



City Council  
Finance Committee

September 19, 2024  
Packet Addendum #1



Credit: Sue Norris



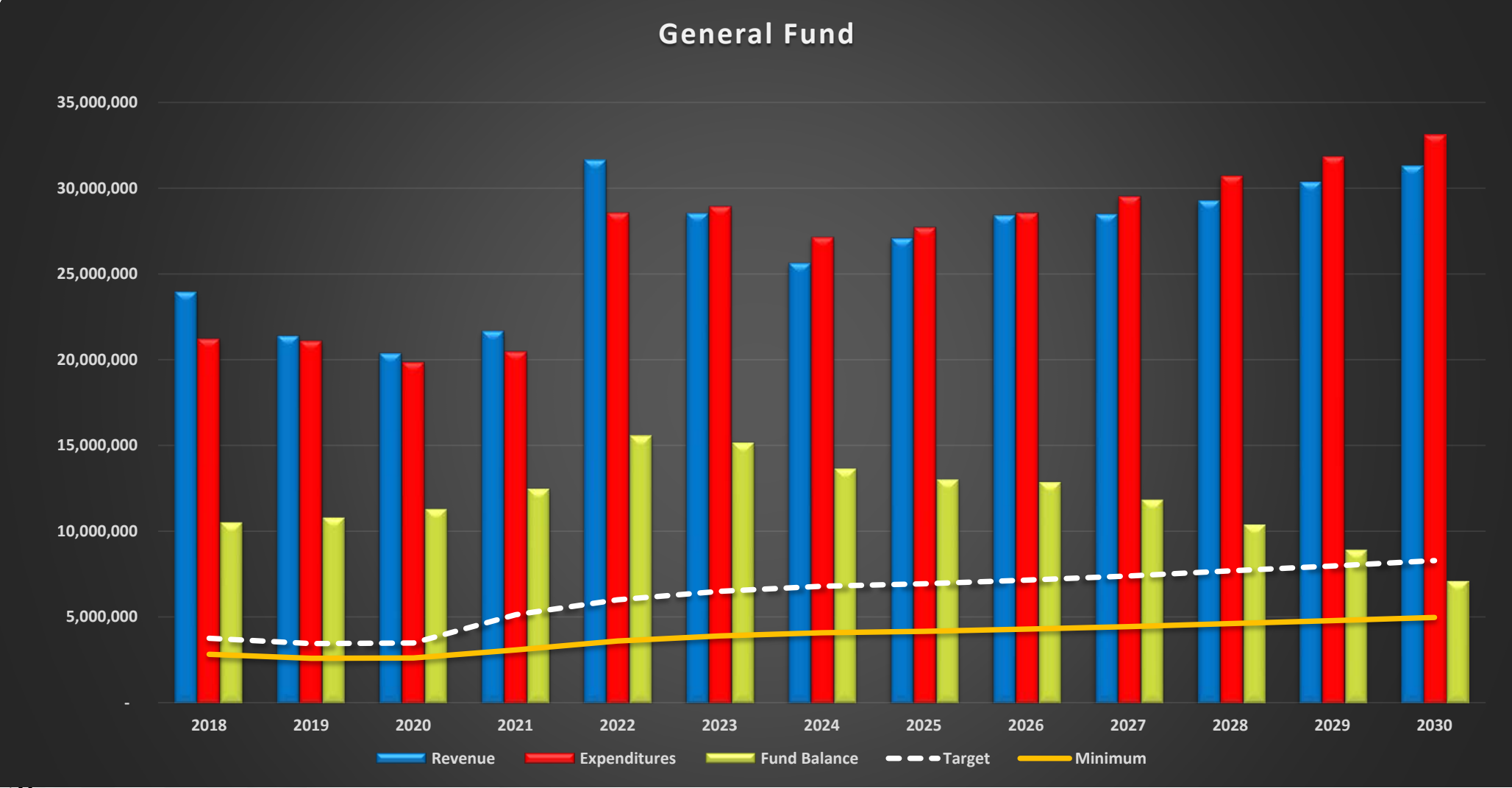
2025/2026  
FiCom Budget Update  
Sept 19<sup>th</sup>, 2024

Samma Fox, Interim City Manager  
Ryder Bailey, CPA, Finance Director  
Mahyar Mansurabadi, Financial Analyst

# Today's Agenda

- **General Fund Forecast / Update**
  - Forecast, Adjustments (2025), Path Forward (2026), One-Time expenses
- **Other Fund Long Term Financial Forecasts**
  - Parks, Open Space, Recreation, Capital, Consolidated Utility and Golf
- **Revenue Updates**
  - Sales and Property Tax Projections
- **CIP 2025-2030 Program**
  - Capital Fund, Other Funds, Unfunded Projects
- **Equity, Diversity, and Inclusion**

# General Fund Forecast



# General Fund Forecast

## Assumptions used and a Pathway forward

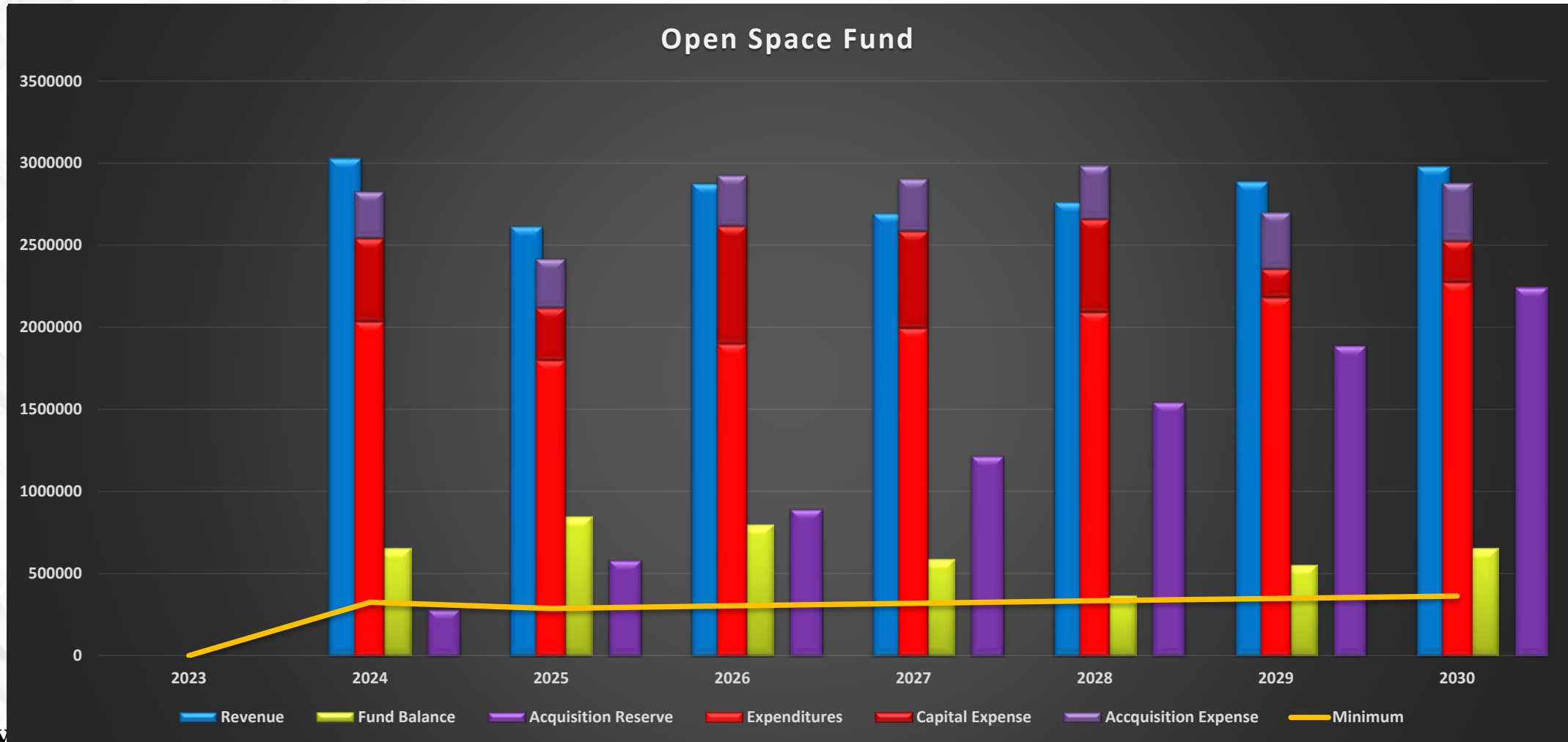
- 2025 is structurally balanced, we got there by:
  - Un-funding the following vacant positions, EDI, Plans Examiner (MF), and Finance Associate
  - Shifted vehicle allocation costs to the Capital Fund
  - Shifting Community Development credit card fees to applicants
  - Allocation of certain software costs to utilities
- 2026 is balanced, but utilizes a one-time revenue/funding source
  - Anticipates FEMA reimbursement by end of 2026 (PW71 – EPS)
  - Cost of Service Study, Review of Fees, Review Internal Cost Allocations, monitor potential impacts to revenues from Future Development

# General Fund –One Time Requests Revised

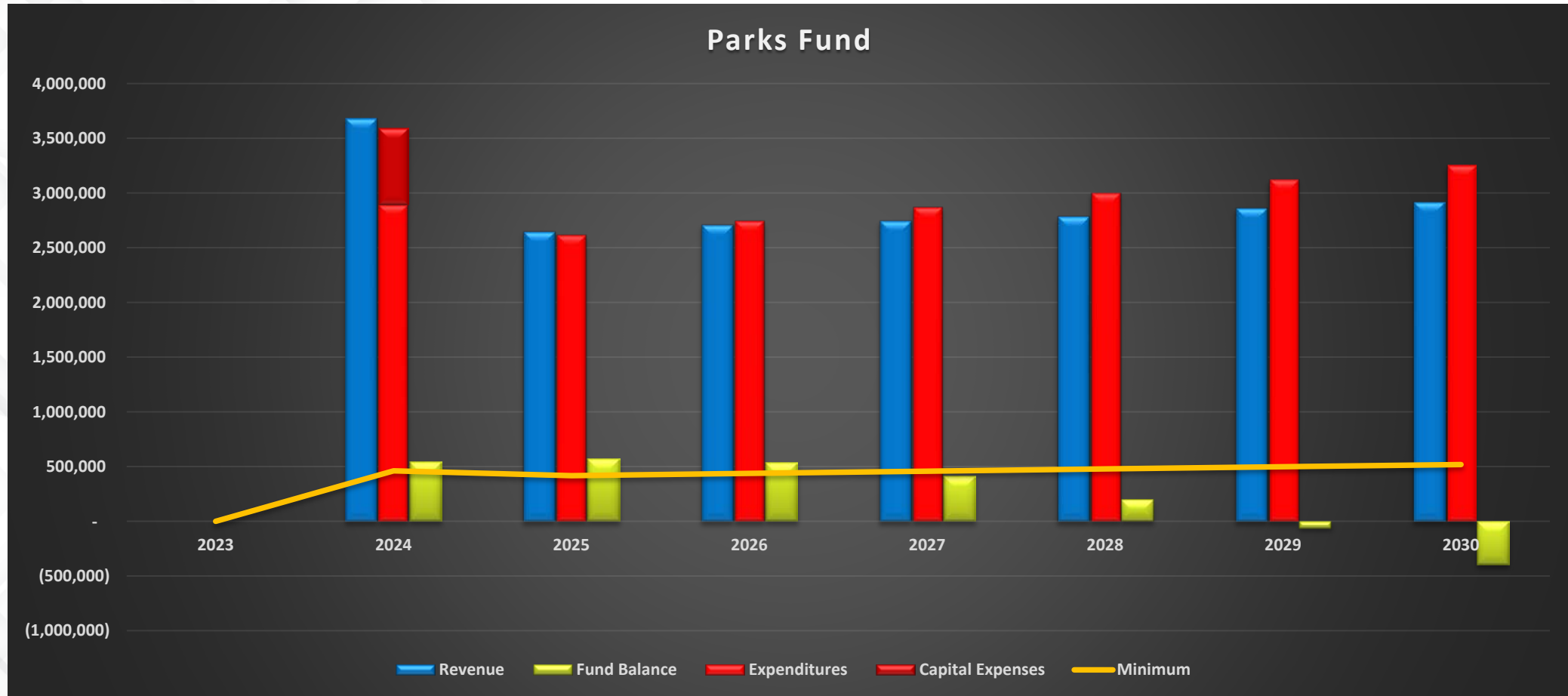
Description	Cost	Year
Land code re-write (Community Development)	\$450,000	2025
Microsoft retooling (IT)	\$30,000	2025
Cyber security consultants (IT)	\$30,000	2025
Updated website (Community Facilitation)	<u>\$120,000</u>	2025
Total One-Time Included in 2025 Budget (Sept. 3)	\$630,000	
<b>NEW</b> – EDI Position Scope Study	\$50,000	2025
Revised Total One-Time Included in 2025 Budget	\$680,000	
Sustainability action plan – 5-year update	<u>\$200,000</u>	2026
Total One-Time Included in 2026 Budget	\$200,000	



# Open Space Fund Forecast

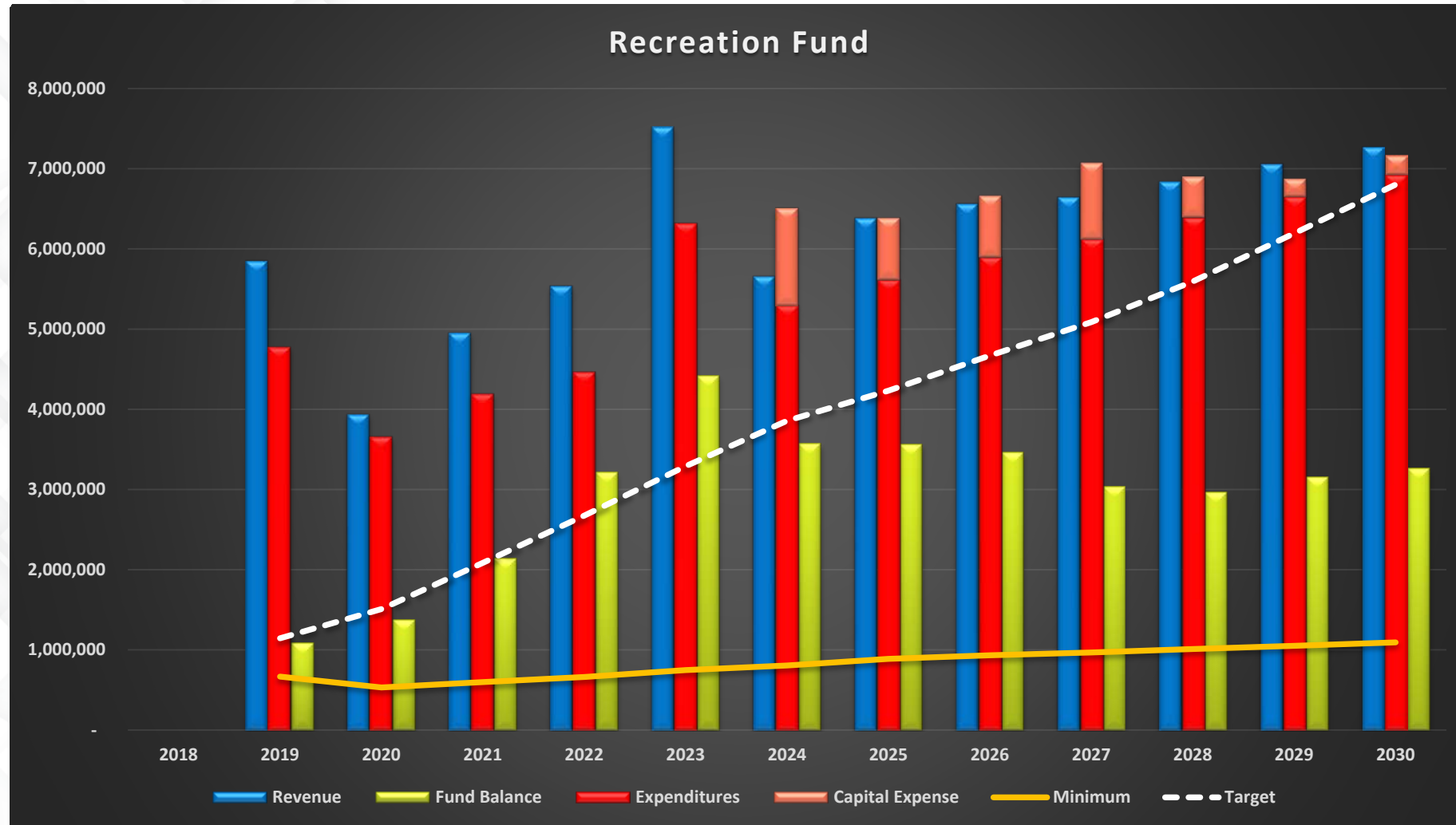


# Park Fund Forecast





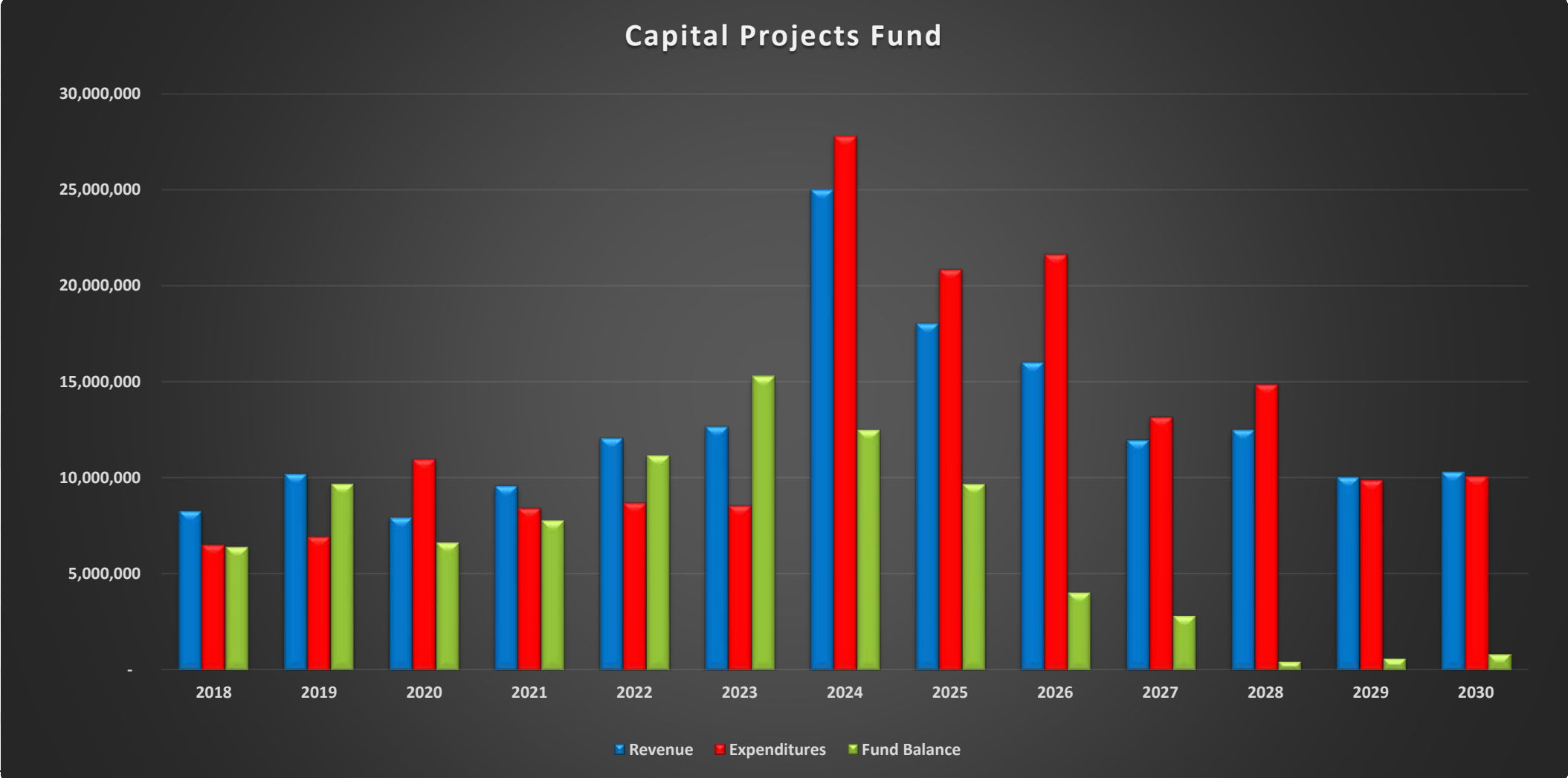
# Recreation Fund Forecast



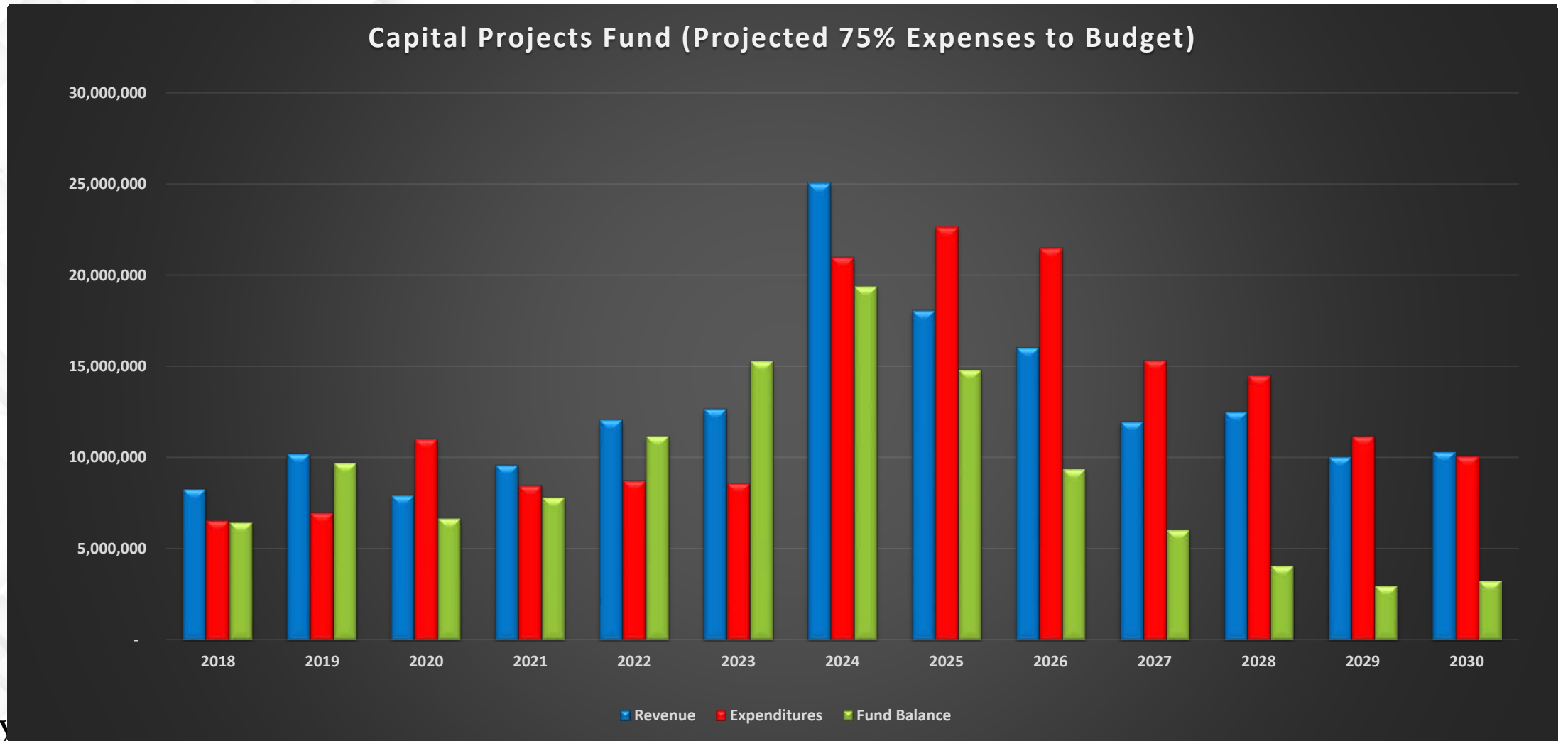
# Capital Projects Fund Summary

- CMO, Department and Finance Staff collaborated to create a viable 2025-2030 CIP Plan
- Maintenance of existing City Assets and Decarbonization Projects were prioritized.
- Grant funding was maximized to best leverage city funds.
- Marshall Fire impacted roads to be incorporated into the on-going pavement program.
- Refined Parks Capital Requests incorporated into Capital Projects Fund.
- Shifted vehicle replacements to Capital Projects Fund.

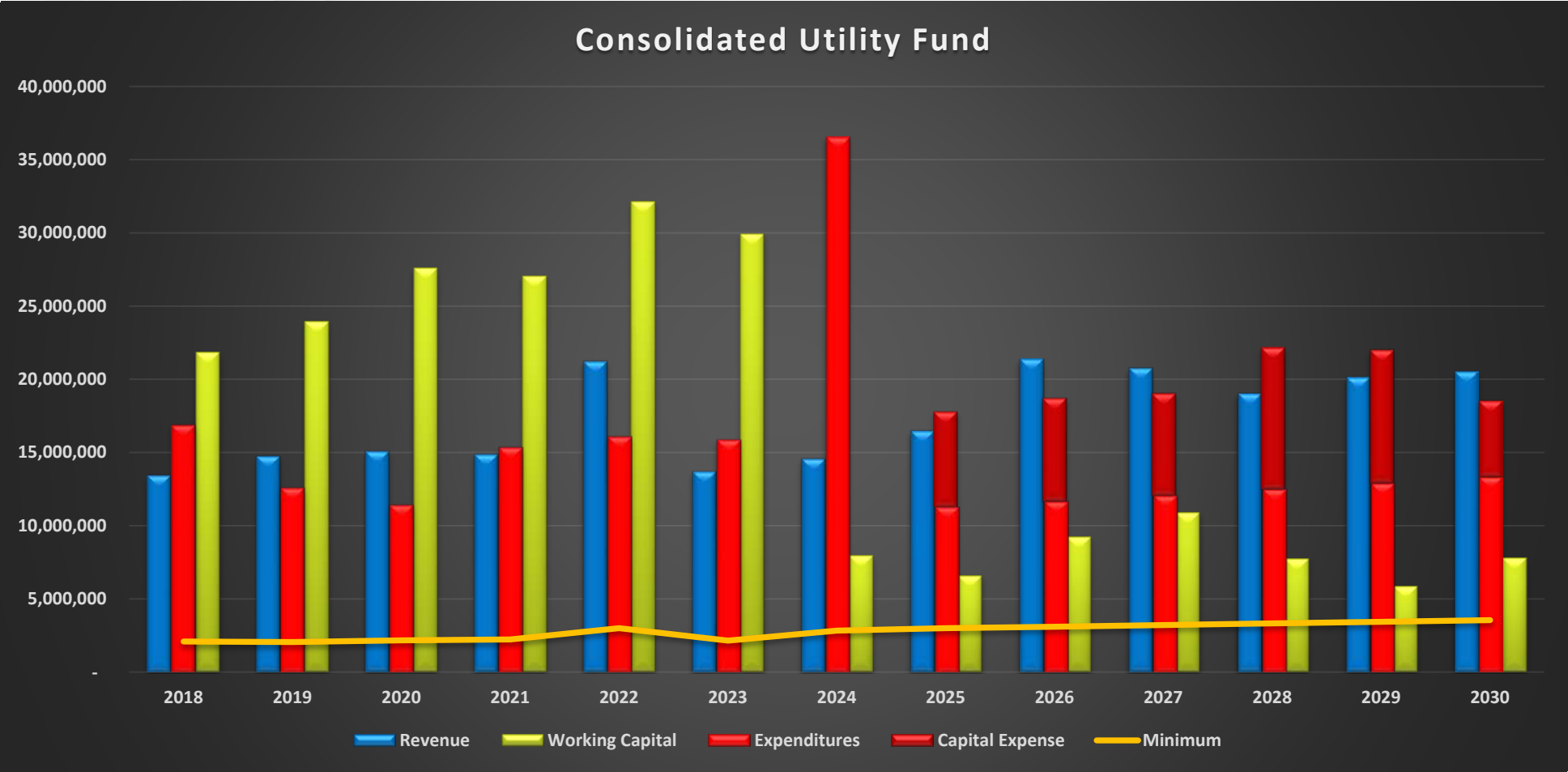
# Capital Fund Forecast



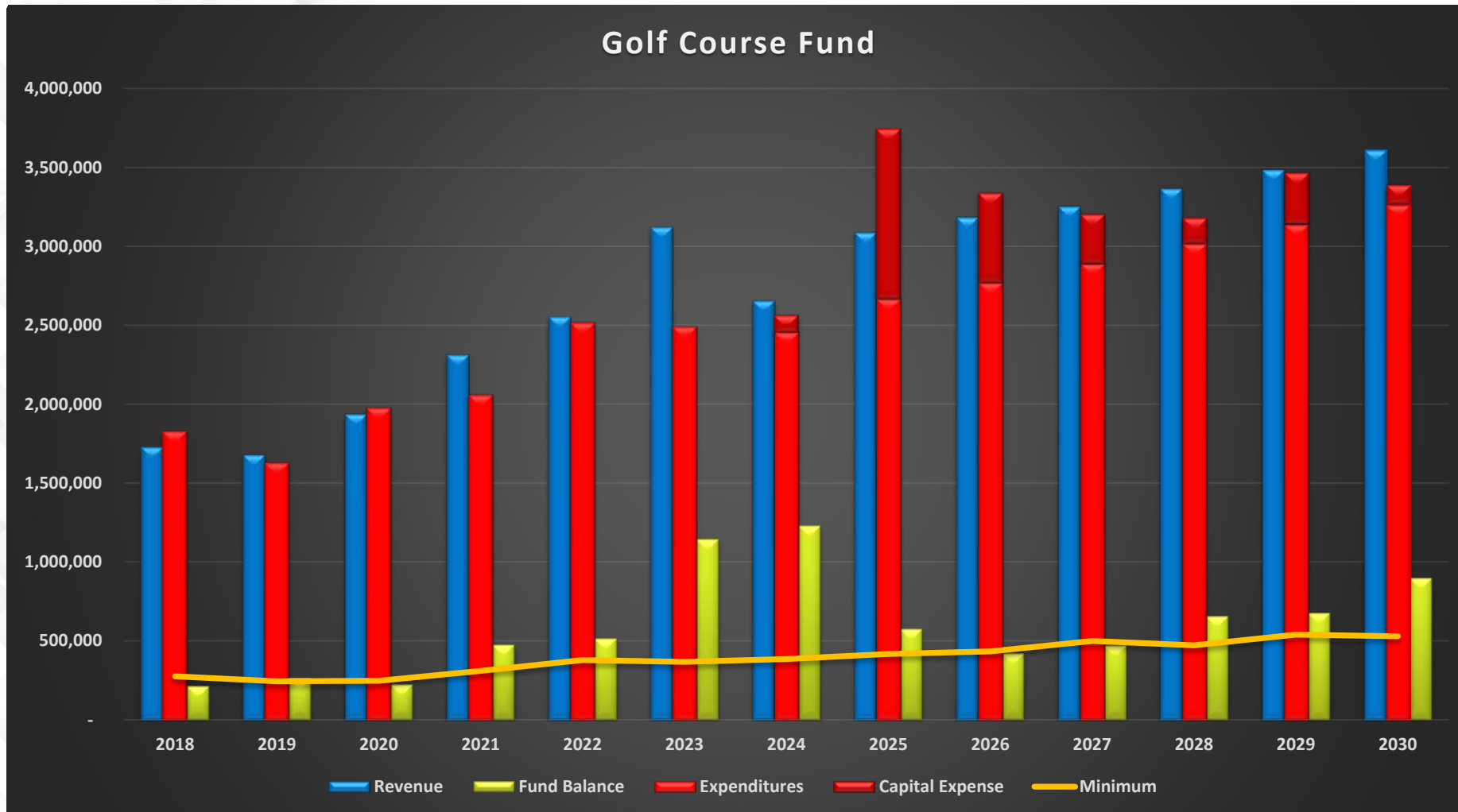
# Capital Fund Projection (Est. 75% spend)



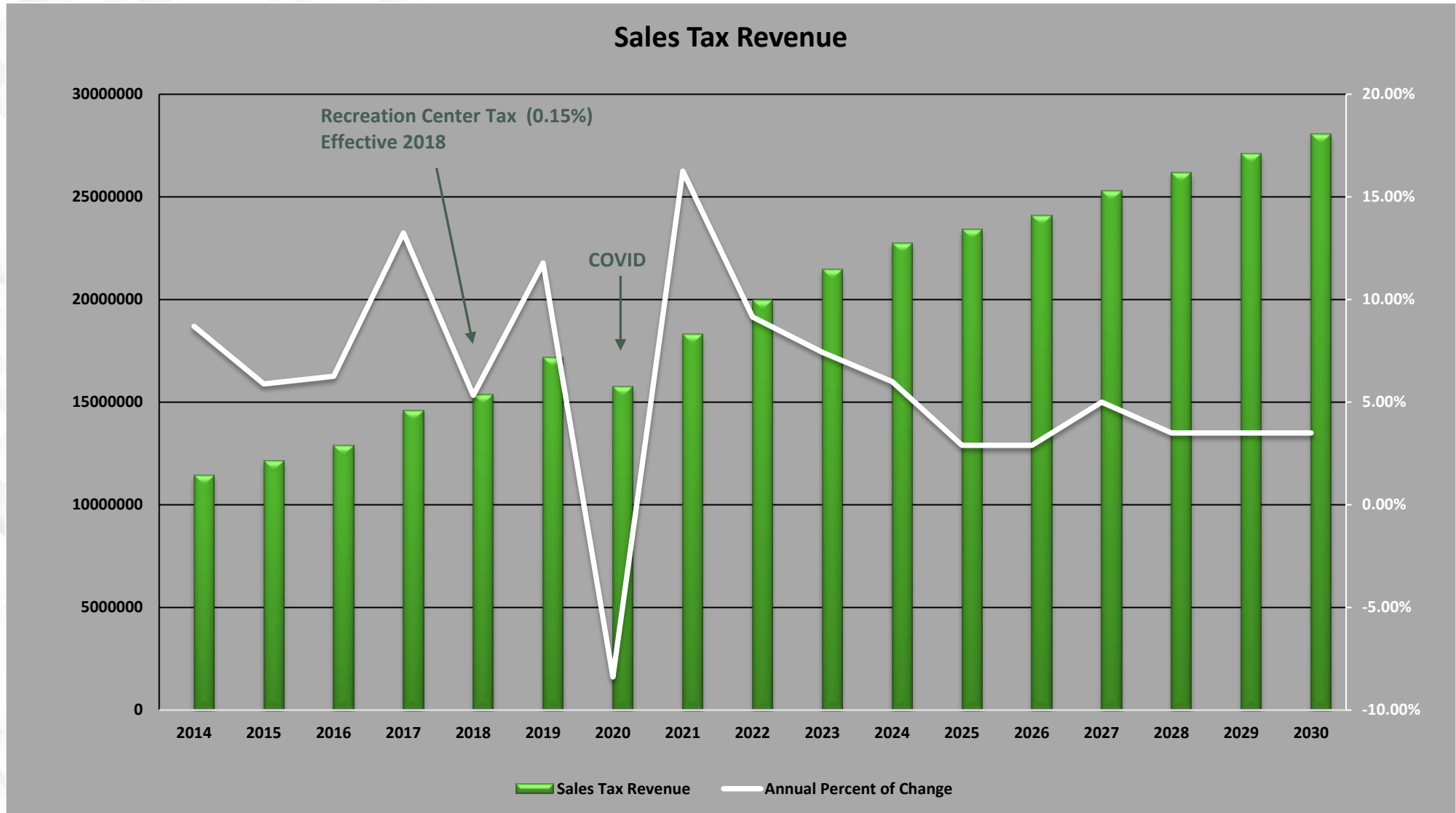
# Consolidated Utility Fund Forecast



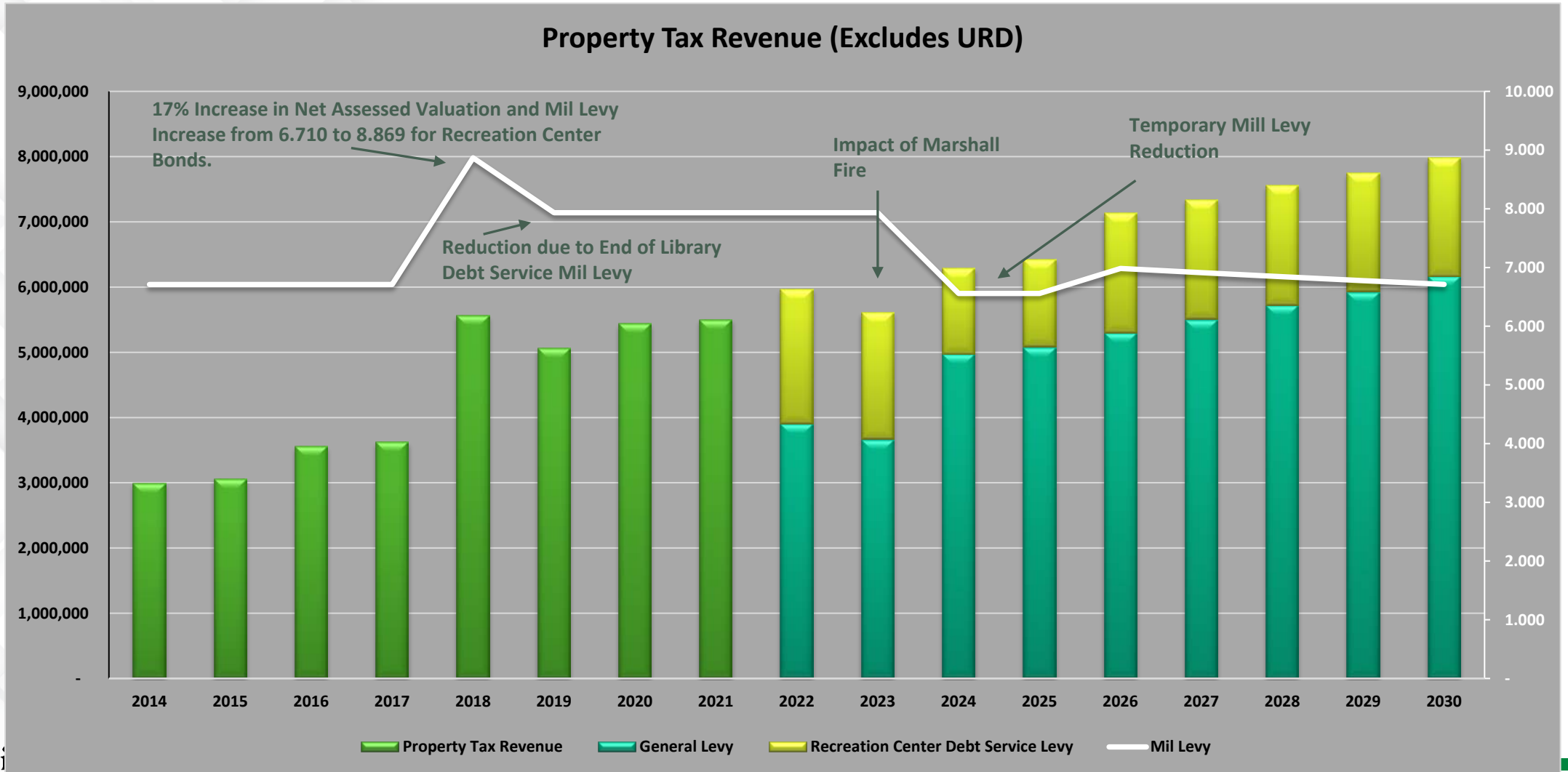
# Golf Fund Forecast



# Sales Tax



# Property Tax





# 2025- 2030 CIP Program Summary

Fund Description	2025	2026	2027	2028	2029	2030	6- Years Totals
Open Space Fund	320,000	715,000	589,000	565,000	175,000	250,000	2,614,000
Conservative Trust Fund	300,000	205,500	463,000	200,000	230,500	362,500	1,761,500
Cemetery Fund	16,000	18,500	197,500	24,500	25,000	25,500	307,000
PEG Fee Fund	20,000	20,000	10,000	10,000	10,000	10,000	80,000
Historic Preservation Fund	15,000	256,450	-	-	-	-	271,450
Recreation Fund	779,900	774,736	959,500	518,100	230,000	247,000	3,509,236
Capital Projects Fund	20,244,426	21,002,944	12,501,892	14,179,108	9,159,023	9,330,902	86,418,294
Water Utility Fund	5,295,150	5,233,950	5,889,650	7,504,550	7,927,500	3,614,500	35,465,300
Wastewater Utility Fund	718,093	662,000	1,065,500	1,454,500	997,500	875,500	5,773,093
Storm Water Utility Fund	375,000	1,150,000	-	672,500	64,751	706,500	2,968,751
Golf Course Fund	1,074,915	567,616	313,355	162,364	327,000	125,000	2,570,250
Technology Management Fund	142,550	142,550	142,550	142,550	142,550	142,550	855,300
Fleet Management Fund	90,000	-	-	-	-	-	90,000
<b>Total For All Funds</b>	<b>29,391,034</b>	<b>30,749,246</b>	<b>22,131,947</b>	<b>25,433,172</b>	<b>19,288,824</b>	<b>15,689,952</b>	<b>142,684,175</b>

# 2025- 2030 Capital Projects - Highlights

- Pavement Maintenance (\$32.3M)
- Decarb for City facilities (\$11.2M)
  - Includes Solar at Rec Center, City Services, Library, and Police/Court
- South Street Underpass (\$10.3M)
- Downtown Vision Plan (\$9M)
- Windy Gap Reservoir (\$7.4M)
- Water Treatment Plant Decarb (\$3.4M)
- Medians (\$2.1M)
- Affordable Housing (\$2M)
- Centennial Tennis Court Renovations (\$525K)
- Golf Maintenance Storage Building (\$400K)
- Golf Pond Liner (Hole #11, \$310K)
- Golf Carts (\$270K)
- Inline Skating Rink Pickleball conversion (\$200K)

# Capital Projects Fund

Request No.	Project Description		2025	2026	2027	2028	2029	2030	6 Year Totals
11	City Services Office Workstations	Parks	65,000	35,000					100,000
12	Park and Playground Improvements (%)	Parks		187,500	200,000	200,000	212,500	212,500	1,012,500
13	Playground Replacement Parts / Features	Parks	15,000	18,000	20,000	22,000	25,000	27,000	127,000
14	Renovation of Arboretum	Parks		50,000	52,500	55,000			157,500
15	Median Renovations	Parks		700,000	700,000	700,000			2,100,000
16	Convert Inline Rink to Pickleball (%)	Parks	80,000						80,000
17	Conversion of Volleyball court to 2 pickleball courts (%)	Parks			105,000				105,000
20	Feasibility Study Cleo Mudrock Park- MU Fields	Parks			250,000				250,000
22	Centennial Tennis Court Projects	Parks		350,000	175,000				525,000
23	Technology Improvements	Parks	20,000	22,000	22,000	25,000	28,000	30,000	147,000
24	Irrigation Upgrades	Parks	100,000	108,000	111,000	115,000	118,000	121,000	673,000
25	Surfacing Materials- Playground, Dog Park, Crusher	Parks	25,000	28,500	30,000	31,500	33,000	35,000	183,000
27	Park Division Equipment Tracking	Parks		28,000	30,000	32,500	35,000	38,000	163,500
28	Park Division Equipment Replacements (%)	Parks	128,000	148,000	180,000	196,000	200,000	204,000	1,056,000
29	Park Division Equipment New Requests	Parks	80,000	85,000	116,000	92,500	95,000	95,000	563,500
31	Landscaping Improvements	Parks	15,000	18,000	20,000	23,000	25,000	28,000	129,000
32	Court Resurfacing	Parks		95,000	100,000	110,000	120,000	130,000	555,000
33	Concrete Replacement at Sports Complex	Parks	150,000						150,000
34	Sports Complex Parking lot Surfacing	Parks				350,000			350,000
35	Sports Complex Restrooms	Parks		850,000					850,000
37	Par Course Replacement	Parks		75,000	75,000	75,000	75,000		300,000

# Capital Projects Fund

Request No.	Project Description		2025	2026	2027	2028	2029	2030	6 Year Totals
38	Park Furnishing Replacements	Parks	15,000	18,000	20,000	22,000	25,000	25,000	125,000
39	Infield Renovations- Miners, Heritage, Cleo (%)	Parks		14,000	15,000	15,000	17,500	17,500	79,000
40	Upgrade Restroom Facilities (%)	Parks		25,000	26,000	26,000	27,500	29,000	133,500
41	Splash Pad and Playground Replacement at Commu	Parks			650,000				650,000
43	Drainage improvements and Infield Replacement	Parks		150,000					150,000
44	Miners Fence backstop extension	Parks		150,000					150,000
67	Indoor Batting Cage	Parks	16,000						16,000
New	Vehicle (parks)	Parks	70,000	72,100	74,263	76,491	78,786	81,149	452,789
154	Affordable Housing Development/Purchase		2,000,000						2,000,000
140	Access Control		374,000	374,000	374,000				1,122,000
141	Camera & DVR Replacement		27,500	32,500	55,500				115,500
142	Firewall Replacement				10,000				10,000
143	IT Vehicle		45,000						45,000
144	MDT Refresh & Equipment Initiative		125,000						125,000
145	Middle Mile Fiber Enhancements		100,000	100,000					200,000
146	NetAlly Tester		17,000						17,000
147	Extreme Switch Replacement					60,000	60,000		120,000
148	Printer Replacement & Manage Print		50,000	50,000					100,000
149	Server Replacement				175,000			175,000	350,000
151	IT UPS Modernization Project		38,600	45,000	45,000				128,600
152	Wifi Access Point Replacement						175,000		175,000
214	AMH Replacement		200,000						200,000
213	FLOCK CAMERAS		75,000	77,625	80,342	83,153	86,063	89,075	491,258



# Capital Projects Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Totals
155	Annual Traffic Calming Program	50,000	50,000	50,000	50,000	50,000	50,000	300,000
157	ADA Transition Plan	240,000						240,000
158	South Street Underpass	1,163,876	9,119,378					10,283,254
159	Downtown Vision CIP	1,000,000	2,400,000	2,400,000	3,200,000			9,000,000
161	Concrete Replacement	115,000	120,750	132,300	144,703	150,491	158,016	821,260
162	Annual Resurfacing Program	5,000,000	5,150,000	5,304,500	5,463,635	5,627,544	5,796,370	32,342,049
164	Traffic Signal Maintence	1,094,500		110,000	110,000	110,000		1,424,500
165	Sign Truck Replacement (Unit 3212)	70,000						70,000
166	Replacement Snowplow / Dump truck (Unit 3208) (%)	212,500						212,500
167	School Zone Flashing Beacon Replacement				87,120			87,120
168	3202 Snowplow / Dump Truck Replacement (%)						294,000	294,000
168	3202 Snowplow / Dump Truck Replacement (%)						84,000	84,000
169	3204 Snowplow / Dump Truck Replacement (%)						294,000	294,000
169	3204 Snowplow / Dump Truck Replacement (%)						84,000	84,000
173	3424 Snowplow / Dump Truck Replacement (%)				170,000			170,000
173	3424 Snowplow / Dump Truck Replacement (%)				170,000			170,000
174	Loader Box Plow	60,000						60,000
175	Fleet Floor Cleaner Replacement				14,599			14,599
176	Fleet Tire Changer and Balancer		20,346					20,346
211	Operations Tablet Replacement (%)					3,750		3,750
97	Austin Niehoff Decarbonization				46,000			46,000
98	City Hall Interior Finishes and Decarbonization			25,000	2,070,000			2,095,000

# Capital Projects Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Totals
99	CS - Boom Lift Overhaul				17,250			17,250
100	City Services - 13 Yr Check/ Equipment Upgrade				17,250			17,250
102	City Services Interior Finishes Refresh				74,750			74,750
104	City Wide Decarbonization - EV Charging	632,500						632,500
105	Library Lighting Controls		176,525					176,525
106	Library Millwork Refresh			57,500				57,500
107	Library Snow Melt System 20yr Maintenance				23,000			23,000
109	Museum Fire Panel	28,750						28,750
116	Police/Court Elevator 20 yr Maintenance					28,750		28,750
117	Police/Court - 13 Yr Fire Alarm Check/Upgrade						23,000	23,000
118	Police Court Interior Refresh			172,500				172,500
119	Police/Court Roof Replacement	315,100						315,100
120	Police/Court Decarbonization	1,446,000						1,446,000
121	Recreation Center Decarbonization	2,484,000			86,250			2,570,250
128	Arts Center Decarbonization			60,200				60,200
130	City Services Decarbonization (incl Solar)	1,000					1,105,150	1,106,150
133	CPTED Assesment Recommendations (%)	12,650						12,650
133	CPTED Assesment Recommendations (%)	54,050						54,050
136	Library Decarbonization	1,841,150						1,841,150
137	Museum Improvements			28,750				28,750
138	Museum Building Improvements			113,850				113,850
178	Citywide Traffic Counts	25,000			25,000			50,000
179	Pavement Marking Program	218,750		230,000		241,250		690,000
180	Traffic Signal Timing			15,000		15,000		30,000
212	Police Fleet Plan	274,000	282,220	290,687	299,407	308,389	317,641	1,772,344
New	Various Solar					1,400,000		1,400,000
New	Street Maintenance Vehicle	139,500						139,500
	<b>Total Capital Projects Fund</b>	<b>20,244,426</b>	<b>21,002,944</b>	<b>12,501,892</b>	<b>14,179,108</b>	<b>9,159,023</b>	<b>9,330,902</b>	<b>86,418,294</b>



# 2025- 2030 CIP Program

## Open Space Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
1	Open Space New Vehicles	120,000						120,000
2	Open Space Equipment	20,000	120,000		50,000			190,000
3	Open Space Planning Documents		150,000	255,000				405,000
4	Warembourg Property and Fishing Pond Plan			44,000	325,000			369,000
5	Open Space Signs	10,000		40,000				50,000
6	Open Space Amenity Maintenance	100,000	80,000	100,000		25,000	60,000	365,000
7	Open Space Parking Lot Maintenance	70,000	65,000		40,000		40,000	215,000
8	Soft Surface Trail Maintenance & Design		300,000	150,000	150,000	150,000	150,000	900,000
	<b>Total Open Space Fund</b>	<b>320,000</b>	<b>715,000</b>	<b>589,000</b>	<b>565,000</b>	<b>175,000</b>	<b>250,000</b>	<b>2,614,000</b>

# 2025- 2030 CIP Program

## Conservation Trust – Lottery Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
10	Trail Wayfinding Signage Implementation	300,000					150,000	450,000
12	Park and Playground Improvements (%)		187,500	200,000	200,000	212,500	212,500	1,012,500
17	Conversion of Volleyball court to 2 pickleball courts (%)			245,000				245,000
36	Park Signs		18,000	18,000		18,000		54,000
	<b>Total Conservation Trust - Lottery Fund</b>	<b>300,000</b>	<b>205,500</b>	<b>463,000</b>	<b>200,000</b>	<b>230,500</b>	<b>362,500</b>	<b>1,761,500</b>

## Cemetery Fund

28	Park Division Equipment Replacements (%)	16,000	18,500	22,500	24,500	25,000	25,500	132,000
42	Cemetery Long Range Plan			175,000				175,000
	<b>Cemetery Fund</b>	<b>16,000</b>	<b>18,500</b>	<b>197,500</b>	<b>24,500</b>	<b>25,000</b>	<b>25,500</b>	<b>307,000</b>

## Historic Preservation

129	Austin Niehoff Improvements	15,000	256,450					271,450
	<b>Historic Preservation</b>	<b>15,000</b>	<b>256,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>271,450</b>



# 2025- 2030 CIP Program

## Recreation Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
16	Convert Inline Rink to Pickleball (%)	120,000						120,000
28	Park Division Equipment Replacements (%)	16,000	18,500	22,500	24,500	25,000	25,500	132,000
39	Infield Renovations- Miners, Heritage, Cleo (%)		14,000	15,000	15,000	17,500	17,500	79,000
40	Upgrade Restroom Facilities (%)		25,000	26,000	26,000	27,500	29,000	133,500
45	Furniture Replacement		25,000					25,000
46	Fitness Equipment Replacement	125,000	152,000	152,000	152,000	160,000	160,000	901,000
47	Mirrors & Barre in Mt. Elbert	28,600						28,600
48	Weight Plate Replacement		45,000					45,000
49	Weight Benches Replacement			20,000				20,000
50	Techno Gym Selectorized Replacement		39,000					39,000
51	Hoist Selectorized Replacement			39,000				39,000
52	Samson Rigs Replacement			60,000				60,000
53	Cybex Selectorized Replacement				21,000			21,000
54	Shade replacement in Weight & Cardio rooms				39,600			39,600
55	Washer & Dryer Replacement				20,000			20,000
56	Turf Gym Shade Structure		47,736					47,736

# 2025- 2030 CIP Program

## Recreation Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
57	TV Replacement in Facility			10,000				10,000
58	Stereo Replacement in 3 studios	27,000						27,000
59	Aquatics Amenity Update	75,000						75,000
60	Pool Pump Replacements	15,000					15,000	30,000
61	LRC Pool Furniture	13,500	13,500					27,000
62	Memory Square Pool Furniture		30,000	15,000				45,000
63	Miracote Deck	170,000						170,000
64	Indoor pool replaster				220,000			220,000
65	Sauna & Steam area expansion		278,000					278,000
66	Drinking Fountain & Shower		12,000					12,000
68	Mini Van Replacement		75,000					75,000
95	Memory Return Line Replacement			600,000				600,000
108	LRC - Family Locker Room Floor Tile Replacement	176,000						176,000
133	Crime Prevention thru Environmental Design - Assessment Recommendations (%)	13,800						13,800
	<b>Total Recreation Fund</b>	<b>779,900</b>	<b>774,736</b>	<b>959,500</b>	<b>518,100</b>	<b>230,000</b>	<b>247,000</b>	<b>3,509,236</b>

# 2025- 2030 CIP Program

## Water Utility Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
150	Telemetry Site Refresh (%)		45,000					45,000
166	Replacement Snowplow / Dump truck (Unit 3208) (%)	127,500						127,500
168	3202 Snowplow / Dump Truck Replacement (%)						42,000	42,000
169	3204 Snowplow / Dump Truck Replacement (%)						42,000	42,000
172	Excavator and Flatbed Truck (%)	260,000						260,000
173	3424 Snowplow / Dump Truck Replacement (%)				85,000			85,000
182	Water loop for NE Louisville			780,000				780,000
187	Water Pipeline Replacement	1,398,000	492,000	812,650	1,208,500	1,250,500	1,550,500	6,712,150
188	Big Dry Creek Augmentation Station			500,000				500,000
189	Filter Media Replacement HBWTP				398,000			398,000
190	HBWTP Recycle System			560,000				560,000
191	High Zone Tank Security	60,000						60,000
193	Louisville Reservoir Outlet Repairs			500,000				500,000
194	Meter Replacement	1,900,000	1,900,000					3,800,000
195	Northern Pump Station Improvements		550,000					550,000
196	Raw Water Integration Project (RIP)				440,000	4,840,000		5,280,000
197	Security Replacement and Upgrades (%)					136,500		136,500

## Water Utility Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
198	Utility Fiber (%)			325,000				325,000
199	Utility Redundant Autodialer (%)	40,000						40,000
200	Water Efficiency Plan Update	50,000						50,000
201	Water Plant Chlorine Dioxide Replacement	150,000	500,000					650,000
202	Water Rights Acquisition			1,100,000	1,100,000			2,200,000
203	Windy Gap Firming Project	818,000	1,312,000	1,312,000	1,312,000	1,313,000	1,313,000	7,380,000
204	Water Quality Algae Mitigation System						590,000	590,000
205	WTP Control System Replacement		420,000					420,000
206	WTP Instrumentation Upgrades					280,000		280,000
207	Water Valve Replacements				635,000			635,000
208	Operations - Locate Vehicle (%)	42,500						42,500
209	3403 Meter Truck Replacement (%)					60,000		60,000
211	Operations Tablet Replacement (%)					18,750		18,750
113	NWTP Backwash Building Roof Replacement					28,750		28,750
114	North Water Plant Decarbonization	21,850	14,950		1,463,550			1,500,350
115	NWTP-Pre Treatment Building Roof Replacement	44,850						44,850
123	South Water Treatment Plant Decarbonization	10,500			862,500			873,000
124	South Water Plant HVAC for Pre-Treatment Bldg.	43,750						43,750
133	CPTED Assesment Recommendations (%)	20,700						20,700
139	NWTP - Roof Replacements	307,500						307,500
210	3409 Replacement (%)						77,000	77,000
	<b>Total Water Utility Fund</b>	<b>5,295,150</b>	<b>5,233,950</b>	<b>5,889,650</b>	<b>7,504,550</b>	<b>7,927,500</b>	<b>3,614,500</b>	<b>35,465,300</b>

## Wastewater Utility Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
150	Telemetry Site Refresh (%)		45,000					45,000
184	Sanitary Sewer Rehab - Replacement	467,000	617,000	740,500	428,500	838,000	875,500	3,966,500
192	Lift Station Communication Upgrade	55,000						55,000
197	Security Replacement and Upgrades (%)					73,500		73,500
198	Utility Fiber (%)			325,000				325,000
199	Utility Redundant Autodialer (%)	40,000						40,000
208	Operations - Locate Vehicle (%)	42,500						42,500
211	Operations Tablet Replacement (%)					11,250		11,250
96	WWTP - Operation Building Roof Replacement	23,000						23,000
125	WWTP -Centrifuge Building Roof Replacement					74,750		74,750
126	Waste Water Plant Decarbonization	15,843			1,026,000			1,041,843
127	WWTP Operation Building Roof Replacement	74,750						74,750
	<b>Total Wastewater Utility Fund</b>	<b>718,093</b>	<b>662,000</b>	<b>1,065,500</b>	<b>1,454,500</b>	<b>997,500</b>	<b>875,500</b>	<b>5,773,093</b>

## Storm Water Utility Fund

166	Telemetry Site Refresh (%)	85,000						85,000
172	Sanitary Sewer Rehab - Replacement	65,000						65,000
177	Lift Station Communication Upgrade					61,001		61,001
183	Security Replacement and Upgrades (%)	225,000						225,000
185	Utility Fiber (%)		650,000					650,000
186	Utility Redundant Autodialer (%)		500,000		672,500		706,500	1,879,000
211	Operations - Locate Vehicle (%)					3,750		3,750
	<b>Total Storm Water Utility Fund</b>	<b>375,000</b>	<b>1,150,000</b>	<b>-</b>	<b>672,500</b>	<b>64,751</b>	<b>706,500</b>	<b>2,968,751</b>

# 2025- 2030 CIP Program

## Golf Course Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
70	Golf Cart Fleet Replacement	270,140						270,140
75	Golf Operations Office Furniture	16,000						16,000
76	Golf Operations Office Furniture						50,000	50,000
78	Clubhouse Exterior - Decking & Pergola		29,000					29,000
79	Pond Liner Replacement - Hole 11		309,241					309,241
80	Maintenance Facility Storage Building	400,000						400,000
81	Maintenance Facility Paving Improvements					227,000	25,000	252,000
83	Foley 673 Bedknife Grinder			46,465				46,465
84	Foley 653 Accu-Master Reel Grinder				83,664			83,664
85	175 Gallon Sprayer Replacement			49,515				49,515
86	Echo Robotic Ball Picker				28,700			28,700
87	Sunshade for Starter Station		22,000					22,000
88	Driving Range Porous Pave					65,000		65,000
89	Electric for Robotic Mower	32,000						32,000
90	Cart Path Repairs	25,000	25,000					50,000
91	Cart Path Repairs			50,000	35,000	35,000	35,000	155,000

# 2025- 2030 CIP Program

## Golf Course Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
92	Tree Planting		15,000		15,000		15,000	45,000
94	Bunker Renovation		167,375	167,375				334,750
131	Golf Clubhouse - Basement Improvements	47,150						47,150
132	Golf Clubhouse - Interior Improvements	173,650						173,650
133	CPTED Assessment Recommendations (%)	13,800						13,800
134	Golf Clubhouse Exterior Improvements	59,800						59,800
135	Golf Clubhouse Parking Lot Lighting	37,375						37,375
	<b>Total Golf Course Fund</b>	<b>1,074,915</b>	<b>567,616</b>	<b>313,355</b>	<b>162,364</b>	<b>327,000</b>	<b>125,000</b>	<b>2,570,250</b>

# 2025- 2030 CIP Program

## Technology Management Fund

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
153	Computer-Hardware	142,550	142,550	142,550	142,550	142,550	142,550	855,300
	<b>Total Technology Management Fund</b>	<b>142,550</b>	<b>142,550</b>	<b>142,550</b>	<b>142,550</b>	<b>142,550</b>	<b>142,550</b>	<b>855,300</b>

## Fleet Management Fund

170	3213 F550 Plow Truck Replacement	90,000						90,000
	<b>Total Fleet Management Fund</b>	<b>90,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>



# 2025- 2030 Unfunded CIP Projects

## Capital Fund - Unfunded

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
18	Build 6-8 new pickleball courts (%)			210,000	700,000			910,000
19	Renovation of Cottonwood Park / Lake Park			150,000	1,250,000			1,400,000
21	Multi-use athletic fields - natural grass		150,000	1,350,000				1,500,000
22	Centennial Tennis Court Projects				1,500,000			1,500,000
26	Renovate Lawrence Enerrito to Synthetic Turf			150,000	1,500,000			1,650,000
156	Via Appia Pedestrian Improvements			110,000	1,036,800			1,146,800
160	CO42 Corridor Enhancements		800,000	16,000,000	550,000	11,850,000	17,000,000	46,200,000
101	City Services 2 Building		57,500	57,500	13,800,000			13,915,000
110	City Hall 2 (20,000sqft.)		25,000	11,510,000				11,535,000
111	City Hall 2 (30,000sqft.) Incremental			5,750,000				5,750,000
112	City Hall 2 (40,000sqft.) Incremental			2,750,000				2,750,000
	<b>Total Capital Projects Fund</b>	<b>-</b>	<b>1,032,500</b>	<b>38,037,500</b>	<b>20,336,800</b>	<b>11,850,000</b>	<b>17,000,000</b>	<b>88,256,800</b>

# 2025- 2030 Unfunded CIP Projects

## Open Space Fund - Unfunded

Request No.	Project Description	2025	2026	2027	2028	2029	2030	6 Year Total
9	Community Trail Connections			200,000	150,000	150,000	200,000	700,000
	<b>Total Open Space Fund</b>			<b>200,000</b>	<b>150,000</b>	<b>150,000</b>	<b>200,000</b>	<b>700,000</b>

## Conservation Trust Fund - Unfunded

18	Build 6-8 new pickleball courts (%)			90,000	300,000			390,000
	<b>Conservation Trust Fund</b>			<b>90,000</b>	<b>300,000</b>			<b>390,000</b>

## Golf Course Fund - Unfunded

69	Clubhouse Renovation & Expansion				7,000,000			7,000,000
71	Restroom Construction (Holes 1-4)		300,000					300,000
72	Putting Green Renovation - Punchbowl		350,000					350,000
73	Clubhouse Architecture & Engineering		780,000					780,000
74	Clubhouse Replacement				20,000,000			20,000,000
77	Golf Learning Center & Club Fitting		342,000					342,000
82	Autonomous Add-On For Triplex Mower		130,000	130,000				260,000
93	Water Rights for Golf Course			100,000	100,000			200,000
	<b>Total Golf Course Fund</b>		<b>1,902,000</b>	<b>230,000</b>	<b>27,100,000</b>			<b>29,232,000</b>

# Equity, Diversity, and Inclusion

## Events

- 21+ EDI focused events

## Social Media/Story Telling

- Regular research, stories, and posts
- Frequently covered in museum newsletter

## Accessibility

- ADA Transition Plan
- Pavement
- Digital (website)
- Translation
- Virtual Council Meetings
- Sensory kits for neurodiverse accessibility

## Engagement

- Intentional engagement to reach all of Louisville

## Policy Considerations

- Housing
- Minimum Wage
- EDI lens for 2025 Priorities

## Internal

- Policies and Procedures
- In hiring practices
- Training

## Training

- Boards & Commissions
- Council
- Staff

## Support

- Non-Profit Grants
- Utility Assistance
- Community Resources

## Other

- Costume Exchange
- Senior Center
- Flags
- Proclamations
- Equity in how we plan and implement city services to reach as much of the city as possible

# Budget Calendar – Looking Forward

- Tuesday, Oct 1<sup>st</sup> – (Council Meeting) – City Manager’s Recommended
- Tuesday, Oct 15 - (Council Meeting) - Budget Public Hearing
- Monday, November 4<sup>th</sup> – 2025/2026 Biennial Budget Adopted

# 2025 / 2026 FiCom Budget Update

Thank you!

**Due August 26 - Apply here:**

<https://forms.office.com/pages/responsepage.aspx?id=wjTNvRnpVEu2ugEICsNYMpwvXkIHF6VPpwuk6xHv6dNUQU5WVZVQ1pOOE40VThINEgzUDgwOUxFNy4u>

**Zip Code Report 2023**

97 clients and 11,253 meals in 2023

City of Louisville

Kevin Watson

Director of Finance

749 Main Street

Louisville, CO 80027

Or in pdf-format via e-mail to: [kevinw@louisvilleco.gov](mailto:kevinw@louisvilleco.gov)

**Organization Name**

Coal Creek Meals on Wheels

**Program Title or “General Operating”**

General Operating

**Contact Person & Title**

Brittany Vital, Development & Marketing Director

**Address**

455 N Burlington Ave, Lafayette, CO 80026

**Telephone**

303-665-0566

**Email**

[bvital@coalcreekmow.org](mailto:bvital@coalcreekmow.org)

**Program Duration (if applicable)**

Applicable

**Not Applicable**

**Anti-Discrimination Policy**

Yes

No

**Grant Amount Requested for 2025**

**\$5,000**

**Grant Amount Requested for 2026**

**\$5,000**

Please upload a list of Board of Directors and key officers or active volunteers to the link below. The list should be titled "[\[Your Organization Name\] Officer Listing](#)".

*Link to upload board list embedded in Microsoft Form*

I confirm I have uploaded this.

Please upload a copy of your agency's 501(c)(3) tax ruling from IRS to the link below. The document should be titled "[\[Your Organization Name\] 501c Tax Ruling](#)".

*Link to upload board list embedded in Microsoft Form*

I confirm I have uploaded this.

Please upload a copy of your agency's most recent IRS Form 990 the link below. The document should be titled "[\[Your Organization Name\] IRS Form 990](#)".

*Link to upload board list embedded in Microsoft Form*

I confirm I have uploaded this.

#### 1: Organizational background

**What is the mission of your organization? Briefly present the strategies you use to achieve your mission. What is the source of information used to verify the need for the services your organization provides?**

The mission of Coal Creek Meals on Wheels (CCMOW) is to support independence and quality of life for Lafayette, Louisville, Erie, and Superior residents by providing nutritious meals and social contact. CCMOW addresses nutritional challenges, provides a sustainable food solution for those facing hunger, and combats social isolation and loneliness among homebound individuals by offering them regular meals and well-checks, support, and referrals to community resources. CCMOW has been connecting neighbors with neighbors since 1972 when the organization was established to provide ready-to-eat meals to residents in need. CCMOW has since expanded to serve 60,000+ meals annually to over 400 clients via its core programs.

With over 50 years of service as a trusted community resource, CCMOW fills a critical gap in Louisville, in Boulder County, and in neighboring communities. This gap, exacerbated by inflation and the end of pandemic-era benefits, continues to place a strain on residents and their ability to access affordable, nutritious food. CCMOW has experienced unprecedented demand for services over the past two years, pointing to the increased need across the City of Louisville and in the surrounding areas.

Demand for CCMOW's core meal provision programs have risen significantly since 2022 when most pandemic era benefits, such as the eviction moratorium and emergency SNAP benefits, ended. This, combined with inflation and a lack of additional support services, led to a historic jump in demand. Last year, CCMOW experienced its largest spike in the number of clients accessing services. By year-end, CCMOW had served a record-high of 61,287 meals to 443 unduplicated clients - a 51% increase in meals served to the community compared with 2022. This year is no different, with May 2024 breaking records for the most meals served in the organization's history in a given month (6,227). This record was also broken in April and four times previously in 2023. Despite the consistent increase in need, CCMOW remains bound to its core tenet to serve anyone in need of a meal without implementing a waitlist.

CCMOW acknowledges that it cannot provide the sole solution to a systemic hunger problem. Rather, by serving nutritious meals to as many people as possible, CCMOW aims to provide consistency, security, connection, and contribute to the overall wellbeing of its clients and community through strategic community partnerships.

## **2: Program description**

**What are the specific activities/programs for which you are requesting funding? If requesting general/operating support, provide an overview of the organization's activities.**

CCMOW addresses food insecurity through the following core programs and complementary initiatives:

**The Meal Delivery Program** mobilizes volunteers to deliver ready-to-eat, nutritious meals five days a week plus two frozen meals for the weekend to clients' homes. The CCMOW kitchen offers a variety of healthy options to accommodate clients' dietary needs and restrictions. The meal delivery program also serves as a point of connection for homebound older adults experiencing isolation and loneliness. With clients' permission, volunteers cross the threshold into clients' homes, connecting with them, and providing (at times, life-saving) wellness checks as needed. While the majority of clients tend to be older adults, there are no age or income requirements/restrictions for this program.

**The Coal Creek Cafe** serves meals to clients in a cafe-style setting at Josephine Commons Monday-Friday. This program provides diners with high-quality, nutrient-dense meals as well as essential daily social interaction between residents, community members, and the CCMOW staff and volunteers.

**Plates for Pets** is a partnership with the Colorado Pet Pantry to provide food for clients' pets alongside their own delivered meal to support keeping companion animals in the home. Pets are proven to reduce stress, lower blood pressure, increase social interaction, promote physical activity, and can reduce feelings of depression and loneliness for older adults.



**Project Homecoming** provides five free meals to patients returning home from the hospital. These meals, provided to anyone regardless of age or income, support individuals' transition home after extended stay in a hospital facility.

**The Kids Summer Meals Program** provides ready-to-eat meals for kids and their families who rely on free lunches during the school year - children and families can also access meal deliveries year-round.

### **3a: Program measurements**

**Provide the following information for the program/activities for which funding is requested:**

**Quantitative measures: For example, describe the overall population and geographic area targeted for service, with more specific information about the population you expect to reach in Louisville.**

CCMOW relies on data from its client database, ServTracker, to understand client demographics as well as to track the number of meals served. Consistent among CCMOW clients is their experience of marginalization due to low-to-moderate income levels, with more than 98% of clients unable to afford the full cost of services. CCMOW subsidizes its meal program through fundraising efforts to ensure that no one is turned away because of an inability to pay. CCMOW's clients are primarily adults ages 60+ (70%), with 40% being over the age of 85. Client ethnicities are as follows: 72% Caucasian, 13% Hispanic/Latino, 3% Asian, 2% Black or African American, and 3% who did not self-identify or who identify as multi-racial.

In 2023, CCMOW served over 10,000 meals to 97 Louisville residents alone. Given the significant increase in demand for services over the past two years, CCMOW anticipates that these numbers will increase in 2025

### **3b: Program measurements**

**Provide the following information for the program/activities for which funding is requested:**

**Qualitative measures: How will you measure the success of this program/activity?**

CCMOW prides itself on the sense of community it has helped to foster among clients, staff, and volunteers. Surveys are essential to the organization's evaluation approach, as qualitative data helps the organization to sense the immediate community need while also providing a baseline of goals for continued improvement. Direct client data allows CCMOW to understand the nutritional needs of its clients, helps identify unmet needs beyond food insecurity, and gauge the satisfaction and nutritional integrity of meal options. Past evaluations allow the organization to track trends and have led to new processes and procedures to better serve clients.

In addition to regular opportunities for feedback, CCMOW conducts an annual client survey to gauge the impact that the organization has had on clients. CCMOW's Annual Client Survey continues to show overall improvement, year over year, in clients' quality of life as a result of programming.

According to the organization's most recent client survey in 2023:

- Over 80% of Meal Delivery clients say the meal they receive is their main meal of the day and that it would be difficult to obtain a meal elsewhere.
- 67% reported that CCMOW helps them feel less lonely and more connected.
- 80% reported that they eat healthier because of CCMOW and that they have a higher overall quality of life.
- 77% believe they are able to live more independently because of their involvement with CCMOW.

#### **4a: Evaluation**

**If you offered this program in the past year, provide a brief description of successes and challenges. What, if any, changes will you implement to address this evaluation?**

Some of our proudest moments as an organization include:

- Our volunteers and CCMOW's Client Services Manager saved multiple lives, with the Meal Delivery Program being some clients' most consistent point of connection with the community.
- Starting a grab and go meal option at the Lafayette Public Library to make our services more accessible to those with transportation barriers, those without a permanent address, and those who do not wish to sign-up for services.
- Serving a record-breaking 61,287 meals in 2023 without compromising on food quality or service provision to the community.
- Hiring the organization's first Development & Marketing Director. Under her direction, CCMOW saw a 24% increase in revenue from local and national foundations with over ten new philanthropies pledging funds to CCMOW's mission. In 2023, the organization intentionally set a negative budget to allow for growth and due to a strong, coordinated fundraising strategy, was able to end the year in the black.
- Starting a Book Club and Buddy Program to focus on increasing social connections for clients, particularly those who live alone and/or are homebound.

Severe inflation persists as a core challenge that has negatively impacted CCMOW's ability to purchase food with costs increasing by over 30% from 2022 to 2023. Surging food costs have also resulted in an influx of new clients while significantly reducing the number of donations that CCMOW receives from in-kind food rescue partners. Last year, 50% of clients did not contribute anything toward the cost of their meals. This is a significant increase from 23% in 2022. In response, the organization made a strategic investment and hired a full-time Development Director to increase capacity. Under her direction, the organization saw a 24% increase in revenue. In 2023, the organization intentionally set a negative budget to allow for growth, but still ended the year in the black. These efforts, however, are undermined by the rapid rate of inflation and its impact on the entire community. This growing demand for services necessitates more space including room for equipment like a blast freezer and room to order larger quantities of non-perishables and supplies that would increase food service capacity. More space is needed for the growing CCMOW staff who currently share offices without private meeting space

and are at max capacity for workloads. As a result, CCMOW has begun to explore the possibility of a capital campaign to secure space for the organization's next stage of growth.

**4b: Prior Grant Awardee**

**If you were a recipient of City of Louisville Grant funding in the past year, provide a brief description of successes and challenges. What, if any, changes will you implement to address this evaluation?**

This answer is the same as 4a

**5a: Leadership**

**How many people serve on your Board of Directors and how many of these are Louisville residents?**

Nine Board Members

One lives in Louisville

**5b: Leadership**

**How many staff does your organization employ and what is the total full-time equivalent? Are any of your staff members Louisville residents?**

7 Full Time

1 Part Time

No staff live in Louisville, but most live in surrounding communities

**5c: Leadership**

**Does your organization utilize volunteers? If yes, provide a brief description of their role and the approximate number of volunteer hours donated in a year.**

CCMOW currently mobilizes over 250 active volunteers who assist staff with meal delivery, meal preparation and service, organizing and bagging meals for delivery, running the Coal Creek Cafe, administrative and logistical assistance, and special holiday and fundraising projects. In 2023, 277 volunteers generously donated 13,565 hours of their time (up from 12,371 hours in 2021). At the going rate of \$31.51 according to independentsector.org, the value of volunteer service was \$431,377.50.

In addition to board meetings held every other month, CCMOW Board members serve on various committees in support of the organization including; DEIA, Governance, Strategic Planning, Marketing, Development, and Finance. Board members are also encouraged to support daily operations either via service at Coal Creek Cafe or through the meal delivery program.

**5d: Leadership**

**Who will be responsible for the administration of the program or service?**

In partnership with CCMOW leadership, staff, and dedicated volunteers, Senior Client Services Manager Emma Gaulin oversees all aspects of programming, working closely with CCMOW's Volunteer Coordinator and kitchen team to reach organizational goals. Emma is a dedicated client services professional, using her empathy and compassion to develop genuine relationships with clients to ensure they are receiving the unique support they need to thrive in their current circumstances. Under her leadership, Emma has more than doubled the participation in our Plates for Pets Program, helped the Coal Creek Cafe return to pre-pandemic levels of attendance, and created several new programs, including the Grab & Go Meals at the Lafayette and Erie Public Libraries, the Buddy Program, a client book club, and more.

**6: Please identify any other agencies/organizations that are currently providing similar services to the targeted population. Describe any cooperative or collaborative efforts between your organization and the other agencies.**

CCMOW partners with local organizations to ensure community members know about its services and so that CCMOW's Client Services Manager can connect clients to additional supportive services in the community. These include:

**Avista Adventist Hospital:** provides CCMOW with connections to local dietitians, nutritionists, and other local health care providers to provide nutrition expertise to staff preparing meals as well as to CCMOW's clients - also serves as a referral source for Project Homecoming clients

**Community Food Share:** provides thousands of pounds of food each year for CCMOW to produce its meals and serves as an additional resource for clients who need grocery items not provided by CCMOW.

**Sister Carmen Community Center:** a food pantry partner that provides additional food/grocery resources through their food bank and other needed resources for clients

**Cultivate:** connects clients to no-cost services such as snow removal, yard work, repair services, and more

**Lafayette Senior Center, Erie Senior Center, and Louisville Senior Center:** provide activities and additional support services for older adults

**Boulder County Area Agency on Aging:** educational and other community resources for older adult clients

CCMOW is the only program providing home delivered meals to Lafayette, Louisville, Erie, and Superior.

**7: Please include any additional information that would be helpful to the Finance Committee in evaluating your agency's need for funding.**

Our funding from grants, corporate partners, and individual community members continues to increase each year, but has not been able to keep pace with the rapid increase in need in the

community and our growth in number of clients served. Increased funding is essential for us to continue operating at our current level while expanding our services to support more residents in need.

Please upload a document listing all funding sources anticipated for your 2024-2025 fiscal years for the entire program/agency to the link below. Include the source of funding, the estimated/requested funding amount, and the percent of total funding for each source. An example of this can be found below. The document should be titled

["\[Your Organization Name\] Funding Sources"](#).

*Link to upload board list embedded in Microsoft Form*

<b>Source of Funding</b>	<b>Estimated/Requested Funding Amount</b>	<b>Percent of Total</b>
	\$	%
	\$	%
	\$	%
	\$	%
	\$	%
	\$	%
		<b>100%</b>

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I confirm I have uploaded this document.

Please upload the most recent copy of your budget, financials, and Annual Report to the link below. These should be titled

"[Your Organization Name] Budget",  
"[Your Organization Name] Financials", and  
["\[Your Organization Name\] Annual Report"](#)

*Link to upload board list embedded in Microsoft Form*

I confirm I have uploaded this document.

I agree and understand that by signing this form, that all electronic signatures are the legal equivalent of my manual/handwritten signature and I consent to be legally bound to this

agreement. I further agree my signature on this document is as valid as if I signed the document in writing.

**Agency Director**  
I agree

**Agency Director (Sign Here)**  
Type your name in the box below.  
Telephone Number  
Email Address

I agree and understand that by signing this form, that all electronic signatures are the legal equivalent of my manual/handwritten signature and I consent to be legally bound to this agreement. I further agree my signature on this document is as valid as if I signed the document in writing.

**Board President**  
I agree  
**Board President (Sign Here)**  
Type your name in the box below.  
Telephone Number  
Email Address

Applications may be considered public record after presentation to the Finance Committee pursuant to City Ordinance and the Colorado Open Records Act. The City will notify the applicant of any request for disclosure and it will be the responsibility of the applicant to object and to pursue any legal actions pursuant to Colorado law. An applicant shall notify the City within 24 hours of notification by the City of request for disclosure of the applicant's objections to disclosure and the applicant's intent to pursue lawful protection under Colorado law. Any proprietary or otherwise sensitive information contained in the application is subject to potential disclosure. Submitting it waives any recourse with respect to disclosure and indemnifies the City for any charges directly related to the City's disclosure.

CINCINNATI OH 45999-0038

In reply refer to: 0248222025  
May 03, 2018 LTR 4168C 0  
84-0634856 000000 00  
Input Op: 0248222025 00023395  
BODC: TE

COAL CREEK MEALS ON WHEELS  
455 N BURLINGTON AVE  
LAFAYETTE CO 80026-2514



038750

Employer ID number: 84-0634856  
Form 990 required: Yes

Dear Taxpayer:

We're responding to your request dated Apr. 24, 2018, about your tax-exempt status.

We issued you a determination letter in April 1973, recognizing you as tax-exempt under Internal Revenue Code (IRC) Section 501(c)(3).

We also show you're not a private foundation as defined under IRC Section 509(a) because you're described in IRC Section 509(a)(2).

Donors can deduct contributions they make to you as provided in IRC Section 170. You're also qualified to receive tax deductible bequests, legacies, devises, transfers, or gifts under IRC Sections 2055, 2106, and 2522.

In the heading of this letter, we indicated whether you must file an annual information return. If you're required to file a return, you must file one of the following by the 15th day of the 5th month after the end of your annual accounting period:

- Form 990, Return of Organization Exempt From Income Tax
- Form 990EZ, Short Form Return of Organization Exempt From Income Tax
- Form 990-N, Electronic Notice (e-Postcard) for Tax-Exempt Organizations Not Required to File Form 990 or Form 990-EZ
- Form 990-PF, Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation

According to IRC Section 6033(j), if you don't file a required annual information return or notice for 3 consecutive years, we'll revoke your tax-exempt status on the due date of the 3rd required return or notice.

You can get IRS forms or publications you need from our website at [www.irs.gov/forms-pubs](http://www.irs.gov/forms-pubs) or by calling 800-TAX-FORM (800-829-3676).

If you have questions, call 877-829-5500 between 8 a.m. and 5 p.m., local time, Monday through Friday (Alaska and Hawaii follow Pacific

0248222025

May 03, 2018 LTR 4168C 0

84-0634856 000000 00

Input Op: 0248222025 00023396

COAL CREEK MEALS ON WHEELS  
455 N BURLINGTON AVE  
LAFAYETTE CO 80026-2514

time).

Thank you for your cooperation.

Sincerely yours,

A handwritten signature in black ink, appearing to read "K. A. Billups". The signature is written in a cursive, flowing style.

Kim A. Billups, Operations Manager  
Accounts Management Operations 1





## **Board Members**

### **Don Morris**

President

Marketing Committee Co-Chair; Strategic Planning Committee Member

Retired

Lafayette, CO

Term Limit Date: October 2026

### **Karen Barela**

Vice President

Governance Committee Chair; Development Committee Member; Strategic Planning Committee Member

Owner, Ginger Sugar Moves

Boulder, CO

Term Limit Date: October 2027

### **Steve Kinz**

Treasurer

Finance Committee Chair

Retired

Broomfield, CO

Term Limit Date: October 2024

### **Rochelle Asmussen**

Secretary

Development Committee Member

Broker Associate, Asmussen & Associates

Lafayette, CO

Term Limit Date: October 2026

**Lisa Anderson**

Board Member

DEI Committee Member

Financial Advisor, Edward Jones

Lafayette, CO

Term Limit Date: October 2029

**Beth Hall**

Board member

Marketing Committee Member

Community Volunteer

Louisville, CO

Term Limit Date: October 2029

**Rick Hanaway**

Board Member

**Chris O'Neill**

Board Member

Development Committee Chair

Financial Advisor, Raymond James

Superior, CO

Term Limit Date: October 2027

**Laura Sladzinski**

Board member

Marketing Committee Member; Strategic Planning Committee Member; Participant Advisory Committee Member

Chief of Staff, PwC Digital

Superior, CO

Term Limit Date: October 2029

Organization Name: Coal Creek Meals on Wheels

**Sources of Income Table**

: Based on funding projections, CCMOW is optimistic that these amounts will increase while

**For Fiscal Year Ending: 12/31/2023**

(% column will auto-calculate)

<b>Revenue Amount</b>	<b>Percentage</b>	<b>Funding Source</b>
\$ 10,875	1.3%	Government grants/contracts (federal, state, county, local)
\$ 148,774	18.2%	Foundations/workplace giving campaigns
\$ 73,479	9.0%	Business/corporate
\$ 8,545	1.0%	Events (include event sponsorships)
\$ 306,546	37.5%	Individual contributions
\$ 168,829	20.7%	Fees/earned income
\$ 96,373	11.8%	In-kind contributions (if included in financial statements)
\$ 3,050	0.4%	Other (list):
\$ -		Other (list):
<b>\$ 816,471</b>	<b>100.0%</b>	<b>TOTAL (must equal 100% &amp; match income statement)</b>

2  
0  
2  
3

# Impact Report

## OFFICERS

**Marc Sisler, President**  
*(term ended Oct '23)*

**Don Morris, Vice President**  
*(term ended Oct '23,  
President as of Oct '23)*

**Rochelle Asmussen, Secretary**  
**Steve Kinz, Treasurer**

## BOARD MEMBERS

**Lisa Anderson**

**Karen Barela**  
*(Vice President as  
of Oct '23)*

**Beth Hall**

**Chris O'Neill**

**Rachel Meyer**

**Laura Skladzinski**

## OUR MISSION

To **SUPPORT INDEPENDENCE**  
and **QUALITY OF LIFE** for  
Lafayette, Louisville, Erie &  
Superior residents by providing  
**NUTRITIOUS MEALS** and  
**SOCIAL CONTACT**

coal creek  
**Meals on Wheels**  
Lafayette, Louisville, Erie & Superior



## MEAL DELIVERY

Lisa first connected with Coal Creek Meals on Wheels through TruPace, a program of all inclusive care for older adults, after she had knee replacement surgery. She received meals temporarily while she recovered, but eventually became a long-term meal delivery client when she broke her femur in 50 places. After spending 11 months in a rehabilitation facility, she returned home with new mobility limitations. She was now required to use either a wheelchair or walker to move around in her home and out in the community.

Cooking is a strenuous activity for Lisa - it takes a lot longer for her to prepare food than for most people because of her mobility limitations. "Energy conservation is important when recovering," Lisa said. "Everything is a little bit more exhausting." Lisa shared that preparing a meal can take her up to an hour and a half, which is time she would much rather spend in the swimming pool. "If I can spend that time swimming and come back to a prepared meal, it's so much better." Lisa is currently preparing for another knee surgery, so she has been receiving meals seven days per week to assist in her recovery and allow her to exercise more frequently.

**"Getting the meals means I can exercise more - and hopefully recover faster,"**

Lisa said. "This is my reality right now, but I don't intend to stay this way forever." Lisa believes that with the support of Coal Creek Meals on Wheels, she will be able to move forward after her injuries and surgeries.

## COAL CREEK CAFÉ

Dave has been coming to the Coal Creek Café for nearly two years. He and his wife, Jan, started coming for lunch when Jan's health began to deteriorate and she could no longer cook. Dave is a self-reported lousy cook, and their diets started to suffer. Initially, Dave and Jan were grateful for the nutritious meals at an affordable price, but they quickly realized the café was more than that. The friendliness of the staff, volunteers, and other guests began to mean just as much to them as their lunches each day. "Coming to the café means at least one decent meal daily. We also cherish the fellowship of everyone - fellow clients as well as the volunteers and staff," Dave said. Dave was particularly grateful for those who continued to interact with Jan, even when she was no longer able to speak.

**"It became a regular place that we really relied on."**

Jan's health continued to deteriorate, and she passed away in September of 2023. After her passing, Dave has seen the café as a blessing. "It's good for me to keep coming for the social aspect - I look forward to coming and interacting with everyone," Dave said. He views the café as a valuable service to the community and for himself. He has built lasting relationships and made good friends who have been able to support him in this next stage of his life.

Lisa Meal Delivery



Dave Coal Creek Café



## STRENGTH IN COMMUNITY: Navigating Uncharted Waters Together

As we reflect on the past year, we want to express our deepest gratitude for the unwavering support that has propelled Coal Creek Meals on Wheels forward during these unprecedented times.

In 2023, our organization faced challenges like never before with a historic surge in demand for our services. The need for home-delivered meals reached levels we could not have foreseen, placing an extraordinary burden on our resources. Our dedicated team of staff and volunteers implemented changes and new ideas in order to keep up with the quickly increasing demand, and amidst these challenges, we witnessed something truly extraordinary – the resilience and generosity of our community.

Your support, whether through financial contributions, volunteer hours, or simply spreading the word about our mission, has been the bedrock upon which we have been able to meet the increased demand head-on. Your compassion has ensured that vulnerable individuals in our community did not go without nutritious meals or social support.

The stories we've heard along this journey have been both heart-wrenching and heartwarming. From older adults who found solace in a hot meal and a friendly smile to families facing economic hardship who relied on our services to receive daily nutritious meals, your support has transformed lives. Your commitment to Coal Creek Meals on Wheels has not only provided meals, but also fostered a sense of community and care that transcends the physical act of delivering a meal.

Looking ahead, we recognize that challenges persist, and the need for our services remains critical. Your continued support will play a pivotal role in shaping the future of our organization. With your partnership, we aspire not only to meet the growing demand, but also to enhance and expand our reach, ensuring that no one in our community faces the prospect of hunger or isolation alone.

As we navigate these uncharted waters, we are heartened by the knowledge that we are not alone. Your belief in our mission and your commitment to the well-being of our neighbors have illuminated a path forward. Together, we can build a stronger, more resilient community where everyone has access to nutritious meals and other supportive services.

On behalf of the entire Coal Creek Meals on Wheels family, we extend our deepest thanks for your unwavering support. We look forward to 2024 with optimism, knowing that together, we can continue to make a meaningful difference in the lives of those we serve.

With gratitude,



LARK RAMBO, Executive Director



DON MORRIS, Board President



# 2023

**Food insecurity has increased 14% since last year;** over 32,000 people in Boulder County lack access, at times, to enough food for an **active, healthy life.**

## 91%

of clients can't afford the full cost of their meal

AVG CONTRIBUTION PER MEAL

**\$1.59**

COST PER MEAL

**\$6.15**

## 50%

of clients are on emergency funding\*

**\*they pay nothing for their meals (compared to 28% in December 2022)**



61,287

**MEALS SERVED**

51% increase from 2022



443

**DELIVERY CLIENTS**

30% increase



18,994

**PET MEALS**



277

**VOLUNTEERS**



13,565

**VOLUNTEER HOURS**

## PROJECT HOMECOMING

After breaking her ankle and spending some time in a rehabilitation facility, coming home to an apartment, wheelchair bound, was scary and left Barbara feeling vulnerable. She had been a periodic guest at the Coal Creek Café, so she was aware of Project Homecoming, which would provide five free meals delivered directly to her home to assist with her healing. Volunteers were able to bring the meal inside to Barbara, allowing her to focus on movement that would assist in the recovery.

**“Counting on that meal everyday played a huge part in my recovery and my feeling of safety,”**

Barbara said. “The volunteers became my family. I don’t know what I would have done without the service.” Meal delivery service continued past the initial five days until Barbara was fully recovered and back on her feet. She now attends lunch at the Coal Creek Café a few times a week with her friends.

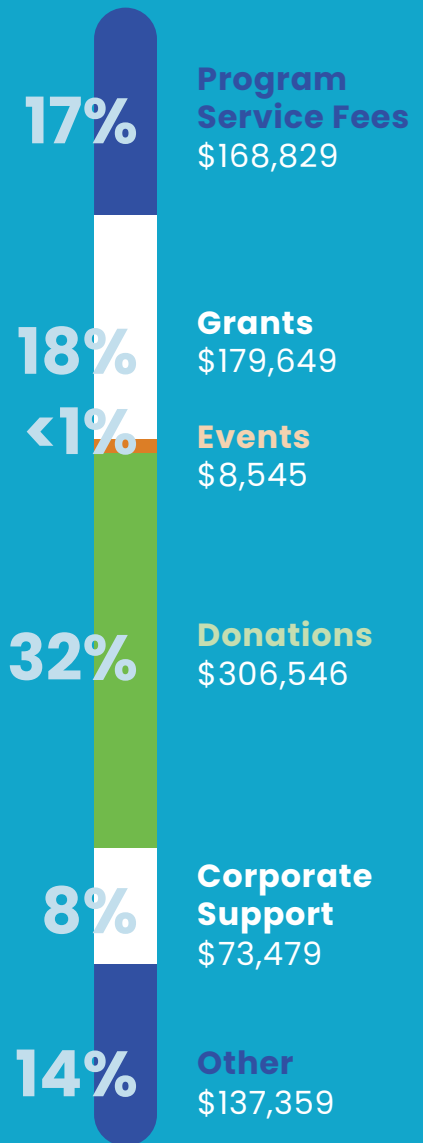
## PLATES FOR PETS

Jamie first connected with Meals on Wheels when she was struggling to provide well-balanced meals for her family on her single income. “I have so much on my plate and finding time to cook is difficult,” Jamie said. After losing her job this summer, Jamie became even more worried about meeting the essential needs for her family, particularly when it came to their pets. “That short amount of time without a job really took a toll on our finances - I still feel like I am behind, even though I am back to work.” Discovering Plates for Pets brought Jamie immediate relief. CCMOW is able to provide high quality wet food for their special needs cat and feed for their chickens. “The support means the world to us,” Jamie said.

**“Our pets bring our family so much joy, and we couldn’t imagine our lives without them!”**

Support from Plates for Pets is one less worry for Jamie and her family as they work to build their financial stability.

## FINANCIAL CHART (sources of income)



Barbara Project Homecoming



Jamie's Cat Plates for Pets

## 2023 CORPORATE PARTNERS

A.V. Hunter Trust, Inc.  
Agile Leadership Journey  
Amazon Smile Foundation  
American Legion Post III  
Anspach's Jewelry  
Apple  
Ariel IT Services  
Atria Wealth Solutions  
Ball Aerospace  
Biogen  
Boulder County  
Boulder Luncheon Optimist Club  
Brad B Jammin  
Brinker International  
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Bullfrog Pest Management  
Cellar West Artisan Ales  
Charles Schwab  
Christ the Servant Lutheran Church  
Chuck & Don's Pet Food Supplies -  
Arvada  
Cisco  
City of Lafayette  
City of Louisville  
Coal Creek Church  
Colorado Gives Foundation  
Colorado Pet Pantry  
Community Food Share  
Community Foundation of  
Boulder County  
Confluence Small Business Collective  
Credit Union of Colorado Foundation  
Cultivate Kitchen Co.  
Daniels Fund  
Delta Dental of Colorado  
Duck Club  
Eastpark Associates, LLP  
El Pomar Foundation  
Eldorado Natural Spring Water  
Electric Audio

Energy Collaborative  
Erie King Soopers  
First Interstate Bank  
First United Methodist  
Church of Lafayette  
Flatirons Community Church  
Front Range Eye Health Center  
Ginger Sugar  
Gone Wild Pet & Supply, LLC  
Goree Corporation  
Grace Commons Church  
H&H Mechanical LLC  
Home Instead  
Home Instead Charities  
Instant Imprints of Louisville  
Intermountain Health  
Izzio Bakery  
J.K. Mullen Foundation  
Just Grins Dental Hygiene  
KG Facility Solutions  
Kroger  
L3Harris  
Lafayette Aging Foundation  
Lafayette Chamber of Commerce  
Lafayette Florist  
Lafayette King Soopers  
Lafayette Lions Club  
Legacy Automotive  
M.S. Doss Foundation  
MDC/Richmond American  
Homes Foundation  
Meals on Wheels America  
Medtronic  
Melaleuca The Wellness Co.  
Micron Technology  
Microsoft  
Mile High United Way  
Momentum Business Consulting  
Morning Glory Cafe  
Mudrock's Tap & Tavern

Next Fifty Initiative  
Nothing Bundt Cake  
Office Evolution Louisville  
Oracle Corporation  
P.R.O. Real Estate  
Petrocco Farms  
PlayStation Cares  
Premier Members Credit Union  
Pricewaterhouse Coopers, LLP  
Romero's K9 Club & Tap House  
Rudi's Organic Bakery  
SCD Architecture  
Schlessman Family Foundation  
Stan's Automotive  
State Farm Companies Foundation  
Sugar Land Lions Charity Inc.  
Superior Chamber of Commerce  
The April Fund  
The Colorado Trust  
The Denver Foundation  
The Stewart Title Foundation  
The Trade Desk  
Thrivent Financial  
Tilt Pinball/The Louisville Underground  
T-Mobile  
Topgolf  
Town of Erie  
Town of Superior  
United Power  
UnitedHealth Group  
UnitedHealthcare  
VFW Mile High Post 1771 Auxiliary  
Volunteers of America Colorado  
Walmart Foundation  
Wana Brands Foundation  
Wild Blue Acupuncture  
Ziggi's Coffee





## LIBRARY GRAB AND GO MEALS

In October, a partnership between Coal Creek Meals on Wheels and the Lafayette Public Library was developed, aimed at enhancing community support and accessibility. This collaboration saw the introduction of a “grab and go” meals initiative at the library where individuals can conveniently access ready-to-eat meals provided by Coal Creek Meals on Wheels. This partnership not only addresses the nutritional needs of the community, but also fosters a sense of connection and well-being, reinforcing the library’s role as a hub for community engagement and support and CCMOW’s mission of providing nutritious meals to anyone in need. As of December 31, 2023, we had distributed **915 meals** through this partnership. Together, we look forward to nourishing both body and mind, making a positive impact on the lives of those we serve.

## HARVEST SUPPORTERS

are CCMOW’s dedicated group of monthly donors. To learn more and to join, visit [www.coalcreekmow.org/harvest-supporters](http://www.coalcreekmow.org/harvest-supporters)



### THANK YOU TO OUR 2023 HARVEST SUPPORTERS!

- |                           |                             |
|---------------------------|-----------------------------|
| Lisa Anderson             | William & Pamela Nelson     |
| Scott Black               | Bill & Candy Nesheim        |
| Justin and Cherish Broady | Christie Nielsen            |
| Carolyn Capri             | Christopher O’Neill         |
| Cathy Cloepfil            | Shalene Onyango             |
| Sue Dziura                | Elizabeth Otto              |
| Laurie & Roger Fehler     | Brandy & Joshua Ray         |
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| Marc & Mindy Liebman      | Dave & Carol Wooley         |
| Jolene McKenna            | Barbara Williams            |
| Joy Mortell               | Ken & Sue Zimmerman         |

## SUMMER MEAL PROGRAM

Last summer, Coal Creek Meals on Wheels started a Kids Summer Meal Program. This was a dedicated effort to provide nutritious meals to families during the summer break. Building on the success of the free summer meals offered during the pandemic, we recognized the continued importance of supporting families in accessing healthy food options, especially during the summer months. Free summer meals were not going to be provided this year, and we saw our services as the perfect opportunity to fill this gap. Our Client Services Manager connected with all of the local schools to ensure that families were aware of the Kids Summer Meal Program, working to ensure that no child went without nourishing meals during the summer break. The program supported **16 families** consisting of **12 adults** and **40 kids**, providing **over 3,000 meals** to these families! While some of the families discontinued their meal service once school started again, many have continued receiving meals to ensure their families have consistent access to nutritious food.



[www.coalcreekmow.org](http://www.coalcreekmow.org) | 303.665.0566  
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 CoalCreekMealsOnWheels [f](#) [in](#) [@](#) [v](#)  
 455 N Burlington Ave, Lafayette, CO 80026



Please make checks payable to  
**Coal Creek Meals on Wheels!**  
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