

***City Council  
Finance Committee  
Special Meeting  
Agenda***

**Tuesday, August 30, 2016**

**Spruce Conference Room  
749 Main Street  
7:30 AM**

- 7:30 AM            **I.    CALL TO ORDER AND APPROVAL OF AGENDA**
- 7:30 – 9:00 AM    **II.   REVIEW OF KEY INDICATORS**
- Utilities (Stormwater and Solid Waste, Recycling and Composting)
  - Administrative and Support Services (Sustainability, Facilities Maintenance and Fleet Maintenance)
  - Parks
  - Open Space & Trails
- 9:00 AM            **III.   FUTURE AGENDA ITEMS**
- Recreation
  - Community Design
  - Economic Prosperity
  - Administration & Support Services (remaining)
- IV.   ADJOURN**

## Utilities Program Key Indicators Stormwater Sub-Program

### Goals

*Ensure safe, reliable, great tasting water; properly treated wastewater; effective stormwater control; successfully managed solid waste; and competitive prices for all services.*

### Objectives

*Protect the environment and waterways, enhance and improve the water quality in Coal Creek. Proactively reduce pollutants by educating the public and entering intergovernmental partnerships.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Miles of collection system to maintain	Miles			
Debris grates requiring cleaning	Grates			
Quality monitoring tests	Tests			
Street Sweeping	Lane Miles			
Public information and education items	Items			
Maintenance and repair requests	Items			
Design standards to maintain	Items			
Regulations requiring compliance	Regulations			
<b>Efficiency</b>				
Cost per mile of collection system	\$/Mile			
Maintenance and repairs per FTE	MR/FTE			
<b>Effectiveness</b>				
CDPHE Compliance	Full Compliance	Yes	Yes	Yes
Overall Performance Rating on Citizen Survey of Storm Drainage <sup>2</sup>	% Excellent or Good	89%		
% of Residents familiar with basic Stormwater Standards <sup>1</sup>	%			
Best Management Practices followed <sup>3</sup>	% of BMPs			
Flooding when storm does not exceed design capacity of infrastructure	Zero Incidents			
<sup>1</sup> Based on periodic survey. <sup>2</sup> Based on the 2016 Citizen Survey results. <sup>3</sup> Based on identified list of BMPs and internal independent evaluation.				

## Utilities Program Key Indicators Solid Waste, Recycling, and Composting Sub-Program

### Goals

*Ensure safe, reliable, great tasting water; properly treated wastewater; effective stormwater control; successfully managed solid waste; and competitive prices for all services.*

### Objectives

*Provide a cost effective curbside weekly trash pickup and bi-weekly recycling and compost pickup that delivers customer satisfaction and a reasonable diversion rate.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Total Households Served	Units			
Weekly Trash Service Customers	Units			
Bi- weekly Recycling Service Customers	Units			
Bi- weekly Composting Service Customers	Units			
Service Billing Recipients	Units			
<b>Efficiency</b>				
Total expenditures per ton of material	\$/ton			
Average monthly billing cost/account	\$			
<b>Effectiveness</b>				
% of Waste Diverted from Landfill	%			
Solid Waste Tonnage/Resident	Tons/Capita			
Recyclables Tonnage/Resident	Tons/Capita			
Compostable Materials Tonnage/Resident	Tons/Capita			
Overall Performance Rating on Citizen Survey <sup>1</sup> (Quality of Louisville Water)	% Excellent or Good			
Monthly bill for small container choice <sup>2</sup>	\$/Mo			
Monthly bill for midsize container choice <sup>2</sup>	\$/Mo			
Monthly bill for large container choice <sup>2</sup>	\$/Mo			
<sup>1</sup> Based on survey of customers. The 2016 Citizen Survey did not cover this service. <sup>2</sup> Small=32/32/32 for Trash, Recycling and Compost, Midsize=32/64/64, Large=96/96/32				

## Administration & Support Services Program Key Indicators Sustainability Sub-Program

### Goals

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

### Objectives

*Use environmental, economic, and human resources to meet present and future needs without compromising the ecosystems on which we depend. Actively pursue energy efficient upgrades to realize cost savings and reduce environmental impacts.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Sustainability Programs	Units			
Waste Generation and Diversion	Items			
Sourcing Practices	Items			
<b>Efficiency</b>				
BTUs/Gross Square Foot	BTU/GSF			
<b>Effectiveness</b>				
GHG Emissions/per Capita	CHG/Capita			
Water Use/per Capita	Gallons/Capita			
Energy Use/per Capita	KwH/Capita			
% of City Fleet using Alternative Fuels	%			
Cost Savings from Energy Upgrades	\$ Saved			
Respondents Rating "Encouraging Sustainability For Both Residential and Commercial Properties as "Essential" or "Important" <sup>1</sup>	% Essential or Important	67%		
<sup>1</sup> Based on the 2016 Citizen Survey results.				

## Administration & Support Services Program Key Indicators Facilities Maintenance Sub-Program

### Goals

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

### Objectives

*Provide safe, clean, and well maintained buildings in a cost effective manner. Prioritize preventative maintenance to ensure facilities are operating efficiently reducing unnecessary energy usage.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Gross SF of Buildings	GSF			
Emergency Maintenance	Items			
<b>Efficiency</b>				
Expenditures per/Gross SF	\$/GSF			
Custodial Expenditures per/GSF	\$/GSF			
Work Orders per FTE	WO/FTE			
GSF/FTE Maintenance Staffing	GSF/FTE			
\$/Custodial GSF	\$/GSF			
Building Energy Efficiency Ratings	Ratings			
FTE Hours by Building/Program	Hours			
FTE Hours by Category	Hours			
Planned Maintenance Completed per FTE	Items			
<b>Effectiveness</b>				
Work Order Satisfaction Rating <sup>1</sup>	Rating			
Overall Facilities Condition Index	Index			
Average Building Lifespan	Years			

<sup>1</sup> Based on an annual electronic survey of City employees.

## Administration & Support Services Program Key Indicators Fleet Maintenance Sub-Program

### Goals

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

### Objectives

*Provide routine, high-quality, preventative maintenance to City owned vehicles, extending their length of service. Maintain standards to replace or re-purpose City vehicles when needed.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Vehicle Preventative Maintenance	\$			
Vehicle Replacement Evaluations	Items			
Vehicles Replaced	Units			
Fleet Inventory	Units			
Fuel - Gasoline	Gallons			
Fuel - Diesel	Gallons			
<b>Efficiency</b>				
Maintenance \$/ per Fleet Vehicle	\$/Vehicle			
Vehicles per FTE	Vehicle/FTE			
<b>Effectiveness</b>				
Internal Performance Rating	Rating			
\$ per Gallon Diesel	\$/Gallon			
\$ per Gallon Gasoline	\$/Gallon			
Annual Fleet Miles	Miles			

## Parks Program Key Indicators Parks Sub-Program

### Goals

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

### Objectives

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

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$75	\$91	\$94
<b>Workload</b>				
Total Park Acreage	Acres	353	353	353
Irrigated Park Acreage	Acres	93	93	93
Non-irrigated Park Acreage	Acres	260	260	260
Park Maintenance	Hours			
Adopt a Park program	Volunteers			
<b>Efficiency</b>				
Park expenditures per irrigated acre	\$/Acre	\$4,242	\$5,194	\$5,346
Park expenditures per non-irrigated acre	\$/Acre			
Facility (shelters & fields) utilization ratio	% of avail time			
<b>Effectiveness</b>				
Overall Performance Rating of the Louisville Parks and Recreation Department on Citizen Survey <sup>1</sup>	% Excellent or Good	89%	??%	
Respondents Who Rate Adequacy of Parks as "Essential" or "Good" <sup>1</sup>	% Essential or Important	91%		
Attractiveness score <sup>2</sup>	1 to 4			
Adopt a Park Annual Volunteer Hours	Hours			

<sup>1</sup> Based on the 2016 Citizen Survey results.

<sup>2</sup> Based on annual review by the Parks and Public Landscape Advisory Board.

## Parks Program Key Indicators Forestry Sub-Program

### Goals

*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 final resting place that meets community needs.*

### Objectives

*A healthy, diverse and sustainable forest throughout the City. Easy to access information on recommended trees and tree management practices specific to Louisville.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$5.86	\$5.45	\$5.68
Acres within City Limits	Acres			
<b>Workload</b>				
City-owned tree inventory	Trees	10,000	10,000	10,000
Branch drop-off days	Days	24	24	24
Public education programs	Participants	500	500	500
Consultations	Resident requests	129	150	150
Trees pruned	Trees	453	500	500
Contracts managed	Contracts			
<b>Efficiency</b>				
Ave \$/branch drop-off day participant	\$			
\$/City-owned tree	\$			
FTEs per tree	Units			
<b>Effectiveness</b>				
Arboretum event rentals <sup>1</sup>	Events			
Respondents who rate quality of Arboretum as "Excellent" or "Good" <sup>2</sup>	% Excellent or Good	?	80%	?
Average overall rating of forestry customer service <sup>3</sup>	Rating on scale of 1 to 4			
<sup>1</sup> Rentals available from May-September. <sup>2</sup> Based on the 2016 Citizen Survey results. <sup>3</sup> Based on evaluation cards submitted at conclusion of each consultation with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.				

## Parks Program Key Indicators Horticulture Sub-Program

### Goals

*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 final resting place that meets community needs.*

### Objectives

*A diverse, beautiful collection of plants and landscaped areas in City-owned property.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$4.18	\$7.34	\$7.71
<b>Workload</b>				
Garden beds maintained	Square Feet	?	?	?
Contracts managed	Contracts			
Total SF and % of total medians maintained as horticulture beds	SF			
	%			
Total SF and % of total irrigated park acreage maintained as horticulture beds	SF			
	%			
<b>Efficiency</b>				
\$ per SF	\$			
Area per FTE	Units			
<b>Effectiveness</b>				
Attractiveness Score <sup>1</sup>	1 to 4			
Number of CO Native Plants in Collection	Units			
<sup>1</sup> Based on annual review by the Parks and Public Landscape Advisory Board. .				

## Parks Program Key Indicators Cemetery Sub-Program

### Goals

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

### Objectives

*Provide a suitable final resting place that meets community needs.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$	\$	\$
<b>Workload</b>				
Total Acreage	Acres	9	9	9
Plots-Occupied	Plots	2,000	2,035	2,070
Plots-Vacant	Plots	320	320	320
Total customer inquiries	Inquiries	??%	??%	
<b>Efficiency</b>				
Cost to inter (adult size)	Ave \$/Per			
Cost to Inter (cremation)	Ave \$/Per			
Sub-Program cost per plot	Ave \$/Plot			
Acreage Maintained/FTE	Acres/FTE	??%	??%	
<b>Effectiveness</b>				
Cemetery Fund balance vs. operating expenditures (15% minimum target)	Bal./Exp.			
Projected supply of plots relative to demand	Years of Supply			

## Open Space & Trails Program Key Indicators Acquisition Sub-Program

### Goals

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

### Objectives

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

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
OSAB ranked & Council approved Candidate Properties	Units	20	20	20
Property owners contacted	Contacts			
<b>Efficiency</b>				
Ratio of staff time devoted to acquisition related activities divided by # of Properties	Hrs/Properties			
<b>Effectiveness</b>				
Candidate list is up to date	Annual Review			
Rights of First Refusal secured	Rights			
Conservation Easements secured	Units			
Service level rating <sup>1</sup>	Rating on scale of 1 to 4	?	?	?
<sup>1</sup> Based on evaluation cards provided during each meeting with each property owner. Scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.				

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

### Goals

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

### Objectives

*To conserve and restore Open Space through land acquisition and management for the protection of natural and cultural resources and provide opportunities for education, volunteering and appropriate passive recreation.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Education programs	Programs	25	24	24
Participants	Participants	683	700	800
Volunteer programs	Attendance			
Volunteer hours donated	Hours			
<b>Efficiency</b>				
Average participants per program	Participants/ Programs	27	29	33
Average hours per volunteer program	Hours/ Program	Not Measured		
<b>Effectiveness</b>				
Overall Performance Rating on Citizen Survey <sup>1</sup>	% Excellent or Good	??%	??%	
Average overall rating of Education Programs <sup>2</sup>	Rating on scale of 1 to 4	1.0	1.0	1.0
Average overall rating of Volunteer Programs <sup>2</sup>	Rating on scale of 1 to 4			
<sup>1</sup> Based on the 2016 Citizen Survey results. <sup>2</sup> Based on evaluation cards submitted at conclusion of each program with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.				

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

### Goals

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

### Objectives

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

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Open Space acreage	Acres	695	695	695
Open Space expenditures	Total Exp.	\$451,930	\$446,010	\$504,340
Weed mitigation	Total Treated			
Contracts managed annually	Contracts			
Ranger Naturalist citations	Citations			
Ranger Naturalist verbal warnings	Warnings			
Ranger Naturalist written warnings	Warnings			
<b>Efficiency</b>				
Open Space expenditures per acre	Exp./Acres	\$650.00	\$642.00	\$726.00
Open Space expenditures per capita	Exp./Capita	\$22.54	\$22.19	\$25.09
High Priority weed species treated	% of total			
Colorado "A List" species treated	% Treated			
<b>Effectiveness</b>				
Overall performance rating on Citizen Survey <sup>1</sup>	% Excellent or Good	87%	??%	
Percentage of all Open Space Designated	% of Total	77%		
Contracts Managed Annually	# of Contracts			
<sup>1</sup> Based on the 2016 Citizen Survey results.				

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

### Goals

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

### Objectives

*All trails satisfy established maintenance criteria.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Trails - total miles	Miles	33.8	38.3	40.7
Trails - soft surface	Miles	14.5	14.9	15.5
Trails - hard surface	Miles	19.3	23.4	25.2
Wayfinding signage	Units			
Sq Yards Repaired	SQ Yards			
<b>Efficiency</b>				
Sub-Program cost per mile	\$			
Time to resolve reported maintenance item	Days			
<b>Effectiveness</b>				
Overall Performance Rating on Citizen Survey <sup>1</sup> (Maintenance of Trail System)	% Excellent or Good	90%	%	
Ave. Maintenance Rating <sup>2</sup> Hard Surface	OSAB Rating			
Min. Maintenance Rating <sup>2</sup> Hard Surface	OSAB Rating			
Maintenance Rating <sup>2</sup> Soft Surface	OSAB Rating			
Min Maintenance Rating <sup>2</sup> Soft Surface	OSAB Rating			
<sup>1</sup> Based on the 2016 Citizen Survey results. <sup>2</sup> Based on annual OSAB review of each trail segment with rating on a scale of 1=Excellent, 2=Good, 3=Fair, 4=Poor.				

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

### Goals

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

### Objectives

*A trail system that enriches the experience of living in Louisville by providing opportunities for citizens to reconnect with nature and their cultural heritage while also enhancing their mental and physical well-being.*

INDICATOR	UNIT	2015 ACTUAL	2016 ESTIMATED	2017 PROJECTED
<b>Context Data and General Information</b>				
Population	Residents	20,047	20,100	20,100
\$ Per Resident	Exp./ Resident	\$???	\$???	\$???
<b>Workload</b>				
Prioritized list of trail connections/crossings to complete (Wayfinding Plan)	Y/N	Y	Y	Y
<b>Efficiency</b>				
Staff hours devoted to this Sub-Program	Hours			
<b>Effectiveness</b>				
Number of trail connections and crossings remaining to be completed	Total	25	25	14
Overall Performance Rating on Citizen Survey <sup>1</sup>	% Excellent or Good	??%	??%	
<sup>1</sup> Based on the 2016 Citizen Survey results for "Adequacy of parks, bike paths, playing fields and playgrounds".				
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