City of Louisville
COLORADO • SINCE 1878

City Council

SPECIAL MEETING

Agenda

Monday, October 26, 2015
City Hall, Council Chambers
749 Main Street
7:00 PM

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. APPROVAL OF AGENDA

4. DISCUSSION/DIRECTION - CITY MANAGER'S PROPOSED 2016 BUDGET AND 2016 – 2020 CAPITAL IMPROVEMENTS PLAN (CIP)

- Staff Presentation
- Public Comments (Please limit to three minutes each)
- Council Questions & Comments
- Action

5. ADJOURNMENT

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.

City of Louisville
City Council 749 Main Street Louisville CO 80027
303.335.4533 (phone) 303.335.4550 (fax) www.louisvilleco.gov

City of Louisville
COLORADO • SINCE 1878

CITY COUNCIL COMMUNICATION
AGENDA ITEM 4

SUBJECT: **PUBLIC HEARING ON CITY MANAGER'S PROPOSED 2016 BUDGET AND 2016-2020 CAPITAL IMPROVEMENTS PLAN (CIP)**

DATE: **OCTOBER 26, 2015**

PRESENTED BY: **MALCOLM FLEMING, CITY MANAGER**

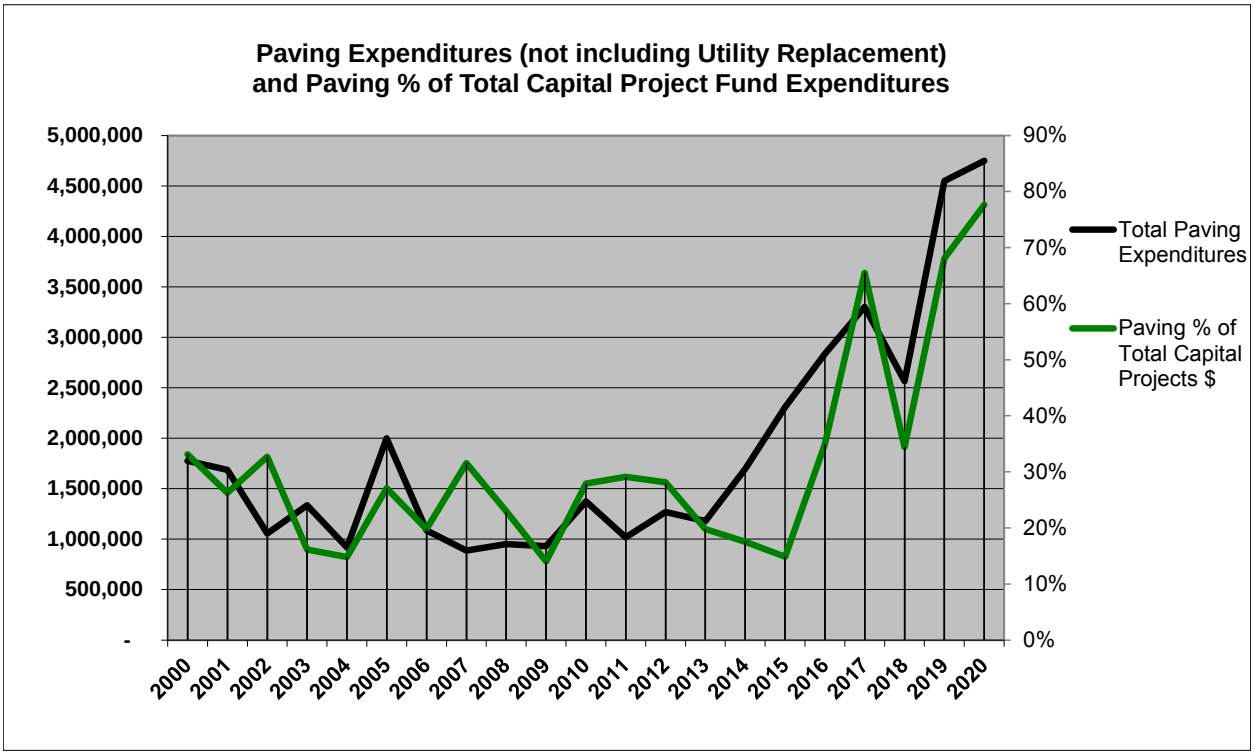
SUMMARY:
On October 20, after considering public comments and discussion, Council continued the public hearing on the budget to October 26 and asked staff to prepare additional information clarifying (1) what funding is included in the budget for paving and related work, (2) the projected condition of City streets as a result of those expenditures, and (3) what cuts to proposed or existing programs would staff suggest if Council wants to increase funding devoted to paving in 2016. This information is summarized below.

Funding For Streets and Related Utility Work
The proposed 2016-2020 CIP includes a total of $25.5 million for street resurfacing and related utility line replacements as show in the following table:

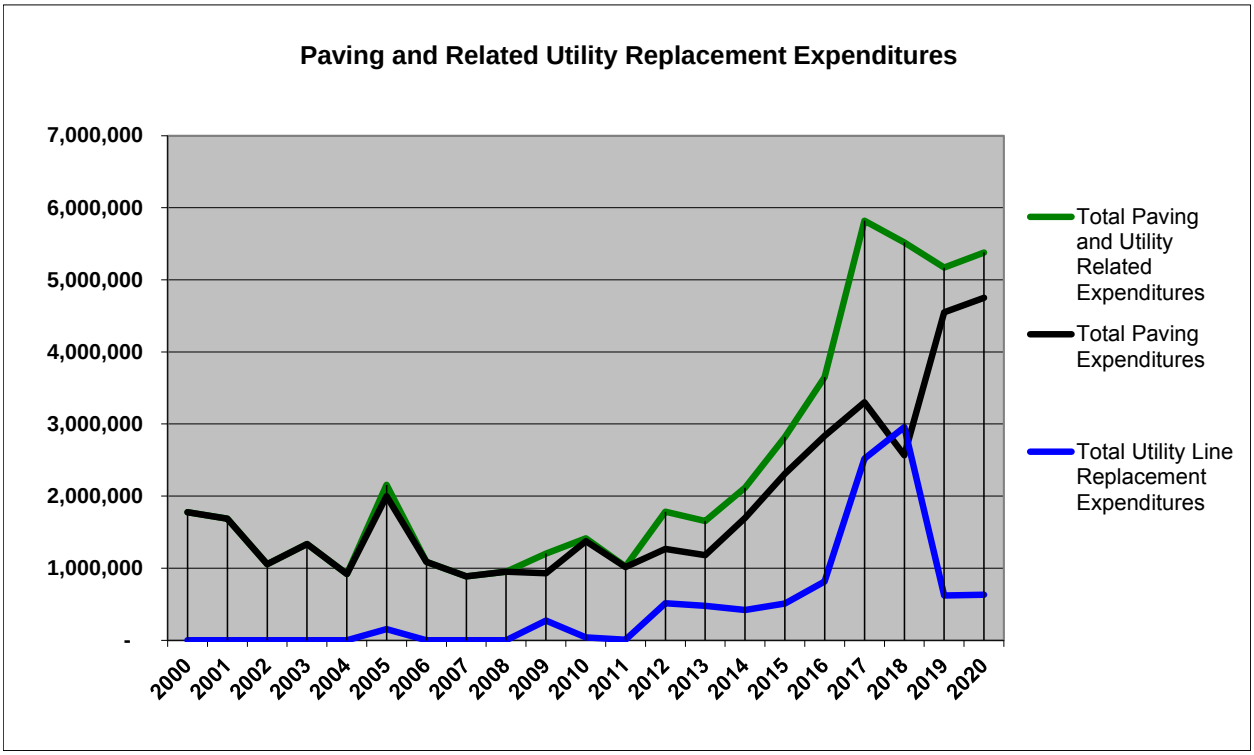
Proposed Street Resurfacing and Related Expenditures
2016 - 2020

	2016 Proposed	2017 Projection	2018 Projection	2019 Projection	2020 Projection	5-Year Total
Street Reconstruction Program	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster Program	885,000	1,500,000	715,000	2,650,000	2,800,000	8,550,000
Total Paving Expenditures	**2,835,000**	**3,300,000**	**2,565,000**	**4,550,000**	**4,750,000**	**18,000,000**
Water Line Replacement	500,000	1,830,000	2,045,000	255,000	260,000	4,890,000
Sew er Line Replacement	315,000	690,000	910,000	365,000	370,000	2,650,000
Total Utility Line Replacement	**815,000**	**2,520,000**	**2,955,000**	**620,000**	**630,000**	**7,540,000**
Total Paving and Utility Related Costs	**3,650,000**	**5,820,000**	**5,520,000**	**5,170,000**	**5,380,000**	**25,540,000**
Total Capital Project Fund Expenditures	**8,126,790**	**5,036,909**	**7,451,503**	**6,683,340**	**6,118,827**	**33,417,369**
Paving % of Total Capital Projects $	**35%**	**66%**	**34%**	**68%**	**78%**	**54%**

The graph on the next page shows total paving expenditures and the percentage of total Capital Projects Fund (out of which all capital projects—except those from enterprise funds like the water and sewer utilities—are funded). The graph reflects how paving expenditures and the percentage of total Capital Projects Fund expenditures devoted to paving increase significantly, *starting in 2014*.



The next graph shows how paving and related utility work, which should be done prior to resurfacing streets, has and will continue to more than triple over previous levels.

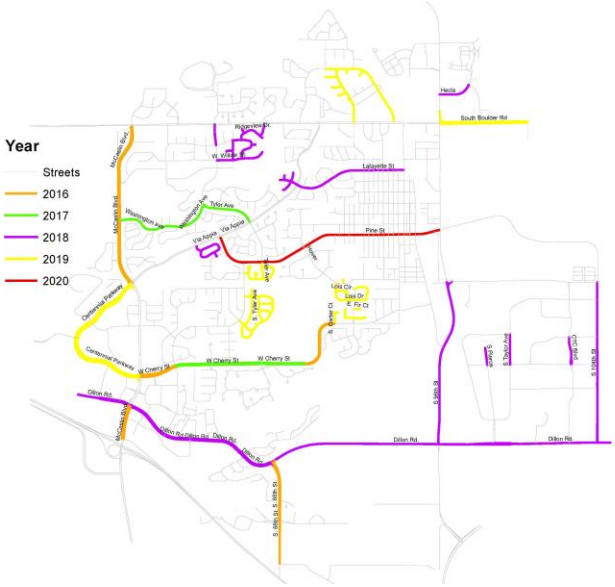


Impact of Proposed Funding on Street Condition

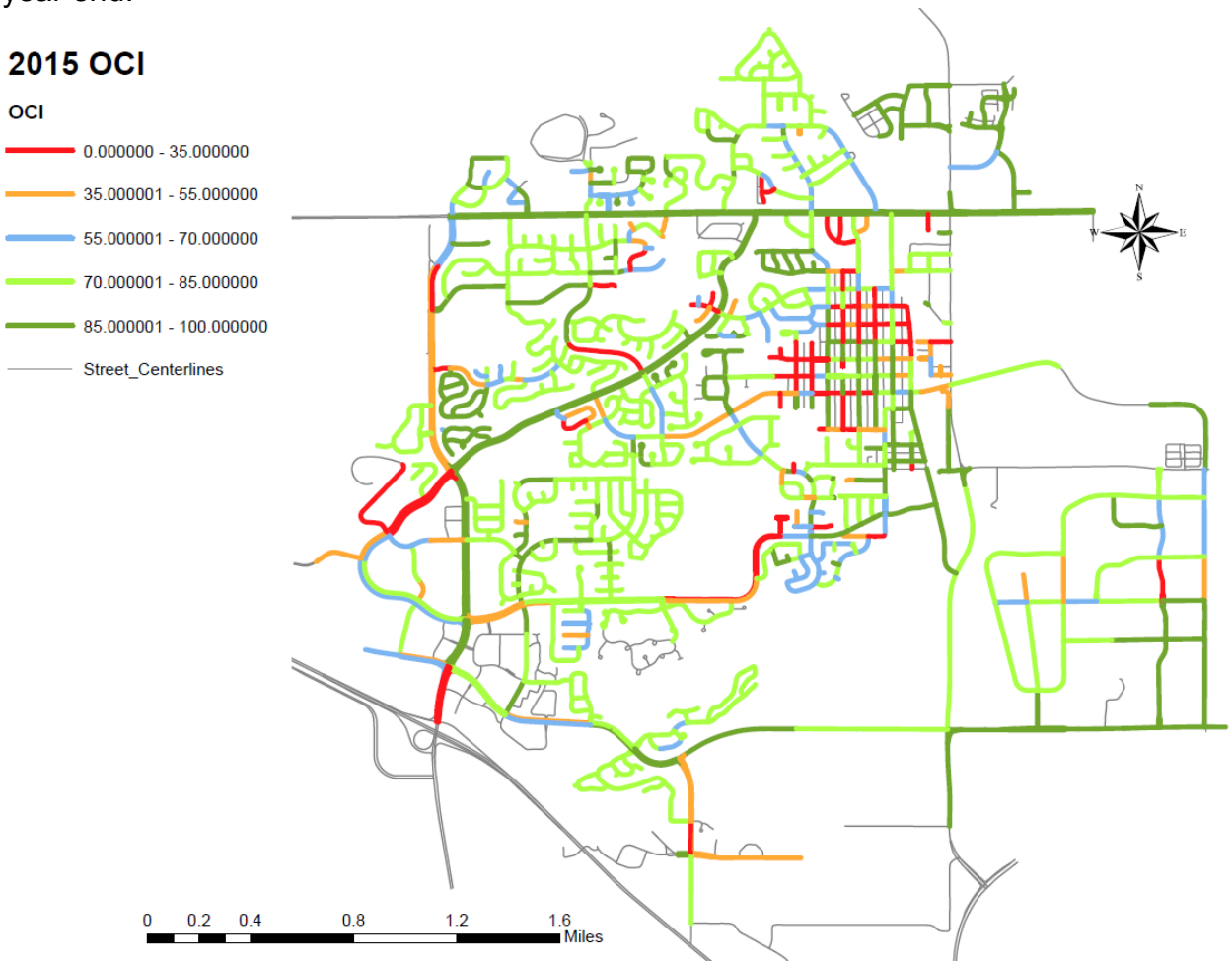
The proposed funding will bring and maintain all of the City's streets above an OCI rating of 55. Based on the current data, the plan for resurfacing streets is as shown on the maps below. During the 10/26 meeting staff will give a detailed presentation on this and related information included in the Pavement Management attachment.

2016 - 2020 Booster Paving Program (Worst First)

2016 - 2020 Main Paving Program (Best First)



The illustration below (and available in higher resolution at this link) shows the current condition of all City streets (reflecting Via Appia resurfacing complete by month end and Main Street resurfacing from Pine to South by the end of the year) based on the current OCI[1] rating for each street segment. The October 20 meeting packet also included lists of all City streets sorted by Name and sorted by OCI Index. This information and the Booster and Main Paving Programs will be updated based on the results of an assessment the City has contracted with an independent firm, IMS, to be completed by year end.



Increasing Funding for Streets

Council asked staff to suggest what projects or programs to cut if Council wants to increase funding for streets in 2016. Based on the information presented above (and the detailed presentation materials), staff does not believe it is necessary include more than the $3,966,105 in changes to the proposed 2016 budget and 2016-2020 CIP that was presented on September 15 (**please see the attached table for details**). These

[1] See "Pavement Condition Index 101" for a summary of pavement condition index basics, classifying road defects, using the condition index and limitations of the condition index.

changes include cuts totaling $482,341 and new revenue (from the lease of the former City Shops building, approved by Council on October 6) totaling $160,832, for total 2016 increased resources of $643,173. **However, if Council wants to further increase or accelerate funding for streets, staff has listed options totaling $1,044,091 for 2016 and cuts totaling an additional $302,604 in the next five years. In other words, staff had identified specific cuts and options totaling $5.3 million for Council to consider, of that amount, $4.0 million is already incorporated into the proposed 2016 budget and 2016-2020 CIP.** These changes do have impact on the Capital Project and Combined Utility Fund reserves forecasted reserves, as noted in more detail below.

Summary of Changes Made Since 9/15 Proposed Budget. Based on Council's comments during the 9/15 and 9/21 budget meetings, staff made a number of changes to the proposed budget. These changes were made to provide funding to speed up the pace at which City streets are resurfaced. The changes are summarized below.

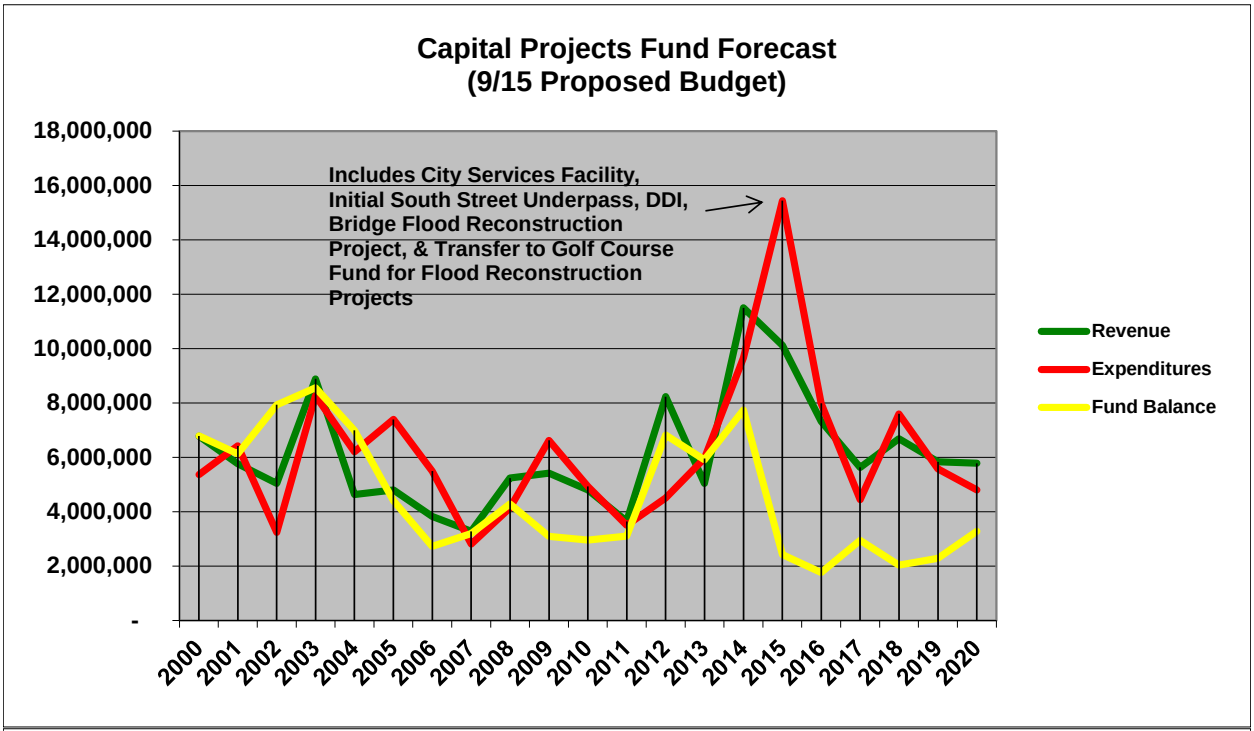
Changes From 9/15 Proposed Budget To 10/26 Budget To Fund Expanded Paving

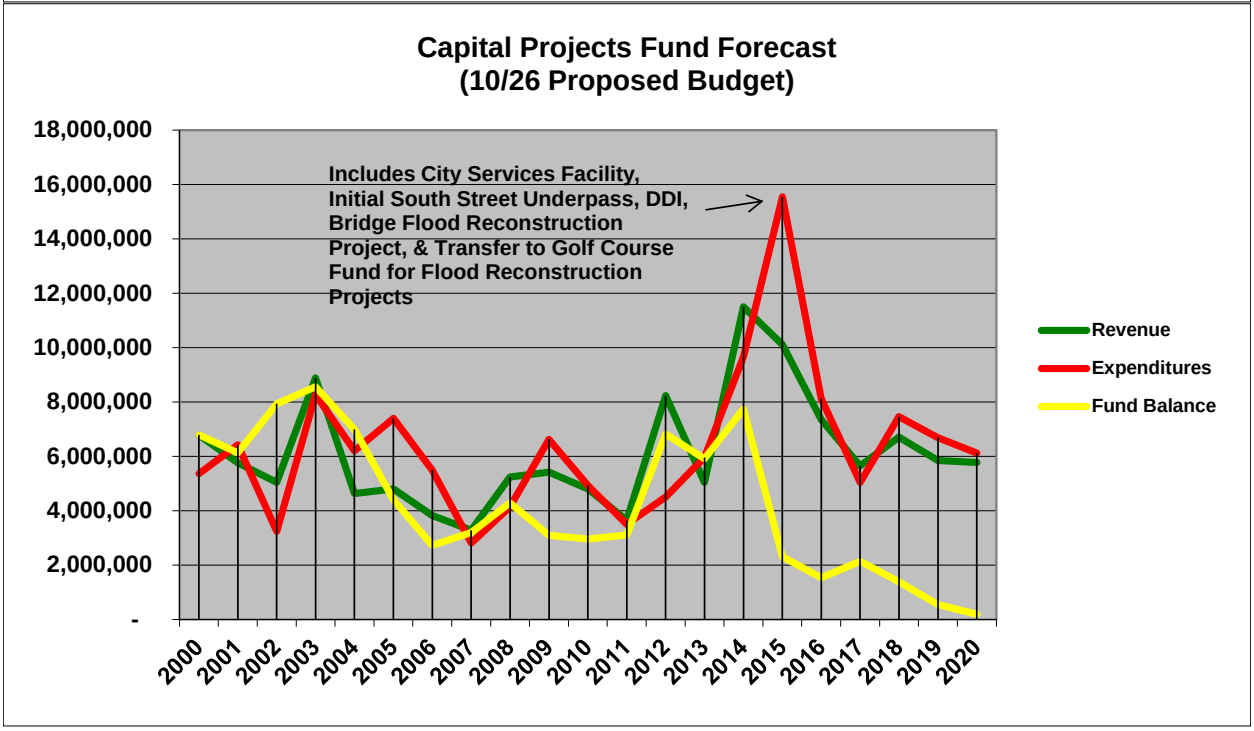
9/15 Proposed Budget	**2016**	**2017**	**2018**	**2019**	**2020**	**5-Year Total**
Street Reconstruction	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster	460,000	600,000	300,000	1,000,000	500,000	2,860,000
Total Capital Projects Fund	2,410,000	2,400,000	2,150,000	2,900,000	2,450,000	12,310,000
Water Line Replacements	220,000	230,000	245,000	255,000	260,000	1,210,000
Sewer Line Replacements	315,000	330,000	350,000	365,000	370,000	1,730,000
Total Utility Funds	535,000	560,000	595,000	620,000	630,000	2,940,000
Total Paving & Utility Related Expenditures	**2,945,000**	**2,960,000**	**2,745,000**	**3,520,000**	**3,080,000**	**15,250,000**

10/26 Proposed Budget	**2016**	**2017**	**2018**	**2019**	**2020**	**5-Year Total**
Street Reconstruction	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster	885,000	1,500,000	715,000	2,650,000	2,800,000	8,550,000
Total Capital Projects Fund	2,835,000	3,300,000	2,565,000	4,550,000	4,750,000	18,000,000
Water Line Replacements	500,000	1,830,000	2,045,000	255,000	260,000	4,890,000
Sewer Line Replacements	315,000	690,000	910,000	365,000	370,000	2,650,000
Total Utility Funds	815,000	2,520,000	2,955,000	620,000	630,000	7,540,000
Total Paving & Utility Related Expenditures	**3,650,000**	**5,820,000**	**5,520,000**	**5,170,000**	**5,380,000**	**25,540,000**

Net Changes from 9/15 to 10/26	**2016**	**2017**	**2018**	**2019**	**2020**	**5- Year Total**
Added Capital Projects Funds to Booster	425,000	900,000	415,000	1,650,000	2,300,000	5,690,000
Added Water Utility Funds to Water Line Replaement	280,000	1,600,000	1,800,000	-	-	3,680,000
Added Wastewater Utility Funds to Sewerline Replacement	-	360,000	560,000	-	-	920,000
Total Additions	**705,000**	**2,860,000**	**2,775,000**	**1,650,000**	**2,300,000**	**10,290,000**
Cuts & New Revenue (See Table for Details)	**643,173**	**430,708**	**1,295,808**	**581,208**	**1,015,208**	**3,966,105**
Draw Down Reserves	**61,827**	**2,429,292**	**1,479,192**	**1,068,792**	**1,284,792**	**6,323,895**

These changes resulted in changes to the Capital Project Fund and Combined Utility Fund forecasts changing as shown in the following graphs.


Capital Projects Fund Forecast
(9/15 Proposed Budget)
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
8,000,000
6,000,000
4,000,000
2,000,000
-
Includes City Services Facility, Initial South Street Underpass, DDI, Bridge Flood Reconstruction Project, & Transfer to Golf Course Fund for Flood Reconstruction Projects
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Revenue
Expenditures
Fund Balance


Capital Projects Fund Forecast
(10/26 Proposed Budget)
18,000,000
16,000,000
14,000,000
12,000,000
10,000,000
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6,000,000
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2,000,000
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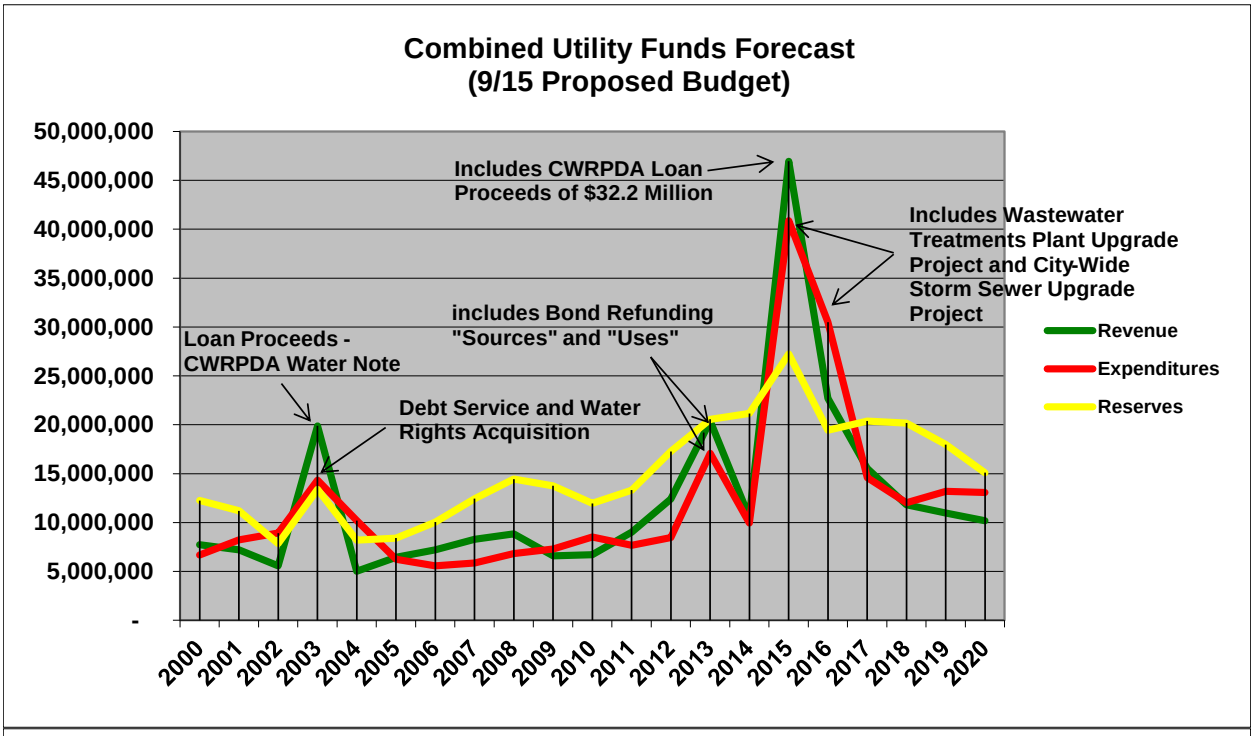
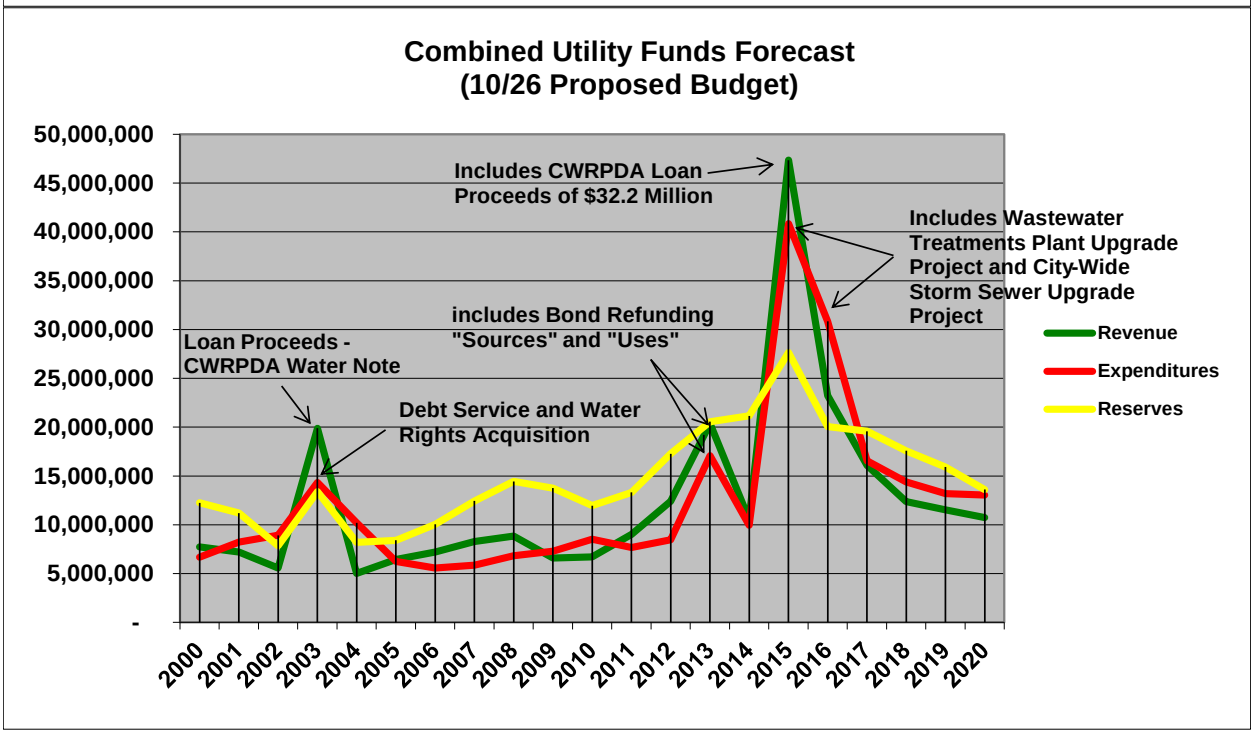
2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020
Revenue
Expenditures
Fund Balance

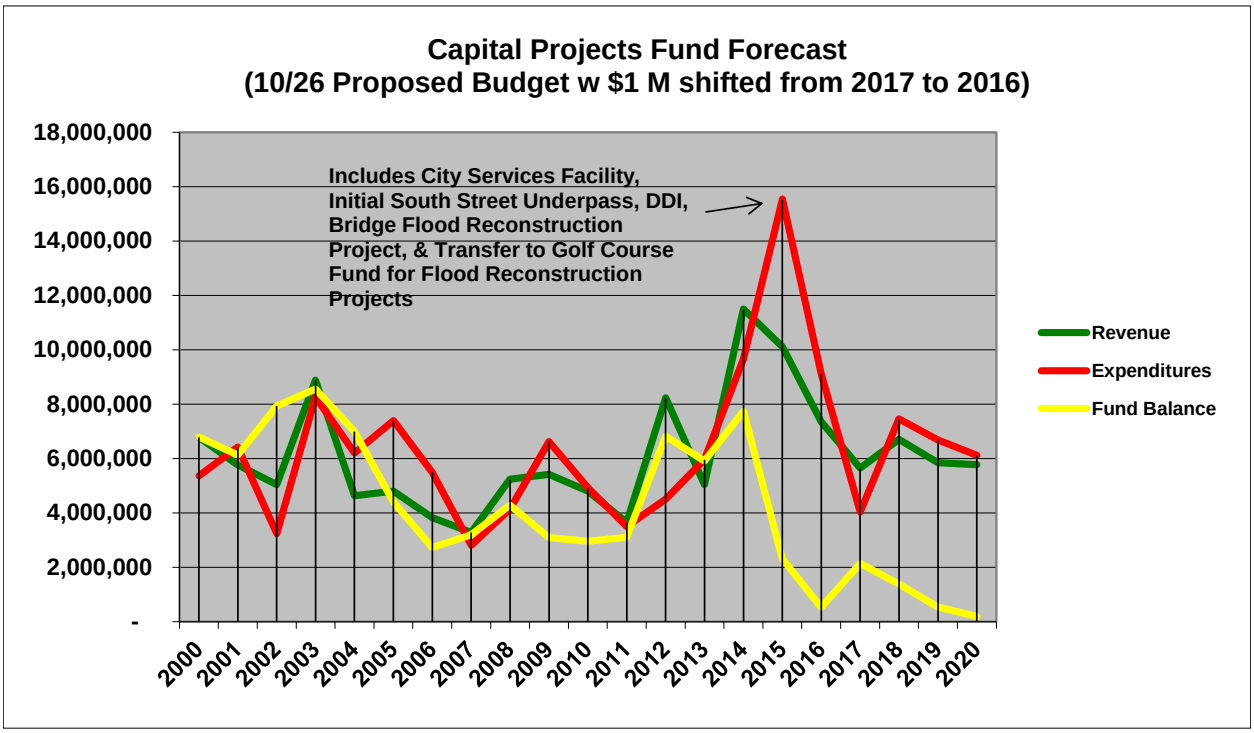




Accelerating Funding for Streets

If Council wants to further accelerate funding for resurfacing streets, it would also be possible to move forward $1.0 million in funding currently planned for street resurfacing in 2017to 2016. Staff has not analyzed in detail what specific streets would be

resurfaced in this approach, but it would likely involve those streets in the 2017 Main Paving Program. Under this approach, the forecasted Capital Project Fund reserves would be as follows.



Summary of Significant Changes

With all the changes noted above, there are also numerous other significant changes proposed in the 2016 budget. Those changes are summarized in the following table.

For additional detail please refer to the attached updated Transmittal Letter, updated CIP, and updated Summary by Fund.

Summary of Significant Budget Increases		
Request	**Dept**	**Total Cost (or Savings)**
Increased Paving	PW	1,500,000
Street Faire Support	ED	75,000
1 FTE Park Technician III - Horticulturalist	P&R	63,428
Weed Control, including Contract Mowing & Spraying ($50K), & Prescribed Fire ($10K)	P&R	60,000
Downtown Flowers & Lights Programs	CMO	50,000
0.75 FTE Sr Administrative Assistant to Police Chief (Combined w Property & Evidence Tech)	PD	42,437
0.5 FTE Increase to make Ranger Naturalist position from half-time to full-time	P&R	33,370
Utility Rate Update (Consulting Services)	PW	30,000
1 FTE (2 Seasonal Positions) to help maintain New Parks & Horticulture/Forestry	P&R	25,230
Contract Plan Review/Inspections	P&BS	21,000
0.6 FTE Historic Preservation Intern	P&BS	20,152
Agenda Management Software w Web Streaming & Email Outreach	CMO	15,000
0.25 FTE Property & Evidence Tech to manage Body Cam evidence (Combined w Sr. Admin)	PD	14,604
City Manager's Office Intern	CMO	7,751
Reducing Water Fund Subsidy of Other Fund Operations from 50% to 25%	All	-
Total Ongoing Expenses		**1,957,971**
Recreation & Senior Center Expansion Consulting	P&R	60,000
Impact Fee Study Update	CMO	50,000
Phase I Work on Foundation of Austin-Niehoff House, Improvement Survey for Museum Complex	P&BS	40,000
Citizen Survey (Conducted every 4 years)	CMO	35,000
Fireside or Old Town Neighborhood Plan-Consulting Services	P&BS	30,000
Front Street Downtown Alley Study-Consulting Services	P&BS	20,000
Building Maintenance Tools (to do in-house what was previously contracted out)	PW	20,000
Pool heating system heat exchanger rebuild	PW	12,500
Memory Square Pool Equipment Replacement & Wifi Access	P&R	10,600
Total One-Time Expenses		**278,100**
Department Requests For Which There Is Insufficient Funding		
5 Additional Police Officers	PD	337,227
Management Analyst	CMO	65,900
Property & Evidence Tech (Recommend 0.25 FTE & Combined with Sr. Admin)	PD	43,811
0.5 FTE Sustainability Coordinator	PW	32,235
Sr Admin Assist to Chief (Recommend 0.75 FTE & combined with Property & Evidence Tech)	PD	14,146
Recreation Facility Technician	P&R	41,803
Communications and Social Media Coordinator (Half Time)	CMO	31,200
See additional Items noted in the "Cuts Included Since 9/15 In Proposed Budget…for Paving"	All	
Total Requested But Not Recommended At This Time		**566,322**

Background

This is the fifth meeting since September 15th that Council has devoted to discuss and consider public comments on the proposed 2016 Budget and 2016-2020 Capital Improvement Program (CIP). City Council will consider public comments during the hearing (as well as comments from previous meetings) and give direction to staff on any

additional changes Council wants to see incorporated into the Budget and CIP for adoption on November 2, 2015.

The City Manager provided an overview of the proposed 2016 Budget during the September 15, 2015 City Council meeting and then addressed Council's and the public's questions regarding the budget during the September 21 and October 13 Council meetings. During the September 15th City Council meeting Council Members raised some initial requests for additional information. Staff's response for that information can be found at this link. During the September 21st meeting, Council asked for additional information and direction. Those issues and staff's response are summarized in the October 13 meeting materials, which can be found starting on page 13 at this link. During the October 13 meeting, Council Members raised further issues and asked for additional information. Those issues and staff's response are summarized below. The packet for the October 20th meeting can be found at this link. Council Member Lipton also sent a memo outlining his perspective and recommendations on various budget proposals.That letter can be found on page 6 of the October 2oth materials.

FISCAL IMPACT:
See above and attachments.

RECOMMENDATION:
Discuss the proposed budget and provide direction to staff on specific revisions Council would like to see incorporated into the budget for adoption on November 2, 2015.

ATTACHMENTS:
1. Pavement Management Presentation
2. Cuts Included Since 9/15 In Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving
3. Updated Five Year Capital Improvements Plan 2016 – 2020
4. Updated Transmittal Letter
5. Updated Summary By Fund

Proposed 2016 Budget

Overview Presented to City Council
October 26, 2015

Proposed Street Resurfacing and Related Expenditures
2016 - 2020

	2016 Proposed	2017 Projection	2018 Projection	2019 Projection	2020 Projection	5-Year Total
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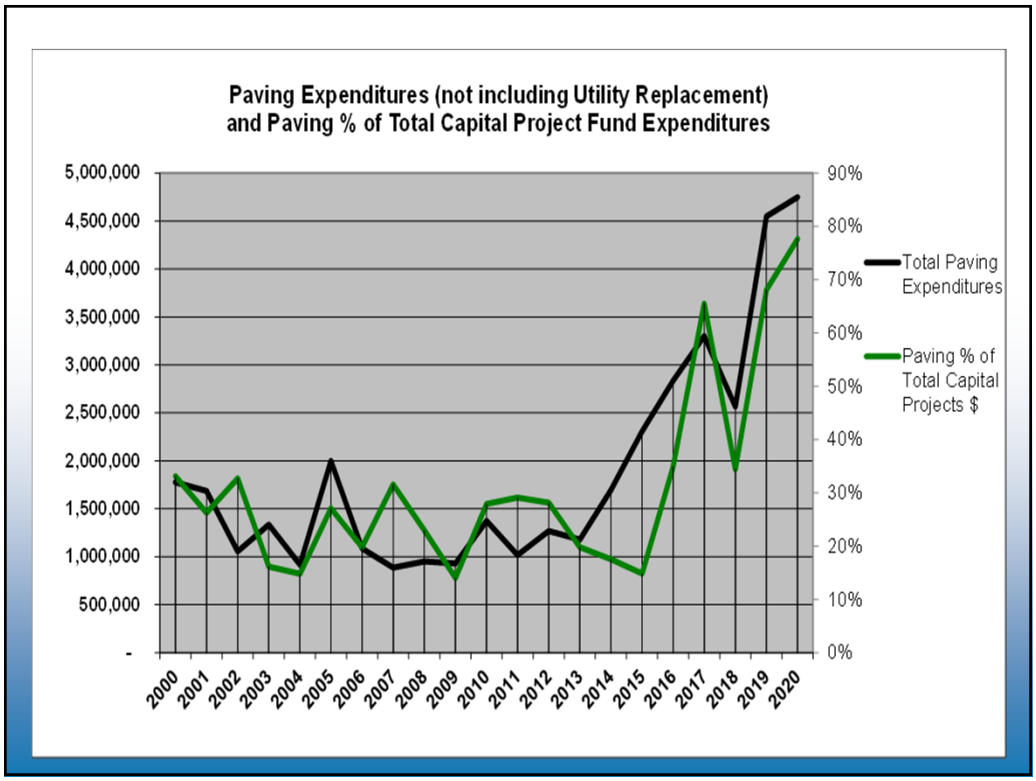
Paving % of Total Capital Projects $	**35%**	**66%**	**34%**	**68%**	**78%**	**54%**

2


Paving Expenditures (not including Utility Replacement)
and Paving % of Total Capital Project Fund Expenditures
5,000,000
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4,000,000
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2,500,000
2,000,000
1,500,000
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500,000
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90%
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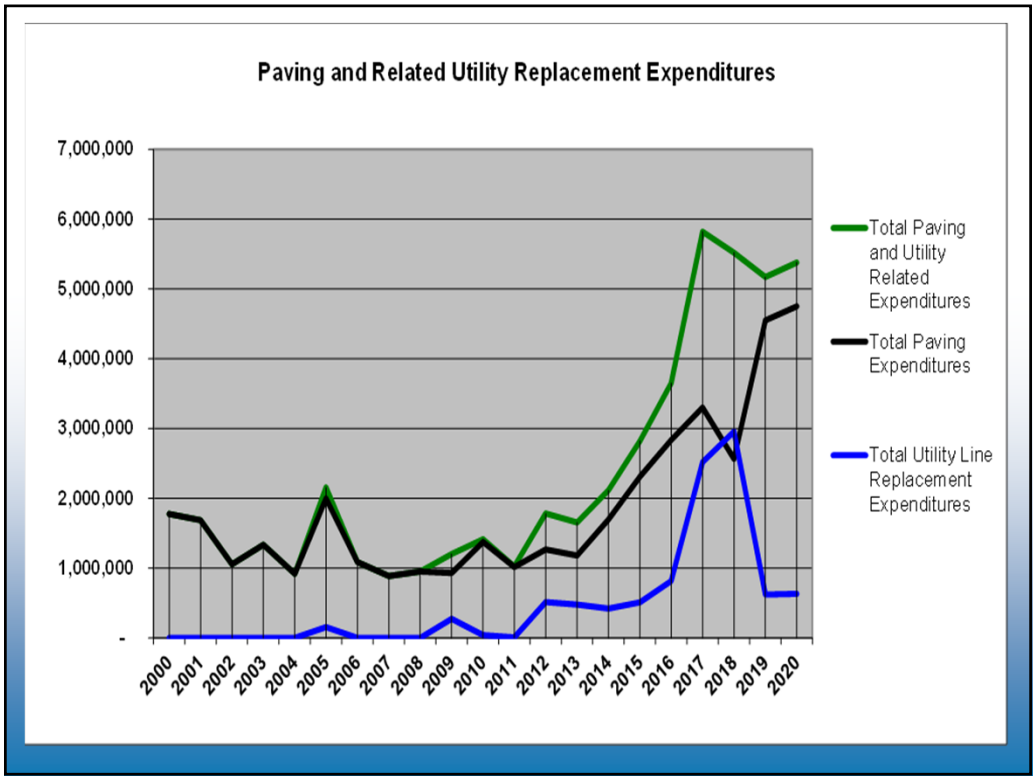
Total Paving Expenditures
Paving % of Total Capital Projects $


Paving and Related Utility Replacement Expenditures
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1,000,000
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2017
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2019
2020
Total Paving and Utility Related Expenditures
Total Paving Expenditures
Total Utility Line Replacement Expenditures

Pavement Management
Version: 2015.10.22
Project Name: ándale

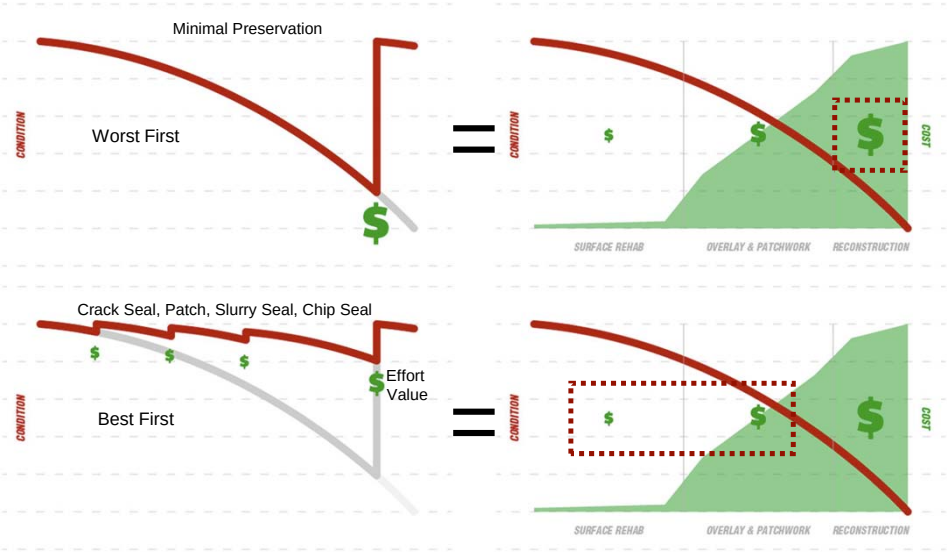
Presented by Public Works & Utilities
City Council, October 22, 2015

City of Louisville
COLORADO • SINCE 1878

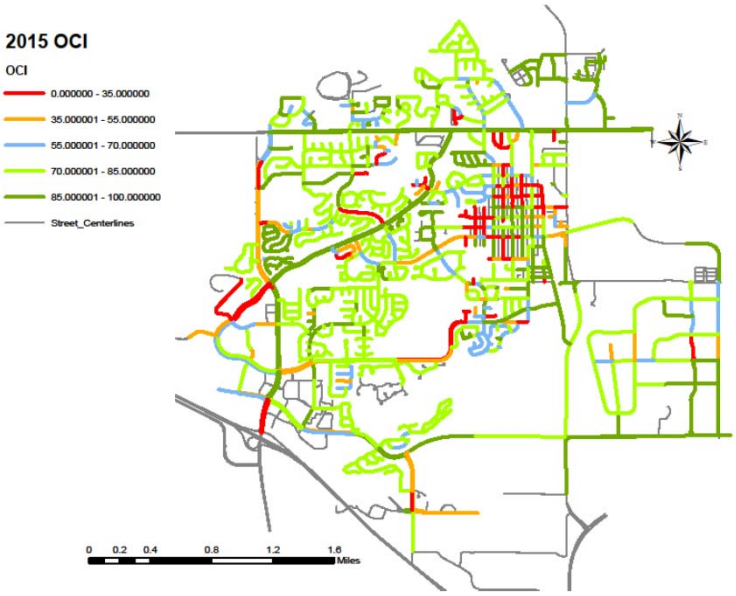
CAUTION: What you are about to see…..

- Is included in the budget you are considering adopting. It's no longer an idea. It's real. Let's do this.
- Isn't perfect but it captures 95% of the discussion. We're aiming for 100% of the discussion as we have more time to refine it.
- Will require some additional people to knock out (To be determined).
- Will have the budget numbers change as we update condition indexes, refine estimates, and move through time creating design level documents to bid and complete the work.
- May be affected in a good way or a bad way by annual seasonal effects.
- May have order of streets redefined due to previous cautionary statements.
- Is a simplified conceptual version of a very complex decision tree in the computer model (777 page PDF/21,000 row spreadsheet for the 10 year computer model export).
- Probably has some errors due to the timeframe that was provided to complete the information.
- Is another great example of the City Council commitment to quality of life in Louisville.

Current Pavement Preservation Strategy
Need to Fund Best First & Worst First

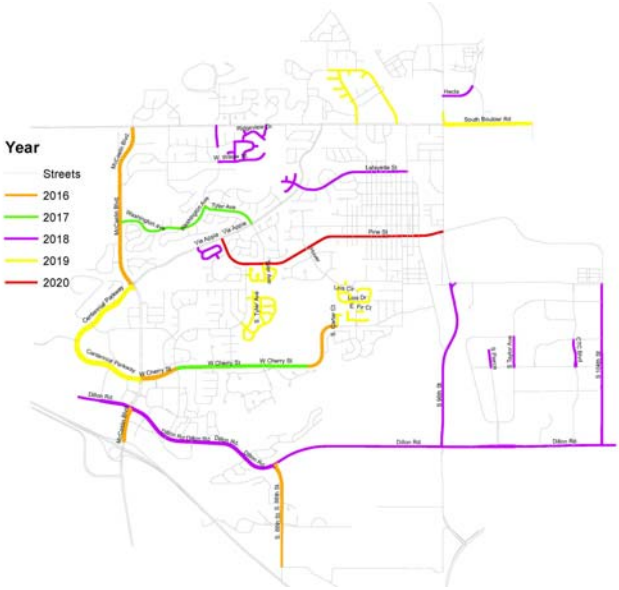


2015 Existing Conditions



2016 - 2020 Booster Paving Program (Worst First)

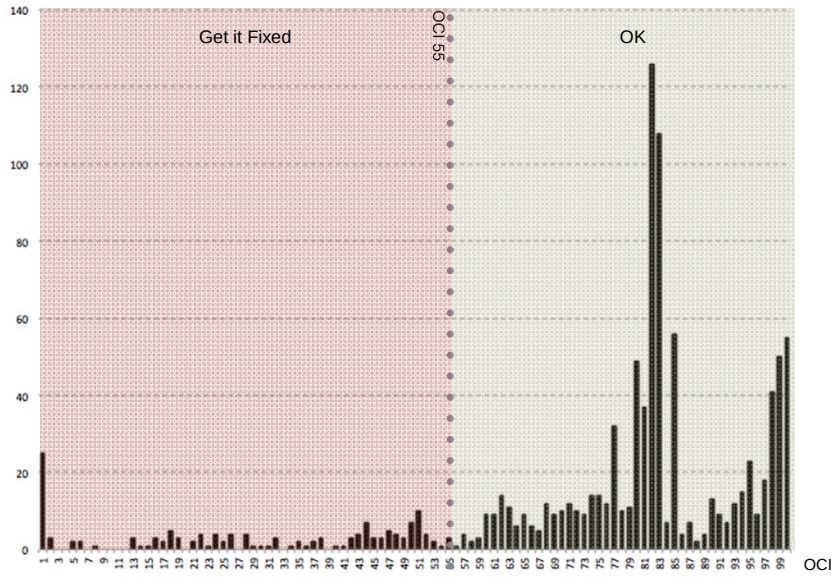
2016 - 2020 Main Paving Program (Best First)



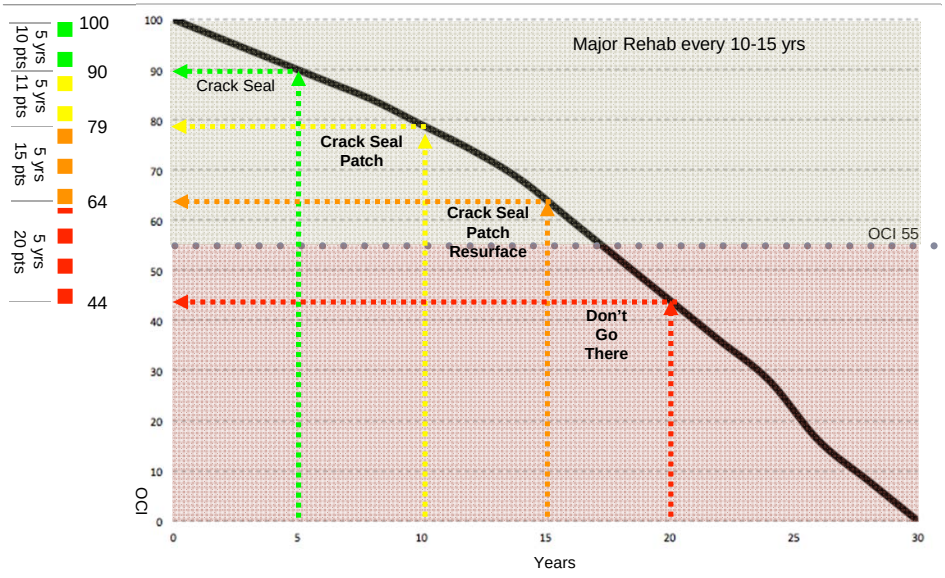
This all feels like voodoo magic. It's not…..

- The City paving program relies on various perspectives to create a final plan including computer modeling, annual in person street observations, operations staff input, public input, City Council input, periodic survey's, staff pavement experience.
- The computer model is a rough score and set of iterative algorithms that helps steer the program at a conceptual long term level.
- Ongoing staff field observations verify the computer model and validate if it seems accurate and representative of real world conditions.
- City Council sets the desired street level of service and budget.

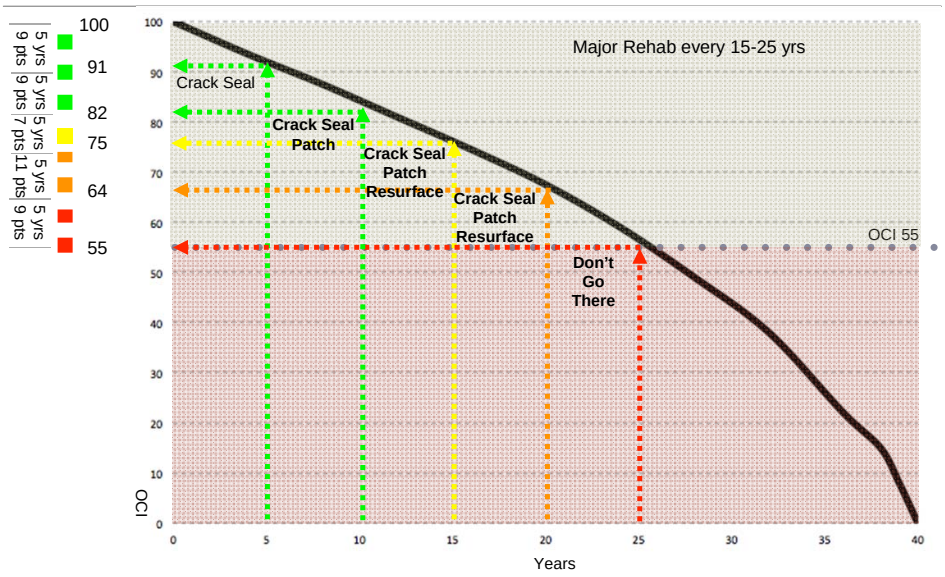
Number of Segments per Overall Condition Index



Step 1
Arterial/Collector/Industrial Deterioration Curve



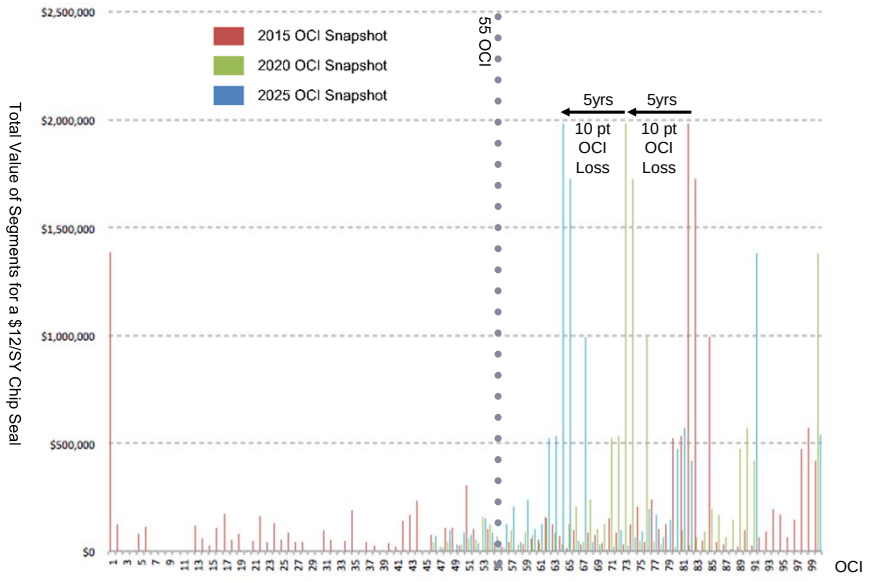
Step 1
Residential Deterioration Curve



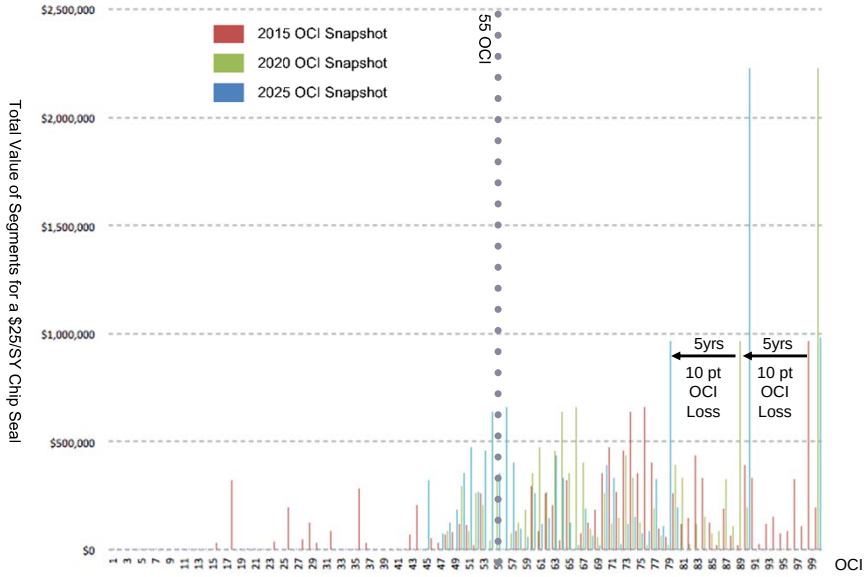
Let's put an effort value on those Segments

Treatment	Unit Cost
Reconstruction (Residential, Collector, Arterial)	$40-$70/Square Yard
New 2" Asphalt Resurfacing (Residentials, we don't do this)	$35/Square Yard
Hot Chip Resurfacing (Arterials/Collectors)	$25/Square Yard
Cold Chip Resurfacing (Residentials)	$12/Square Yard

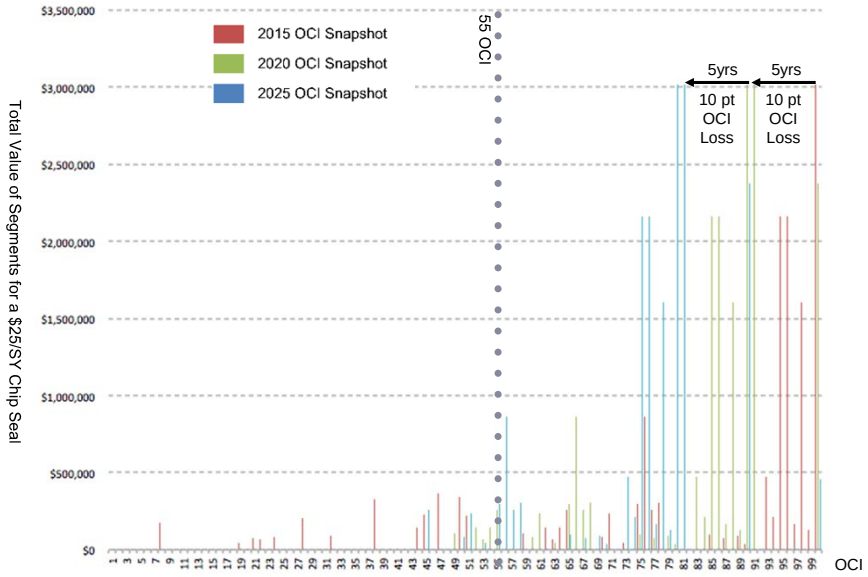
Conceptual Residential Moving Condition Costs



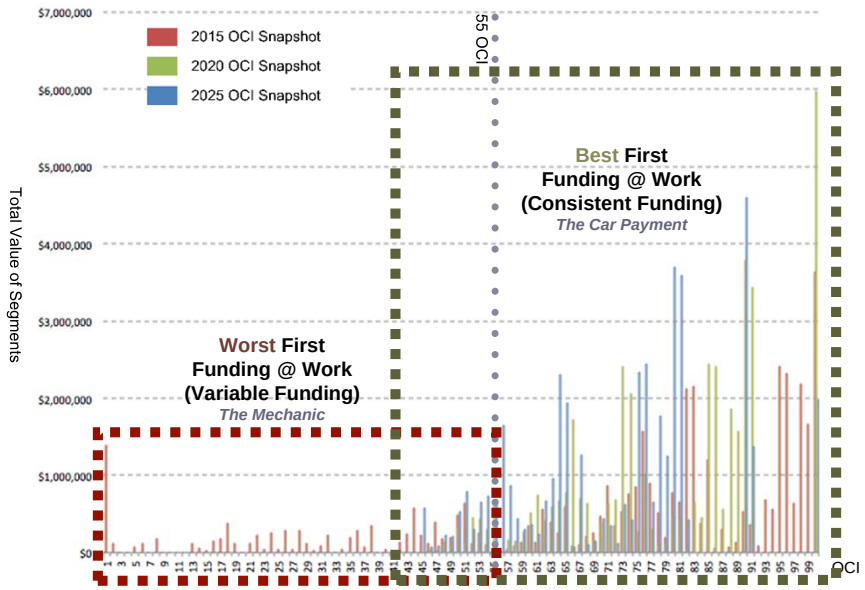
Conceptual Collector Moving Condition Costs



Conceptual Arterial Moving Condition Costs



Conceptual All Moving Condition Costs



Adding up Conceptual 0-55 OCI Needs

Road Category	2016-2020	2021-2025	2026-2030
Residential	$4,826,993	$1,899,084	$2,268,772
Collector	$2,225,459	$983,050	$2,903,542
Arterial	$2,375,877	$454,136	$625,464
0-55 Total Cost	$9,428,329	$1,979,782	$4,177,227
Annualized Cost	$1,885,665	$395,956	$835,445

Rough Water Rate Impacts from just Booster

	2016	2017	2018	2019
W/O Booster	11%	11%	11%	
W/ Booster	11%	11%	11%	11%

So just tell me a final number and which streets will be paved when!

- It's not a simple answer without more time, updated data, and new modeling software that has more complex scenario capabilities.
- Probably $2,000,000 - $3,000,000 per year.
- This allows the City to fix streets in bad condition (worst first) while also performing other preventative maintenance treatments to keep the good streets good (best first).
- This allows the City to more accurately model how long street segments will last, when is likely the optimum time to do various treatments (crack seal, patch, hot chip, etc.), and how much those treatments will likely cost.

How Can We Pay For Paving?

23

Cuts Included Since 9/15 in Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving

	Total All Funds 2016	Capital Projects Fund 2016	General Fund 2016	OS&P Fund 2016	CT Lotto Fund 2016	Utility Fund 2016	Future Year Planned & Optional Cuts	2016 and Future Year Totals
Cuts & New Revenue Included in Proposed Budget	$ 643,173	254,958	42,394	143,958	107,500	94,363	3,322,932	3,966,105
Additional Optional Cuts	$ 1,044,091	739,300	244,791	60,000	-	-	302,604	1,346,695
Total Already Included and Additional Optional Cuts	**$ 1,687,264**	**$ 994,258**	**$ 287,185**	**$ 203,958**	**$ 107,500**	**$ 94,363**	**3,625,536**	**$ 5,312,800**
Project or Item								**Staff Notes/Comments**
Revenue from Lease of Shops Building to Human Movement	160,832	40,208		40,208		80,416	160,832	Revenue from this lease was not in the 10/13 fiancial forecasts, but is now included because Council approved the lease.
Trail Projects (Reduce funding from $200,000 to $100,000)	100,000			100,000			-	
Multi-purpose Field Design	82,500				82,500		-	
Police Department Basement Restrooms and Lockers	60,000	60,000					-	Restrooms are part of build out of Emergency Operations
Downtown Parking Structure Feasibility Study (50% City)	40,000	40,000					-	
Quite Zone design	40,000	40,000					-	This eliminates the design funding for the Dillon crossing, which is the lowest priority.
Median Improvements (2016 and Future Years)	25,000	25,000					163,000	Visual impact
Rec Center - Parking Lot Lighting (Energy Savings)	25,000	25,000					-	Would not be able to realize energy savings that offset the cost of the lights in less than 10 years.
Wayfinding	25,000				25,000		-	
Police Dept Furniture, Fixtures, Equipment	21,000	21,000					-	
Downtown Alley Study	20,000		20,000				-	
Sustainability Coordinator	19,341		12,894			6,447	-	
City Services Facility Request	15,000	3,750		3,750		7,500	-	Fund as needed from operations savings
Cultural Arts Increase	9,500		9,500				-	
Downtown Parking / Transit Project	440,000	440,000					-	This is paving work for the City's property on the east side of Cannon and west of DELO Plaza

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Project or Item								Staff Notes/Comments
Virtualization Phase II - Business Continuity	80,000	80,000					-	This is a critical element of our business continuity plan for IT systems. Without it, if something disrupts the server room, there is a single point of failure and all systems will go down City-wide. The project will create backup separate location to keep systems available, even in the case of a primary site outage at City Hall.
Street Faire Support	75,000		75,000				75,000	This will presumably be an ongoing annual expense. Although funded from the OS&P fund, this indirectly increases transfers from the General Fund.
Weed Control, including Contract Mowing & Spraying ($50K), & Prescribed Fire ($10K)	60,000			60,000				
Body Cams for PD & Related 0.25 FTE Evidence Tech Support	59,604	45,000	14,604				14,604	Would undermine Officers' & the City's ability to defend against unjustified claims.
Tennis Court Renovations (Fund out of Lottery Funds)	50,000	50,000					-	Requires other cuts to Lottery Funds
Downtown Flowers and Lights	50,000		50,000				50,000	This will presumably be an ongoing annual expense.
0.75 FTE Sr Admin Sssistant to Chief	42,437		42,437					This cut would require the Police Chief to continue doing much administrative work instead of focus on higher priority issues.
Main Street Patios	40,000	40,000					-	This cut would mean no new businesses could participate in the street patio program.
Neighborhood Plan (Fireside or Oldtown?)	30,000		30,000				-	Old Town and Fireside neighborhoods are experiencing impacts

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Project or Item								Staff Notes/Comments
Surveillance Upgrades at City Hall	30,000	30,000					-	City Hall security cameras are at end-of-life. These cameras are essential to monitor common areas, entrances/exits and the perimeter of the building for security and cash handling operations for PCI compliance.
FM Radio Stations	26,000	26,000					-	This cut would mean losing the FM licenses we have. Our licenses come with a condition that the station be up and running in 2016.
Agenda Management Software	15,000		15,000				-	This relatively small expenditure is critical for staff to efficiently manage the volume of materials, improve public access to information, and catch up with the standard surrounding communities already have.
Center for the Arts - AudioVisual Equipmpent	11,300	11,300						See justification for this item in the CIP.
Rec Center - Dri-Deck	10,000	10,000					-	This is a Health & Safety issue; if the mats are not replaced they become a trip hazard & harbor bacteria. One slip/trip incident on these mats cost the City over $11,600 for the medical portion of the workers compensation claim plus additional costs for lost work time and work restrictions when the employee was able to return to work.
CMO Intern	7,750		7,750				-	See justification for this item in the 10/13 budget materials.

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Project or Item								Staff Notes/Comments
Rec Center - Lap Line Replacement	7,000	7,000					-	Line is at end of useful life and repairs will exceed replacement costs
ED Expenditures	10,000		10,000				-	The proposed 2016 budget already reflects a $13,000 reduction in Business Development Programs, Marketing, and Printing. This reduction is partially offset by increased rental expenses for Koko Plaza Parking ($8,000). Reducing the budget by an additional $10,000 would cut $5,000 funding for Appraisals and $5,000 for Business Development activities.
SH 42 Corridor Improvements--Steel Ranch Underpass (Net Savings)							760,600	This is a major trail connector. Net savings after eliminating $750,000 County Contribution
CTC/96th Street Connector (Net of Funding from CTC Metro)	-						550,000	Needed to secure bus service to CTCC
Community Park Sprayground Renovation	-						285,000	
Recreation Equipment (2017-2020)	-						280,000	Equipment will degrade rapidly prior to expansion of the Rec center, which is uncertain.
Communications Fiber Project	-						250,000	
Visitor Center & Historical Museum (Design)	-						227,500	This was full design and workign drawings. Recommend $25,000 for conceptional design work to assist with fundraising
Wayfinding Implementation	-						200,000	Slows implementation of trail connections that are part of Wayfinding program.
Rec Center - Ceiling Renovation	-						100,000	Wait for Rec center expansion
Rec Center - Door Replacement	-						85,000	Wait for Rec center expansion

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Project or Item								Staff Notes/Comments
Repurpose In-Line Skating Rink	-						81,000	
Community Sculpture Garden - Art in the Park	-						60,000	
Rec Center - Lobby Floor Renovation	-						50,000	Wait for Rec Center expansion
Rec Center - Carpet Replacement	-						35,000	Wait for Rec Center expansion
Rec Center - Aerobics Floor Replacement	-						30,000	Wait for Rec Center expansion
Bike Boulevard	-						5,000	

How did we get from the 9/15 Proposed Budget to 10/26 Proposed Budget?

29

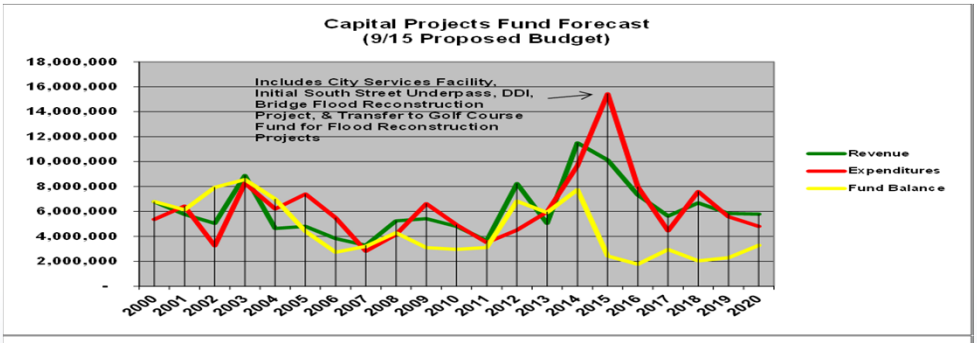
Changes From 9/15 Proposed Budget To 10/26 Budget To Fund Expanded Paving

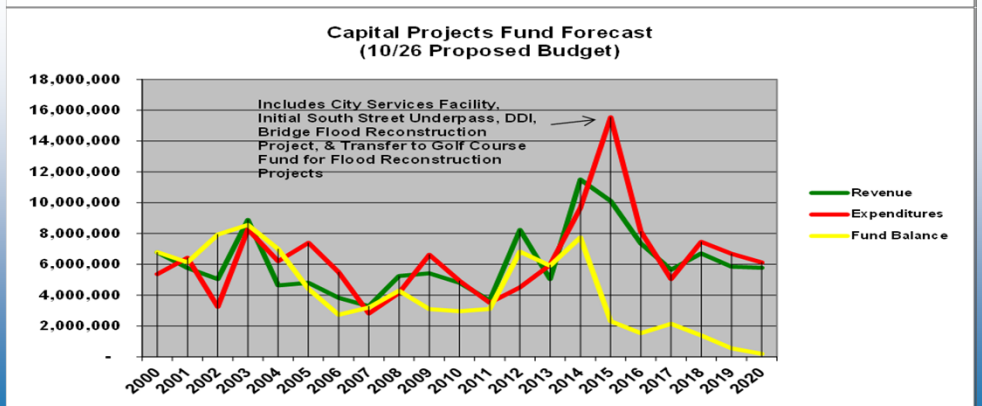
9/15 Proposed Budget	2016	2017	2018	2019	2020	5-Year Total
Street Reconstruction	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster	460,000	600,000	300,000	1,000,000	500,000	2,860,000
Total Capital Projects Fund	2,410,000	2,400,000	2,150,000	2,900,000	2,450,000	12,310,000
Water Line Replacements	220,000	230,000	245,000	255,000	260,000	1,210,000
Sewer Line Replacements	315,000	330,000	350,000	365,000	370,000	1,730,000
Total Utility Funds	535,000	560,000	595,000	620,000	630,000	2,940,000
Total Paving & Utility Related Expenditures	**2,945,000**	**2,960,000**	**2,745,000**	**3,520,000**	**3,080,000**	**15,250,000**

10/26 Proposed Budget	2016	2017	2018	2019	2020	5-Year Total
Street Reconstruction	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster	885,000	1,500,000	715,000	2,650,000	2,800,000	8,550,000
Total Capital Projects Fund	2,835,000	3,300,000	2,565,000	4,550,000	4,750,000	18,000,000
Water Line Replacements	500,000	1,830,000	2,045,000	255,000	260,000	4,890,000
Sewer Line Replacements	315,000	690,000	910,000	365,000	370,000	2,650,000
Total Utility Funds	815,000	2,520,000	2,955,000	620,000	630,000	7,540,000
Total Paving & Utility Related Expenditures	**3,650,000**	**5,820,000**	**5,520,000**	**5,170,000**	**5,380,000**	**25,540,000**

Net Changes from 9/15 to 10/26	2016	2017	2018	2019	2020	5- Year Total
Added Capital Projects Funds to Booster	425,000	900,000	415,000	1,650,000	2,300,000	5,690,000
Added Water Utility Funds to Water Line Replaement	280,000	1,600,000	1,800,000	-	-	3,680,000
Added Wastewater Utility Funds to Sewerline Replacement	-	360,000	560,000	-	-	920,000
Total Additions	**705,000**	**2,860,000**	**2,775,000**	**1,650,000**	**2,300,000**	**10,290,000**
Cuts & New Revenue (See Table for Details)	**643,173**	**430,708**	**1,295,808**	**581,208**	**1,015,208**	**3,966,105**
Draw Down Reserves	**61,827**	**2,429,292**	**1,479,192**	**1,068,792**	**1,284,792**	**6,323,895**

30


Capital Projects Fund Forecast
(9/15 Proposed Budget)
Includes City Services Facility, Initial South Street Underpass, DDI, Bridge Flood Reconstruction Project, & Transfer to Golf Course Fund for Flood Reconstruction Projects
Revenue
Expenditures
Fund Balance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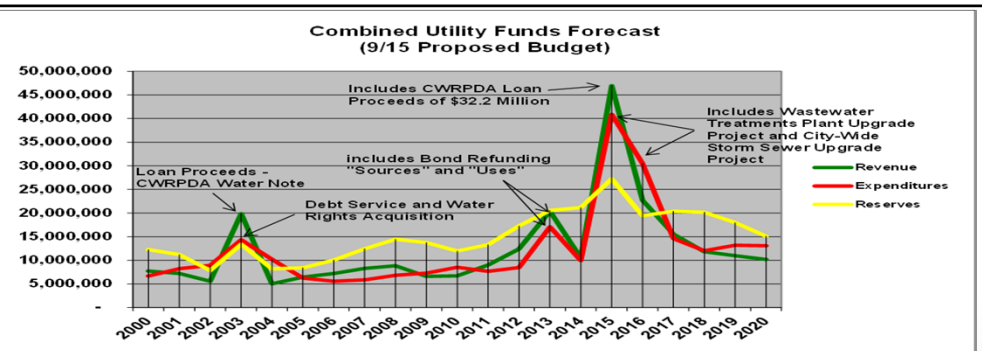
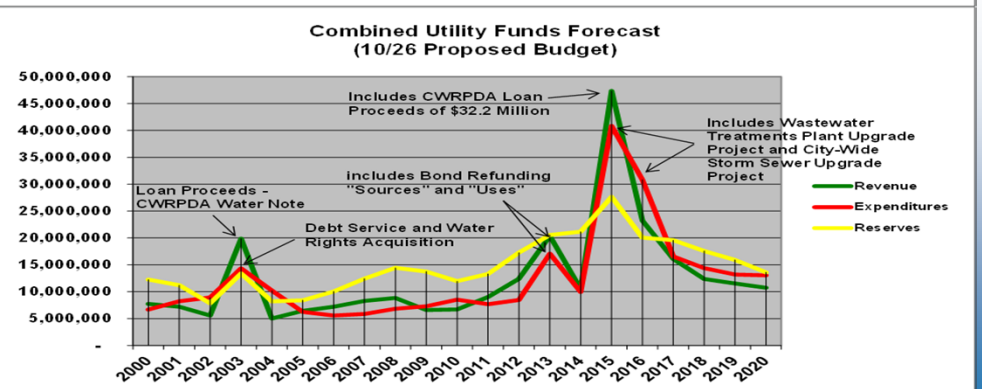
Revenue
Expenditures
Fund Balance


Combined Utility Funds Forecast
(9/15 Proposed Budget)
Includes CWRPDA Loan Proceeds of $32.2 Million
Includes Wastewater Treatments Plant Upgrade Project and City-Wide Storm Sewer Upgrade Project
includes Bond Refunding "Sources" and "Uses"
Loan Proceeds - CWRPDA Water Note
Debt Service and Water Rights Acquisition
Revenue
Expenditures
Reserves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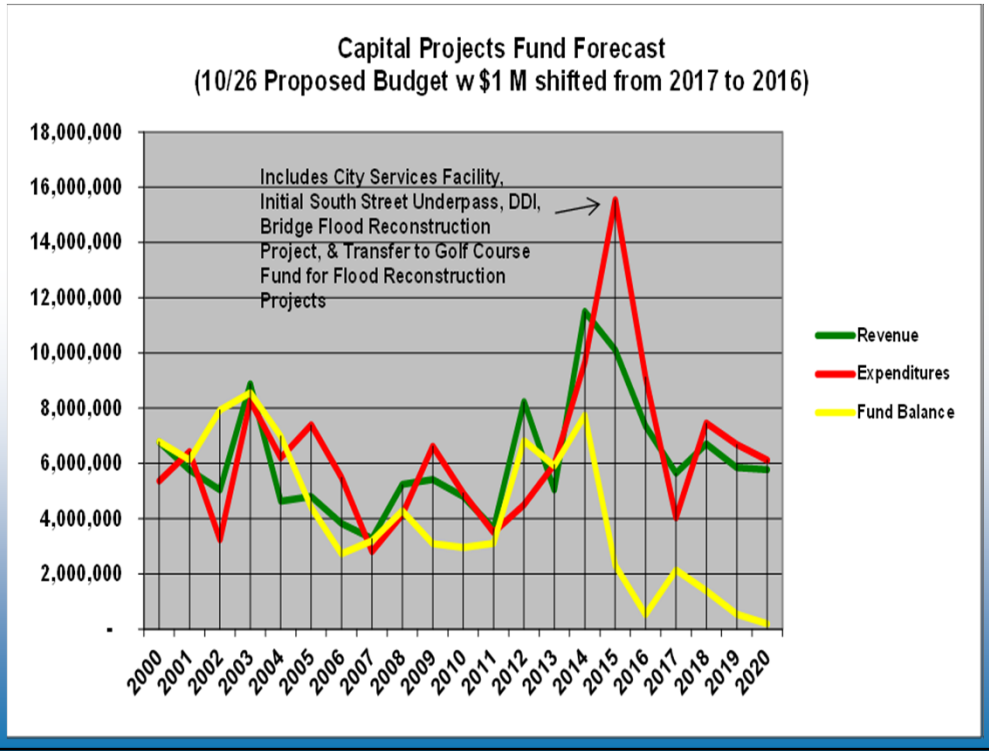
Debt Service and Water Rights Acquisition
Revenue
Expenditures
Reserves

Can we do more paving in 2016?

Maybe…

33

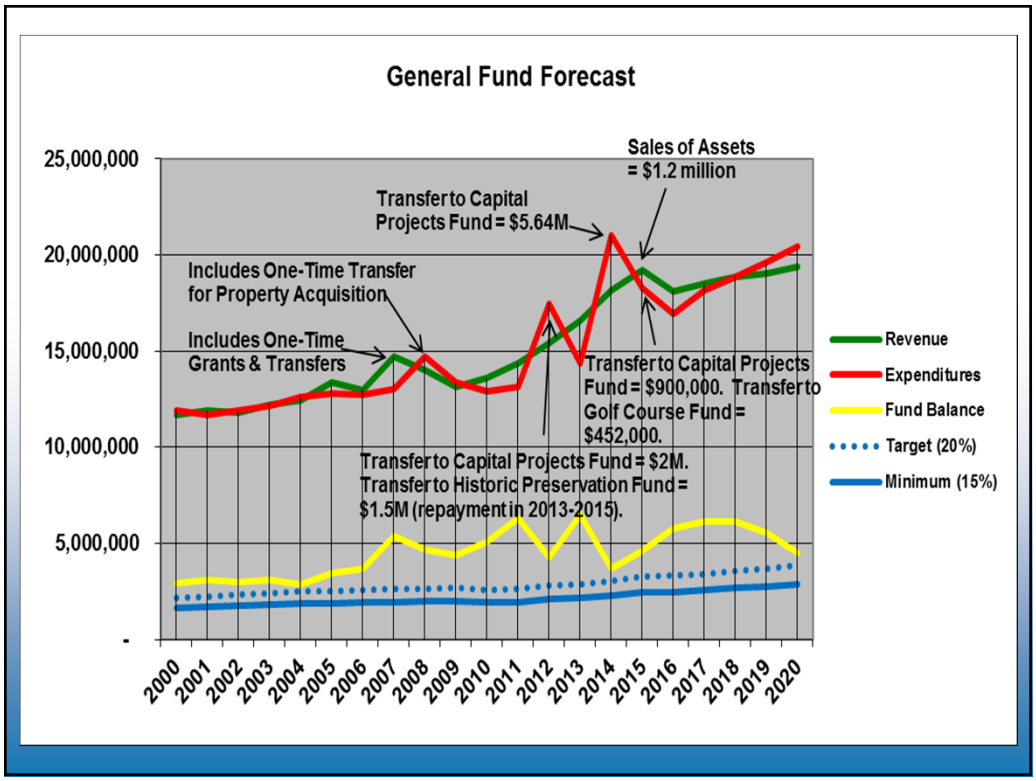


What other changes are in the proposed Budget?

35

Summary of Significant Budget Increases		
Request	**Dept**	**Total Cost (or Savings)**
Increased Paving	PW	1,500,000
Street Faire Support	ED	75,000
1 FTE Park Technician III - Horticulturalist	P&R	63,428
Weed Control, including Contract Mowing & Spraying ($50K), & Prescribed Fire ($10K)	P&R	60,000
Downtown Flowers & Lights Programs	CMO	50,000
0.75 FTE Sr Administrative Assistant to Police Chief (Combined w Property & Evidence Tech)	PD	42,437
0.5 FTE Increase to make Ranger Naturalist position from half-time to full-time	P&R	33,370
Utility Rate Update (Consulting Services)	PW	30,000
1 FTE (2 Seasonal Positions) to help maintain New Parks & Horticulture/Forestry	P&R	25,230
Contract Plan Review/Inspections	P&BS	21,000
0.6 FTE Historic Preservation Intern	P&BS	20,152
Agenda Management Software w Web Streaming & Email Outreach	CMO	15,000
0.25 FTE Property & Evidence Tech to manage Body Cam evidence (Combined w Sr. Admin)	PD	14,604
City Manager's Office Intern	CMO	7,751
Reducing Water Fund Subsidy of Other Fund Operations from 50% to 25%	All	-
Total Ongoing Expenses		**1,957,971**
Recreation & Senior Center Expansion Consulting	P&R	60,000
Impact Fee Study Update	CMO	50,000
Phase I Work on Foundation of Austin-Niehoff House, Improvement Survey for Museum Complex	P&BS	40,000
Citizen Survey (Conducted every 4 years)	CMO	35,000
Fireside or Old Town Neighborhood Plan-Consulting Services	P&BS	30,000
Front Street Downtown Alley Study-Consulting Services	P&BS	20,000
Building Maintenance Tools (to do in-house what was previously contracted out)	PW	20,000
Pool heating system heat exchanger rebuild	PW	12,500
Memory Square Pool Equipment Replacement & Wifi Access	P&R	10,600
Total One-Time Expenses		**278,100**

36


General Fund Forecast
25,000,000
20,000,000
15,000,000
10,000,000
5,000,000
-
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2001
2002
2003
2004
2005
2006
2007
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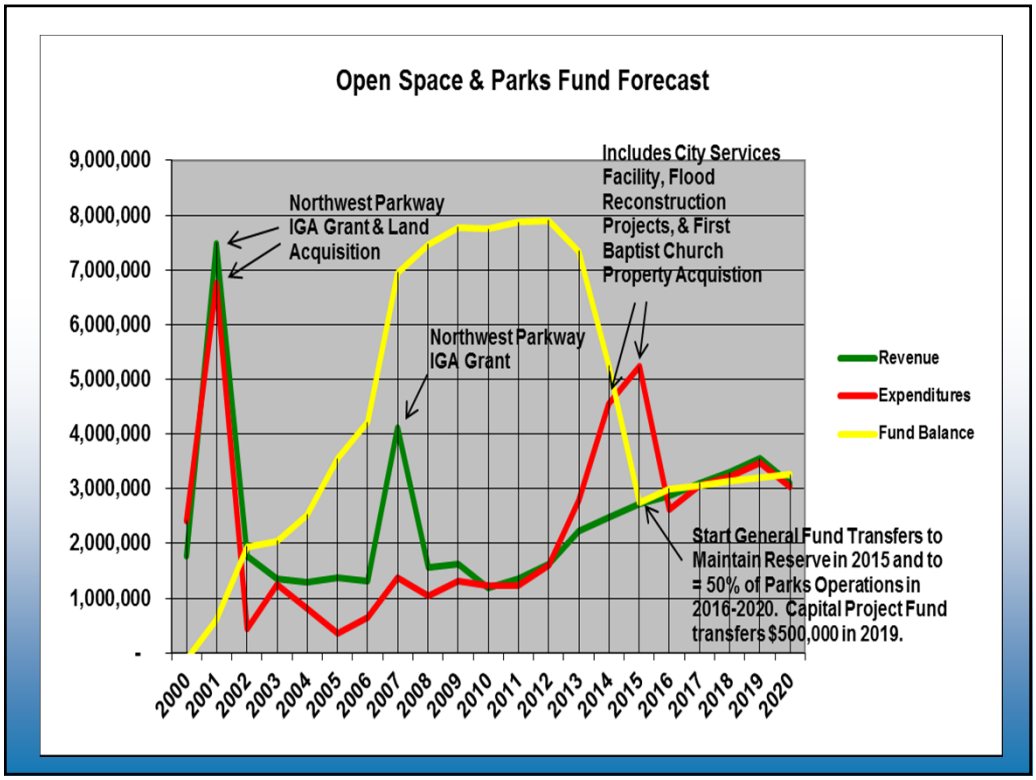
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
Sales of Assets = $1.2 million
Transfer to Capital Projects Fund = $5.64M
Includes One-Time Transfer for Property Acquisition
Includes One-Time Grants & Transfers
Transfer to Capital Projects Fund = $900,000. Transfer to Golf Course Fund = $452,000.
Transfer to Capital Projects Fund = $2M. Transfer to Historic Preservation Fund = $1.5M (repayment in 2013-2015).
Revenue
Expenditures
Fund Balance
Target (20%)
Minimum (15%)


Open Space & Parks Fund Forecast
9,000,000
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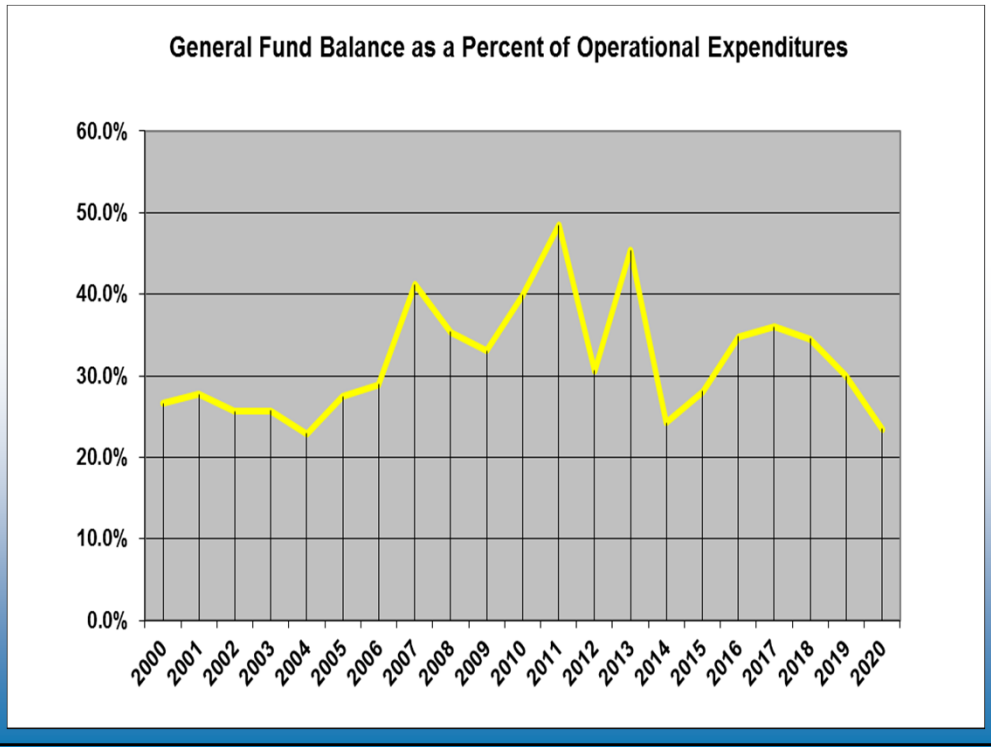
2020
Northwest Parkway IGA Grant & Land Acquisition
Includes City Services Facility, Flood Reconstruction Projects, & First Baptist Church Property Acquistion
Northwest Parkway IGA Grant
Start General Fund Transfers to Maintain Reserve in 2015 and to = 50% of Parks Operations in 2016-2020. Capital Project Fund transfers $500,000 in 2019.
Revenue
Expenditures
Fund Balance



Questions?

40

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Cuts Included Since 9/15 In Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving								
	Total All Funds 2016	Capital Projects Fund 2016	General Fund 2016	OS&P Fund 2016	CT Lotto Fund 2016	Utility Fund 2016	Future Year Planned & Optional Cuts	2016 and Future Year Totals
Cuts & New Revenue Included in Proposed Budget	$ 643,173	254,958	42,394	143,958	107,500	94,363	3,322,932	3,966,105
Additional Optional Cuts	$ 1,044,091	739,300	244,791	60,000	-	-	302,604	1,346,695
Total Already Included and Additional Optional Cuts	**$ 1,687,264**	**$ 994,258**	**$ 287,185**	**$ 203,958**	**$ 107,500**	**$ 94,363**	**3,625,536**	**$ 5,312,800**
Project or Item								**Staff Notes/Comments**
Virtualization Phase II - Business Continuity	80,000	80,000					-	This is a critical element of our business continuity plan for IT systems. Without it, if something disrupts the server room, there is a single point of failure and all systems will go down City-wide. The project will create backup separate location to keep systems available, even in the case of a primary site outage at City Hall.
Street Faire Support	75,000		75,000				75,000	This will presumably be an ongoing annual expense.
Weed Control, including Contract Mowing & Spraying ($50K), & Prescribed Fire ($10K)	60,000			60,000				Although funded from the OS&P fund, this indirectly increases transfers from the General Fund.
Body Cams for PD & Related 0.25 FTE Evidence Tech Support	59,604	45,000	14,604				14,604	Would undermine Officers' & the City's ability to defend against unjustified claims.
Tennis Court Renovations (Fund out of Lottery Funds)	50,000	50,000					-	Requires other cuts to Lottery Funds
Downtown Flowers and Lights	50,000		50,000				50,000	This will presumably be an ongoing annual expense.
0.75 FTE Sr Admin Sssistant to Chief	42,437		42,437					This cut would require the Police Chief to continue doing much administrative work instead of focus on higher priority issues.
Main Street Patios	40,000	40,000					-	This cut would mean no new businesses could participate in the street patio program.
Neighborhood Plan (Fireside or Oldtown?)	30,000		30,000				-	Old Town and Fireside neighborhoods are experiencing impacts

Cuts Included Since 9/15 In Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving								
	Total All Funds 2016	Capital Projects Fund 2016	General Fund 2016	OS&P Fund 2016	CT Lotto Fund 2016	Utility Fund 2016	Future Year Planned & Optional Cuts	2016 and Future Year Totals
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Project or Item								**Staff Notes/Comments**
Surveillance Upgrades at City Hall	30,000	30,000					-	City Hall security cameras are at end-of-life. These cameras are essential to monitor common areas, entrances/exits and the perimeter of the building for security and cash handling operations for PCI compliance.
FM Radio Stations	26,000	26,000					-	This cut would mean losing the FM licenses we have. Our licenses come with a condition that the station be up and running in 2016.
Agenda Management Software	15,000		15,000				-	This relatively small expenditure is critical for staff to efficiently manage the volume of materials, improve public access to information, and catch up with the standard surrounding communities already have.
Center for the Arts - AudioVisual Equipmpent	11,300	11,300						See justification for this item in the CIP.
Rec Center - Dri-Deck	10,000	10,000					-	This is a Health & Safety issue; if the mats are not replaced they become a trip hazard & harbor bacteria. One slip/trip incident on these mats cost the City over $11,600 for the medical portion of the workers compensation claim plus additional costs for lost work time and work restrictions when the employee was able to return to work.
CMO Intern	7,750		7,750				-	See justification for this item in the 10/13 budget materials.

Cuts Included Since 9/15 In Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving								
	Total All Funds 2016	Capital Projects Fund 2016	General Fund 2016	OS&P Fund 2016	CT Lotto Fund 2016	Utility Fund 2016	Future Year Planned & Optional Cuts	2016 and Future Year Totals
Cuts & New Revenue Included in Proposed Budget	$ 643,173	254,958	42,394	143,958	107,500	94,363	3,322,932	3,966,105
Additional Optional Cuts	$ 1,044,091	739,300	244,791	60,000	-	-	302,604	1,346,695
Total Already Included and Additional Optional Cuts	**$ 1,687,264**	**$ 994,258**	**$ 287,185**	**$ 203,958**	**$ 107,500**	**$ 94,363**	**3,625,536**	**$ 5,312,800**
Project or Item								**Staff Notes/Comments**
Rec Center - Lap Line Replacement	7,000	7,000					-	Line is at end of useful life and repairs will exceed replacement costs
ED Expenditures	10,000		10,000				-	The proposed 2016 budget already reflects a $13,000 reduction in Business Development Programs, Marketing, and Printing. This reduction is partially offset by increased rental expenses for Koko Plaza Parking ($8,000). Reducing the budget by an additional $10,000 would cut $5,000 funding for Appraisals and $5,000 for Business Development activities.
SH 42 Corridor Improvements--Steel Ranch Underpass (Net Savings)							760,600	This is a major trail connector. Net savings after eliminating $750,000 County Contribution
CTC/96th Street Connector (Net of Funding from CTC Metro)	-						550,000	Needed to secure bus service to CTCC
Community Park Sprayground Renovation	-						285,000	
Recreation Equipment (2017-2020)	-						280,000	Equipment will degrade rapidly prior to expansion of the Rec center, which is uncertain.
Communications Fiber Project	-						250,000	
Visitor Center & Historical Museum (Design)	-						227,500	This was full design and workign drawings. Recommend $25,000 for conceptional design work to assist with fundraising.
Wayfinding Implementation	-						200,000	Slows implementation of trail connections that are part of Wayfinding program.
Rec Center - Ceiling Renovation	-						100,000	Wait for Rec center expansion
Rec Center - Door Replacement	-						85,000	Wait for Rec center expansion

Cuts Included Since 9/15 In Proposed Budget, Other 2016 Options, and Future Year Planned and Optional Cuts to Provide Funds for Paving								
	Total All Funds	Capital Projects Fund	General Fund	OS&P Fund	CT Lotto Fund	Utility Fund	Future Year Planned & Optional Cuts	2016 and Future Year Totals
	2016	2016	2016	2016	2016	2016		
Cuts & New Revenue Included in Proposed Budget	$ 643,173	254,958	42,394	143,958	107,500	94,363	3,322,932	3,966,105
Additional Optional Cuts	$ 1,044,091	739,300	244,791	60,000	-	-	302,604	1,346,695
Total Already Included and Additional Optional Cuts	$ 1,687,264	$ 994,258	$ 287,185	$ 203,958	$ 107,500	$ 94,363	3,625,536	$ 5,312,800
Project or Item								Staff Notes/Comments
Repurpose In-Line Skating Rink	-						81,000	
Community Sculpture Garden - Art in the Park	-						60,000	
Rec Center - Lobby Floor Renovation	-						50,000	Wait for Rec Center expansion
Rec Center - Carpet Replacement	-						35,000	Wait for Rec Center expansion
Rec Center - Aerobics Floor Replacement	-						30,000	Wait for Rec Center expansion
Bike Boulevard	-						5,000	

City of Louisville

COLORADO ▪ SINCE 1878

Five Year
Capital Improvements Plan
2016 – 2020

Summary of
Recommended Projects
October 26, 2015

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Open Space & Parks Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Property Acquisition	23,530	23,530	-	-	-	-	-	-
City Services Facility (25%)	2,680,600	2,760,600	-	-	-	-	-	-
Fuel Tank Decommissioning (25%)	-	3,750	-	-	-	-	-	-
Trail Improvements	25,000	25,000	-	-	-	-	-	-
Annual Tree Planting Program	15,000	25,710	15,000	15,000	15,000	15,000	15,000	75,000
Trails Reconstruction Projects - Flood	-	7,700	-	-	-	-	-	-
Lastoka Property Conservation	17,000	17,000	10,000	8,000	8,000	5,000	-	31,000
Hecla Lake Reservoir Improvements	20,000	20,000	-	-	-	-	-	-
US36 Underpass at Davidson Mesa	162,500	162,500	-	-	-	-	-	-
Wayfinding & Signs	25,000	25,000	25,000	25,000	25,000	25,000	25,000	125,000
Irrigation Replacements & Improvements	15,000	15,000	-	-	-	-	-	-
New Equipment - Truck	70,000	70,000	35,000	-	-	-	-	35,000
Machinery & Equipment	125,000	125,000	75,000	75,000	75,000	75,000	75,000	375,000
Trail Projects (50% 2017-2019)	-	-	-	82,500	62,500	37,500	-	182,500
Interpretive Education	-	-	8,000	5,800	-	-	-	13,800
Boundary Treatments	-	-	6,500	-	35,000	30,000	6,700	78,200
Irrigation Clock Replacements	-	-	15,000	50,000	50,000	50,000	50,000	215,000
~~Arboretum Renovation~~ Moved to Lottery Fund	-	-	-	-	-	-	-	-
Bucket Truck (40%)	-	-	34,000	-	-	-	-	34,000
Snow Removal Equipment (50%)	-	-	25,000	-	-	-	-	25,000
Environmental Site Assessment - 1600 Empire Road (25%)	-	-	3,750	-	-	-	-	3,750
Open Space & Parks Trails/Signs Wayfinding (93%)	-	-	-	319,100	350,500	572,500	92,400	1,334,500
Open Space Management Plan Updates	-	-	-	-	20,000	20,000	-	40,000
Vault Restroom	-	-	-	-	34,000	-	-	34,000
Open Space Zoning	-	-	-	33,000	-	-	-	33,000
Joe Carnival Site Improvements	-	-	-	-	-	-	-	-
Total Open Space & Parks Fund	**3,178,630**	**3,280,790**	**252,250**	**613,400**	**675,000**	**830,000**	**264,100**	**2,634,750**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Conservation Trust - Lottery Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Restroom Improvement Program	187,090	187,090	-	-	-	-	-	-
Recreation Campus Restroom	199,500	199,500	-	-	-	-	-	-
Tennis Court Resurfacing	16,000	16,000	16,000	16,000	16,000	16,000	16,000	80,000
Park Renovations	39,660	39,660	-	117,000	-	117,000	-	234,000
Signage & Trails Wayfinding	20,540	20,540	-	-	-	-	-	-
Emergency Tree Work	10,000	10,000	-	-	-	-	-	-
Memory Square Improvements	30,000	30,000	-	-	-	-	-	-
Playground Replacements	-	-	-	224,000	224,000	-	224,000	672,000
Trail Projects (100% 2016, 50% 2017-2019)	-	-	100,000	82,500	62,500	37,500	-	282,500
Open Space & Parks Trails/Signs Wayfinding (7%)	-	-	-	-	-	-	100,000	100,000

(continued)

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Conservation Trust - Lottery Fund (continued)

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Hecla Lake Aeration	-	-	40,000	-	-	-	-	40,000
~~Multi-Purpose Field (Design Only)~~	-	-	-	-	-	-	-	-
Tennis Court Renovations	-	-	50,000	-	-	-	-	50,000
Arboretum Renovation	-	-	44,800	-	-	-	-	44,800
Improvements at Community Dog Park	-	-	-	7,500	50,000	40,000	150,000	247,500
Cottonwood Park Development	-	-	-	-	-	-	-	-
City Bike Sharing Program	-	-	-	-	-	-	-	-
Sports Complex 'Facelift' with Lafayette	-	-	-	-	-	-	-	-
Cowboy Park Amenities	-	-	-	-	-	-	-	-
Platform Tennis	-	-	-	-	-	-	-	-
Light Upgrades at Recreation Center Campus	-	-	-	-	-	-	-	-
Total Conservation Trust - Lottery Fund	**502,790**	**502,790**	**250,800**	**447,000**	**352,500**	**210,500**	**490,000**	**1,750,800**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Cemetery Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
General Cemetery Improvements	47,000	47,000	17,000	17,000	17,000	17,000	17,000	85,000
Bucket Truck (5%)	-	-	4,250	-	-	-	-	4,250
Cemetery Expansion Project (Phase II)	-	-	-	-	-	-	-	-
Total Cemetery Fund	**47,000**	**47,000**	**21,250**	**17,000**	**17,000**	**17,000**	**17,000**	**89,250**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Capital Projects Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
General Government:								
Property Acquisition	385,000	-	-	-	-	-	-	-
Louisville Housing Authority & Habitat for Humanity	10,560	10,500	-	-	-	-	-	-
City Hall Fire Sprinkler System	23,530	32,160	-	-	-	-	-	-
Fiber Enhancement - Library & Museum	30,000	30,000	-	-	-	-	-	-
Sculpture Maintenance	8,000	8,000	-	-	-	-	-	-
Victor Hellburg Memorial	30,000	30,000	-	-	-	-	-	-
Arts Center ADA Improvements	5,000	5,000	-	-	-	-	-	-
Upgrade City Website	10,740	10,740	-	-	-	-	-	-
Downtown Bicycle Parking	10,000	10,000	-	-	-	-	-	-
Downtown Pedestrian Improvements	10,000	10,000	-	-	-	-	-	-

(continued)

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Capital Projects Fund (continued)

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
General Government (continued):								
Library Copier Replacement	21,000	21,000	-	-	-	-	-	-
Enhanced Security System for Human Resources	10,000	10,000	-	-	-	-	-	-
Police Dept Furniture, Fixtures, Equipment	21,500	21,500	-	26,000	8,500	8,500	12,000	55,000
Police Dept Intercom Radio System Replacement	7,670	7,670	-	-	-	-	-	-
Police Dept Printer, Copier, Scanner Replacemt	20,000	20,000	-	-	-	-	-	-
LTE D-Block Radio Program	15,000	15,000	15,000	15,000	15,000	-	-	45,000
Rolling Shelving Storage for Evidence	10,000	10,000	-	-	-	-	-	-
Handheld Portable Radio Replacement	12,000	12,000	-	-	-	-	-	-
TruCAM Video Laser	6,500	6,500	-	-	-	-	-	-
City-Wide Telephone System Upgrade	125,000	125,000	-	-	-	-	-	-
Video Display in Patrol Area	6,200	6,200	-	-	-	-	-	-
Toughbooks, Printers, Docking Stations	8,000	8,000	-	-	-	-	-	-
Enterprise Resource Planning System (77.5%)	525,000	581,250	310,000	-	-	-	-	310,000
Lucity Software (25%)	18,750	18,750	6,250	-	-	-	-	6,250
Minute Recording System	5,490	5,490	-	-	-	-	-	-
IT Core Routing & Switching - City Hall	50,000	50,000	-	-	-	-	-	-
Technology - City Services Facility	25,000	25,000	-	-	-	-	-	-
Desktop Management Software	15,000	15,000	-	-	-	-	-	-
Desktop Productivity Suite of Software	48,000	48,000	-	-	-	-	-	-
Library Network (Data) Switching	30,000	30,000	-	-	-	-	-	-
Police Network (Data) Switching	20,000	20,000	-	-	-	-	-	-
Software Update - Self-Check Machines	15,000	15,000	-	-	-	-	-	-
Main Street Patios	-	-	40,000	-	-	-	-	40,000
Surveillance Upgrades at City Hall	-	-	30,000	-	-	-	-	30,000
Virtualization Phase II - Business Continuity	-	-	80,000	-	-	-	-	80,000
Library Furniture Replacement, Reupholstering	-	-	6,050	-	-	-	-	6,050
Integrated Library System Upgrade	-	-	19,370	-	-	-	-	19,370
Ballistic Helmets for Police Officers	-	-	14,000	-	-	-	-	14,000
FM Radio Stations	-	-	26,000	-	-	-	-	26,000
Body Cams	-	-	45,000	-	-	-	-	45,000
Police Records Management System Replacement	-	-	-	300,000	-	-	-	300,000
Handheld Portable Radio Replacement	-	-	12,000	12,000	12,000	-	-	36,000
~~Police Department Basement Restrooms and Lockers~~	-	-	-	-	-	-	-	-
Camera System - Police & Courts Building	-	-	15,000	-	-	-	-	15,000
Fire Proof File Cabinet	-	-	5,000	-	-	-	-	5,000
~~Downtown Parking Structure Feasibility Study (50% City)~~	-	-	-	-	-	-	-	-
Bus then Bike Shelter (net)	-	-	25,000	-	-	-	-	25,000
~~Community Sculpture Garden - Art in the Park~~	-	-	-	-	-	-	-	-
Center for the Arts - AudioVisual Equipmpent	-	-	11,300	-	-	-	-	11,300
Center for the Arts - ADA Compliance & Storage Remodel	-	-	30,000	-	-	-	-	30,000
IT Security Audit (Net)	-	-	-	30,000	-	-	-	30,000
Visitor Center & Historical Museum (Design Only)	-	-	-	20,000	-	-	-	20,000
~~Old Town Bike Boulevard~~	-	-	-	-	-	-	-	-
~~Wayfinding Implementation~~	-	-	-	-	-	-	-	-
Total Capital Projects - General Govt	**1,537,940**	**1,217,760**	**689,970**	**403,000**	**35,500**	**8,500**	**12,000**	**1,148,970**
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City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Capital Projects Fund (continued)

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Public Works:								
City Services Facility (25%)	2,680,600	2,760,600	-	-	-	-	-	-
Fuel Tank Decommissioning (25%)	-	3,750	-	-	-	-	-	-
Concrete Replacement	90,000	67,340	90,000	90,000	90,000	90,000	90,000	450,000
Street Reconstruction Program	1,446,500	1,951,300	1,950,000	1,800,000	1,850,000	1,900,000	1,950,000	9,450,000
Pavement Booster Program	220,000	359,030	885,000	1,500,000	715,000	2,650,000	2,800,000	8,550,000
Bridge Reconstruction Projects - Flood	3,160,000	3,204,600	-	-	-	-	-	-
Highway 42 & Pine Street Intersection	5,040	5,040	-	-	-	-	-	-
Wayfinding	78,900	78,900	-	-	-	-	-	-
South Street Underpass (95%)	2,476,870	900,000	1,576,870	-	-	-	-	1,576,870
State Highway 42 Traffic Signals	426,190	394,540	-	-	-	-	-	-
Wayfinding - McCaslin & Centennial Valley	90,610	90,610	-	-	-	-	-	-
McCaslin/US36 Interchange (DDI)	1,275,730	1,425,730	-	-	-	-	-	-
BNSF RR Underpass/N Drainage (34%)	45,460	45,460	51,000	119,000	136,000	204,000	-	510,000
Short Street Traffic Signal	4,000	4,000	-	-	-	-	-	-
Downtown Parking/Transit Project	320,000	417,000	440,000	-	-	-	-	440,000
SH 42 Short Crossing Improvements	500,000	200,000	-	-	-	-	-	-
Dillon Road/St Andrews Intersection	391,000	391,000	-	-	-	-	-	-
Downtown Surface Parking Expansion	100,000	215,000	-	-	-	-	-	-
Motor Vehicle/Road Equipment	135,100	135,100	-	-	-	-	-	-
Traffic Signals	95,000	95,000	53,000	68,000	53,000	53,000	53,000	280,000
GPS for Snow Removal Equipment	-	7,000	-	-	-	-	-	-
Environmental Site Assessment - 1600 Empire Road (25%)	-	-	3,750	-	-	-	-	3,750
SH 42 Corridor Improvements	-	-	1,500,000	200,000	1,540,000	400,000	250,000	3,890,000
Railroad Quiet Zones	-	-	120,000	-	1,200,000	-	-	1,320,000
Contract Striping w/Epoxy Paint	-	-	70,000	-	70,000	-	70,000	210,000
Kaylix Ave Extension South	-	-	-	50,000	400,000	-	-	450,000
Kaylix Ave Extension North (Net)	-	-	-	25,000	150,000	-	-	175,000
BCHA Affordable Housing Assistance	-	-	-	-	486,120	-	-	486,120
Front St. Pass through to Community Park	-	-	10,000	-	-	-	-	10,000
~~Communications Fiber Project~~	-	-	-	-	-	-	-	-
~~CTC/96th Street Connector (Net of Funding from CTC Metro)~~	-	-	-	-	-	-	-	-
Dillon & 104th Traffic Signal	-	-	-	-	-	-	45,000	45,000
Total Capital Projects - Public Works	**13,541,000**	**12,751,000**	**6,749,620**	**3,852,000**	**6,690,120**	**5,297,000**	**5,258,000**	**27,846,740**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Capital Projects Fund (continued)

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Parks & Recreation:			-	-	-	-	-	-
Pond Liner Replacement (50%)	41,960	44,950	-	-	-	-	-	-
~~Median Improvements~~	39,680	39,680	-	-	-	-	-	-
Athletic Fields Annual Upgrades	14,000	14,000	14,000	14,000	14,000	14,000	14,000	70,000
Rec Center - Senior Kitchen Appliances	25,000	25,000	-	-	-	-	-	-
Recreation Equipment	65,000	65,000	70,000	-	-	-	-	70,000
ADA Requirements	18,670	18,670	-	-	-	-	-	-
Rec Center - Pool Upgrades	17,900	17,900	-	-	-	-	-	-
Tennis Court Renovations (2016 in Lottery Fund)	-	-	-	168,000	-	84,000	-	252,000
Rec Center - Industrial Washer & Dryer	-	-	18,000	-	-	-	-	18,000
Rec Center - Dri-Deck	-	-	10,000	-	10,000	-	10,000	30,000
Rec Center - Lap Line Replacement	-	-	7,000	-	-	-	-	7,000
Rec Center - Tennis Ball Machine	-	-	6,610	-	-	-	-	6,610
~~Rec Center - Parking Lot Lighting~~	-	-	-	-	-	-	-	-
~~Rec Center - Aerobics Floor Replacement~~	-	-	-	-	-	-	-	-
~~Rec Center - Door Replacement~~	-	-	-	-	-	-	-	-
~~Rec Center - Carpet Replacement~~	-	-	-	-	-	-	-	-
Bucket Truck (50%)	-	-	42,500	-	-	-	-	42,500
Recreation Center - Aquatic Center Expansion	-	-	25,000	60,000	-	-	-	85,000
Reuse Water Line Expansion (50%)	-	-	-	10,000	-	-	-	10,000
Rec Center - Power Washer	-	-	-	15,000	-	-	-	15,000
Rec Center - Pool Concrete Resurfacing	-	-	-	-	-	-	-	-
~~Repurpose In-Line Skating Rink~~	-	-	-	-	-	-	-	-
~~Rec Center - Lobby Floor Renovation~~	-	-	-	-	-	-	-	-
Park Irrigation Upgrades	-	-	-	-	165,000	220,000	165,000	550,000
~~Rec Center - Ceiling Renovation~~	-	-	-	-	-	-	-	-
~~Community Park Sprayground Renovation~~	-	-	-	-	-	-	-	-
Rec Center - Pool Table	-	-	-	-	-	-	6,000	6,000
Rec Center - Circuit Weight Equipment	-	-	-	-	-	-	70,000	70,000
City Hall/White House Plaza	-	-	-	-	-	-	-	-
City Entry Signs	-	-	-	-	-	-	-	-
Total Capital Projects - Parks & Rec	**222,210**	**225,200**	**193,110**	**267,000**	**189,000**	**318,000**	**265,000**	**1,232,110**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Water Utility Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Vehicle & Equipment Replacement	28,300	28,300	-	-	-	-	23,000	23,000
Sid Copeland WTP Contact Tank Improvements	160,000	160,000	-	-	-	-	-	-
Water Line Replacement	210,000	210,000	500,000	1,830,000	2,045,000	255,000	260,000	4,890,000
US36 Raw Waterline Replacement	177,000	177,000	-	-	-	-	-	-
3 MG Tank	2,340	2,340	-	-	-	-	-	-
Valve R and R	5,930	14,900	-	-	-	-	-	-
Eldorado Intake - Flood Reconstruction	1,200,000	1,804,320	-	-	-	-	-	-
Raw Water Master Plan	150,000	150,000	-	-	-	-	-	-
City Services Facility (25%)	2,680,600	2,760,600	-	-	-	-	-	-
Fuel Tank Decommissioning (25%)	-	3,750						
Lateral Lining	93,780	93,780	-	-	-	-	-	-
Sludge Treatment/Handling	2,210,000	2,210,000	-	-	-	-	-	-
North Plant Carbon Feed	12,460	12,460	-	-	-	-	-	-
Heating Upgrades (HBWTF)	32,000	32,000	-	-	-	-	-	-
North Plant Flooring Replacement	15,000	15,000	-	-	-	-	-	-
Pressure Reducing Valve/Vault Removal	25,000	26,900	-	-	-	-	-	-
Enterprise Resource Planning System (11.5%)	112,500	84,375	45,000	-	-	-	-	45,000
Lucity Asset Management Software (25%)	18,750	18,750	6,250	-	-	-	-	6,250
Computer Software	-	6,500	-	-	-	-	-	-
Water System Tie-In with Superior	450,000	450,000	-	-	-	-	-	-
NCWCD-Windy Gap Firming Project	400,000	400,000	375,000	275,000	580,000	580,000	580,000	2,390,000
Utility Rate Study	-	2,250	-	-	-	-	-	-
Environmental Site Assessment - 1600 Empire Road (25%)	-	-	3,750	-	-	-	-	3,750
SCWTP Contact Tank Improvements	-	-	600,000	-	-	-	-	600,000
SCWTP Pump Station Improvements	-	-	2,410,000	-	-	-	-	2,410,000
Louisville Pipeline Condition Assessment	-	-	250,000	-	-	-	-	250,000
SCWTP Drying Bed Rehabilitation	-	-	75,000	170,000	-	-	-	245,000
Water Facilities Security Upgrades	-	-	100,000	120,000	-	-	-	220,000
HBWTP Filter Media Replacement	-	-	155,000	-	-	-	-	155,000
Howard Diversion Upgrades	-	-	10,000	-	-	-	-	10,000
SCWTP Recycle Pond Maintenance	-	-	50,000	-	50,000	80,000	-	180,000
SCWTP - Recycle Pump Rehabilitation	-	-	7,000	-	-	-	-	7,000
Water Facilities SCADA Upgrades	-	-	145,000	-	25,000	-	-	170,000
HBWTP - Groundwater Pumps	-	-	10,000	-	-	-	-	10,000
Harper Lake Stop Logs	-	-	55,000	-	-	-	-	55,000
Bulk Water Meter/Backflow Replacement	-	-	17,600	-	-	-	-	17,600
PRV Replacement	-	-	40,000	-	-	-	-	40,000
Solar Buyout - WTP	-	-	216,410	-	-	-	-	216,410
Louisville Lateral Ditch Piping	-	-	-	200,000	200,000	200,000	200,000	800,000
HBWTP Flash Mixer Replacement	-	-	-	85,000	-	-	-	85,000
Tube Settler Replacement	-	-	-	575,000	-	730,000	-	1,305,000
WTP Facility Painting	-	-	-	120,000	-	-	-	120,000
Chlorine Dioxide Generator Rehabilitation	-	-	-	80,000	-	-	-	80,000
Sid C Facility Floc/Sed Basin Covers	-	-	-	-	850,000	610,000	-	1,460,000
SBR Ditch Lining	-	-	-	-	80,000	80,000	80,000	240,000
SWSP Transmission Capacity	-	-	-	-	-	120,000	1,200,000	1,320,000
Water Plants Disinfectant Evaluation	-	-	-	-	-	100,000	450,000	550,000
Total Water Utility Fund	**7,983,660**	**8,663,225**	**5,071,010**	**3,455,000**	**3,830,000**	**2,755,000**	**2,793,000**	**17,904,010**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Wastewater Utility Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Pond Liner Replacement (50%)	41,960	44,950	-	-	-	-	-	-
Roof Structure	20,000	20,000	-	-	-	-	-	-
Sewer Utility Line Replacement	300,000	300,000	315,000	690,000	910,000	365,000	370,000	2,650,000
Sewer Main Video	25,000	25,000	-	.	-	-	-	-
City Services Facility (25%)	2,680,600	2,760,600	-	-	-	-	-	-
Fuel Tank Decommissioning (25%)	-	3,750						
WWTP Facilities Plan & Aeration Basin Repair	-	5,250	-	-	-	-	-	-
Louisville/Superior Integration Study	-	19,000						
Enterprise Resource Planning System (11.5%)	112,500	84,375	45,000	-	-	-	-	45,000
Lucity Asset Management Software (25%)	18,750	18,750	6,250	-	-	-	-	6,250
Wastewater Plant Upgrade	13,750,000	13,750,000	13,735,000	3,063,000	-	-	-	16,798,000
Environmental Site Assessment - 1600 Empire Road (25%)	-	-	3,750	-	-	-	-	3,750
Reuse System Replacement	-	-	95,000	-	30,600	45,000	-	170,600
WWTP Laboratory Equipment	-	-	6,500	6,500	-	-	-	13,000
CTC Lift Station Controls	-	-	20,000	-	-	-	-	20,000
Solar Buyout - WWTP	-	-	106,590	-	-	-	-	106,590
Reuse Water Line Expansion (50%)	-	-	-	10,000	-	-	-	10,000
WWTP Security Upgrades	-	-	-	-	35,000	-	-	35,000
Drum Thickener Component Replacement	-	-	-	-	-	25,000	-	25,000
Total Wastewater Utility Fund	**16,948,810**	**17,031,675**	**14,333,090**	**3,769,500**	**975,600**	**435,000**	**370,000**	**19,883,190**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Storm Water Utility Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
South Street Underpass (5%)	133,380	50,000	83,380	-	-	-	-	83,380
Lucity Asset Management Software (25%)	18,750	18,750	6,250	-	-	-	-	6,250
Sand-Salt Storage Building	135,000	135,000	-	-	-	-	-	-
BNSF RR Underpass/N Drainage (66%)	146,370	146,370	99,000	231,000	264,000	396,000	-	990,000
Core Area Utility (80%)	600,000	500,000	-	-	-	-	-	-
Storm Sewer Detention Pond Maintenance	110,000	110,000	110,000	110,000	110,000	110,000	110,000	550,000
CCS Drainage	250,000	250,000	-	-	-	-	-	-
Golf Course Drainage Mitigation	150,000	154,500	-	-	-	-	-	-
City-Wide Storm Sewer Outfall Improvements	6,500,000	6,500,000	2,500,000	-	-	-	-	2,500,000
Total Storm Water Utility Fund	**8,043,500**	**7,864,620**	**2,798,630**	**341,000**	**374,000**	**506,000**	**110,000**	**4,129,630**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Golf Course Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Machinery & Equipment - Maintenance Equipment	750,000	675,000	-	-	-	-	-	-
Golf Course Flood Reconstruction	227,570	310,000	-	-	-	-	-	-
Golf Course Startup	250,000	200,000	-	-	-	-	-	-
CCGC Identity Package	68,000	68,000	-	-	-	-	-	-
Perimeter Fencing	15,000	15,000	-	-	-	-	-	-
New Equipment - Truck	28,000	35,000	-	-	-	-	-	-
Golf Course Clubhouse HVAC	35,000	35,000	-	-	-	-	-	-
Information Technology	50,000	50,000	-	-	-	-	-	-
Coal Creek Range Furniture	-	-	5,000	-	-	-	-	5,000
Chemical Storage	-	-	35,000	-	-	-	-	35,000
Golf Maintenance Facility Improvements	-	-	251,000	122,000	-	-	-	373,000
Snow Removal Equipment (50%)	-	-	25,000	-	-	-	-	25,000
Clubhouse South Deck Repair	-	-	25,000	-	-	-	-	25,000
Bucket Truck (5%)	-	-	4,250	-	-	-	-	4,250
Year-Round Golf Learning & Fitting Center	-	-	-	49,800	-	-	-	49,800

(continued)

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Golf Course Fund (continued)

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Golf Shop Furniture & Fixtures	-	-	-	-	10,000	-	-	10,000
Irrigation Pump and Motor Maintenance	-	-	-	-	30,000	-	-	30,000
Back 9 Restroom/Shelter	-	-	-	-	105,600	-	-	105,600
Golf Launch Monitor	-	-	-	-	-	16,000	-	16,000
Total Golf Course Fund	**1,423,570**	**1,388,000**	**345,250**	**171,800**	**145,600**	**16,000**	**-**	**678,650**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Technology Management Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Computer Hardware Replacement	60,000	60,000	30,000	30,000	30,000	30,000	30,000	150,000
Total Technology Management Fund	**60,000**	**60,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**150,000**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
Fleet Management Fund

Project Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Motor Vehicle/Road Equipment	390,750	390,750	233,100	205,100	150,300	187,500	193,130	969,130
Total Fleet Management Fund	**390,750**	**390,750**	**233,100**	**205,100**	**150,300**	**187,500**	**193,130**	**969,130**
	-	-						

City of Louisville
Five-Year Capital Improvement Program
For the Years 2016 Through 2020
All Funds

Fund Description	2015 Budget	2015 Estimate	2016 Proposed	2017 Proposed	2018 Proposed	2019 Proposed	2020 Proposed	5-Year Totals
Open Space & Parks Fund	3,178,630	3,280,790	252,250	613,400	675,000	830,000	264,100	2,634,750
Conservation Trust - Lottery Fund	502,790	502,790	250,800	447,000	352,500	210,500	490,000	1,750,800
Cemetery Fund	47,000	47,000	21,250	17,000	17,000	17,000	17,000	89,250
Capital Projects Fund	15,301,150	14,193,960	7,632,700	4,522,000	6,914,620	5,623,500	5,535,000	30,227,820
Water Utility Fund	7,983,660	8,663,225	5,071,010	3,455,000	3,830,000	2,755,000	2,793,000	17,904,010
Wastewater Utility Fund	16,948,810	17,031,675	14,333,090	3,769,500	975,600	435,000	370,000	19,883,190
Storm Water Utility Fund	8,043,500	7,864,620	2,798,630	341,000	374,000	506,000	110,000	4,129,630
Golf Course Fund	1,423,570	1,388,000	345,250	171,800	145,600	16,000	-	678,650
Technology Management Fund	60,000	60,000	30,000	30,000	30,000	30,000	30,000	150,000
Fleet Management Fund	390,750	390,750	233,100	205,100	150,300	187,500	193,130	969,130
Total for All Funds	**53,879,860**	**53,422,810**	**30,968,080**	**13,571,800**	**13,464,620**	**10,610,500**	**9,802,230**	**78,417,230**

City of Louisville
COLORADO ▪ SINCE 1878

October 26, 2015

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

I am pleased to offer for your consideration the proposed 2016 Annual Operating Budget and the 2016-2020 Five-Year Capital Improvements Plan[1]. As you know, the City's budget is the most significant policy considered by the City Council each year; it establishes the City's priorities and provides funding to achieve those priorities. The budget process provides many opportunities to comment about those priorities and levels of funding. By considering all comments the City Council ensures that the final budget truly reflects the interests of the community.

The City is in good fiscal health. We used a significant portion of the City's reserves in the General Fund, Capital Projects Fund and other Funds to recover from and rebuild after the 2013 floods and to construct long planned major capital improvements, such as the new City Services Facility. Now, without a tax increase, we are starting to rebuild those reserves while still addressing continuing priorities, such as resurfacing the City's streets. Along with funding to maintain current service levels in all areas, the proposed budget includes funding in these major areas:

Capital Projects

- $13.7 million to continue construction of the major upgrades at the Wastewater Treatment Plant to satisfy more stringent Federal and State water quality standards
- $4.8 million to fund numerous water system equipment replacements and system improvements
- $2.5 million to complete Phase 2 of the Louisville/Lafayette Boundary Stormwater Improvements
- $2.8 million in 2016 for street resurfacing in priority locations throughout the City determined by an independent OCI (overall pavement condition index) survey
- $1.5 million to start a series of pedestrian safety, intersection and streetscape improvements along the Highway 42 corridor
- $400,000 to finalize implementation of the City's centralized data system (aka ERP)

[1] The proposed 2016-2020 CIP reflects Council's direction during the June 9, 2015 Budget meeting and direction from September 15, September 20, and October 13 meetings, as well as the latest status and cost estimates for all projects.

Increasing Service Levels

- 2 FTEs and $60,000 in contract funding in Parks and Open Space programs to increase weed control and landscape maintenance and to evaluate controlled burning to improve weed control on Open Space properties
- 1 FTE and $45,000 in CIP funds to implement Body Cameras for all Police Officers and to provide necessary administrative support and management of evidence
- 0.6 FTE and $20,152 to fund a Historic Preservation Intern position to help implement elements in the Historic Preservation Master Plan.
- Funding (fully offset by revenue) for full-year operations at Coal Creek Golf Course

Building Adequate Reserves

- The proposed budget would maintain General Fund reserves above a 23% reserve through 2020 (based on the assumptions about revenue and expenditures).
- The proposed 2016-2020 5-Year CIP would result in a 2016 year-end Capital Projects Fund reserve exceeding $1.5 million. However, the proposed paving program would draw Capital Projects Fund reserves down to a 2020 year-end reserve of about $200,000. If Council decides this reserve is insufficient, it would be possible to scale back paving expenditures at any time during the next five years.
- The proposed Open Space and Parks budgets would maintain a reserve of over $3.0 million in the Open Space and Parks Fund, sufficient to cover the City's share (considering other likely joint partners) of the total projected cost of acquiring the highest priority Candidate Open Space property plus other properties if they become available for purchase.

Comparison with 2015

When compared with 2015 and excluding transfers, total estimated expenditures for all funds are proposed to decline by 19.8%. This is primarily due to the $20 million difference in proposed Capital Outlay for 2016 (going from $53.7 million in 2015 to $33.8 million in 2016). When Capital Outlay expenditures are excluded, the change from 2015 to 2016 represents a 10% increase in expenditures. Much of that increase is in the Combined Utility Funds ($1.4 million) and the Golf Course Fund ($0.5 million, reflecting full year operations). Total proposed expenditures in the City's General Fund decline by 0.7%, going from $18.2 million in 2015 to $18.1 million in 2016.

Although we do expect the City's sales tax revenue to increase by 4.9% (about $560,000), the proposed budget attempts to balance the demands for increasing service levels while at the same time building up Fund reserves to levels to provide more flexibility to address unanticipated issues, such as floods and significant increases in construction and overall labor costs, and ensure that the City's service levels are sustainable over the long run.

Budget Document Elements
The Budget is organized to help focus attention on the key changes when compared with current levels of service, clarify the assumptions on which forecasts are based, continue the transition to a Program format (which will not be complete until we have access to more information when the City's Central Data System (aka ERP) is fully implemented next year), and provide Departmental Summaries (the traditional way of presenting budget information). The major sections of the Budget are listed below and in the table on the following page, and can be quickly accessed by clicking (Ctrl+Click) on each heading.

- Highlights key **proposed budget increases**, as well as departmental budget requests for which there is insufficient funding; this enables Council and the Public to see the Management Team's priorities and adjust the budget as Council sees fit.
- Lists the **revenue and expenditure assumptions** on which the budget is based and shows graphically the City's anticipated revenues, expenditures and fund reserves over the next five years; this enables Council to evaluate the fiscal sustainability of budget choices.
- Includes a section on **Programs, Goals, Sub-programs and Contributing Projects** to help illustrate the level of resources devoted to each of Council's goals and the specific projects staff expects to complete during the budget year to promote those goals.
- Provides **Departmental summaries**, including performance metrics, to help explain the work each department does. Because budget discussions often focus on new proposals or activities, this information covers the much more comprehensive level of ongoing services the City provides.

I want to thank the entire Management Team and department staff, and especially Finance Director Kevin Watson, Human Resources Director Kathleen Hix, and Deputy City Manager Heather Balser for their huge contributions in developing and refining the proposed budget. Without everyone's hard work and good advice the proposed budget would never have been ready for or worthy of the City Council's consideration. I look forward to comments and suggestions from the public and to clear direction from Mayor Muckle and City Council Members to refine this proposal and adopt a budget that provides the resources we need in 2016.

Respectfully submitted,

Malcolm Fleming

Malcolm Fleming
Louisville City Manager

2016 Proposed Budget

1. Summary of Recommended Significant Changes

2. 2016 Programs, Goals, Sub-Programs and Contributing Projects
   - Transportation
   - Utilities
   - Public Safety & Justice
   - Parks
   - Open Space & Trails
   - Recreation
   - Cultural Services
   - Community Design
   - Economic Prosperity
   - Administration & Support Services

3. Department Summaries and Performance Measures
   - Public Works and Utilities
   - Parks and Recreation
   - Police
   - Library and Museum Services
   - Planning and Building Safety
   - Economic Development
   - Finance
   - Information Technology
   - Human Resources
   - City Manager's Office

4. Financial Overview
   - Revenue Assumptions and Expenditure Targets

   Primary Fund Forecasts
   - General Fund
     - Recurring Revenue vs Recurring Expenditures
   - Open Space and Parks Fund
   - Capital Projects Fund
     - Street Resurfacing Expenditures
   - Water, Wastewater, and Storm Water Funds (Combined Utility Fund)
   - Golf Course Fund

5. Summary of Recommended Budget by Fund

6. Web Link to 016-2020 5-Year Capital Improvements Program (16 MB)

Summary of Recommended Significant Changes

The table below summarizes all proposed operating budget increases exceeding $10,000. Detail on and justification for proposals is included in each Department Summary. Detail on all Capital projects is included in the 2016-2020 5-Year Capital Improvements Program.

Summary of Key Budget Increases

			Funding Source						
Request	**Dept**	**Total Cost (or Savings)**	**General**	**OS&P Parks**	**OS&P Open Space**	**HPF**	**Utility**	**Capital Projects**	**Notes**
Increased Paving	PW	500,000	-					500,000	
Street Faire Support	ED	75,000	75,000						
1 FTE Park Technician III - Horticulturalist	P&R	63,428	63,428	63,428	-	-	-	-	(2)
Weed Control, including Contract Mowing & Spraying ($50K), & Prescribed Fire ($10K)	P&R	60,000	60,000	50,000	10,000	-	-	-	(2)(2B)
Downtown Flowers & Lights Programs	CMO	50,000	50,000	-	-	-	-	-	
0.75 FTE Sr Administrative Assistant to Police Chief (Combined w Property & Evidence Tech)	PD	42,437	42,437	-	-	-	-	-	
0.5 FTE Sustainability Coordinator	PW	32,235	12,894	-	-	-	6,447	-	
1 FTE (2 Seasonal Positions) to help maintain New Parks & Horticulture/Forestry	P&R	25,230	25,230	25,230	-	-	-	-	(3)
0.6 FTE Historic Preservation Intern	P&BS	20,152	-	-	-	20,152	-	-	
Agenda Management Software w Web Streaming & Email Outreach	CMO	15,000	15,000	-	-	-	-	-	
0.25 FTE Property & Evidence Tech to manage Body Cam evidence (Combined w Sr. Admin)	PD	14,604	14,604	-	-	-	-	-	(5)
City Manager's Office Intern	CMO	7,751	7,751	-	-	-	-	-	(6)
Total Ongoing Expenses		**905,836**	**366,343**	**138,658**	**10,000**	**20,152**	**6,447**	**500,000**	
Recreation & Senior Center Expansion Consulting	P&R	60,000	60,000	-	-	-	-	-	One-Time
Impact Fee Study Update	CMO	50,000	50,000	-	-	-	-	-	One-Time
Phase I Work on Foundation of Austin-Niehoff House, Improvement Survey for Museum Complex	P&BS	40,000	-	-	-	40,000	-	-	One-Time
Citizen Survey (Conducted every 4 years)	CMO	35,000	35,000	-	-	-	-	-	One-Time
Fireside or Old Town Neighborhood Plan-Consulting Services	P&BS	30,000	30,000	-	-	-	-	-	One-Time
Building Maintenance Tools (to do in-house what was previously contracted out)	PW	20,000	20,000	-	-	-	-	-	One-Time
Pool heating system heat exchanger rebuild	PW	12,500	12,500	-	-	-	-	-	One-Time
Memory Square Pool Equipment Replacement & Wifi Access	P&R	10,600	10,600	-	-	-	-	-	One-Time
Total One-Time Expenses		**258,100**	**218,100**	**-**	**-**	**40,000**	**-**	**-**	
Department Requests For Which There Is Insufficient Funding (In addition to those listed as needed to be cut to maintain the Paving program)									
5 Additional Police Officers	PD	337,227	337,227	-	-	-	-	-	
Management Analyst	CMO	65,900	65,900						
Property & Evidence Tech (Recommend 0.25 FTE & Combined with Sr. Admin)	PD	43,811	43,811	-	-	-	-	-	
Sr Admin Assist to Chief (Recommend 0.75 FTE & combined with Property & Evidence Tech)	PD	14,146	14,146	-	-	-	-	-	
Recreation Facility Technician	P&R	41,803	41,803	-	-	-	-	-	
Front Street Downtown Alley Study-Consulting Services	P&BS	20,000	20,000	-	-	-	-	-	One-Time
Communications and Social Media Coordinator (Half Time)	CMO	31,200	31,200	-	-	-	-	-	
Total Requested But Not Recommended At This Time		**554,087**	**554,087**	**-**	**-**	**-**	**-**	**-**	

(1) Based on Merits of Meets=1%, Exceeds=3%, Outstanding=5%, plus Market Adjustments based on survey with Market comparables
(2) Although funded from the OS&PF, this results in an increased General Fund Transfer; also requires a $28,000 vehicle expenditure
(2B)Staff has revised this request to increase funding from $30,000 to $60,000, but offset this increase by eliminating the Weed Coordinator position ($63,428).
(3) Partially offset by $10,000 in aditional anticipated Adult Sports Fees revenue
(4) Offset by anticipated additional building permit revenue
(5) $45,000 is also included for Body Cameras in the 2016 CIP
(6) Although this is less than $10,000, the City Manager wanted to make sure Council is aware of this proposal for increasing staffing in the CM's Office.
(7) Golf Fund already pays 100% of costs for water used at the Golf Course

Proposed Items For Which There Appeared To Be No Unresolved Questions									
Merit Increases, Position Audit Adjustments and Change in Cost of Benefits	All	510,000	390,120	11,340	11,340	1,620	61,560	12,960	(1)
City Services Building Maintenance (Including Utility Services)	PW	89,354	22,339	11,169	11,169	-	44,677	-	
Increased Legal Services (to reflect actual costs)	Legal/PW	76,000	50,000	-	-	-	26,000	-	
Software Maintenance (Tyler MUNIS, Shoretel, Other)	IT, FIN, UTE	72,794	60,825	-	-	-	11,969	-	
Utility Services (Gas, Electricity, Trash Removal) Anticipated Increase	PW/All	49,330	(13,100)	-	-	-	38,210	-	
Solid Waste, Recycling and Composting Admin Fee from $0.60 to $1.35 to provide working capital	PW	46,866	-	-	-	-	-	-	
Contract Plan Review/Inspections	P&BS	21,000	21,000	-	-	-	-	-	(4)
Reducing Water Fund Subsidy of Other Fund Operations from 50% to 25%	All	-	13,700	82,500	-	-	(105,700)	-	(7)
Meter Pits and Meters	PW	45,000	-	-	-	-	45,000	-	
Utility Rate Update (Consulting Services)	PW	30,000	-	-	-	-	30,000	-	
Increased Streetlight maintenance/replacement (from $58K to $94K to reflect current trend)	PW	36,000	36,000	-	-	-	-	-	
Sludge Disposal	PW	35,000	-	-	-	-	35,000	-	
Scanning files into electronic format	PW	20,000	20,000	-	-	-	-		
Insurance Premium Increase and Trend Increase in Deductible	FIN	15,770	15,770	-	-	-	-		
Landfill Tipping Fees (related to Street Maintenance)	PW	15,000	15,000	-	-	-	-		
SCADA System (monitoring & control of remote equipment) component replacements	PW	15,000	-	-	-	-	15,000		
Overtime Pay for Snow removal, traffic light outages, traffic control and call-back pay	PW	13,500	13,500	-	-	-	-	-	
Operating Supplies - Chemicals	PW	13,000	-	-	-	-	13,000	-	
Copier Maintenance Contracts	FIN	11,500	11,500	-	-	-	-	-	
Ongoing transfer to cover operating deficit in Cemetery Fund	FIN	10,030	10,030	-	-	-	-	-	
Water Conservation Rebates	PW	10,000	-	-	-	-	10,000	-	
Reducing Water Fund Subsidy of Other Fund Operations from 50%	All	-	13,700	82,500	-	-	(105,700)	-	(7)

Programs, Goals, Sub-Programs & Contributing Projects

City of Louisville Programs, Goals, Sub-Programs and Contributing Projects			
Programs	**Goals**	**Sub-Programs**	**2016 Potential Contributing Projects**
Transportation	A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.	Planning and Engineering	1. Complete South Street Gateway Underpass (dependent on RR) 2. Complete Hwy 42 Plan Short Street improvements 3. Complete DDI 4. Complete County Road Bridge
		Transportation Infrastructure Maintenance	1. N. McCaslin resurfaced 2. 2016 downtown booster complete 3. Lucity Asset

			Management Software, ERP and Cartegraph permit modules fully operational
		Streetscapes	Complete Phase II downtown brickwork resetting
		Snow & Ice Removal	Improved snow removal with computer controls, storage and ice slicer
Programs	**Goals**	**Sub-Programs**	**2016 Potential Contributing Projects**
Utilities	Ensure safe, reliable, great tasting water; properly treated wastewater; effective stormwater control; successfully managed solid waste; and competitive prices for all services.	Water	1. Finish major renovations (Pump Station, Chlorine Contact Tank) to SCWTP 2. Evaluate Water Financial Plan
		Wastewater	Substantial completion of WWTP
		Stormwater	Complete Citywide Drainage Asset Management Plan
		Solid Waste, Recycling and Composting	Implement Admin Fee adjustment to provide sufficient working reserve funds.

Public Safety & Justice	Police and other City staff working with the community to help ensure safety; satisfy residents' expectations that individuals observe the City's Municipal Code and State Law; and the justice system is fair, effective and efficient.	Patrol and Investigation	1. Evaluate shared services options for law enforcement and communications 2. Body Cams for Police Officers 3. Complete evaluation of service level standards and their effectiveness in determining whether we have a good agreement with the County
		Code Enforcement	ID properties with chronic violations and implement proactive enforcement to maintain compliance
		Municipal Court	Specific actions to increase collaboration between staff in PD and Court
Programs	**Goals**	**Sub-Programs**	**2016 Potential 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	1. Implement Wayfinding 2. Implement ADA playground replacements
		Forestry	Ongoing replacement of ash trees and those damaged due to severe weather change in November of 2014
		Horticulture	Consideration of landscaping standards and replacement of dated and damaged landscaping
		Cemetery	

Open Space & Trails	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.	Acquisition	Pursue preferred acquisitions as become available
		Maintenance and Management	Eradicate List A Noxious Weeds
		Education and Outreach	Train with PD on Comprehensive Coyote Mgt Plan
		Trail Maintenance	Maintenance and repair to existing trails due to usage and weather
		New Trails	Implement Wayfinding
Programs	**Goals**	**Sub-Programs**	**2016 Potential 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	Submit proposed tax measure to voters for Recreation/Senior Center expansion and/or new aquatics center
		Adult Activities	
		Senior Activities and Services	
		Aquatics	
		Golf Course	1. Revenue positive 2. Restroom on back 9 in CIP

Cultural Services	Provide services, facilities and activities that inform, involve, engage and inspire the community and preserve the community heritage.	Library Services	1. Increase collaborations with schools 2. Migrate to the new platform for the library's Integrated Library System 3. Implement newly expanded Flatirons Library Consortium 501 c(3)
		Museum Services	1. Augment online access to historic Louisville photos and documents 2. Complete Historic Structure Assessments on Tomeo House and the Jacoe Store
		Cultural Arts & Special Events	1. Further refine Special Events process pending 2015 season observations 2. Finalize and adopt Cultural Arts Master Plan
Programs	**Goals**	**Sub-Programs**	**2016 Potential Contributing Projects**
Community Design	Sustain an inclusive, family-friendly community with a small-town atmosphere; effective and efficient building services; and effective preservation of the City's historic structures through a voluntary system.	Community Design	1. Small area plan implementation (public infrastructure, rezoning, and design guidelines) 2. Initiate and implement 1st neighborhood plan 3. Update CMRS administrative policy for public buildings
		Development Review	Adopt 2015 International Building Codes
		Historic Preservation	Implement specific historic preservation surveys identified in Historic Preservation Master Plan

Economic Prosperity	Promote a thriving business climate that provides job opportunities, facilitates investment and produces reliable revenue to support city services.	Business Retention and Development	1. Downtown improvements to help facilitate connections in and around downtown 2. Coordinate with CTC on design for additional connection 3. Sam's Club redevelopment
		Urban Renewal	Pursue infrastructure improvements in the URA to address blight/facilitate additional investment
Programs	**Goals**	**Sub-Programs**	**2016 Potential Contributing Projects**
Administration & Support Services	Ensure inclusive, responsive, transparent, friendly, fiscally responsible, effective and efficient governance, administration and support.	Governance & Administration	1. Assess Facilities/Maintenance Level of Service 2. Pursue shared services opportunities/capital
		Public Information & Involvement	Citizen Survey
		City Clerk/Public Records	Possible 2016 Coordinated Election on TABOR question/expanded recreation facilities
		Legal Support	Manage legal expenses within various disciplines/departments
		Human Resources & Organizational	1. Train supervisors on ERP system

		Development	2. Adopt organizational succession plans for each Department
		Finance, Accounting & Tax Administration	1. In 2016 plan 2 year budget overview for 2017/18 with annual approval
		Information Technology	1. Complete ERP Implementation 2. Business continuity and disaster recovery
		Sustainability	1. Implement Community Garden in coordination with LSAB 2. City Council consideration of LSAB Sustainability Plan
		Facilities Maintenance	Review utility energy management
		Fleet Maintenance	Initiate development of fleet metrics

DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

PUBLIC WORKS AND UTILITIES DEPARTMENT

Summary of Activities and Responsibilities

The Public Works and Utilities Department oversees the operation, maintenance, and construction of streets, water, wastewater, stormwater, and twelve general facilities; performs fleet procurement and maintenance; and supports development review within the City.

Divisions

The Public Works and Utilities Department is comprised of the following divisions:

1. **Administration/Engineering** provides capital improvement project planning, project management, pavement management, development review, water rights administration, CDPHE regulatory compliance, and rights of way permitting.

2. **Operations** performs the operation, maintenance, and repair of the water distribution, wastewater collection, lift stations, and stormwater collection; performs fleet procurement and maintenance; performs miscellaneous field activities such as special event setup and teardown support; performs maintenance of streets such as patching, striping, signage, and snow removal; supports utility billing meter reading and field related customer support activities.

3. **Water and Wastewater Treatment** performs the operation of raw water supply facilities, treatment of potable water, and treatment of wastewater; sampling, lab work, and reporting to ensure CDPHE regulatory compliance.

4. **Facilities** performs operation and maintenance of City Facilities including City Hall, Police Department, Recreation Center, Library, and other minor facilities; provides support for facilities related efforts at the Water and Wastewater Treatment plants; provides administration in coordination with the Director for solid waste activities related to facilities and residential single hauler contract; performs sustainability efforts in coordination with the Louisville Sustainability Advisory Board.

Significant Proposed Changes and Justification

- **City Services Building Maintenance (Including Utility Services).** Total costs of $89,354 allocated 25% each to the General Fund, Open Space and Parks Fund, Water Fund and Waste Water Fund. **Justification:** General maintenance of facility tracked specifically to City Services.
- **Increased Legal Services (to reflect actual costs).** $26,000 from the Utility Fund. **Justification:** General increase and anticipated water rates and water engineering legal assistance.
- **Utility Services (Gas, Electricity, Trash Removal)** $49,330 total anticipated increase spread over all funds. **Justification:** General increase on utility costs.
- **Solid Waste, Recycling and Composting Admin Fee from $0.60 to $1.35 to provide working capital.** $46,866 from the Solid Waste Fund. **Justification:** To create a reserve to accommodate monthly cash flow requirements.
- **Meter Pits and Meters.** $45,000 from the Water Fund. **Justification:** Moved from CIP to operations for installation of new accounts.

- **Increased Streetlight maintenance/replacement (from $58K to $94K to reflect current trend).** $36,000 from the General Fund. **Justification:** Reflects current trends in costs.
- **Sludge Disposal.** $35,000 from the Utility Fund. **Justification:** New disposal of water treatment plan residuals to meet EPA requirements.
- **0.5 FTE Sustainability Coordinator.** $32,235 total composed of $12,894 each from the General Fund and Solid Waste Fund and $6,447 from the Utility Fund; at least partially offset by anticipated grant funds. **Justification:** To assist City Council, LSAB and staff in implementing City-wide sustainability efforts.
- **Utility Rate Update (Consulting Services).** $30,000 from the Utility Fund. **Justification:** Incorporating utility financial planning into the annual budget.
- **Scanning files into electronic format.** $20,000 from the General Fund. **Justification:** Address backlog of paper files that are not currently in documentation management.
- **Landfill Tipping Fees (related to Street Maintenance).** $15,000 from the General Fund. **Justification:** Restructured accounts to move utility land tipping fees from General Fund to Utility Fund.
- **SCADA System (monitoring & control of remote equipment) component replacements.** $15,000 from the Utility Fund **Justification:** Line item name changed to better represent specific software expense.
- **Overtime Pay for Snow removal, traffic light outages, traffic control and call-back pay.** $13,500 from the General Fund. **Justification:** Anticipated expense for 2016 from the General Fund.
- **Operating Supplies – Chemicals.** $13,000 from the Utility Fund **Justification:** Anticipated 2016 costs to treat annual flows.
- **Water Conservation Rebates.** $10,000 from the Utility Fund. **Justification:** Continuation of rebate program.
- **Building Maintenance Tools (to do in-house what was previously contracted out).** $20,000 in one-time funding from the General Fund. **Justification:** Provide staff necessary tools to complete repairs previously done by contractual services.
- **Pool heating system heat exchanger rebuild.** $12,500 from the General Fund. **Justification:** Heat exchanger for the main pool needs rebuild.

Performance Measures

Program	Sub Program	Key Performance Indicator	Units	Actual 2014	YTD 2015	Estimated 2016
Transportation	Transportation Infrastr. Maint.	Pavement Condition Index (PCI)	Systemwide Average (0-100)	73.00	IP	
Transportation	Transportation Infrastr. Maint.	Target 75 - Street Paving	Lane Miles Paved	7.60	6.50	
Transportation	Transportation Infrastr. Maint.	Street Sweeping	Miles Swept	1,853	2,530	
Transportation	Snow & Ice Removal	Streets Plowed	Miles	12,532	9,406	
Transportation	Snow & Ice Removal	Ice Slicer Deicing Material Used	Tons	538	654	
Utilities	Water Treatment	Potable Water Produced at SCWTP (North) per Year	Million Gallons (MG)	626,321,000	IP	
Utilities	Water Treatment	Potable Water Produced at HBWTP (South) per Year	Million Gallons (MG)	515,470,000	IP	
Utilities	Water Treatment	Potable Water Produced Total per Year	Million Gallons (MG)	1,141,791,000	IP	
Utilities	Water Treatment	Potable Water Measured/Billed	Million Gallons (MG)	1,047,712,000	IP	
Utilities	Water Treatment	Potable Water Unaccounted	Million Gallons (MG)	94,079,000	IP	
Utilities	Water Treatment	Potable Water Unaccounted	Percent	8.98%	IP	
Utilities	Water Distribution	Fire Hydrants Maintenanced	Total Count	204	IP	
Utilities	Water Distribution	Water Main Valves Exercised	Total Count	559	IP	
Utilities	Water Distribution	Water Mains Flushed	Feet	247,770	272,510	
Utilities	Water Distribution	Water Mains Leak Surveyed	Feet	137,128		
Utilities	Wastewater Treatment	Annual Average Wastewater Treated per Day	Million Gallons per Day (MGD)	1.826	IP	
Utilities	Wastewater	Sewer Line Jetting & Cleaning	Feet	253,069	120,760	
Admin	Facilities Maintenance	General Building Maintenance Maintained	Square Foot (SF)	39,964	IP	
Admin	Facilities Maintenance	General Building Maintenance Operations Cost	$/SF	$ 5.59	IP	
Admin	Facilities Maintenance	General Building Maintenance Cost (Excludes Utilities & Cleaning)	$/SF	$ 3.04	IP	
Admin	Facilities Maintenance	Recreation & Senior Center Maintenance Maintained	Square Foot (SF)	57,400	IP	
Admin	Facilities Maintenance	Recreation & Senior Center Maintenance Operations Cost	$/SF	$ 7.74	IP	
Admin	Facilities Maintenance	Recreation & Senior Center Maintenance Cost (Excludes Utilities & Cleaning)	$/SF	$ 3.33	IP	
Admin	Facilities Maintenance	Police & Court Maintenance Maintained	Square Foot (SF)	16,132	IP	
Admin	Facilities Maintenance	Police & Court Maintenance Operations Cost	$/SF	$ 8.92	IP	
Admin	Facilities Maintenance	Police & Court Maintenance Cost (Excludes Utilities & Cleaning)	$/SF	$ 4.59	IP	
Admin	Facilities Maintenance	Library Building Maintenance Maintained	Square Foot (SF)	33,000	IP	
Admin	Facilities Maintenance	Library Building Maintenance Operations Cost	$/SF	$ 7.57	IP	

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Public Works Cost Center are distributed among twenty-three cost centers within six funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Public Works Department	**48.60**	**46.71**	**48.51**	**48.54**	**0.06%**
Public Works Administration	1.00	1.00	0.90	0.90	0.00%
Engineering	2.65	2.65	2.65	2.65	0.00%
Street Maintenance	6.04	5.48	5.48	5.03	-8.21%
Snow & Ice Removal	1.39	0.99	0.99	0.99	0.00%
Sign Maintenance	0.40	0.75	0.75	0.70	-6.67%
Building Maintenance	0.75	0.75	0.75	0.75	0.00%
Recreation Center Building Maintenance	1.05	1.05	1.10	1.10	0.00%
Police Department Building Maintenance	0.50	0.50	0.55	0.55	0.00%
Library Building Maintenance	0.80	0.80	0.85	0.85	0.00%
Fleet Maintenance	2.30	2.20	1.20	1.20	0.00%
Total General Fund	**16.88**	**16.17**	**15.22**	**14.72**	**-3.29%**
Capital Projects Admin & Op	2.51	2.51	2.51	2.54	1.20%
Total Capital Projects Fund	**2.51**	**2.51**	**2.51**	**2.54**	**1.20%**
Central Charges	0.95	0.95	1.45	1.45	0.00%
Utility Billing	0.20	0.20	0.20	0.20	0.00%
Water Plant Operations	9.84	9.69	10.94	10.54	-3.66%
Raw Water Operations	2.34	2.19	2.29	2.19	-4.37%
Distribution & Collection	4.04	4.73	4.73	5.08	7.40%
Total Water Utility Fund	**17.37**	**17.76**	**19.61**	**19.46**	**-0.76%**
Central Charges	0.60	0.70	1.10	1.10	0.00%
Utility Billing	0.25	0.25	0.25	0.25	0.00%
Collections	2.24	1.24	1.24	1.39	12.10%
WWTP Operations	5.65	6.00	6.35	6.85	7.87%
Pretreatment	1.65	1.00	1.00	1.00	0.00%
Total Wastewater Utility Fund	**10.39**	**9.19**	**9.94**	**10.59**	**6.54%**
Storm Water Admin & Op	1.45	1.08	1.08	1.08	0.00%
Total Storm Water Utility Fund	**1.45**	**1.08**	**1.08**	**1.08**	**0.00%**
Solid Waste/Recycling Admin & Op	-	-	0.15	0.15	0.00%
Total Solid Waste & Recycling Fund	**-**	**-**	**0.15**	**0.15**	**0.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Public Works Cost Center is distributed among twenty-three cost centers within six funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Public Works Department		**8,028,770**	**8,176,720**	**8,934,140**	**9,681,450**	**8.36%**
Public Works Administration		132,690	154,420	141,230	158,970	12.56%
Engineering		262,960	273,310	282,090	315,140	11.72%
Street Maintenance		1,077,360	1,049,260	1,114,490	1,145,910	2.82%
Snow & Ice Removal		170,700	163,000	165,670	197,600	19.27%
Sign Maintenance		60,200	78,940	82,990	80,500	-3.00%
Building Maintenance		214,210	245,270	266,010	234,230	-11.95%
Recreation Center Building Maintenance	*(c)*	72,320	74,850	82,400	85,870	4.21%
Police Department Building Maintenance	*(c)*	37,930	39,390	45,900	47,360	3.18%
Library Building Maintenance	*(c)*	55,520	57,470	64,220	66,840	4.08%
City Services Building Maintenance		-	-	-	89,350	
Fleet Maintenance		176,460	172,920	109,120	113,140	3.68%
Total General Fund		**2,260,350**	**2,308,830**	**2,354,120**	**2,534,910**	**7.68%**
Capital Projects Admin & Op		258,030	264,120	276,910	290,900	5.05%
Total Capital Projects Fund		**258,030**	**264,120**	**276,910**	**290,900**	**5.05%**
Central Charges		261,730	267,620	222,730	242,230	8.75%
Utility Billing	*(c)*	11,320	11,510	11,420	11,900	4.20%
Water Plant Operations		1,464,750	1,509,970	1,654,220	1,716,110	3.74%
Raw Water Operations		711,920	785,410	967,380	1,090,970	12.78%
Distribution		350,940	377,930	384,210	509,390	32.58%
Total Water Utility Fund		**2,800,660**	**2,952,440**	**3,239,960**	**3,570,600**	**10.21%**
Central Charges		102,150	102,220	155,670	180,050	15.66%
Utility Billing	*(c)*	14,970	15,240	15,430	15,960	3.43%
Collections		230,140	175,140	182,040	187,980	3.26%
WWTP Operations		823,360	932,010	970,380	1,117,900	15.20%
Pretreatment		133,220	88,190	86,590	98,590	13.86%
Total Wastewater Utility Fund		**1,303,840**	**1,312,800**	**1,410,110**	**1,600,480**	**13.50%**
Storm Water Admin & Op		164,600	138,920	133,190	160,930	20.83%
Total Storm Water Utility Fund		**164,600**	**138,920**	**133,190**	**160,930**	**20.83%**
Solid Waste/Recycling Admin & Op		1,241,290	1,199,610	1,519,850	1,523,630	0.25%
Total Solid Waste & Recycling Fund		**1,241,290**	**1,199,610**	**1,519,850**	**1,523,630**	**0.25%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

PARKS AND RECREATION DEPARTMENT

Summary of Activities and Responsibilities

The Parks and Recreation Department is responsible for all City parks, Louisville Sports Complex, Memory Square Swimming Pool, Recreation Senior Center, Louisville Arboretum, open space, street/median landscape, local and regional trails within the City, Coal Creek Golf Course and Louisville Cemetery. The Department maintains City land and improvements in all of these locations. The Department also provides an extensive array of program opportunities and activities for youth, adults and seniors ranging from art classes and individual and group athletic trainers, to bird identification in open space areas, to swimming lessons and water aerobics to yoga. The department is also responsible for hosting scores of special events and/or coordinating and cleaning-up after community events and celebrations.

Divisions

The Department is comprised of five divisions:

1. **Administration -** provides administrative services to the Parks and Recreation Department. This division is responsible for all capital improvement projects in the Department and teams with other City departments, on other capital improvement projects as well as development reviews for private developments. Park and shelter use are processed through this division. Administration also works with grieving families making funeral and rights-of-interment arrangements for burial in Louisville Municipal Cemetery. This division also acts as a clearinghouse for the department including general oversight, customer service and coordination and staff support for the Open Space, Horticulture and Forestry, Golf Course and Youth Advisory Boards.

2. **Parks & Cemetery -** manages and maintains the City's parks, trails, parkways and medians, native areas, athletic fields, the City of Louisville Cemetery, the branch drop-off site, the arboretum, and other facilities and non-designated properties. Key management and maintenance responsibilities include irrigated and non-irrigated turf, athletic fields, horticulture, park amenities, rentable shelters and special events, interments, and the City Forestry operation.

3. **Recreation & Senior Services –** provides programs from youths to seniors. Programs include youth activities, youth and adult sports, child care, teen programming, senior day trips, congregate meal site, and swim lessons. This division maintains, operates and programs the Louisville Recreation Senior Center and Memory Square Swimming Pool providing drop-in fitness, leisure services and healthy lifestyle opportunities for the community.

4. **Open Space –** plans, administers and participates in restoration and maintenance of over 1,800 acres of Open Space lands. This division maintains and constructs trails, fences, signs and other Open Space amenities; performs noxious weed control, wildlife management and native vegetation and restoration; provides educational and volunteer

opportunities to promote land stewardship and community enrichment; and manages cultural resource activities such as grazing, haying, farming, community gardens and Community Supported Agriculture.

5. **Coal Creek Golf Course –** This division operates Coal Creek Golf Course. The golf course opened for play on June 29, 2015. It is important to note that open play and a mature golf course are two radically different statements. Through our communication with players, we have informed them of the differences between grass plants and turf. The vast majority have come back to play multiple times and their experience has verified our message. The golf course changes on a weekly basis as the thin spots become full and the few bare spots become thin. The 160 acre golf course encircles a nature preserve with stunning vistas featuring diverse year-round recreational interest focused on providing an exciting golf experience to individuals of varied abilities on a foundation that is financially self-sustaining for day-to-day operation. The division is directly responsible for golf course maintenance, golf operations that include the efficient management of play, revenues from various profit centers (golf course, golf shop sales, range, memberships, instruction, club repair and food & beverage operations). The Mine, Food and Beverage Contractor, terminated their contract effective September 27, 2015. Food and Beverage services will be operated in-house for the balance of 2015 and out-sourcing will be re-evaluated prior to the 2016 season.

Significant Proposed Changes and Justification

- **1 FTE Park Technician III – Horticulturalist.** $63,428 from the Open Space and Parks Fund[2] plus $28,000 in one-time funding from the Fleet Fund. **Justification:** With new horticulture responsibilities being added in 2016 through new park properties, redevelopment and revitalization of landscapes the concern continues to grow that the ever increasing inventory is too much for only one City Horticulturist to manage. The Horticulture Forestry and Advisory Board shares this concern and realizes that without it shrub and perennial pruning may not occur and perennial and shrub beds will continue to lack quality. This has been an historic problem and/or need. Field adjustments have been made in the past to reduce eyesores; specifically shrub, perennial and annual beds removed. This strategy will need to occur in the future to continue to present curb appeal if the position request is denied.
- **1 FTE Ranger Naturalist.** $33,370 from the Open Space and Parks Fund to increase the existing 0.5 FTE Open Space and Parks Ranger position to a full-time benefited Ranger Naturalist position with costs allocated 75% to Open Space Operations and Administration and 25% to Parks Operations and Administration. **Justification:** Increases Ranger activities and responsibilities, primarily in the areas of outreach and enforcement. Additional projects include engagement with Louisville schools to develop curricular and extra-curricular programs, weed mapping, maintenance responsibilities, implementation of a Junior Ranger Program, outreach to Senior Citizens, increase citizen science & maintenance volunteer opportunities, expansion of the Ranger Talks program to weekly presentations, developing a Ranger Riders program, increased monitoring of natural resources, fostering cooperative relationships with OSAB, other City boards and jurisdictions and other duties as assigned. Continued emphasis on engagement and education before enforcement seems to provide

[2] The Open Space and Parks Fund receives 50% of operating funding from the General Fund.

an effective pathway to reducing Code violations in Open Space and Parks. However, if a full-time position is approved staff will expand the authority of this position to issue both warning and citations as warranted.

- **Weed Control, including Contract Mowing ($50,000), and Prescribed Fire ($10,000).** $30,000 from the Open Space and Parks Fund. **Justification:** This level of expenditure is necessary to keep weeds under control throughout the City.
- **1 FTE (2 Seasonal Positions) to help maintain New Parks & Horticulture/Forestry.** $25,230 from the Open Space and Parks Fund. **Justification:** In addition to the justification above for the Park Tech III position, additional seasonal staff hours are needed to assist with horticulture/forestry and general maintenance. Next year the following sites will be added to our maintenance responsibilities. Each site contains horticulture responsibilities, some more significant than others. This list does not include any potential 2016 CIPs.
    - US 36 Interchange
    - Cowboy Park
    - Bullhead Gulch Open Space
    - South Street Underpass
    - Hutchinson Street
    - PD Memorial
    - Lucky Pie parking lot
- **Recreation & Senior Center Expansion Consulting.** $60,000 in one-time funding from the General Fund. **Justification:** to provide professional services to work with City staff, the Task Force and City Council to:
    - Evaluate current facilities
    - Assist and participate in hosting open houses and/or workshops to collect and evaluate data and obtain comments from the community
    - Compare and contrast what the City of Louisville facilities offer compared and relative to other neighboring communities or communities of similar size
    - Propose a facility design and program that will then move forward towards a possible bond referendum in November 2016
- **Memory Square Pool Equipment Replacement & Wifi Access.** $10,000 in one-time funding from the General Fund. **Justification:** To maintain Memory Square and provide amenities expected by patrons.

Performance Measures

- Zero complaints about citizens and department patrons being treated in a non-professional or discourteous manner by department employees based on calls, emails and communication received in the City Manager's office and as followed-up on by the Department Director.
- Citizen inquiries and requests are acknowledged within 48 hours of receipt.
- Revenue will cover operating expenses at Coal Creek Golf Course.
- The Recreation Division will maintain 75% cost recovery for Youth Programs

including Nite at the Rec and 100% cost recovery for Adult Programs.

- Number of volunteers per year, per program and estimated value to the City.
- Overall citizen surveys will rate overall Parks and Recreation Department services and programs as meeting or exceeding their expectations.
- Senior Meal Site annually meets or exceeds standards and on-site inspection conducted by Boulder County and the State of Colorado health inspectors.
- Number of rounds played at Coal Creek Golf Course.
- The Department will evaluate and out-source programs and services when in the best interest economically and for providing exceptional customer service. Examples include: mosquito control, mowing and landscaping operations, food and beverage, fertilization of parks, golf courses, open space and park right-of-way, prairie dog management, selected recreation programs, senior meal services, etc.

Parks, Recreation, Open Space and Trails Performance Indicators

Indicator	Unit	2014 Actual	2015 Estimated	2016 Projected
Resident Population	Residents	19,074	20,000	20,000
Service Area Population	Total Population	294,567	300,000	300,000
Parks				
Park Acres - Total	Acres	354	362	362
Park Acres - Cemetery	Acres	9	9	9
Park Acres - Irrigated	Acres	91	93	93
Park Acres - Non-Irrigated	Acres	254	260	260
Park Acres - Total per Capita	Acres/Capita	0.018	0.019	0.019
Park Expenditures - Parks, Parkways, Greenbelts, Athletic Fields, Non-Developed Properties, Trails, etc.	$	NA	$ 1,600,000	$ 1,850,000
Park Expenditures - Forestry Operation, City Wide	$	$ 87,196	$ 145,000	$ 145,000
Park Expenditures - Cemetery	$	$ 121,398	$ 160,000	$ 160,000
Total Expenditures	$	NA	$ 1,905,000	$ 2,175,000
Total per Capita	$/Capita	NA	$ 100	$ 114
Park Expenditures per Acre - Parks	$/Acre	NA	$ 4,532	$ 5,214
Park Expenditures per Acre - Forestry Operation, City Wide	$/Acre	NA	NA	NA
Park Expenditures per Acre - Cemetery	$/Acre	$ 13,488	$ 17,778	$ 20,000
Open Space				
Open Space Acres - Total per Capita	Acres/Capita	0.035	0.035	0.035
Open Space Acres	Acres	663	695	695
Open Space Expenditures - Total	$	NA	$ 446,010	$ 504,340
Open Space Expenditueres - Per Acre	$/Acre	NA	$ 642	$ 726
Open Space Expenditures - Total per Capita	$/Capita	NA	$ 23	$ 26
Weeds				
Map, treat and monitor Colorado List A species on Open Space (percentage of control within the year)		75%	100%	100%
Trails				
Trails - Total Miles	Miles	47.4	47.4	47.67
Trails - Soft Surface Miles (Open Space=11 in 2014; 12 in 2015	Miles	20.84	20.84	20.88
Trails - Hard Surface Miles (Open Space=8.5 in 2014; 9 in 2015	Miles	26.56	26.56	26.79
Recreation and Senior Center and Other Facilities				
Customer satisfaction surveys done for PreSchool, Day Camp, Youth Soccer, Youth Basketball, Senior Services, and Aquatics on an annual basis and satisfaction levels at Meets or higher.				
SF per Capita (57,400 at Rec Center 3,100 at MS Pool)		3.2	3.0	3.0
Recreation Center Visits		268,603	260,300	260,000
Total Program Revenue (figures based off RecTrac)		$ 804,088	$ 760,000	$ 765,000
Total Recreation Center Revenue (figures based off RecTrac)		$ 1,860,695	$ 1,750,000	$ 1,800,000
Number of volunteer hours used within Recreation and Senior Services		10,800	11,000	11,000
Number of registered program participants		9,856	10,227	10,000
Coal Creek Golf Course				
Annual number of rounds			14,400	30,000
Operating Revenue			$ 750,180	$ 1,877,600
Total Operating Revenue Per Round			$ 52.10	$ 62.59
Expenditures		$ 133,958	$ 2,365,980	$ 1,873,300
Number of acres maintained			159	159
Number of acres irrigated			107	107
Golf course grounds maintenance cost per acre			$ 16,155	$ 12,682
Gallons of Water Used, Per Year, for Irrigation				
A. Reuse Water (Millions of Gallons)			140.00	174.32
B. Ditch Water (Millions of Gallons)			28.50	28.50
C. Total Reuse & Ditch Water Used (Millions of Gallons)			168.50	202.82

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Parks & Recreation Cost Center are distributed among twenty-two cost centers within five funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Parks & Recreation Department	**54.32**	**58.69**	**72.89**	**79.49**	**9.05%**
Parks & Recreation Administration	1.15	1.15	1.15	1.15	0.00%
Recreation & Senior Services Administration	0.25	0.25	0.25	0.25	0.00%
Recreation Center Management	7.89	8.40	8.44	8.44	0.00%
Recreation Center Building Maintenance	0.20	0.20	0.20	0.20	0.00%
Recreation Center Aquatics	9.07	9.32	9.75	9.75	0.00%
Total Fitness & Wellness	1.60	1.70	1.67	1.65	-1.20%
Youth Activities	4.41	4.49	4.49	4.51	0.45%
Memory Square Pool	2.54	2.30	2.30	2.30	0.00%
Youth Sports	1.91	2.05	2.05	2.05	0.00%
Adult Sports	0.17	0.17	0.16	0.15	-6.25%
Seniors	2.29	2.30	2.47	2.47	0.00%
Cultural Arts	0.35	-	-	-	
Senior Meals	0.70	0.71	0.71	0.70	-1.41%
Nite at the Rec	1.21	1.22	1.17	1.17	0.00%
Parks	0.75	0.75	-	-	
Forestry	0.60	0.60	1.10	1.10	0.00%
Athletic Field Maintenance	0.73	0.73	-	-	
Total General Fund	**35.82**	**36.34**	**35.91**	**35.89**	**-0.06%**
Open Space & Parks Admin & Op	17.35	21.20	-	-	
Open Space Admin & Op	-	-	4.30	5.30	23.26%
Parks Admin & Op	-	-	17.53	19.48	11.12%
Total Open Space & Parks Fund	**17.35**	**21.20**	**21.83**	**24.78**	**13.51%**
Cemetery Administration & Operation	0.65	0.65	1.65	1.65	0.00%
Total Cemetery Fund	**0.65**	**0.65**	**1.65**	**1.65**	**0.00%**
Capital Projects Admin & Op	0.50	0.50	0.50	0.50	0.00%
Total Capital Projects Fund	**0.50**	**0.50**	**0.50**	**0.50**	**0.00%**
Golf General & Marketing	-	-	0.60	0.60	0.00%
Golf Operations & Pro Shop	-	-	5.42	8.09	49.26%
Course Maintenance	-	-	6.93	7.93	14.43%
Clubhouse & Maintenance	-	-	0.05	0.05	0.00%
Total Golf Course Fund	**-**	**-**	**13.00**	**16.67**	**28.23%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Parks & Recreation Cost Center is distributed among nineteen cost centers within four funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Parks & Recreation Department		**4,043,230**	**4,689,250**	**6,169,980**	**7,049,580**	**14.26%**
Parks & Recreation Administration		119,160	135,220	139,810	142,000	1.57%
Recreation & Senior Services Administration		59,410	64,630	65,010	127,600	96.28%
Recreation Center Management		385,950	446,410	473,150	496,420	4.92%
Recreation Center Building Maintenance		350,500	391,750	395,670	436,050	10.21%
Recreation Center Aquatics		376,770	401,890	419,110	440,240	5.04%
Total Fitness & Wellness		104,710	114,620	113,460	112,140	-1.16%
Youth Activities		229,370	241,360	247,360	253,070	2.31%
Memory Square Pool		129,760	128,340	131,840	151,800	15.14%
Youth Sports		139,490	146,090	150,780	154,690	2.59%
Adult Sports		16,450	16,720	16,900	16,190	-4.20%
Seniors		233,470	247,360	255,460	279,470	9.40%
Cultural Arts		51,220	67,430	-	-	
Senior Meals		91,320	92,860	100,100	106,790	6.68%
Nite at the Rec		66,430	69,340	76,320	74,390	-2.53%
Parks		254,230	-	-	-	
Forestry		98,020	100,200	145,700	151,380	3.90%
Athletic Field Maintenance		65,810	71,310	51,120	46,490	-9.06%
Total General Fund		**2,772,070**	**2,735,530**	**2,781,790**	**2,988,720**	**7.44%**
Opens Space & Parks Admin & Op		1,124,250	1,790,120	-	-	
Open Space Admin & Op		-	-	418,700	498,240	19.00%
Parks Admin & Op		-	-	1,567,390	1,811,110	15.55%
Total Open Space & Parks Fund		**1,124,250**	**1,790,120**	**1,986,090**	**2,309,350**	**16.28%**
Cemetery Administration & Operation		104,640	120,330	171,650	175,380	2.17%
Total Cemetery Fund		**104,640**	**120,330**	**171,650**	**175,380**	**2.17%**
Capital Projects Admin & Op	*(c)*	42,270	43,270	45,160	48,080	6.47%
Total Capital Projects Fund		**42,270**	**43,270**	**45,160**	**48,080**	**6.47%**
Golf General & Marketing		-	-	95,820	134,600	40.47%
Golf Operations & Pro Shop		-	-	441,390	517,030	17.14%
Course Maintenance		-	-	566,940	739,310	30.40%
Clubhouse & Maintenance		-	-	81,140	137,110	68.98%
Total Golf Course Fund		**-**	**-**	**1,185,290**	**1,528,050**	**28.92%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

Police Department

Summary of Activities and Responsibilities

The Police Department is responsible for Public Safety, which includes Police Services (response to both emergency and non-emergency calls for service, event management, traffic enforcement and follow up investigations), and Code Enforcement.

Divisions

The Police Department is comprised of two main Divisions:

1. **Operations** includes: Code Enforcement, Community Services (Crime Prevention), Detectives, Patrol, and oversight of Special Events

2. **Administration** includes: Budget, Professional Standards, Property and Evidence, Records, Technical Services, Training, and the Office of the Chief of Police

Significant Proposed Changes and Justification

- **Senior Administrative Assistant to Chief.** $42,437 from the General Fund (this is for a 0.75 FTE position combined with the Property & Evidence Technician). **Justification:** The Chief of Police has no support staff directly assigned to him to assist with Administrative duties.
- **Property & Evidence Technician.** $14,604 from the General Fund (this is for a 0.25 FTE position combined with the Senior Administrative Assistant position). **Justification:** If the Department begins using Body Cams in 2016, we will need an additional Property and Evidence Technician to manage the data, data storage and redaction of the electronic images.

Performance Measures

Effectiveness Measures

- Increase time spent in school zones (before and after school) and on alternate patrol (on foot and on bicycles).
- Start Colorado Association of Chiefs of Police (CACP) Accreditation Process.
- Increase DUI Enforcement to include expanding alcohol and drug education in the schools as well as additional arrests.
- Survey requests for assistance help ensure that we are providing good customer service.

Public Safety
Performance Measures & Statistical Information

Description	2014 Actual	2015 Estimated	2016 Projected
Traffic:			
Radar Summons	621	600	600
Traffic Summons	895	800	800
School Zone Summons	31	30	30
Parking Tickets	316	500	500
Radar Warnings	1,022	1,000	1,000
Traffic Warnings	2,309	2,300	2,300
School Zone Warnings	436	400	400
Parking Warnings	167	400	400
Traffic Accidents	338	340	340
Arrests & Holds:			
Felony Arrests	47	60	60
Misdemeanor Arrests	133	150	150
DUI Arrests	59	60	60
Alcohol Center Holds	40	50	50
Mental Holds	39	100	100
Code Enforcement:			
Code Violation Summons	51	50	50
Code Violation Warnings	1,161	1,200	1,200
Code Reports	537	500	500
Animals Impounded	22	25	25
Reports & Activities:			
Crime Reports	1,501	1,500	1,500
Incident Reports	338	300	300
Traffic Accidents	338	340	340
Code Enforcement Reports	537	500	500
F.I. Cards	88	90	90
Bar Checks	1,992	2,200	2,200
House Checks	1,694	1,700	1,700
Activity by Hours			
Foot Patrol	1,220	1,167	1,167
Criminal	2,791	2,833	2,833
Non Criminal	5,746	5,667	5,667
Traffic	4,262	4,167	4,167
School Zones	696	667	667
Crime Prevention	595	583	583
Training	1,892	1,833	1,833
Administration	5,803	5,667	5,667
Court	38	37	37
Maintenance	2,498	2,500	2,500
General Patrol	18,416	-	-
Watch Total	43,955	-	-

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Police Cost Cneter are contained in three cost centers within the General Fund, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Police Dept	**37.00**	**39.00**	**39.00**	**40.00**	**2.56%**
Police Administration	3.00	3.00	3.00	4.00	33.33%
Patrol & Investigations	32.00	34.00	34.00	34.00	0.00%
Code Enforcement	2.00	2.00	2.00	2.00	0.00%
Total General Fund	**37.00**	**39.00**	**39.00**	**40.00**	**2.56%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended b
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Police Cost Center is contained in three cost centers within the General Fund, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Police Dept	**4,353,180**	**4,725,980**	**4,909,530**	**4,957,360**	**0.97%**
Police Administration	334,580	337,260	348,960	439,180	25.85%
Patrol & Investigations	3,743,520	4,075,640	4,230,070	4,222,900	-0.17%
Code Enforcement	169,030	171,380	173,550	172,370	-0.68%
Police Department Building Maintenance	106,050	141,700	156,950	122,910	-21.69%
Total General Fund	**4,353,180**	**4,725,980**	**4,909,530**	**4,957,360**	**0.97%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

LIBRARY AND MUSEUM SERVICES DEPARTMENT

Summary of Activities and Responsibilities

The Library Program serves residents of the City of Louisville, and through an IGA with the neighboring Town of Superior, the residents of that community as well. The Library is responsible for the selection, acquisition, and cataloging of new materials; maintenance of the library catalog, the collection of materials, and the database of patron accounts; the check-out and check-in of library materials; reference and technology help for all ages; and the development and delivery of programs for children, teens, and adults. Colorado state law requires that the privacy of all user accounts be protected.

The Historical Museum is the repository and archive for the City's history. It promotes, collects, preserves, and interprets the diverse history of Louisville from the time of settlement until present day, with a special emphasis on the coal mining period, 1877-1955. The museum is dedicated to protecting artifacts and documents of historical value and educating children and adults about the past, with a particular focus on its mining past.

Divisions

The Library Services division is composed of the following divisions:

1. **Public Services** including Children's, Teen, and Adult Services. Each area develops its own programming, selects and maintains its own collection, provides information and reference assistance to users, and performs outreach within the two communities served.
2. **Circulation Services** oversees the process of checking in and out materials and maintains patron accounts, including fees and billing. Circulation staff is responsible for inventorying the collection, locating and transferring materials requested by our own patrons and those of forty other libraries belonging to the Prospector Library Consortium. Primary liaison to our integrated library service is through the Flatirons Library Consortium.
3. **Technical Services** orders, catalogs, and readies new material for library patrons. This work group is responsible for mending and replacing items as needed. Statistical reports for collection turnover and use are created here.
4. **Administration** interfaces with other City departments including Finance, for invoice payment. Promotional materials, informational handouts, and website maintenance are handled in Administration.

The Historical Museum encompasses the following program areas:

1. **Preservation and curation** of historical artifacts, photos, and documents

2. **Access** through cataloging, displays, and electronic capture
3. **Onsite reference assistance**
4. **Education** provided through programs, publications, and outreach

Significant Proposed Changes and Justification

There are no significant changes proposed for the Library or Museum Services.

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Library & Museum Services Cost Center are distributed among three cost centers within two funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Library & Museum Services Dept	**18.92**	**19.23**	**20.30**	**21.23**	**4.58%**
Lilbrary Services	17.92	18.22	18.82	19.75	4.94%
Museum Services	0.75	0.78	1.25	1.25	0.00%
Total General Fund	**18.67**	**19.00**	**20.07**	**21.00**	**4.63%**
Historic Preservation Admin & Op	0.25	0.23	0.23	0.23	0.00%
Total Historic Preservation Fund	**0.25**	**0.23**	**0.23**	**0.23**	**0.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Library & Museum Services Cost Center is distributed among four cost centers within two funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Library & Museum Services Dept		**1,533,650**	**1,640,160**	**1,718,920**	**1,793,490**	**4.34%**
Lilbrary Services		1,300,910	1,351,860	1,417,420	1,479,070	4.35%
Museum Services		51,300	73,360	74,430	85,750	15.21%
Library Building Maintenance		165,800	200,510	212,230	213,180	0.45%
Total General Fund		**1,518,010**	**1,625,730**	**1,704,080**	**1,778,000**	**4.34%**
Historic Preservation Admin & Op	*(c)*	15,640	14,430	14,840	15,490	4.38%
Total Historic Preservation Fund		**15,640**	**14,430**	**14,840**	**15,490**	**4.38%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

Performance Measures

Library

Workload Measures	2014 Actual	2015 Estimated	2016 Projected
Circulation			
Checkouts and renewals	512,806	507,500	502,000
Items Processed for Prospector Libraries	18,633	18,240	17,650
Reference & Technology Instruction	17,500	16,300	16,000
Questions answered			
Programs & Outreach			
Programs for Adult, Teen, Children	814	821	880
Outreach sessions for Adult, Teen, Children	125	120	130
Cataloging & Processing			
New Items added	10,958	9,100	9,200

Workload Measures	2014 Actual	2015 Estimated	2016 Projected
Withdrawn Items	6,252	7,563	8,000
Statewide Comparison * (Colorado public libraries serving population of 25,000-100,000)			
Staff per 10,000 checkouts			
• Statewide average	0.60		
• Louisville Public Library	0.35		

Efficiency Measures	2015 Est.	2016 Pro.
Internal Efficiency Measures		
Circulation:		
• Avg. time from check-in to re-shelving	16 hrs.	16 hrs.
• Hold requests filled	95%	95%
Technical Services:		
• Avg. length of time for new materials to be received, cataloged, and processed		
○ Rush items, items with Holds (approx. 25% of total)	4 days	3 days
○ Non-rush	15 days	11 days
Public Services:		
• Percent use of public PCs (of all open hours)	45%	44%
• Percent use of Library study rooms (of all open hours)	62%	60%
• Wi-Fi users	15,688	20,500

* Library Research Service, 2014

	2012 Actual	2013 Actual	2014 Actual	2015 Est.
Annual Program Attendance	13,441	19,378	22,129	23,000
Statewide Comparison * (Colorado public libraries serving population of 25,000-100,000)				
Program attendance per 1,000 served:				
• Statewide average			560	690
• Louisville Public Library			685	
Library card holders as % of service population			85%	85%

Historical Museum

Workload Measures	2014 Actual	2015 Est.	2016 Pro.
Historic photos and documents cataloged/upgraded	3,291	380	400
Digital records created	1,445	1,500	900
Historic buildings reports/research	46	50	46
Students served at school tours	400	400	400
Off-site programs delivered	13	14	17

* Library Research Service, 2014

PLANNING AND BUILDING SAFETY DEPARTMENT

Summary of Activities and Responsibilities

The Planning and Building Safety Department is responsible for managing the physical development of the City with the creation, management, and implementation of the City's Comprehensive Plan, its supporting Small Area and Neighborhood Plans, and the Louisville Municipal Code through inclusive community engagement processes and responsive cost-effective services. The Department supports the Louisville City Council, the Planning Commission, the Board of Adjustment, the Historic Preservation Commission, and Building Code Board of Appeals.

Divisions

The Planning and Building Safety Department is comprised of two main divisions:

1. **Planning Division** provides both current and long range planning services for the City. Current Planning activities include: processing land development applications, leading City-led urban design initiatives and preservation planning. Long-range planning responsibilities include: managing the City's transportation planning initiatives, leading updates of the Comprehensive Plan, guiding the planning and community design for the City's small area / neighborhood plans, and leading legislative modifications to the Louisville Municipal Code. The Division coordinates agency reviews, negotiates required development agreements, prepares written recommendations, and makes presentations to City Council and various Boards and Commissions. Additional responsibilities include construction permit review, development/construction forecasts, and demographic data assembly.

   The Planning Division directs and provides support for the Building Safety Division. The Planning Division represents the Department and provides support to City Council, City Manager, Planning Commission, Historic Preservation Commission, Board of Adjustment, and various City task forces and committees.

2. **Building Safety Division** administers the City's construction permit services through a variety of related activities, including: permit processing, plan review, and building/ construction inspections. The Building Safety Division provides technical support to the Board of Appeals and City Council making recommendations and implementing changes to the City's Building Code. The Division coordinates constructions permits with the Public Works Department. The Division collects related permit and development fees through the permit process, maintains permit information, manages contractor license files, and attends various International Code Council (ICC) sponsored classes and meetings related to building code enforcement.

Significant Proposed Changes and Justification

- **Contract Plan Review/Inspections.** $21,000 from the General Fund. **Justification:** Additional support needed for anticipated development.
- **0.6 FTE Historic Preservation Intern.** $20,152 from the Historic Preservation Fund. **Justification:** The Preservation Master Plan has identified 22 items to be implemented within the first year following the Plan's Adoption. Additional staff capacity is needed to meet the anticipated work load.
- **Fireside Neighborhood Plan-Consulting Services.** $30,000 from the General Fund. **Justification:** The City's housing stock is aging and rehabilitation issues in residential areas create challenges the City should resolve. Outside of Old Town, the City's residential areas are governed by independent Planned Unit Developments (PUDs). While these PUDs are comprehensive, many do not help with issues such as: housing rehabilitation, cut-through traffic, safe routes to school, aging infrastructure, and monitoring and maintenance of community services. The 2013 Comprehensive Plan recommends creating plans for each of nine (9) neighborhoods in the City. The 2016 Budget proposes to initiate the Fireside Neighborhood Plan after the completion of the South Boulder Road and McCaslin Boulevard Small Areas Plans. The Fireside neighborhood was chosen to go first because it has conflicts between the approved PUDs and underlying Residential Estate (RE) zone district.
- **Front Street Downtown Alley Study-Consulting Services.** $20,000 from the General Fund. **Justification:** A key recommendation of the Downtown Parking and Pedestrian Action Plan focused on extending the reach of the pedestrian to better access remote parking spaces throughout downtown. The Front Street and Downtown Alley Study would facilitate a proactive community outreach and streetscape design effort with the DBA, the Louisville Arts District, Downtown property and business owners to evaluate and make recommendations for improving the pedestrian experience along Front Street and the two downtown alleys which provide critical pedestrian and vehicle access to surface parking areas in downtown, including: the new 55 spaces leased at Koko Plaza, 26 spaces being constructed near the Grain Elevator, and new parking in the redevelopment district being accessed by the South Street Gateway. The requested funding would be used for technical support, including cost estimating and three dimensional rendering.

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Planning Cost Center are distributed among five cost centers within four funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Planning Department	**10.00**	**9.10**	**9.49**	**10.08**	**6.22%**
Planning Administration	1.95	4.27	4.65	4.27	-8.17%
Community Planning	2.80	-	-	-	
Building Safety	4.85	4.33	4.34	4.71	8.53%
Total General Fund	**9.60**	**8.60**	**8.99**	**8.98**	**-0.11%**
Historic Preservation Admin & Op	0.25	0.35	0.35	0.95	171.43%
Total Historic Preservation Fund	**0.25**	**0.35**	**0.35**	**0.95**	**171.43%**
Central Charges	0.10	0.10	0.10	0.10	0.00%
Total Water Utility Fund	**0.10**	**0.10**	**0.10**	**0.10**	**0.00%**
Central Charges	0.05	0.05	0.05	0.05	0.00%
Total Wastewater Utility Fund	**0.05**	**0.05**	**0.05**	**0.05**	**0.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Planning Cost Center is distributed among five cost centers within four funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Planning Department		**1,181,880**	**1,180,000**	**1,261,260**	**1,249,810**	**-0.91%**
Planning Administration		218,620	562,280	541,850	501,800	-7.39%
Community Planning		341,920	-	-	-	
Building Safety		526,010	494,580	523,760	582,670	11.25%
Total General Fund		**1,086,550**	**1,056,860**	**1,065,610**	**1,084,470**	**1.77%**
Historic Preservation Admin & Op	*(d)*	77,920	106,460	178,190	147,010	-17.50%
Total Historic Preservation Fund		**77,920**	**106,460**	**178,190**	**147,010**	**-17.50%**
Central Charges	*(c)*	11,930	11,110	11,640	12,220	4.98%
Total Water Utility Fund		**11,930**	**11,110**	**11,640**	**12,220**	**4.98%**
Central Charges	*(c)*	5,480	5,570	5,820	6,110	4.98%
Total Wastewater Utility Fund		**5,480**	**5,570**	**5,820**	**6,110**	**4.98%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.
(d) Operations only - excludes Historic Preservation Incentives

Performance Measures

	2014 Actual	2015 Budgeted	2016 Estimate
Output (Workload) Measures:			
Planning Administration			
Building Permits Reviewed			
Land Use Applications Processed	61	62	
Transportation Projects Managed	2	3	
Historic Preservation Project Managed	9	7	
Community Design Projects Managed	4	3	
Resolutions Processed	31	31	
Ordinances Processed	12	17	
Building Safety			
Number of Permits Issued	1,243	874	
Total Valuation of permits Issued	$67,298,992	$76,402,894	
Total Number of Inspections	7,232	3,035	
Number of Residential COs	80	34	
Number of Commercial COs	19	8	
Efficiency Measures:			
Planning Administration			
Time Processing Applications	All on Schedule	All on Schedule	All on Schedule
Building Safety			
Average Time Permits are in Plan Review	Res-3wks; Com-4wks	Res-3wks; Com-4wks	Res-3wks; Com-4wks
% of Inspections Completed on Time	96.6%	95.6%	90%
Effectiveness (Outcome) Measures:			
Planning Administration			
Number of zoning administrator's	0	0	0
Interpretations appealed to BoA	0	0	0
Alignment of staff rec with final Decision			
- City Council	42 of 43	40 of 43	100%
- Planning Commission	21 of 21	29 of 32	100%
- Board of Adjustment	22 of 26	9 of 10	100%
- Historic Preservation Commission	9 of 9	5 of 5	100%
Building Safety			
Alignment of staff rec with final Decision			
- City Council	1 of 2	0 of 0	100%
- Building Code Board of Appeal	1 of 2	0 of 0	100%

ECONOMIC DEVELOPMENT DEPARTMENT

Summary of Activities and Responsibilities

The Economic Development Department is responsible for maintaining positive business relationships throughout the community. The Division assists property owners, brokers, and companies find locations and tenants to occupy vacant commercial space or construct new buildings within the City. The Division implements the Business Assistance Program, staffs the Business Retention and Development Committee and performs staff duties for the City Manager for the Louisville Revitalization Commission.

The Economic Development Department facilitates long-term investments in business development programs focusing on retention and expansion of existing businesses and encouraging new businesses to locate in Louisville.

Significant Proposed Changes and Justification

There are no significant changes proposed for the Economic Development Department.

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Economic Development Cost Center are contained in one cost center of the General Fund, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Economic Development Dept	**1.00**	**1.00**	**1.00**	**1.00**	**0.00%**
Economic Development	1.00	1.00	1.00	1.00	0.00%
Total General Fund	**1.00**	**1.00**	**1.00**	**1.00**	**0.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Economic Development Cost Center is contained in one cost center of the General Fund, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Economic Development Dept	**152,240**	**156,970**	**199,420**	**198,290**	**-0.57%**
Economic Development	152,240	156,970	199,420	198,290	-0.57%
Total General Fund	**152,240**	**156,970**	**199,420**	**198,290**	**-0.57%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Performance Measures

Output Measures	2014 Actual	2105 Estimated	2016 Projected
Assistance Agreements Managed	33	33	33
Assistance Agreements Executed	5	6	5
Public Meetings Facilitated	29	25	24
Networking Meetings	410	430	430
Effectiveness Measures			
Average jobs created per incentive	288	487	450
Annual sales tax revenue per incentive	$1.36	$0.84	$0.85
Average wage per primary job	$89,721	$88,453	$90,000

FINANCE DEPARTMENT

Summary of Activities and Responsibilities

The Finance Department is responsible for the administration, recording, accounting, and reporting for all financial transactions and activities of the City. Finance functions include cash management and investments, debt administration, budget development and monitoring, revenue collection and cash receipting, utility billing, payroll, accounts payable, and sales and use tax administration. The Finance Department is responsible for ensuring the City's internal control structure adequately safeguards the City's assets. The Finance Program is responsible for all financial reporting, including the Comprehensive Annual Financial Report, the Annual Operating and Capital Budget, the Five-Year Capital Improvement Plan, and the Long-Term Financial Plan.

Divisions

The Finance Program is comprised of two main Divisions:

1. **Finance Administration & Accounting** provides budget, accounting, treasury, and debt administration services for the City. Accounting services include accounts payable, payroll, utility billing, cash receipts, fixed assets, and financial record keeping and reporting to departments, Finance Committee, City Council, and to the public. Finance Administration & Accounting also provides front counter customer service.

2. **Tax Administration** administers the City's sales and use tax program, including the issuance of sales and use tax licenses, the collection, monitoring, and reporting of sales and use tax revenue, and the performance of sales, franchise fee, and use tax audits.

Significant Proposed Changes and Justification

- **Software Maintenance (Tyler MUNIS, Shoretel, Other).** A total of $72,794, including $60,825 from the General Fund and $11,969 from the Utility Fund. **Justification:** Required to maintain the City's multiple technology systems.
- **Insurance Premium Increase and Trend Increase in Deductible.** $15,770 from the General Fund. **Justification:** Staff is doing everything possible to minimize insurance losses and the City has a very good loss ratio compared with other cities our size, but this increase reflects the trend in premiums.
- **Copier Maintenance Contracts.** $11,500 from the General Fund. **Justification:** This is the cost increase we anticipate from the vendor.
- **Ongoing transfer to cover operating deficit in Cemetery. $10,030 from the General Fund. Justification:** This reflects the cost of maintaining the Cemetery less fees and charges for plots and services.

Performance Measures

	2014 Actual	2015 Estimate	2016 Projection
Output (Workload) Measures:			
Journal Entries Posted	4,666	4,700	4,700
Payroll Checks/NOD's Processed	7,308	7,775	8,010
W-2 Forms Issued	423	450	465
Purchase Orders Issued	266	295	300
Accounts Payable Checks Issued	2,865	2,910	2,950
P-Card Transactions	5,236	6,060	6,100
Utility Bills Processed	83,812	84,650	85,500
Amount of Combined Utility Revenue	$8.2 M	$8.7 M	$9.7 M
Receipts Processed	27,818	27,900	28,000
Public Contacts at Front Counter	3,196	3,250	3,300
Sales/Use Tax Accounts	2,376	2,484	2,510
Tax Returns Processed	10,061	11,350	11,050
Sales/Use Tax Audit Revenue	$823,445	$325,000	$300,000
Average Cash & Investment Balance [1]	$50.8 M	$43.0 M	$35.0 M
Average Rate of Return on Cash & Invest [1]	0.38%	0.45%	0.50%
Efficiency Measures:			
Direct Op Cost to Process One PR Trans	$8.04	$9.25	$9.42
Direct Op Cost to Process One AP Trans	$7.86	$7.90	$8.38
Direct Op Cost to Process One Utility Bill	$2.33	$2.31	$2.61
Effectiveness (Outcome) Measures:			
GFOA Financial Report Award	Yes	Yes	Yes
"Clean" Audit Opinion	Yes	Yes	Yes
"Clean" Opinion on Single Audit Report	Yes	Yes	Yes
Material Adjusting JE's During Audit	None	None	None
GFOA Budget Presentation Award	Yes	Yes	Yes
Revenue Forecast Accuracy (Est/Actual) [2]	98%	97%	97%
Sales/Use Tax Training Evaluation Rating	97%	97%	98%
Sales/Use Tax Audit Evaluation Rating	95%	92%	95%

[1] Excludes CWRPDA loan proceeds within escrow and URA bond proceeds
[2] Excludes interfund transfers

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Finance Cost Center are distributed among thirteen cost centers within eight funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Finance Department	**8.27**	**8.39**	**8.39**	**8.77**	**4.53%**
Administration & Accounting	2.48	2.60	2.60	2.26	-13.08%
Tax Administration	1.14	1.71	1.71	1.71	0.00%
Total General Fund	**3.62**	**4.31**	**4.31**	**3.97**	**-7.89%**
Open Space & Parks Admin & Op	0.47	0.58	-	-	
Open Space Admin & Op	-	-	0.29	0.32	
Parks Admin & Op	-	-	0.29	0.32	
Total Open Space & Parks Fund	**0.47**	**0.58**	**0.58**	**0.64**	**10.34%**
Historic Preservation Admin & Op	0.12	0.16	0.16	0.18	12.50%
Total Historic Preservation Fund	**0.12**	**0.16**	**0.16**	**0.18**	**12.50%**
Capital Projects Admin & Op	1.22	1.50	1.50	1.64	9.33%
Total Capital Projects Fund	**1.22**	**1.50**	**1.50**	**1.64**	**9.33%**
Central Charges	0.99	0.99	0.99	1.24	25.25%
Utility Billing	0.50	-	-	-	
Total Water Utility Fund	**1.49**	**0.99**	**0.99**	**1.24**	**25.25%**
Central Charges	0.52	0.52	0.52	0.64	23.08%
Utility Billing	0.25	-	-	-	
Total Wastewater Utility Fund	**0.77**	**0.52**	**0.52**	**0.64**	**23.08%**
Storm Water Admin & Op	0.23	0.13	0.13	0.18	38.46%
Total Storm Water Utility Fund	**0.23**	**0.13**	**0.13**	**0.18**	**38.46%**
Solid Waste/Recycling Admin & Op	0.35	0.20	0.20	0.28	40.00%
Total Solid Waste & Recycling Fund	**0.35**	**0.20**	**0.20**	**0.28**	**40.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Finance Cost Center is distributed among twelve cost centers within eight funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Finance Department		**895,250**	**961,010**	**1,003,030**	**1,102,470**	**9.91%**
Administration & Accounting		249,430	267,130	293,960	312,030	6.15%
Tax Administration		163,590	162,020	163,620	166,790	1.94%
Total General Fund		**413,020**	**429,150**	**457,580**	**478,820**	**4.64%**
Opens Space & Parks Admin & Op	*(c)*	42,180	52,640	-	-	
Open Space Admin & Op	*(c)*	-	-	27,310	29,450	7.84%
Parks Admin & Op	*(c)*	-	-	27,310	29,450	7.84%
Total Open Space & Parks Fund		**42,180**	**52,640**	**54,620**	**58,900**	**7.84%**
Historic Preservation Admin & Op	*(c)*	10,350	13,910	14,250	15,730	10.39%
Total Historic Preservation Fund		**10,350**	**13,910**	**14,250**	**15,730**	**10.39%**
Capital Projects Admin & Op	*(c)*	113,130	139,970	143,690	155,110	7.95%
Total Capital Projects Fund		**113,130**	**139,970**	**143,690**	**155,110**	**7.95%**
Central Charges	*(c)*	89,630	94,370	98,100	115,700	17.94%
Utility Billing		76,990	79,490	78,910	90,370	14.52%
Total Water Utility Fund		**166,620**	**173,860**	**177,010**	**206,070**	**16.42%**
Central Charges	*(c)*	47,130	49,640	51,390	59,970	16.70%
Utility Billing		59,460	55,730	57,250	71,840	25.48%
Total Wastewater Utility Fund		**106,590**	**105,370**	**108,640**	**131,810**	**21.33%**
Storm Water Admin & Op	*(d)*	17,020	18,120	18,540	21,950	18.39%
Total Storm Water Utility Fund		**17,020**	**18,120**	**18,540**	**21,950**	**18.39%**
Solid Waste/Recycling Admin & Op	*(d)*	26,340	27,990	28,700	34,080	18.75%
Total Solid Waste & Recycling Fund		**26,340**	**27,990**	**28,700**	**34,080**	**18.75%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.
(d) Includes wage and benefit cost distributions from FTE's plus allocated portion of utility billing outsourcing contract for 2014 through 2016

INFORMATION TECHNOLOGY DEPARTMENT

Summary of Activities and Responsibilities

The Information Technology Program is responsible for the administration, maintenance, support and high availability of all City technical infrastructure and software applications. Enterprise storage, servers, desktops, e-mail, networking, security and telecommunications are some of the core service catalog components maintained by the Information Technology Program. The Information Technology Program was redeveloped in 2013 and consists of three (3) positions; an IT Director, a Network Administrator and an IT Support Specialist. A fourth (4th) position, System Administrator, is budgeted but not yet filled.

Divisions

The Information Technology Department has two divisions:

1. Network Operations – Infrastructure Support Services
   IT network operations keeps the City technology service catalog healthy and highly available. The network operations team maintains all network and desktop hardware and services, local and Internet connectivity, website services, telecommunications, security and disaster recovery. There are currently two (2) positions dedicated to network operations, the Network Administrator and the IT Support Specialist.

2. Enterprise Application Support Services
   In addition to the standard desktop productivity software suites and solutions that the IT network operations team supports (i.e. Microsoft Office, Adobe, etc.), City IT supports multiple "enterprise" productivity applications specific to the lines of business in the organization. Enterprise productivity applications are characterized as configurable, database driven, server-hosted applications which are used to collect, store and report data and/or automate processes and workflows to create efficiencies. Currently the list includes the enterprise financial system ADG, a Police Records Management System, a base GIS environment utilizing ESRI, RecTrac, Laserfiche Document Management, PermitsPlus, and the Louisville Library's Comprise system. The enterprise application environment will being growing in 2015 to include a Golf Management System for Coal Creek Golf Course, a new Enterprise Resource Planning (ERP) suite for Finance, Human Resources and Community Development, and an upgrade to the Police NetRMS records management system.

Significant Proposed Changes and Justification

- **Software Maintenance (Tyler MUNIS, Shoretel, Other).** A total of $72,794, including $60,825 from the General Fund and $11,969 from the Utility Fund. **Justification:** Required to maintain the City's multiple technology systems.

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Information Technology Cost Center are distributed among three cost centers within three funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Information Technology Dept	**4.00**	**4.00**	**4.00**	**4.00**	**0.00%**
Information Technology	2.15	2.60	2.60	2.60	0.00%
Total General Fund	**2.15**	**2.60**	**2.60**	**2.60**	**0.00%**
Open Space & Parks Admin & Op	0.20	-	-	-	
Total Open Space & Parks Fund	**0.20**	**-**	**-**	**-**	
Capital Projects Admin & Op	0.20	-	-	-	
Total Capital Projects Fund	**0.20**	**-**	**-**	**-**	
Central Charges	0.80	0.80	0.80	0.80	0.00%
Total Water Utility Fund	**0.80**	**0.80**	**0.80**	**0.80**	**0.00%**
Central Charges	0.65	0.60	0.60	0.60	0.00%
Total Wastewater Utility Fund	**0.65**	**0.60**	**0.60**	**0.60**	**0.00%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Information Technology Cost Center is distributed among three cost centers within three funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Information Technology Dept		**443,030**	**583,890**	**544,490**	**558,130**	**2.51%**
Information Technology		294,200	450,630	411,040	415,860	1.17%
Total General Fund		**294,200**	**450,630**	**411,040**	**415,860**	**1.17%**
Open Space & Parks Admin & Op	*(c)*	17,950	-	-	-	
Total Open Space & Parks Fund		**17,950**	**-**	**-**	**-**	
Capital Projects Admin & Op	*(c)*	17,950	-	-	-	
Total Capital Projects Fund		**17,950**	**-**	**-**	**-**	
Central Charges	*(c)*	82,420	76,070	76,260	81,300	6.61%
Total Water Utility Fund		**82,420**	**76,070**	**76,260**	**81,300**	**6.61%**
Central Charges	*(c)*	66,410	57,190	57,190	60,970	6.61%
Total Wastewater Utility Fund		**66,410**	**57,190**	**57,190**	**60,970**	**6.61%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

Performance Measures

	2014 Actual	2015 Estimated	2016 Projected
Output (Workload) Measures:			
Infrastructure Availability (Up-time %)	99%	99%	99%
Internet Bandwidth Utilization (%)	70%	80%	80%
Devices Supported (#)	1,200	1,200	1,200
# of Help Tickets/Requests	1,350	1,250	1,250
Storage Utilization/Demand (Avg.)	50%	50%	50%
Efficiency Measures:			
Average Time per Help Ticket (Minute)	22	20	20
Average Time to Close Help Ticket (Hour)	14	8	8
Most Common Help Ticket/Request Category	“Desktop”	“Desktop”	“Desktop”
Effectiveness (Outcome) Measures:			
Customer Satisfaction	High	High	High
IT Spending Ratio	2.3%	4.1%	3.1%
Work Plans Completed	85%	90%	95%

HUMAN RESOURCES DEPARTMENT

Summary of Activities and Responsibilities

The Human Resources Department is responsible for employee recruitment and retention, selection and orientation, job description and position classification and review as well as workforce planning, salary administration and pre-payroll data entry processing, employee training/career development and organizational development, benefit administration, employee relations, administration of workers' compensation and unemployment compensation, and policies and procedures for the City. In addition, the Department coordinates the Special Events Committee, the Safety Committee, and the Wellness Committee.

The Human Resources Department consists of four (4) positions or 3.9 FTEs: the Human Resources Director, a Senior Human Resources Analyst, a Human Resources Analyst, and a Human Resources Technician.

Divisions

The Human Resources Department has 7 divisions:

1. **General Administration:** The Human Resources Director handles the general administrative function of the Department which includes customer service, budget, bill paying, communications, maintenance and recommendations regarding city policies and procedures, legislative updates regarding personnel to maintain compliance with state and federal employment laws and regulations, administration of personnel records, and oversight of the (soon-to-be) Human Resources Information System and (possible) document management system, LaserFiche.
2. **Benefit Administration:** Human Resources Staff oversee the management of the City's benefits which include all insurances (Health, Dental, Vision, Life, AD&D, STD, LTD), retirement options, deferred compensation, tuition reimbursement, paid time off, leaves of absence including FMLA, Flex Administration, the Wellness Program, and the Employee Assistance Program.
3. **Compensation and Workforce Planning:** Human Resources Staff develop and maintain the City's comprehensive compensation programs and policies, as well as conduct extensive market and job analysis to provide favorable salary relationships with labor markets while maintaining internal equity. Maintain library of up-to-date and accurate job descriptions. In addition, systematically identifying and addressing the gaps between the workforce of today and the human capital needs for the future of Louisville.
4. **Employee Recruitment and Retention:** Human Resources Staff analyze hiring priorities based on the City's business needs, assist managers and applicants with the recruitment process and selection process. In addition Staff initiates progressive retention efforts through a variety of programs, policies, and innovative measures including the Special

Events Committee. Oversees and advises supervisors on performance management process including annual performance appraisals process.

5. **Employee Relations:** Human Resources Staff provides internal customer service to employees, managers, and Directors which includes coaching, conflict resolution, training, and investigations, to ensure a safe, legal, and productive workplace.
6. **Organizational Development:** Human Resources Staff in conjunction with the City Manager's Office assists with developing and implementing a framework to further support the organization's success and efforts toward being and "Employer of Choice" through strategies that enhance the organization's culture, values, and effectiveness. This includes providing training and career development opportunities for employees as well as evaluating the health of the organization through employee surveys, and planning events that support the organization's strategic direction.
7. **Safety, Workers' Compensation and Unemployment Compensation:** Human Resources Staff manages the Workers' Compensation Program and the Return-To-Work Program. This includes managing claims, return-to-work assignments, the activities of the Safety Committee including general safety trainings, and other initiatives that drive safety into the City's culture.

Significant Proposed Changes and Justification

There are no significant changes proposed for the Human Resourced Department.

Performance Measures

Human Resources Performance Measures			
General Administration	2014 Actual	2015 Estimated	2016 Proposed
Accurate processing of pre-payroll items			
Input Measure:			
Average number of Personnel Action Forms (PARs) received per pay period	32	45	65
Output Measure:			
Average number of PARs processed per pay period	32	45	65
Efficiency Measure:			
Percentage of PARs processed per pay period	100%	100%	100%
Effectiveness Measure:			
Percentage of PARs processed accurately per pay period	98%	98%	99%

Human Resources Performance Measures			
Benefits Administration	2014 Actual	2015 Estimated	2016 Proposed
Accurate processing of benefit changes			
Input Measure:			
Average number of Benefit Change requests received per pay peric	18	20	35
Output Measure:			
Average number of Benefit Change requests processed per pay period	18	20	35
Efficiency Measure:			
Percentage of Benefit Change requests processed per pay period	98%	98%	98%
Effectiveness Measure:			
Percentage of Benefit Change requests processed accurately per pay period	99.0%	99.5%	99.8%
Employee Life	2014 Actual	2015 Estimated	2016 Proposed
Employees Attending On-Boarding Sessions			
Input Measure:			
Number of On-Boarding sessions offered per year	33	35	40
Output Measure:			
Number of employees attending On-Boarding sessions per year	163	200	225
Efficiency Measure:			
Percentage of employees invited to attend that did attend	99%	99%	99%
Effectiveness Measure:			
Results of On-Boarding Session evaluations	Good	Good	Great
Organizational Development	2014 Actual	2015 Estimated	2016 Proposed
Training Classes offered to employees			
Input Measure:			
Number of Training Classes offered to employees	17	15	20
Output Measure:			
Number of employee who attended training classes	176	150	200
Efficiency Measure:			
Cost per employee per training class	$56.00	$66.00	$50.00
Effectiveness Measure:			
Percentage of employee who rate the training class as a positive learning experience	Not available	75%	85%

Human Resources Performance Measures			
Employee Recruitment and Retention	**2014 Actual**	**2015 Estimated**	**2016 Proposed**
Time to Hire			
Input Measure:			
Number of applications received	2035	2400	2500
Output Measure:			
Number of applications screened	2035	2400	2500
Efficiency Measure:			
Number of business days from closing of position to interview proc	~15	~10	7
Effectiveness Measure:			
Number of business days from closing of position to hire date of employee	~30	25	20
Performance Appraisal Processing	**2014 Actual**	**2015 Estimated**	**2016 Proposed**
Performance Appraisals on Time			
Input Measure:			
Average number of performance appraisals received per pay perioc	6	7	8
Output Measure:			
Aerage number of performance appraisals processed per pay perio	6	7	8
Efficiency Measure:			
Number of performance appraisals received within the 30 day grace period	92	82	138
Effectiveness Measure:			
Percentage of employee who received their performance appraisal on time	67%	50%	75%
Safety and Workers Compensation	**2014 Actual**	**2015 Estimated**	**2016 Proposed**
Employees staying safe on the job			
Input Measure:			
Average number of employees on the payroll per month	328	375	425
Output Measure:			
Average number of employees who report a work-related injury or illness per month	2	2	2
Efficiency Measure:			
Number of business days to report a work-realted injury or illness per month	3.92	3	2
Effectiveness Measure:			
Worker days of lost time per claim	0	0	0

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the Human Resources Cost Center are distributed among three cost centers within three funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Human Resources Department	**4.03**	**3.91**	**4.54**	**5.53**	**21.81%**
Human Resources	2.70	2.54	3.17	3.81	20.19%
Total General Fund	**2.70**	**2.54**	**3.17**	**3.81**	**20.19%**
Central Charges	0.76	0.78	0.78	0.98	25.64%
Total Water Utility Fund	**0.76**	**0.78**	**0.78**	**0.98**	**25.64%**
Central Charges	0.57	0.59	0.59	0.74	25.42%
Total Wastewater Utility Fund	**0.57**	**0.59**	**0.59**	**0.74**	**25.42%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the Human Resources Cost Center is distributed among three cost centers within three funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total Human Resources Department		**434,380**	**448,450**	**508,130**	**593,560**	**16.81%**
Human Resources		318,010	323,350	373,700	437,090	16.96%
Total General Fund		**318,010**	**323,350**	**373,700**	**437,090**	**16.96%**
Central Charges	*(c)*	66,430	71,410	76,820	89,410	16.39%
Total Water Utility Fund		**66,430**	**71,410**	**76,820**	**89,410**	**16.39%**
Central Charges	*(c)*	49,940	53,690	57,610	67,060	16.40%
Total Wastewater Utility Fund		**49,940**	**53,690**	**57,610**	**67,060**	**16.40%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

CITY MANAGER'S DEPARTMENT

Summary of Activities and Responsibilities

The City Manager's Office (CMO) is responsible for the implementation of policies and programs approved by the City Council as well as administration of the City as a whole, including leadership and supervision of all departments and delivery of City services. CMO functions include conducting the general business affairs of the City; assuring adherence to the City's open government policies; board and commission oversight; preparation of City Council meeting materials; document management; cultural affairs and special events; capital improvement project management; public information; the municipal court; liquor and marijuana licensing, and intergovernmental relations.

Divisions

The City Manager's Office is comprised of four main Divisions:

1. **City Manager's Office** implements the direction and policies of the City Council, provides administrative services to the City Council and the City Manager; prepares meeting materials for City Council; handles capital improvement project management and coordination; monitors Federal and State legislation; coordinates intergovernmental cooperation for US 36 and other transportation projects; oversees open government implementation; coordinates board and commission processes; manages franchise negotiations and issues; and handles insurance and risk management for the City.

2. **City Clerk's Office** oversees the Municipal Court, handles all document management for long-term and permanent record retention; answers open records requests; issues liquor and marijuana licenses; advertises public hearings and legal notices for the City Council; and issues dog licenses and live music permits.

3. **Arts and Culture/Special Events** administers and promotes public art; and promotes arts and cultural activities in the City; improves coordination between the various arts groups in the City; acts as staff liaison to the Cultural Council; oversees use, maintenance and rentals of the Center for the Arts; issues special event and block party permits; and coordinates the City's July 4th and Fall Festival events.

4. **Public Information** communicates goals and activities of the City to the public; publishes the City newsletter; manages the City web site; oversees Channel 8 broadcasting; advertises City events; answers inquiries from residents and the media.

Significant Proposed Changes and Justification

- **Matching funding for the Downtown Business Association and/or the Business Improvement District to offset a part of the cost of Downtown flowers and holiday lights programs.** $25,000 from the General Fund. **Justification:** The DBA sponsors numerous specific events and amenities in Downtown through hard work, thousands of volunteer hours and collaborative effort working with City Council, City staff, Downtown businesses and residents. This effort helps make Downtown the wonderfully special and vibrant place it is. The collaboration between DBA and the City and the positive synergy it creates is Priceless! Providing matching funding would provide an incentive to continue these important programs and also encourage the DBA to continue funding these and other programs and/or encourage the reconsideration of financing for a business improvement district in Downtown.
- **Agenda Management Software with Web Streaming and Email Outreach.** $15,000 from the General Fund. **Justification:** This software will make it easier to manage the significant agenda packets that staff must prepare and will also make it easier for the public to access the specific information they want to view. It will also make our outreach efforts easier to manage and more effective at the same time.
- **City Manager's Office Intern.** $7,751 from the General Fund. **Justification:** We would like to have a full FTE Management Analyst and another full FTE Communications and Social Media Coordinator, however, that is just not possible give the other demands on General Fund resources. This intern position would provide some help in both of those areas at a modest cost. It would also provide an opportunity for students in Public Administration and related fields to learn that local government can provide a much faster paced and more exciting environment than working in the State or Federal governments or the private sector. Reasons to hire an intern:
    1) New perspective on organizational issues
    2) Ease of use with technology
    3) Help with projects or tasks that existing staff do not have sufficient time to complete because of other higher priorities. Such projects include:
        - Performance Measures Project
            - Refine existing performance measures in to meaningful measures for residents, City Council, and staff
            - Research and provide comparison data for what we should be measuring
            - Review ICMA's updated Center For Performance Measurement tools
        - Economic Development Support
        - Research analysis of other cities marketing plans for economic development
        - Trend Analysis including sales tax trends before and after an event and other types of trend analyst
        - TIF research
        - Researching social media policies and making recommendations for the City of Louisville
        - Researching BYOD (bring your own device) policies applicable to phones and computers and making recommendations for future IT resource needs
        - Researching and providing templates for a bi-annual budget
    4) Gain advocates for the organization
        - Allow interns to test-drive a career

- Using talents of individual without having to make a long-term hiring commitment
- Allows staff to develop their supervisory skills while training and mentoring an intern

- **Impact Fee Study Update.** $50,000 in one-time funding from the General Fund. **Justification:** It is necessary to update the City's impact fees at least every five years to ensure they accurately reflect the costs associated with development on the City's various programs.
- **Citizen Survey.** $35,000 in one-time funding from the General Fund. **Justification:** Conducting this survey every four years helps identify areas where we may need to focus more attention or resources to ensure they satisfy residents and local businesses. It also helps determine public sentiment on significant policy issues.

Performance Measures

	2014 Actual	2015 Estimate	2016 Projection
Output (Workload) Measures:			
CMO Administration			
City Council Packet Items Processed	351	350	350
City Council Packets Posted	69	70	70
Board & Commission Agendas Posted	188	185	185
Accident/Insurance Claims Processed	41	37	40
Special Event Permits Processed	46	45	45
Board/Commission Meetings Attended (BRaD, LRC, LCC, LLA other)	107	95	95
Open Government Trainings Offered	4	4	4
Board and Commission applications processed	41	70	60
Meetings broadcast on Channel 8 and streamed on web	54	55	55
Arts Center Reservations/Usage	459	452	450
City Council Study Session Summaries Completed	17	18	18
City Clerk			
Public Information Requests (CORA) filled	141	170	175
Liquor/Marijuana Licenses processed	59	60	60
Dog Licenses processed	561	600	600
Documents put in LaserFiche	1,062	3,500	3,500
City Council minutes completed	30	28	28

Legal notices advertised	35	35	35
Resolutions processed	78	80	80
Ordinances processed	24	30	30
Court Clerk			
Cases Processed by mail	830	600	850
Cases processed for trials	16	15	20
Efficiency Measures:			
CMO Administration			
Average time to process special event permits	3 weeks	4 weeks	4 weeks
Number of Board and Commission members attending Open Government Training	44	40	40
City Clerk			
Percentage of CORA requests filled within 72 hour mandate	95%	95%	95%
Average time to process resolutions	1 day	1 day	1 day
Average time to process ordinances	1 day	1 day	1 day
Court Clerk			
Arraigned within 30 days of offense	75%	75%	75%
Trials within 90 days	90%	90%	90%
Effectiveness (Outcome) Measures:			
CMO Administration			
Insurance Claims Closed	95%	95%	95%
Percentage City Council and Board/Commission packets posted in conformance with Open Government regulations	100%	100%	100%
City Clerk			
City Council minutes approved	100%	100%	100%
Resolutions finalized and in LaserFiche	100%	100%	100%
Ordinances finalized, in LaserFiche and codified	100%	100%	100%
Court Clerk			

Percentage of Cases Adjudicated	95%	95%	95%

Distribution of Full-Time Equivalents (FTE's)

The full-time equivalents for the General Administration Cost Center are distributed among nine cost centers within four funds, as follows:

Departments & Funds	2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total General Administration Dept	**8.66**	**9.66**	**9.66**	**8.71**	**-9.83%**
Municipal Court	1.40	1.40	1.40	1.40	0.00%
Administration	2.14	2.14	2.14	2.14	0.00%
Cable TV	0.36	0.36	0.36	0.41	13.89%
Community Facilitation	1.00	1.50	1.50	1.50	0.00%
City Clerk	2.15	2.15	2.15	2.15	0.00%
Cultural Arts	-	0.50	0.50	0.50	0.00%
Total General Fund	**7.05**	**8.05**	**8.05**	**8.10**	**0.62%**
Capital Projects Admin & Op	0.50	0.50	0.50	-	-100.00%
Total Capital Projects Fund	**0.50**	**0.50**	**0.50**	**-**	**-100.00%**
Central Charges	0.68	0.68	0.68	0.35	-48.53%
Total Water Utility Fund	**0.68**	**0.68**	**0.68**	**0.35**	**-48.53%**
Central Charges	0.43	0.43	0.43	0.26	-39.53%
Total Wastewater Utility Fund	**0.43**	**0.43**	**0.43**	**0.26**	**-39.53%**

Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget

Distribution of Operational Budget

The operational budget for the General Administration Cost Center is distributed among fourteen cost centers within three funds, as follows:

Departments & Funds		2013 Budget *(a)*	2014 Budget *(a)*	2015 Budget *(a)*	2016 Budget *(b)*	% Of Change
Total General Administration Dept		**1,751,040**	**1,978,770**	**2,081,120**	**2,329,230**	**11.92%**
City Council		148,670	135,670	121,670	260,870	114.41%
City Events		52,500	47,650	66,000	88,250	33.71%
Central Charges		301,150	346,130	352,580	376,330	6.74%
Municipal Court		187,890	197,670	211,760	228,410	7.86%
Administration		333,360	340,920	361,680	447,840	23.82%
Cable TV		10,350	10,350	10,460	12,010	14.82%
ADA Compliance		300	300	300	2,500	733.33%
Community Facilitation		123,230	194,960	203,460	229,760	12.93%
City Attorney		150,000	150,000	150,000	200,000	33.33%
City Clerk		201,440	238,760	262,270	256,730	-2.11%
Cultural Arts		-	67,430	80,920	87,490	8.12%
Total General Fund		**1,508,890**	**1,729,840**	**1,821,100**	**2,190,190**	**20.27%**
Capital Projects Admin & Op	*(c)*	56,950	58,760	61,870	-	-100.00%
Total Capital Projects Fund		**56,950**	**58,760**	**61,870**	**-**	**-100.00%**
Central Charges	*(c)*	110,780	113,780	118,740	79,450	-33.09%
Total Water Utility Fund		**110,780**	**113,780**	**118,740**	**79,450**	**-33.09%**
Central Charges	*(c)*	74,420	76,390	79,410	59,590	-24.96%
Total Wastewater Utility Fund		**74,420**	**76,390**	**79,410**	**59,590**	**-24.96%**

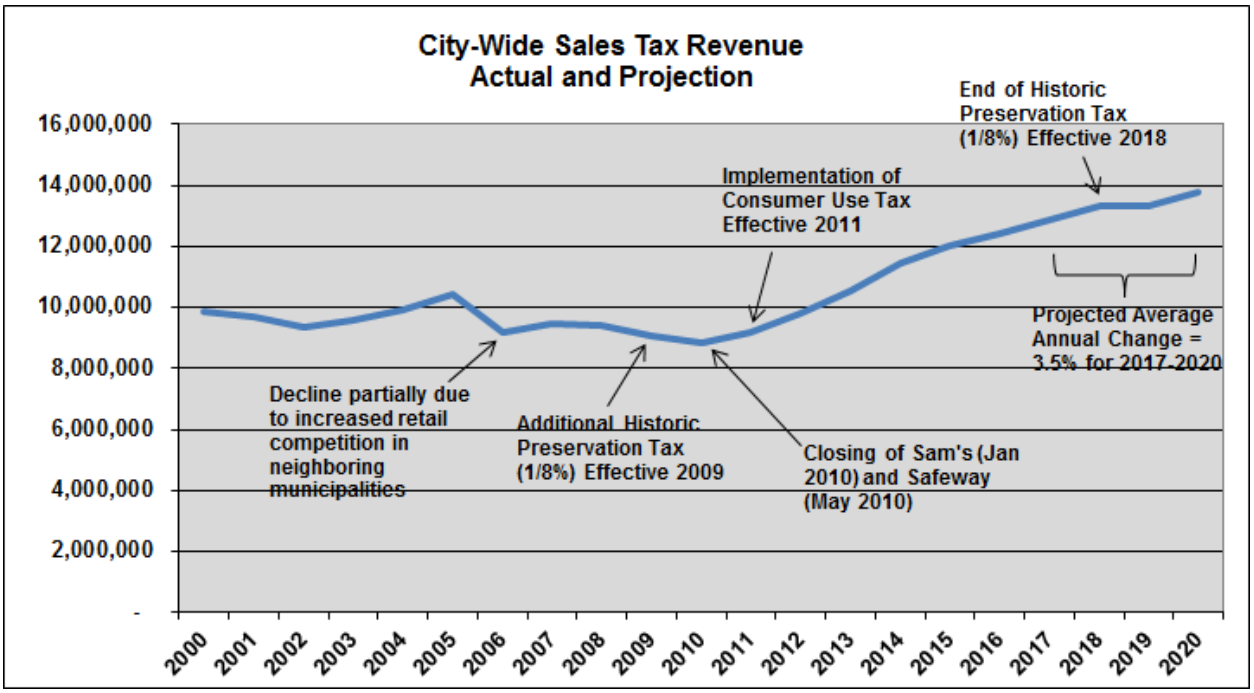
Notes:
(a) All budget amounts are derived from the original adopted budget, not final amended budget.
(b) Proposed Budget
(c) Includes only wage and benefit cost distributions from FTE's.

Financial Overview

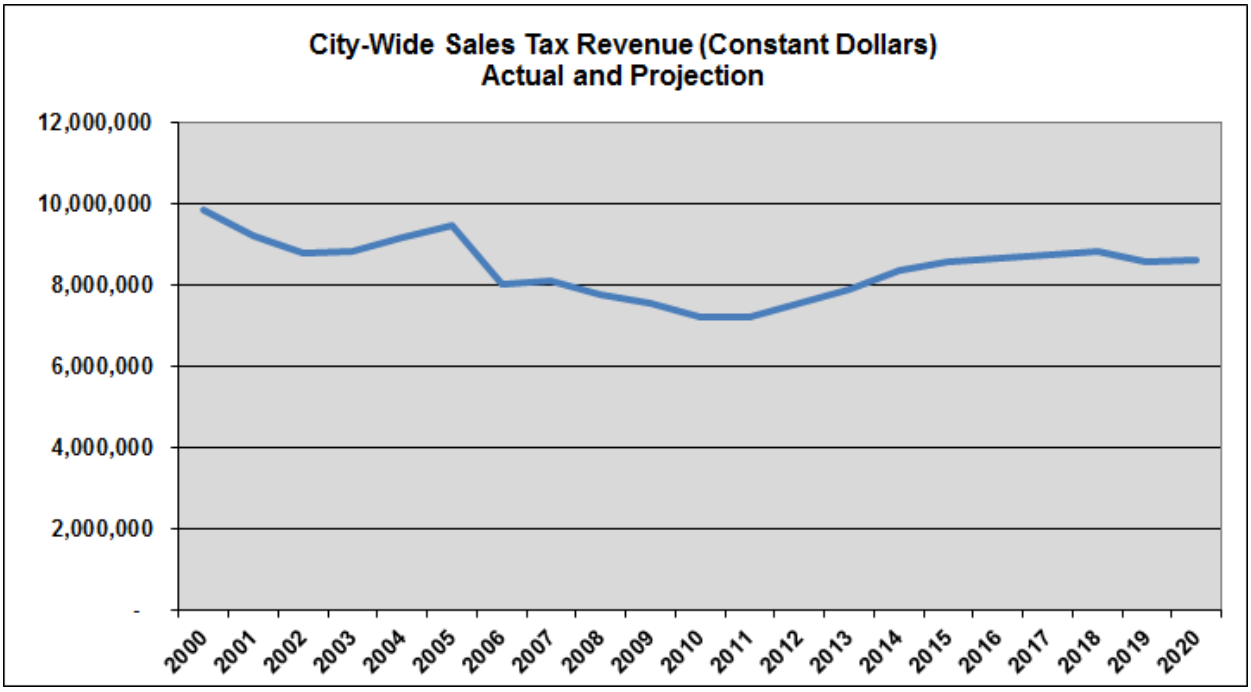
Revenue Summary

The 2016 Recommended Budget includes a total revenue projection (excluding interfund transfers and other financing sources) of $56.8 million for all funds, an increase of 10.1% over the estimated revenue for 2015. This projected increase in City-wide revenue is mainly due to projected increases in sales and use taxes, building-related revenue (construction permits, impact fees, and utility tap fees), utility rates, and a full year of Golf Course revenue.

Sales taxes are projected to increase by 4.9% in 2015 and by 3.5% in 2016.



The following schedule shows total City-wide sales tax revenue in constant (real) dollars using the Consumer Price Index (CPI) for All Urban Consumers in the Denver-Boulder-Greeley area. Estimates for 2015 through 2020 range from 2.0% to 3.5%.

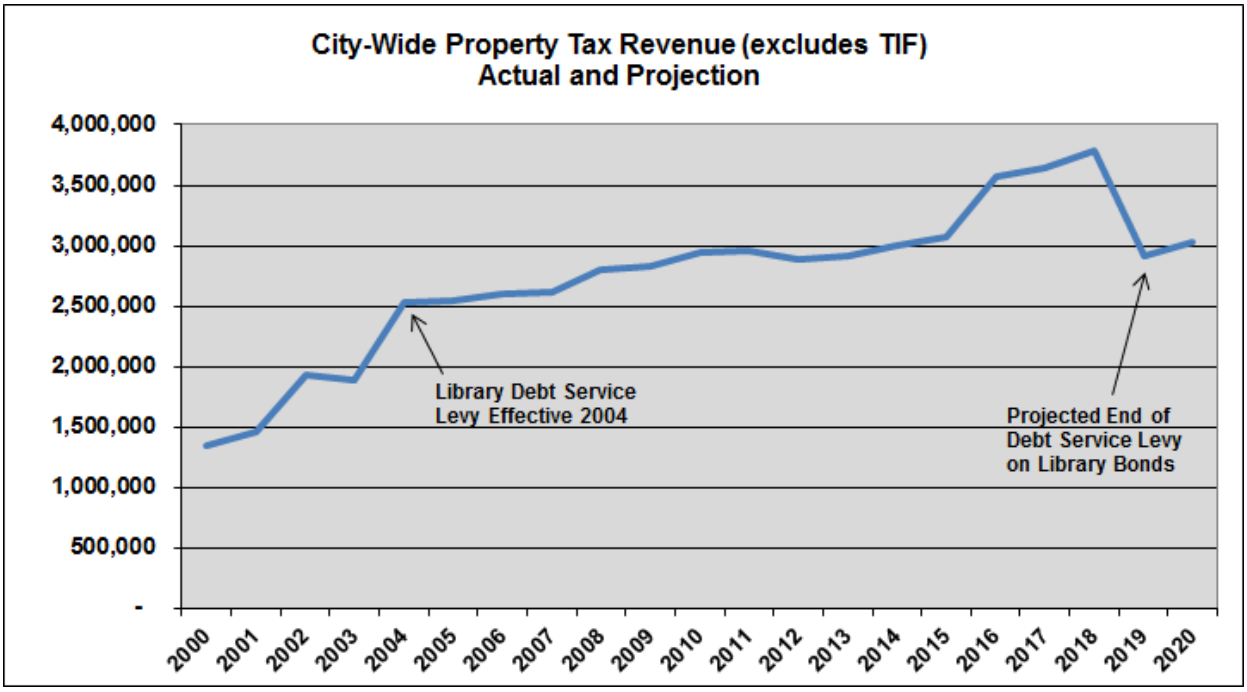


For 2016, the utility rates are proposed to increase, as follows:

- Water user rates = 11% increase
- Wastewater user rates = 20% increase
- Storm Water user rates = 12% increase

These are the increases that were prescribed in the recent utility rate study. However, staff will update the utility rate model prior to adoption of new rates to determine if these increases are still warranted. New utility rates will be effective on May 1, 2016.

Based on preliminary information from Boulder County, staff projects that net property tax revenue in the General Fund and in the Debt Service Fund will increase by 16.5% in 2016. This reflects an increase in the City's preliminary assessed valuation with no increase in the mill levy. Staff projects that net property tax revenue in the Urban Revitalization District Fund will increase by nearly 100% due to a significant increase in the District's incremental assessed valuation.



Expenditure Summary

The following schedule shows the distribution of *operating* budget by fund and cost center (department). This schedule excludes all non-departmental operations, interfund transfers, capital outlay, and debt service.

Summary of Operational Budgets by Fund and Cost Center
2016 Recommended Budget

Cost Center	General Fund	Open Space & Parks Fund	Cemetery Fund	Historic Preservtn Fund	Capital Projects Fund	Water Utility Fund	Waste-Water Utility Fund	Storm Water Utility Fund	Solid Waste & Recycling Fund	Golf Course Fund	Totals
Public Works	2,534,910	-	-	-	290,900	3,570,600	1,600,480	160,930	1,523,630	-	9,681,450
Parks & Recreation	2,988,720	2,309,350	175,380	-	48,080	-	-	-	-	1,528,050	7,049,580
Police	4,957,360	-	-	-	-	-	-	-	-	-	4,957,360
General Administration	2,190,190	-	-	-	-	79,450	59,590	-	-	-	2,329,230
Library & Museum	1,778,000	-	-	15,490	-	-	-	-	-	-	1,793,490
Planning & Building Safety	1,084,470	-	-	147,010	-	12,220	6,110	-	-	-	1,249,810
Finance	478,820	58,900	-	15,730	155,110	206,070	131,810	21,950	34,080	-	1,102,470
Human Resources	437,090	-	-	-	-	89,410	67,060	-	-	-	593,560
Information Technology	415,860	-	-	-	-	81,300	60,970	-	-	-	558,130
Economic Development	198,290	-	-	-	-	-	-	-	-	-	198,290
Totals	**17,063,710**	**2,368,250**	**175,380**	**178,230**	**494,090**	**4,039,050**	**1,926,020**	**182,880**	**1,557,710**	**1,528,050**	**29,513,370**

Amounts include only department operating budgets and exclude all non-departmental operations, interfund transfers, capital outlay, and debt service.

Three additional full-time positions are recommended resulting in 2.5 additional full-time equivalents:

- Combined Property Evidence Technician (0.25 FTE) and Senior Administrative Assistant (0.75 FTE)
- Park Technician III – Horticulturalist (1.00 FTE)
- Ranger Naturalist (existing 0.5 FTE Open Space and Parks Ranger increased to 1.0 FTE Ranger Naturalist)

Eight additional full-time positions were requested, but are not recommended at this time:

- Management Analyst (1.00 FTE)
- Patrol Officers (5.00 FTE's)
- Recreation Facility Technician (1.00 FTE)
- Weed Coordinator (1.00 FTE)

An additional 13,718 hours (6.59 FTE's) over the 2015 budget are recommended for part-time, non-benefitted positions. This includes two new position categories:

- CMO Intern (0.23 FTE)
- Historic Preservation Intern (0.60 FTE)

Increases in other current position categories include:

- Permit Technician (0.38 FTE)
- Librarian I – Adult Services (0.80 FTE)
- Librarian I – Children's Services (0.63 FTE)
- Parks Seasonal (1.40 FTE)
- Seasonal Worker – Golf Operations & Pro Shop (2.67 FTE)
- Seasonal Worker – Golf Course Maintenance (1.00 FTE)

These increases are somewhat offset by reductions in other categories. The following schedule summarizes all current and new the part-time, non-benefitted categories for 2014 Actuals, 2015 Budget, and the 2016 Recommended Budget.

Summary of Part-Time, Non-Benefitted Wages and Full-Time Equivalents
2014 Actual, 2015 Budget, and 2016 Recommended Budget

	2014 Actual		2015 Budget				2016 Recommended Budget			
Position	Annual Hours	FTE's	Annual Hours	FTE's	Average Rate	2015 Bdgt	Annual Hours	FTE's	Average Rate	2016 Bdgt
CMO Intern	-	-	-	-		-	480	0.23	15.00	7,200
Total City Manager - Administration	-	-	-	-		-	**480**	**0.23**		**7,200**
Camera Console Operator	716	0.34	750	0.36	12.88	9,660	850	0.41	13.00	11,050
Total City Manager - Cable Television	**716**	**0.34**	**750**	**0.36**		**9,660**	**850**	**0.41**		**11,050**
HR Tech	9	0.00	1,300	0.63	17.89	23,257	1,300	0.63	19.44	25,272
Total Human Resources	**9**	**0.00**	**1,300**	**0.63**		**23,257**	**1,300**	**0.63**		**25,272**
Front Counter Assistant	872	0.42	-	-		-	-	-		-
Total Finance	**872**	**0.42**	-	-		-	-	-		-
Assistant to the Planning Department	243	0.12	150	0.07	30.30	4,545	150	0.07	30.30	4,545
Total Planning	**243**	**0.12**	**150**	**0.07**		**4,545**	**150**	**0.07**		**4,545**
Administrative Assistant	73	0.04	80	0.04	30.30	2,424	80	0.04	30.30	2,424
Admin/Permit Tech	-	-	-	-		-	780	0.38	23.88	18,626
Total Building Safety	**73**	**0.04**	**80**	**0.04**		**2,424**	**860**	**0.41**		**21,050**
Library Technician I	2,852	1.37	3,000	1.44	17.68	53,040	2,740	1.32	18.00	49,320
Librarian - Temporary	16	0.01	-	-		-	-	-		-
Librarian I	119	0.06	-	-		-	-	-		-
Library Clerk	7,868	3.78	7,018	3.37	13.85	97,199	7,025	3.38	14.36	100,879
Library Page	3,462	1.66	4,808	2.31	10.67	51,301	4,810	2.31	10.67	51,323
Cataloging Interns	360	0.17	-	-		-	-	-		-
Summer Reading Program Intern - Children's	-	-	135	0.06	15.00	2,025	135	0.06	15.00	2,025
Librarian I - Adult Services	-	-	500	0.24	24.00	12,000	1,664	0.80	24.00	39,936
Librarian I - Children's Services	-	-	800	0.38	24.00	19,200	1,300	0.63	19.00	24,700
Total Library	**14,677**	**7.06**	**16,261**	**7.82**		**234,766**	**17,674**	**8.50**		**268,183**
Cataloging Interns	-	-	360	0.17	15.00	5,400	360	0.17	15.00	5,400
Museum Technician I	15	0.01	520	0.25	17.00	8,840	520	0.25	17.25	8,970
Summer Intern	-	-	100	0.05	15.00	1,500	100	0.05	15.00	1,500
Total Museum	**15**	**0.01**	**980**	**0.47**		**15,740**	**980**	**0.47**		**15,870**
Rec Services Rep - Guest Services	8,899	4.28	9,000	4.33	10.50	94,500	9,100	4.38	11.65	106,015
Rec Services Rep - Child Care	3,711	1.78	3,000	1.44	9.94	29,820	3,000	1.44	10.04	30,120
Total Recreation Center Management	**12,610**	**6.06**	**12,000**	**5.77**		**124,320**	**12,100**	**5.82**		**136,135**
Lifeguard	9,965	4.79	10,470	5.03	11.24	117,683	10,470	5.03	11.35	118,835
WSI	1,258	0.60	1,484	0.71	10.60	15,730	1,484	0.71	11.87	17,615
Water Aerobics	1,184	0.57	723	0.35	16.46	11,901	723	0.35	16.62	12,016
Private Lessons	968	0.47	850	0.41	18.43	15,666	850	0.41	18.61	15,819
Total Recreation Center Aquatics	**13,374**	**6.43**	**13,527**	**6.50**		**160,979**	**13,527**	**6.50**		**164,284**
Fitness Instructor I	2	0.00	-	-		-	-	-		-
Fitness Instructor II	39	0.02	-	-		-	-	-		-
Fitness Instructor III	128	0.06	2,634	1.27	19.84	52,259	2,600	1.25	20.20	52,520
Fitness Instructor IV	2,604	1.25	-	-		-	-	-		-
Total Fitness & Wellness	**2,772**	**1.33**	**2,634**	**1.27**		**52,259**	**2,600**	**1.25**		**52,520**

(Continued)

Summary of Part-Time, Non-Benefitted Wages and Full-Time Equivalents
2014 Actual, 2015 Budget, and 2016 Recommended Budget
(Continued)

	2014 Actual		2015 Budget				2016 Recommended Budget			
Preschool	3,536	1.70	3,802	1.83	13.05	49,616	3,802	1.83	13.18	50,110
Camp	3,103	1.49	3,235	1.56	11.24	36,361	3,235	1.56	11.35	36,717
Enrichment Programs	-	-	256	0.12	13.13	3,361	256	0.12	13.26	3,395
Red Cross	46	0.02	98	0.05	13.13	1,287	98	0.05	13.26	1,299
Volocity	149	0.07	128	0.06	13.64	1,746	128	0.06	13.78	1,764
Total Youth Activities	**6,834**	**3.29**	**7,519**	**3.61**		**92,371**	**7,519**	**3.61**		**93,285**
Cashier	-	-	-	-		-	-	-		-
Lifeguard	2,719	1.31	2,313	1.11	11.24	25,998	2,313	1.11	11.35	26,253
WSI	96	0.05	420	0.20	10.60	4,452	420	0.20	11.87	4,985
Water Aerobics	35	0.02	70	0.03	16.46	1,152	70	0.03	16.62	1,163
Pool Manager	22	0.01	-	-		-	-	-		-
Total Memory Square Pool	**2,871**	**1.38**	**2,803**	**1.35**		**31,602**	**2,803**	**1.35**		**32,401**
Instructor	2,375	1.14	2,400	1.15	10.93	26,232	2,400	1.15	12.46	29,904
Total Youth Sports	**2,375**	**1.14**	**2,400**	**1.15**		**26,232**	**2,400**	**1.15**		**29,904**
Instructor	67	0.03	120	0.06	13.08	1,570	100	0.05	20.45	2,045
Total Adult Sports	**67**	**0.03**	**120**	**0.06**		**1,570**	**100**	**0.05**		**2,045**
Fitness Instructor III	566	0.27	620	0.30	19.84	12,301	620	0.30	20.04	12,425
Art Instructor II	43	0.02	-	-		-	-	-		-
Rec Aide	-	-	468	0.23	13.60	6,365	468	0.23	14.40	6,739
Total Seniors	**609**	**0.29**	**1,088**	**0.52**		**18,666**	**1,088**	**0.52**		**19,164**
Senior Meal Coordinator	1,059	0.51	1,058	0.51	12.73	13,468	1,040	0.50	14.40	14,976
Total Senior Meals	**1,059**	**0.51**	**1,058**	**0.51**		**13,468**	**1,040**	**0.50**		**14,976**
Rec Service Rep	1,045	0.50	1,100	0.53	10.20	11,220	1,100	0.53	10.30	11,330
Program Leader	160	0.08	250	0.12	13.86	3,465	250	0.12	12.12	3,030
Asst. Prog Leader	167	0.08	250	0.12	11.24	2,810	250	0.12	11.11	2,778
Lifeguard	145	0.07	200	0.10	11.24	2,248	200	0.10	9.60	1,920
Total Nite at the Rec	**1,517**	**0.73**	**1,800**	**0.87**		**19,743**	**1,800**	**0.87**		**19,058**
Parks Tech I	569	0.27	-	-	15.17	-	-	-		-
Total Athletic Field Maintenance	**569**	**0.27**	-	-		-	-	-		-
Open Space Seasonal	-	-	-	-		-	1,040	0.50	12.00	12,480
Open Space & Parks Rangers	-	-	520	0.25	21.40	11,128	-	-		-
Parks Tech I	624	0.30	-	-		-	-	-		-
Parks Seasonal	11,633	5.59	1,440	0.69	12.63	18,187	-	-		-
Total Open Space Operations	**12,257**	**5.89**	**1,960**	**0.94**		**29,315**	**1,040**	**0.50**		**12,480**
Parks Seasonal	-	-	10,615	5.10	12.63	134,067	13,520	6.50	12.13	163,998
Total Parks Operations	-	-	**10,615**	**5.10**		**134,067**	**13,520**	**6.50**		**163,998**
Historic Preservation Intern	-	-	-	-		-	1,248	0.60	15.00	18,720
Total Historic Preservation Administration	-	-	-	-		-	**1,248**	**0.60**		**18,720**
Seasonal Worker	-	-	640	0.31	17.60	11,264	700	0.34	17.50	12,250
Total Capital Projects Administration	-	-	**640**	**0.31**		**11,264**	**700**	**0.34**		**12,250**
Intern	1,190	0.57	960	0.46	16.16	15,514	960	0.46	16.48	15,821
Seasonal Worker	413	0.20	480	0.23	12.63	6,062	480	0.23	12.76	6,125
Total Water Plant Operations	**1,603**	**0.77**	**1,440**	**0.69**		**21,576**	**1,440**	**0.69**		**21,946**

(Continued)

Summary of Part-Time, Non-Benefitted Wages and Full-Time Equivalents
2014 Actual, 2015 Budget, and 2016 Recommended Budget
(Continued)

	2014 Actual		2015 Budget				2016 Recommended Budget			
Intern	-	-	960	0.46	16.16	15,514	960	0.46	16.48	15,821
Seasonal Worker	413	0.20	480	0.23	12.63	6,062	480	0.23	12.76	6,125
Total Raw Water Operations	**413**	**0.20**	**1,440**	**0.69**		**21,576**	**1,440**	**0.69**		**21,946**
Intern	859	0.41	1,040	0.50	16.16	16,806	1,040	0.50	16.48	17,139
Seasonal Worker	393	0.19	1,040	0.50	12.63	13,135	1,040	0.50	12.76	13,270
Total WWTP Operations	**1,252**	**0.60**	**2,080**	**1.00**		**29,942**	**2,080**	**1.00**		**30,410**
Seasonal Worker	-	-	5,040	2.42	13.72	69,149	10,584	5.09	11.00	116,424
Total Golf Operations & Pro Shop	**-**	**-**	**5,040**	**2.42**		**69,149**	**10,584**	**5.09**		**116,424**
Seasonal Worker	-	-	6,720	3.23	13.72	92,198	8,800	4.23	13.72	120,736
Total Course Maintenance	**-**	**-**	**6,720**	**3.23**		**92,198**	**8,800**	**4.23**		**120,736**
Total for All Departments	**76,786**	**36.92**	**94,405**	**45.39**		**1,240,689**	**108,123**	**51.98**		**1,435,851**

The final schedule on full-time equivalents shows the distribution by fund and cost center (department). This schedule incorporates all full-time equivalents; full-time, part-time, and seasonal.

Summary of Full-Time Equivalents by Fund and Cost Center
2016 Recommended Budget

Cost Center	General Fund	Open Space & Parks Fund	Cemetery Fund	Historic Preserv Fund	Capital Projects Fund	Water Utility Fund	Waste-Water Utility Fund	Storm Water Utility Fund	Solid Waste & Recycl Fund	Golf Course Fund	Totals
Parks & Recreation	35.89	24.78	1.65	-	0.50	-	-	-	-	16.67	79.49
Public Works	14.72	-	-	-	2.54	19.46	10.59	1.08	0.15	-	48.54
Police	40.00	-	-	-	-	-	-	-	-	-	40.00
Library & Museum	21.00	-	-	0.23	-	-	-	-	-	-	21.23
Planning & Building Safety	8.98	-	-	0.95	-	0.10	0.05	-	-	-	10.08
Finance	3.97	0.64	-	0.18	1.64	1.24	0.64	0.18	0.28	-	8.77
General Administration	8.10	-	-	-	-	0.35	0.26	-	-	-	8.71
Human Resources	3.81	-	-	-	-	0.98	0.74	-	-	-	5.53
Information Technology	2.60	-	-	-	-	0.80	0.60	-	-	-	4.00
Economic Development	1.00	-	-	-	-	-	-	-	-	-	1.00
Totals	**140.07**	**25.42**	**1.65**	**1.36**	**4.68**	**22.93**	**12.88**	**1.26**	**0.43**	**16.67**	**227.35**

The next two schedules summarize the transfers between funds that are estimated for 2015 and are recommended for 2016.

Inter-Fund Transfers Matrix
2015 Estimate

	Transfers In							
Transfers Out	General Fund	OS&P Fund	Cemetery Fund	Capital Projects Fund	Impact Fee Fund	Waste-water Fund	Golf Course Fund	Total
General Fund		256,560 a	141,630 b	900,000 c	98,370 d		451,610 e	1,848,170
Cemetery Perpetual Care Fund			2,000 f					2,000
Historic Preservation Fund	250,000 g							250,000
Capital Projects Fund							863,000 h	863,000
Impact Fee Fund		161,000 i		172,000 i				333,000
Golf Course Fund						225,000 j		225,000
Total	250,000	417,560	143,630	1,072,000	98,370	225,000	1,314,610	3,521,170

a Annual recurring support for operations and capital.
b Annual recurring support for operations and capital.
c A one-time, non-recurring transfer to help fund capital projects scheduled for 2015.
d A one-time, non-recurring transfer for waived Impact Fees from (Boulder County Housing Authority).
e A one-time, non-recurring transfer to fund operations prior to the re-opening of the Golf Course.
f Annual recurring transfer of interest earned used to fund operations and captial.
g Final repayment on $1.5 million loan to fund acquistion of the Grain Elevator.
h A one-time, non-recurring transfer for Golf Course capital projects.
i Annual transfer of impact fee revenue for projects eligible for this type of funding.
j Annual repayment on $1.8 million loan for capital projects and debt defeasance. Final payment scheduled for 2021.

Inter-Fund Transfers Matrix
2016 Recommended Budget

	Transfers In				
Transfers Out	OS&P Fund	Cemetery Fund	Capital Projects Fund	Waste-water Fund	Total
General Fund	280,000 a	128,950 b			408,950
Cemetery Perpetual Care Fund		2,000 c			2,000
Impact Fee Fund	739,000 d		1,005,000 d		1,744,000
Golf Course Fund				225,000 e	225,000
Total	1,019,000	130,950	1,005,000	225,000	2,379,950

a Annual recurring support for operations and capital.
b Annual recurring support for operations and capital.
c Annual recurring transfer of interest earned used to fund operations and captial.
d Annual transfer of impact fee revenue for projects eligible for this type of funding.
e Annual repayment on $1.8 million loan for capital projects and debt defeasance.

The 2016 Recommended Budget includes total expenditures (excluding interfund transfers) of $68.3 million, a reduction of $16.8 million (19.8%) from 2015 expenditure estimates. This projected decline in City-wide expenditures is due to projected reductions in capital spending from 2015 to 2016. However, there may be some carry-forward of 2015 capital appropriations to 2016 through a future budget amendment for capital projects that span more than one fiscal year. Total expenditures include $30.3

million for operations, $3.6 million for debt service, and $34.1 million for capital outlay. Total proposed appropriations for all funds, *including* interfund transfers, are $70.7 million.

Schedule of Revenue, Expenditures, & Changes to Fund Balances
All Funds
2014 - 2016

	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**46,599,953**	**42,826,884**	**42,826,884**	**42,636,464**	**42,636,464**	**42,636,464**		
Revenue								
Taxes	19,993,142	20,724,620	21,309,720	22,125,200	22,252,520	22,287,620	1,563,000	7.54%
Licenses & Permits	1,091,849	1,386,500	1,711,000	1,815,980	1,504,090	1,504,090	117,590	8.48%
Intergovernmental Revenue	4,135,026	9,031,060	9,376,530	6,139,890	6,106,860	6,106,860	(2,924,200)	-32.38%
Charges for Services	14,218,821	18,258,160	18,154,190	26,767,440	25,274,250	25,710,240	7,452,080	40.82%
Fines & Forfeitures	250,634	227,470	201,410	233,300	233,300	213,300	(14,170)	-6.23%
Miscellaneous Revenue	892,606	548,570	835,820	713,230	792,230	953,070	404,500	73.74%
Other Financing Sources	783,885	18,652,770	33,370,120	3,750,000	3,750,000	3,750,000	(14,902,770)	-79.90%
Interfund Transfers	11,951,486	4,552,220	3,521,170	2,508,810	3,024,585	2,379,950	(2,172,270)	-47.72%
Total Revenue	**53,317,449**	**73,381,370**	**88,479,960**	**64,053,850**	**62,937,835**	**62,905,130**	**(10,476,240)**	**-14.28%**
Expenditures								
Administration & Operations	24,640,024	29,427,920	28,716,240	30,767,085	30,390,520	30,331,210	903,290	3.07%
Debt Service	1,716,924	4,083,560	2,278,920	3,576,620	3,576,620	3,576,620	(506,940)	-12.41%
Capital Outlay	18,510,142	53,965,720	53,828,850	33,745,180	33,828,310	34,093,110	(19,872,610)	-36.82%
Other Financing Uses	271,943	325,200	325,200	328,800	328,800	328,800	3,600	1.11%
Transfers	11,951,486	4,552,220	3,521,170	2,508,810	3,024,585	2,379,950	(2,172,270)	-47.72%
Total Expenditures	**57,090,518**	**92,354,620**	**88,670,380**	**70,926,495**	**71,148,835**	**70,709,690**	**(21,644,930)**	**-23.44%**
Ending Fund Balance	**42,826,884**	**23,853,633**	**42,636,464**	**35,763,819**	**34,425,463**	**34,831,904**		

Individual Funds & Long-Term Forecasts

The 2016 Recommended Budget has been incorporated into the City's Long-Term Financial Plan as the new "base year". The Plan's long-term revenue assumptions and long-term expenditure targets have been applied to the 2016 Recommended Budget to project revenue, expenditures, and changes in fund balances for 2017 through 2020. The term expenditure *target* is used, rather than expenditure *assumption*, to denote a greater degree of management control over expenditures in comparison to revenue.

The following schedule summarizes some of the more significant revenue assumptions used in the Long-Term Financial Plan.

Summary of Significant Revenue Assumptions

Revenue Category	2014 Actual	2015 Estimate	Percent of Change from Prior Year 2015	2016	2017	2018	2019	2020
Taxes:								
Sales Tax	11,461,675	12,020,340	4.9%	3.5%	3.5%	3.5%	-0.2%	3.5%
Property Tax	2,996,509	3,067,650	2.4%	16.5%	2.1%	3.6%	-22.7%	3.6%
Use Tax - Consumer	1,459,890	1,489,090	2.0%	2.0%	1.0%	1.0%	-2.6%	1.0%
Use Tax - Building Materials	1,217,640	1,886,710	54.9%	-19.8%	-24.8%	-33.1%	-44.9%	-24.0%
Use Tax - Auto	1,235,703	1,266,600	2.5%	2.3%	2.0%	2.0%	-1.9%	2.0%
Franchise Taxes	1,123,486	1,072,230	-4.6%	2.1%	2.0%	2.0%	1.9%	1.9%
Lodging Tax	428,075	470,880	10.0%	4.0%	3.0%	3.0%	2.5%	2.5%
Specific Ownership Tax	160,034	164,030	2.5%	2.0%	2.0%	2.0%	2.0%	2.0%
Licenses & Permits:								
Construction Permits	714,821	1,270,620	77.8%	-12.7%	-8.8%	-38.2%	-28.2%	-21.6%
Minor Building-Related Permits	245,101	261,500	6.7%	-36.3%	2.0%	2.0%	2.0%	2.0%
Intergovernmental Revenue:								
Highway Users Tax	608,508	620,680	2.0%	-4.7%	1.0%	1.0%	1.0%	1.0%
State Lottery	183,996	184,000	0.0%	1.0%	1.0%	1.0%	1.0%	1.0%
Charges for Services:								
Water User Fees	4,641,032	4,294,680	-7.5%	10.9%	10.8%	3.8%	0.8%	0.8%
Water Tap Fees	2,260,605	3,927,190	73.7%	117.1%	-45.1%	-66.8%	-53.4%	-100.0%
Wastewater User Fees	2,289,406	2,650,410	15.8%	19.9%	10.7%	2.4%	1.2%	1.3%
Recreation Center Fees	1,869,815	1,835,990	-1.8%	0.7%	-0.2%	0.0%	0.0%	0.0%
Solid Waste User Fees	1,227,599	1,399,460	14.0%	5.4%	3.1%	3.1%	3.1%	3.0%
Impact Fees	469,423	1,740,200	270.7%	-53.4%	22.1%	-67.8%	-47.5%	-100.0%
Wastewater Tap Fees	489,959	485,100	-1.0%	314.4%	-43.4%	-81.1%	-38.2%	-100.0%
Storm Water User Fees	629,963	705,560	12.0%	12.0%	6.7%	1.5%	1.0%	1.0%
Fines & Forfeitures								
Court Fines	188,008	141,010	-25.0%	6.4%	0.0%	0.0%	0.0%	0.0%

The next schedule summarizes some of the more significant expenditure targets used in the Long-Term Financial Plan.

Summary of Significant Expenditure Targets

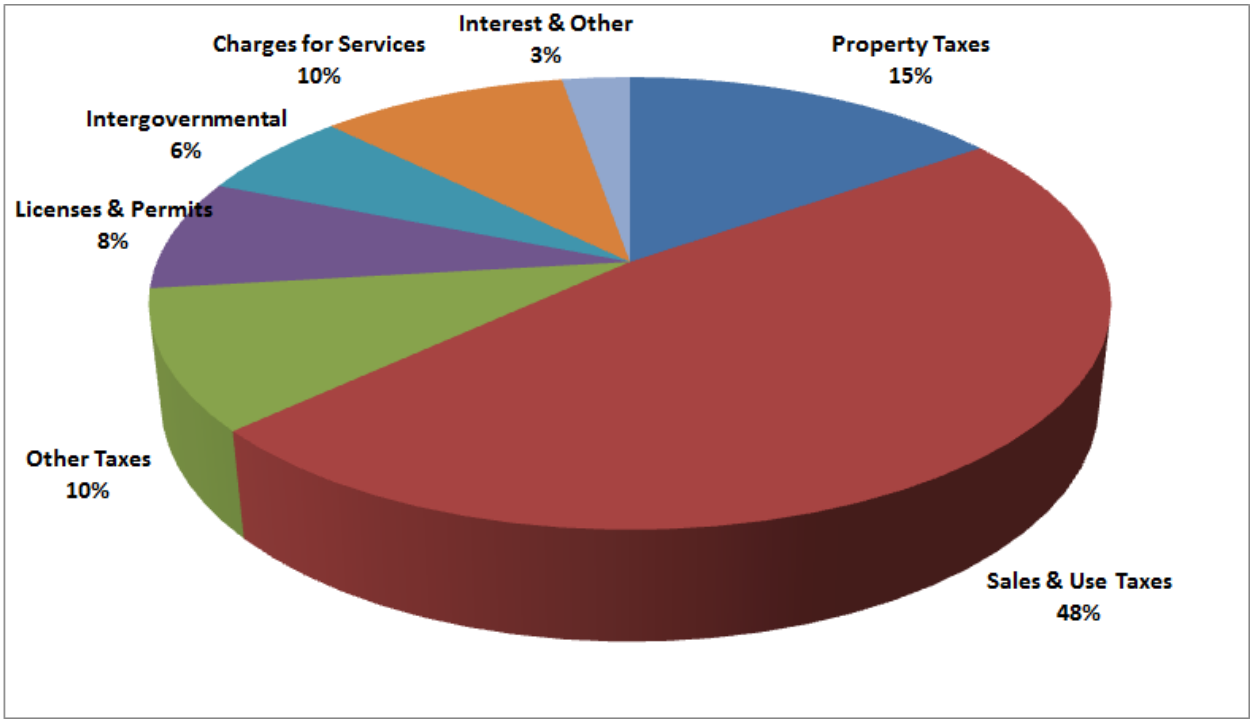
Revenue Category	2014 Actual	2015 Estimate	Percent of Change from Prior Year 2015	2016	2017	2018	2019	2020
Salaries & Wages:								
Regular Wages	10,123,438	10,969,540	8.4%	7.3%	4.0%	4.0%	4.0%	4.0%
Temporary Wages	955,954	1,277,100	33.6%	14.3%	3.9%	3.9%	3.9%	3.9%
Overtime	345,091	386,500	12.0%	2.4%	4.0%	4.0%	4.0%	4.0%
Employee Benefits:								
Employee Health Insurance	1,576,320	1,895,500	20.2%	2.6%	6.5%	7.0%	7.0%	7.0%
FICA Expense	838,967	967,180	15.3%	7.5%	3.6%	4.0%	4.0%	4.0%
Retirement Contribution	595,362	626,880	5.3%	6.7%	3.4%	4.0%	4.0%	4.0%
Workers Compensation	158,980	176,640	11.1%	-3.8%	2.0%	2.0%	2.0%	2.0%
Supplies:								
Chemicals	294,273	355,200	20.7%	4.2%	4.0%	4.5%	5.0%	5.0%
Vehicle Maintenance Supplies	230,506	253,330	9.9%	6.3%	4.0%	4.5%	5.0%	5.0%
Street Supplies	137,336	148,500	8.1%	0.7%	4.0%	4.5%	5.0%	5.0%
Uniforms & Clothing	83,318	100,000	20.0%	4.3%	3.0%	3.0%	3.0%	3.0%
Library Books	73,852	75,030	1.6%	8.6%	1.0%	1.0%	1.0%	1.0%
Other Operating Supplies	498,295	629,770	26.4%	20.2%	4.0%	4.5%	5.0%	5.0%
Purchased Services:								
Professional Services	1,656,252	2,229,320	34.6%	7.4%	-1.6%	2.9%	2.9%	2.9%
Solid Waste Hauling	1,232,614	1,404,250	13.9%	3.0%	3.1%	3.1%	3.1%	3.1%
Utilities	1,316,522	1,502,680	14.1%	21.1%	10.3%	4.0%	4.0%	4.0%
Repairs & Maintenance	1,219,178	969,640	-20.5%	14.8%	-1.1%	4.5%	5.0%	5.0%
Insurance Premiums	321,009	350,990	9.3%	10.5%	4.9%	5.9%	5.9%	5.9%
Legal Services	325,412	375,610	15.4%	-2.4%	3.4%	3.4%	3.4%	3.4%
Boulder Dispatch Service	289,249	296,230	2.4%	0.0%	2.5%	2.5%	2.5%	2.5%
Communications	108,839	137,040	25.9%	4.4%	0.0%	0.0%	0.0%	0.0%
Other Purchased Services	1,140,845	1,846,110	61.8%	2.1%	0.4%	3.9%	4.0%	4.2%

General Fund

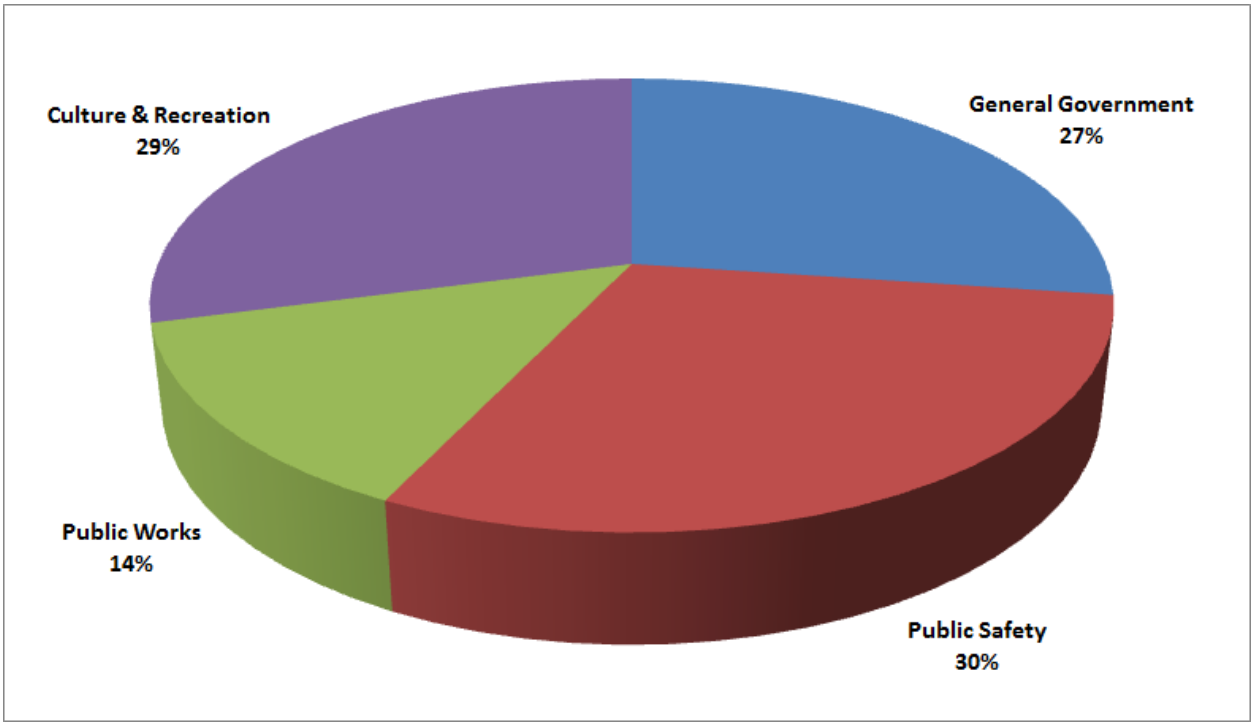
Staff estimates that, by year-end 2015, total General Fund revenue, excluding interfund transfers and sales of assets, will exceed total General Fund expenditures, excluding interfund transfers, by approximately $1.3 million. Total General Fund revenue, including all sources, is projected to exceed total General Fund expenditures, including all uses, by $942,000, increasing year-end fund balance to $4.6 million.

For 2016, staff estimates that total General Fund revenue, *excluding* interfund transfers, will exceed total General Fund expenditures, *excluding* interfund transfers, by approximately $1.1 million. However, *including* all interfund transfers, and factoring in a 3% expenditure "turnback" (a positive budget-to-actual variance for expenditures), the General Fund balance is projected to increase by approximately $1.2 million.

General Fund Revenue by Source



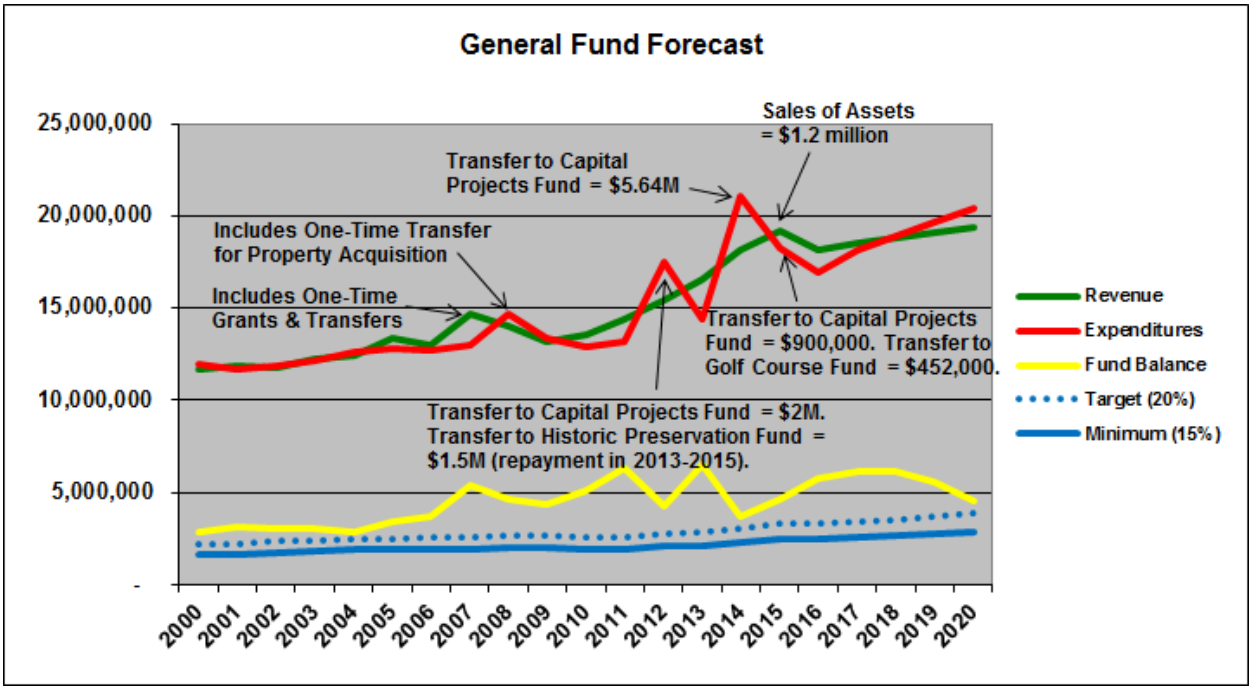
General Fund Expenditures by Function



The General Fund balance at the end of 2016 is projected at $5.8 million, or 34.8% of General Fund operating expenditures. Per current policy, the General Fund is required to maintain a reserve of 15% of annual operating expenditures.

The 2015 budget an ongoing operational subsidy transfer from the General Fund to the Parks & Open Space Fund. The transfer for 2015 is estimated to be approximately $260,000 and will prevent further decline in the Open Space & Parks Fund's reserves over what is necessary to fund 25% of the City Services Facility. The transfer for 2016 is proposed at $280,000, which will keep the Open Space & Parks Fund reserves at approximately $3 million. The 2016 Recommended Budget proposes to change the calculation of the annual General Fund transfer to *50% of the Parks Operations budget* for years 2017 through 2020. These new calculations will result in $4.3 million of transfers from the General Fund to the Open Space & Parks Fund for years 2016 through 2020.

Applying all the revenue assumptions and expenditure targets from the Long-Term Financial Plan to the 2016 Recommended General Fund Budget results in the following long-term financial forecast.



Recurring Revenue vs Recurring Expenditures

Staff recognizes that the General Fund contains both revenue and expenditures that are classified as one-time, or nonrecurring. An important element of the General Fund's long-term fiscal sustainability is that its recurring revenue supports its recurring expenditures.

To ensure compliance with this concept of fiscal sustainability, staff has developed some basic definitions of recurring revenue, recurring expenditures, and the resulting operating surplus or deficit. These definitions and formulas are not perfect, but they do give some insight into the fiscal sustainability of the General Fund and whether or not the budget is structurally balanced.

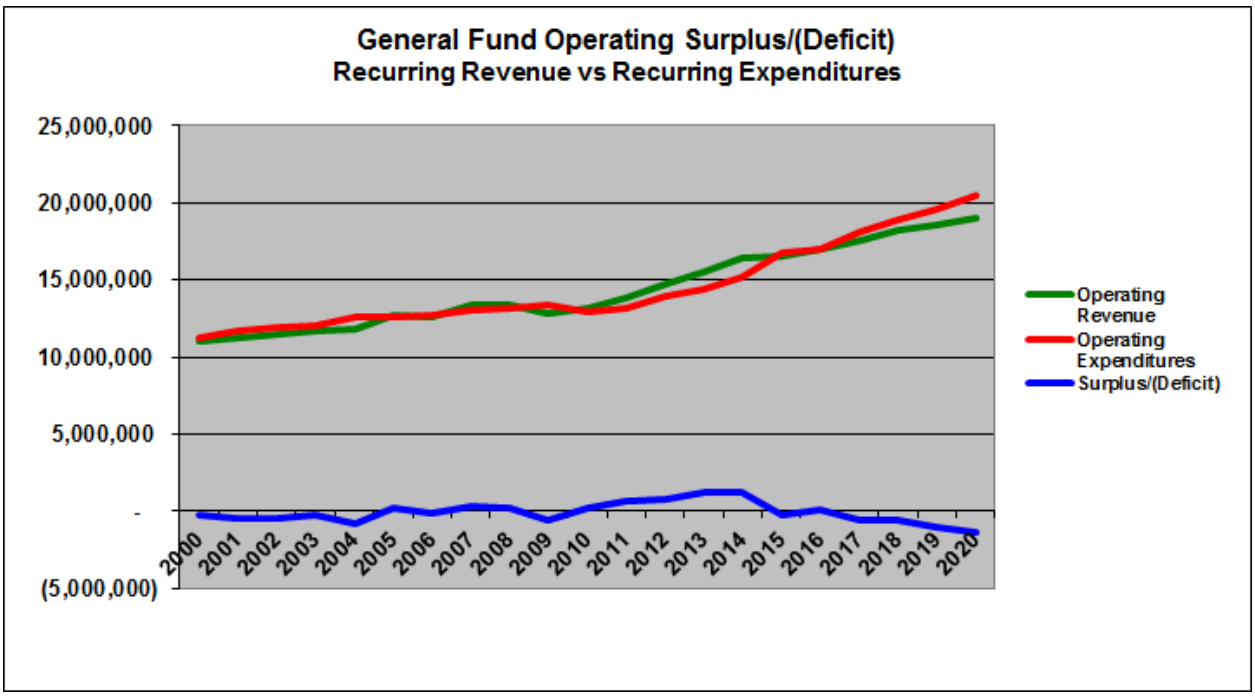
The formula for calculating Recurring Operational Revenue in the General Fund:

Total Projected Revenue
Less: Nonrecurring, Building-Related Revenue (Construction Permits)
Less: Nonrecurring and Non-Operational Grants
Less: Nonrecurring Asset Sales
Less: Nonrecurring Interfund Transfers (*recurring* transfers are included)

The formula for calculating Recurring Operational Expenditures in the General Fund:

Total Projected Expenditures
Less: Nonrecurring Interfund Transfers
Less: 3% Turnback (positive actual-to-budget variance)

Comparing Recurring Operational Revenue with Recurring Operational Expenditures results in an annual Operating Surplus/(Deficit)

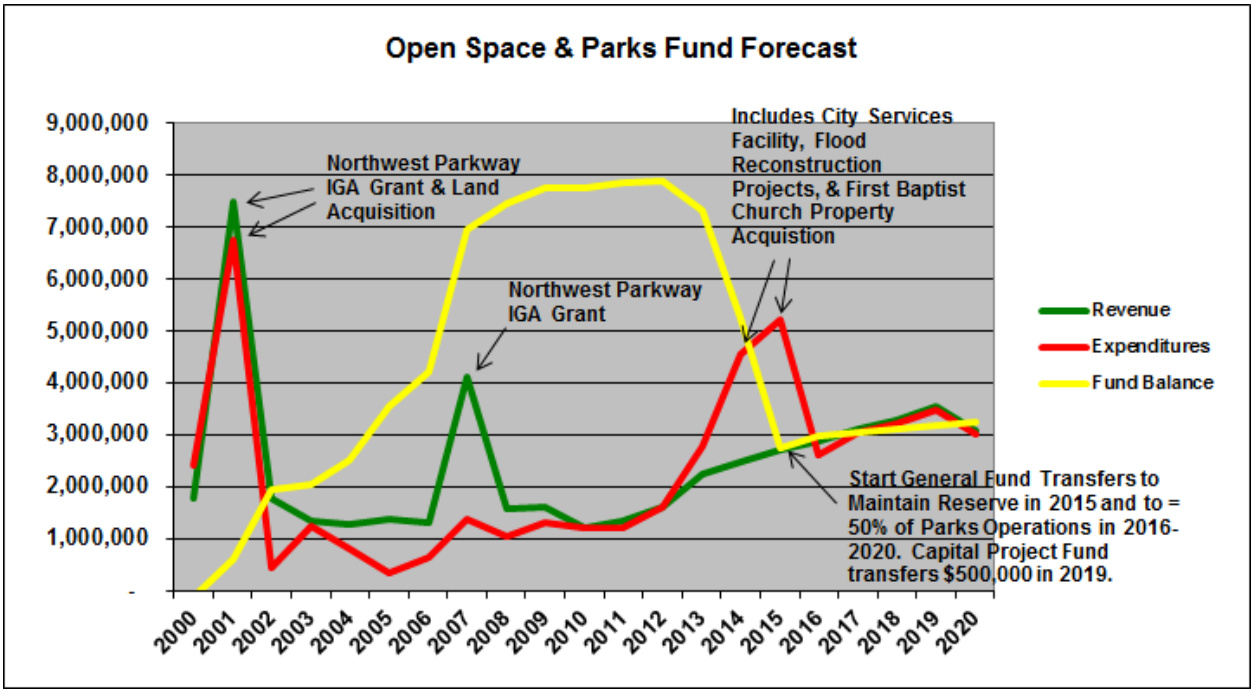


Open Space & Parks Fund

Staff estimates that, by year-end 2015, the Open Space & Parks Fund balance will decline to $2.8 million. By the end of 2016, with assistance from the General Fund transfer previously discussed, staff projects the Open Space & Parks Fund balance to

increase to $3 million. Beginning in 2017, to address concerns that it is not clear what proportion of Open Space and Parks expenditures come from the Open Space and Parks Fund and what proportion are funded with General Fund transfers, staff is proposing to establish an ongoing operational subsidy transfer from the General Fund to the Parks & Open Space Fund calculated as 50% of the Parks Operations budget. As previously stated under the General Fund discussion, this will result in $4.3 million of transfers for years 2016 through 2020. In addition, staff expects to transfer $1.7 million from the Impact Fee Fund and $500,000 from the Capital Projects Fund for the period 2016 through 2020. With these transfers, the Open Space & Parks Fund is expected to maintain a reserve balance of approximately $3 million.

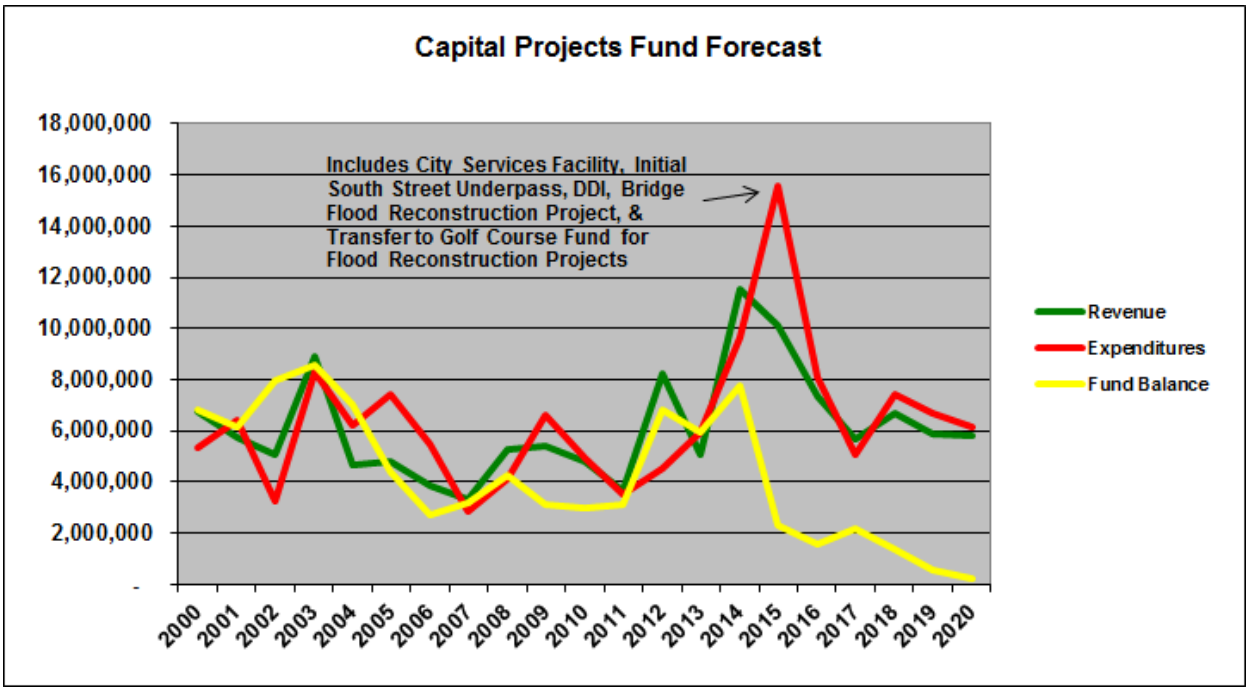
Applying the Recommended 2016-2020 Capital Improvements Plan and the all the revenue assumptions and expenditure targets from the Long-Term Financial Plan to the 2016 Recommended Open Space & Parks Fund Budget results in the following long-term financial forecast.



As noted above, to address concerns that it is not clear proportion of Open Space and Parks expenditures come from the Open Space and Parks Fund and what proportion are funded with General Fund transfers, staff is proposing to establish an ongoing operational transfer from the General Fund to the Parks & Open Space Fund calculated as 50% of the Parks Operations budget.

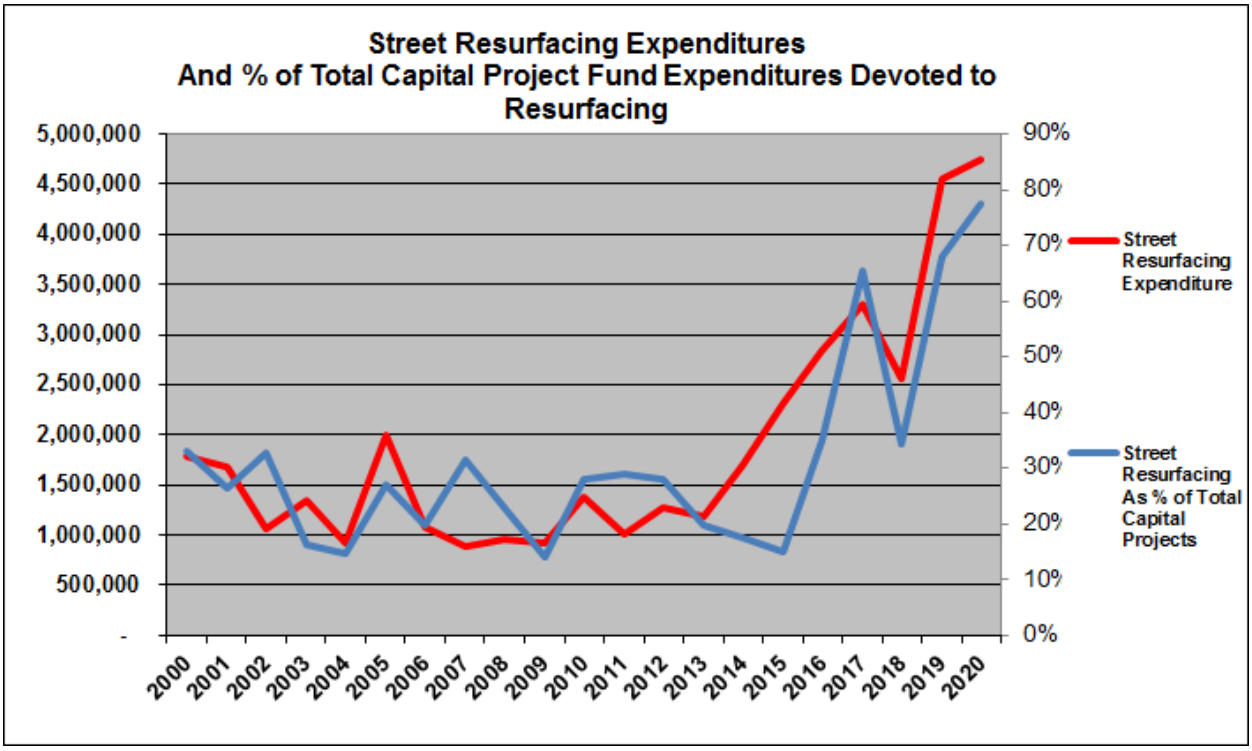
Capital Projects Fund

Staff estimates that the Capital Projects Fund balance will decline to approximately $2.3 million by the end of 2015. Applying the Recommended 2016-2020 Capital Improvements Plan and the all the revenue assumptions and expenditure targets from the Long-Term Financial Plan to the 2016 Recommended Capital Projects Fund Budget results in the following long-term financial forecast.



Street Resurfacing Expenditures.

A significant portion of the Capital Projects Fund is devoted to resurfacing the City streets. The current year 2015 budget, 2016 proposed budget and future year proposed CIP include a significantly higher amount and proportion of the total Capital Projects Fund devote to this activity. The graph below reflects this emphasis.



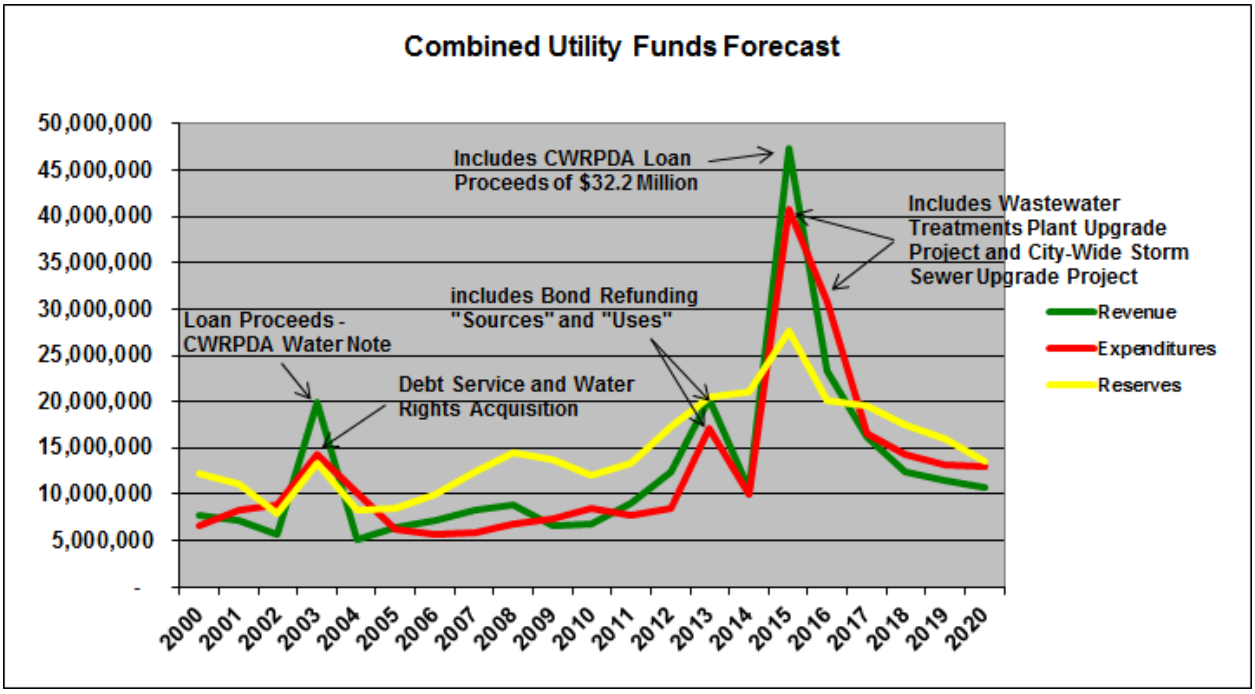
Water, Wastewater, and Storm Water Funds (Combined Utility Fund)

Due to the proceeds from the $32.2 million loan from Colorado Water Resources & Power Development Authority, staff estimates that the reserves in the Combined Utility Fund will increase to $27.7 million at the end of 2015. Once the proceeds are spent completing the Wastewater Plant Upgrade and the Storm Sewer Outfall Improvements, the reserves are expected to decline to approximately $20.3 million by the end of 2016. Reserves are then expected to slowly decline to approximately $18.4 million by 2020.

As previously stated, the utility rates are proposed to increase in 2016, as follows:

- Water user rates = 11% increase
- Wastewater user rates = 20% increase
- Storm Water user rates = 12% increase

Applying the Recommended 2016-2020 Capital Improvements Plan and the all the revenue assumptions and expenditure targets from the Long-Term Financial Plan to the 2016 Recommended Combined Utility Fund Budget results in the following long-term financial forecast.



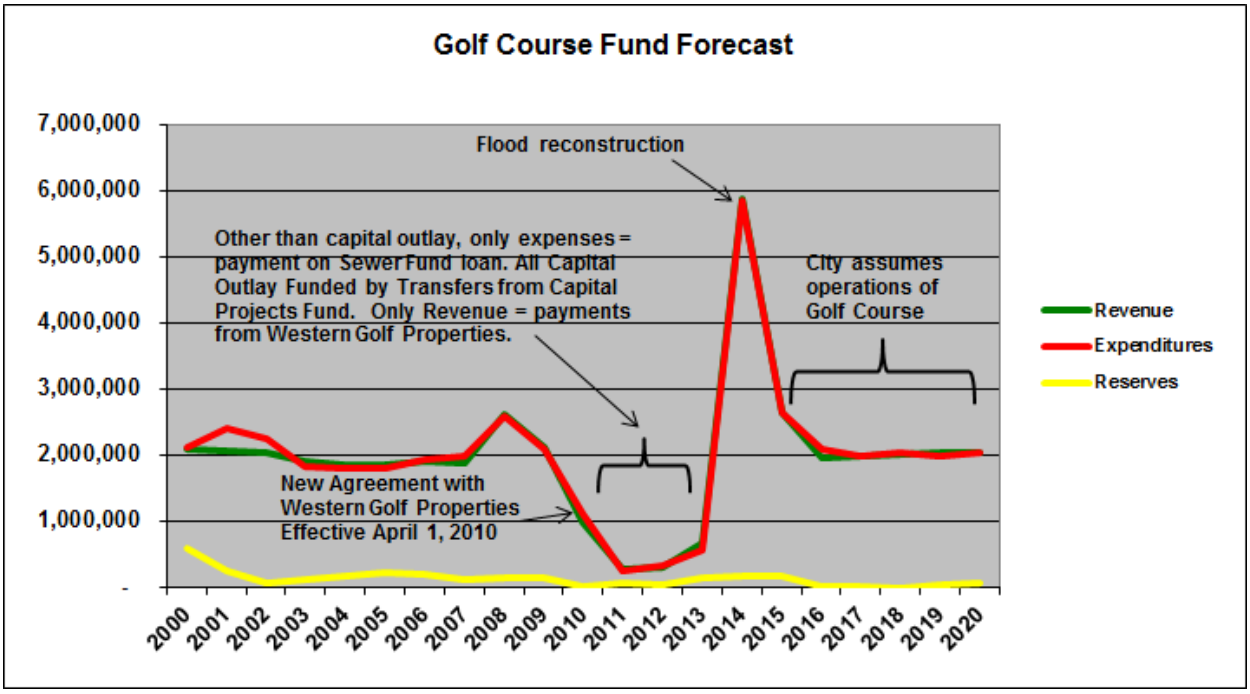
Golf Course Fund

Based on preliminary results, staff has updated the 2015 estimates for Golf Course revenue and expenditures, which in some cases are significantly different than the 2015 adopted budget. The 2016 Recommended Budget represents the first full-year budget for the Golf Course under City management.

As presented in a preceding schedule, staff estimates that the Golf Course will require $1.3 million in transfers from other funds during 2015. Those transfers are expected to come from the General Fund ($452,000) and the Capital Projects Fund ($863,000). No additional transfers to the Golf Course Fund are proposed for 2016 or expected for 2017 through 2020.

Please note that the 2016 Recommended Budget does not include the revenue and expenditure adjustments for the City management and operation of the Golf Course restaurant. These amendments will be added a later date when the information is available.

Applying the Recommended 2016-2020 Capital Improvements Plan and the all the revenue assumptions and expenditure targets from the Long-Term Financial Plan to the 2016 Recommended Golf Course Fund Budget results in the following long-term financial forecast.


Golf Course Fund Forecast
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
Flood reconstruction
Other than capital outlay, only expenses = payment on Sewer Fund loan. All Capital Outlay Funded by Transfers from Capital Projects Fund. Only Revenue = payments from Western Golf Properties.
City assumes operations of Golf Course
New Agreement with Western Golf Properties Effective April 1, 2010
2000
2001
2002
2003
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
2017
2018
2019
2020
Revenue
Expenditures
Reserves

City of Louisville

COLORADO ▪ SINCE 1878

2016 Proposed Budget

Summary by Fund

October 20, 2015

City of Louisville

COLORADO ▪ SINCE 1878

2016 Proposed Budget

Summary by Fund
October 26, 2015

City of Louisville, Colorado
Schedule of Revenue, Expenditures, and Changes to Fund Balances
All Funds
2016 Final Budget

Fund Description	Beginning Fund Balance	Revenue & Other Sources	Expenditures & Other Uses [1]	Ending Fund Balance	Amount of Change	Percent of Change
General	**$ 4,601,173**	**$ 18,121,240**	**$ 16,960,750**	**$ 5,761,663**	**$ 1,160,490**	**25%**
Special Revenue Funds:						
Urban Revitalization District	**202,717**	4,515,330	4,256,960	**461,087**	258,370	127%
PEG Fees	**32,758**	26,200	24,040	**34,918**	2,160	7%
Parking Improvement	**6,145**	50	-	**6,195**	50	1%
Open Space & Parks	**2,750,547**	2,869,620	2,633,270	**2,986,897**	236,350	9%
Conservation Trust - Lottery	**307,378**	454,090	251,200	**510,268**	202,890	66%
Cemetery Perpetual Care	**488,955**	35,330	2,300	**521,985**	33,030	7%
Cemetery	**100,223**	196,630	196,630	**100,223**	-	0%
Historic Preservation	**740,821**	605,730	507,030	**839,521**	98,700	13%
Total Special Revenue Funds	**4,629,545**	**8,702,980**	**7,871,430**	**5,461,095**	**831,550**	**18%**
Capital Project Funds						
Capital Projects	**2,307,337**	7,346,800	8,126,790	**1,527,347**	(779,990)	-34%
Impact Fee	**1,842,303**	817,960	1,744,900	**915,363**	(926,940)	-50%
Total Capital Project Funds	**4,149,640**	**8,164,760**	**9,871,690**	**2,442,710**	**(1,706,930)**	**-41%**
Debt Service Fund	**638,585**	**816,440**	**736,050**	**718,975**	**80,390**	**13%**
Enterprise Funds (WC Basis)						
Water Utility	**6,155,064**	13,442,990	10,053,010	**9,545,044**	3,389,980	55%
Wastewater Utility	**20,287,131**	6,507,120	17,540,310	**9,253,941**	(11,033,190)	-54%
Stormwater Utility	**1,208,091**	3,283,130	3,243,930	**1,247,291**	39,200	3%
Golf Course	**157,869**	1,957,100	2,098,300	**16,669**	(141,200)	-89%
Solid Waste & Recycling Utility	**50,422**	1,596,760	1,557,710	**89,472**	39,050	77%
Total Enterprise Funds	**27,858,577**	**26,787,100**	**34,493,260**	**20,152,417**	**(7,706,160)**	**-28%**
Internal Service Funds (WC Basis)						
Technology Management	**149,447**	70,990	30,750	**189,687**	40,240	27%
Fleet Management	**609,497**	241,620	233,850	**617,267**	7,770	1%
Total Internal Service Funds	**758,944**	**312,610**	**264,600**	**806,954**	**48,010**	**6%**
Total All Funds	**$ 42,636,464**	**$ 62,905,130**	**$ 70,197,780**	**$ 35,343,814**	**$ (7,292,650)**	**-17%**

[1] General Fund Expenditures Include a 3% Projected Turnback, which amounts to $ 511,910

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
General Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**6,332,836**	**4,257,451**	**6,490,323**	**3,658,783**	**3,658,783**	**4,601,173**	**4,601,173**	**4,601,173**		
Revenue										
Taxes	10,873,531	11,721,810	12,431,405	12,766,440	12,625,850	12,943,450	13,231,330	13,278,120	511,680	4.01%
Licenses & Permits	1,006,154	1,153,558	1,025,249	1,331,980	1,643,000	1,747,320	1,435,430	1,435,430	103,450	7.77%
Intergovernmental Revenue	1,064,232	1,121,516	1,329,780	1,096,750	1,172,360	1,171,800	1,138,770	1,138,770	42,020	3.83%
Charges for Services	1,820,192	1,816,836	1,822,559	1,810,400	1,806,400	1,801,060	1,795,980	1,795,980	(14,420)	-0.80%
Fines & Forfeitures	228,212	223,608	250,634	227,470	201,410	233,300	233,300	213,300	(14,170)	-6.23%
Miscellaneous Revenue	329,873	300,380	323,535	248,470	283,090	259,640	259,640	259,640	11,170	4.50%
Other Financing Sources	6,014	15,804	748	-	1,215,000	-	-	-	-	
Interfund Transfers	64,000	250,000	1,000,000	250,000	250,000	-	-	-	(250,000)	-100.00%
Total Revenue	**15,392,209**	**16,603,512**	**18,183,910**	**17,731,510**	**19,197,110**	**18,156,570**	**18,094,450**	**18,121,240**	**389,730**	**2.20%**
Expenditures										
Central Charges	275,201	308,943	311,941	352,580	344,440	376,330	376,330	376,330	23,750	6.74%
Legislative - City Council	140,834	125,459	127,823	121,670	126,280	165,870	180,870	260,870	139,200	114.41%
Legislative - Events	65,441	62,993	28,142	66,000	60,860	58,250	63,250	88,250	22,250	33.71%
Municipal Court	169,633	181,563	183,586	211,760	213,340	229,480	228,410	228,410	16,650	7.86%
City Manager - Administration	312,877	328,378	362,584	361,680	361,190	458,170	447,840	447,840	86,160	23.82%
City Manager - Cable Television	7,524	8,284	9,753	10,460	11,200	12,010	12,010	12,010	1,550	14.82%
City Manager - ADA Compliance	382	760	372	300	2,200	2,500	2,500	2,500	2,200	733.33%
City Manager - Community Facilitation	98,145	115,882	125,998	206,460	201,010	261,210	229,760	229,760	23,300	11.29%
Economic Development	154,012	155,398	168,590	199,420	179,620	198,550	198,290	198,290	(1,130)	-0.57%
City Attorney	130,020	145,741	196,866	150,000	225,000	225,000	200,000	200,000	50,000	33.33%
City Clerk	191,500	171,130	171,429	262,270	260,190	253,350	256,730	256,730	(5,540)	-2.11%
Human Resources	289,120	307,002	335,680	373,700	410,450	407,760	437,090	437,090	63,390	16.96%
Information Technology	274,642	279,575	286,975	394,040	393,790	408,650	415,860	415,860	21,820	5.54%
Finance & Accounting	230,166	240,609	279,645	293,960	276,570	310,360	312,030	312,030	18,070	6.15%
Sales Tax Administration	104,608	117,973	128,723	213,620	206,580	164,670	166,790	166,790	(46,830)	-21.92%
Police Administration	308,855	323,928	339,607	348,960	375,890	486,790	439,180	439,180	90,220	25.85%
Patrol/Investigations	3,382,872	3,797,379	3,998,352	4,235,190	4,179,050	4,613,090	4,222,900	4,222,900	(12,290)	-0.29%
Youth Services	300,799	-	-	-	-	-	-	-	-	
Code Enforcement	161,059	164,227	165,034	173,550	177,590	173,800	172,370	172,370	(1,180)	-0.68%
Public Works Administration	134,953	135,498	141,798	141,230	127,730	162,590	164,005	158,970	17,740	12.56%
Engineering	235,193	257,955	278,829	282,090	305,080	311,570	315,140	315,140	33,050	11.72%
Streets Maintenance	1,026,568	1,108,881	1,431,074	1,114,490	1,164,660	1,144,190	1,145,910	1,145,910	31,420	2.82%
Snow & Ice Removal	145,370	143,995	156,341	205,670	191,490	197,280	197,600	197,600	(8,070)	-3.92%
Sign Maintenance	64,472	60,872	68,997	82,990	76,550	80,070	80,500	80,500	(2,490)	-3.00%
Buidling Maintenance	193,681	200,580	223,337	266,010	277,520	237,550	239,270	234,230	(31,780)	-11.95%
Recreation Center Building Maintenance	400,039	396,566	444,342	484,370	491,810	517,520	521,920	521,920	37,550	7.75%
Police Department Building Maintenance	123,125	133,871	143,958	202,850	181,650	172,280	170,270	170,270	(32,580)	-16.06%
Library Building Maintenance	200,486	220,240	224,479	301,660	301,540	277,510	280,020	280,020	(21,640)	-7.17%
City Services Building Maintenance	-	-	-	-	-	89,620	89,350	89,350	89,350	
Fleet Maintenance	174,553	165,370	173,721	109,120	110,490	113,870	113,140	113,140	4,020	3.68%
Planning Administration	211,468	214,026	433,470	672,640	657,590	552,969	521,800	501,800	(170,840)	-25.40%
Community Planning	284,432	237,901	-	-	-	-	-	-	-	
Building Safety	529,178	455,516	430,808	541,600	529,130	568,370	582,670	582,670	41,070	7.58%
Library Services	1,206,486	1,230,883	1,321,070	1,417,420	1,392,710	1,476,020	1,479,070	1,479,070	61,650	4.35%
Museum Services	43,227	48,664	70,545	74,430	85,640	82,430	85,750	85,750	11,320	15.21%
Parks & Recreation Administration	114,914	125,242	143,341	139,810	138,430	142,500	142,000	142,000	2,190	1.57%
Recreation & Senior Services Administration	54,980	58,277	64,852	65,010	91,240	127,780	127,600	127,600	62,590	96.28%
Recreation Center Management	376,577	404,790	450,632	473,150	484,130	536,366	496,416	496,420	23,270	4.92%
Recreation Center Aquatics	332,379	363,700	399,169	419,110	417,690	440,270	440,240	440,240	21,130	5.04%
Total Fitness & Wellness	108,500	117,787	121,225	113,460	119,400	112,420	112,140	112,140	(1,320)	-1.16%
Youth Activities	210,063	219,385	222,022	247,360	249,670	253,600	253,070	253,070	5,710	2.31%
Memory Square Pool	116,347	126,443	133,993	131,840	133,180	150,110	151,800	151,800	19,960	15.14%
Youth Sports	133,542	139,904	157,032	150,780	152,260	155,030	154,690	154,690	3,910	2.59%
Adult Sports	14,850	13,991	13,724	16,900	15,510	16,240	16,190	16,190	(710)	-4.20%
Seniors	237,011	237,852	256,037	255,460	272,020	265,300	279,470	279,470	24,010	9.40%
Cultural Arts	47,493	51,919	65,823	80,920	76,450	94,520	96,990	87,490	6,570	8.12%
Senior Meals	95,855	89,903	91,326	100,100	100,020	100,870	106,790	106,790	6,690	6.68%
Nite at the Rec	57,262	61,377	65,331	76,320	74,860	74,610	74,390	74,390	(1,930)	-2.53%
Parks	280,471	293,966	-	-	-	-	-	-	-	
Forestry	92,190	92,322	87,196	145,700	135,100	150,650	151,380	151,380	5,680	3.90%
Athletic Field Maintenance	64,989	64,587	59,995	51,120	47,750	54,430	46,490	46,490	(4,630)	-9.06%
Transfers	3,559,250	63,150	5,919,881	2,386,720	1,848,170	514,810	1,053,585	408,950	(1,977,770)	-82.87%
Total Expenditures	**17,467,594**	**14,370,639**	**21,015,450**	**18,725,950**	**18,254,720**	**17,979,185**	**18,051,865**	**17,472,660**	**(1,253,290)**	**-6.69%**
Projected "Turnback" (3% of Budget)				**(490,180)**		**(523,930)**	**(509,950)**	**(511,910)**		
Net Expenditures	**17,467,594**	**14,370,639**	**21,015,450**	**18,235,770**	**18,254,720**	**17,455,255**	**17,541,915**	**16,960,750**		
Revenue Over/(Under) Net Expenditures	**(2,075,385)**	**2,232,873**	**(2,831,541)**	**(504,260)**	**942,390**	**701,315**	**552,535**	**1,160,490**		
Ending Fund Balance	**4,257,451**	**6,490,323**	**3,658,783**	**3,154,523**	**4,601,173**	**5,302,488**	**5,153,707**	**5,761,663**		
As % of Net Expenditures (excluding transfers)	**30.6%**	**45.4%**	**24.2%**	**19.9%**	**28.0%**	**31.3%**	**31.3%**	**34.8%**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Urban Revitalization District Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**5,457**	**(0)**	**589**	**726,607**	**726,607**	**202,717**	**202,717**	**202,717**		
Revenue										
Taxes	57,253	64,110	191,316	363,740	392,900	472,860	763,330	763,330	399,590	109.86%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	490,000	490,000	-	-	-	(490,000)	-100.00%
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	185	40	93,952	700	2,000	2,000	2,000	2,000	1,300	185.71%
Other Financing Sources	-	-	750,000	-	-	3,750,000	3,750,000	3,750,000	3,750,000	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**57,438**	**64,150**	**1,035,268**	**854,440**	**884,900**	**4,224,860**	**4,515,330**	**4,515,330**	**3,660,890**	**428.45%**
Expenditures										
Administration & Operations	57	33	122	50	200	100	200	200	150	300.00%
Admin & Ops - Current GF Labor Costs	33,943	32,947	37,560	34,681	34,681	40,720	30,640	30,640	(4,041)	-11.65%
Admin & Ops - Prior LRC Liability	28,896	30,580	(1,660)	7,319	7,319	2,540	2,540	2,540	(4,779)	-65.30%
Capital Contribution - City of Louisville	-	-	-	45,000	45,000	65,000	65,000	65,000	20,000	44.44%
Repayment of TIF Revenue to BC	-	-	-	54,250	28,090	33,810	54,580	54,580	330	0.61%
Debt Service	-	-	55,500	1,500	1,500	354,000	354,000	354,000	352,500	23500.00%
Capital Outlay	-	-	-	-	-	-	-	-	-	
Capital Contribution - Regional Detention Facility	-	-	-	325,000	325,000	-	-	-	(325,000)	-100.00%
Payments from Construction Fund - DELO	-	-	217,728	967,000	967,000	3,750,000	3,750,000	3,750,000	2,783,000	287.80%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**62,896**	**63,560**	**309,250**	**1,434,800**	**1,408,790**	**4,246,170**	**4,256,960**	**4,256,960**	**2,822,160**	**196.69%**
Ending Fund Balance	**(0)**	**589**	**726,607**	**146,247**	**202,717**	**181,407**	**461,087**	**461,087**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
PEG Fees Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**23,163**	**43,594**	**67,792**	**43,598**	**43,598**	**32,758**	**32,758**	**32,758**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	26,387	24,136	25,437	25,000	26,000	26,000	26,000	26,000	1,000	4.00%
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	148	129	204	250	200	200	200	200	(50)	-20.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**26,535**	**24,266**	**25,642**	**25,250**	**26,200**	**26,200**	**26,200**	**26,200**	**950**	**3.76%**
Expenditures										
Administration & Operations	6,104	68	49,836	15,040	37,040	24,040	24,040	24,040	9,000	59.84%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**6,104**	**68**	**49,836**	**15,040**	**37,040**	**24,040**	**24,040**	**24,040**	**9,000**	**59.84%**
Ending Fund Balance	**43,594**	**67,792**	**43,598**	**53,808**	**32,758**	**34,918**	**34,918**	**34,918**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Parking Improvement Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**(51)**	**(51)**	**6,074**	**6,095**	**6,095**	**6,145**	**6,145**	**6,145**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	-	6,120	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	-	4	22	50	50	50	50	50	-	0.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**-**	**6,124**	**22**	**50**	**50**	**50**	**50**	**50**	**-**	**0.00%**
Expenditures										
Administration & Operations	-	-	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	
Ending Fund Balance	**(51)**	**6,074**	**6,095**	**6,145**	**6,145**	**6,195**	**6,195**	**6,195**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Open Space & Parks Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**7,869,779**	**7,898,898**	**7,340,069**	**5,253,147**	**5,253,147**	**2,750,547**	**2,750,547**	**2,750,547**		
Revenue										
Taxes	1,378,318	1,544,390	1,646,595	1,711,830	1,787,650	1,846,590	1,793,800	1,795,410	83,580	4.88%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	51,121	26,865	283,660	258,000	267,760	-	-	-	(258,000)	-100.00%
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	42,890	25,160	133,819	25,000	55,480	15,000	15,000	55,210	30,210	120.84%
Other Financing Sources	-	123,905	3,475	202,770	202,770	-	-	-	(202,770)	-100.00%
Interfund Transfers	158,320	515,140	408,480	762,120	417,560	1,120,550	1,663,635	1,019,000	256,880	33.71%
Total Revenue	**1,630,648**	**2,235,460**	**2,476,030**	**2,959,720**	**2,731,220**	**2,982,140**	**3,472,435**	**2,869,620**	**(90,100)**	**-3.04%**
Expenditures										
Administration & Operations	1,080,468	1,096,602	1,728,545	2,040,710	1,953,030	2,323,840	2,369,660	2,381,020	340,310	16.68%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	521,062	1,697,687	2,834,406	3,178,630	3,280,790	408,300	400,800	252,250	(2,926,380)	-92.06%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**1,601,530**	**2,794,289**	**4,562,951**	**5,219,340**	**5,233,820**	**2,732,140**	**2,770,460**	**2,633,270**	**(2,586,070)**	**-49.55%**
Ending Fund Balance	**7,898,898**	**7,340,069**	**5,253,147**	**2,993,527**	**2,750,547**	**3,000,547**	**3,452,522**	**2,986,897**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Conservation Trust - Lottery
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**520,061**	**351,640**	**501,761**	**624,068**	**624,068**	**307,378**	**307,378**	**307,378**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	185,495	200,431	183,996	191,070	184,000	452,090	452,090	452,090	261,020	136.61%
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	2,437	6,916	2,059	2,500	2,500	2,000	2,000	2,000	(500)	-20.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**187,932**	**207,347**	**186,055**	**193,570**	**186,500**	**454,090**	**454,090**	**454,090**	**260,520**	**134.59%**
Expenditures										
Administration & Operations	31,899	286	351	300	400	400	400	400	100	33.33%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	324,455	56,940	63,397	502,790	502,790	391,200	391,200	250,800	(251,990)	-50.12%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**356,354**	**57,227**	**63,748**	**503,090**	**503,190**	**391,600**	**391,600**	**251,200**	**(251,890)**	**-50.07%**
Ending Fund Balance	**351,640**	**501,761**	**624,068**	**314,548**	**307,378**	**369,868**	**369,868**	**510,268**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Cemetery Perpetual Care Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**370,596**	**397,020**	**424,220**	**456,255**	**456,255**	**488,955**	**488,955**	**488,955**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	26,662	27,473	32,300	26,260	33,000	33,330	33,330	33,330	7,070	26.92%
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	2,005	1,023	1,563	2,500	2,000	2,000	2,000	2,000	(500)	-20.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**28,667**	**28,496**	**33,863**	**28,760**	**35,000**	**35,330**	**35,330**	**35,330**	**6,570**	**22.84%**
Expenditures										
Administration & Operations	238	274	265	250	300	300	300	300	50	20.00%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	2,005	1,023	1,563	2,500	2,000	2,000	2,000	2,000	(500)	-20.00%
Total Expenditures	**2,243**	**1,297**	**1,827**	**2,750**	**2,300**	**2,300**	**2,300**	**2,300**	**(450)**	**-16.36%**
Ending Fund Balance	**397,020**	**424,220**	**456,255**	**482,265**	**488,955**	**521,985**	**521,985**	**521,985**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Cemetery Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**50,022**	**72,290**	**84,863**	**100,223**	**100,223**	**100,223**	**100,223**	**100,223**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	26,662	27,473	32,300	26,260	33,000	33,330	33,330	33,330	7,070	26.92%
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	29,909	26,673	31,227	26,260	31,550	31,850	31,850	31,850	5,590	21.29%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	347	171	347	400	500	500	500	500	100	25.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	61,255	64,173	72,993	135,730	143,630	145,260	130,950	130,950	(4,780)	-3.52%
Total Revenue	**118,174**	**118,491**	**136,866**	**188,650**	**208,680**	**210,940**	**196,630**	**196,630**	**7,980**	**4.23%**
Expenditures										
Administration & Operations	94,156	103,434	121,398	171,650	161,680	189,690	175,380	175,380	3,730	2.17%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	1,750	2,484	108	47,000	47,000	21,250	21,250	21,250	(25,750)	-54.79%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**95,906**	**105,918**	**121,506**	**218,650**	**208,680**	**210,940**	**196,630**	**196,630**	**(22,020)**	**-10.07%**
Ending Fund Balance	**72,290**	**84,863**	**100,223**	**70,223**	**100,223**	**100,223**	**100,223**	**100,223**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Historical Preservation Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**796,632**	**1,707,439**	**1,783,277**	**905,271**	**905,271**	**740,821**	**740,821**	**740,821**		
Revenue										
Taxes	459,446	515,068	549,181	574,690	594,220	617,610	602,150	601,730	27,040	4.71%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	5,427	23,286	8,900	-	-	-	-	-	-	
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	5,864	5,286	6,819	6,000	4,000	4,000	4,000	4,000	(2,000)	-33.33%
Other Financing Sources	-	-	-	200,000	200,000	-	-	-	(200,000)	-100.00%
Interfund Transfers	1,500,000	-	-	-	-	-	-	-	-	
Total Revenue	**1,970,737**	**543,639**	**564,900**	**780,690**	**798,220**	**621,610**	**606,150**	**605,730**	**(174,960)**	**-22.41%**
Expenditures										
Administration & Operations	71,047	94,839	56,959	226,690	100,670	328,400	178,230	178,230	(48,460)	-21.38%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	956,706	99,208	114,004	286,800	286,800	-	-	-	(286,800)	-100.00%
Other Financing Uses	32,176	23,755	271,943	325,200	325,200	328,800	328,800	328,800	3,600	1.11%
Transfers	-	250,000	1,000,000	250,000	250,000	-	-	-	(250,000)	-100.00%
Total Expenditures	**1,059,929**	**467,802**	**1,442,905**	**1,088,690**	**962,670**	**657,200**	**507,030**	**507,030**	**(581,660)**	**-53.43%**
Ending Fund Balance	**1,707,439**	**1,783,277**	**905,271**	**597,271**	**740,821**	**705,231**	**839,941**	**839,521**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Special Revenue Funds
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**10,347,381**	**10,470,831**	**10,208,644**	**8,115,265**	**8,115,265**	**4,629,545**	**4,629,545**	**4,629,545**		
Revenue										
Taxes	1,895,016	2,123,567	2,387,092	2,650,260	2,774,770	2,937,060	3,159,280	3,160,470	510,210	19.25%
Licenses & Permits	53,324	54,946	64,600	52,520	66,000	66,660	66,660	66,660	14,140	26.92%
Intergovernmental Revenue	268,430	274,718	501,993	964,070	967,760	478,090	478,090	478,090	(485,980)	-50.41%
Charges for Services	29,909	32,793	31,227	26,260	31,550	31,850	31,850	31,850	5,590	21.29%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	57,903	38,730	238,785	37,400	66,730	25,750	25,750	65,960	28,560	76.36%
Other Financing Sources	-	123,905	753,475	402,770	402,770	3,750,000	3,750,000	3,750,000	3,347,230	831.05%
Interfund Transfers	1,719,575	579,313	481,473	897,850	561,190	1,265,810	1,794,585	1,149,950	252,100	28.08%
Total Revenue	**4,024,157**	**3,227,973**	**4,458,645**	**5,031,130**	**4,870,770**	**8,555,220**	**9,306,215**	**8,702,980**	**3,671,850**	**72.98%**
Expenditures										
Administration & Operations	1,347,254	1,359,063	1,993,375	2,550,940	2,323,410	2,943,840	2,835,970	2,847,330	296,390	11.62%
Debt Service	-	-	55,500	1,500	1,500	354,000	354,000	354,000	352,500	23500.00%
Capital Outlay	1,803,973	1,856,320	3,229,643	5,352,220	5,454,380	4,635,750	4,628,250	4,339,300	(1,012,920)	-18.93%
Other Financing Uses	32,176	23,755	271,943	325,200	325,200	328,800	328,800	328,800	3,600	1.11%
Transfers	717,304	251,023	1,001,563	252,500	252,000	2,000	2,000	2,000	(250,500)	-99.21%
Total Expenditures	**3,900,707**	**3,490,161**	**6,552,024**	**8,482,360**	**8,356,490**	**8,264,390**	**8,149,020**	**7,871,430**	**(610,930)**	**-7.20%**
Ending Fund Balance	**10,470,831**	**10,208,644**	**8,115,265**	**4,664,035**	**4,629,545**	**4,920,375**	**5,786,740**	**5,461,095**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Capital Projects Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**3,102,291**	**6,821,948**	**5,904,028**	**7,741,737**	**7,741,737**	**2,307,337**	**2,307,337**	**2,307,337**		
Revenue										
Taxes	3,837,337	4,422,975	4,489,561	4,610,270	5,211,450	5,502,080	5,049,470	5,036,590	426,320	9.25%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	953,085	(3,963)	274,915	3,945,240	3,561,410	1,000,000	1,000,000	1,000,000	(2,945,240)	-74.65%
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	45,785	41,281	77,756	65,000	260,400	265,000	265,000	305,210	240,210	369.55%
Other Financing Sources	9,090	2,300	14,344	-	300	-	-	-	-	
Interfund Transfers	3,381,499	574,350	6,641,193	1,585,000	1,072,000	1,018,000	1,005,000	1,005,000	(580,000)	-36.59%
Total Revenue	**8,226,796**	**5,036,943**	**11,497,769**	**10,205,510**	**10,105,560**	**7,785,080**	**7,319,470**	**7,346,800**	**(2,858,710)**	**-28.01%**
Expenditures										
Administration & Operations	697,215	796,977	1,053,514	2,065,570	1,700,760	1,184,060	1,305,060	1,184,060	(881,510)	-42.68%
Debt Service	449,925	450,225	-	-	-	-	-	-	-	
Capital Outlay	3,068,086	4,273,624	4,986,176	13,763,210	12,976,200	6,505,980	6,661,480	6,942,730	(6,820,480)	-49.56%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	291,914	434,038	3,620,370	1,196,000	863,000	-	-	-	(1,196,000)	-100.00%
Total Expenditures	**4,507,139**	**5,954,863**	**9,660,060**	**17,024,780**	**15,539,960**	**7,690,040**	**7,966,540**	**8,126,790**	**(8,897,990)**	**-52.26%**
Ending Fund Balance	**6,821,948**	**5,904,028**	**7,741,737**	**922,467**	**2,307,337**	**2,402,377**	**1,660,267**	**1,527,347**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Impact Fee Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**708,675**	**1,090,799**	**844,545**	**332,633**	**332,633**	**1,842,303**	**1,842,303**	**1,842,303**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	900,922	840,433	469,423	706,420	1,740,200	1,518,370	810,460	810,460	104,040	14.73%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	6,453	3,952	4,356	5,000	5,000	7,500	7,500	7,500	2,500	50.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	98,370	98,370	-	-	-	(98,370)	-100.00%
Total Revenue	**907,374**	**844,385**	**473,779**	**809,790**	**1,843,570**	**1,525,870**	**817,960**	**817,960**	**8,170**	**1.01%**
Expenditures										
Administration & Operations	730	1,149	791	900	900	900	900	900	-	0.00%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	524,520	1,089,490	984,900	492,000	333,000	1,767,000	1,744,000	1,744,000	1,252,000	254.47%
Total Expenditures	**525,250**	**1,090,639**	**985,691**	**492,900**	**333,900**	**1,767,900**	**1,744,900**	**1,744,900**	**1,252,000**	**254.01%**
Ending Fund Balance	**1,090,799**	**844,545**	**332,633**	**649,523**	**1,842,303**	**1,600,273**	**915,363**	**915,363**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Total Capital Project Funds
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**3,915,581**	**7,912,748**	**6,748,573**	**8,074,370**	**8,074,370**	**4,149,640**	**4,149,640**	**4,149,640**		
Revenue										
Taxes	3,837,337	4,422,975	4,489,561	4,610,270	5,211,450	5,502,080	5,049,470	5,036,590	426,320	9.25%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	953,085	(3,963)	274,915	3,945,240	3,561,410	1,000,000	1,000,000	1,000,000	(2,945,240)	-74.65%
Charges for Services	900,922	840,433	469,423	706,420	1,740,200	1,518,370	810,460	810,460	104,040	14.73%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	52,293	45,233	82,112	70,000	265,400	272,500	272,500	312,710	242,710	346.73%
Other Financing Sources	9,090	2,300	14,344	-	300	-	-	-	-	
Interfund Transfers	3,381,499	574,350	6,641,193	1,683,370	1,170,370	1,018,000	1,005,000	1,005,000	(678,370)	-40.30%
Total Revenue	**9,134,225**	**5,881,328**	**11,971,547**	**11,015,300**	**11,949,130**	**9,310,950**	**8,137,430**	**8,164,760**	**(2,850,540)**	**-25.88%**
Expenditures										
Administration & Operations	697,959	798,126	1,054,305	2,066,470	1,701,660	1,184,960	1,305,960	1,184,960	(881,510)	-42.66%
Debt Service	449,925	450,225	-	-	-	-	-	-	-	
Capital Outlay	3,172,741	4,273,624	4,986,176	13,763,210	12,976,200	6,505,980	6,661,480	6,942,730	(6,820,480)	-49.56%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	816,434	1,523,528	4,605,270	1,688,000	1,196,000	1,767,000	1,744,000	1,744,000	56,000	3.32%
Total Expenditures	**5,137,059**	**7,045,503**	**10,645,750**	**17,517,680**	**15,873,860**	**9,457,940**	**9,711,440**	**9,871,690**	**(7,645,990)**	**-43.65%**
Ending Fund Balance	**7,912,748**	**6,748,573**	**8,074,370**	**1,571,990**	**4,149,640**	**4,002,650**	**2,575,630**	**2,442,710**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Debt Service Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**943,058**	**1,083,534**	**696,969**	**664,665**	**664,665**	**638,585**	**638,585**	**638,585**		
Revenue										
Taxes	658,027	664,014	685,085	697,650	697,650	742,610	812,440	812,440	114,790	16.45%
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	-	-	-	-	-	-	-	-	-	
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	7,288	4,248	3,701	5,000	4,000	4,000	4,000	4,000	(1,000)	-20.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**665,314**	**668,263**	**688,785**	**702,650**	**701,650**	**746,610**	**816,440**	**816,440**	**113,790**	**16.19%**
Expenditures										
Administration & Operations	-	-	-	-	-	-	-	-	-	
Debt Service	524,838	1,054,828	721,089	727,780	727,730	736,050	736,050	736,050	8,270	1.14%
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**524,838**	**1,054,828**	**721,089**	**727,780**	**727,730**	**736,050**	**736,050**	**736,050**	**8,270**	**1.14%**
Ending Fund Balance	**1,083,534**	**696,969**	**664,665**	**639,535**	**638,585**	**649,145**	**718,975**	**718,975**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Water Utility Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**3,035,472**	**6,392,300**	**9,673,652**	**10,269,699**	**10,269,699**	**6,155,064**	**6,155,064**	**6,155,064**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	96,408	(26,299)	250,000	900,000	-	-	-	(250,000)	-100.00%
Charges for Services	8,753,392	8,510,631	6,901,636	8,375,340	8,221,870	13,516,760	12,905,260	13,287,780	4,912,440	58.65%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	119,521	202,110	104,375	100,000	110,840	115,000	115,000	155,210	55,210	55.21%
Other Financing Sources	-	8,357,876	-	-	5,250	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**8,872,913**	**17,167,025**	**6,979,712**	**8,725,340**	**9,237,960**	**13,631,760**	**13,020,260**	**13,442,990**	**4,717,650**	**54.07%**
Expenditures										
Central Charges	525,315	569,050	606,666	604,290	597,520	614,420	620,310	620,310	16,020	2.65%
Utility Billing	78,660	90,944	84,098	90,330	93,320	102,410	102,270	102,270	11,940	13.22%
Water Plant Operations	1,416,403	1,359,255	1,370,303	1,654,220	1,499,960	1,671,310	1,721,140	1,716,110	61,890	3.74%
Raw Water Operations	545,393	821,014	889,795	1,082,380	1,117,180	1,083,500	1,090,970	1,090,970	8,590	0.79%
Distribution	342,991	362,318	357,476	404,210	438,010	505,520	509,390	509,390	105,180	26.02%
Debt Service	1,533,641	9,335,299	935,196	942,880	943,380	942,950	942,950	942,950	70	0.01%
Replacement Capital	551,332	438,261	1,053,803	1,783,570	2,396,860	-	-	-	(1,783,570)	-100.00%
New Capital	474,348	909,531	1,086,328	6,200,090	6,266,365	4,811,010	4,794,760	5,071,010	(1,129,080)	-18.21%
Transfers	48,000	-	-	-	-	-	-	-	-	
Total Expenditures	**5,516,085**	**13,885,672**	**6,383,665**	**12,761,970**	**13,352,595**	**9,731,120**	**9,781,790**	**10,053,010**	**(2,708,960)**	**-21.23%**
Ending Fund Balance	**6,392,300**	**9,673,652**	**10,269,699**	**6,233,069**	**6,155,064**	**10,055,704**	**9,393,534**	**9,545,044**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Wastewater Utility Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**8,761,460**	**9,028,301**	**9,003,173**	**8,638,276**	**8,638,276**	**20,287,131**	**20,287,131**	**20,287,131**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	3,280	1,619	1,250,000	1,250,000	1,000,000	1,000,000	1,000,000	(250,000)	-20.00%
Charges for Services	2,353,947	2,492,741	2,785,539	3,597,710	3,141,510	5,006,920	5,140,440	5,193,910	1,596,200	44.37%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	77,472	41,289	47,675	43,000	43,210	48,000	48,000	88,210	45,210	105.14%
Other Financing Sources	15,000	42,004	-	12,750,000	26,352,720	-	-	-	(12,750,000)	-100.00%
Interfund Transfers	180,000	90,000	-	225,000	225,000	225,000	225,000	225,000	-	0.00%
Total Revenue	**2,626,419**	**2,669,313**	**2,834,834**	**17,865,710**	**31,012,440**	**6,279,920**	**6,413,440**	**6,507,120**	**(11,358,590)**	**-63.58%**
Expenditures										
Central Charges	289,005	374,080	335,429	407,090	420,320	430,680	433,750	433,750	26,660	6.55%
Utility Billing	65,720	71,977	69,163	72,680	79,770	87,970	87,800	87,800	15,120	20.80%
Collections	190,527	140,257	127,861	182,040	189,270	187,430	187,980	187,980	5,940	3.26%
WWTP Operations	747,816	775,874	810,108	970,380	1,037,640	1,139,060	1,117,900	1,117,900	147,520	15.20%
Pretreatment	105,011	101,661	78,465	86,590	101,680	98,910	98,590	98,590	12,000	13.86%
Debt Service	-	-	-	1,826,100	503,230	1,281,200	1,281,200	1,281,200	(544,900)	-29.84%
Replacement Capital	559,357	289,801	250,872	386,960	389,950	-	-	-	(386,960)	-100.00%
New Capital	386,141	940,793	1,527,832	16,561,850	16,641,725	14,353,090	14,336,840	14,333,090	(2,228,760)	-13.46%
Transfers	16,000	-	-	-	-	-	-	-	-	
Total Expenditures	**2,359,578**	**2,694,442**	**3,199,731**	**20,493,690**	**19,363,585**	**17,578,340**	**17,544,060**	**17,540,310**	**(2,953,380)**	**-14.41%**
Ending Fund Balance	**9,028,301**	**9,003,173**	**8,638,276**	**6,010,296**	**20,287,131**	**8,988,711**	**9,156,511**	**9,253,941**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Storm Water Utility Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**1,518,213**	**1,845,570**	**1,883,070**	**2,240,961**	**2,240,961**	**1,208,091**	**1,208,091**	**1,208,091**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	2,000	500	2,000	2,000	2,000	2,000	2,000	2,000	-	0.00%
Intergovernmental Revenue	-	1,772	74,051	1,000,000	1,000,000	2,490,000	2,490,000	2,490,000	1,490,000	149.00%
Charges for Services	519,956	529,482	630,850	825,520	706,460	743,510	791,130	791,130	(34,390)	-4.17%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	12,006	5,183	7,950	7,500	7,500	-	-	-	(7,500)	-100.00%
Other Financing Sources	367,582	-	-	5,500,000	5,379,030	-	-	-	(5,500,000)	-100.00%
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**901,543**	**536,937**	**714,852**	**7,335,020**	**7,094,990**	**3,235,510**	**3,283,130**	**3,283,130**	**(4,051,890)**	**-55.24%**
Expenditures									-	
Administration & Operations	157,193	141,933	209,094	151,730	160,160	181,860	182,880	182,880	31,150	20.53%
Debt Service	-	-	-	575,100	103,080	262,420	262,420	262,420	(312,680)	-54.37%
Capital Outlay	416,993	357,504	147,867	8,043,500	7,864,620	2,709,000	2,798,630	2,798,630	(5,244,870)	-65.21%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**574,186**	**499,437**	**356,961**	**8,770,330**	**8,127,860**	**3,153,280**	**3,243,930**	**3,243,930**	**(5,526,400)**	**-63.01%**
Ending Fund Balance	**1,845,570**	**1,883,070**	**2,240,961**	**805,651**	**1,208,091**	**1,290,321**	**1,247,291**	**1,247,291**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Total Utility Funds
2012 - 2016

	2012 Actual	2013 Actual	2014 Estimate	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**13,315,145**	**17,266,171**	**20,559,895**	**21,148,936**	**21,148,936**	**27,650,286**	**27,650,286**	**27,650,286**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	2,000	500	2,000	2,000	2,000	2,000	2,000	2,000	-	0.00%
Intergovernmental Revenue	-	101,460	49,372	2,500,000	3,150,000	3,490,000	3,490,000	3,490,000	990,000	39.60%
Charges for Services	11,627,294	11,532,854	10,318,026	12,798,570	12,069,840	19,267,190	18,836,830	19,272,820	6,474,250	50.59%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	208,999	248,582	160,000	150,500	161,550	163,000	163,000	243,420	92,920	61.74%
Other Financing Sources	382,582	8,399,880	-	18,250,000	31,737,000	-	-	-	(18,250,000)	-100.00%
Interfund Transfers	180,000	90,000	-	225,000	225,000	225,000	225,000	225,000	-	0.00%
Total Revenue	**12,400,875**	**20,373,275**	**10,529,398**	**33,926,070**	**47,345,390**	**23,147,190**	**22,716,830**	**23,233,240**	**(10,692,830)**	**-31.52%**
Expenditures										
Administration & Operations	4,464,036	4,808,362	4,938,458	5,705,940	5,734,830	6,103,070	6,152,980	6,147,950	442,010	7.75%
Debt Service	1,533,641	9,335,299	935,196	3,344,080	1,549,690	2,486,570	2,486,570	2,486,570	(857,510)	-25.64%
Capital Outlay	2,388,171	2,935,890	4,066,703	32,975,970	33,559,520	21,873,100	21,930,230	22,202,730	(10,773,240)	-32.67%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	64,000	-	-	-	-	-	-	-	-	
Total Expenditures	**8,449,849**	**17,079,551**	**9,940,357**	**42,025,990**	**40,844,040**	**30,462,740**	**30,569,780**	**30,837,250**	**(11,188,740)**	**-26.62%**
Ending Fund Balance	**17,266,171**	**20,559,895**	**21,148,936**	**13,049,016**	**27,650,286**	**20,334,736**	**19,797,336**	**20,046,276**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Golf Course Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**57,362**	**47,878**	**141,957**	**157,869**	**157,869**	**157,869**	**157,869**	**157,869**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	94,110	1,978,938	525,000	525,000	-	-	-	(525,000)	-100.00%
Charges for Services	-	-	-	1,112,400	752,080	2,227,440	1,877,600	1,877,600	765,200	68.79%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	185,066	132,612	61,273	12,000	55,550	500	79,500	79,500	67,500	562.50%
Other Financing Sources	-	48	-	-	-	-	-	-	-	
Interfund Transfers	121,914	434,038	3,828,821	1,496,000	1,314,610	-	-	-	(1,496,000)	-100.00%
Total Revenue	**306,980**	**660,808**	**5,869,031**	**3,145,400**	**2,647,240**	**2,227,940**	**1,957,100**	**1,957,100**	**(1,188,300)**	**-37.78%**
Expenditures										
Administration & Operations	3,588	133	248,673	1,215,290	1,034,240	1,501,530	1,528,050	1,528,050	312,760	25.74%
Debt Service	10,962	6,376	5,139	10,200	-	-	-	-	(10,200)	-100.00%
Capital Outlay	121,914	470,221	5,599,307	1,423,570	1,388,000	467,250	345,250	345,250	(1,078,320)	-75.75%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	180,000	90,000	-	225,000	225,000	225,000	225,000	225,000	-	0.00%
Total Expenditures	**316,464**	**566,729**	**5,853,119**	**2,874,060**	**2,647,240**	**2,193,780**	**2,098,300**	**2,098,300**	**(775,760)**	**-26.99%**
Ending Fund Balance	**47,878**	**141,957**	**157,869**	**429,209**	**157,869**	**192,029**	**16,669**	**16,669**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Solid Waste & Recycling Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**81,524**	**88,379**	**53,691**	**77,622**	**77,622**	**50,422**	**50,422**	**50,422**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	101	29	-	-	-	-	-	-	
Charges for Services	1,126,067	1,165,484	1,313,376	1,539,900	1,489,910	1,612,720	1,612,720	1,612,720	72,820	4.73%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	39,441	15,545	18,950	19,200	(4,300)	(15,960)	(15,960)	(15,960)	(35,160)	-183.13%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**1,165,507**	**1,181,130**	**1,332,355**	**1,559,100**	**1,485,610**	**1,596,760**	**1,596,760**	**1,596,760**	**37,660**	**2.42%**
Expenditures										
Administration & Operations	1,158,652	1,215,817	1,308,424	1,548,550	1,512,810	1,567,810	1,567,780	1,557,710	9,160	0.59%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	-	-	-	-	
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**1,158,652**	**1,215,817**	**1,308,424**	**1,548,550**	**1,512,810**	**1,567,810**	**1,567,780**	**1,557,710**	**9,160**	**0.59%**
Ending Fund Balance	**88,379**	**53,691**	**77,622**	**88,172**	**50,422**	**79,372**	**79,402**	**89,472**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Total Enterprise Funds
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**13,454,030**	**17,402,428**	**20,755,544**	**21,384,427**	**21,384,427**	**27,858,577**	**27,858,577**	**27,858,577**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	2,000	500	2,000	2,000	2,000	2,000	2,000	2,000	-	0.00%
Intergovernmental Revenue	-	195,672	2,028,338	3,025,000	3,675,000	3,490,000	3,490,000	3,490,000	465,000	15.37%
Charges for Services	12,753,361	12,698,337	11,631,402	15,450,870	14,311,830	23,107,350	22,327,150	22,763,140	7,312,270	47.33%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	433,506	396,739	240,222	181,700	212,800	147,540	226,540	306,960	125,260	68.94%
Other Financing Sources	382,582	8,399,928	-	18,250,000	31,737,000	-	-	-	(18,250,000)	-100.00%
Interfund Transfers	301,914	524,038	3,828,821	1,721,000	1,539,610	225,000	225,000	225,000	(1,496,000)	-86.93%
Total Revenue	**13,873,362**	**22,215,213**	**17,730,784**	**38,630,570**	**51,478,240**	**26,971,890**	**26,270,690**	**26,787,100**	**(11,843,470)**	**-30.66%**
Expenditures										
Administration & Operations	5,626,276	6,024,312	6,495,556	8,469,780	8,281,880	9,172,410	9,248,810	9,233,710	763,930	9.02%
Debt Service	1,544,604	9,341,675	940,335	3,354,280	1,549,690	2,486,570	2,486,570	2,486,570	(867,710)	-25.87%
Capital Outlay	2,510,085	3,406,111	9,666,010	34,399,540	34,947,520	22,340,350	22,275,480	22,547,980	(11,851,560)	-34.45%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	244,000	90,000	-	225,000	225,000	225,000	225,000	225,000	-	0.00%
Total Expenditures	**9,924,964**	**18,862,098**	**17,101,901**	**46,448,600**	**45,004,090**	**34,224,330**	**34,235,860**	**34,493,260**	**(11,955,340)**	**-25.74%**
Ending Fund Balance	**17,402,428**	**20,755,544**	**21,384,427**	**13,566,396**	**27,858,577**	**20,606,137**	**19,893,407**	**20,152,417**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Technology Management Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**396,747**	**276,885**	**287,381**	**161,847**	**161,847**	**149,447**	**149,447**	**149,447**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	47,750	47,750	47,750	47,750	47,750	70,190	70,190	70,190	22,440	46.99%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	1,669	720	697	1,000	800	800	800	800	(200)	-20.00%
Other Financing Sources	-	-	-	-	-	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**49,419**	**48,470**	**48,447**	**48,750**	**48,550**	**70,990**	**70,990**	**70,990**	**22,240**	**45.62%**
Expenditures										
Administration & Operations	950	879	643	750	950	750	750	750	-	0.00%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	18,332	37,095	173,338	60,000	60,000	30,000	30,000	30,000	(30,000)	-50.00%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	150,000	-	-	-	-	-	-	-	-	
Total Expenditures	**169,282**	**37,974**	**173,981**	**60,750**	**60,950**	**30,750**	**30,750**	**30,750**	**(30,000)**	**-49.38%**
Ending Fund Balance	**276,885**	**287,381**	**161,847**	**149,847**	**149,447**	**189,687**	**189,687**	**189,687**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Fleet Management Fund
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**1,136,514**	**1,112,746**	**987,746**	**767,527**	**767,527**	**609,497**	**609,497**	**609,497**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	225,620	240,030	216,460	216,460	216,460	238,620	238,620	238,620	22,160	10.24%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	6,398	2,726	3,554	5,000	3,000	3,000	3,000	3,000	(2,000)	-40.00%
Other Financing Sources	-	23,336	15,318	-	15,050	-	-	-	-	
Interfund Transfers	-	-	-	-	-	-	-	-	-	
Total Revenue	**232,018**	**266,092**	**235,332**	**221,460**	**234,510**	**241,620**	**241,620**	**241,620**	**20,160**	**9.10%**
Expenditures										
Administration & Operations	750	712	575	750	1,790	750	750	750	-	0.00%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	255,036	390,380	454,976	390,750	390,750	233,100	233,100	233,100	(157,650)	-40.35%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	
Total Expenditures	**255,786**	**391,092**	**455,551**	**391,500**	**392,540**	**233,850**	**233,850**	**233,850**	**(157,650)**	**-40.27%**
Ending Fund Balance	**1,112,746**	**987,746**	**767,527**	**597,487**	**609,497**	**617,267**	**617,267**	**617,267**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
Total Internal Service Funds
2000 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**2,192,807**	**1,835,379**	**1,699,900**	**929,374**	**929,374**	**758,944**	**758,944**	**758,944**		
Revenue										
Taxes	-	-	-	-	-	-	-	-	-	
Licenses & Permits	-	-	-	-	-	-	-	-	-	
Intergovernmental Revenue	-	-	-	-	-	-	-	-	-	
Charges for Services	273,370	287,780	264,210	264,210	264,210	308,810	308,810	308,810	44,600	16.88%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	
Miscellaneous Revenue	28,676	22,226	4,251	6,000	3,800	3,800	3,800	3,800	(2,200)	-36.67%
Other Financing Sources	-	23,336	15,318	-	15,050	-	-	-	-	
Interfund Transfers	170,000	-	-	-	-	-	-	-	-	
Total Revenue	**472,045**	**333,342**	**283,779**	**270,210**	**283,060**	**312,610**	**312,610**	**312,610**	**42,400**	**15.69%**
Expenditures										
Administration & Operations	256,105	41,347	1,218	1,500	2,740	1,500	1,500	1,500	-	0.00%
Debt Service	-	-	-	-	-	-	-	-	-	
Capital Outlay	273,367	427,475	628,314	450,750	450,750	263,100	263,100	263,100	(187,650)	-41.63%
Other Financing Uses	-	-	-	-	-	-	-	-	-	
Transfers	300,000	-	424,773	-	-	-	-	-	-	
Total Expenditures	**829,473**	**468,821**	**1,054,305**	**452,250**	**453,490**	**264,600**	**264,600**	**264,600**	**(187,650)**	**-41.49%**
Ending Fund Balance	**1,835,379**	**1,699,900**	**929,374**	**747,334**	**758,944**	**806,954**	**806,954**	**806,954**		

City of Louisville, Colorado
Schedule of Revenue, Expenditures, & Changes to Fund Balances
All Funds
2012 - 2016

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2015 Estimate	2016 Req Bdgt	2016 Rec Bdgt	2016 Final Bdgt	Am't of Change	% of Change
Beginning Fund Balance	**37,185,692**	**42,962,371**	**46,599,953**	**42,826,884**	**42,826,884**	**42,636,464**	**42,636,464**	**42,636,464**		
Revenue										
Taxes	17,263,911	18,932,367	19,993,142	20,724,620	21,309,720	22,125,200	22,252,520	22,287,620	1,563,000	7.54%
Licenses & Permits	1,061,478	1,209,004	1,091,849	1,386,500	1,711,000	1,815,980	1,504,090	1,504,090	117,590	8.48%
Intergovernmental Revenue	2,285,747	1,587,943	4,135,026	9,031,060	9,376,530	6,139,890	6,106,860	6,106,860	(2,924,200)	-32.38%
Charges for Services	15,777,754	15,676,179	14,218,821	18,258,160	18,154,190	26,767,440	25,274,250	25,710,240	7,452,080	40.82%
Fines & Forfeitures	228,212	223,608	250,634	227,470	201,410	233,300	233,300	213,300	(14,170)	-6.23%
Miscellaneous Revenue	909,538	807,557	892,606	548,570	835,820	713,230	792,230	953,070	404,500	73.74%
Other Financing Sources	397,686	8,565,272	783,885	18,652,770	33,370,120	3,750,000	3,750,000	3,750,000	(14,902,770)	-79.90%
Interfund Transfers	5,636,988	1,927,701	11,951,486	4,552,220	3,521,170	2,508,810	3,024,585	2,379,950	(2,172,270)	-47.72%
Total Revenue	**43,561,314**	**48,929,631**	**53,317,449**	**73,381,370**	**88,479,960**	**64,053,850**	**62,937,835**	**62,905,130**	**(10,476,240)**	**-14.28%**
Expenditures										
Administration & Operations	21,835,938	22,530,337	24,640,024	29,427,920	28,716,240	30,767,085	30,390,520	30,331,210	903,290	3.07%
Debt Service	2,519,367	10,846,728	1,716,924	4,083,560	2,278,920	3,576,620	3,576,620	3,576,620	(506,940)	-12.41%
Capital Outlay	7,760,166	9,963,529	18,510,142	53,965,720	53,828,850	33,745,180	33,828,310	34,093,110	(19,872,610)	-36.82%
Other Financing Uses	32,176	23,755	271,943	325,200	325,200	328,800	328,800	328,800	3,600	1.11%
Transfers	5,636,988	1,927,701	11,951,486	4,552,220	3,521,170	2,508,810	3,024,585	2,379,950	(2,172,270)	-47.72%
Total Expenditures	**37,784,635**	**45,292,049**	**57,090,518**	**92,354,620**	**88,670,380**	**70,926,495**	**71,148,835**	**70,709,690**	**(21,644,930)**	**-23.44%**
Ending Fund Balance	**42,962,371**	**46,599,953**	**42,826,884**	**23,853,633**	**42,636,464**	**35,763,819**	**34,425,463**	**34,831,904**		

Note: This Schedule Does Not Contain the 3% General Fund Turnback Amounts