |
| G4 | Police Officer (2) | - | IF | - | - | - | - | - | - | - |
| G5 | Purchasing Manager | - | IF | IF | IF | IF | IF | - | - | - |
| G6 | Collections & Community Impact Supervisor | - | IF | - | - | - | - | - | - | - |
| G7 | Senior Accountant | - | IF | IF | IF | IF | IF | - | - | - |
| G8 | Library & Museum PT Hours | 11,291 | 11,291 | - | - | - | - | - | - | - |
| G9 | Rec & Senior Center PT Hours ² | 10,000 | 10,000 | - | - | - | - | - | - | - |
| G10 | Asphalt Street Supplies | 100,000 | 100,000 | - | - | - | - | - | - | - |
| G11 | Museum: New Furnace for Jacoe Store (One Time \$) | 20,000 | 20,000 | - | - | - | - | - | - | - |
| G12 | General Legal Expenses | 100,000 | 100,000 | - | - | - | - | - | - | - |
| G13 | SoBoRd Design Guidelines (One Time \$, & Not McCaslin) | 30,000 | 30,000 | - | - | - | - | - | - | - |
| G14 | Investment Consulting | - | IF | - | - | - | - | - | - | - |
| G15 | Organizational Strategic Planning Workshop (One Time \$) | - | IF | - | - | - | - | - | - | - |
| O1 | Administrative Assistant | 61,172 | - | 30,586 | - | - | - | - | 30,586 | - |
| O2 | Open Space Seasonal Positions | 13,520 | - | 13,520 | - | - | - | - | - | - |
| O3 | Parks Seasonal Positions | 11,600 | - | 11,600 | - | - | - | - | - | - |
| O4 | Parks Tech III Turf Cultural Practices | - | IF | IF | - | IF | - | IF | - | - |
| O5 | Senior Natural Resources Specialist | - | IF | IF | - | - | - | - | - | - |
| B1 | Project Manager (Professional Services Contract) ³ | 129,142 | - | - | - | - | - | - | - | 129,142 |
| GC | Golf Course Seasonal Positions | 20,250 | - | - | - | - | - | - | 20,250 | - |
| U1 | GIS Consulting Services | 100,000 | 10,000 | - | - | 90,000 | - | - | - | - |
| | | 1,747,806 | 1,089,019 | 139,788 | 29,434 | 252,251 | 7,251 | 37,800 | 97,141 | 129,142 |
| 2018 | | | | | | | | | | |
| G1 | Merit Increases, Market Adjustments, Position Audits ¹ | 945,000 | 637,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |
| G2 | Police Officer (2) | - | IF | - | - | - | - | - | - | - |
| G3 | Museum Tech I (increase from PT to FT) | - | IF | - | - | - | - | - | - | - |
| G4 | IDDSG (Not Housing) Policy Consulting (One Time \$) | 30,000 | 30,000 | - | - | - | - | - | - | - |
| G5 | Budget Manager | - | IF | IF | IF | IF | - | - | IF | - |
| | | 975,000 | 667,875 | 78,435 | 17,010 | 155,925 | 5,670 | 37,800 | 46,305 | - |

IF=Insufficient Funding. Current projections do not reflect sufficient recurring revenue to sustain the position/proposal over the long term. Staff has removed these items from the recommended budget.

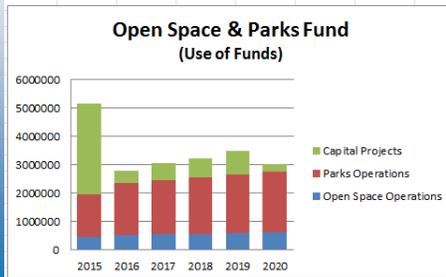
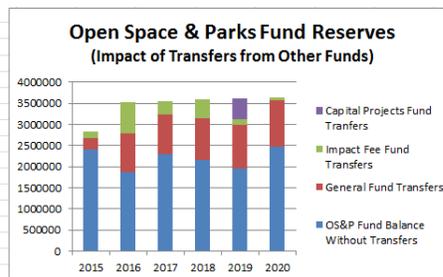
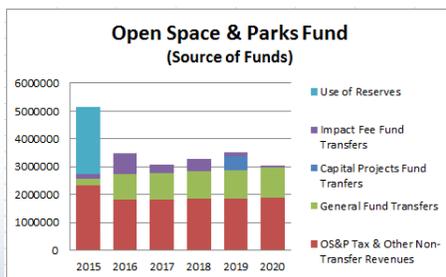
(1) Estimate based on 4% average increase for Merits of Meets=1%, Exceeds=3%, Outstanding=5%, plus Market Adjustments based on survey with Market comparables. Allocation across funds is an estimate.

(2) Fully offset by fee revenue.

(3) Only if voters approve ballot measures 2A and 2B. Requires budget amendment. Funding for 2017 and 2018.

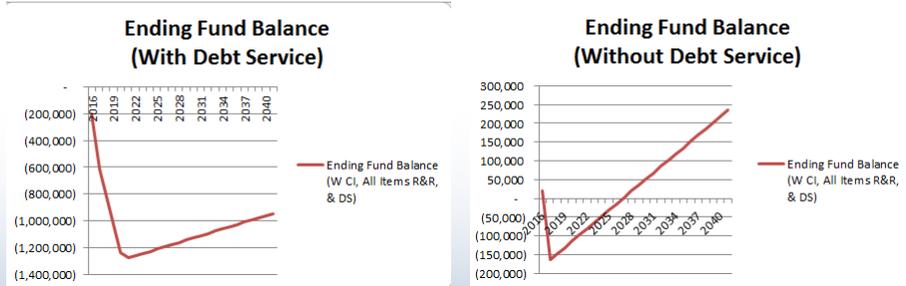
Parks & Opens Space Fund

(EXAMPLE OF FORTHCOMING INFORMATION)



Golf Course Fund

(Impact of Paying Off Utility Fund Debt)



5

General Budget Discussion/Direction

- Questions?
- Additional Information?
- Priorities?

6

High Quality, Fast and Inexpensive...Pick Two.

- Being unable to fund new positions has impacts...
- Manage Workload by...
 - Delaying electronic timesheet implementation
 - Delaying Project Accounting
 - Reducing compliance checks on P-Cards
 - Reducing account allocations?
 - Quarterly Finance Committee meetings?
 - Monthly Payroll?
- Additional Resources?
 - Adopt Transportation Fee to fund transportation improvements (underpasses)

7

Budget Calendar – 2016 Key Dates

- Sept 27** **Special City Council Meeting**
Transportation, Public Safety and Justice Programs
- Oct 4** **Regular City Council Meeting**
Cultural Services, Community Design, Economic Prosperity, Utilities, Admin & Support Services Programs
- Oct 12** ^(Wed) **Special City Council Meeting**
Parks, Open Space & Trails, and Recreation Programs
- Oct 18?** **City Council Meeting**
Conduct Public Hearing and identify any further revisions
- Nov 1?** **City Council Meeting**
Resolution adopting the budget
Resolution appropriating funds
Resolution levying taxes

8

From: [Michael Frontczak](#)
To: [City Council](#)
Subject: Public Parks and Landscaping Advisory Board
Date: Wednesday, October 12, 2016 5:58:10 PM

City Council-I had intended to attend tonight's City Council meeting(Oct. 12,) for our board's comments on the proposed budget,--unfortunately I forgot about a dermatology procedure scheduled for today, making my appearance

maybe not the best idea.

With the transition from the old Tree Board to the new Parks Board has come much more review and projects on

our palette. Support from city staff has not kept up with this new increase. The Parks Board wants to reiterate our

position that the Parks Superintendent, Dean Johnson, needs additional support staff to help him in his responsibilities

as Parks Board city liaison.

Thank-you

Michael Frontczak

Public Parks and Landscaping Advisory Board