

# **City Council Finance Committee**

## **Meeting Agenda**

**Tuesday, January 21, 2020  
City Hall – Spruce Room  
749 Main Street  
3:00 p.m.**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of the Minutes from the December 16, 2019 Meeting (page 2)
- V. Public Comments on Items Not on the Agenda
- VI. Enterprise Dashboards (page 7)
- VII. Coal Creek Golf Course Golf Cart Replacement Options (page 16)
- VIII. Budget Discussion – Program Budget Analysis & KPI Trends (page 18)
- IX. Fourth Quarter Report on Capital Improvement Program (page 86)
- X. Fourth Quarter Financial Statements (page 91)
- XI. Fourth Quarter Report on Cash & Investment (page 112)
- XII. Staff Reports/Updates/Discussions
  - New Procedures for Adding/Changing Vendor Information (page 137)
  - 2020 Work Plan Update (page 138)
- XIII. Approval of Designated Places for Posting Public Meeting Notices (page 140)
- XIV. Possible Discussion Items for Next Regular Meeting
  - Time, Date, and Place for Next Meeting
  - Remaining Quarterly Reports – Sales and Use Tax Reports
  - Write-offs of Accounts Receivable
  - Continued Discussions on Budget Process
- XV. Adjourn



**City Council  
Finance Committee  
Meeting Minutes  
Monday, December 16, 2019  
City Hall, Spruce Room  
749 Main Street**

**CALL TO ORDER**

The meeting was called to order at 3:00 p.m.

**ROLL CALL**

The following were present:

City Council: Council Member Maloney, Council Member Lipton,  
Council Member Leh, and Council Member Dickinson

Staff/Others Present: Heather Balsler, City Manager, Megan Davis, Deputy City Manager, Emily Hogan, Assistant City Manager for Communications & Special Projects, Kevin Watson, Finance Director, Nathan Mosley, Director of Parks, Recreation & Open Space, Chris Neves, Director of Information Technology, Megan Pierce, Director of Economic Vitality, Cara Golden, Accounting Manager, Penney Bolte, Tax Manager, and Nat Ahrens, IT Business Data Analyst

Absent: None

**APPROVAL OF THE AGENDA**

Finance Committee Members approved the agenda as presented.

**APPROVAL OF THE MINUTES FROM THE NOVEMBER 22, 2019 MEETING**

Finance Committee Members approved the November 22, 2019 minutes as presented.

## **PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**

None.

## **IT CYBERSECURITY UPDATE**

IT Director Chris Neves presented a summary of the City's past and ongoing efforts related to cybersecurity to the Finance Committee.

Director Neves stated that IT staff vigorously adheres to the industry's best practice protocols and devotes a large amount of time daily to monitoring operations, networks, SPAM filtering services, firewall policies, backups, and staff training. Additionally, Director Neves stated that a thorough and comprehensive independent audit was conducted in 2017 with all recommended remedies being completed by the end of that year.

Director Neves stated that work would continue in 2020 to include an assessment of PII data and conversion to Microsoft Office365. Focus will also be placed on creating a cybersecurity Incident and Breach Plan, and the review and enhancement of the current IT Security and Disaster Recovery and Continuity of Business Operations Plans.

Finance Committee Chairperson Maloney thanked Director Neves for the excellent report and stated that health and safety of City assets, personnel and citizens are Council's top priority. Chairperson Maloney stated, and the other Finance Committee Members agreed, that they are open to assist with any policy or funding needs related to cybersecurity during the upcoming budget process.

Chairperson Maloney also suggested an IT update be added to the Committee's Work Plan every six-months.

The reports and corresponding narrative can be located in the packet of the December 16, 2019 Finance Committee Meeting.

## **CIGARETTE TAX DISCUSSION**

Tax Manager Penney Bolte presented information and analysis to the Finance Committee related to the passage of HB-1033. Manager Bolte stated that the bill expands options for counties and municipalities to adopt a special sales tax on cigarettes, tobacco, and nicotine products with the forfeiture of the City's allocation of the State Cigarette Tax, but also allows for the imposition of licensing or fees without forfeiture.

Finance Committee Member Lipton stated that any decision should not be about the money, nor should any process outweigh the intent or benefit. Member Lipton stated the issue should stay on the City Council's 2020 Work Plan for Q2 and requested CMO staff contact neighboring cities to see what efforts or initiatives are being taken. Member Lipton stated that he would like to see Louisville at the forefront of any activity.

Deputy City Manager Davis stated that the City may have additional access to statewide health resources related to nicotine and tobacco dependency/cessation or other programs.

The reports and corresponding narrative can be located in the packet of the December 16, 2019 Finance Committee Meeting.

### **BUDGET CALENDAR AND BUDGET PROCESS DISCUSSION**

Finance Committee Chairperson Maloney stated that the Committee would like to incorporate an educational process review at the next Finance Committee Meeting January 21, 2020, to better understand the budget process. The Committee would like a City Director to walk the Committee through their process and analysis reviewing KPI's, historical data, and trends, to determine their CIP and Operational budget requests.

Finance Committee Member Leh stated that City Council wants to be making informed decisions based on the KPI's. Chairperson Maloney stated he wants to be sure staff is living by the principals of program budgeting. Finance Committee Member Lipton stated that budget requests seem all additive with no reductions based on KPI data and trends.

City Manager Balsler stated that CMO staff reviews all CIP and Operational budget requests as well as the data and KPI's. Manager Balsler reminded the Committee that the KPI program will be reviewed by a consultant in 2020 and more staff will be educated on the importance and purpose of the program, and how it fits into the budget process.

The Finance Committee requested City Manager Balsler pick a program area with historical data and KPI analysis that led to a surprising or unexpected change in the program budget, and to have the process explained by a Director at the January 21, 2020 Finance Committee meeting.

The reports and corresponding narrative can be located in the packet of the December 16, 2019 Finance Committee Meeting.

### **FINANCE COMMITTEE 2020 WORK PLAN REVIEW**

The Finance Committee Members reviewed each of the major initiatives outlined in the 2020 Work Plan and provided the following comments and clarifications:

- Biennial Budget Process – Program Budgeting utilizing zero-based concepts and processes
  - Start with the January 21, 2020 Finance Committee Meeting and presentation by a Director of a program example where the review and analysis of data, KPI's, and trends, resulted in a budget request
- Capital budgeting processes and delivery efficiencies
  - Discuss the execution and delivery of projects
  - Discuss estimating, scope changes, and contingencies
  - Ensure consistency of process between Directors
  - Review/Improve existing processes, procedures, analysis, and methodology

City Manager Balser stated that staff is working to improve how each budget request story is presented, and set standards to meet the expectations City Council.

- Dashboards to Staff Initiative
  - Discuss the dashboards results driving staff action
- KPI Review
  - Previous year KPI review (July)
  - Consultant recommendations
  - How KPI's inform, or should inform Director decisions
- Fee For Service methodologies
  - Discuss fees, discounts (Rec/Golf/Other)
- Building Fees – comprehensive review and comparison with neighboring cities
  - Discussion/Understanding of how building department fees, impact fees are calculated
  - Analysis of neighboring areas (are fees a disincentive to development)
- BAPS, TIFS, and other development encouraging tools
  - Discuss change to Financial Policies
  - Discussion on what BAP's & TIF's are, and when and how they are used
- 6-Month IT update

Finance Committee Chairperson Maloney requested the IT update every 6-months be added to the 2020 Work Plan.

The reports and corresponding narrative can be located in the packet of the December 16, 2019 Finance Committee Meeting.

### **STAFF REPORTS/UPDATES/DISCUSSIONS**

#### Recreation & Senior Center Reprogramming

At the November 22, 2019 Finance Committee meeting, it was requested staff bring forward a recommendation to the full City Council regarding whether or not reprogramming of the money budgeted in the event of a recreation center sales tax refund is necessary.

Parks, Recreation & Open Space Director Nathan Mosely handed out staff's written recommendation that it is not necessary to reprogram the budgeted amount, and provided a summary of the revenue sources and expenditures used for operations.

Finance Committee Members had no questions.

### **DISCUSSION ITEMS FOR THE NEXT REGULAR MEETING**

The next regular Finance Committee Meeting is scheduled for Tuesday, January 21, 2020 at 3:00 p.m.

Items scheduled for discussion at the next meeting include:

- Quarterly Reports
- Continued Discussions on Budget Process
- Director Budget Request Analysis Using KPI's & Program Budget

### **ADJOURN**

The meeting was adjourned at 4:42 p.m.

**SUBJECT: ENTERPRISE DASHBOARDS**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: VARIOUS**

**SUMMARY:**

Attached are the fourth quarter dashboards for the Golf Course, Utilities, and the Recreation Center.

## 2019 Dashboard

Background information	actual	budget	YTD actual	YTD Budget	
<b>Playable Days</b>	32	62	627	753	
<b>Total Rounds</b>	2707	3571	85611	82307	
<b>Revenue</b>					
Daily Rentals	\$ 1,006	\$ 2,177	\$ 10,694	\$ 12,790	
Green Fees	\$ 80,801	\$ 157,100	\$ 865,694	\$ 982,713	
Golf Cart Fees	\$ 19,068	\$ 39,907	\$ 219,795	\$ 249,632	
Golf Club Repair	\$ 1,963	\$ 1,074	\$ 10,599	\$ 6,718	
Golf Lessons	\$ 3,460	\$ 7,323	\$ 68,037	\$ 45,807	
handicap fees	\$ -	\$ 835	\$ 6,674	\$ 5,221	
Pro Shop retail sales	\$ 13,444	\$ 16,809	\$ 108,697	\$ 105,145	
Range Fees	\$ 9,979	\$ 20,081	\$ 111,124	\$ 125,612	
Annual pass revenue	\$ 44,190	\$ 31,946	\$ 176,759	\$ 199,834	
Sweet Spot lease F&B sales	\$ 30,000	\$ -	\$ 33,488	\$ -	
Sweet Spot utilities	\$ 1,913	\$ -	\$ -	\$ -	
insurance recovery	\$ -	\$ -	\$ 44,661	\$ -	
fourth of july reimbursement	\$ -	\$ -	\$ 8,000	\$ -	
Interest earnings	\$ 707	\$ -	\$ 7,725	\$ -	
miscellaneous	\$ -	\$ -	\$ 5,794	\$ -	
<b>total revenue</b>	<b>\$ 206,530</b>	<b>\$ 277,252</b>	<b>\$ 1,677,742</b>	<b>\$ 1,733,472</b>	<b>\$ -</b>
<b>total revenue per round</b>	<b>\$ 76.29</b>	<b>\$ 77.64</b>	<b>\$ 19.60</b>	<b>\$ 21.06</b>	
revenue per playable day	\$ 6,454.05	\$ 77.64	\$ 2,675.82	\$ 2,302.09	
<b>Expenditures</b>					
	Month actual	Month budget	YTD Actual	YTD Budget	
Course maintenance	\$ 163,496	\$ 241,179	\$ 660,499	\$ 900,370	*YTD from end of Dec
Golf Operations	\$ 138,915	\$ 124,027	\$ 732,274	\$ 706,949	
clubhouse	\$ 23,024	\$ 26,915	\$ 92,982	\$ 89,990	
Marketing	\$ 27,443	\$ 25,212	\$ 115,032	\$ 111,130	
<b>Total expenditures</b>	<b>352,878</b>	<b>417,334</b>	<b>1,600,786</b>	<b>1,808,439</b>	
<b>Expense per round</b>	<b>\$ 130.36</b>	<b>116.87</b>	<b>18.70</b>	<b>\$ 21.97</b>	
<b>Total revenue - total expendi</b>	<b>(146,348)</b>	<b>\$ (140,082)</b>	<b>76,956</b>	<b>\$ (74,968)</b>	
<b>gross profit (loss) per round</b>	<b>\$ (2)</b>	<b>\$ (1.70)</b>	<b>\$ 0.90</b>	<b>\$ (0.91)</b>	
What does it cost to produce a round?			\$ 10.47	2.04	
golf course maintenance + golf ops labor/18 hole equiviant			\$ 235,872.00	Jan-April	

**2019 MASTER ANNUAL DASHBOARD**

	YTD Actual	YTD Budget	Q1		Q2		Q3		Q4	
			Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
<b>Playable Days</b>	<b>215</b>	<b>271</b>	18	48	74	79	91	82	32	62
<b>Total Rounds</b>	<b>28980</b>	<b>28057</b>	1181	2367	11119	9808	13973	12311	2707	3571
<b>Revenue</b>										
ALL FIGS SHOULD BE HARDKEYED FROM JIM'S REPORT, AS #S CHANGE										
Daily Rental	\$ 10,694	\$ 12,790	\$ 329	\$ 498	\$ 3,072	\$ 4,817	\$ 6,225	\$ 5,298	\$ 1,006	\$ 2,177
Green Fees	\$ 865,694	\$ 982,713	\$ 25,536	\$ 95,495	\$ 326,500	\$ 347,761	\$ 437,795	\$ 382,357	\$ 80,801	\$ 157,100
Golf Cart Fees	\$ 219,795	\$ 249,632	\$ 3,260	\$ 24,258	\$ 84,718	\$ 88,339	\$ 111,984	\$ 97,128	\$ 19,068	\$ 39,907
Golf Club Repair	\$ 10,599	\$ 6,718	\$ 1,807	\$ 652	\$ 4,654	\$ 2,378	\$ 2,198	\$ 2,614	\$ 1,963	\$ 1,074
Golf Lessons	\$ 68,037	\$ 45,807	\$ 3,925	\$ 4,451	\$ 31,471	\$ 16,210	\$ 22,773	\$ 17,823	\$ 3,460	\$ 7,323
Handicap fees	\$ 6,674	\$ 5,221	\$ 2,795	\$ 507	\$ 3,109	\$ 1,848	\$ 769	\$ 2,032	\$ -	\$ 835
Pro Shop retail sales	\$ 108,697	\$ 105,145	\$ 10,739	\$ 10,217	\$ 39,495	\$ 37,209	\$ 44,872	\$ 40,910	\$ 13,444	\$ 16,809
Range Fees	\$ 111,124	\$ 125,612	\$ 7,834	\$ 12,207	\$ 48,329	\$ 44,451	\$ 45,031	\$ 48,873	\$ 9,979	\$ 20,081
*Annual pass revenue	\$ 176,759	\$ 199,834	\$ 44,085	\$ 19,419	\$ 72,662	\$ 70,717	\$ 58,373	\$ 77,752	\$ 44,190	\$ 31,946
Sweet Spot lease F&B sales	\$ 33,488	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Sweet Spot utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,913	\$ -
Insurance Recovery	\$ 44,661	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4th of July Reimbursement	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000	\$ 8,000	\$ -	\$ -
Interest earnings	\$ 7,725	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 707	\$ -
Miscellaneous	\$ 5,794	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total revenue</b>	<b>\$ 1,677,742</b>	<b>\$ 1,733,472</b>	<b>\$ 100,310</b>	<b>\$ 167,704</b>	<b>\$ 614,010</b>	<b>\$ 613,730</b>	<b>\$ 731,795</b>	<b>\$ 677,488</b>	<b>\$ 206,530</b>	<b>\$ 277,252</b>
<b>Total revenue per round</b>	<b>\$ 57.89</b>	<b>\$ 61.78</b>	<b>\$ 84.94</b>	<b>\$ 70.85</b>	<b>\$ 55.22</b>	<b>\$ 62.57</b>	<b>\$ 52.37</b>	<b>\$ 55.03</b>	<b>\$ 76.29</b>	<b>\$ 77.64</b>
Revenue per playable day	\$ 7,803.45	\$ 6,396.57	\$ 5,572.80	\$ 3,493.83	\$ 8,297.43	\$ 7,768.73	\$ 8,041.70	\$ 55.03	\$ 6,454.05	\$ 77.64
<b>Expenditures</b>										
			<b>Quarter Actual</b>	<b>Quarter Budget</b>	<b>Quarter Actual</b>	<b>Quarter Budget</b>	<b>Quarter Actual</b>	<b>Quarter Budget</b>	<b>Month actual</b>	<b>Month budget</b>
Course maintenance	\$ 660,499	\$ 900,370	\$ 90,633	\$ 107,853	\$ 187,663	\$ 210,833	\$ 218,746	\$ 340,505	\$ 163,496	\$ 241,179
Golf Operations	\$ 732,274	\$ 706,949	\$ 86,204	\$ 79,287	\$ 248,242	\$ 257,183	\$ 258,913	\$ 246,452	\$ 138,915	\$ 124,027
Clubhouse	\$ 92,982	\$ 89,990	\$ 14,366	\$ 15,950	\$ 26,445	\$ 20,013	\$ 28,009	\$ 27,112	\$ 23,024	\$ 26,915
Marketing	\$ 115,032	\$ 111,130	\$ 26,376	\$ 25,097	\$ 28,634	\$ 33,061	\$ 32,578	\$ 27,760	\$ 27,443	\$ 25,212
<b>Total expenditures</b>	<b>\$ 1,600,786</b>	<b>\$ 1,808,439</b>	<b>\$ 217,578</b>	<b>\$ 228,187</b>	<b>\$ 490,984</b>	<b>\$ 521,090</b>	<b>\$ 538,246</b>	<b>\$ 641,829</b>	<b>\$ 352,878</b>	<b>\$ 417,334</b>
<b>Expense per round</b>	<b>\$ 55.24</b>	<b>\$ 64.46</b>	<b>\$ 184.23</b>	<b>\$ 96.40</b>	<b>\$ 44.16</b>	<b>\$ 53.13</b>	<b>\$ 38.52</b>	<b>\$ 52.13</b>	<b>\$ 130.36</b>	<b>\$ 116.87</b>
<b>NET INCOME (Rev - Exp)</b>	<b>\$ 76,956</b>	<b>\$ (74,968)</b>	<b>\$ (117,268)</b>	<b>\$ (60,483)</b>	<b>\$ 123,026</b>	<b>\$ 92,640</b>	<b>\$ 193,549</b>	<b>\$ 35,659</b>	<b>\$ (146,348)</b>	<b>\$ (140,082)</b>
<b>gross profit (loss) per round</b>	<b>\$ 2.66</b>	<b>\$ (2.67)</b>	<b>\$ (99.30)</b>	<b>\$ (25.55)</b>	<b>\$ 17.58</b>	<b>\$ 10.77</b>	<b>\$ 13.85</b>	<b>\$ 2.90</b>	<b>\$ (1.71)</b>	<b>\$ (1.70)</b>

golf course maintenance + golf ops labor/18 hole equivalent

<b>What does it cost to produce a round?</b>	\$ 38.13 p/Round
Course Maintenance YTD	\$ 660,499
Golf Ops Salaries Sum YTD	\$ 444,612
18 Hole Rds Played YTD	\$ 28,980

\*APR from 'APR V2' sheet, calcs have been changed multiple times

Annual pass sales are calculated by allocating sales in 2017, 2018, 2019 to months where services are rendered.

# January 1, 2019 To December 31, ...

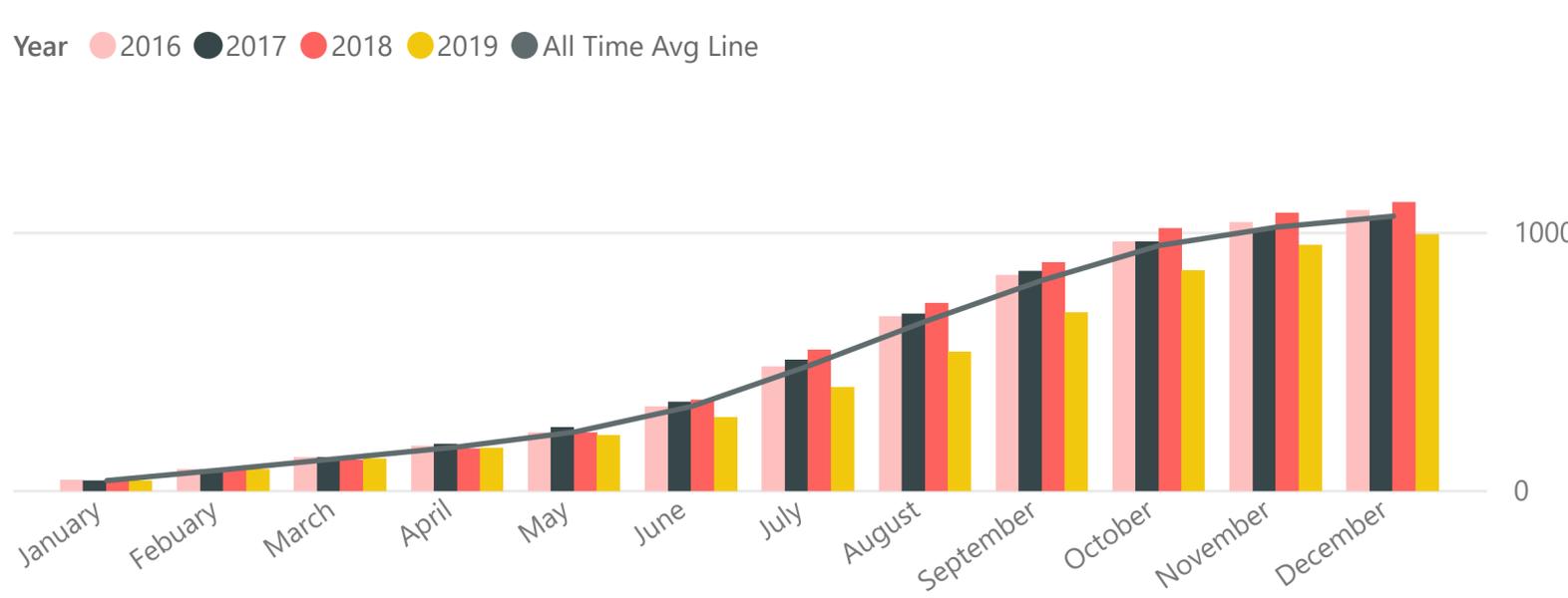
NOT A FINANCIAL STATEMENT. A SNAPSHOT OF KEY INDICATORS.

### Revenue Operating Expenses

Source	Balance	Budget	% Complete
Commercial Users Fee	\$2,311,817	\$2,394,000	97%
Residential User Fee	\$3,207,880	\$3,306,000	97%
Tap Fees	\$2,853,800	\$3,282,870	87%
<b>Total</b>	<b>\$8,373,497</b>	<b>\$8,982,870</b>	<b>93%</b>

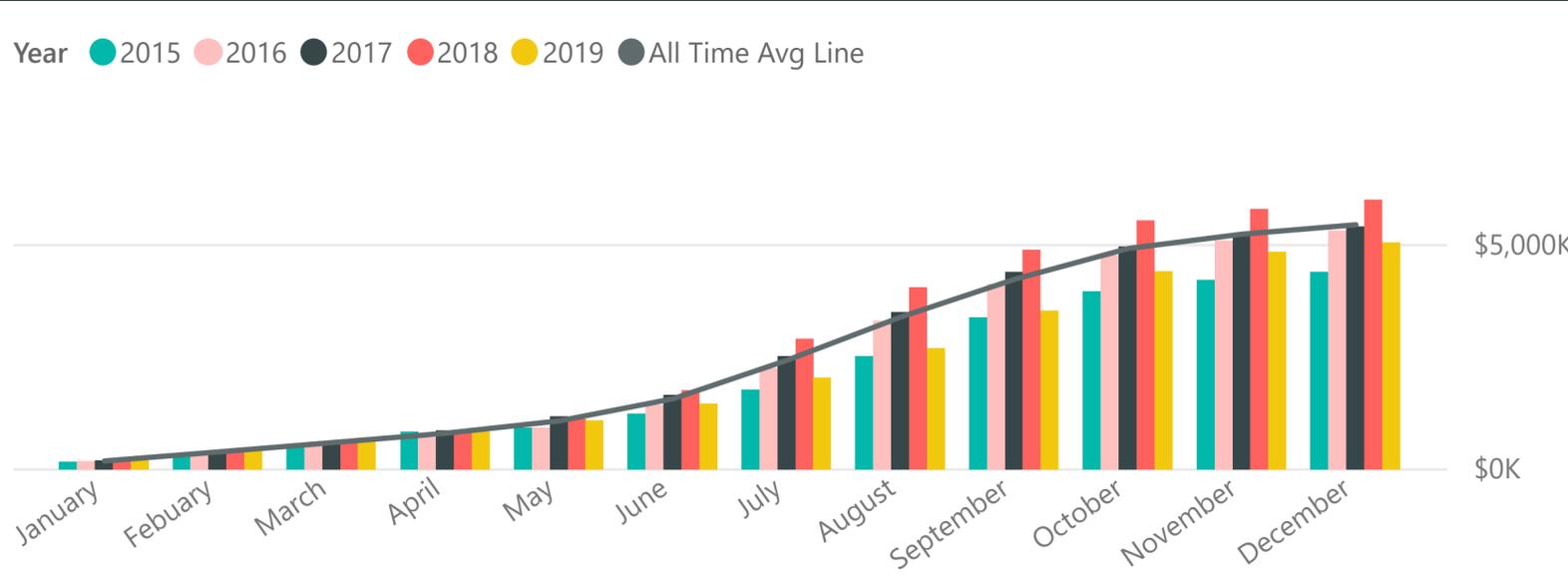
Source	Balance	Budget	% Complete
Central Fund-Wide Charges	\$473,720	\$520,330	91%
Raw Water Operations	\$651,045	\$965,790	67%
Utility Billing	\$124,081	\$150,300	83%
Water Distribution	\$419,964	\$604,630	69%
Water Plant Operations	\$1,233,612	\$1,603,370	77%
Water Utility Engineering	\$72,044	\$74,260	97%
WTP Building Maintenance	\$229,470	\$306,620	75%
<b>Total</b>	<b>\$3,203,936</b>	<b>\$4,225,300</b>	<b>76%</b>

### Cumulative Billed Consumption Year over Year (MG) % Diff from 3 Yr Avg



Month	Cumulative % Diff	Monthly % Diff
January	1.5%	1.5%
February	2.5%	3.4%
March	-0.7%	-6.6%
April	-2.5%	-7.5%
May	-6.1%	-16.3%
June	-12.8%	-28.6%
July	-17.1%	-25.8%
August	-17.2%	-17.7%
September	-14.6%	-3.8%
October	-9.7%	19.4%
November	-6.2%	41.9%
December	-6.1%	-3.9%

### Cumulative Revenue Year over Year % Diff from 3 Yr Avg



Month	Cumulative % Diff	Monthly % Diff
January	6.5%	6.5%
February	4.8%	3.2%
March	2.8%	-0.9%
April	1.0%	-4.0%
May	-2.8%	-13.6%
June	-10.1%	-27.0%
July	-18.0%	-32.6%
August	-21.0%	-29.1%
September	-17.3%	-2.6%
October	-11.2%	26.1%
November	-8.2%	38.7%
December	-7.9%	0.2%

# January 1, 2019 To December 31, ...

NOT A FINANCIAL STATEMENT. A SNAPSHOT OF KEY INDICATORS.

## Net Production and Billed Consumption (MG)

Production	January	February	March	April	May	June	July	August	September	October	November	December	Total
SCWTP Net Production	14.13	7.12	26.41	45.93	63.92	72.76	77.23	91.28	98.87	66.74	4.05	0.00	<b>568.43</b>
HBWTP Net Production	36.55	31.54	16.26	-0.18	0.19	40.98	62.27	77.19	78.27	14.82	45.55	43.88	<b>447.31</b>
<b>Total</b>	<b>50.68</b>	<b>38.65</b>	<b>42.66</b>	<b>45.75</b>	<b>64.10</b>	<b>113.74</b>	<b>139.50</b>	<b>168.46</b>	<b>177.14</b>	<b>81.56</b>	<b>49.61</b>	<b>43.88</b>	<b>1015.74</b>

Consumption	January	February	March	April	May	June	July	August	September	October	November	December	Total
CITY	2.54	4.56	2.53	2.53	3.05	5.88	14.54	15.13	17.98	17.08	18.63	0.92	<b>105.35</b>
COM	9.51	10.95	11.20	10.84	15.78	23.99	37.86	45.81	40.57	50.20	25.45	11.44	<b>293.60</b>
IRR	0.00	0.00	0.00	0.01	0.91	1.71	3.41	4.14	3.30	4.31	1.41	0.05	<b>19.24</b>
MF	5.06	5.38	4.89	5.26	5.55	6.08	8.75	8.99	9.41	10.15	6.79	5.19	<b>81.50</b>
RES	23.14	22.86	22.31	22.63	24.56	32.83	52.28	62.28	81.55	80.38	46.83	22.37	<b>494.01</b>
<b>Total</b>	<b>40.26</b>	<b>43.75</b>	<b>40.93</b>	<b>41.26</b>	<b>49.85</b>	<b>70.49</b>	<b>116.83</b>	<b>136.36</b>	<b>152.80</b>	<b>162.11</b>	<b>99.11</b>	<b>39.97</b>	<b>993.71</b>

## Difference Between Net Production and Billed Consumption (MG)

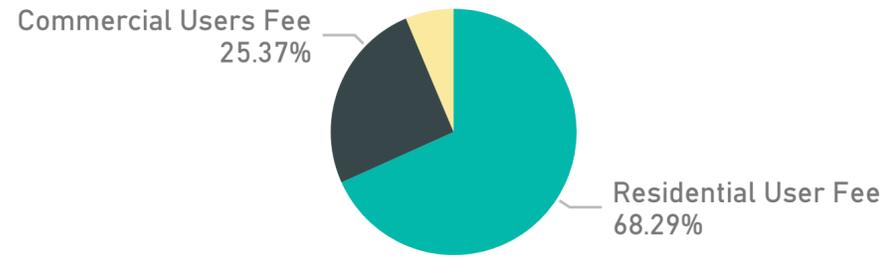
	January	February	March	April	May	June	July	August	September	October	November	December	Total
	10.43	-5.10	1.73	4.49	14.25	43.25	22.67	32.11	24.34	-80.55	-49.50	3.90	<b>22.03</b>

# January 1, 2019 To December 31, ...

NOT A FINANCIAL STATEMENT. A SNAPSHOT OF KEY INDICATORS.

## Revenue

Source	Balance	Budget	% Budget
Commercial Users Fee	\$992,703	\$932,580	106%
Residential User Fee	\$2,671,757	\$2,521,420	106%
Tap Fees	\$248,160	\$469,800	53%
<b>Total</b>	<b>\$3,912,620</b>	<b>\$3,923,800</b>	<b>100%</b>



## Operating Expenses

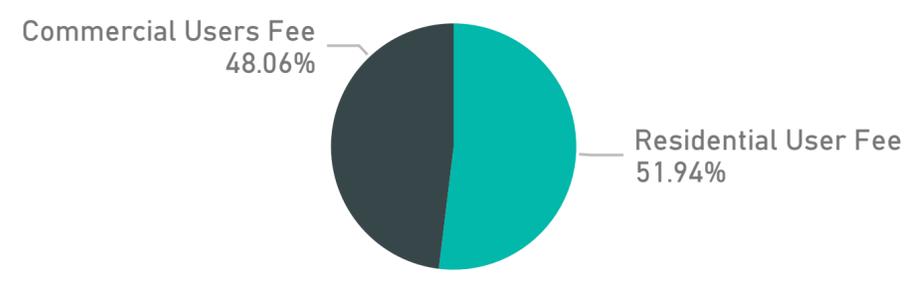
Source	Balance	Budget	% Budget
Central Fund-Wide Charges	\$347,395	\$365,690	95%
Pretreatment	\$88,910	\$80,680	110%
Utility Billing	\$104,166	\$135,690	77%
Waste Water Util Engineering	\$82,465	\$146,500	56%
Wastewater Treatment Plant Ops	\$825,394	\$974,590	85%
WW Collections	\$222,360	\$279,840	79%
WWTP Building Maintenance	\$258,792	\$455,670	57%
<b>Total</b>	<b>\$1,929,482</b>	<b>\$2,438,660</b>	<b>79%</b>

# January 1, 2019 To December 31, ...

NOT A FINANCIAL STATEMENT. A SNAPSHOT OF KEY INDICATORS.

## Revenue

Source	Balance	Budget	% Budget
Commercial Users Fee	\$438,706	\$397,470	110%
Residential User Fee	\$474,088	\$430,600	110%
<b>Total</b>	<b>\$912,795</b>	<b>\$828,070</b>	<b>110%</b>



## Operating Expenses

Source	Balance	Budget	% Budget
Central Fund-Wide Charges		\$0	
Storm Water Admin & Operations	\$285,460	\$338,530	84%
Storm Water Util Engineering	\$36,957	\$35,920	103%
<b>Total</b>	<b>\$322,417</b>	<b>\$374,450</b>	<b>86%</b>

### 2019

Vistor Type (groups)	NON-RESIDENT	RESIDENT	Total
Annual	41,817	138,874	<b>180,691</b>
Daily Pass	21	27,870	<b>27,891</b>
Monthly	30,587	109,630	<b>140,217</b>
Punch Pass	9,973	50,285	<b>60,258</b>
<b>Total</b>	<b>82,398</b>	<b>326,659</b>	<b>409,057</b>

### 2017

Vistor Type (groups)	NON-RESIDENT	RESIDENT	Total
Annual	24,538	86,425	<b>110,963</b>
Daily Pass	3	19,808	<b>19,811</b>
Monthly	27,472	78,128	<b>105,600</b>
Punch Pass	9,042	37,056	<b>46,098</b>
<b>Total</b>	<b>61,055</b>	<b>221,417</b>	<b>282,472</b>



#### Top 2 Pass Types:



### Sub Program Revenue

Sub Program	2019 YTD	2017 YTD	17/19 Variance	2019 Projection	2019 Budget
Adult Activities	\$248,779	\$163,264	52%	\$255,690	\$275,310
Aquatics	\$175,941	\$200,714	-12%	\$187,500	\$219,940
Senior Activites & Services	\$108,938	\$166,317	-35%	\$105,770	\$173,750
Youth Activities	\$529,654	\$464,109	14%	\$487,190	\$539,460
Athletic Field Maint					
Memory Square Pool Maint					
RecCenter Bldg Maint					
Recreation Center Mgmt					
<b>Total</b>	<b>\$1,063,311</b>	<b>\$994,404</b>	<b>7%</b>	<b>\$1,036,150</b>	<b>\$1,208,460</b>

### Sub Program Expenditures

Sub Program	2019 YTD	2017 YTD	17/19 Variance	2019 Projection	2019 Budget
Adult Activities	\$384,191	\$206,573	86%	\$451,270	\$445,920
Aquatics	\$1,026,635	\$649,878	58%	\$982,180	\$965,890
Senior Activites & Services	\$621,508	\$462,263	34%	\$661,010	\$639,220
Youth Activities	\$670,024	\$601,586	11%	\$684,420	\$703,310
Athletic Field Maint	\$211,191	\$121,302	74%	\$214,040	\$175,910
Memory Square Pool Maint	\$37,480	\$33,100	13%	\$39,060	\$54,660
RecCenter Bldg Maint	\$802,262	\$392,166	105%	\$845,150	\$769,940
Recreation Center Mgmt	\$608,523	\$453,947	34%	\$620,680	\$582,450
<b>Total</b>	<b>\$4,361,815</b>	<b>\$2,920,815</b>	<b>49%</b>	<b>\$4,497,810</b>	<b>\$4,337,300</b>

### Membership Revenue

Sub Program	2019 YTD	2017 YTD	17/19 Variance	2019 Projection	2019 Budget
Rec Memberships	\$1,792,430	\$870,453	106%	\$1,746,670	\$1,137,430
Rec Other Revenue	\$96,666	\$69,653	39%	\$94,370	\$93,320
<b>Total</b>	<b>\$1,889,096</b>	<b>\$940,106</b>	<b>101%</b>	<b>\$1,841,040</b>	<b>\$1,230,750</b>

#### SUBTOTALS

\$1,063,217	Sub Program Revenue
(\$95)	Cash Over/Short
\$1,889,096	Membership Revenue
\$2,952,313	Sub Program + Membership Subtotal
(\$4,361,815)	Sub Program Expense
(\$1,409,502)	Program Surplus/Deficit
\$927,808	Other Operating Revenue
(\$481,693)	Net Operating Surplus/Deficit

- 2 Mac Gym is grouped in Youth Activities
- 3 Senior Activity Variance decreased due to Silver Sneaker move to Membership for 2019.
- 4 Central Wide Charges - Insurance included with Recreation Center Mgmt.
- 5 Program revenue for Aquatics was down because revenue was realized in Dec 2018 for 2019. Revenue for 2020 will be realized in Dec 2019.
- 6 'Rec Other Revenue' includes Rentals, Child Care Fees, Concession Fees, In & Out, Merchandizing, and Unclassified Revenue

### Other Operating Revenue

Source	2019 YTD	2019 Projection	2019 Budget
Energy Credit (Solar Power Renew)	\$63,890		
Insurance Recovery	\$2,403		
Interest Earnings	\$12,942		
Sales Tax	\$625,976	\$681,150	\$643,310
Use Tax	\$222,598	\$215,780	\$230,440
<b>Total</b>	<b>\$927,808</b>	<b>\$896,930</b>	<b>\$873,750</b>

- 7 Energy Credit added to Dashboard 2019 Quarter 3, Insurance Recovery added Q4

### Other Operating Expenditures

Source	2019 YTD	2019 Projection	2019 Budget
Capital Outlay	\$288,065	\$486,320	\$480,760

### Transfers In

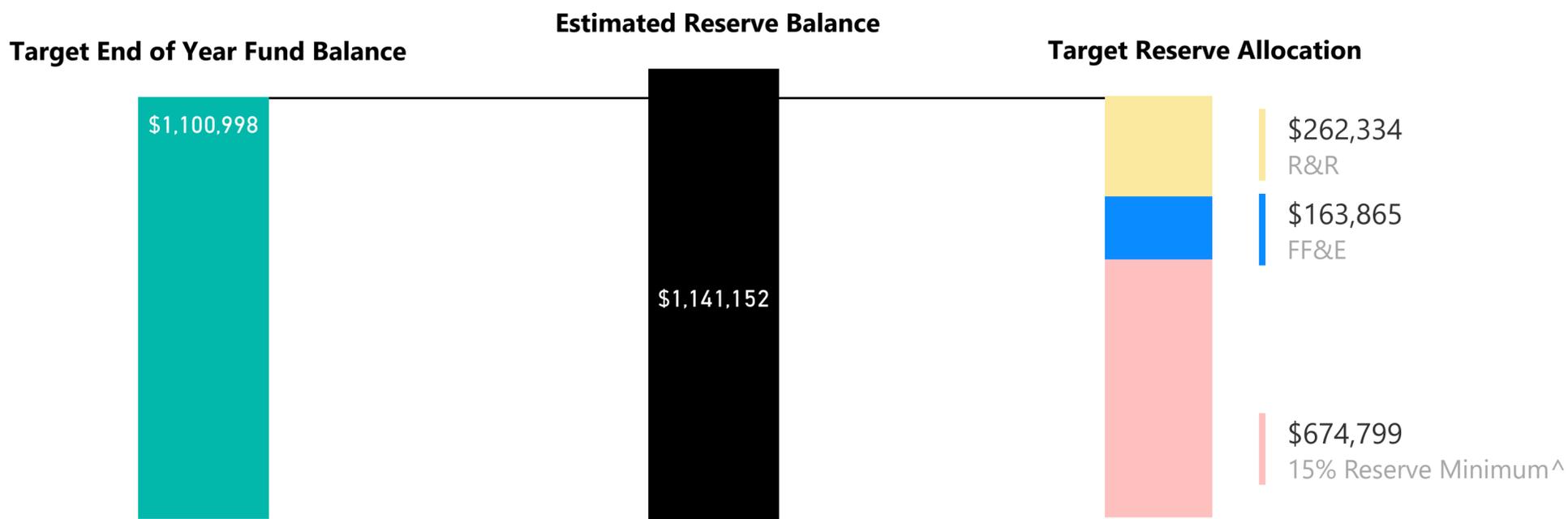
Source	2019 YTD	2019 Projection	2019 Budget***
Tfer from Capital Projs Fund	\$125,000	\$125,000	\$125,000
Xfer from General Fund	\$1,735,360	\$1,735,360	\$1,109,660
<b>Total</b>	<b>\$1,860,360</b>	<b>\$1,860,360</b>	<b>\$1,234,660</b>

\*\*\* Initial seed amount of \$676,250 excluded. ^\*\* CIF transfer subtotal is YTD by quarter and may differ from 2019 YTD column due to posting date of latest transfer.

#### SUBTOTALS (NET OPERATIONS)

(\$481,693)	Net Operating Surplus/Deficit
(\$288,065)	Other Operating Expenditures
(\$769,758)	Net Operating Surplus/Deficit + Other Exp.
\$125,000	CIF Transfer^**
\$1,109,660	GF Transfer***
\$464,902	Net Change to Fund Balance

## Fund Balance Status



^15% of Operating Expenditures.

FOR INTERNAL AUDITING PURPOSES:

Expenditures - Adult Activities:  
 208723,208727; Aquatics: 208722,208725;  
 Athletic Field Maint: 208754; Memory Square  
 Pool Maint: 208754; RecCenter Bldg Maint:  
 208721; Senior Activities & Services:  
 208728,208731; Youth Activities:  
 208724,208726,208732

# Memorandum

**To:** Finance Committee  
**From:** Nathan Mosley, Director of Parks, Recreation and Open Space  
**Date:** January 21, 2020  
**Re:** 2020 Golf Cart Purchase

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## Background

In the late spring of 2019, Coal Creek Golf Course (CCGC) staff reached out to the City's current golf cart vendor to inquire about the cost of purchasing our current fleet of carts at the end of the lease period. At that time staff was provided with information that formed the basis of our 2020 amended budget request to allow for the purchase of the current fleet of carts. The amended 2020 budget includes the following for a total budget related to golf carts of \$146,470:

- \$ 59,000 - Battery Purchase
- \$ 73,300 - Golf Cart Purchase
- \$ 9,170 - Final Lease payment
- \$ 5,000 - Additional Cart Maintenance

Since that time staff has learned that the quote provided was based on an assumption from the sales representative that CCGC was operating under a consolidated lease agreement (CLA). Under a CLA you pay a higher lease payment but the price you pay to purchase the cart is a fixed amount at the conclusion of the lease. In this particular case, the original quoted cost was \$71,500 for our 65 golf cart fleet at \$1,100 per cart

CCGC is currently operating under a Fair Market Value (FMV) lease in an effort to secure the lowest possible lease payment. That means that the cost of the cart at the end of the lease is based on fair market value of the cart at the conclusion of the lease. The current estimate for the fair market value of the carts is \$ 2,200 per cart. This is a considerable increase over the original quote of \$1,100 per cart.

The original intent of the request to purchase carts was based on a financial analysis that indicated purchasing the current fleet and replacing the batteries was the most cost effective option for the next 5 years. With this new information, staff has reviewed updated financial information and would like to highlight a few potential options for moving forward.

## CCGC Golf Cart Replacement Options

Staff evaluated four different scenarios over a 10 year time horizon. They are summarized in the tables below.

	Description	Year 1 Costs (2020)	Years 2-5 Costs	Years 6-10 Costs
Option A	FMV Lease* (Ongoing lease)	\$57,825	\$233,548	\$350,320
Option B	CLA Lease (Lease to purchase)	\$69,455	\$289,376	\$81,866
Option C	Purchase** current fleet	\$198,668	\$20,000	\$376,206
Option D	Purchase new fleet	\$313,505	\$0	\$81,800

\*Leases are for a five year period

\*\*Purchases plan on a 10 year life expectancy for carts with replacement of batteries after year 5

	10 Year Total Investment	Discount Rate	NPV of 10 Year Investment
Option A	\$641,692	3%	\$545,320
		5%	\$492,678
		10%	\$390,993
Option B	\$440,697	3%	\$397,435
		5%	\$372,486
		10%	\$320,860
Option C	\$594,874	3%	\$504,561
		5%	\$472,032
		10%	\$407,090
Option D	\$395,305	3%	\$380,353
		5%	\$372,174
		10%	\$356,399

Through this analysis staff has determined that at a 3% rate Option D is the best financial decision. At a 5% rate Options B and D are equal. Finally, at a 10% rate, Option B would be the best financial decision in the long-term.

### Recommendation

Based on the available information, I recommend the City move forward with **Option D**, to replace the current fleet with a new fleet and begin the cycle of ownership now. During the first five years all carts will be under warranty so there will be no maintenance costs to CCGC. In year six the City would replace batteries on the carts and begin including an annual cost of \$7,000 for maintenance in the CCGC budget.

### Fiscal Impact

The total cost in 2020 for Option D would be \$313,505. CCGC would allocate the \$132,300 budgeted for purchase of the current fleet and batteries as well as the \$5000 budget for maintenance toward the total cost. The additional funds needed for this purchase would be \$176,205 and would be requested as part of the 2020 budget amendment in April/May.

**SUBJECT: PROGRAM BUDGET ANALYSIS**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: EMILY HOGAN, ASSISTANT CITY MANAGER FOR  
COMMUNICATIONS & SPECIAL PROJECTS  
KATHLEEN HIX, DIRECTOR OF HUMAN RESOURCES  
CHRIS NEVES, DIRECTOR OF INFORMATION TECHNOLOGY  
MEGAN DAVIS, DEPUTY CITY MANAGER**

**SUMMARY:**

Per the Finance Committee's request, staff is providing an analysis of the program budget for several sub-program areas. Staff considered the following questions for the Public Information and Involvement, Human Resources and Organizational Development and Information Technology sub-programs:

- What have past trends in KPI data shown staff?
- Has staff made any budget adjustments as a result?
- Should staff plan for any additional budget adjustments?
- Is the City meeting the goals and objectives of the program?

**BACKGROUND:**

The City adopted its first program-based budget in 2016. The budget was organized into 10 program areas and 38 sub-programs. To measure the City's progress in achieving the goals and objectives of the programs and sub-programs, the City adopted Key Performance Indicators (KPIs) for each sub-program.

The KPIs include workload measures that show the quantity or volume of products, services or efforts involved; efficiency measures that demonstrate the resources used to accomplish an outcome, level of productivity or cost per unit; and effectiveness measures that indicate how well a sub-program is accomplishing the goals and objectives of each program and sub-program.

**ANALYSIS:**

*Public Information & Involvement*

- The objective for the Public Information and Involvement Sub-Program is to provide easy and timely access to all relevant information about City programs and services and processes that give anyone interested opportunities to get involved and influence decision-making.

- Past trends in the KPI data showed the following in workload measures: increase in citizen inquiries, decrease in monthly website content updates and low number of social media posts.
- Past trends in the KPI data showed the following in effectiveness measures: low number of eNotification/Engage Louisville subscribers.
- The cause of these issues may be a lack of accessible or up-to-date information. The number of online subscribers also seemed low based on Louisville's total adult population (approx. 15,000). Staff aims to consistently grow online subscribers, website visitors and workshop attendees to reach as many residents as possible.
- To address these concerns, staff requested additional funding in 2019 to complete the following: redesign the City's website, explore new communications/engagement tools, develop eNewsletters, launch new social media platforms and hire communications staff to assist with coordinating content and improving communication across the organization.
- Staff has already seen a number of impacts as a result of the additional resources. Staff expects to see continued improvements in the following areas: increased number of website content updates, increased number of social media posts, increased number of eNotification/Engage Louisville subscribers and website visitors, increased number of social media followers/posts, improved opportunities to participate in community matters rating, improved information about City Council, Planning and other official City meetings rating, improved City website rating and improved information on City plans and programs rating.

*Human Resources & Organizational Development*

- The objective of the Human Resources & Organizational Development Sub-Program is to become an employer of choice, with low turnover and high morale; attract and retain highly qualified and dedicated employees by providing competitive compensation and benefits, effective employee training, and ongoing career and professional development opportunities; maintain a positive work environment through regular position classification and review, workforce planning, salary administration and employee relations; and maintain a safe workplace through employee safety training.
- Past trends in the KPI data showed the following in workload measures: increase in the number of FTEs, increase in the actual number of employees (headcount), increase in the number of vacant positions, increase in the number of training classes offered, increase in the number of Personnel Actions Processed (PAR), increase in the number of employee relations cases, increase in the number of volunteer background checks processed and increase in the number of unemployment claims received.
- Past trends in the KPI data showed the following in efficiency measures: slight increase in the cost of benefits, slight decrease in time to hire, and has stayed

stable in from 2017 on with regard to the HR staff ratio to Citywide FTEs and cost of HR budget to the General Fund expenditures.

- Past trends in the KPI data with regard to effectiveness is as follows: increase in employee satisfaction, decrease in turnover, new data regarding satisfaction ratings for training classes offered and an increase in workers compensation rating.
- All areas in the workload measures have increased, which places additional workload and weight on the human resources staff members. They are dedicated and continue to manage the workload effectively and efficiently but do voice concerns about burnout. At some point in the near future, staff will need to request an increase in resources in order to keep up with the increase in demand and maintain a reasonable time frame for completing items within the workload measures.
- Efficiency measures are trending in a favorable manner, however. HR staff continues to work on keeping the cost of benefits low and decreasing time to hire in an era of low unemployment. This year, HR staff has initiated a hiring bonus for “hard-to-fill” full time positions and has raised the wages for several seasonal positions to \$16.00 per hour as a starting wage to attract seasonal workers in the area of park and open space maintenance positions.
- The results of the 2019 Employee Survey indicate employees are “very positive” regarding their overall satisfaction with the City as an employer. The City contracted with Employers Council (formerly MSEC) to conduct the survey. The numerical values used in the survey: Very Positive = 3.75 and above, Positive = 3.45 – 3.74, Somewhat Positive = 3.23 – 3.44, Neutral = 3.01 – 3.22, Negative = Less than 3.0.
  - The following dimensions were asked of all full time and part-time employees and were rated as noted below:
    - Leadership = 3.75 = Very Positive
    - Climate = 3.82 = Very Positive
    - Supervision = 4.11 = Very Positive
    - Training and Development = 3.87 = Very Positive
    - Work/Life Balance = 4.45 = Very Positive
    - Communication = 3.55 = Positive
    - Satisfaction = 3.82 = Very Positive
    - Overall = 3.82 = Very Positive
  - Efforts are underway with each Department Director and his/her staff to develop in the area of communication while maintaining momentum in the areas that are strong and well developed.
- HR staff looks forward to further refinement and development of our KPIs around the newly created Learning & Development Program.
- HR staff holds an annual work retreat to discuss goals and work for the coming year. KPIs are part of that work retreat and discussion and action plans are created to become a more effective and efficient Human Resources Department.

*Information Technology*

- The objective of the Information Technology Sub-Program is to maintain a secure and connected computer network to ensure that all users have the appropriate technological resources and permissions to perform their jobs. In addition, the IT Department strives to provide outstanding internal customer service to efficiently resolve issues and provide a high level of system availability and continuity.
- The IT Department is a support service department that fulfills the role of supporting staff across all programs and sub-programs. All increases to full-time, part-time and seasonal staff increase the demand on IT resources proportionately to workload growth. Increases in overall staff, and growth in programs and sub-programs and their associated projects typically lead to additional device and application needs. Since 2016, IT staff has increased with the overall growth of the organization to support additional resources and needs.
- In 2018, IT added an ERP Application Analyst to address the growth in size and scope of the number of enterprise applications and their associated systems. This raised our IT Expense per FTE cost. Historically, the IT Department supported desktop and server hardware and desktop software. Beginning with the acquisition of Tyler Technologies software in 2014, there was an increased need to support larger, more complex, enterprise database systems like our Enterprise Resource Planning (ERP) for Finance, HR, Payroll & Community Development, in addition to numerous other database application across all the differing lines of business throughout the City programs and sub-programs. The ERP Application Analyst maintains compliance, patching and security for all City applications and performs basic reporting functions. This position also provides support for the onboarding and upgrading of new applications, as well as end user training and support.
- In 2019, the demand across the City programs and sub-programs for enterprise reporting and metrics grew to the point where we engaged a 2-year term-limited Business Analyst position in IT to work purely on documenting and consolidated the City's data system and providing enterprise reporting. The Business Analyst has had a positive impact on staff by being able to provide critical reports and data to staff in order to make decisions. This addition also raised the IT Cost per FTE.
- As the IT Department has undergone strategic growth, staffing has remained lean without compromising security, availability or business continuity. Staff has maintained efficiency through keeping the IT cost per total City FTE at a reasonable level and by maintaining a healthy IT operating budget in relation to the overall City budget. IT has centralized many of our services that allows staff to do more with less and support more devices with the same amount of resources. IT continues to look to cloud solutions and a continued use of virtualization to augment services while maintaining the same staffing levels.
- IT staff are constantly striving toward a balance in Run (keeping the lights on, ongoing maintenance, etc.), Grow (scheduled upgrades) and Transform (new

technologies) operations. Ideally, these metrics would be 75%, 15%, and 10%. The City is engaged in significant Grow and Transform operations that are disrupting these numbers. IT staff plans to bring these metrics more into alignment toward the end of 2020 and into 2021 as projects are completed and the City settles more into regular Run operations. Many of these projects are new implementations of systems or upgrades to existing applications in the areas of Police & Courts RMS systems, Utility Billing, and Electronic Timesheets.

- IT staff have found these metrics informative in making staffing changes, and plan to utilize the existing metrics going forward into the 2021-2022 budget cycle.

**FISCAL IMPACT**

None.

**ATTACHMENT(S):**

1. 2015-2021 KPI Data
2. 2019/2020 Public Information/Involvement, Human Resources/Organizational Development & Information Technology KPIs

## 2015-2021 KPI Data

### Public Information/Involvement

KPI	2015 (Actual)	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Estimated)	2020 (Projected)	2021 (Projected)
<b>Workload</b>							
Newsletters Produced	4	4	4	4	4	4	4
Meetings Broadcast on Channel 8 & Streaming Online	46	49	49	46	49	49	49
Citizen Inquiries	N/A*	N/A*	207	255	233	200	200
Monthly Website Content Updates	312	326	400	312	379	500	500
Social Media Posts	N/A*	17	59	237	246	250	250
Projects Posted on Engage Louisville	N/A*	N/A*	8	9	10	12	12
Press Releases	N/A*	N/A*	15	13	10	15	15
Community Workshops	N/A*	N/A*	N/A*	N/A*	N/A*	5	5
<b>Efficiency</b>							
Avg Response Time/Citizen Inquiry	2 days	1 day	2 days	2 days	2 days	2 days	2 days
Cost to Produce Newsletter per Capita	N/A*	N/A*	\$1.53	\$1.22	\$1.50	\$1.50	\$1.50
<b>Effectiveness</b>							
Website eNotification Subscribers	N/A*	N/A*	1,400	1,600	1,927	2,500	2,500
Website Visitors	216,860	210,000	216,000	216,850	281,000	300,000	300,000
Social Media Followers	N/A*	N/A*	4,000	4,500	5,651	6,000	6,000
Engage Louisville Users	200	N/A*	75	200	482	500	500
Attendees per Community Workshop	N/A*	N/A*	N/A*	N/A*	N/A*	50	50
Opportunities to Participate in Community Matters Rating	84%**	84%**	84%**	84%**	84%**	90%	90%
Information about City Council, Planning Commission & Other Official City Meetings Rating	80%**	80%**	80%**	80%**	80%**	85%	85%
Louisville Website Rating	78%**	78%**	78%**	78%**	75%	80%	80%
Information about City Plans & Programs Rating	75%**	75%**	75%**	75%**	75%**	80%	80%

## 2015-2021 KPI Data

### Human Resources & Organizational Development

KPI	2015 (Actual)	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Estimated)	2020 (Projected)	2021 (Projected)
<b>Workload</b>							
Citywide FTEs	199	231.09	236.08	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)	375	459	461	461	580	585	590
Recruiting/Hiring/Screening (Vacant Positions Filled)	207	235	194	266	285	295	300
Applications Reviewed	2,621	3,003	2,968	3,555	3,823	3,943	4,009
Training Classes Offered to Employees	15	19	12	9	25	45	45
Personnel Actions Processed	1,081	1,140	1,418	1,625	1,900	2,200	2,300
Employee Relations Cases	N/A*	24	18	30	20	20	17
Volunteer Backgrounds & Verifications of Employment Processed	129/133	128/103	162/100	163/88	180/85	200/85	200/85
Unemployment Claims	N/A*	N/A*	10	14	13	15	15
<b>Efficiency</b>							
\$ per FTE (Benefits)	\$11,320	\$11,195	\$11,750	\$11,985	\$12,225	\$12,835	\$13,475
Avg Time between Position Closed & Offer Made (Days)	N/A*	N/A*	N/A*	42	38	36	35
Ratio of HR Staff per Citywide Employees	N/A*	1/64	1/96	1/92	1/95	1/96	1/98
HR Budget/General Fund Expenditures	3%	3%	3%	3%	3%	3%	TBD
<b>Effectiveness</b>							
City Employee Satisfaction w/ Climate	N/A*	N/A*	4	4	4	4	4.5
Employee Turnover	16%	17%	17%	12%	10%	10%	10%
Performance Appraisals Completed on Schedule	35%	54%	53%	63%	65%	80%	75%
Satisfaction Rating for Training Classes Offered	N/A*	N/A*	N/A*	N/A*	80%	80%	80%
Workers Compensation Rating	.77	.77	.75	.77	.91	.85	.80

## 2015-2021 KPI Data

### Information Technology

KPI	2015 (Actual)	2016 (Actual)	2017 (Actual)	2018 (Actual)	2019 (Estimated)	2020 (Projected)	2021 (Projected)
<b>Workload</b>							
IT FTEs	3	3.12	3.85	3.85	5.35	5.12	TBD
Citywide FTEs	185	231.09	236.08	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)	375	459	461	461	580	585	590
Data Networks Supported	24	38	41	73	78	90	95
Enterprise Devices Supported	500	500	500	918	942	1,050	1,200
Servers Supported	48	50	64	71	68	72	80
Workstations Supported	300	300	325	336	345	350	360
Total Help Desk Tickets	1,566	2,880	2,300	2,351	2,450	2,600	2,800
Enterprise Applications Supported	N/A*	21	22	32	40	43	47
<b>Efficiency</b>							
IT Expense per FTE	\$2,222	\$3,204	\$2,479	\$2,682***	\$3,340***	\$3,340***	TBD
IT Budget/Fund Expenditures	N/A*	4%	4%	3.4%***	4.4%***	4.6%***	TBD
Avg Expenditures per Workstation	\$1,600	\$1,600	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Effectiveness</b>							
IT to City staff FTE Ratio	2%	1%	2%	2.1%	2.3%	2.3%	TBD
Infrastructure Availability	99%	99%	99%	99%	99%	99%	99%
Performance Rating on Internal Survey	High	High	High	High	High	High	High
% RUN Operations (Standard 80%)	N/A*	65%	65%	51%	35%	65%	75%
% GROW Operations (Standard 15%)	N/A*	9%	13%	15%	20%	15%	15%
% TRANSFORM Operations (Standard 5%)	N/A*	26%	12%	34%	45%	20%	10%

\* New measure – no available data

\*\* Based on last Citizen Survey in 2016

\*\*\* Based on total for General Fund only rather than All Funds

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Newsletters Produced		Units	4	4	4	4
Meetings Broadcast on Channel 8/ Streaming Online <sup>1</sup>		Units	46	49	49	49
Citizen Inquiries		Items	255	218	200	200
Website Content Updates Monthly		Updates/Month	312	400	500	500
Social Media Posts <sup>2</sup>		Items	237	200	250	250
Projects Posted on Engage Louisville		Items	9	10	12	12
Press Releases Issued		#	13	10	15	15
Community Workshops <sup>3</sup>		#	N/A*	N/A*	5	5
<b>Efficiency</b>						
Ave. Response Time/Citizen Inquiry		Days	2 days	2 days	2 days	2 days
Cost to Produce Newsletter per Capita		\$	\$1.22	\$1.50	\$1.50	\$1.50
<b>Effectiveness</b>						
Website Enotification Subscribers	Target = 5,000	Subscribers	1,600	2,000	2,500	2,500
Website Visitors	Target = 400,000	Visitors	216,860	283,398	300,000	300,000
Social Media Followers <sup>2</sup>	Target = 7,000	Followers	4,500	5,500	6,000	6,000
Engage Louisville Users	Target = 1,000	Users	200	358	500	500
Attendees per Community Workshop	Target = 50	Attendees	N/A*	N/A*	50	50
“Opportunities to Participate in Community Matters” Rating <sup>4</sup>	Target = 5	Rating 1 to 5	84%**	N/A*	4	4
“Information about City Council, Planning Commission and Other Official City Meetings” Rating <sup>4</sup>	Target = 5	Rating 1 to 5	80%**	N/A*	4	4

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
"Louisville Website" Rating <sup>5</sup>	Target = 5	Rating 1 to 5	78%**	3	4	4
"Information about City Plans and Programs" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	75%**	N/A*	4	4
<sup>1</sup> Includes City Council, Planning Commission and Historic Preservation Commission Meetings. <sup>2</sup> Includes City of Louisville's Facebook and Twitter followers. <sup>3</sup> Workshops not related to Community Design. <sup>4</sup> Based on evaluation survey rating provided at community workshops with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. <sup>5</sup> Based on evaluation survey from website with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. * No data available through community workshops in 2019. ** Previously asked through different feedback tool (i.e. Citizen Survey).						

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Citywide FTEs		FTE Positions	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)		Active Employees	461	580	585	590
Recruiting/Hiring/Screening (Vacant Positions Filled)		Positions	266	285	295	300
Applications Reviewed		Applications	3,555	3,823	3,943	4,009
Training Classes Offered to Employees		Classes	9	25	45	45
Personnel Actions (PA) processed		PAs	1,625	1,900	2,200	2,300
Employee Relations Cases <sup>1</sup>		Cases	30	20	20	17
Volunteer Backgrounds and Verifications of Employment processed		Number Completed	163/88	180/85	200/85	200/85
Unemployment Claims		Number Processed	14	13	15	15
<b>Efficiency</b>						
\$ Per FTE (Benefits) <sup>2</sup>		\$	\$11,985	\$12,225	\$12,835	\$13,475
Average Time Between Position Closed & Offer Made <sup>3</sup>		Calendar Days	42	38	36	35
Ratio of HR Staff per City-Wide Employees		HR /City-Wide employees	1:92	1:95	1:96	1:98
HR Budget/General Fund Expenditures <sup>4</sup>		%/General Fund	3%	3%	3%	TBD
<b>Effectiveness</b>						
City Employee Satisfaction with Climate <sup>5</sup>	Target = 4	Rating 1 to 5	N/A*	4.0	N/A*	4.5
Employee Turnover	Target = 10%	% Turnover among FTEs	12%	10%	10%	10%
Performance Appraisals Completed on Schedule	Target = 75%	% Completed within 30 Days of Due Date	62.5%	65%	70%	75%
Satisfaction Rating for Training Classes Offered <sup>6</sup>	Target = 90%	Rating 1 to 100	N/A**	80%	80%	80%

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Workers Compensation Rating	Target = .75	Experience Mod	0.77	0.91	0.85	0.80
<p><sup>1</sup> Case defined as coaching opportunity or situation that requires extended follow-up (more than one hour) and assistance from Human Resources for resolution.</p> <p><sup>2</sup> This indicates cost of Health, Dental, and Vision benefits.</p> <p><sup>3</sup> Time to fill benefitted full-time vacancy when position is open for 14 days (data based on date position was closed until date position is offered to the candidate).</p> <p><sup>4</sup> Excludes interfund transfers.</p> <p><sup>5</sup> Based on most recent Employee Survey results with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p> <p><sup>6</sup> Based on evaluation survey rating customer service with rating on a scale of 1-100.</p> <p>* Survey completed every other year.</p> <p>** Started collected feedback in 2019.</p>						

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
IT FTEs		FTE Positions	3.85	5.35	5.12	TBD
Citywide FTEs		FTE Positions	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)		Active Employees	461	580	585	590
<b>Workload</b>						
Data Networks Supported (VLANS)		Items	73	78	90	95
Enterprise Devices Supported		Items	918	942	1,050	1,200
Servers Supported		Items	71	68	72	80
Workstations Supported		Items	336	345	350	360
Total Help Desk Tickets		Items	2,351	2,450	2,600	2,800
Enterprise Applications Supported		Items	32	40	43	47
<b>Efficiency</b>						
IT Expense per FTE		Expense/FTE	\$2,323	\$4,982	\$3,651	TBD
IT Budget/All Fund Expenditures <sup>1</sup>		%/General Fund	1%	2%	2%	TBD
Average Expenditures Per Workstation		\$/Workstation	\$2,000	\$2,000	\$2,000	\$2,000
<b>Effectiveness</b>						
IT-to-City Staff FTE Ratio	Target = 2.50%	% of FTE	2.1%	2.3%	2.3%	N/A
Infrastructure Availability	Target = 99%	% of Time	99%	99%	99%	99%
Performance Rating on Internal Survey <sup>2</sup>	Target = High	High/Med/Low	High	High	High	High
% RUN Operations (Standard 80%)	Target = 75%	%	51%	35%	65%	75%
% GROW Operations (Standard 15%)	Target = 15%	%	15%	20%	15%	15%
% TRANSFORM Operations (Std 5%)	Target = 10%	%	34%	45%	20%	10%
<sup>1</sup> Excludes interfund transfers.						
<sup>2</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.						

**SUBJECT: TRENDS ACROSS 2019 KEY PERFORMANCE INDICATORS**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: EMILY HOGAN, ASSISTANT CITY MANAGER FOR  
COMMUNICATIONS & SPECIAL PROJECTS  
HEATHER BALSER, CITY MANAGER**

**SUMMARY:**

Staff is providing a summary of trends across the 2019 Key Performance Indicators (KPIs). Staff has highlighted significant increases and decreases in workload, efficiency and effectiveness measures from year-to-year and provided an explanation from staff as to why these changes have likely occurred.

**BACKGROUND:**

The City adopted its first program-based budget in 2016. The budget was organized into 10 program areas and 38 sub-programs. To measure the City's progress in achieving the goals and objectives of the programs and sub-programs, the City adopted KPIs for each sub-program.

The KPIs include workload measures that show the quantity or volume of products, services or efforts involved; efficiency measures that demonstrate the resources used to accomplish an outcome, level of productivity or cost per unit; and effectiveness measures that indicate how well a sub-program is accomplishing the goals and objectives of each program and sub-program.

**ATTACHMENT(S):**

1. 2019 KPI Trends
2. 2019 KPIs

## 2019 KPI Trends

Program/Sub-Program	KPI	Trend	Explanation/Notes
Transportation/Planning & Engineering	Community requests	Increase from 21 to 40	Increase due to traffic mitigation complaints, signal malfunction/timing concerns & traffic signs.
	Staff % of CIP (overhead)	3% to 24% back to 8%	Cost/volume of CIP changes from year to year.
Transportation/Infrastructure Maintenance	Striping	141,306 to 24,409 back to 179,665	In even years, the City manages a pavement marking contract that includes over 100,000 SF of striping.
	Street area patched	Increase from 5,400 to 8,000	Scope of CIP (resurfacing) & condition of existing road pavement. Increase also due to Operations Division patching based on condition of remaining older pavements.
	Street area crack sealed	488,400 to 166,500 back to 192,000 SY	Reduction in crack seal due to improvement in network pavements. In 2019, the City sealed approx. 160,000 SY.
	Avg cost per patched area	\$45 to \$61 back to \$42	Depth of patch is directly related to cost/SY. Arterial street patches are more costly versus residential street patches.
Transportation/Snow & Ice Removal	Avg cost per category II (same w/ categories III & IV)	Increase from \$6,300 to \$8,600	Average cost of storm varies from storm to storm based on length of storm, temperatures & amount of accumulation.
Utilities/Water	Surveys to detect water main leaks	142,000 to 279,000 back to 229,000 feet	Surveys to detect water main leaks vary from year to year as the City has three zones & each zones varies in size.
	Number of illicit discharges	Increase from 7 to 15	This number reflects amount of illicit discharges discovered.
Public Safety/Patrol & Investigation	Alarms responded to	Decrease from 550 to 250	Expect to see decrease starting in 2020 from implementation of new false alarm policy.
Public Safety/Code Enforcement	Code violation warnings	Increase from 600 to 1,300	New code officer & additional oversight of Code Enforcement.
	Patrol hours	Increase from 156,000 to 199,000	Additional police officer – closest department has been to fully staffed in several years.
	Code reports	Increase from 400 to 800	New code officer & additional oversight of Code Enforcement.
Parks/Parks	Adopt-a-Park program	Decrease from 7 to 4	Most park maintenance is done by full-time staff. Volunteer efforts in recent years has focused on open spaces/trails due to large volume of acreage and ability to engage residents in activities like weed pulling.
	Park expenditures per acre	Increase from \$3,800 to \$4,000	Several factors include this including the increase in starting wages for seasonal employees, as well as costs incurred related to the 2018 hail storm.
	Net savings from using volunteers	Decrease from \$3,700 to \$1,000	There are not as many opportunities to use volunteers in parks and staff has directed most volunteer efforts towards open space activities. If the City decides not to spray herbicides in parks, this number will likely increase again.

## 2019 KPI Trends

Open Space & Trails/Maintenance & Management	Open space expenditures	Increase from \$356,000 to \$440,000	Expanded efforts by adding Senior Natural Resources Specialist. This included the purchase of a new vehicle. Also saw increases in starting wages for seasonal employees.
	Hours of weed control	From 218 to 160 back to 250 hrs	Varies based on outbreaks, weather and type of weeds (i.e. staff may do more mechanical than spraying based on the type of weed). Increase in 2020 is based on work that will likely follow prescribed burn at Davidson Mesa and reseeding efforts from the encroachment campaign.
Open Space & Trails/Education & Outreach	Education programs	Decrease from 60 to 40	Moving forward staff plans to host 30-40 programs annually to allow staff to focus on core duties.
Recreation/Aquatics	Memory square pool attendees	Decrease from 19,000 to 15,000	Weather related closures
Administration & Support Services/Legal Support	City legal work	Increase from \$240,000 to \$343,000	Increase due to Parcel O redevelopment, quiet zone project & marijuana legal issues.
	Urban renewal work	Increase from \$4,000 to \$6,000	Increase due to Parking Structure Concept Design and McCaslin Area Development Study
Administration & Support Services/HR & Organizational Development	Personnel actions processed	Increase from 1,600 to 2,300	Increase in FTEs
Administration & Support Services/IT	IT expense per FTE	\$2,300 to \$5,000 back to \$3,700	If use IT expense per FTE for General Fund only (rather than All Funds), the projections are as follows: 2018 - \$2,682, 2019 - \$3,340 & 2020 - \$3,340. This goes up in 2019 as the City added another position (Data Analyst). There was also a bump in the operating budget not just for salary/benefits for this position, but general operating software maintenance/subscription fees went up significantly (approx. \$40,000) to fund data analytics tools.
	% RUN operations (same w/ GROW & TRANSFORM)	51% to 35% back to 75%	2018 numbers are accurate as they were averaged based on data that was collected in 2019. 2019 numbers are fairly accurate due to an additional position being added to the team, which shifted the weighting and also the amount of transform projects (including data analytics) that IT is working on in the application space. 2020 is an estimate (from July 2019) that is going to shift closer to what 2019 was estimated at. It is difficult to predict these metrics more than 6 months out.

## Transportation Program Key Indicators Planning and Engineering Sub-Program

### Goals

*A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.*

### Objectives

*Design infrastructure to adopted standards that meets the transportation needs of the City. Collaborate with partner agencies (RTD, CDOT) to ensure residents have adequate multimodal transportation options. Proactively redesign the street network as regulations and technology change our transportation needs over time.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Active Projects		Items	10	2	4	4
Community Requests <sup>1</sup>		Items	21	24	40	40
<b>Efficiency</b>						
Project per Project Manager		Projects/FTE	3	.5	1	1
Staff Cost % of CIP (Overhead)		%	3	24	8	8
<b>Effectiveness</b>						
Number of Traffic Accidents	Target = 0	Accidents	288	250	250	250
Number of Pedestrian/Bike-Related Accidents	Target = 0	Accidents	N/A*	N/A*	TBD	TBD
Street and Intersection LOS <sup>2</sup>	Target = C	Grade	C	C	C	C
<sup>1</sup> Official requests from residents for transportation improvements. <sup>2</sup> Peak Hour Level of Service for Arterial streets. * New metric starting to track in 2020.						

## Transportation Program Key Indicators Transportation Infrastructure Maintenance Sub-Program

### Goals

*A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.*

### Objectives

*Conserve natural resources by maintaining streets cost-effectively before they reach a point of rapid failure. To ensure a high quality of life and to provide services equitably, no street will be in poor condition. Streets and intersections are monitored, maintained, and adequately lit to move people, bikes and cars safely and efficiently. All arterial and collector streets have marked bicycle lanes. All streets have well maintained sidewalks.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Street Area Resurfaced		SY	122,361	64,626	61,945	61,945
Sidewalk Repaired		SF	20,934	34,694	33,780	33,780
Striping		SF	141,306	24,409	179,665	179,665
Street Area Patched		SY	5,438	6,427	8,057	8,057
Street Area Crack Sealed		LB	122,100	42,000	48,000	48,000
		SY	488,400	166,500	192,000	192,000
<b>Efficiency</b>						
Ave. Cost per Resurfaced Street Area		\$/SY	22.7	24.6	25	25
Ave. Cost per Resurfaced Sidewalk Area		\$/SF	10.8	10.1	10	10
Ave. Cost per Patched Area		\$/SY	44.5	61.2	41.9	41.9
Ave. Cost for Crack Sealing		\$/SY	.3	.4	.4	.4
Electricity Cost per Light		\$/Light	245	252	260	260
<b>Effectiveness</b>						
Overall Pavement Condition	Target = 75	PCI <sup>1</sup>	65	65	N/A*	N/A*
Miles of Street in Poor Condition of PCI <sup>1</sup> <35 <sup>2</sup>	Target = 0	Miles	6.7	4.2	3.3	3.3
Average Condition of Local Streets <sup>2</sup>	Target = 75	PCI <sup>1</sup>	66	N/A*	N/A*	N/A*
Average Condition of Collector Streets <sup>2</sup>	Target = 75	PCI <sup>1</sup>	61	N/A*	N/A*	N/A*
Average Condition of Arterial Streets <sup>2</sup>	Target = 75	PCI <sup>1</sup>	67	N/A*	N/A*	N/A*
"Street Maintenance in Louisville" Rating <sup>3</sup>	Target = 100	% Excellent or Good	70	70	75	75

<sup>1</sup> PCI is the Pavement Condition Index.

<sup>2</sup> Based on street survey conducted in 2015.

<sup>3</sup> Based on most recent Citizen Survey results.

\*Information to be determined by condition survey.

## Transportation Program Key Indicators Streetscapes Sub-Program

### Goals

*A safe, well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.*

### Objectives

*Safe, visually appealing, appropriately lit and inviting streets, sidewalks and publicly-owned areas adjacent to streets and sidewalks.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Turf Maintenance <sup>1</sup>		SF	1,200,000	1,200,000	1,200,000	1,200,000
Trees Pruned/Removed <sup>2</sup>		Trees	325*	350*	350*	350*
Planting Bed Maintenance <sup>3</sup>		SF	93,500	93,500	93,500	93,500
Total SF of Streetscapes <sup>4</sup>		SF	2,301,100	2,301,100	2,301,100	2,301,100
Total SF of Irrigated Streetscapes <sup>5</sup>		SF	738,020	738,020	738,020	738,020
Total Hard Surface Streetscapes <sup>6</sup>		SF	358,080	358,080	358,080	358,080
Street Lights		Items	1,848	1,855	1,860	1,865
<b>Efficiency</b>						
Cost per 1,000 SF Turf		\$/1,000 SF	\$134*	\$138*	\$142*	\$146*
Cost per Tree		\$/Tree	\$125*	\$129*	\$133*	\$137*
Cost per 100 SF Planting Bed		\$/100SF	\$77*	\$79*	\$81*	\$84*
Water Score (Irrigation Gal/SF)		Gal/SF	9	7	9	9
<b>Effectiveness</b>						
PPLAB Rating <sup>7</sup>	Target = 4	Rating 1 to 5 of Residential Corridor	N/A**	4	TBD	TBD
		Rating 1 to 5 of Collector/Industrial Corridor			4	4
		Rating 1 to 5 of Arterial Corridor			TBD	TBD
"Maintenance of medians and street landscaping" Rating <sup>8</sup>	Target = 90%	% Excellent or Good	84%	84%	86%	86%
"Street lighting, signage, and street markings" Rating <sup>8</sup>	Target = 90%	% Excellent or Good	82%	82%	84%	84%

<sup>1</sup> Turf Maintenance – Any mowed ROW's adjacent to any public street, includes irrigated and non-irrigated. Estimated number.

<sup>2</sup> Trees Pruned/Removed – Trees adjacent to a public street, located on medians, located in entry features and located in adjacent ROW.

INDICATOR	UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<p><sup>3</sup> Planting Bed – Landscape beds (Perennial), Annual Flower beds. Estimated number.</p> <p><sup>4</sup> Streetscape - Any public property adjacent to a public street. Examples are medians, ROW's, and entry features. Estimated number.</p> <p><sup>5</sup> Irrigated Streetscapes – Irrigated medians, Irrigated adjacent ROW's, irrigated entry features and gateways (S-3 – Dillon/McCaslin, Gateway – McCaslin/South Boulder Rd.).</p> <p><sup>6</sup> Hard Surface Streetscapes – examples: cobblestone beds, crusher fines, concrete, brick and asphalt. Estimated number.</p> <p><sup>7</sup> Based on annual PPLAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p> <p><sup>8</sup> Based on most recent Citizen Survey results.</p> <p>* Numbers are based on staff estimates.</p> <p>** New metric to be incorporated into PPLAB rating starting in 2019.</p>					

## Transportation Program Key Indicators Snow & Ice Removal Sub-Program

### Goals

*A safe well-maintained, effective and efficient multi-modal transportation system at a reasonable cost.*

### Objectives

*Safe traveling conditions for pedestrians and motorists; cost effective snow and ice control services; assist Police, Fire and Emergency Medical Services in fulfilling their duties; safe, passable streets, school bus routes and hard surface trails; safe access to City facilities; and snow cleared within 24 hours from sidewalks that are the City's responsibility.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Miles of Streets Plowed		Lane Miles	9,901	12,750	12,750	12,750
City Facilities Shoveled <sup>1</sup>		Square Feet	37,692	37,692	37,692	37,692
Public Parking Lots Plowed <sup>1</sup>		Square Feet	472,000	478,000	478,000	478,000
Miles of Sidewalks and Trails Plowed <sup>1</sup>		Miles	42	42	42	42
Deicer Used		Tons	699	700	700	700
Category II to IV Snow Events <sup>2</sup>		Events/Year	10	14	14	14
<b>Efficiency</b>						
Average Cost per Category II Event		\$/# Storms	\$6352/5	\$8,500/TBD	\$8,600/TBD	\$8,600/TBD
Average Cost per Category III Event		\$/# Storms	\$13,628/2	\$16,500/TBD	\$17,500/TBD	\$17,500/TBD
Average Cost per Category IV Event		\$/# Storms	\$15,549/3	\$20,000/TBD	\$21,000/TBD	\$21,000/TBD
Ave Time to Resolve Category II Events <sup>3</sup>		Nearest Hour	42	45	45	45
Ave Time to Resolve Category III Events <sup>3</sup>		Nearest Hour	93	110	110	110
Ave Time to Resolve Category IV Events <sup>3</sup>		Nearest Hour	168	185	185	185
<b>Effectiveness</b>						
Reported Accidents	Target = 0	Filed PD Report	300	300	300	300
"Snow Removal/Street Sanding" Rating <sup>4</sup>	Target = 100%	% Excellent or Good	50%	50%	50%	50%

<sup>1</sup> Completed by Parks Department.

<sup>2</sup> Category II=2' to 6"; Category III= 6" to 12"; Category IV= over 12".

<sup>3</sup> Time from first plow out to all plows back.

<sup>4</sup> Based on most recent Citizen Survey results.

## Utilities Program Key Indicators Water 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

*Consistently provide safe and great tasting water, routinely testing quality for compliance with State and Federal Standards. Operate and maintain facilities efficiently, allowing for reasonable and equitable rates while maintaining optimal quality.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Surveys to Detect Water Main Leaks		Feet	141,572	279,284	229.353	229.353
Water Main Flushing		Feet	420,856	508,637	420,856	420,856
Water Main Valves Exercised <sup>1</sup>		Units	L-1723	M-1335	H-965	H-965
Potable Water Measured and Billed		MG	1,088	1,090	1,090	1,090
Hydrants Maintained <sup>1</sup>		Units	L-501	M-445	H-211	H-211
Potable Water Produced Annually (MG) <sup>2</sup>		HBWTP	659	685	703	703
		SCWTP	633	513	547	547
<b>Efficiency</b>						
Energy per MGD		E/MGD	1,048	1,226	1,200	1,200
Potable Water Unaccounted <sup>3</sup>		%	9%	9%	9%	9%
Cost per MGD Billed		\$/MGD	\$1048	\$1,226	\$1,200	\$1,200
<b>Effectiveness</b>						
"Quality of Louisville Water" Rating <sup>4</sup>	Target = 100%	% Excellent or Good	88%	88%	88%	88%
Compliance with State & Federal Standards <sup>5</sup>	Target = Yes	Full Compliance	Yes	No <sup>5</sup>	Yes	Yes

<sup>1</sup> L = Low Pressure Zones, M = Mid Pressure Zones, and H = High Pressure Zones. One zone is exercised/maintained each year.

<sup>2</sup> HBWTP is the Howard Berry Water Treatment Plant & SCWTP is the Sid Copeland Water Treatment Plant.

<sup>3</sup> Does not include non-revenue water such as Hydrant Flushing, Backwash, etc. (just Metered vs Produced).

<sup>4</sup> Based on most recent Citizen Survey results.

<sup>5</sup> Volatile Organic Compound (VOC) and Long Term 2 Enhanced Surface Water Treatment (LT2) testing completed two weeks late.

## Utilities Program Key Indicators Wastewater 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 public health and the environment by collecting and treating wastewater in compliance with Federal, State, and Local laws.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Sewer Line Jetting and Cleaning		Linear Feet	301,578	300,000	300,000	300,000
Industrial Pretreatment Program		# of SIUs	5	5	5	5
<b>Efficiency</b>						
Average Wastewater Treated (Daily)		MGD	1.72	1.75	1.78	1.78
Treatment Cost per 1,000 Gallons <sup>1</sup>		\$/1,000 Gallons	\$1.16	\$1.64	\$1.69	\$1.69
Energy Usage per MGD		Energy(kWh)/MG	4717	4,600	4800	4800
Available Reclaimed Wastewater Used <sup>2</sup>		%	77%	80%	84%	84%
		MG	43	45	47	47
<b>Effectiveness</b>						
CDPHE Compliance <sup>3,4</sup>	Target = Full	Full Compliance	Yes	No	Yes	Yes
USEPA Compliance <sup>4</sup>	Target = Full	Full Compliance	Yes	No	Yes	Yes
Odor Complaint <sup>5</sup>	Target = 0	Complaints	1	0	0	0
"Waste Water (Sewage System)" Rating <sup>6</sup>	Target = 100	% Excellent or Good	92%	92%	92%	92%

1 The acceptable range for treatment operating cost per thousand gallon is between \$0.95 and \$3.25.

2 The City's water rights limit the total amount of wastewater that may be used to 65 MG.

3 Low level Mercury and Effluent toxicity test for quarter two missed due to start-up of new plant

4 Pass-Through of copper due to excessive levels from Significant Industrial User discharge exceeding authorized limits established in their permit

5 The acceptable range for odor complaints is between 0 and 10.

6 Based on the 2016 Citizen Survey results.

## 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

*Maintain our storm water system to protect Coal Creek specifically and the natural and built environment generally. Proactively reduce pollutants in the water by educating the public, sweeping the streets, maintaining an efficient & effective storm water system and leveraging intergovernmental partnerships.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Inlets Cleaned		Count/Total	158/962	178/962	198/1000	198/1000
Quality Monitoring Tests		Tests	12	12	12	12
Street Sweeping		Lane Miles	3,058	3,000	3,000	3,000
Public Information and Education Items		Events	10	8	8	8
<b>Efficiency</b>						
Cost per Mile of Collection System <sup>1</sup>		\$/Mile	\$3,952	\$4,000	\$4,000	\$4,000
Maintenance and Repairs per FTE		MR/FTE	201	280	280	280
<b>Effectiveness</b>						
CDPHE Compliance	Target = Yes	Full Compliance	Yes	Yes	Yes	Yes
Number Illicit Discharges	Target = 0	#	7	10	15	15
“Storm Drainage (Flooding Management)” Rating <sup>2</sup>	Target = 100	% Excellent or Good	89%	89%	89%	89%
Number of Times Each Street is Swept	Target = 2	Times	2	2	2	2

<sup>1</sup> Year-to-year variance is related to basins and locations change annually.

<sup>2</sup> Based on most recent Citizen Survey results.

## 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

*Enable residents to dispose of their solid waste in a convenient, environmentally responsible, cost effective manner.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Total Single Family Households <sup>1</sup>		Households	6,546	6,600	6,650	6,650
<b>Workload</b>						
Total Single Family Households Served <sup>2</sup>		Households	5,200	5,250	5,300	5,300
<b>Efficiency</b>						
Total Expenditures per Ton of Material		\$/Ton	203	207	211	211
Average Monthly Billing Cost/Account		\$	\$23.63	\$24.00	\$24.50	\$24.50
Solid Waste Tonnage (Landfill)		Tons	4,095	4,100	4,100	4,100
Recyclables Tonnage		Tons	1,600	1,600	1,600	1,600
Compostable Materials Tonnage		Tons	1,278	1,300	1,300	1,300
<b>Effectiveness</b>						
% of Waste Diverted from Landfill <sup>3</sup>	Target = 50%	%	48	48	48	48
Solid Waste Lbs./Household (Landfill)	Target = N/A*	Lbs./Household	1,575	1,600	1,600	1,600
Recyclables Lbs./Household	Target = N/A*	Lbs./Household	615	600	600	600
Compostable Materials Lbs./Household	Target = N/A*	Lbs./Household	492	500	500	500

<sup>1</sup> Includes all single family households charged the hazardous waste fee.

<sup>2</sup> Includes all single family households receiving Western Disposal trash collection services.

<sup>3</sup> Includes branch recycling, leaf drop off, and scrap metal recycling.

\* This metric is user generated. City outreach to increase recycling/composting will likely not show an impact in tons. If the City requires data reporting from haulers starting in 2019, it may be able to start affecting these numbers.

## Public Safety & Justice Program Key Indicators Patrol and Investigation Sub-Program

### Goals

*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 a justice system that is fair, effective, and efficient.*

### Objectives

*Maintain community safety and a low crime rate through community engagement, effective patrol and efficient response times. Emphasize prevention-oriented police services by engaging community groups in effective partnerships.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Outreach Programs		Programs	12	14	16	18
Unduplicated Program Participants		Participants	300	300	300	300
Calls for Service/Officer Initiated Activity		Computer Aided Dispatch Calls	18,812	15,620	17,000	17,500
Watch Total		Hours	1,451,134	1,632,022	1,632,022	1,632,022
Case Investigation		Hours	546,644	605,348	605,348	605,348
Total Cases Assigned for Follow-up		Cases	2781	2358	2400	2450
Arrests		Items	353	322	350	350
72-Hour Mental Holds		Items	134	175	180	185
Addiction Recovery Center Holds		Item	54	64	70	75
Reports (Crime, Incident, and Traffic Accident)		Items	2781	2358	2400	2425
Traffic Citations		Citations	601	574	600	625
Alarms Responded to		False Alarms/Total Alarms	553/556	480/482	298/300	250/252
<b>Efficiency</b>						
Ave. Staff Time per Program Participant		Participants/FTE	18	18	18	18
Ave. Response Time for Priority 1 Calls		Minutes	3.0	3.0	3.0	3.0
Cases Followed-up per FTE		Units	74	74	74	74
<b>Effectiveness</b>						
"Visibility of Patrol Cars" Rating <sup>1</sup>	Target = 90%	% Excellent or Good	90%	90%	90%	90%
"Enforcement of Traffic Regulations" Rating <sup>1</sup>	Target = 90%	% Excellent or Good	89%	90%	90%	90%
Cases Cleared	Target = 190	Cases Cleared	170	180	190	200
City of Louisville Crime Rate <sup>2</sup>	Target = 129	Crime Rate	129	129	129	129

<sup>1</sup> Based on most recent Citizen Survey results.

<sup>2</sup> National Incident Based Records Part 1 and Part 2 crimes.

\* While a new position was requested starting in 2020, it is unknown if that person will need to go to the academy. Therefore, impact on capacity is not expected until 2021.

## Public Safety Program Key Indicators Code Enforcement Sub-Program

### Goals

*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 a justice system that is fair, effective, and efficient.*

### Objectives

*Judiciously enforce the municipal code; including parking, junked vehicles, uncontrolled weeds, and stray dogs. Work with residents and the business community to achieve compliance with City ordinances. Emphasize education and voluntary compliance over punitive enforcement through the Courtesy Notice program.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Housing Units		Units	8,866	8,966	9,066	9,266
<b>Workload</b>						
Code Violation Summons	# of Summons for Dog Issues <sup>1</sup>					
	# of Summons for Vehicles <sup>2</sup>		24/ 174/ 2	28/ 196/ 2	30/ 196/ 2	32/ 196/ 2
	# of Summons for Signs					
Code Violation Warnings	# of Warnings for Dog Issues <sup>1</sup>					
	# of Warnings for Vehicles <sup>2</sup>		87/ 623/ 5	194/ 1340/ 20	200/ 1340/ 20	210/ 1340/ 20
	# of Warnings for Signs					
Patrol Hours		Hours	155,580	198,500	198,500	198,500
Code Reports		CE Reports	431	786	800	825
Animals Impounded		Impounds	7	8	8	8
Parking Spaces w/ Restricted Hours		Spaces	20	30*	25	25
Parking Citations Issued		Citations	180	202	205	210
<b>Efficiency</b>						
Parking Spaces Monitored per Hour		Spaces/Hour	20	20	20	20
Ave. # of Days to Achieve Voluntary Compliance or Initiate Inducement Process		Days	14	14	14	14
Properties Monitored per FTE		Properties/FTE	25	25	25	25
<b>Effectiveness</b>						
Cases Brought into Voluntary Compliance/ All Cases Initiated	Target = 325/400	Voluntary/Total	325/400	325/400	325/400	325/400
"Municipal Code Enforcement	Target =75%	% Excellent or Good	68%	68%	68%	68%

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Issues (Dogs, Noise, Weeds, etc.) <sup>3</sup> Rating <sup>3</sup>						
Code Compliance Education Materials Published and/or Communicated	Target = 4	Publications	2	4	4	5
Code Violation Reoccurrences	Target = 4	Repeat Violations	6	6	6	6
<sup>1</sup> Dog bites or vicious/barking dogs. <sup>2</sup> Vehicle parking or abandoned/commercial/recreational vehicles. <sup>3</sup> Based on most recent Citizen Survey results. * Code violations currently not tracked by type. *Staff adjusted restricted parking spaces in the library garage in 2019.						

## Public Safety & Justice Program Key Indicators Municipal Court Sub-Program

### Goals

*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 a justice system that is fair, effective, and efficient.*

### Objectives

*Maintain accurate permanent records of citations and payments, administer fair and competent hearings, treat all citizens fairly and equally.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Total Caseload		Total Cases	1,318	1,300	1,400	1,400
Cases Resolved through Mail-in Option		Mail-in Option	413	450	450	450
Caseload Requiring Court Hearing		Court Hearings	905	850	950	950
Cases Requiring Jury Trial		Jury Trials	1	2	2	2
<b>Efficiency</b>						
Ratio of Cases to FTEs <sup>1</sup>		Ratio	693	684	737	737
Average Staff Time per Case		Hours	2.2	2.2	2.2	2.2
Average Time for Resolution of Cases		Days	30	30	30	30
<b>Effectiveness</b>						
Average Overall Rating of Programs <sup>2</sup>	Target = 5	Rating 1 to 5	5	5	5	5

<sup>1</sup> Includes Court staff, City Clerk staff, Judge, and Prosecuting Attorney.

<sup>2</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

## 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	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Total Park Acreage		Acres	355	355	355	355
Irrigated Park Acreage		Acres	95	95	95	95
Non-irrigated Park Acreage		Acres	260	260	260	260
Park Maintenance <sup>1</sup>		Hours	36,500	36,500	35,540	35,540
Adopt-a-Park Program <sup>2</sup>		Programs	7	2	3	4
<b>Efficiency</b>						
Park Expenditures per Acre <sup>3</sup>		Total \$/Acre	\$3,762	\$3,147	\$4,000	\$4,000
Facility Shelter Rentals		Reservations	331	335	340	345
<b>Effectiveness</b>						
"Adequacy of Parks" <sup>4</sup>	Target = 4	Rating 1 to 5 in Spring	4	4	4	4
		Rating 1 to 5 in Fall				
"Adequacy of Playing Fields" <sup>4</sup>	Target = 4	Rating 1 to 5 in Spring	4	4	4	4
		Rating 1 to 5 in Fall				
"Adequacy of Playgrounds" <sup>4</sup>	Target = 4	Rating 1 to 5 in Spring	3	3	3	3
		Rating 1 to 5 in Fall				
Net Savings from Using Volunteers <sup>5</sup>	Target = \$1,750	\$	\$3,662	\$508.60	\$762.90	\$1,017.20

<sup>1</sup> Hours are estimates. Hours only account for Louisville employees. Volunteer and contractual hours are not included.

<sup>2</sup> Figures represent number of adopt-a-park programs.

<sup>3</sup> Expenditures are only included from the Parks Sub-Program budget. Athletic maintenance expenses for example are not included.

<sup>4</sup> Based on PPLAB review of existing with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

<sup>5</sup> Based off of \$25.43/hour, national value for each volunteer hour.

## Parks Program Key Indicators Cemetery Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Total Acreage		Acres	9	9	9	9
Plots-Occupied <sup>1</sup>		Plots	2,124	2,166	2,208	2,263
Plots-Vacant <sup>2</sup>		Plots	2,459	2,415	2,373	2,328
Plots Sold		Plots	48	45	40	40
<b>Efficiency</b>						
Cost to Inter (Adult Size) <sup>3</sup>		Ave \$/Per	\$1,270	\$1,330	\$1,396	\$1,465
Cost to Inter (Cremation) <sup>3</sup>		Ave \$/Per	\$460	\$480	\$500	\$525
Cost per Plot <sup>4</sup>		Ave \$/Plot	\$1,230	\$1,290	\$1,355	\$1,425
Acreage Maintained/FTE		Acres/FTE	7.89	7.89	7.89	7.89
<b>Effectiveness</b>						
PPLAB Rating <sup>5</sup>	Target = 4	Rating 1 to 5	4	4	4	4
Projected Supply of Plots Relative to Demand <sup>6</sup>	Target = 5	Years of Supply	20	20	19	18

<sup>1</sup> Number was reached by best available data.

<sup>2</sup> There are approximately 5,200 plots in the Cemetery comprised of full-size, infant, and cremation. The numbers reflect plots that are not interred.

<sup>3</sup> Cost for opening and closing may increase due to Saturday burial, less than 48 hour notice and vault pricing.

<sup>4</sup> Cost shown is for a resident rate full-size plot. Different rates exist for resident and non-residents for: full-size, infant, and cremation plot sizes.

<sup>5</sup> Based on annual PPLAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

<sup>6</sup> Estimate is based on full-size plot size. Cremation plot supply will run out sooner.

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
OSAB Ranked & Council Reviewed Candidate Parcel <sup>1</sup>		Units	Yes	Yes	Yes	Yes
Property Owners Contacted		Contacts	1	2	1	TBD
<b>Efficiency</b>						
Number of Properties Actively Worked on		Units	2	2	1	TBD
<b>Effectiveness</b>						
Candidate List is Up-to-Date	Target = Yes	Annual Review	Yes	Yes	Yes	Yes
Rights of First Refusal Secured <sup>2</sup>	Target = 1	Rights	1	0	TBD	TBD
Conservation Easements Secured <sup>2</sup>	Target = 1	Units	2	0	2	TBD
<sup>1</sup> OSAB has ranked and approved. <sup>2</sup> Open space acquisitions are subject to external forces that are difficult to predict.						

## 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	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
City Owned Open Space Acreage		Acres	695	695	695	695
Open Space Expenditures <sup>1</sup>		Total Exp	\$355,880	\$414,340	\$426,150	\$440,000
Hours of Weed Control (Chemical) <sup>2</sup>		Hours	218	160	250	250
Hours of Weed Control (Mechanical) <sup>2</sup>		Hours	289	300	350	350
Contracts Managed Annually		Contracts	16	16	14	12
Ranger Naturalist Enforcement Contacts with Users for Dog Off-Leash <sup>3</sup>		Citations or Penalty Assessment/Written Warnings/Verbal Warnings	5/7/26	3/70/9	3/63/8	3/57/7
<b>Efficiency</b>						
Open Space Expenditures per Acre		Exp./Acres	\$512	\$596	\$613	\$633
Open Space Expenditures per Capita		Exp./Capita	\$16.80	\$19.52	\$19.93	\$20.49
\$ per Acre of Weed Control <sup>3</sup>		\$/Acre	\$158	\$165	\$175	\$182
Purple Loosestrife Treated		% Treated	100%	100%	100%	100%
Myrtle Spurge Treated		% Treated	100%	100%	100%	100%
<b>Effectiveness</b>						
"Maintenance of Open Space" Rating <sup>4</sup>	Target = 3.5	Rating 1 to 5	N/A*	4	4.5	4.5
Dogs Off-Leash Over Time <sup>5</sup>	Target = 40	#	38**	81	73	66
% of Acreage Free of High Priority Weeds	Target = 80%	% of Total	82	90	90	90
% of all Open Space Zoned <sup>6</sup>	Target = 100%	% of Total Zoned Agricultural	100%/73%	100%/73%	100%	100%
		% of Total Zoned Preservation				
		% of Total Zoned Recreational				

INDICATOR	UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<p><sup>1</sup> Expense for the Admin &amp; Operations Sub-Program.</p> <p><sup>2</sup> Includes contractor, staff, and volunteer effort.</p> <p><sup>3</sup> Herbicide contract only.</p> <p><sup>4</sup> Based on annual OSAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p> <p><sup>5</sup> Actual sightings of on duty Rangers.</p> <p><sup>6</sup> There is not a zoning category for "Preservation" or "Recreational". Only one City owned property is currently in Agricultural production, all other City owned properties allow recreation and preservation uses. This assumes original scope of work with City owned properties only, not jointly owned or private property.</p> <p>* New metric started tracking in 2019.</p> <p>** The number of Dogs Off-Leash Over Time for 2018 is low compared to other years due to an increased number of ranger administrative hours and subsequent reduction in general patrol hours during the Encroachment Campaign.</p>					

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Education Programs		# of Programs	60	32	40	40
Volunteer Programs <sup>1</sup>		# of Programs	17	18	22	25
<b>Efficiency</b>						
Average Participants per Education Program <sup>2</sup>		Participants/ Program	57	93	90	90
Total Hours Donated to Volunteer Programs		Hours	816	900	950	1,000
<b>Effectiveness</b>						
Average Overall Rating of Education Programs <sup>3</sup>	Target = 4.5	Rating 1 to 5	4.5	5	5	5
Average Overall Rating of Volunteer Programs <sup>3</sup>	Target = 4.5	Rating 1 to 5	4.5	5	5	5
Better Understanding of Open Space Attributes <sup>3</sup>	Target = 4.5	Rating 1 to 5	5	5	5	5
<sup>1</sup> Volunteer programs include: Adopts, OSAB, Weed Whackers, Raptor Monitors, Photo Points, Burrowing Owls, and Group Projects (counting each individual group project). <sup>2</sup> This is the true average that includes highly attended education programs (5 in 2019). When highly-attended programs are subtracted from tally the average for 2018 is 10 and the average for 2019 is 13. <sup>3</sup> Based on surveys sent to the Open Space email listserv and volunteers with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. Voluntary survey was taken by 10% of overall participants.						

## Open Space & Trails Program Key Indicators New Trails and 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

*Construct the highest priority new trails and trail connections to enhance the trail system in a manner consistent with City Council adopted plans. Maintain all trails to a satisfactory level to encourage recreation and to enable safe walking, running and bike riding around Louisville.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Public Meetings for New Trails <sup>1</sup>		Meetings	3	4	3	3
Length of New Trails <sup>2</sup>		Miles	0	0.15	0.54	3.8
Number of New Trail Connections		Connections	0	2	1	5
Trails – Total Miles in Open Space		Miles	23.67	23.82	24.36	28.16
Trails – Soft Surface in Open Space		Miles	14.40	14.45	14.45	18.19
Trails – Hard Surface in Open Space		Miles	9.27	9.37	9.91	10.01
<b>Efficiency</b>						
\$ per square Foot <sup>3</sup>		\$/Foot	\$21.00	\$21.41	\$25.69	\$30.82
Sub-Program Cost per Mile <sup>4</sup>		\$/Mile	\$5,270	\$5,273	\$4,385	\$3,865
Time to Resolve Reported User Safety Maintenance Item		Days	2	2	2	2
Total Number of Wayfinding Signs <sup>5</sup>		Units	0	22	22	18
<b>Effectiveness</b>						
Number of Trail Connections and Crossings Remaining to be Completed	Target = 24	Total	24	22	21	16
“Maintenance of the Trail System” Rating <sup>6</sup>	Target = 90%	% Excellent or Good	90%	90%	90%	90%
Number of Dog Composting Bag Refills <sup>7</sup>	Target = 90,000	#	95,000	95,250	95,500	95,750
Trash Containers Rating <sup>8</sup>	Target = 4	Rating 1 to 5	N/A*	4	4.5	4.5
Maintenance Rating <sup>8</sup>	Target = 4	Rating 1 to 5 in Spring	5	4.25	4.5	4
		Rating 1 to 5 in Fall				

INDICATOR	UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<p><sup>1</sup> Occurred as part of an OSAB meeting Discussion Item.</p> <p><sup>2</sup> 2018- Coyote Run; 2019-Design; 2020- Avista; 2021-Enclave, Warembourgh, Fireside, 104<sup>th</sup>St., Hillside</p> <p><sup>3</sup> Includes estimated construction costs (not design). Includes all work (grubbing, mobilization, removal of old segments, etc.)</p> <p><sup>4</sup> Includes budget for "Trail Maintenance" and "New Trails" Sub Programs for total trail miles. 2019 and 2020 decrease reflects a decrease in trail maintenance funding.</p> <p><sup>5</sup> 2019-Powerline Trail; 2020- Lake to Lake Trail; 2021- Goodhue Ditch Trail</p> <p><sup>6</sup> Based on most recent Citizen Survey results.</p> <p><sup>7</sup> Number of "composting" doggie bags used at Community Park and the Davidson Mesa dog off-leash area.</p> <p><sup>8</sup> Based on annual OSAB review with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2=Below Average, 1=Poor.</p> <p>* New metric started tracking in 2019.</p>					

## Recreation Program Key Indicators Youth Activities Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED*	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Youth Population <sup>1</sup>		Youth 0-17	8,728	8,988	9,256	9,300
<b>Workload</b>						
Summer Day Camp Attendees <sup>2</sup>		Participants	630	630	720	720
Preschool Program Attendees		Participants	371	400	486	486
General Youth Attendees		Participants	4,450	4,500	4,600	4,700
Youth Sports Attendees <sup>3</sup>		Participants	2,022	2,135	2,200	2,220
Youth Sports Volunteer Hours		Hours	7,140	7,472	7,700	7,770
Nite at the Rec Attendees		Participants	1,469*	4,230	4,325	4,425
Catalog		#	3	3	3	3
<b>Efficiency</b>						
\$ per Summer Day Camp Participant		Exp./Participant	\$191	\$178	\$205	\$205
\$ per Preschool Participant		Exp./Participant	\$358	\$339	\$320	\$320
\$ per General Youth Program Participant		Exp./Participant	\$15	\$18	\$21	\$21
\$ per Teen Program Participant <sup>4</sup>		Exp./Participant	\$72	\$133	\$154	\$154
\$ per Youth Sports Participant <sup>4</sup>		Exp./Participant	\$28	\$30	\$31	\$32
\$ per Nite at the Rec Participant		Exp./Participant	\$17.65	\$8.00	\$11.00	\$11.00
<b>Effectiveness</b>						
“Current Recreation Programs for Youth” Rating <sup>5</sup>	Target = 95%	% Excellent or Good	94%	94%	94%	94%
Average Overall Rating of General Youth Programs <sup>6</sup>	Target = 4.5	Rating 1 to 5	4.5	4.8	4.5	4.5
Average Overall Rating of Preschool <sup>6</sup>	Target = 4.5	Rating 1 to 5	4.9	4.9	4.9	4.9
Average Overall Rating of Summer Day Camp <sup>6</sup>	Target = 4.5	Rating 1 to 5	4.4	4.5	4.5	4.5

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED*	2020 PROJECTED	2021 PROJECTED
Average Overall Rating of Youth Sports Programs <sup>6</sup>	Target = 4.5	Rating 1 to 5	4.7	4.5	4.5	4.5
Total Youth Activities Participants	Target = 13,000	Participants	8,942	11,895	12,331	12,551

<sup>1</sup> Based on the most recent Census Data with Youth defined as ages 17 and younger.

<sup>2</sup> Dependent on Child Care Licensing Regulations.

<sup>3</sup> Total participants each season. Not unique individuals because many participate in more than one sport or session.

<sup>4</sup> \$ per youth participant does not include youth sports contracted classes.

<sup>5</sup> Based on most recent results of Citizen Survey.

<sup>6</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

\* Construction/new facilities impact.

## Recreation Program Key Indicators Adult Activities Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Adult Population <sup>1</sup>		Residents 18-59 Years of Age	21,117	21,223	21,380	21,476
<b>Workload</b>						
Adult Fitness Classes Offered		Classes/Week	67	140	140	145
Catalog		#	3	3	3	3
Facilities/Equipment Maintained		Units	50	155	155	155
<b>Efficiency</b>						
Adult Programs Cost Recovery per Class		%	54%	70%	80%	100%
<b>Effectiveness</b>						
“Current Recreation Programs for Adults” Rating <sup>2</sup>	Target = 80%	% Excellent or Good	80%	80%	85%	85%
Average Overall Rating of Fit Zone <sup>2</sup>	Target = 4.5	Rating 1 to 5	4	4.5	4.5	4.5
Adult Participation in Fitness Classes	Target = 46,000	Total Attendance in Classes	38,298	60,000	61,000	63,000
Average Overall Rating of Fitness Classes <sup>2</sup>	Target = 4.5	Rating 1 to 5	4	4.5	4.5	4.5
Average Utilization of Cardio Equipment	Target = 83,000 (50% of Total Users)	# of Users	N/A*	41,500	41,500	41,500
Average Overall Rating of Cardio Equipment <sup>2</sup>	Target = 4	Rating 1 to 5	N/A*	4	4	4
Average Utilization of Weights	Target = 85%	% Utilization	N/A*	75%	75%	80%
Average Overall Rating of Weights <sup>2</sup>	Target = 4	Rating 1 to 5	N/A*	4	4	4

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

<sup>2</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

\* New metric that will be tracked starting in 2019.

## Recreation Program Key Indicators Senior Activities and Services Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Senior Population <sup>1</sup>		Residents Greater than 59	3,895	3,910	4,060	4,210
<b>Workload</b>						
Special Events		#	535	900	910	920
Fitness/Health and Wellness Events		#	8,259	9,000	9,100	9,200
Trips		Events	57	61	61	61
Daily Lunch Program		Days Open	248	244	244	244
Classes and Workshops		Participants	928	950	960	970
Volunteer Opportunities		Hours	4,205	5,100	5,150	5,200
Drop in Programs		Participants	8,202	10,500	10,600	10,700
Resources – Information & Referrals		Contacts	120	245	250	255
Resources – Community Outreach <sup>2</sup>		Participants	1,628	3,000	3,050	3,075
<b>Efficiency</b>						
Average Cost per Participant Lunch		\$/Participant	\$5.50	\$6.00	\$6.00	\$6.00
Average Cost per Participant <sup>3</sup>		\$/Participant	\$13.27	\$14	\$15	\$16
<b>Effectiveness</b>						
“Overall of the Louisville Senior Center” Rating <sup>4</sup>	Target = 80%	% Excellent or Good	81%	81%	81%	81%
“Current Programs and Services for Seniors” Rating <sup>4</sup>	Target = 80%	% Excellent or Good	87%	87%	87%	87%
Average Overall Rating of Programs <sup>5</sup>	Target = 4.5	Rating 1 to 5	4.5	4.5	4.5	4.5
Day Trip Events	Target = 650	#	495	650	655	660
Lunch Bunch Events	Target = 168	#	126	156	158	160
Dinner Group Events	Target = 120	#	145	150	155	160

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Total Meals Served	Target = 9,000	Meals Served	8,145	8,480	8,680	8,880
Volunteers <sup>6</sup>	Target = \$51,250	Rate of Volunteers/Hour	44,153	53,550	54,075	54,100
Silver Sneakers Participation Rate <sup>7</sup>	Target = 49%	% Participation	49%	52%	54%	56%

<sup>1</sup> Based on 2013 demo from Age Well BOCO Plan and added 150/year. Compared to 2012 CASOA figure to 2013 went up 150.

<sup>2</sup> Includes Support Groups and Loan Closet check outs.

<sup>3</sup> Amount of expenses for number of meals ordered; budgeted amount/estimated number of meals ordered.

<sup>4</sup> Based on most recent Citizen Survey results.

<sup>5</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

<sup>6</sup> Based on the rate \$10.50 per hour from the formula Boulder County released for volunteers in 2017.

<sup>7</sup> Silver Sneakers Colorado Retention Rate is 50% in 2017.

## Recreation Program Key Indicators Aquatics Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Water Aerobics Classes <sup>1</sup>		Classes	700	1,650	1,650	1,655
Group Swim Lessons <sup>2</sup>		Classes	351	320	338	344
Private Lessons <sup>3</sup>		Classes	606	420	450	450
On Deck Pool Maintenance <sup>4</sup>		Hours	1,765	1,300	1,300	1,300
Swim Lesson Participation		Attendees	1,167	1,658	1,740	1,774
Contract Pool Rental		Lane Hours Rented	859	1,392	1,500	1,500
Open Swim <sup>5</sup>		Hours	1,800	4,900	4,900	4,900
<b>Efficiency</b>						
Open Swim Attendees		Attendees	12,850	13,500	13,500	13,500
Memory Square Pool Attendees		Attendees	18,756	15,000	15,000	15,000
Private Lesson Participant Cost		\$/Class	\$20	\$20	\$25	\$25
Swim Lesson Participant Cost		\$/Class	\$6	\$6	\$6	\$6
Open Swim Cost <sup>6</sup>		\$/Attendee	\$14.11	\$12.74	\$12.74	\$12,74
Memory Square Pool Cost <sup>6</sup>		\$/Attendee	\$9.66	\$11.46	\$11.46	\$11.46
Community CPR Classes Offered		Classes	16	20	20	20
Lifeguard Classes Conducted		Classes	8	8	10	10
Lifeguards Hired		New Employees	31	67	30	30
Birthday Party Pool Usage		Birthday Parties	0	100	125	120
Group Pool Rental		Hours	10	70	80	80
<b>Effectiveness</b>						
Water Aerobics Participation	Target = 75%	Class Attendance	50%	75%	75%	75%
Average Rating of Programs <sup>7</sup>	Target = 3.75	Rating 1 to 5	4	4	4	4

INDICATOR	UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<p><sup>1</sup> Aerobics classes calculated 33 per week @ 50 weeks.</p> <p><sup>2</sup> Total number of lessons conducted.</p> <p><sup>3</sup> Total number of hours private lessons conducted. * Based on no splash pool for lessons.</p> <p><sup>4</sup> Maintenance hours calculated by .25 hour of maintenance completed by part-time staff during operational hours and scheduled shifts.</p> <p><sup>5</sup> Hours calculated when the pools were designated as open swim.</p> <p><sup>6</sup> Cost calculated using total expense/attendance.</p> <p><sup>7</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p>					

## Recreation Program Key Indicators Golf Course Sub-Program

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Total Rounds		Rounds	27,267	28,000	32,000	32,000
Season Passes		Units	450	437	500	500
Cart Rentals		Units	17,800	17,000	18,000	18,000
Total Playable Days <sup>1</sup>		Playable Days	276	260	275	275
Guest Lessons Attended		Hours	1,104	1,200	1,200	1,200
Course Maintenance		FTEs	8.5	8.5	8.5	8.5
Marketing Effort		Hours	832	1,000	1,000	1,000
Tournaments/Outings/Club Events		Events	172	175	175	175
<b>Efficiency</b>						
Average Revenue per Round		\$/Round	\$64.18	\$52.12	\$55.00	\$55.00
Cart Rental Rev./Cart Lease Debt Service		Rev/Expense	\$4.18	\$4.00	\$4.00	\$4.00
Average Revenue per Playable Day <sup>1</sup>		Rev/Op Expense	\$6,341	\$6,968	\$6,700	\$6,800
<b>Effectiveness</b>						
Net Revenue or (Loss) <sup>2</sup>	Target = \$64,000	\$	-\$81,000	\$0.00	\$45,000	\$45,000
Resident Participation ("Played Golf at the Coal Creek Golf Course") <sup>3</sup>	Target = 18%	% Response	18%	18%	18%	18%
Overall Quality of the Coal Creek Golf Course Golfer Rating <sup>4</sup>	Target = 4	Rating on scale of 1 to 5	3.8	4.0	4.2	4.3

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

<sup>2</sup> After 100% of operational expenditures.

<sup>3</sup> Based on revised categorization of players offering resident discounts to confirmed Louisville residents.

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

## Cultural Services Program Key Indicators Library Services Sub-Program

### Goals

*To inform, involve, and inspire to enhance the quality of life in the communities that we serve.*

### Objectives

*Provide resources and programs for all ages to support multiple literacies and inspire lifelong learning.  
Serve as our community living room, bringing people together to learn, share and connect. Create a sense of belonging in support of our small-town atmosphere.*

INDICATOR		UNIT	2018* ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Check-outs and Renewals <sup>1</sup>		Items	500,771	610,000	586,000	563,000
Check-outs and Renewals for Louisville Items only		Items	446,849	570,000	547,000	525,000
Library Card Holders <sup>2</sup>		Resident Library Card	28,429	25,000	27,000	28,400
Programs for Adults, Teens, and Children <sup>3</sup>		# of Programs	1,204	1,120	1,150	1,150
Ave Number of WiFi Users		Daily	98	112	120	130
Visitors <sup>4</sup>		Annual	222,089	233,512	235,000	235,000
<b>Efficiency</b>						
Check-outs per FTE <sup>5</sup>		Items/FTE	25,471	31,282	29,300	28,150
Program Attendance per 1,000 Served <sup>6</sup>		Units	670	670	670	670
Summer Reading Program Participation (Age 11 and Under)		Total Registrants	1,902	2,000	2,050	2,100
Annual Library Website Page Views		Total Page Views	236,910	239,000	240,000	241,000
Study Rooms Booked		Ave.% Open Hours	60%	63%	65%	65%
Ave Time from Item Check-in to Back on Shelf		Hours	18	18	18	18
Ave. Days for Newly Acquired Items to be Ready for Checkout		Days	13	11	8	7
<b>Effectiveness</b>						
Programs for Adults, Teens, and Children <sup>7</sup>	Target = 22,000	Total Attendance	22,927	23,450	24,000	24,000
"Overall Performance of Louisville Public Library" Rating <sup>8</sup>	Target = 4	Rating 1 to 5	4.6	4.6	4.6	4.6
"Louisville Public Library Programs" Rating <sup>8</sup>	Target = 4	Rating 1 to 5	4.2	4.2	4.3	4.3
"Services at the Louisville Public Library" Rating <sup>8</sup>	Target = 4	Rating 1 to 5	4.3	4.4	4.4	4.4
"Louisville Public Library Services Online" Rating <sup>8</sup>	Target = 4	Rating 1 to 5	4.2	4.2	4.3	4.3

"Summer Reading Program Motivated Kids to Read More" <sup>9</sup>	Target = 4	Rating 1 to 5	3.9	4.3	4.3	4.3
"Adult and Teen Programs Rated Good or Excellent" <sup>8</sup>	Target = 4	Rating 1 to 5	4.2	4.2	4.3	4.3

<sup>1</sup> Includes Louisville, Prospecter and other Consortium items checked out. Auto-renewal accounts for the majority of the increase in circulation.

<sup>2</sup> Staff purged all patrons from the database who had expired or been inactive for two years to clean up patron data.

<sup>3</sup> Staff-created and hosted programs.

<sup>4</sup> City's visits per capita are 6.5 compared to the 5.5 statewide average for municipal libraries serving 25,000-100,000. (Source: Library Research Service).

<sup>5</sup> Only includes physical items.

<sup>6</sup> Statewide average for municipal libraries serving 25,000-100,000 is 645. (Source: Library Research Service).

<sup>7</sup> Statewide average for municipal libraries serving 25,000-100,000 is 35,065. (Source: Library Research Service).

<sup>8</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor

<sup>9</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Strongly Agree, 4=Agree, 3=Neither Agree nor Disagree, 2=disagree, 1=Strongly Disagree

\* Library closed for remodel April 8-15, 2018.

## Cultural Services Program Key Indicators Museum Services Sub-Program

### Goals

*Provide services, facilities and activities that inform, involve, engage and inspire the community and preserve the community heritage.*

### Objectives

*Promote, collect, preserve, and interpret the history of Louisville, with emphasis on the coal mining period from 1877-1955. Make historical artifacts and documents accessible both physically and virtually. Educate children and adults about Louisville's past through programs, displays, and publications.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Total Collection Size <sup>1</sup>		Items	21,052	21,700	22,352	23,000
Total Items Cataloged		Items	11,532	12,200	12,900	13,600
Programs and Outreach Offered		Programs Offered	31	40	40	40
<b>Efficiency</b>						
Attendance to Resident Ratio		Att./Population	9.9%	10.4%	10.3%	10.3%
Staff Time per Item Acquired		Hours	.5	.5	.5	.5
Average Attendance per Program		Att./Program	67	55*	55*	55*
<b>Effectiveness</b>						
"Overall Performance of the Louisville Historical Museum" <sup>2</sup>	Target = 4	Rating 1 to 5	89%**	4.59	4	4
"Louisville Historical Museum Programs" Rating <sup>2</sup>	Target = 4	Rating 1 to 5	90%**	4.88	4	4
"Louisville Historical Museum Campus" Rating <sup>2</sup>	Target = 4	Rating 1 to 5	88%**	4.29	4	4
Visitors	Target = 3,800 in 2018, 4,300 in 2019, 2020, 2021	Annual	4,177	4,300	4,400	4,500
Program and Outreach Attendance <sup>3</sup>	Target = 1,800 in 2018, 1,900 in 2019, 2020, 2021	Attendance	2,089	2,200	2,200	2,200
Web Access Users (Site Visits)	Target = 7,000-10,000	Total Site Visits	8,924	20,000	20,400	20,600
Historic Photos and Documents Catalogued and Accessible (Total) <sup>4</sup>	Target = 600 per year in 2018, 2019, 2020 & 2021	Items	4,203	4,803	5,403	6,003

History Foundation Paying Members <sup>5</sup>	Target = 1,600 in 2018, 1,650 in 2019, 1,700 in 2020 & 2021	Members <sup>5</sup>	1,681	1,700	1,740	1,780
Percent of Residents Who are Members	Target = 7.5% 2018, 7.8 % 2019, 7.9 % 2020 & 2021	% of Total	7.9%	8.0%	8.1%	8.3%

<sup>1</sup> Includes digitized images.

<sup>2</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. However, in 2018, the survey responses were based on a 4-point scale instead of a 5-point scale. This was how the survey results from the 2016 Citizen Survey were presented. The percentages given on the chart for 2018 show what percentage of respondents gave an “excellent” or “good” rating, like how results from the 2016 Citizen Survey were shown. In 2019, the 5-point scale was then used.

<sup>3</sup> Includes First Friday Art Walks, special open houses, and offsite programs such as walking tours and outreach programs.

<sup>4</sup> Not all photos that the Museum has in its collection and digitizes may legally be made accessible online.

<sup>5</sup> The membership program is a joint collaboration of the City-owned Museum and the Louisville History Foundation, a 501c3. The families represented by family memberships are assumed to consist of an average of three people.

\* Staff projected overall program attendance to increase starting in 2019 due to additional staff hours/programs but average attendance per program is projected to slightly dip due to increase in additional programs. Attendance at First Friday Art Walk & Parade of Lights skews average attendance per program due to above average attendance rates.

\*\* Previously asked through different feedback tool (i.e. Citizen Survey).

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Cultural Council Events Managed		Events	20	25*	35*	35*
Rental Contracts Managed		Contracts	60	65	70	70
Marketing Materials Produced <sup>1</sup>		Items	200	220	240	240
Vendor Contracts Managed		Items	80	82	84	84
City Special Events Managed <sup>2</sup>		Events	12	14	14	14
Public Art Pieces Managed <sup>3</sup>		Pieces	5	6	7	7
<b>Efficiency</b>						
\$ per Event	Street Faire		\$48,000	\$48,000	\$50,000	\$50,000
	July 4th		\$27,000	\$38,400**	\$40,400**	\$40,400**
	Fall Festival		\$14,000	\$15,000	\$17,000	\$17,000
	LCC Events		\$10,000	\$20,000*	\$20,000*	\$20,000*
Marketing Cost/Attendee		Cost/Attendee	\$0.16	\$0.30*	\$0.30*	\$0.30*
Staff Hours/Volunteer Hours		Hours/Hours	2,080/1,120	2,080/1,200	2,080/1,200	2,080/1,200
Downtown Flowers		\$	\$16,000	\$20,000	\$20,000	\$20,000
Holiday Lights		\$	\$49,000	\$50,000	\$50,000	\$50,000
<b>Effectiveness</b>						
"Opportunities to Participate in Special Events and Community Activities" Rating <sup>4</sup>	Target = 80%	% Excellent or Good	68%	68%	75%	75%
Fall Festival	Target = 8,000	Attendees	8,000	8,000	8,000	8,000
4 <sup>th</sup> of July	Target = 5,000	Attendees	5,000	5,000	5,000	5,000
LCC Events <sup>5</sup>	Target = 8,000	Attendees/Event	6,000	7,500*	7,500*	7,500*
Street Faire <sup>6</sup>	Target = 40,000	Attendees	35,000	40,000	40,000	40,000
Average Rating of Programs <sup>7</sup>	Target = 5	Rating 1 to 5	4	4	4	4
Total LCC Revenue of Tickets Sold	Target = \$6,500	\$	\$5,000	\$6,500*	\$7,500*	\$7,500*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Steinbaugh Pavilion Utilization	Target = 250/365	Days Arts Use/Available Days	200/365	205/365	208/365	208/365
Arts Center Utilization	Target = 340/365	Days of Arts Use/Available Days	336/365	340/365	340/365	340/365

- <sup>1</sup> Includes posters, e-newsletters, paid advertisements, handbills, radio ad copy, social media posts and press releases.
- <sup>2</sup> Includes each individual City special event managed including: 4<sup>th</sup> of July Fireworks, Labor Day Parade, Pet Parade, Fall Festival, Senior Dinner, and one-time City special events such as ribbon cuttings and grand openings.
- <sup>3</sup> Number of public artwork pieces under the care of the City and available for public viewing on an ongoing or rotating basis.
- <sup>4</sup> Based on most recent Citizen Survey results.
- <sup>5</sup> Maximum capacity for the Louisville Center for the Arts is 105.
- <sup>6</sup> Total for all Street Faire nights.
- <sup>7</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.
- \* Based on Louisville Cultural Council request for increase in program funding starting in 2019.
- \*\* Increase due to reimbursing golf course for lost revenue on 4<sup>th</sup> of July.

## Community Design Program Key Indicators Community Design Sub-Program

### Goals

*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.*

### Objectives

*A well-connected and safe community that is easy for all people to walk, bike, or drive in. Neighborhoods that are rated highly by residents and thriving commercial areas. An open and inclusive long-range planning process with significant public participation.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED	
<b>Workload</b>							
Municipal Code Amendments		# Processed	3	2	2	2	
Long Rang Plan Projects		# Worked On	2	1	1	1	
Long-Range Planning Projects (Area Plans, Neighborhood Plans, etc.)		Hours (Estimates)	1,500	1,000	800	1,000	
Community Open Houses/Meetings		Events	7	5	5	5	
<b>Efficiency</b>							
Sub-Program Expenditures per Code Amendment <sup>1</sup>		\$/ Amendment	\$141,567	\$257,845	\$233,645	\$238,317	
Sub-Program Expenditures per Long-Range Plan or Study <sup>1</sup>		\$/Plan	\$21,2351	\$515,690	\$467,290	\$476,635	
Number of Visits on Engage Louisville for Community Design Related Projects/Cost <sup>1</sup>		# of Visits/\$	\$5,724	\$2,475	\$2,196	\$1,130 <sup>5</sup>	
<b>Effectiveness</b>							
New Development Audit Rating <sup>2</sup>		Target = 4.5	Rating 1 to 5	3.5	3.75	4.0	4.0
"Overall Performance of the Louisville Planning Department" Rating <sup>3</sup>		Target = 4.5	Rating 1 to 5	N/A*	4.52	4.6	4.6
"The Public Input Process on City Planning Issues" Rating <sup>4</sup>		Target = 4.5	Rating 1 to 5	N/A*	4	4.5	4.5
"Sense of Community" Rating <sup>4</sup>		Target = 4.5	Rating 1 to 5	N/A*	4	4.5	4.5
"Overall Image or Reputation of Louisville" Rating <sup>4</sup>		Target = 4.5	Rating 1 to 5	N/A*	4	4.5	4.5
"Ease of Walking in Louisville" Rating <sup>4</sup>		Target = 4.5	Rating 1 to 5	N/A*	4	4.5	4.5

INDICATOR	UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Number of Subscribers on Engage Louisville for Community Design Related Projects	#	174	200	200	400**

<sup>1</sup> Does not reflect cost to administer project. Reflects ratio of project to all sub-program direct costs. Sub-program budget also covers items such as public outreach and special projects.

<sup>2</sup> Annual audit of how well developments satisfy design criteria. 1-5 rating, with 1 not meeting standard and has negative effect, 2 not meeting standard, 3 meets standard, 4 slightly exceeds standard and 5 greatly exceeds standard.

<sup>3</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

<sup>4</sup> Based on evaluation survey rating from City Council & Planning Commission with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

\* Previously asked through different feedback tool (i.e. Citizen Survey).

\*\* Increased activity anticipated due to Comprehensive Plan Update scheduled for 2021.

## Community Design Program Key Indicators Development Review Sub-Program

### Goals

*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*

### Objectives

*Review development applications and enforce the building, zoning and subdivision laws of the city to promote public health, safety, comfort, convenience, prosperity, general welfare and consumer protection.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Pre-Application Conferences		# Held	11	20	20	20
Development Review Applications (PUD, SRU, Plats, etc.)		# Processed	16	25	20	20
Administrative Reviews/Amendments		# Processed	17	5	5	5
Building Permits Processed		# Processed	6,179*	2,500*	1,200	1,200
Building Inspections Completed		# Completed	18,002*	11,000*	8,000	8,000
<b>Efficiency</b>						
Sub-Program Expenditure per Development Application <sup>1</sup>		\$/Application	\$78,373	\$47,421	\$57,228	\$58,443
Sub-Program Expenditure per Building Permit Review <sup>1</sup>		\$/Permit	\$3,777	\$3,951	\$3,819	\$3,895
Sub-Program Expenditure per Inspection <sup>1</sup>		\$/Inspect	\$70	\$108	\$143	\$146
Building Permit Review Time		Ave Review Time	21 days	20 days	20 days	20 days
Development Review Time		Ave Review Time	26 weeks	24 weeks	24 weeks	24 weeks
<b>Effectiveness</b>						
Building Inspection Rollovers <sup>2</sup>	Target = 0	Ave./Month	26	10	10	10
Customer Service and Program Rating <sup>3</sup>	Target = 3.5	Rating 1 to 5	N/A**	4.56	4.6	4.6
"Planning Review Process for New Development" Rating <sup>3</sup>	Target = 3.5	Rating 1 to 5	N/A**	4.52	4.6	4.6
"Building Permit Process" Rating <sup>3</sup>	Target = 3.5	Rating 1 to 5	N/A**	4.53	4.6	4.6
"Building/Construction Inspection Process" Rating <sup>3</sup>	Target = 3.5	Rating 1 to 5	N/A**	4.54	4.6	4.6

<sup>1</sup> Does not reflect cost to process application or conduct inspection. Reflects ratio of applications reviewed or inspection to all sub-program direct costs. Sub-program budget also covers items such as public outreach and special projects.

<sup>2</sup> Rollover is when there is not enough staffing to complete all scheduled inspections for the day and inspections rollover to the following business day.

<sup>3</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.\* Decrease anticipated due to changes in RE zoning lot coverage standards in 2018 that will reduce the number of administrative variances.

\* Increase due to re-roof permits from June 2018 hail storm.

\*\* Previously asked through different feedback tool (i.e. Citizen Survey).



## Community Design Program Key Indicators Historic Preservation Sub-Program

### Goals

*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.*

### Objectives

*Provide incentives to preserve the historic character of old town to encourage the promotion and preservation of Louisville's history and cultural heritage. Provide incentives and processes to preserve historic buildings.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Historic Preservation Commission Public Hearings		# Processed	9	15	20	20
Subcommittee Reviews		# Processed	33	25	25	25
Social Histories Reports		# Reports	5	10	10	10
Outreach Events		# of Events	5	5	5	5
Special Projects (Preservation Master Plan, Historic Context Studies, etc.)		Hours	120	250	250	120
<b>Efficiency</b>						
Direct Cost per HPC Applications Processed <sup>1,2</sup>		\$/# Processed	\$132,756	\$33,004	\$21,959	\$22,397
Direct Cost per Historic Preservation Administrative Review <sup>1</sup>		\$/# Processed	\$36,206	\$19,802	\$17,567	\$17,981
Demolition Subcommittee Review Time		Average Review Time (Days)	10	14	14	14
Ratio of Grant Funds Awarded to Administrative Costs <sup>2</sup>		% Grants to Admin Costs	1.5	0.4	0.4	0.4
<b>Effectiveness</b>						
Landmarked Structures	Target = 5	# per Year	3	5	5	5
Historic Structure Assessments Grants(HSA)	Target = 15	% Resulting in Landmarking	5	10	10	10
Grants/Loans Approved	Target = \$250,000	\$	\$92,785	\$400,000	\$400,000	\$400,000
Engagement at Outreach Events	Target = 200	Total # of Participants	150	200	200	200
Zoning Incentives	Target = 5	# Permits Using Bonuses	3	3	5	5
Demolition Stays Resulting in Preservation	Target = 1	% Resulting in Preservation	0	0	1	1
<sup>1</sup> Does not reflect cost to review the application but rather proportion of sub-program budget to applications processed. Reflects ratio of applications reviewed to all sub-program direct costs. Sub-program budget also covers items such as public outreach and special projects. <sup>2</sup> Grant applications are voluntary. At times the City needs more outreach (admin costs) to get residents/businesses to apply for grants. Administrative time can be used on other projects.						

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
Licensed Businesses <sup>1</sup>		Units	953	975	975	975
<b>Workload</b>						
BAP Agreements Negotiated		Units	5	3	4	4
Meetings Facilitated <sup>2</sup>		Units	24	20	22	22
Retention Visits		Units	30	20	40	40
Lease Management (Old City Shops)		Items	1	1	1	1
<b>Efficiency</b>						
Construction Dollars per BAP Incentive		\$	\$27.80	\$27.00	\$27.00	\$27.00
Incentives per Job Added		\$	\$786	\$750	\$750	\$750
Annual Sales Tax \$ per \$1.00 BAP Incentive		\$	\$.63	\$.60	\$.60	\$.60
<b>Effectiveness</b>						
Sales Tax \$/Capita	Target = \$740	\$	\$726	\$739	\$749	\$753
Total Number of Louisville Employees	Target = 15,500	#	16,073	16,250	16,250	16,250
Median Household Income <sup>3</sup>	Target = \$95,000	\$	94,784	96,000	98,000	99,000
Investment in Louisville Commercial Property <sup>4</sup>	Target = \$35,000,000	\$	46,932,000	40,000,000	35,000,000	35,000,000
Vacancy Rates	Target = 10% Office 15% Retail 10% Industrial	Office	14.5	12	12	12
		Retail	16	17	17	17
		Industrial	11.5	9	9	9

<sup>1</sup> Sales & use tax accounts with location address in Louisville.

<sup>2</sup> Based on one meeting per month for Louisville Revitalization Commission & Business Retention & Development Committee.

<sup>3</sup> U.S. Census figure for the City of Louisville.

<sup>4</sup> Based upon noted value of commercial building permits.

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Public Meetings <sup>1</sup>		Meetings	50	50	50	50
City Council Agenda Items		Items	365	350	350	350
City Council Requests <sup>2</sup>		Items	N/A*	100	100	100
Total All Funds Budget <sup>3</sup>		\$	\$52,621,989	\$73,445,070**	\$58,550,410	\$53,196,960
<b>Efficiency</b>						
\$ per Capita		Program \$	\$213	\$317	\$266	TBD
		Sub-Program \$	\$66	\$104	\$66	TBD
% of Total All Funds Budget <sup>3</sup>		Program %	9%	9%	10%	TBD
		Sub-Program %	3%	3%	2%	TBD
Avg. Days to Respond to City Council Request		Days	N/A*	5 days	5 days	5 days
<b>Effectiveness</b>						
Bond Rating	Target = AA+	S&P Rating	AA+	AA+	AA+	AA+
"Overall Performance of Louisville City Government" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	78%***	4	4	4
"Quality of Services Provided by City" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	93%***	4	4	4
"City Operates by Strong Values and Ethics" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	4***	4	4	4
"City is Going in the Right Direction" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	4***	4	4	4
"We do Things Efficiently and Well" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	4***	4	4	4
City Employee Satisfaction with Leadership <sup>5</sup>	Target = 5	Rating 1 to 5	4	4	4	4

<sup>1</sup> City Council regular meetings and study sessions.

<sup>2</sup> Items submitted for staff follow-up by City Council.

<sup>3</sup> Excludes interfund transfers.

<sup>4</sup> Based on evaluation survey rating from City Council, City Manager & Planning Commission with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2=Below Average, 1=Poor.

<sup>5</sup> Based on most recent Employee Survey results.

\* New metric that will be tracked starting in 2019.

\*\* Includes Recreation/Senior Center expansion.

\*\*\* Previously asked through different feedback tool (i.e. Citizen Survey, employee survey, etc.).

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Newsletters Produced		Units	4	4	4	4
Meetings Broadcast on Channel 8/ Streaming Online <sup>1</sup>		Units	46	49	49	49
Citizen Inquiries		Items	255	218	200	200
Website Content Updates Monthly		Updates/Month	312	400	500	500
Social Media Posts <sup>2</sup>		Items	237	200	250	250
Projects Posted on Engage Louisville		Items	9	10	12	12
Press Releases Issued		#	13	10	15	15
Community Workshops <sup>3</sup>		#	N/A*	N/A*	5	5
<b>Efficiency</b>						
Ave. Response Time/Citizen Inquiry		Days	2 days	2 days	2 days	2 days
Cost to Produce Newsletter per Capita		\$	\$1.22	\$1.50	\$1.50	\$1.50
<b>Effectiveness</b>						
Website Enotification Subscribers	Target = 5,000	Subscribers	1,600	2,000	2,500	2,500
Website Visitors	Target = 400,000	Visitors	216,860	283,398	300,000	300,000
Social Media Followers <sup>2</sup>	Target = 7,000	Followers	4,500	5,500	6,000	6,000
Engage Louisville Users	Target = 1,000	Users	200	358	500	500
Attendees per Community Workshop	Target = 50	Attendees	N/A*	N/A*	50	50
“Opportunities to Participate in Community Matters” Rating <sup>4</sup>	Target = 5	Rating 1 to 5	84%**	N/A*	4	4
“Information about City Council, Planning Commission and Other Official City Meetings” Rating <sup>4</sup>	Target = 5	Rating 1 to 5	80%**	N/A*	4	4

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
"Louisville Website" Rating <sup>5</sup>	Target = 5	Rating 1 to 5	78%**	3	4	4
"Information about City Plans and Programs" Rating <sup>4</sup>	Target = 5	Rating 1 to 5	75%**	N/A*	4	4
<sup>1</sup> Includes City Council, Planning Commission and Historic Preservation Commission Meetings. <sup>2</sup> Includes City of Louisville's Facebook and Twitter followers. <sup>3</sup> Workshops not related to Community Design. <sup>4</sup> Based on evaluation survey rating provided at community workshops with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. <sup>5</sup> Based on evaluation survey from website with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. * No data available through community workshops in 2019. ** Previously asked through different feedback tool (i.e. Citizen Survey).						

## Administration & Support Services Key Indicators City Clerk/Public Records Sub-Program

### Goals

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

### Objectives

*Provide efficient and transparent processes for residents to access public documents and notice of public hearings/events. Transparent, consistent and responsive management of the licensing authority and special events permits.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Public Information Requests Filled		Requests	173	230	200	200
City Council Agenda Items <sup>1</sup>		Items	365	350	350	350
Board & Commission Applications Processed		Items	50	70	60	60
Special Event Permits Processed		Items	44	45	45	45
Open Government Trainings Offered		Units	6	5	6	5
Liquor/Marijuana Licenses Processed <sup>2</sup>		Items	127	125	120	120
Pages Added to Records Archive		Pages	160,275	150,000	150,000	150,000
<b>Efficiency</b>						
Open Government Training Cost per Attendee		\$/Attendee	\$96	\$100	\$100	\$100
Ave. Special Event Permit Processing Time <sup>3</sup>		Hours per Permit	1.25	1.25	1.25	1.25
<b>Effectiveness</b>						
Overall Rating of Dog License Program <sup>4</sup>	Target = 5	Rating 1 to 5	N/A*	N/A*	N/A*	N/A*
Meeting Minutes are Accurate <sup>3</sup>	Target = 5	Rating 1 to 5	5	5	5	5
Meeting Minutes are Completed within Deadline <sup>3</sup>	Target = 5	Rating 1 to 5	5	5	5	5
Overall Rating of Liquor/Marijuana License Program	Target = 5	Rating 1 to 5	4	5	5	5

<sup>1</sup> Includes regular City Council meetings, Special City Council Meetings, and Study Sessions.

<sup>2</sup> Includes any action (application, renewal, show cause hearing, etc.) taken on a license and all special event liquor licenses.

<sup>3</sup> Time for Clerk's Office, Parks, Operations, and Police for permit review and processing.

<sup>4</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2=Below Average, 1=Poor.

\* New metric – survey to be taken during annual renewal period starting in December 2019 to get higher response rate.

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
City Legal Work <sup>1</sup>		Hours	1,195	1,231	1,268	1,306
Water Attorney Legal Work		Hours	162	167	172	177
Urban Renewal Legal Work		Hours	24	38	38	38
Education/Trainings Offered <sup>2</sup>		Units	6	5	6	5
<b>Efficiency</b>						
City Legal Work \$/Year		\$	\$240,435	\$324,000*	\$333,720*	\$343,731*
Water Legal Work \$/Year		\$	\$34,400	\$35,432	\$36,495	\$37,590
Urban Renewal Work \$/Year		\$	\$3,963	\$6,000*	\$6,000*	\$6,000*
<b>Effectiveness</b>						
Customer Service Survey Results <sup>3</sup>	Target = 5	Rating 1 to 5	N/A**	N/A**	N/A**	N/A**
<sup>1</sup> Includes formal and informal legal opinions or interpretations, research, and litigation by the City Attorney. <sup>2</sup> Open government trainings also included in City Clerk/Public Records Sub-Program. <sup>3</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor. * Starting in 2020, 3% increase with exception of LRC, which had 60% increase due to Parcel O redevelopment work. 2019 legal fees were higher than anticipated due to quiet zone and marijuana legal issues. ** New survey starting in 2020 conducted through Legal Committee.						

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Citywide FTEs		FTE Positions	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)		Active Employees	461	580	585	590
Recruiting/Hiring/Screening (Vacant Positions Filled)		Positions	266	285	295	300
Applications Reviewed		Applications	3,555	3,823	3,943	4,009
Training Classes Offered to Employees		Classes	9	25	45	45
Personnel Actions (PA) processed		PAs	1,625	1,900	2,200	2,300
Employee Relations Cases <sup>1</sup>		Cases	30	20	20	17
Volunteer Backgrounds and Verifications of Employment processed		Number Completed	163/88	180/85	200/85	200/85
Unemployment Claims		Number Processed	14	13	15	15
<b>Efficiency</b>						
\$ Per FTE (Benefits) <sup>2</sup>		\$	\$11,985	\$12,225	\$12,835	\$13,475
Average Time Between Position Closed & Offer Made <sup>3</sup>		Calendar Days	42	38	36	35
Ratio of HR Staff per City-Wide Employees		HR /City-Wide employees	1:92	1:95	1:96	1:98
HR Budget/General Fund Expenditures <sup>4</sup>		%/General Fund	3%	3%	3%	TBD
<b>Effectiveness</b>						
City Employee Satisfaction with Climate <sup>5</sup>	Target = 4	Rating 1 to 5	N/A*	4.0	N/A*	4.5
Employee Turnover	Target = 10%	% Turnover among FTEs	12%	10%	10%	10%
Performance Appraisals Completed on Schedule	Target = 75%	% Completed within 30 Days of Due Date	62.5%	65%	70%	75%
Satisfaction Rating for Training Classes Offered <sup>6</sup>	Target = 90%	Rating 1 to 100	N/A**	80%	80%	80%

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
Workers Compensation Rating	Target = .75	Experience Mod	0.77	0.91	0.85	0.80
<p><sup>1</sup> Case defined as coaching opportunity or situation that requires extended follow-up (more than one hour) and assistance from Human Resources for resolution.</p> <p><sup>2</sup> This indicates cost of Health, Dental, and Vision benefits.</p> <p><sup>3</sup> Time to fill benefitted full-time vacancy when position is open for 14 days (data based on date position was closed until date position is offered to the candidate).</p> <p><sup>4</sup> Excludes interfund transfers.</p> <p><sup>5</sup> Based on most recent Employee Survey results with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.</p> <p><sup>6</sup> Based on evaluation survey rating customer service with rating on a scale of 1-100.</p> <p>* Survey completed every other year.</p> <p>** Started collected feedback in 2019.</p>						

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

**Goals**

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

**Objectives**

*Provide financial services in an efficient and effective manner and financial reporting that is accurate, timely, relevant, and transparent. Develop, maintain, and monitor financial policies and internal controls to ensure the safeguarding of public assets and organizational compliance with laws, regulations, and Council directives. Provide an efficient, effective, and transparent budget developing, reporting, and monitoring process. Provide other financial services, such as long-term financial planning, debt administration, cash and investment management, cash disbursements, cash collections, and front counter services.*

INDICATOR		UNIT	2018 ACTUAL	2019 PROJECTED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Journal Entries Posted		Entries	4,714	4,785	4,870	4,955
Accounts Payable & P-Card Transactions		Transactions	9,664	9,800	9,900	10,000
Receipts Processed		Transactions	40,347	41,000	41,000	41,000
Sales & Use Tax Returns Processed		Returns	20,672	22,500	23,000	23,000
Payroll Checks & NOD's Processed		Transactions	8,471	8,500	8,550	8,600
Utility Bills Processed		Billings	87,131	87,341	87,471	87,681
Combined Utility Revenue Collected		Dollars	\$12.4M	\$12.8M	\$13.2	\$13.6
Average Cash & Investment Balance and Rate of Return <sup>1</sup>		Average \$'s	\$67.8M	\$50.0M	\$51.0M	\$52.0M
		Rate of Return	1.71%	2.10%	1.90%	1.90%
<b>Efficiency</b>						
Direct Op Cost to Process One PR Trans		Cost/Trans (\$'s)	\$11.00	\$8.78	\$8.99	\$9.20
Direct Op Cost to Process One AP Trans		Cost/Trans (\$'s)	\$7.75	\$7.87	\$8.02	\$8.18
Direct Op Cost to Process One Utility Bill		Cost/Bill (\$'s)	\$0.87	\$0.87	\$0.91	\$0.95
<b>Effectiveness</b>						
Unmodified Audit Opinion	Target = Yes	Yes/No	Yes	Yes	Yes	Yes
GFOA CAFR and Budget Awards	Target = Yes	Yes/No	Yes	Yes	Yes	Yes
Revenue Forecast Accuracy <sup>2</sup>	Target = 95%	Accuracy	94%	95%	95%	95%
Sales & Use Tax Audit Evaluation Rating <sup>3</sup>	Target = 5	Percent Favorable	5	4	4	4
Sales/Use Tax Training Evaluation Rating <sup>3</sup>	Target = 5	Percent Favorable	5	5	5	5

<sup>1</sup> Excludes URA bond proceeds.

<sup>2</sup> Excludes interfund transfers.

<sup>3</sup> Based on evaluation cards submitted at conclusion of each audit and each training program with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.

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

### Goals

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

### Objectives

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

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Context Data and General Information</b>						
IT FTEs		FTE Positions	3.85	5.35	5.12	TBD
Citywide FTEs		FTE Positions	240.81	262.04	263.04	267.04
Citywide Employees (Full & Part Time)		Active Employees	461	580	585	590
<b>Workload</b>						
Data Networks Supported (VLANS)		Items	73	78	90	95
Enterprise Devices Supported		Items	918	942	1,050	1,200
Servers Supported		Items	71	68	72	80
Workstations Supported		Items	336	345	350	360
Total Help Desk Tickets		Items	2,351	2,450	2,600	2,800
Enterprise Applications Supported		Items	32	40	43	47
<b>Efficiency</b>						
IT Expense per FTE		Expense/FTE	\$2,323	\$4,982	\$3,651	TBD
IT Budget/All Fund Expenditures <sup>1</sup>		%/General Fund	1%	2%	2%	TBD
Average Expenditures Per Workstation		\$/Workstation	\$2,000	\$2,000	\$2,000	\$2,000
<b>Effectiveness</b>						
IT-to-City Staff FTE Ratio	Target = 2.50%	% of FTE	2.1%	2.3%	2.3%	N/A
Infrastructure Availability	Target = 99%	% of Time	99%	99%	99%	99%
Performance Rating on Internal Survey <sup>2</sup>	Target = High	High/Med/Low	High	High	High	High
% RUN Operations (Standard 80%)	Target = 75%	%	51%	35%	65%	75%
% GROW Operations (Standard 15%)	Target = 15%	%	15%	20%	15%	15%
% TRANSFORM Operations (Std 5%)	Target = 10%	%	34%	45%	20%	10%
<sup>1</sup> Excludes interfund transfers.						
<sup>2</sup> Based on evaluation survey rating customer service with rating on a scale of 5=Excellent, 4=Good, 3=Average, 2= Below Average, 1=Poor.						

## 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	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
Sustainability Events and Programs <sup>1</sup>		#	7	8	10	10
Sustainability Communications <sup>2</sup>		Items	47	55	60	65
<b>Efficiency</b>						
Average Cost per Sustainability Event		\$/Event	\$260	\$350	\$400	\$400
<b>Effectiveness</b>						
Residential Waste Diversion	Target = 55%	%	52%	50%	50%	52%
Commercial Waste Diversion	Target = 37%	%	N/A*	25%	27%	29%
Community GHG Emissions <sup>3</sup>	Target = 170,000	MTCO <sub>2</sub> e	165,577	165,500	164,500	164,000
Community Energy Use/per Capita (Electricity) <sup>4</sup>	Target = 2,700	kWh/Capita	2,869	2,800	2,750	2,700
Water Use/per Capita	Target = 52,000	Gallons/Capita	51,457	53,000	53,000	53,000
“Encouraging Sustainability for Both Residential and Commercial Properties” Rating <sup>5</sup>	Target = 95%	% Essential or Important	95%	95%	95%	95%

<sup>1</sup> Includes all identified Outreach and Engagement events and programs (i.e. Sustainability Series, Green Business Program, Partners in Energy, zero waste events, etc.)

<sup>2</sup> Communications includes but is not limited to: direct email, website updating, press releases, evaluation surveys, etc.

<sup>3</sup> Based on most recent annual Xcel Community Energy Report (Residential CO<sub>2</sub> emissions from Xcel energy use). Measure in MTCO<sub>2</sub>e and includes both electricity usage and natural gas.

<sup>4</sup> Based on most recent Xcel Community Energy Report (Residential kWh from Xcel energy/population = kWh per capita).

<sup>5</sup> Based on most recent Citizen Survey results.

\* New metric that will be tracked starting in 2019.

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

### Goals

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

### Objectives

*Provide and manage facilities that maintain efficient and effective operations and promote environmental and economic sustainability.*

INDICATOR		UNIT	2018 ACTUAL	2019 ESTIMATED	2020 PROJECTED	2021 PROJECTED
<b>Workload</b>						
City Facilities Managed <sup>1</sup>		#	5	5	5	5
<b>Efficiency</b>						
		Electricity				
BTUs/Gross Square Foot for City Hall		kBTU/GSF	38.96	40	40	40
BTUs/Gross Square Foot for City Services		kBTU/GSF	19.95	20	20	20
BTUs/Gross Square Foot for Library		kBTU/GSF	75.99	78	78	78
BTUs/Gross Square Foot for Recreation/Senior Center		kBTU/GSF	28.73	30	30	30
BTUs/Gross Square Foot for Police/Court		kBTU/GSF	54.28	55	55	55
		Natural Gas				
BTUs/Gross Square Foot for City Hall		kBTU/GSF	52.26	55	55	55
BTUs/Gross Square Foot for City Services		kBTU/GSF	12.34	15	15	15
BTUs/Gross Square Foot for Library		kBTU/GSF	48.56	50	50	50
BTUs/Gross Square Foot for Recreation/Senior Center		kBTU/GSF	67.41	150	160	160
BTUs/Gross Square Foot for Police/Court		kBTU/GSF	27.03	30	30	30
City Hall Water Usage		Gallons	7,000	7,000	7,000	7,000
City Services Water Usage		Gallons	1,507,000	1,600,000	1,600,000	1,600,000
Library Water Usage		Gallons	238,000	240,000	240,000	240,000
Recreation/Senior Center Water Usage		Gallons	1,813,000	2,500,000	2,500,000	2,500,000
Police/Court Water Usage		Gallons	1,626,000	1,700,000	1,700,000	1,700,000
Annual City Gasoline Fleet Fuel Consumption		Gallons	42,959	43,000	43,000	43,000
Annual City Diesel Fleet Fuel Consumption		Gallons	11,444	11,500	11,500	11,500
City Energy Upgrade Cost Savings		\$ Saved	\$0	\$0	\$10,000	\$10,000
<b>Effectiveness</b>						
City Facility GHG Emissions <sup>2</sup>	Target = 2,500	MTCO2	2,360	2,600	2,600	2,500

<sup>1</sup> Includes Library, Recreation/Senior Center, Police, City Hall and City Services.

<sup>2</sup> GHG emissions are measured in MTCO2 and capture emissions from electricity and natural gas usage at Library, Recreation/Senior Center, Police, City Hall and City Services. Using EPA Greenhouse Gas Equivalencies Calculator.

**SUBJECT: CAPITAL IMPROVEMENT PROGRAM YEAR-END REPORT**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: EMILY HOGAN, ASSISTANT CITY MANAGER FOR  
COMMUNICATIONS & SPECIAL PROJECTS  
HEATHER BALSER, CITY MANAGER**

**SUMMARY:**

Staff is providing a year-end report for the Capital Improvement Program through December 31, 2019. The purpose of the report is to identify the number of projects completed and provide a status update for projects not completed. The attached report provides information for all capital projects over \$100,000 that were budgeted in 2019.

Total Number of Projects Over \$100,000	48
Number of Projects Completed	11
Number of Projects Not Completed	27 <ul style="list-style-type: none"> <li>▪ 0-25% complete – 11</li> <li>▪ 26-50% complete – 3</li> <li>▪ 51-75% complete – 2</li> <li>▪ 76-100% complete - 11</li> </ul>
Number of Projects Delayed due to External Factors (i.e. Agency, Contractor, IGA Process, etc.)	6
Number of Projects Cancelled	1
Number of Projects Combined with Other Projects	3

Based on the total number of projects over \$100,000, 23% of projects were completed; 56% of projects were not completed; 13% of projects were delayed due to external factors; 2% of projects were cancelled and 6% of projects were combined with other projects.

Staff will provide additional year-end information for projects under \$100,000 after the carry forward is complete and the next quarterly CIP report is presented in April.

**ATTACHMENT(S):**

1. Year-End CIP Report through 12/31/19

Year-End CIP Report through 12/31/19 (Projects Over \$100,000)										
Account	City Department	Sub-Program	Project Description	Year Project was Initially Budgeted	2019 Budget	Final 2019 Budget	Current Status of Project	% of Project Complete	Move Forward to 2020?	Notes on Project
<b>OPEN SPACE AND PARKS FUND</b>										
201511-630071	PARKS & RECREATION	PARKS - CAPITAL	Parks and Open Space Signs	2018	\$ 25,000	\$ 111,250	In Design	0-25% Complete	YES	Waiting on final design. Next step will be contracting of fabrication & installation.
201524-660252	PUBLIC WORKS	PARKS - CAPITAL	Coyote Run Slope Mitigation (50%)	2018	-	300,000	Closeout	76-100% Complete	YES	Waiting on Contractor
201528-660067	PUBLIC WORKS	PARKS - CAPITAL	HWY 42 Multi-Use Underpass	2017	-	2,291,520	Under Construction	26-50% Complete	YES	
201528-660093	PARKS & RECREATION	MAINTENANCE & MANAGEMENT - CAPITAL	Trail Connections (%)	2017	-	572,010	In Process	76-100% Complete	YES	Coyote Run Trail's budget of \$136,590 is 80% Complete. The remaining budget of \$435,420 is for Dillon Rd. Hawk Crossing pending Council approval for carryover.
<b>OPEN SPACE AND PARKS FUND TOTAL</b>					<b>\$ 25,000</b>	<b>\$ 3,274,780</b>				
<b>CONSERVATION TRUST-LOTTERY FUND</b>										
202511-630048	PARKS & RECREATION	PARKS - CAPITAL	Playground Replacements	2017	\$ 224,000	\$ 224,000	In Design	0-25% Complete	YES	Construction to begin early 2020 with completion in Spring 2020.
<b>CT-LOTTERY FUND TOTAL</b>					<b>\$ 224,000</b>	<b>\$ 224,000</b>				
<b>CEMETERY FUND</b>										
<b>CEMETERY FUND TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>				
<b>PEG FEE FUND</b>										
<b>PEG FEE FUND TOTAL</b>					<b>\$ -</b>	<b>\$ -</b>				
<b>HISTORICAL PRESERVATION FUND</b>										
207542-620109	COMMUNITY DESIGN	Historic Preservation - Capital	Miner's Cabin Relocation	2017	\$ -	\$ 208,000	Not Started	0-25% Complete	YES	Proposal to relocate and rehabilitate the structure is in review. Contract to be presented to City Council in early 2020 and site work, relocation and rehabilitation should be completed Summer 2020.
<b>HISTORICAL FUND TOTAL</b>					<b>\$ -</b>	<b>\$208,000</b>				
<b>RECREATION FUND</b>										
208535-620123	RECREATION CENTER	Aquatics - Capital	Memory Square Plaster	2019	\$ 105,000	\$ 105,000	Complete	76-100% Complete	NO	
<b>RECREATION FUND TOTAL</b>					<b>\$ 105,000</b>	<b>\$ 105,000</b>				
<b>CAPITAL PROJECTS FUND</b>										
301173-650035	IT	IT - CAPITAL	ERP System	2016	\$ -	\$ 114,490	In Process	76-100% Complete	YES	Utility Billing and Executime Timesheets are still being implemented and will continue into 2020.
301173-650097	IT	IT - CAPITAL	CityWide Surveil Refresh	2019	124,710	124,710	Complete	76-100% Complete	NO	This project is complete.
301173-660258	IT	IT - CAPITAL	Middle Mile Fiber	2019	200,000	200,000	In Process	0-25% Complete	YES	Project began in Q3 2019 as planned and will continue into 2020. Estimated completion is the end of Q2 2020.
301211-620116	POLICE	PATROL & INVESTIGATIONS - CAPITAL	Police Dept Basement Restroom	2019	282,500	282,500	In Design	0-25% Complete	YES	Architect hired & construction expected to start by Q3 2020. RFP process for hiring took longer than expected.
301211-650089	POLICE	PATROL & INVESTIGATIONS - CAPITAL	Police/Courts Records Mgmt Sys	2017	-	300,000	In Process	51-75% Complete	YES	Go-live for Police is scheduled for February 2020.

Account	City Department	Sub-Program	Project Description	Year Project was Initially Budgeted	2019 Budget	Final 2019 Budget	Current Status of Project	% of Project Complete	Move Forward to 2020?	Notes on Project
301219-660276	POLICE	PUBLIC WORKS	Police Dept Concrete Replace	2019	199,000	199,000	Closeout	76-100% Complete	YES	
301311-630138	PUBLIC WORKS	PLANNING & ENGINEERING - CAPITAL	Bus Stop Improvements	2019	157,000	157,000	Delayed	0-25% Complete	YES	Project will be combined with 2020 Concrete replacement
301311-660202	PUBLIC WORKS	PLANNING & ENGINEERING - CAPITAL	Railroad Quiet Zones	2017	-	3,317,900	In Design	76-100% Complete	YES	Delayed by BNSF & PUC process
301312-630144	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	Transportation Master Plan	2019	1,000,000	1,000,000	In Design	0-25% Complete	YES	Dr. COG TIF project initiating IGA process
301312-660012	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	Pavement Booster Program	2016	4,640,000	5,028,130	Closeout	76-100% Complete	YES	
301312-660068	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	South Street Underpass (%)	2016	-	184,250	Warranty	76-100% Complete	YES	Warranty of CAP walls
301312-660079	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	SH42 Short Intersection Design	2016	-	153,550	Under Construction	76-100% Complete	YES	
301312-660222	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	SH42 Short Intersection Construction	2016	-	3,279,840	Under Construction	0-25% Complete	YES	
301312-660226	PUBLIC WORKS	TRANSPORTATION INFRASTRUCTURE MAINTENANCE - CAPITAL	Downtown Clay/Concrete Paver	2017	-	119,490	In Design	0-25% Complete	YES	Will be combined with 2020 Pine St. paving
301313-660103	OPEN SPACE & PARKS	STREETSCAPES - CAPITAL	Median Landscape Renovations	2018	275,000	275,000	In Design	0-25% Complete	YES	Construction to begin in March 2020.
301313-660226	PUBLIC WORKS	STREETSCAPES - CAPITAL	Downtown Clay/Concrete Paver	2019	110,000	110,000	In Design	0-25% Complete	YES	Will be combined with 2020 Pine St. paving
301313-660254	CMO	STREETSCAPES - CAPITAL	Utility Undergrounding	2019	680,000	680,000	In Process	0-25% Complete	YES	Staff is currently evaluating the total cost of the project to underground all utilities (including Comcast, which was not initially included per legal advice) & will make a decision on whether to proceed once all estimates are received.
301524-660252	PUBLIC WORKS	TRAIL MAINTENANCE - CAPITAL	Coyote Run Slope Mitigation (50%)	2018	-	300,000	Closeout	76-100% Complete	YES	Waiting on contractor
301528-660069	PUBLIC WORKS	NEW TRAILS - CAPITAL	BNSF RR Underpass/N Drainage	2016	1,283,500	1,283,500	On Hold	0-25% Complete	YES	Project to be cancelled, funds transferred to drainage project 7-1
<b>CAPITAL PROJECTS FUND TOTAL</b>					<b>\$ 8,951,710</b>	<b>\$ 17,109,360</b>				
<b>REC CENTER EXPANSION FUND</b>										
303120-620106	PARKS & RECREATION	RECREATION CENTER BUILDING MAINTENANCE - CAPITAL	Rec Ctr Expan. - Construction	2017	\$ -	\$ 3,637,610	Closeout	76-100% Complete	YES	Expected to be closed Spring 2020
<b>REC CENTER EXPANSION FUND TOTAL</b>					<b>\$ -</b>	<b>\$ 3,637,610</b>				
<b>WATER FUND</b>										
501498-640000	PUBLIC WORKS	WATER - REPLACEMENT CAPITAL	Motor Vehicle/Road Equipment (%)	2019	\$ 159,000	\$ 190,500	Closeout	76-100% Complete	NO	
501498-640045	PUBLIC WORKS	WATER - REPLACEMENT CAPITAL	Meters	2019	-	168,000	Complete	76-100% Complete	NO	
501498-660182	PUBLIC WORKS	WATER - REPLACEMENT CAPITAL	Water Line Replacement	2019	344,000	1,844,000	Closeout	51-75% Complete	YES	

Account	City Department	Sub-Program	Project Description	Year Project was Initially Budgeted	2019 Budget	Final 2019 Budget	Current Status of Project	% of Project Complete	Move Forward to 2020?	Notes on Project
501498-660234	PUBLIC WORKS	WATER - REPLACEMENT CAPITAL	Tube Settler Replacement	2018	-	380,920	Complete	76-100% Complete	NO	
501498-660259	PUBLIC WORKS	WATER - REPLACEMENT CAPITAL	Flouride Equipment Replacement	2019	105,000	105,000	In Design	76-100% Complete	YES	
501499-640116	PUBLIC WORKS	WATER - NEW CAPITAL	Water Plants Disinfection Eval	2018	-	408,040	Under Construction	26-50% Complete	YES	
501499-660190	PUBLIC WORKS	WATER - NEW CAPITAL	NCWCD-Windy Gap Firing Proj	2019	2,500,000	2,500,000	Complete	76-100% Complete	YES	Project ongoing
501499-660211	PUBLIC WORKS	WATER - NEW CAPITAL	Howard Diversion Upgrades	2016	-	128,740	In Design	76-100% Complete	YES	
501499-660236	PUBLIC WORKS	WATER - NEW CAPITAL	SBR Ditch Lining	2018	86,150	170,200	In Design	0-25% Complete	YES	Project bid locations in 2018 came in high. Delayed in 2019 due to staff turnover. New locations being bid in 2020.
501499-660243	PUBLIC WORKS	WATER - NEW CAPITAL	Louisville Pipeline Flow Control	2017	-	417,930	Under Construction	76-100% Complete	YES	
501499-660244	PUBLIC WORKS	WATER - NEW CAPITAL	HBWTP Upgrades	2017	-	197,220	Complete	76-100% Complete	NO	
501499-660245	PUBLIC WORKS	WATER - NEW CAPITAL	SCWTP Upgrades	2017	523,000	550,770	Delayed	76-100% Complete	YES	Remaining funds for design
501499-660275	PUBLIC WORKS	WATER - NEW CAPITAL	NCWCD SWSP Transmission Capacity	2019	129,000	287,000	In Design	76-100% Complete	YES	
		<b>WATER FUND TOTAL</b>			<b>\$ 3,846,150</b>	<b>\$7,348,320</b>				
	<b>WASTEWATER FUND</b>									
502498-640134	PUBLIC WORKS	WASTEWATER - REPLACEMENT CAPITAL	Replacement High Pressure Sewe	2019	\$ 260,000	\$ 260,000	Complete	76-100% Complete	NO	
502498-660183	PUBLIC WORKS	WASTEWATER - REPLACEMENT CAPITAL	Sewer Utility Lines	2019	300,000	498,000	Closeout	76-100% Complete	YES	Waiting on paperwork
502499-660264	PUBLIC WORKS	WASTEWATER - NEW CAPITAL	WWTP Digester Control Imprvem	2019	100,000	100,000	Delayed	0-25% Complete	YES	Waiting on Nawatny Developer
502499-660267	PUBLIC WORKS	WASTEWATER - NEW CAPITAL	WWTP Aeration Basin & Reuse Mi	2019	150,000	150,000	Delayed	0-25% Complete	YES	Waiting on Nawatny Developer
502499-660269	PUBLIC WORKS	WASTEWATER - NEW CAPITAL	WWTP Vac Dump Station	2019	235,000	235,000	Delayed	0-25% Complete	YES	Waiting on Nawatny Developer
		<b>WASTEWATER FUND TOTAL</b>			<b>\$ 1,045,000</b>	<b>\$ 1,243,000</b>				
	<b>STORMWATER FUND</b>									
503499-630096	PUBLIC WORKS	STORMWATER - NEW CAPITAL	Detention Pond Maintenance	2019	\$ 118,500	\$ 118,500	Delayed	0-25% Complete	YES	Engineering division went through turnover of two key engineers, which delayed some projects. The 2019 drainage maintenance work will be combined with the 2020 drainage maintenance work.
503499-660251	PUBLIC WORKS	STORMWATER - NEW CAPITAL	Drainageway G Dillon Rd Crossing	2019	-	150,000	Delayed	0-25% Complete	YES	Dependent on development.
503499-660273	PUBLIC WORKS	STORMWATER - NEW CAPITAL	Storm Water Quality Master Plan	2019	100,000	100,000	In Design	26-50% Complete	YES	Draft document is going through internal & boards review.

Account	City Department	Sub-Program	Project Description	Year Project was Initially Budgeted	2019 Budget	Final 2019 Budget	Current Status of Project	% of Project Complete	Move Forward to 2020?	Notes on Project
		<b>STORMWATER FUND TOTAL</b>			\$ 218,500	\$ 368,500				
		<b>GOLF COURSE FUND</b>								
		<b>GOLF COURSE FUND TOTAL</b>			\$ -	\$ -				
		<b>TECHNOLOGY MANAGEMENT FUND</b>								
		<b>TECHNOLOGY MANAGEMENT FUND TOTAL</b>			\$ -	\$ -				
		<b>VEHICLE REPLACEMENT FUND</b>								
603314-640000	PUBLIC WORKS	SNOW & ICE REMOVAL - CAPITAL	Replace Snow Plow	2018	\$ 317,500	\$ 352,500	Complete	76-100% Complete	NO	
603211-640000	POLICE	PATROL & INVESTIGATIONS - CAPITAL	Replace 2 Patrol Vehicles	2016	233,890	233,890	Complete		NO	
		<b>VEHICLE REPLACEMENT FUND TOTAL</b>			\$ 551,390	\$ 586,390				
		<b>ALL FUNDS TOTAL</b>			<b>\$14,966,750</b>	<b>\$34,104,960</b>				

*\*Project Delayed due to External Factors (i.e. Agency, Contractor, IGA Process, etc.)*

**SUBJECT: FINANCIAL STATEMENTS FOR THE FOURTH QUARTER  
ENDED DECEMBER 31, 2019**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR**

**SUMMARY:**

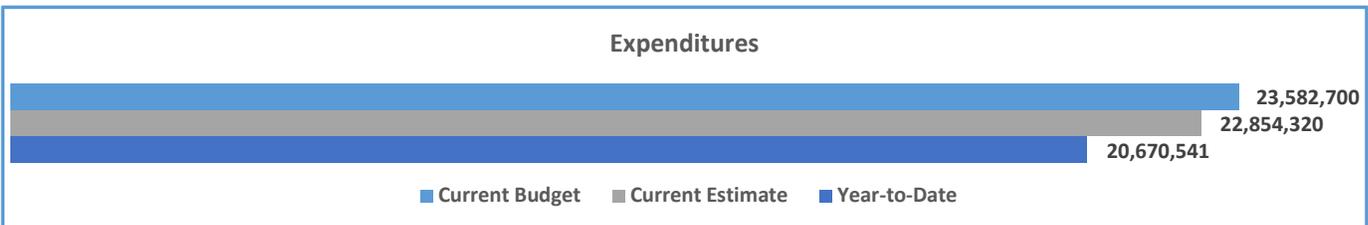
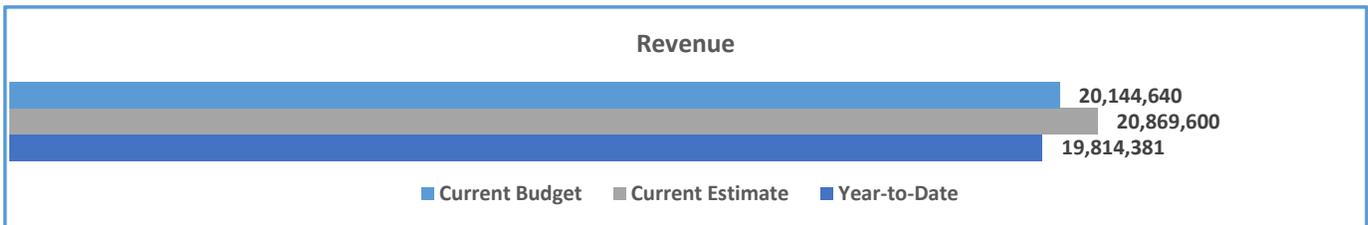
Attached are the Statements of Revenue, Expenditures, and Changes to Fund Balances (or working capital) for the fourth quarter ended September 30, 2019 for all budgeted funds.

Please note that these statements are presented on a budgetary and cash basis. This is a first and very preliminary look at the 2019 year-end results. Staff will present these year-end statements again (April or May) after all accruals and adjustments have been made.

Also note that the column titled Last Estimate is the final 2019 estimate used during the 2020 budget process.

**General Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Taxes:							
Property Taxes	2,800,682	3,250,690	3,301,600	3,296,540	3,301,562	100.0%	100.2%
Sales Taxes (Net of BAP's)	8,267,631	9,028,920	8,551,100	9,073,320	8,391,487	98.1%	92.5%
Use Taxes (Net of BAP's)	2,165,757	2,927,090	2,420,180	2,643,860	2,373,858	98.1%	89.8%
Franchise Taxes	1,078,608	1,074,576	1,096,350	1,057,920	934,195	85.2%	88.3%
Other Taxes	830,159	892,428	750,500	889,440	849,812	113.2%	95.5%
Licenses & Permits:							
Construction Permits (Net of BAP's)	1,045,677	651,947	877,820	902,760	917,864	104.6%	101.7%
Other Licenses & Permits	427,078	1,766,261	935,400	778,870	864,797	92.5%	111.0%
Intergovernmental Revenue:							
Recurring State-Shared Revenue	1,353,961	1,547,152	1,416,260	1,494,330	1,392,648	98.3%	93.2%
Non-Recurring Grants/Contributions	28,182	40,785	15,000	25,260	25,241	168.3%	99.9%
Charges for Services:							
Recreation /Senior Center Fees	1,878,517	1,714,745	-	-	-		
Other Charges for Services	169,337	148,532	276,720	176,660	176,083	63.6%	99.7%
Fines & Forfeitures	210,720	185,851	196,460	151,360	157,594	80.2%	104.1%
Miscellaneous Revenue	176,003	751,847	228,040	300,070	350,030	153.5%	116.6%
Interfund Transfers	-	-	79,210	79,210	79,210	100.0%	100.0%
<b>Total Revenue</b>	<b>20,432,313</b>	<b>23,980,822</b>	<b>20,144,640</b>	<b>20,869,600</b>	<b>19,814,381</b>	<b>98.4%</b>	<b>94.9%</b>
<b>Expenditures:</b>							
General Government:							
City Manager	415,786	368,754	334,550	362,020	362,086	108.2%	100.0%
Economic Development	219,781	253,931	239,140	215,560	203,036	84.9%	94.2%
City Attorney	349,827	268,633	330,000	400,000	377,763	114.5%	94.4%
City Clerk & Municipal Court	499,777	503,777	628,810	594,770	557,266	88.6%	93.7%
Human Resources	517,490	528,006	595,800	561,070	545,442	91.5%	97.2%
Information Technology	497,386	538,048	874,720	820,030	730,603	83.5%	89.1%
Finance, Accounting, & Tax	852,428	728,017	761,130	778,090	720,427	94.7%	92.6%
Planning & Building Safety	1,299,735	1,449,279	1,749,300	1,432,340	1,248,538	71.4%	87.2%
General Administration Service	1,158,858	1,293,268	2,571,700	2,516,850	1,479,415	57.5%	58.8%
Public Safety	4,872,386	5,198,680	6,257,850	5,951,750	5,396,434	86.2%	90.7%
Public Works	2,311,031	2,508,844	2,968,610	3,019,290	2,798,211	94.3%	92.7%
Culture & Recreation:							
Library & Museum Services	1,850,154	1,886,041	2,112,440	2,095,860	2,127,758	100.7%	101.5%
Parks & Recreation Services	3,019,308	3,243,994	212,440	159,270	176,889	83.3%	111.1%
Debt Service	8,995	9,090	8,480	8,480	8,943	105.5%	105.5%
Interfund Transfers	67,800	2,471,660	3,937,730	3,938,940	3,937,730	100.0%	100.0%
<b>Total Expenditures</b>	<b>17,940,742</b>	<b>21,250,021</b>	<b>23,582,700</b>	<b>22,854,320</b>	<b>20,670,541</b>	<b>87.7%</b>	<b>90.4%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>2,491,571</b>	<b>2,730,802</b>	<b>(3,438,060)</b>	<b>(1,984,720)</b>	<b>(856,161)</b>		
<b>Projected Turnback</b>	<b>N/A</b>	<b>N/A</b>	<b>1,375,150</b>	<b>1,324,080</b>	<b>N/A</b>		
<b>Beginning Fund Balance</b>	<b>5,305,766</b>	<b>7,797,337</b>	<b>10,528,139</b>	<b>10,528,139</b>	<b>10,528,139</b>		
<b>Ending Fund Balance</b>	<b>7,797,337</b>	<b>10,528,139</b>	<b>8,465,229</b>	<b>9,867,499</b>	<b>9,671,978</b>		

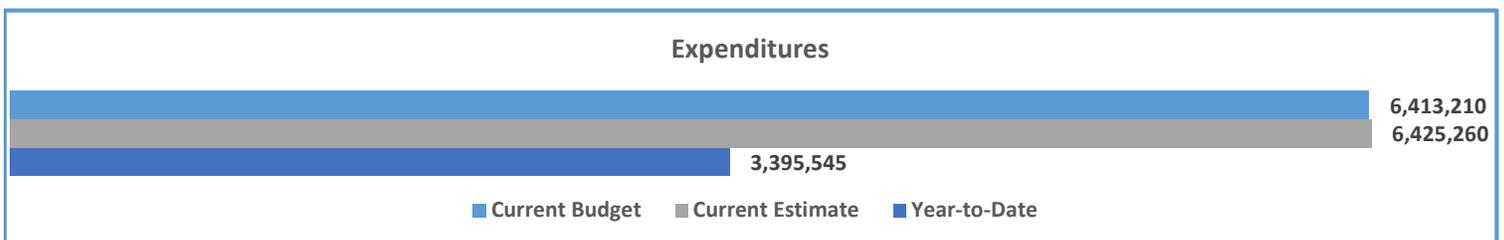
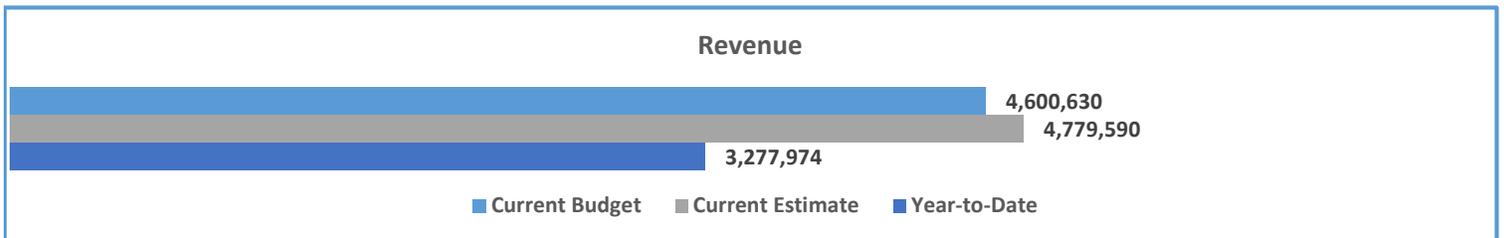


**Open Space & Parks Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019				Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19			
<b>Revenue:</b>								
Taxes:								
Sales Taxes	1,563,969	1,582,141	1,613,780	1,708,710	1,572,143	97.4%	92.0%	
Use Taxes	536,241	642,259	569,870	651,770	572,919	100.5%	87.9%	
Intergovernmental Revenue	4,800	3,402	1,150,760	1,150,760 [1]	-	0.0%	0.0%	
Miscellaneous Revenue:								
Developer Contributions	213,125	-	-	-	-			
Land Dedication Fees	602,257	-	-	166,960	166,955 [2]		100.0%	
Other Miscellaneous Revenue	75,065	169,747	63,050	90,700	105,797	167.8%	116.6%	
Other Financing Sources	6,500	-	-	10,400	10,390		99.9%	
Interfund Transfers	173,950	1,029,360	1,203,170	1,000,290	849,770	70.6%	85.0%	
<b>Total Revenue</b>	<b>3,175,907</b>	<b>3,426,909</b>	<b>4,600,630</b>	<b>4,779,590</b>	<b>3,277,974</b>	<b>71.3%</b>	<b>68.6%</b>	
<b>Expenditures:</b>								
Central Fund-Wide Charges	264,063	255,222	300,310	327,920	317,841	105.8%	96.9%	
Snow & Ice Removal	81,986	81,213	97,600	93,390	91,501	93.8%	98.0%	
Open Space Administration & Operations	312,162	313,919	433,360	414,910	330,846	76.3%	79.7%	
Open Space Acquisition	3,897	4,113	8,840	6,410	8,919	100.9%	139.1%	
Open Space Education & Outreach	109,092	161,947	197,130	199,080	186,742	94.7%	93.8%	
Open Space Trail Maintenance	80,475	80,252	89,360	88,850	86,711	97.0%	97.6%	
Open Space New Trails	19,717	18,239	19,280	19,310	19,091	99.0%	98.9%	
Parks Administration & Operations	1,324,697	1,335,766	1,739,350	1,737,900	1,610,673	92.6%	92.7%	
Capital - Streetscapes	19,021	14,722	-	-	-			
Capital - Snow & Ice Removal	10,145	3,000	-	4,050	4,035		99.6%	
Capital - Parks	70,405	78,259	305,750	314,800	111,677	36.5%	35.5%	
Capital - Open Space Maintenance	5,466	21,092	58,700	59,980	34,973	59.6%	58.3%	
Capital - Open Space Education & Outreach	1,064	52,857	-	38,750	42,513		109.7%	
Capital - Open Space Trail Maintenance	46,416	16,894	300,000	300,000	8,211	2.7%	2.7%	
Capital - Open Space New Trails	120,550	351,247	2,863,530	2,819,910	541,812	18.9%	19.2%	
Capital - Athletic Fields	-	9,900	-	-	-			
Capital - Open Space Acquisition	2,065,250	-	-	-	-			
<b>Total Expenditures</b>	<b>4,534,406</b>	<b>2,798,642</b>	<b>6,413,210</b>	<b>6,425,260</b>	<b>3,395,545</b>	<b>52.9%</b>	<b>52.8%</b>	
<b>Revenue Over/(Under) Expenditures</b>	<b>(1,358,499)</b>	<b>628,267</b>	<b>(1,812,580)</b>	<b>(1,645,670)</b>	<b>(117,571)</b>			
<b>Projected Turnback</b>	<b>N/A</b>	<b>N/A</b>	<b>201,970</b>	<b>202,140</b>	<b>N/A</b>			
<b>Beginning Fund Balance</b>	<b>4,005,324</b>	<b>2,646,825</b>	<b>3,275,092</b>	<b>3,275,092</b>	<b>3,275,092</b>			
<b>Ending Fund Balance</b>	<b>2,646,825</b>	<b>3,275,092</b>	<b>1,664,482</b>	<b>1,831,562</b>	<b>3,157,521</b>			

[1] Grant for Multi-Use Underpass

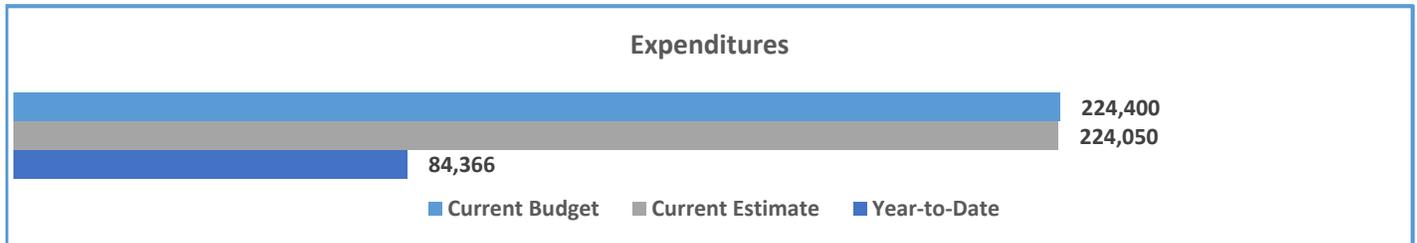
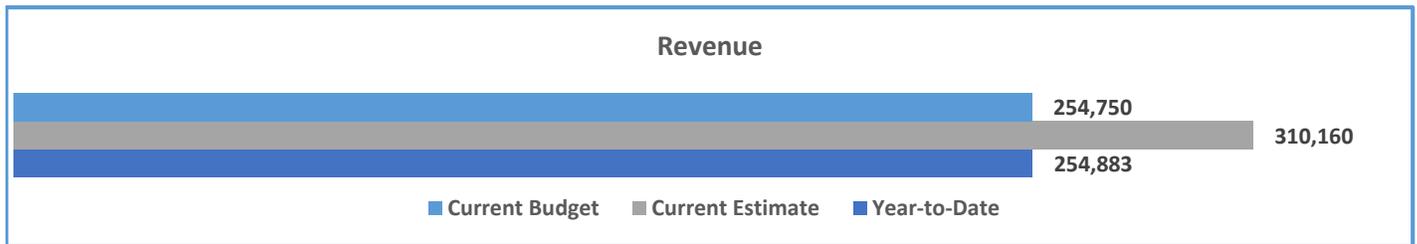
[2] Etkin Johnson



**Conservation Trust - Lottery Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	Current Budget	Last Estimate	2019		
					Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Intergovernmental Revenue:							
Recurring State-Shared Lottery Proceeds	200,418	198,925	194,410	248,660	252,436	129.8%	101.5%
Non-Recurring Grants/Contributions	-	-	60,000	60,000 [1]	-	0.0%	0.0%
Miscellaneous Revenue	4,962	7,466	340	1,500	2,447	719.7%	163.1%
<b>Total Revenue</b>	<b>205,380</b>	<b>206,390</b>	<b>254,750</b>	<b>310,160</b>	<b>254,883</b>	<b>100.1%</b>	<b>82.2%</b>
<b>Expenditures:</b>							
Administration & Operations	415	239	400	50	48	12.1%	96.4%
Capital - Parks	335,076	264,868	224,000	224,000	84,318	37.6%	37.6%
Capital - Open Space Maintenance	11,841	-	-	-	-	-	-
Capital - Youth Activities	6,375	-	-	-	-	-	-
Capital - Adult Activities	6,375	-	-	-	-	-	-
Interfund Transfers	-	430,280	-	-	-	-	-
<b>Total Expenditures</b>	<b>360,082</b>	<b>695,387</b>	<b>224,400</b>	<b>224,050</b>	<b>84,366</b>	<b>37.6%</b>	<b>37.7%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>(154,703)</b>	<b>(488,997)</b>	<b>30,350</b>	<b>86,110</b>	<b>170,517</b>		
<b>Beginning Fund Balance</b>	<b>643,700</b>	<b>488,997</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Ending Fund Balance</b>	<b>488,997</b>	<b>-</b>	<b>30,350</b>	<b>86,110</b>	<b>170,517</b>		

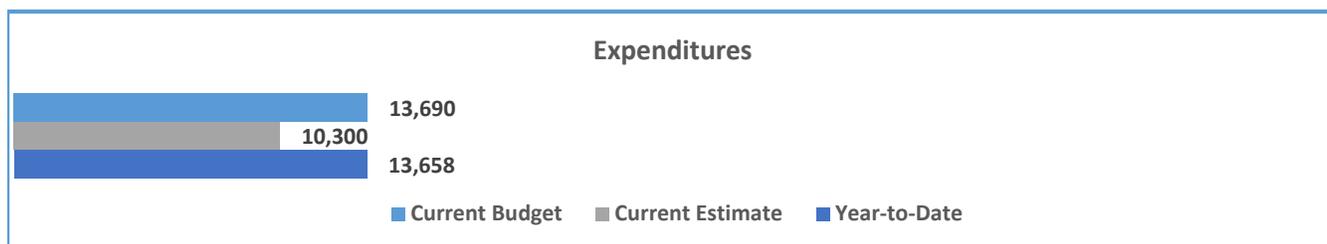
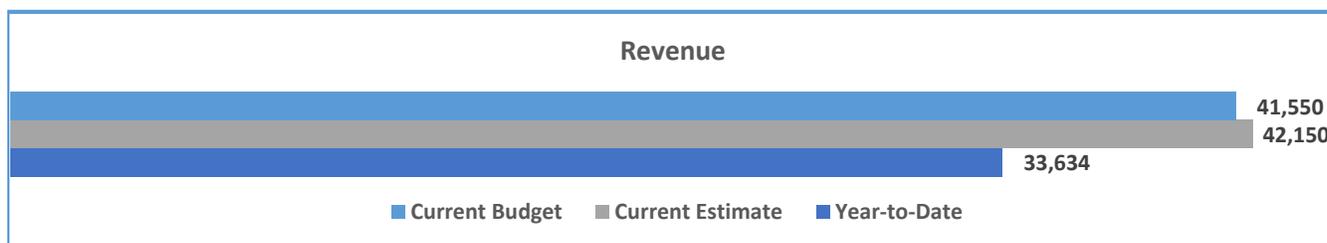
[1] GOCO Grant for Playground Replacement



**Cemetery Perpetual Care Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019			Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19		
<b>Revenue:</b>							
Licenses & Permits:							
Burial Permits	39,567	29,620	28,160	32,150	22,505	79.9%	70.0%
Miscellaneous Revenue	3,966	9,849	13,390	10,000	11,129	83.1%	111.3%
<b>Total Revenue</b>	<b>43,533</b>	<b>39,469</b>	<b>41,550</b>	<b>42,150</b>	<b>33,634</b>	<b>80.9%</b>	<b>79.8%</b>
<b>Expenditures:</b>							
Administration & Operations	327	297	300	300	268	89.3%	89.3%
Interfund Transfers	3,966	9,849	13,390	10,000	13,390 [1]	100.0%	133.9%
<b>Total Expenditures</b>	<b>4,293</b>	<b>10,147</b>	<b>13,690</b>	<b>10,300</b>	<b>13,658</b>	<b>99.8%</b>	<b>132.6%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>39,240</b>	<b>29,323</b>	<b>27,860</b>	<b>31,850</b>	<b>19,976</b>		
<b>Beginning Fund Balance</b>	<b>515,001</b>	<b>554,241</b>	<b>583,564</b>	<b>583,564</b>	<b>583,564</b>		
<b>Ending Fund Balance</b>	<b>554,241</b>	<b>583,564</b>	<b>611,424</b>	<b>615,414</b>	<b>603,540</b>		

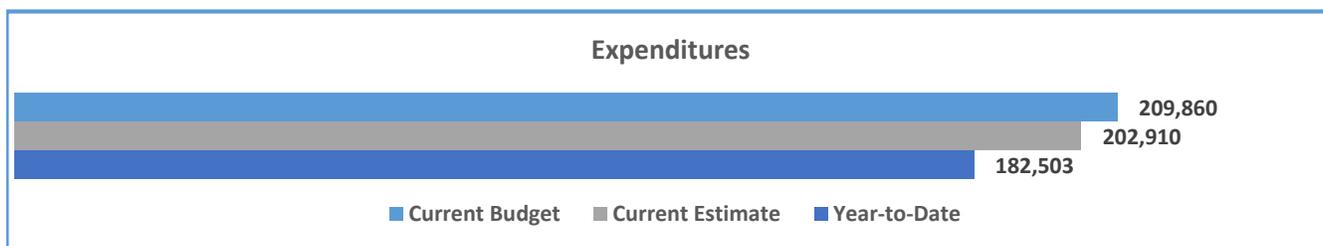
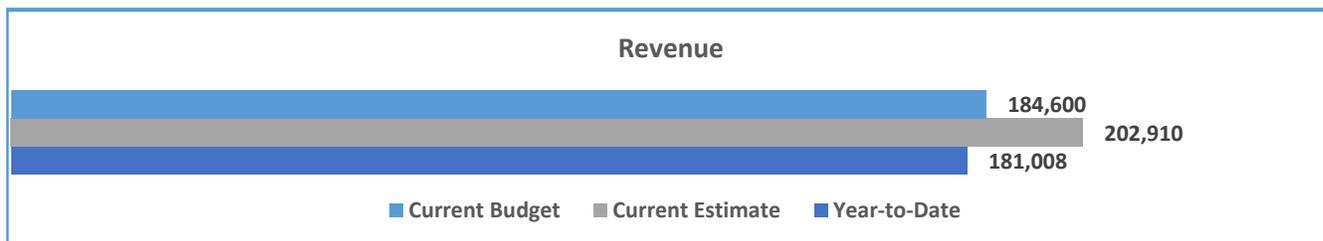
[1] Will be adjusted to actual interest earned at year end



**Cemetery Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

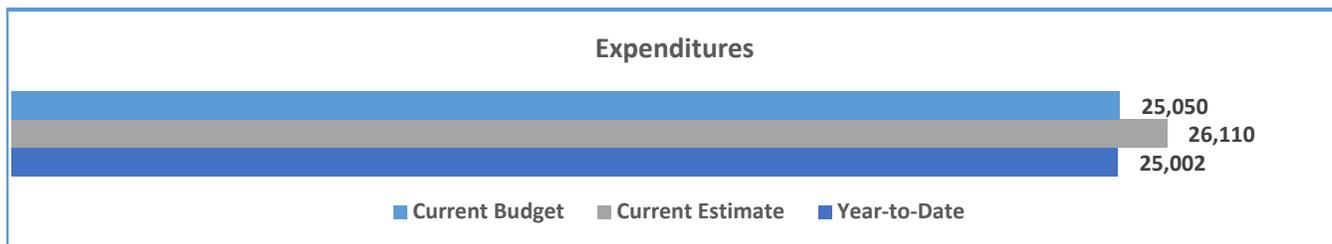
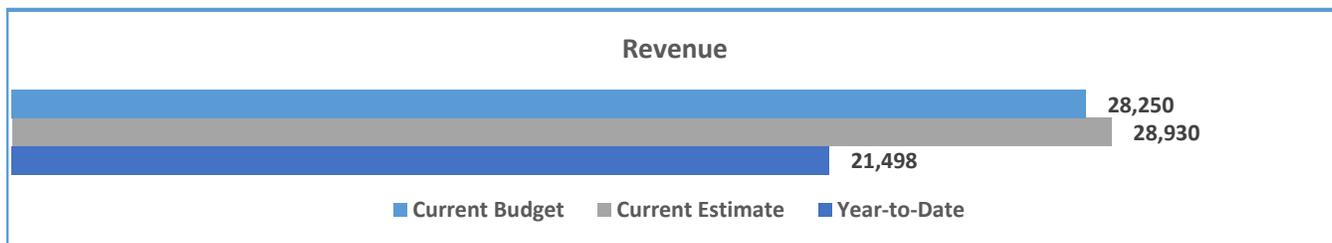
	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Licenses & Permits:							
Burial Permits	39,567	29,620	28,160	32,150	22,505	79.9%	70.0%
Intergovernmental Revenue	-	378	-	-	-		
Charges for Services:							
Burial Fees (Open & Close Fees)	38,790	38,890	39,830	39,770	41,705	104.7%	104.9%
Miscellaneous Revenue	299	524	620	700	808	130.3%	115.4%
Interfund Transfers	71,766	98,719	115,990	130,290 [1]	115,990	100.0%	89.0%
<b>Total Revenue</b>	<b>150,421</b>	<b>168,131</b>	<b>184,600</b>	<b>202,910</b>	<b>181,008</b>	<b>98.1%</b>	<b>89.2%</b>
<b>Expenditures:</b>							
Administration & Operations	138,468	160,939	199,110	191,480	171,078	85.9%	89.3%
Capital - Parks	14,410	1,375	10,750	11,430	11,425	106.3%	100.0%
<b>Total Expenditures</b>	<b>152,877</b>	<b>162,314</b>	<b>209,860</b>	<b>202,910</b>	<b>182,503</b>	<b>87.0%</b>	<b>89.9%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>(2,456)</b>	<b>5,817</b>	<b>(25,260)</b>	<b>-</b>	<b>(1,496)</b>		
<b>Beginning Fund Balance</b>	<b>30,152</b>	<b>27,696</b>	<b>33,513</b>	<b>33,513</b>	<b>33,513</b>		
<b>Ending Fund Balance</b>	<b>27,696</b>	<b>33,513</b>	<b>8,253</b>	<b>33,513</b>	<b>32,018</b>		

[1] Total amount of General Fund transfer will be adjusted at year end to comply with Financial Policies



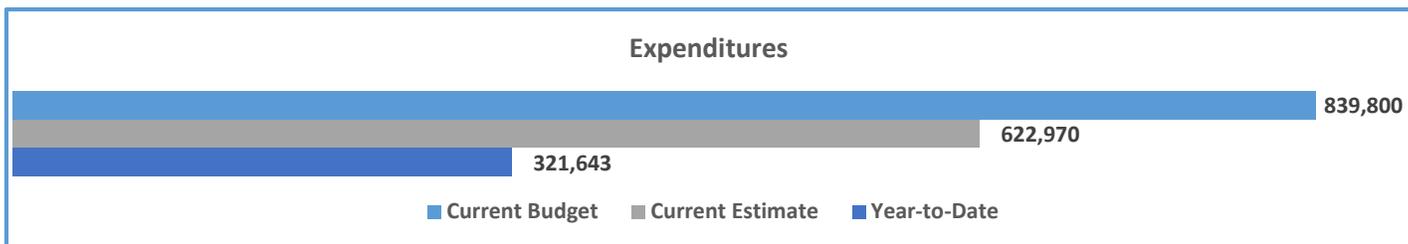
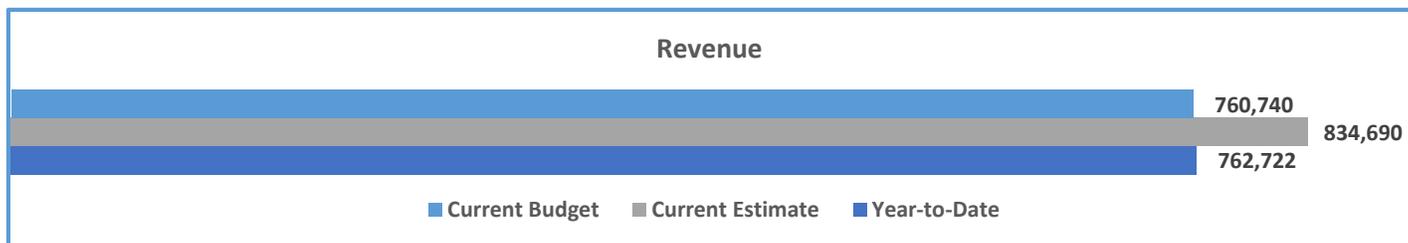
**PEG Fees Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019				Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19			
<b>Revenue:</b>								
Charges for Services:								
PEG Fees - Comcast	27,533	28,608	28,000	28,830	21,424	76.5%	74.3%	
Miscellaneous Revenue	462	364	250	100	74	29.5%	73.8%	
Interfund Transfers	-	70,000	-	-	-			
<b>Total Revenue</b>	<b>27,995</b>	<b>98,972</b>	<b>28,250</b>	<b>28,930</b>	<b>21,498</b>	<b>76.1%</b>	<b>74.3%</b>	
<b>Expenditures:</b>								
Administration & Operations	36	23	50	10	2	3.7%	18.7%	
Capital - Administration & Support Services	2,858	167,661	-	1,100	-		0.0%	
Interfund Transfers	-	-	25,000	25,000	25,000	100.0%	100.0%	
<b>Total Expenditures</b>	<b>2,894</b>	<b>167,684</b>	<b>25,050</b>	<b>26,110</b>	<b>25,002</b>	<b>99.8%</b>	<b>95.8%</b>	
<b>Revenue Over/(Under) Expenditures</b>	<b>25,101</b>	<b>(68,712)</b>	<b>3,200</b>	<b>2,820</b>	<b>(3,504)</b>			
<b>Beginning Fund Balance</b>	<b>51,275</b>	<b>76,376</b>	<b>7,664</b>	<b>7,664</b>	<b>7,664</b>			
<b>Ending Fund Balance</b>	<b>76,376</b>	<b>7,664</b>	<b>10,864</b>	<b>10,484</b>	<b>4,160</b>			



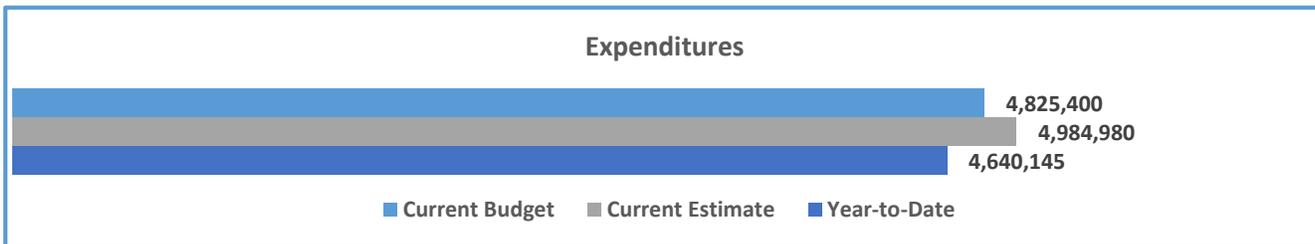
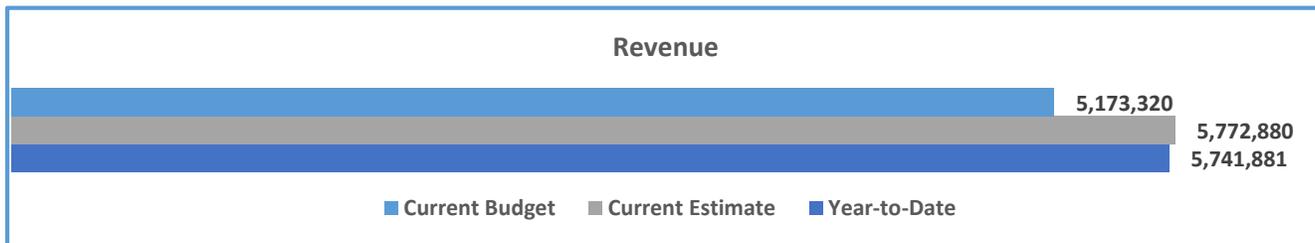
**Historic Preservation Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019		Actual @ 12/31/19	Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate			
<b>Revenue:</b>							
Taxes:							
Sales Taxes	521,333	527,380	537,930	569,570	524,048	97.4%	92.0%
Use Taxes	178,717	214,091	189,930	217,260	190,935	100.5%	87.9%
Intergovernmental Revenue	4,219	-	-	-	-		
Miscellaneous Revenue	11,830	33,585	32,880	46,060	44,030	133.9%	95.6%
Loan Repayments	-	-	-	1,800	3,709		206.1%
<b>Total Revenue</b>	<b>716,099</b>	<b>775,057</b>	<b>760,740</b>	<b>834,690</b>	<b>762,722</b>	<b>100.3%</b>	<b>91.4%</b>
<b>Expenditures:</b>							
Administration & Operations	148,570	139,743	159,240	124,910	132,301	83.1%	105.9%
Historic Preservation Incentives	117,243	188,233	275,000	175,000	135,132	49.1%	77.2%
Historic Preservation Acquisitions	1	95,488	351,350	268,850	-	0.0%	0.0%
Interfund Transfers	-	-	54,210	54,210	54,210	100.0%	100.0%
<b>Total Expenditures</b>	<b>265,815</b>	<b>423,464</b>	<b>839,800</b>	<b>622,970</b>	<b>321,643</b>	<b>38.3%</b>	<b>51.6%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>450,284</b>	<b>351,593</b>	<b>(79,060)</b>	<b>211,720</b>	<b>441,079</b>		
<b>Beginning Fund Balance</b>	<b>1,309,494</b>	<b>1,759,778</b>	<b>2,111,371</b>	<b>2,111,371</b>	<b>2,111,371</b>		
<b>Ending Fund Balance</b>	<b>1,759,778</b>	<b>2,111,371</b>	<b>2,032,311</b>	<b>2,323,091</b>	<b>2,552,450</b>		



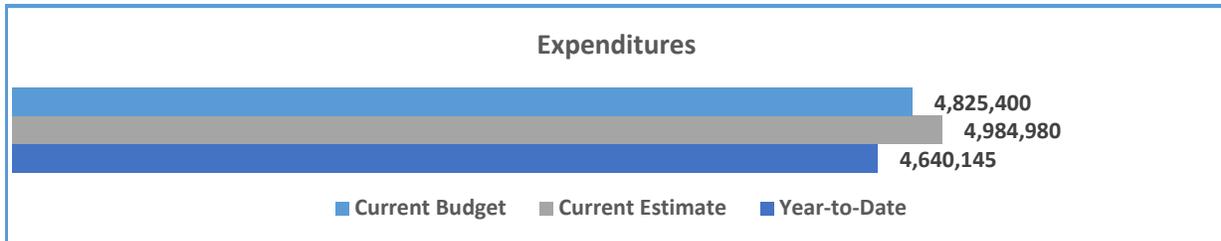
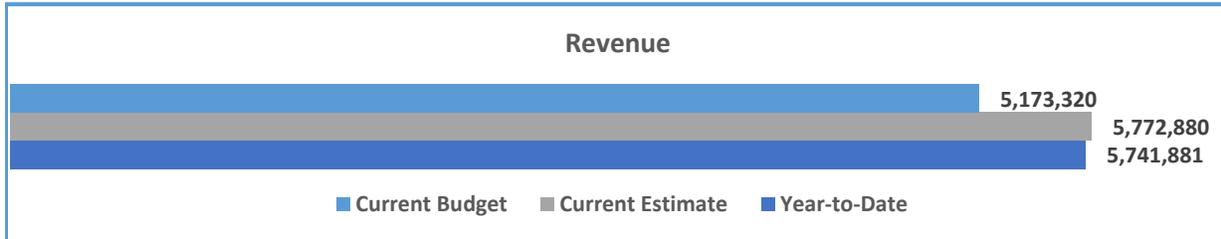
**Recreation Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Taxes:							
Sales Taxes	-	-	643,310	681,150	625,976	97.3%	91.9%
Use Taxes	-	-	230,440	215,780	222,598	96.6%	103.2%
Intergovernmental Revenue	-	-	55,000	56,270	57,840	105.2%	102.8%
Charges for Services	-	-	2,384,210	2,820,920	2,894,568	121.4%	102.6%
Miscellaneous Revenue	-	-	-	137,000	79,140		57.8%
Other Financing Sources	-	-	-	1,400	1,400		100.0%
Interfund Transfers	-	-	1,860,360	1,860,360	1,860,360	100.0%	100.0%
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>5,173,320</b>	<b>5,772,880</b>	<b>5,741,881</b>	<b>111.0%</b>	<b>99.5%</b>
<b>Expenditures:</b>							
Central Fund-Wide Charges	-	-	43,720	43,720	43,718	100.0%	100.0%
Recreation Center Building Maintenance	-	-	769,940	845,150	802,262	104.2%	94.9%
Recreation Center Management	-	-	538,730	576,960	556,257	103.3%	96.4%
Recreation Center Aquatics	-	-	794,480	792,390	808,077	101.7%	102.0%
Fitness & Wellness	-	-	402,150	408,250	342,769	85.2%	84.0%
Youth Activities	-	-	371,700	355,630	345,301	92.9%	97.1%
Memory Square Pool	-	-	171,410	189,790	218,558	127.5%	115.2%
Youth Sports	-	-	226,040	228,840	220,309	97.5%	96.3%
Adult Sports	-	-	43,770	43,020	41,422	94.6%	96.3%
Seniors	-	-	468,570	490,400	457,258	97.6%	93.2%
Senior Meals	-	-	170,650	170,610	164,251	96.2%	96.3%
Nite at the Rec	-	-	105,570	99,950	102,629	97.2%	102.7%
Memory Square Building Maintenance	-	-	54,660	39,060	37,480	68.6%	96.0%
Athletic Fields Maintenance	-	-	183,250	214,890	211,789	115.6%	98.6%
Capital - Aquatics	-	-	134,000	133,450	129,031	96.3%	96.7%
Capital - Athletic Fields	-	-	145,000	145,000	77,428	53.4%	53.4%
Capital - Recreation Center Building	-	-	201,760	207,870	81,606	40.4%	39.3%
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>4,825,400</b>	<b>4,984,980</b>	<b>4,640,145</b>	<b>96.2%</b>	<b>93.1%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>-</b>	<b>-</b>	<b>347,920</b>	<b>787,900</b>	<b>1,101,736</b>		
<b>Projected Turnback</b>	<b>-</b>	<b>-</b>	<b>217,230</b>	<b>224,930</b>	<b>N/A</b>		
<b>Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>565,150</b>	<b>1,012,830</b>	<b>1,101,736</b>		



**Recreation Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2019				
	Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Program Revenue &amp; Expenditures:</b>					
Total Program Revenue	2,439,210	2,877,190	2,952,407	121.0%	102.6%
Total Program Expenditures	4,300,920	4,454,940	4,308,362	100.2%	96.7%
<b>Net Program Surplus/Deficit</b>	<b>(1,861,710)</b>	<b>(1,577,750)</b>	<b>(1,355,955)</b>		
<b>Other Operating Revenue &amp; Expenditures:</b>					
<b>Other Operating Revenue:</b>					
Sales & Use Taxes	873,750	896,930	848,574	97.1%	94.6%
Interest Earnings	-	7,000	12,942		184.9%
Miscellaneous	-	50,000	63,795		127.6%
<b>Total Other Operating Revenue</b>	<b>873,750</b>	<b>953,930</b>	<b>925,311</b>	<b>105.9%</b>	<b>97.0%</b>
<b>Other Operating Expenditures:</b>					
Central Fund-Wide Charges	43,720	43,720	43,718	100.0%	100.0%
Capital Outlay	480,760	486,320	288,065	59.9%	59.2%
<b>Total Other Operating Expenditures</b>	<b>524,480</b>	<b>530,040</b>	<b>331,783</b>	<b>63.3%</b>	<b>62.6%</b>
<b>Net Operating Surplus/Deficit</b>	<b>(1,512,440)</b>	<b>(1,153,860)</b>	<b>(762,427)</b>		
<b>Non-Operating Sources of Funds:</b>					
Insurance Recovery	-	80,000	2,403		3.0%
Sales of Assets	-	1,400	1,400		100.0%
Transfer from the General Fund	1,735,360	1,735,360	1,735,360	100.0%	100.0%
Transfer from the Capital Projects Fund	125,000	125,000	125,000	100.0%	100.0%
<b>Total Non-Operating Sources of Funds</b>	<b>1,860,360</b>	<b>1,941,760</b>	<b>1,864,163</b>	<b>100.2%</b>	<b>96.0%</b>
<b>Turnback</b>	<b>217,230</b>	<b>224,930</b>	<b>N/A</b>		
<b>Net Change to Fund Balance</b>	<b>565,150</b>	<b>1,012,830</b>	<b>1,101,736</b>		



**Capital Projects Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

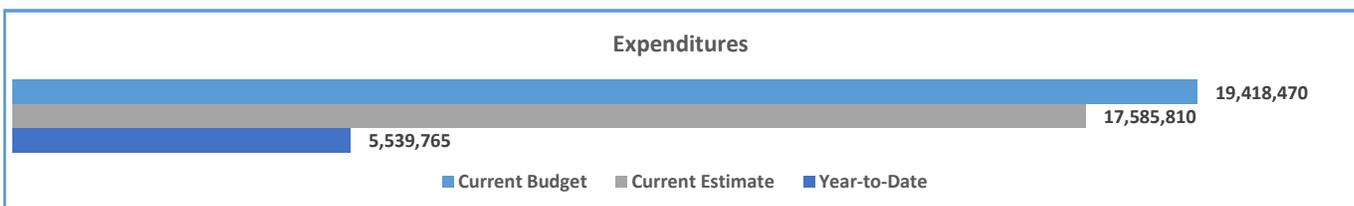
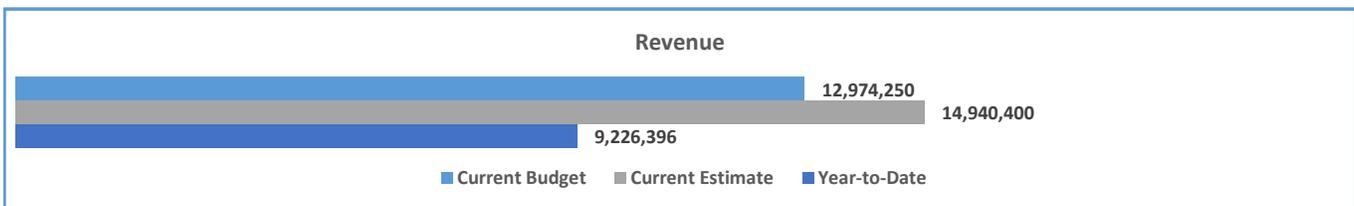
	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdg	Percent of Est
<b>Revenue:</b>							
Taxes:							
Sales Taxes (Net of BAP's)	4,130,009	4,206,298	4,282,880	4,544,420	4,192,365	97.9%	92.3%
Use Taxes (Net of BAP's)	2,018,889	2,405,045	2,045,960	2,407,570	2,194,266	107.2%	91.1%
Intergovernmental Revenue	233,234	96,558	4,200,490	4,200,490 [1]	74,745	1.8%	1.8%
Charges for Services	15,300	24,350	25,000	28,000	27,167	108.7%	97.0%
Miscellaneous Revenue:							
Developer Contributions/Dedications	453,405	110,000	-	282,000	281,901 [2]		100.0%
URD Contributions	303,952	325,023	637,310	1,188,110	948,107 [3]	148.8%	79.8%
Other Miscellaneous Revenue	121,761	179,146	113,010	181,870	257,844 [4]	228.2%	141.8%
Other Financing Sources	2,050	10,200	-	-	-		
Interfund Transfers	825,151	947,290	1,669,600	2,107,940	1,250,000	74.9%	59.3%
<b>Total Revenue</b>	<b>8,103,751</b>	<b>8,303,910</b>	<b>12,974,250</b>	<b>14,940,400</b>	<b>9,226,396</b>	<b>71.1%</b>	<b>61.8%</b>
<b>Expenditures:</b>							
Central Fund-Wide Charges	368,768	292,687	319,560	319,580	324,647	101.6%	101.6%
Capital - Sustainability	-	-	78,000	78,000	15,411	19.8%	19.8%
Capital - City Clerk	-	8,627	15,000	15,000	7,771	51.8%	51.8%
Capital - Community Design	365	487,890	10,000	10,000	590	5.9%	5.9%
Capital - Historic Preservation	-	-	52,500	-	-	0.0%	0.0%
Capital - Information Technology	133,741	21,235	485,500	485,500	249,199	51.3%	51.3%
Capital - General Facilities	22,855	27,797	-	8,150	10,026		123.0%
Capital - Patrol & Investigations	65,772	84,345	694,190	694,190	150,065	21.6%	21.6%
Capital - Code Enforcement	157	-	-	-	-		
Capital - Municipal Court	-	17,307	-	-	-		
Capital - Police Department Building Maintenance	-	-	259,000	259,000	147,316	56.9%	56.9%
Capital - Planning & Engineering	211,804	252,980	3,589,640	3,551,280	127,318	3.5%	3.6%
Capital - Transportation	4,492,130	4,490,713	10,535,290	10,060,340	4,138,473	39.3%	41.1%
Capital - Streetscapes	-	19,768	1,151,500	1,156,900	78,791	6.8%	6.8%
Capital - Snow & Ice Removal	-	-	25,500	25,500	20,912	82.0%	82.0%
Capital - Parks	-	-	128,000	128,000	25,034	19.6%	19.6%
Capital - Open Space Trail Maintenance	-	-	300,000	300,000	8,211	2.7%	2.7%
Capital - Open Space New Trails	872,179	82,522	1,376,140	92,640	19,367	1.4%	20.9%
Capital - Adult Activities	51,192	66,454	22,360	22,360	18,241	81.6%	81.6%
Capital - Aquatics	18,637	-	-	-	-		
Capital - Golf Course	-	-	3,250	4,000	3,925	120.8%	98.1%
Capital - Recreation Center Building	321,215	-	-	-	-		
Capital - Library Services	126,591	195,435	14,490	16,820	13,568	93.6%	80.7%
Capital - Museum Services	50,204	8,145	132,910	132,910	29,802	22.4%	22.4%
Capital - Cultural Arts & Special Events	51,228	35,820	75,640	75,640	2,098	2.8%	2.8%
Capital - Business Retention & Development	-	68,260	25,000	25,000	24,000	96.0%	96.0%
Interfund Transfers	-	395,100	125,000	125,000	125,000	100.0%	100.0%
<b>Total Expenditures</b>	<b>6,786,835</b>	<b>6,555,086</b>	<b>19,418,470</b>	<b>17,585,810</b>	<b>5,539,765</b>	<b>28.5%</b>	<b>31.5%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>1,316,916</b>	<b>1,748,825</b>	<b>(6,444,220)</b>	<b>(2,645,410)</b>	<b>3,686,630</b>		
<b>Beginning Fund Balance</b>	<b>3,376,846</b>	<b>4,693,763</b>	<b>6,442,587</b>	<b>6,442,587</b>	<b>6,442,587</b>		
<b>Ending Fund Balance</b>	<b>4,693,763</b>	<b>6,442,587</b>	<b>(1,633)</b>	<b>3,797,177</b>	<b>10,129,217</b>		

[1] Capital grants

[2] Land Dedication Fee

[3] Will be reconciled and adjusted during the year-end review process

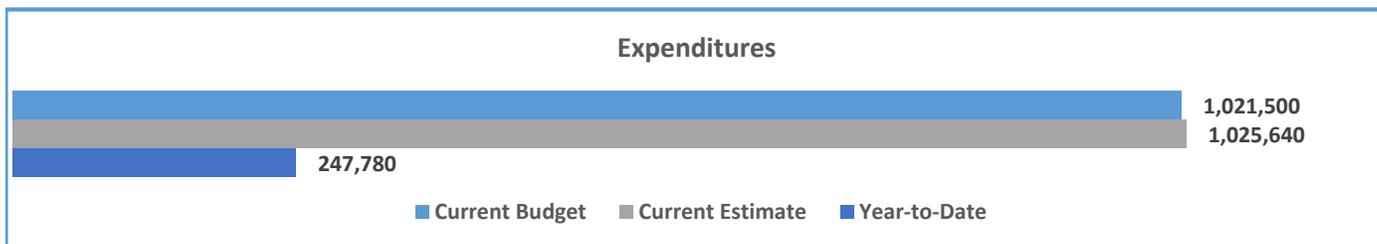
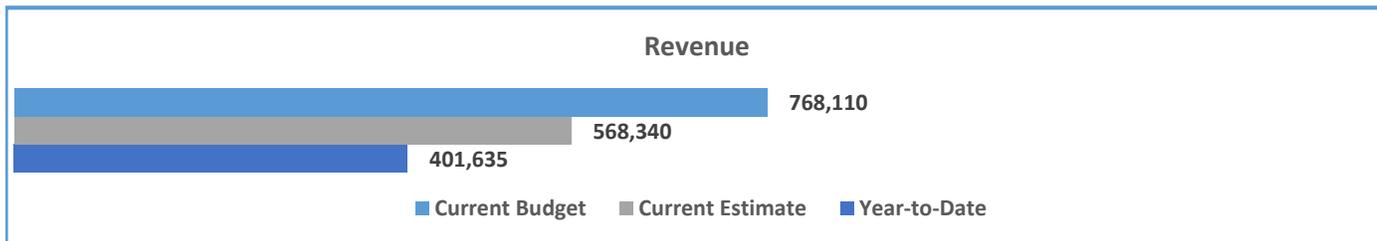
[4] The Capital Projects Fund was credited with more interest earnings than originally expected due to large fund balance throughout the year



**Impact Fee Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019		Actual @ 12/31/19	Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate			
<b>Revenue:</b>							
Charges for Services:							
Impact Fees - Municipal government	86,944	-	-	-	-		
Impact Fees - Transportation	269,508	456,677	407,060	343,100	233,872	57.5%	68.2%
Impact Fees - Parks & Trails	173,437	216,560	359,300	185,560	153,230	42.6%	82.6%
Impact Fees - Recreation	49,179	-	-	-	-		
Impact Fees - Library	26,732	28,784	-	24,680	-		0.0%
Miscellaneous Revenue	9,010	26,977	1,750	15,000	14,532	830.4%	96.9%
<b>Total Revenue</b>	<b>614,810</b>	<b>728,998</b>	<b>768,110</b>	<b>568,340</b>	<b>401,635</b>	<b>52.3%</b>	<b>70.7%</b>
<b>Expenditures:</b>							
Administration & Operations	3,235	796	1,000	700	365	36.5%	52.2%
Interfund Transfers	584,640	1,163,860	1,020,500	1,024,940	247,414 [1]	24.2%	24.1%
<b>Total Expenditures</b>	<b>587,875</b>	<b>1,164,656</b>	<b>1,021,500</b>	<b>1,025,640</b>	<b>247,780</b>	<b>24.3%</b>	<b>24.2%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>26,934</b>	<b>(435,658)</b>	<b>(253,390)</b>	<b>(457,300)</b>	<b>153,856</b>		
<b>Beginning Fund Balance</b>	<b>935,664</b>	<b>962,599</b>	<b>526,941</b>	<b>526,941</b>	<b>526,941</b>		
<b>Ending Fund Balance</b>	<b>962,599</b>	<b>526,941</b>	<b>273,551</b>	<b>69,641</b>	<b>680,796</b>		

[1] Transfers of Impact Fee revenue to other funds will be reconciled and recorded during the year-end review process.



**Recreation Center Construction Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

	2017 Actual	2018 Actual	2019			Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19		
<b>Revenue:</b>							
Intergovernmental Revenue	-	387,891	522,110	505,820	471,775	90.4%	93.3%
Miscellaneous Revenue:							
Interest Earnings	205,664	339,346	-	15,000	11,934		79.6%
Contributions from HPF	-	90,171	-	23,330	23,332		100.0%
Insurance Recovery	-	897,104	285,510	285,510	- [1]	0.0%	0.0%
Other Financing Sources:							
Bond Proceeds	26,653,454	-	-	-	-		
Bond Premium	1,846,241	-	-	-	-		
Interfund Transfers:							
Transfer from General Fund	-	1,500,000	-	-	-		
Transfer from CT - Lottery Fund	-	430,280	-	-	-		
Transfer from Capital Projects Fund	-	395,100	-	-	-		
Transfer from Impact Fee Fund	-	-	247,500	247,410	247,414	100.0%	100.0%
<b>Total Revenue</b>	<b>28,705,359</b>	<b>4,039,893</b>	<b>1,055,120</b>	<b>1,077,070</b>	<b>754,455</b>	<b>71.5%</b>	<b>70.0%</b>
<b>Expenditures:</b>							
Administration & Operations	399	725	-	750	411		54.8%
Debt Service - Bond Issuance Costs	192,839	-	-	-	-		
Capital Outlay - Recreation	2,886,128	26,423,273	3,637,610	3,637,610	3,625,672	99.7%	99.7%
Interfund Transfers	414,461	-	-	-	-		
<b>Total Expenditures</b>	<b>3,493,827</b>	<b>26,423,998</b>	<b>3,637,610</b>	<b>3,638,360</b>	<b>3,626,083</b>	<b>99.7%</b>	<b>99.7%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>25,211,532</b>	<b>(22,384,105)</b>	<b>(2,582,490)</b>	<b>(2,561,290)</b>	<b>(2,871,628)</b>		
<b>Beginning Fund Balance</b>	<b>-</b>	<b>25,211,532</b>	<b>2,827,427</b>	<b>2,827,427</b>	<b>2,827,427</b>		
<b>Ending Fund Balance</b>	<b>25,211,532</b>	<b>2,827,427</b>	<b>244,937</b>	<b>266,137</b>	<b>(44,201)</b>		

[1] An accrual for additional insurance proceeds is expected during the year-end review process

**Revenue**

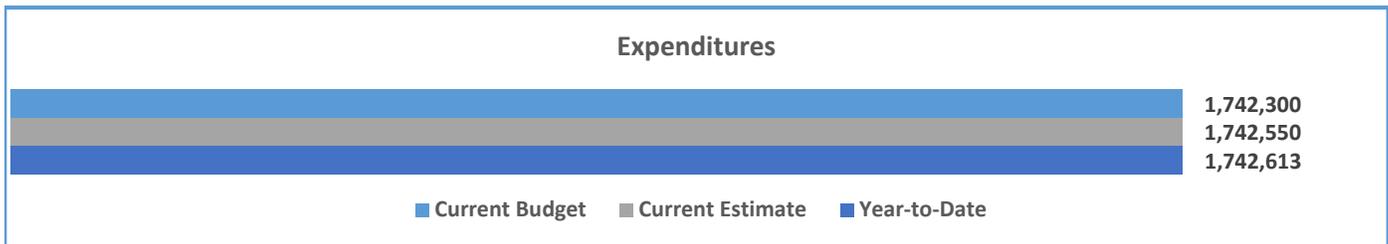
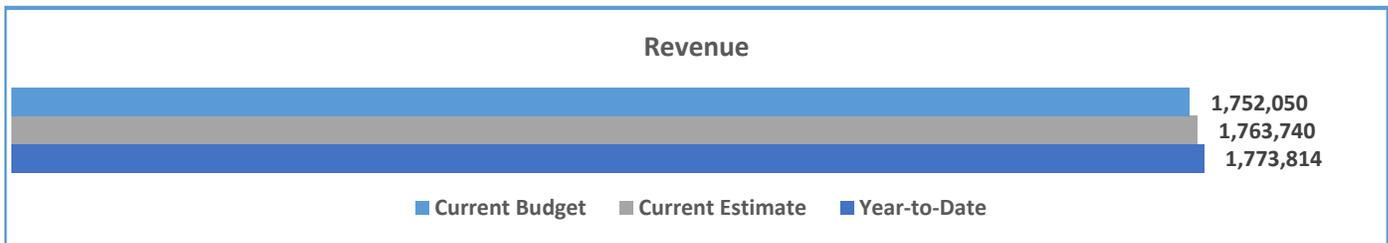


**Expenditures**



**Recreation Center Debt Service Fund**  
**Revenue, Expenditures, & Changes to Fund Balance**  
**December 31, 2019**

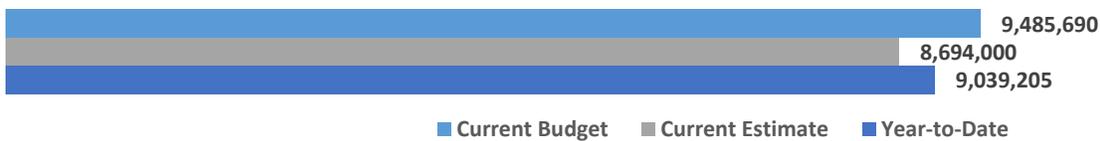
	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Taxes	-	1,747,796	1,751,430	1,748,740	1,760,880	100.5%	100.7%
Miscellaneous Revenue	4,194	3,214	620	15,000	12,934	2086.2%	86.2%
Bond Proceeds for Capitalized Interest	561,546	-	-	-	-		
<b>Total Revenue</b>	<b>565,740</b>	<b>1,751,010</b>	<b>1,752,050</b>	<b>1,763,740</b>	<b>1,773,814</b>	<b>101.2%</b>	<b>100.6%</b>
<b>Expenditures:</b>							
Administration & Operations	-	300	300	550	613	204.2%	111.4%
Debt Service:							
Principal	-	665,000	680,000	680,000	680,000	100.0%	100.0%
Interest	561,546	1,075,300	1,062,000	1,062,000	1,062,000	100.0%	100.0%
<b>Total Expenditures</b>	<b>561,546</b>	<b>1,740,600</b>	<b>1,742,300</b>	<b>1,742,550</b>	<b>1,742,613</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>4,194</b>	<b>10,410</b>	<b>9,750</b>	<b>21,190</b>	<b>31,201</b>		
<b>Beginning Fund Balance</b>	<b>-</b>	<b>4,194</b>	<b>14,604</b>	<b>14,604</b>	<b>14,604</b>		
<b>Ending Fund Balance</b>	<b>4,194</b>	<b>14,604</b>	<b>24,354</b>	<b>35,794</b>	<b>45,805</b>		



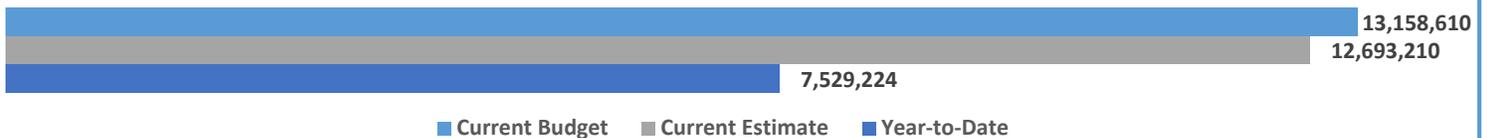
**Water Utility Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019				Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19			
<b>Revenue:</b>								
Intergovernmental Revenue	335,181	-	-	-	-			
Charges for Services:								
User Fees	5,851,124	6,416,158	5,794,630	5,669,830	5,607,511	96.8%	98.9%	
Tap Fees	4,659,014	1,647,686	3,282,870	2,512,640	2,853,800	86.9%	113.6%	
Miscellaneous Revenue	416,444	529,048	408,190	511,530	577,893	141.6%	113.0%	
Other Financing Sources	-	1,000	-	-	-			
<b>Total Revenue</b>	<b>11,261,763</b>	<b>8,593,893</b>	<b>9,485,690</b>	<b>8,694,000</b>	<b>9,039,205</b>	<b>95.3%</b>	<b>104.0%</b>	
<b>Expenditures:</b>								
Central Fund-Wide Charges	476,752	464,275	520,330	520,310	484,586	93.1%	93.1%	
Utility Billing	135,665	133,692	150,300	137,410	125,232	83.3%	91.1%	
Water Utility Engineering	69,564	65,216	74,260	75,030	74,197	99.9%	98.9%	
Water Plant Operations	1,324,028	1,712,260	1,603,370	1,500,440	1,253,954	78.2%	83.6%	
Raw Water Operations	481,185	626,309	965,790	679,440	652,869	67.6%	96.1%	
Water Distribution	461,871	471,988	604,630	571,710	430,187	71.1%	75.2%	
Water Treatment Plant Building Maintenance	186,069	186,986	306,620	286,550	230,497	75.2%	80.4%	
Debt Service	976,824	987,674	981,820	981,820	983,647	100.2%	100.2%	
Replacement Capital - Public Works	2,049,987	1,894,462	2,895,670	2,970,480	2,322,647	80.2%	78.2%	
Capital - Public Works	1,869,152	4,844,581	5,055,820	4,970,020	971,407	19.2%	19.5%	
<b>Total Expenditures</b>	<b>8,031,098</b>	<b>11,387,443</b>	<b>13,158,610</b>	<b>12,693,210</b>	<b>7,529,224</b>	<b>57.2%</b>	<b>59.3%</b>	
<b>Revenue Over/(Under) Expenditures</b>	<b>3,230,664</b>	<b>(2,793,550)</b>	<b>(3,672,920)</b>	<b>(3,999,210)</b>	<b>1,509,981</b>			
<b>Projected Turnback</b>	<b>N/A</b>	<b>N/A</b>	<b>633,800</b>	<b>565,630</b>	<b>N/A</b>			
<b>Beginning Working Capital</b>	<b>14,666,139</b>	<b>17,896,803</b>	<b>15,103,253</b>	<b>15,103,253</b>	<b>15,103,253</b>			
<b>Ending Working Capital</b>	<b>17,896,803</b>	<b>15,103,253</b>	<b>12,064,133</b>	<b>11,669,673</b>	<b>16,613,234</b>			

**Revenue**

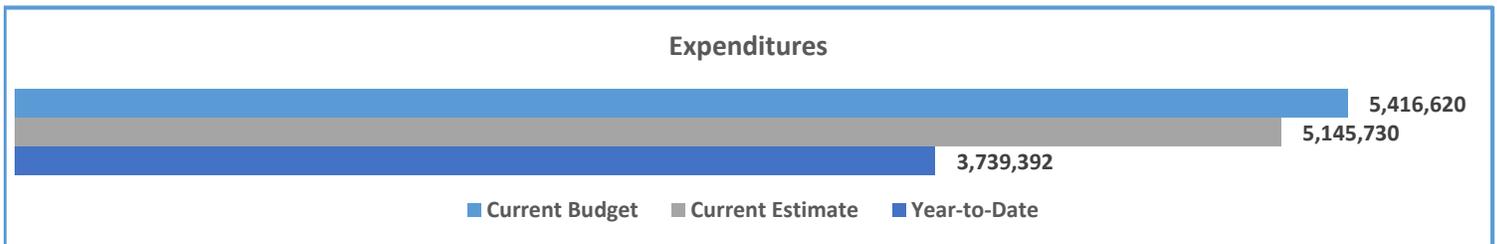
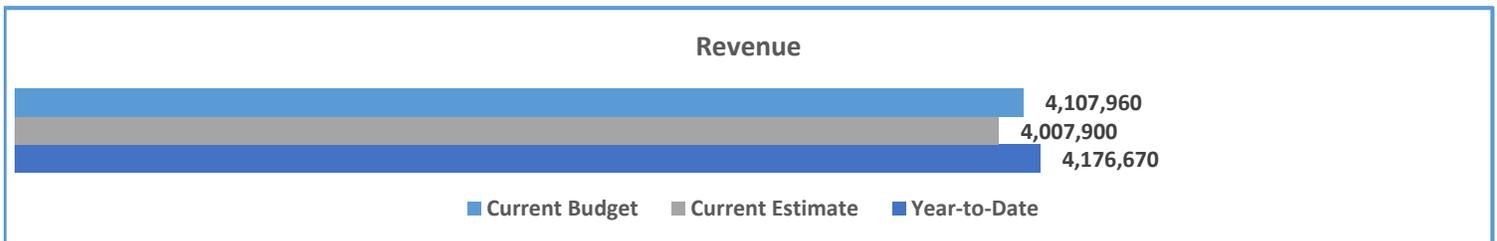


**Expenditures**



**Wastewater Utility Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019		Actual @ 12/31/19	Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate			
<b>Revenue:</b>							
Charges for Services:							
User Fees	3,366,598	3,580,936	3,506,000	3,560,400	3,742,153	106.7%	105.1%
Tap Fees	819,240	161,360	469,800	283,560	248,160	52.8%	87.5%
Miscellaneous Revenue	160,451	235,748	132,160	163,940	180,357	136.5%	110.0%
<b>Total Revenue</b>	<b>4,346,289</b>	<b>3,978,044</b>	<b>4,107,960</b>	<b>4,007,900</b>	<b>4,176,670</b>	<b>101.7%</b>	<b>104.2%</b>
<b>Expenditures:</b>							
Central Fund-Wide Charges	371,666	310,345	365,690	365,440	354,971	97.1%	97.1%
Utility Billing	113,671	111,761	135,690	120,600	105,258	77.6%	87.3%
Wastewater Utility Engineering	44,841	64,220	146,500	73,340	83,868	57.2%	114.4%
Wastewater Collections	224,838	208,353	279,840	252,980	228,144	81.5%	90.2%
Wastewater Treatment Plant Operations	758,609	854,219	974,590	907,040	842,767	86.5%	92.9%
Pretreatment	44,433	52,364	80,680	76,980	89,307	110.7%	116.0%
Wastewater Treatment Plant Building Maint	300,726	288,728	455,670	340,390	259,184	56.9%	76.1%
Debt Service	1,272,007	1,278,242	1,282,310	1,282,310	1,217,504	94.9%	94.9%
Replacement Capital - Public Works	1,051,821	502,186	831,650	861,650	538,360	64.7%	62.5%
Capital - Public Works	6,473,209	752,834	864,000	865,000	20,030	2.3%	2.3%
<b>Total Expenditures</b>	<b>10,655,819</b>	<b>4,423,253</b>	<b>5,416,620</b>	<b>5,145,730</b>	<b>3,739,392</b>	<b>69.0%</b>	<b>72.7%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>(6,309,531)</b>	<b>(445,209)</b>	<b>(1,308,660)</b>	<b>(1,137,830)</b>	<b>437,278</b>		
<b>Projected Turnback</b>	<b>N/A</b>	<b>N/A</b>	<b>243,870</b>	<b>213,680</b>	<b>N/A</b>		
<b>Beginning Working Capital</b>	<b>12,374,069</b>	<b>6,064,538</b>	<b>5,619,330</b>	<b>5,619,330</b>	<b>5,619,330</b>		
<b>Ending Working Capital</b>	<b>6,064,538</b>	<b>5,619,330</b>	<b>4,554,540</b>	<b>4,695,180</b>	<b>6,056,608</b>		



**Storm Water Utility Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

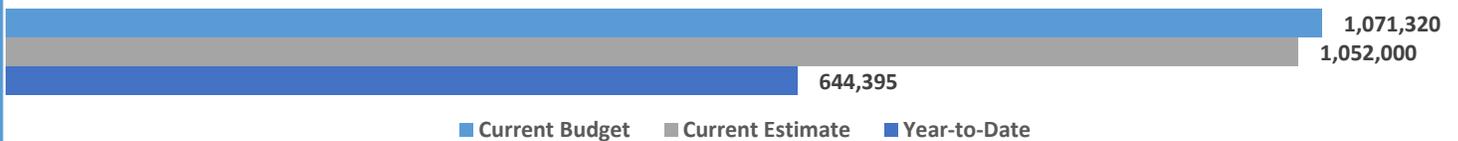
	2017 Actual	2018 Actual			2019		
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Licenses & Permits	500	625	2,000	2,000	1,200	60.0%	60.0%
Intergovernmental Revenue	265,643	68,814	229,380	229,380 [1]	-	0.0%	0.0%
Charges for Services	739,801	779,643	828,970	837,450	914,281	110.3%	109.2%
Miscellaneous Revenue	9,870	20,106	9,610	23,520	20,438	212.7%	86.9%
<b>Total Revenue</b>	<b>1,015,814</b>	<b>869,188</b>	<b>1,069,960</b>	<b>1,092,350</b>	<b>935,919</b>	<b>87.5%</b>	<b>85.7%</b>
<b>Expenditures:</b>							
Storm Water Utility Engineering	34,501	33,203	35,920	36,530	38,116	106.1%	104.3%
Storm Water Administration & Operations	253,443	243,557	338,530	318,300	290,932	85.9%	91.4%
Debt Service	260,532	261,809	262,650	262,650	249,368	94.9%	94.9%
Capital - Public Works	390,646	560,574	434,220	434,520	65,979	15.2%	15.2%
<b>Total Expenditures</b>	<b>939,122</b>	<b>1,099,144</b>	<b>1,071,320</b>	<b>1,052,000</b>	<b>644,395</b>	<b>60.1%</b>	<b>61.3%</b>
Revenue Over/(Under) Expenditures	76,692	(229,956)	(1,360)	40,350	291,523		
Projected Turnback	N/A	N/A	56,170	53,220	N/A		
Beginning Working Capital	1,264,980	1,341,672	1,111,716	1,111,716	1,111,716		
Ending Working Capital	1,341,672	1,111,716	1,166,526	1,205,286	1,403,240		

[1] Capital grants

**Revenue**

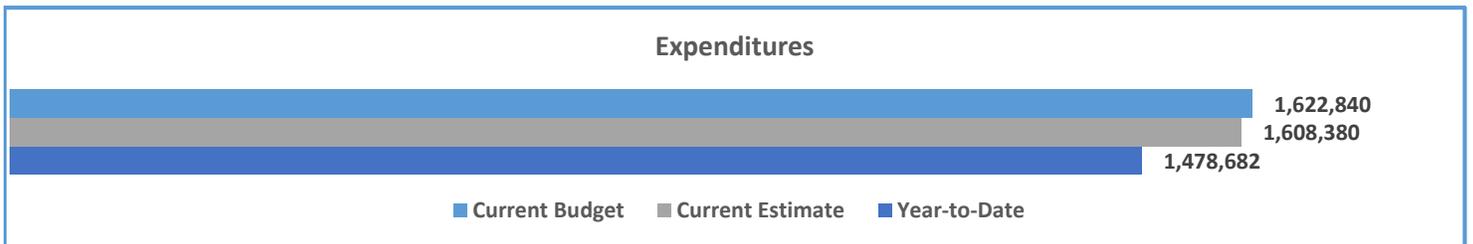
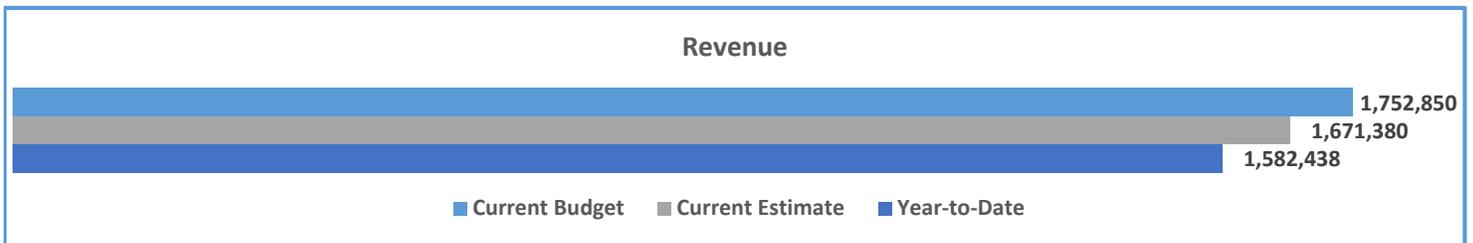


**Expenditures**



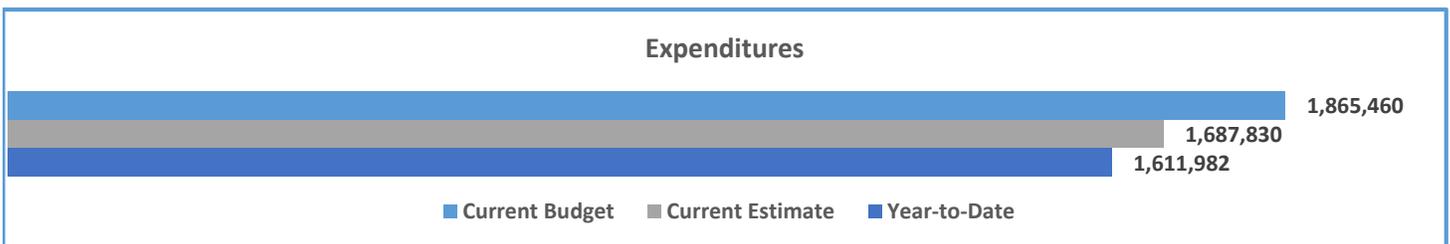
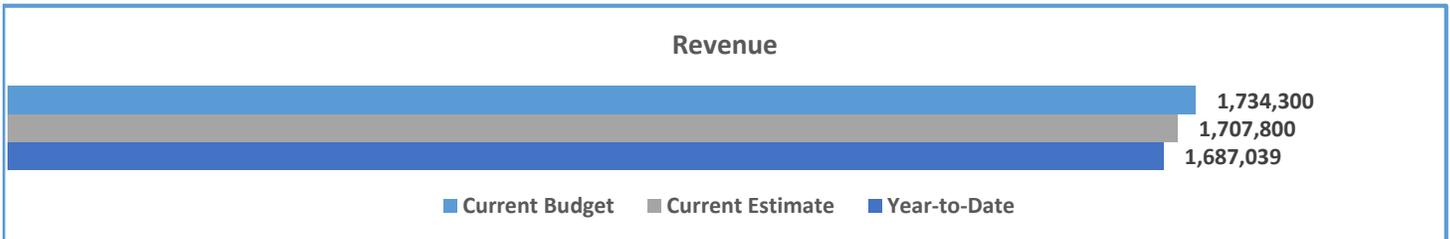
**Solid Waste & Recycling Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019				Percent of Bdgt	Percent of Est
			Current Budget	Last Estimate	Actual @ 12/31/19			
<b>Revenue:</b>								
Charges for Services:								
User Fees	1,424,193	1,455,963	1,520,470	1,446,440	1,357,128	89.3%	93.8%	
Administration Fees	127,936	150,933	148,980	150,930	142,934	95.9%	94.7%	
Hazardous Waste Fees	54,834	59,113	71,400	61,200	62,855	88.0%	102.7%	
Other Fees	10,657	13,117	9,550	9,910	11,691	122.4%	118.0%	
Miscellaneous Revenue	(3)	1,189	2,450	2,900	7,830	319.6%	270.0%	
<b>Total Revenue</b>	<b>1,617,618</b>	<b>1,680,316</b>	<b>1,752,850</b>	<b>1,671,380</b>	<b>1,582,438</b>	<b>90.3%</b>	<b>94.7%</b>	
<b>Expenditures:</b>								
Administration & Operations	96,944	93,490	84,600	102,180	111,143	131.4%	108.8%	
BC Household Hazardous Waste	62,256	48,376	59,760	59,760	-	0.0%	0.0%	
Professional Services - Solid Waste Hauling	1,433,766	1,465,869	1,478,480	1,446,440	1,367,539	92.5%	94.5%	
<b>Total Expenditures</b>	<b>1,592,967</b>	<b>1,607,735</b>	<b>1,622,840</b>	<b>1,608,380</b>	<b>1,478,682</b>	<b>91.1%</b>	<b>91.9%</b>	
<b>Revenue Over/(Under) Expenditures</b>	<b>24,651</b>	<b>72,581</b>	<b>130,010</b>	<b>63,000</b>	<b>103,756</b>			
<b>Beginning Working Capital</b>	<b>(7,332)</b>	<b>17,319</b>	<b>89,900</b>	<b>89,900</b>	<b>89,900</b>			
<b>Ending Working Capital</b>	<b>17,319</b>	<b>89,900</b>	<b>219,910</b>	<b>152,900</b>	<b>193,656</b>			



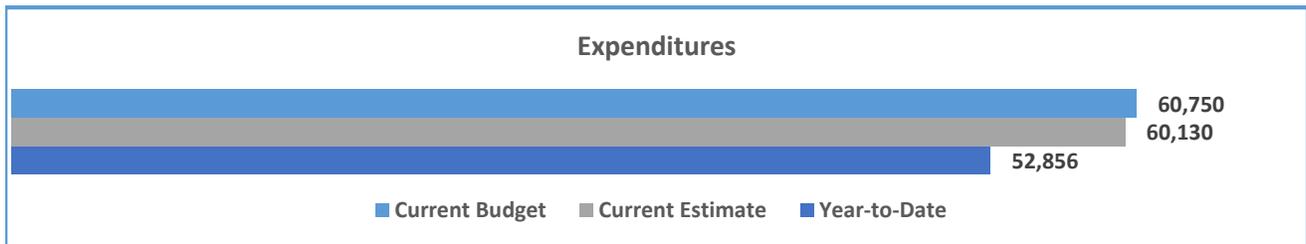
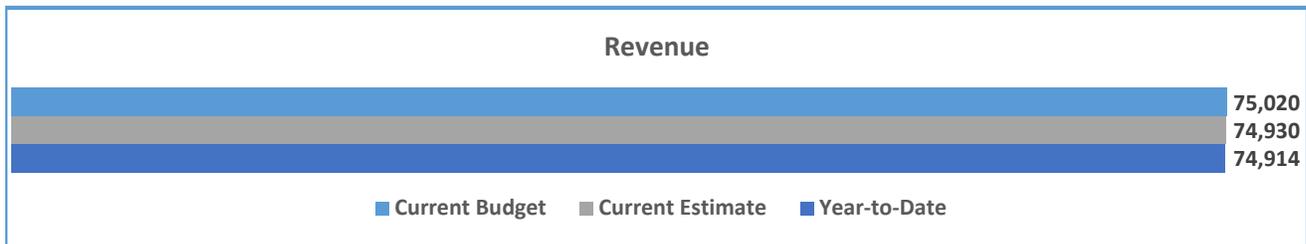
**Golf Course Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Charges for Services:							
Green Fees	833,131	867,029	925,000	890,000	865,694	93.6%	97.3%
Annual Season Passes	152,940	149,175	178,000	178,000	184,827	103.8%	103.8%
Golf Cart Rentals	221,517	206,692	235,000	225,000	219,795	93.5%	97.7%
Driving Range Fees	108,124	111,091	124,000	115,000	111,124	89.6%	96.6%
Pro Shop Merchandise Sales	98,642	119,005	115,000	106,000	108,697	94.5%	102.5%
Other Charges for Services	121,088	145,233	148,700	128,340	129,492	87.1%	100.9%
Miscellaneous Revenue	4,107	131,541	8,600	65,460	67,410	783.8%	103.0%
Other Financing Sources	-	550	-	-	-		
<b>Total Revenue</b>	<b>1,539,549</b>	<b>1,730,315</b>	<b>1,734,300</b>	<b>1,707,800</b>	<b>1,687,039</b>	<b>97.3%</b>	<b>98.8%</b>
<b>Expenditures:</b>							
General & Marketing	134,525	114,824	117,570	118,510	115,032	97.8%	97.1%
Golf Operations & Pro Shop	630,213	697,908	713,180	744,630	732,274	102.7%	98.3%
Golf Course Maintenance	551,453	871,183	914,460	705,300	660,499	72.2%	93.6%
Golf Clubhouse Operations & Maintenance	86,596	147,737	94,890	93,690	92,982	98.0%	99.2%
Capital - Parks & Recreation	8,757	-	25,360	25,700	11,196	44.1%	43.6%
<b>Total Expenditures</b>	<b>1,411,543</b>	<b>1,831,653</b>	<b>1,865,460</b>	<b>1,687,830</b>	<b>1,611,982</b>	<b>86.4%</b>	<b>95.5%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>128,006</b>	<b>(101,338)</b>	<b>(131,160)</b>	<b>19,970</b>	<b>75,057</b>		
<b>Projected Turnback</b>	<b>N/A</b>	<b>N/A</b>	<b>73,600</b>	<b>66,490</b>	<b>N/A</b>		
<b>Beginning Working Capital</b>	<b>187,600</b>	<b>314,116</b>	<b>212,778</b>	<b>212,778</b>	<b>212,778</b>		
<b>Ending Working Capital</b>	<b>315,606</b>	<b>212,778</b>	<b>155,218</b>	<b>299,238</b>	<b>287,835</b>		



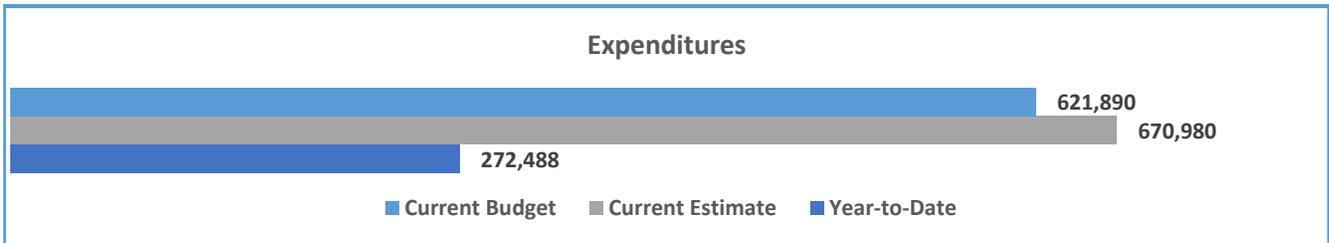
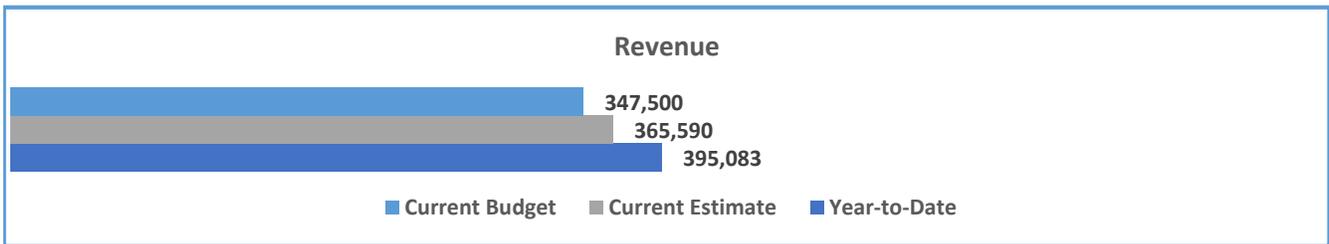
**Technology Management Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Replacement Contributions	70,242	68,130	70,640	70,640	70,666	100.0%	100.0%
Miscellaneous Revenue	1,426	3,313	4,380	4,290	4,248	97.0%	99.0%
<b>Total Revenue</b>	<b>71,668</b>	<b>71,443</b>	<b>75,020</b>	<b>74,930</b>	<b>74,914</b>	<b>99.9%</b>	<b>100.0%</b>
<b>Expenditures:</b>							
Administration & Operations	119	1,334	750	130	348	46.3%	267.3%
Capital - Equipment Replacement	92,214	50,895	60,000	60,000	52,508	87.5%	87.5%
<b>Total Expenditures</b>	<b>92,333</b>	<b>52,229</b>	<b>60,750</b>	<b>60,130</b>	<b>52,856</b>	<b>87.0%</b>	<b>87.9%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>(20,665)</b>	<b>19,214</b>	<b>14,270</b>	<b>14,800</b>	<b>22,058</b>		
<b>Beginning Working Capital</b>	<b>200,247</b>	<b>179,582</b>	<b>198,796</b>	<b>198,796</b>	<b>198,796</b>		
<b>Ending Working Capital</b>	<b>179,582</b>	<b>198,796</b>	<b>213,066</b>	<b>213,596</b>	<b>220,854</b>		



**Fleet Management Fund**  
**Revenue, Expenditures, & Changes to Working Capital**  
**December 31, 2019 - Budgetary Basis**

	2017 Actual	2018 Actual	2019				
			Current Budget	Last Estimate	Actual @ 12/31/19	Percent of Bdgt	Percent of Est
<b>Revenue:</b>							
Replacement Contributions	-	238,880	342,200	342,200	350,796	102.5%	102.5%
Miscellaneous Revenue	4,839	61,933	5,300	23,390	44,287	835.6%	189.3%
Other Financing Sources	-	60,000	-	-	-		
<b>Total Revenue</b>	<b>4,839</b>	<b>360,813</b>	<b>347,500</b>	<b>365,590</b>	<b>395,083</b>	<b>113.7%</b>	<b>108.1%</b>
<b>Expenditures:</b>							
Administration & Operations	415	285	500	300	278	55.6%	92.6%
Capital - Equipment Replacement	188,885	361,080	621,390	670,680	272,210	43.8%	40.6%
<b>Total Expenditures</b>	<b>189,300</b>	<b>361,365</b>	<b>621,890</b>	<b>670,980</b>	<b>272,488</b>	<b>43.8%</b>	<b>40.6%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>(184,462)</b>	<b>(552)</b>	<b>(274,390)</b>	<b>(305,390)</b>	<b>122,595</b>		
<b>Beginning Working Capital</b>	<b>752,327</b>	<b>567,866</b>	<b>567,313</b>	<b>567,313</b>	<b>567,313</b>		
<b>Ending Working Capital</b>	<b>567,866</b>	<b>567,313</b>	<b>292,923</b>	<b>261,923</b>	<b>689,908</b>		



**SUBJECT: CASH & INVESTMENTS REPORT FOR THE QUARTER ENDED  
DECEMBER 31, 2019**

**DATE: JANUARY 21, 2020**

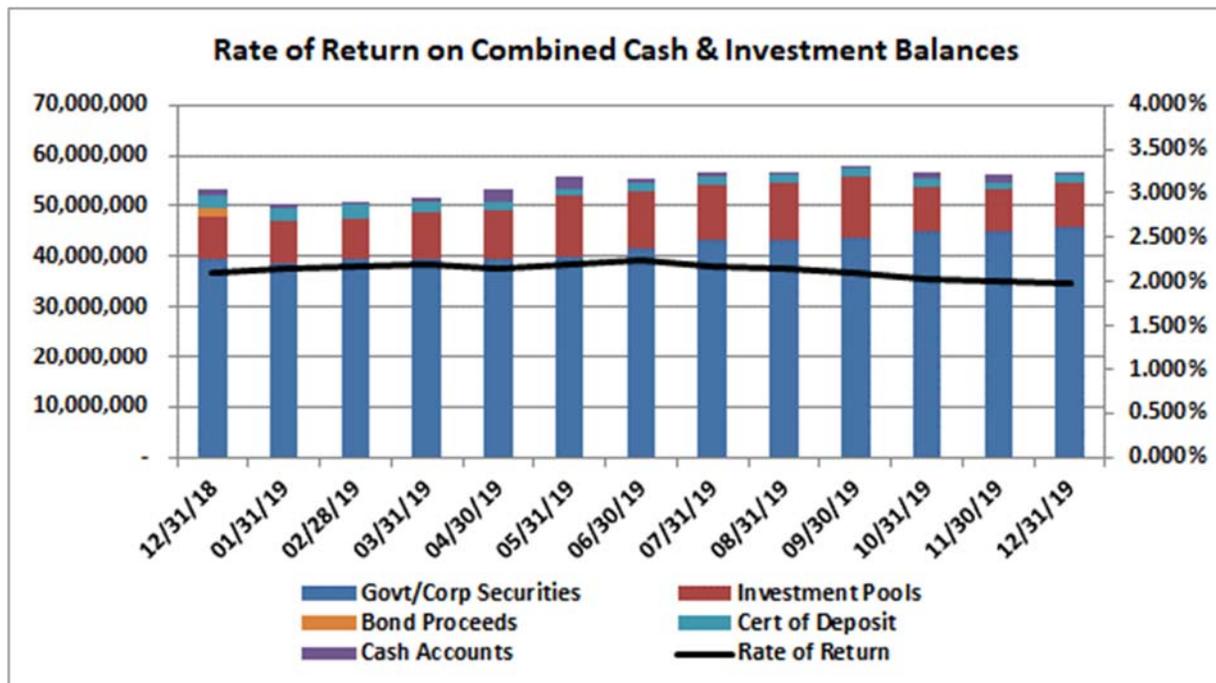
**PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR**

**SUMMARY:**

Attached is the December 31, 2019 quarterly report from Chandler Asset Management, the City’s Investment Advisor. Please note that this is a consolidated report and includes the investments managed by Chandler plus bank balances and Local Government Investment Pool (LGIP) balances.

As of December 31, *all* cash and investments totaled \$56.4 million, a decrease of \$2.6 million since September 30, 2019. The average rate of return on all cash and investments for the fourth quarter was approximately 2.0%.

The following chart summarizes the distribution of all cash and investments and the average rate of return from December 2018 through December 2019.





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# City of Louisville Consolidated - Account #10238

## MONTHLY ACCOUNT STATEMENT

DECEMBER 1, 2019 THROUGH DECEMBER 31, 2019

**Chandler Team:**

For questions about your account, please call (800) 317-4747,  
or contact [operations@chandlerasset.com](mailto:operations@chandlerasset.com)

**CHANDLER ASSET MANAGEMENT**  
chandlerasset.com

*Information contained herein is confidential. We urge you to compare this statement to the one you receive from your qualified custodian. Please see Important Disclosures.*



**PORTFOLIO CHARACTERISTICS**

Average Modified Duration	0.73
Average Coupon	2.05%
Average Purchase YTM	2.09%
Average Market YTM	1.75%
Average S&P/Moody Rating	AA+/Aaa
Average Final Maturity	0.75 yrs
Average Life	0.73 yrs

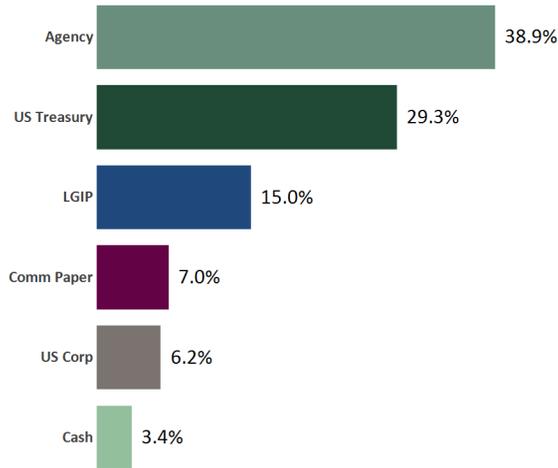
**ACCOUNT SUMMARY**

	Beg. Values as of 11/30/19	End Values as of 12/31/19
Market Value	56,504,041	56,526,407
Accrued Interest	228,250	234,591
<b>Total Market Value</b>	<b>56,732,291</b>	<b>56,760,998</b>
Income Earned	83,703	81,883
Cont/WD		
Par	56,387,829	56,418,006
Book Value	56,362,927	56,375,519
Cost Value	56,327,869	56,348,907

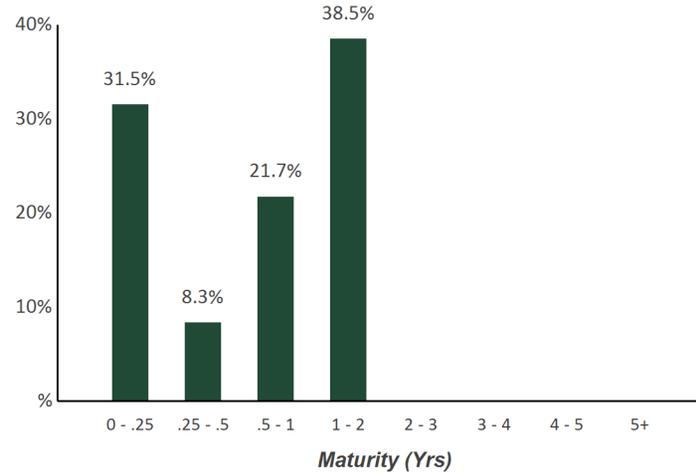
**TOP ISSUERS**

Government of United States	29.3%
Federal Farm Credit Bank	18.0%
Local Govt Investment Pool	15.0%
Federal Home Loan Bank	14.3%
Federal National Mortgage Assoc	3.6%
Louisville Cash/LGIP	3.4%
Federal Home Loan Mortgage Corp	3.1%
Apple Inc	2.2%
<b>Total</b>	<b>88.9%</b>

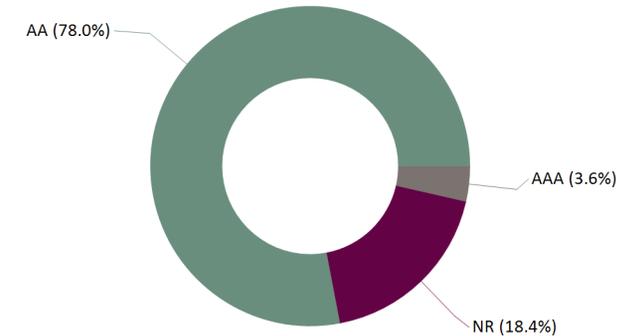
**SECTOR ALLOCATION**



**MATURITY DISTRIBUTION**



**CREDIT QUALITY (S&P)**





CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
<b>AGENCY</b>									
3133EJLU1	FFCB Note 2.42% Due 1/24/2020	1,000,000.00	05/30/2018 2.42%	999,980.00 999,999.24	100.05 1.58%	1,000,527.00 10,553.89	1.78% 527.76	Aaa / AA+ AAA	0.07 0.06
3130ADN32	FHLB Note 2.125% Due 2/11/2020	1,500,000.00	02/08/2018 2.22%	1,497,255.00 1,499,846.25	100.05 1.64%	1,500,790.50 12,395.83	2.67% 944.25	Aaa / AA+ AAA	0.12 0.11
3133EHFL2	FFCB Note 1.55% Due 4/13/2020	700,000.00	07/05/2018 2.57%	687,701.00 698,042.04	99.96 1.67%	699,746.60 2,350.83	1.24% 1,704.56	Aaa / AA+ AAA	0.28 0.28
3137EAEM7	FHLMC Note 2.5% Due 4/23/2020	750,000.00	04/24/2018 2.55%	749,280.00 749,888.40	100.27 1.63%	751,999.50 3,541.67	1.33% 2,111.10	Aaa / AA+ AAA	0.31 0.31
3130AECJ7	FHLB Note 2.625% Due 5/28/2020	1,500,000.00	05/18/2018 2.63%	1,499,790.00 1,499,957.89	100.39 1.66%	1,505,862.00 3,609.38	2.66% 5,904.11	Aaa / AA+ AAA	0.41 0.41
3130A66T9	FHLB Note 1.625% Due 9/11/2020	1,000,000.00	11/09/2017 1.80%	995,280.00 998,842.78	99.98 1.66%	999,782.00 4,965.28	1.77% 939.22	Aaa / AA+ AAA	0.70 0.68
3133EHJ95	FFCB Note 1.75% Due 10/26/2020	1,000,000.00	10/31/2017 1.79%	998,810.00 999,673.57	100.09 1.64%	1,000,865.00 3,159.72	1.77% 1,191.43	Aaa / AA+ AAA	0.82 0.81
3135G0U84	FNMA Note 2.875% Due 10/30/2020	1,000,000.00	12/13/2018 2.81%	1,001,090.00 1,000,481.44	101.01 1.65%	1,010,068.00 4,871.53	1.79% 9,586.56	Aaa / AA+ AAA	0.83 0.82
313371U79	FHLB Note 3.125% Due 12/11/2020	1,000,000.00	12/14/2018 2.79%	1,006,340.00 1,003,016.97	101.37 1.65%	1,013,730.00 1,736.11	1.79% 10,713.03	Aaa / AA+ AAA	0.95 0.93
3133EJ4Q9	FFCB Note 2.55% Due 1/11/2021	750,000.00	02/05/2019 2.57%	749,767.50 749,876.00	101.00 1.57%	757,467.00 9,031.25	1.35% 7,591.00	Aaa / AA+ AAA	1.03 1.00
3137EAEL9	FHLMC Note 2.375% Due 2/16/2021	1,000,000.00	10/11/2019 1.72%	1,008,610.00 1,007,239.43	100.86 1.60%	1,008,573.00 8,906.25	1.79% 1,333.57	Aaa / AA+ AAA	1.13 1.10
3135G0J20	FNMA Note 1.375% Due 2/26/2021	1,000,000.00	06/17/2019 1.95%	990,480.00 993,509.79	99.75 1.60%	997,485.00 4,774.31	1.77% 3,975.21	Aaa / AA+ AAA	1.16 1.13
3133EKCS3	FFCB Note 2.55% Due 3/11/2021	750,000.00	04/05/2019 2.42%	751,822.50 751,127.72	101.16 1.56%	758,704.50 5,843.75	1.35% 7,576.78	Aaa / AA+ AAA	1.19 1.17
3130A0XD7	FHLB Note 2.375% Due 3/12/2021	1,000,000.00	04/05/2019 2.42%	999,240.00 999,529.32	100.86 1.65%	1,008,607.00 7,190.97	1.79% 9,077.68	Aaa / AA+ AAA	1.20 1.17
3133EJJD2	FFCB Note 2.54% Due 4/5/2021	1,000,000.00	06/17/2019 1.95%	1,010,350.00 1,007,246.58	101.22 1.56%	1,012,150.00 6,067.78	1.79% 4,903.42	Aaa / AA+ AAA	1.26 1.23
3133EKJP2	FFCB Note 2.4% Due 4/29/2021	1,250,000.00	07/18/2019 1.91%	1,260,687.50 1,257,958.08	101.10 1.56%	1,263,732.50 5,166.67	2.24% 5,774.42	Aaa / AA+ AAA	1.33 1.30



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
<b>AGENCY</b>									
3133EKLQ7	FFCB Note 2.25% Due 5/17/2021	1,250,000.00	06/26/2019 1.88%	1,258,562.50 1,256,265.85	100.94 1.56%	1,261,732.50 3,437.50	2.23% 5,466.65	Aaa / AA+ AAA	1.38 1.35
3130A1W95	FHLB Note 2.25% Due 6/11/2021	1,000,000.00	05/29/2019 2.18%	1,001,350.00 1,000,957.54	100.88 1.63%	1,008,770.00 1,250.00	1.78% 7,812.46	Aaa / AA+ AAA	1.45 1.42
3133EKVC7	FFCB Note 1.875% Due 7/19/2021	1,385,000.00	07/26/2019 1.95%	1,383,102.55 1,383,513.09	100.49 1.56%	1,391,743.57 11,685.94	2.47% 8,230.48	Aaa / AA+ AAA	1.55 1.51
3133EKZV1	FFCB Note 1.55% Due 8/16/2021	1,000,000.00	08/09/2019 1.65%	998,010.00 998,385.68	99.99 1.56%	999,863.00 5,812.50	1.77% 1,477.32	Aaa / AA+ AAA	1.63 1.59
313378JP7	FHLB Note 2.375% Due 9/10/2021	1,000,000.00	08/22/2019 1.66%	1,014,430.00 1,011,906.19	101.30 1.60%	1,012,953.00 7,322.92	1.80% 1,046.81	Aaa / AA+ AAA	1.70 1.64
<b>Total Agency</b>		<b>21,835,000.00</b>	<b>2.17%</b>	<b>21,861,938.55</b> <b>21,867,263.85</b>	<b>1.61%</b>	<b>21,965,151.67</b> <b>123,674.08</b>	<b>38.92%</b> <b>97,887.82</b>	<b>Aaa / AA+</b> <b>AAA</b>	<b>0.98</b> <b>0.96</b>
<b>CASH</b>									
90CASH\$02	LSVL Cash Accounts	232,715.73	Various 0.50%	232,715.73 232,715.73	1.00 0.50%	232,715.73 0.00	0.41% 0.00	NR / NR NR	0.00 0.00
90COMB\$00	LSVL Compensating Balance Account	1,710,465.78	Various 0.00%	1,710,465.78 1,710,465.78	1.00 0.00%	1,710,465.78 0.00	3.01% 0.00	NR / NR NR	0.00 0.00
<b>Total Cash</b>		<b>1,943,181.51</b>	<b>0.06%</b>	<b>1,943,181.51</b>	<b>0.06%</b>	<b>1,943,181.51</b> <b>0.00</b>	<b>3.42%</b> <b>0.00</b>	<b>NR / NR</b> <b>NR</b>	<b>0.00</b> <b>0.00</b>
<b>COMMERCIAL PAPER</b>									
89233GAN6	Toyota Motor Credit Discount CP 2.17% Due 1/22/2020	1,000,000.00	07/26/2019 2.22%	989,150.00 989,150.00	98.92 2.22%	989,150.00 9,584.17	1.76% 0.00	P-1 / A-1+ NR	0.06 0.06
46640PB36	JP Morgan Discount CP 2.41% Due 2/3/2020	1,000,000.00	05/31/2019 2.48%	983,397.78 983,397.78	98.34 2.48%	983,397.78 14,393.05	1.76% 0.00	P-1 / A-1 F-1+	0.09 0.09
62479LB38	MUFG Bank Ltd Discount CP 2.04% Due 2/3/2020	1,000,000.00	08/19/2019 2.09%	990,480.00 990,480.00	99.05 2.09%	990,480.00 7,650.00	1.76% 0.00	P-1 / A-1 NR	0.09 0.09



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
<b>COMMERCIAL PAPER</b>									
21687AGH0	Rabobank Nederland NV NY Discount CP 1.8% Due 7/17/2020	1,000,000.00	10/21/2019 1.84%	986,500.00 986,500.00	98.65 1.84%	986,500.00 3,600.00	1.74% 0.00	P-1 / A-1 NR	0.55 0.54
<b>Total Commercial Paper</b>		<b>4,000,000.00</b>	<b>2.16%</b>	<b>3,949,527.78</b>	<b>2.16%</b>	<b>3,949,527.78</b>	<b>7.02%</b>	<b>Aaa / AA+</b>	<b>0.20</b>
						<b>35,227.22</b>	<b>0.00</b>	<b>AAA</b>	<b>0.20</b>
<b>LOCAL GOV INVESTMENT POOL</b>									
99CSAFE\$0	CSAFE Investment Pool	23,702.33	Various 1.75%	23,702.33 23,702.33	1.00 1.75%	23,702.33 0.00	0.04% 0.00	NR / AAA NR	0.00 0.00
90LGIP\$00	LGIP Local Govt Investment Pool	8,516,122.12	Various 2.55%	8,516,122.12 8,516,122.12	1.00 2.55%	8,516,122.12 0.00	15.00% 0.00	NR / NR NR	0.00 0.00
<b>Total Local Gov Investment Pool</b>		<b>8,539,824.45</b>	<b>2.55%</b>	<b>8,539,824.45</b>	<b>2.55%</b>	<b>8,539,824.45</b>	<b>15.05%</b>	<b>NR / AAA</b>	<b>0.00</b>
						<b>0.00</b>	<b>0.00</b>	<b>NR</b>	<b>0.00</b>
<b>US CORPORATE</b>									
931142EG4	Wal-Mart Stores Note 2.85% Due 6/23/2020	750,000.00	06/25/2018 2.78%	751,042.50 750,249.51	100.51 1.78%	753,795.00 475.00	1.33% 3,545.49	Aa2 / AA AA	0.48 0.47
594918BG8	Microsoft Callable Note Cont. 10/3/2020 2% Due 11/3/2020	1,000,000.00	11/09/2017 2.00%	999,970.00 999,991.52	100.21 1.71%	1,002,117.00 3,222.22	1.77% 2,125.48	Aaa / AAA AA+	0.84 0.75
037833AR1	Apple Inc Note 2.85% Due 5/6/2021	1,250,000.00	Various 2.00%	1,268,500.00 1,263,990.74	101.54 1.69%	1,269,282.50 5,442.71	2.25% 5,291.76	Aa1 / AA+ NR	1.35 1.32
931142EJ8	Wal-Mart Stores Note 3.125% Due 6/23/2021	500,000.00	06/17/2019 2.13%	509,715.00 507,124.33	102.14 1.65%	510,691.00 347.22	0.90% 3,566.67	Aa2 / AA AA	1.48 1.44
<b>Total US Corporate</b>		<b>3,500,000.00</b>	<b>2.18%</b>	<b>3,529,227.50</b>	<b>1.71%</b>	<b>3,535,885.50</b>	<b>6.25%</b>	<b>Aa1 / AA+</b>	<b>1.04</b>
				<b>3,521,356.10</b>		<b>9,487.15</b>	<b>14,529.40</b>	<b>AA</b>	<b>0.99</b>

Holdings Report

As of December 31, 2019



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
<b>US TREASURY</b>									
912828W63	US Treasury Note 1.625% Due 3/15/2020	750,000.00	03/26/2019 2.43%	744,257.81 748,799.66	99.99 1.66%	749,941.50 3,616.07	1.33% 1,141.84	Aaa / AA+ AAA	0.21 0.21
9128284C1	US Treasury Note 2.25% Due 3/31/2020	1,100,000.00	10/04/2018 2.81%	1,091,105.47 1,098,525.77	100.14 1.67%	1,101,546.60 6,288.93	1.95% 3,020.83	Aaa / AA+ AAA	0.25 0.25
912828XU9	US Treasury Note 1.5% Due 6/15/2020	1,000,000.00	08/09/2019 1.84%	997,187.50 998,484.17	99.96 1.58%	999,648.00 696.72	1.76% 1,163.83	Aaa / AA+ AAA	0.46 0.45
912828Y46	US Treasury Note 2.625% Due 7/31/2020	1,000,000.00	12/14/2018 2.75%	998,007.81 999,286.58	100.57 1.65%	1,005,664.00 10,985.05	1.79% 6,377.42	Aaa / AA+ AAA	0.58 0.57
9128282Q2	US Treasury Note 1.5% Due 8/15/2020	1,250,000.00	12/30/2019 1.61%	1,249,121.09 1,249,124.94	99.92 1.63%	1,249,023.75 7,082.20	2.21% (101.19)	Aaa / AA+ AAA	0.62 0.62
912828L32	US Treasury Note 1.375% Due 8/31/2020	1,000,000.00	10/11/2019 1.67%	997,421.88 998,048.34	99.83 1.63%	998,320.00 4,646.29	1.77% 271.66	Aaa / AA+ AAA	0.67 0.66
912828L65	US Treasury Note 1.375% Due 9/30/2020	1,000,000.00	10/29/2019 1.65%	997,460.94 997,937.01	99.80 1.65%	997,969.00 3,493.85	1.76% 31.99	Aaa / AA+ AAA	0.75 0.74
912828A42	US Treasury Note 2% Due 11/30/2020	1,000,000.00	04/12/2019 2.44%	993,085.94 996,118.83	100.32 1.64%	1,003,242.00 1,748.63	1.77% 7,123.17	Aaa / AA+ AAA	0.92 0.90
912828M98	US Treasury Note 1.625% Due 11/30/2020	1,000,000.00	08/09/2019 1.73%	998,671.88 999,068.08	99.98 1.65%	999,766.00 1,420.77	1.76% 697.92	Aaa / AA+ AAA	0.92 0.90
912828N48	US Treasury Note 1.75% Due 12/31/2020	1,000,000.00	09/26/2019 1.82%	999,179.69 999,350.51	100.09 1.66%	1,000,938.00 48.08	1.76% 1,587.49	Aaa / AA+ AAA	1.00 0.99
912828N89	US Treasury Note 1.375% Due 1/31/2021	1,000,000.00	03/06/2019 2.56%	978,125.00 987,535.97	99.72 1.63%	997,227.00 5,754.08	1.77% 9,691.03	Aaa / AA+ AAA	1.09 1.07
9128283X6	US Treasury Note 2.25% Due 2/15/2021	1,000,000.00	09/26/2019 1.77%	1,006,523.44 1,005,288.23	100.67 1.64%	1,006,719.00 8,498.64	1.79% 1,430.77	Aaa / AA+ AAA	1.13 1.10
912828R77	US Treasury Note 1.375% Due 5/31/2021	1,000,000.00	09/11/2019 1.75%	993,710.94 994,824.31	99.70 1.59%	996,953.00 1,202.19	1.76% 2,128.69	Aaa / AA+ AAA	1.42 1.39
912828S76	US Treasury Note 1.125% Due 7/31/2021	1,500,000.00	12/13/2019 1.66%	1,487,285.16 1,487,628.22	99.25 1.60%	1,488,808.50 7,061.82	2.64% 1,180.28	Aaa / AA+ AAA	1.58 1.55
912828T67	US Treasury Note 1.25% Due 10/31/2021	1,000,000.00	11/27/2019 1.65%	992,421.88 992,747.12	99.40 1.58%	993,984.00 2,129.12	1.75% 1,236.88	Aaa / AA+ AAA	1.84 1.80

## Holdings Report

As of December 31, 2019



CUSIP	Security Description	Par Value/Units	Purchase Date Book Yield	Cost Value Book Value	Mkt Price Mkt YTM	Market Value Accrued Int.	% of Port. Gain/Loss	Moody/S&P Fitch	Maturity Duration
<b>US TREASURY</b>									
912828U65	US Treasury Note 1.75% Due 11/30/2021	1,000,000.00	12/11/2019 1.66%	1,001,640.63 1,001,597.22	100.31 1.59%	1,003,086.00 1,530.05	1.77% 1,488.78	Aaa / AA+ AAA	1.92 1.87
<b>Total US Treasury</b>		<b>16,600,000.00</b>	<b>1.97%</b>	<b>16,525,207.06</b> <b>16,554,364.96</b>	<b>1.63%</b>	<b>16,592,836.35</b> <b>66,202.49</b>	<b>29.35%</b> <b>38,471.39</b>	<b>Aaa / AA+</b> <b>AAA</b>	<b>0.98</b> <b>0.96</b>
<b>TOTAL PORTFOLIO</b>		<b>56,418,005.96</b>	<b>2.09%</b>	<b>56,348,906.85</b> <b>56,375,518.65</b>	<b>1.75%</b>	<b>56,526,407.26</b> <b>234,590.94</b>	<b>100.00%</b> <b>150,888.61</b>	<b>Aaa / AA+</b> <b>AAA</b>	<b>0.75</b> <b>0.73</b>
<b>TOTAL MARKET VALUE PLUS ACCRUED</b>						<b>56,760,998.20</b>			



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
<b>ACQUISITIONS</b>										
Purchase	12/02/2019	912828T67	1,000,000.00	US Treasury Note 1.25% Due 10/31/2021	99.242	1.65%	992,421.88	1,098.90	993,520.78	0.00
Purchase	12/02/2019	99CSAFE\$0	1,270.22	CSAFE Investment Pool	1.000	1.72%	1,270.22	0.00	1,270.22	0.00
Purchase	12/11/2019	99CSAFE\$0	26,875.00	CSAFE Investment Pool	1.000	1.72%	26,875.00	0.00	26,875.00	0.00
Purchase	12/13/2019	912828U65	1,000,000.00	US Treasury Note 1.75% Due 11/30/2021	100.164	1.66%	1,001,640.63	621.58	1,002,262.21	0.00
Purchase	12/13/2019	99CSAFE\$0	1,000,000.00	CSAFE Investment Pool	1.000	1.72%	1,000,000.00	0.00	1,000,000.00	0.00
Purchase	12/13/2019	99CSAFE\$0	11,875.00	CSAFE Investment Pool	1.000	1.72%	11,875.00	0.00	11,875.00	0.00
Purchase	12/15/2019	99CSAFE\$0	1,000,000.00	CSAFE Investment Pool	1.000	1.72%	1,000,000.00	0.00	1,000,000.00	0.00
Purchase	12/15/2019	99CSAFE\$0	14,375.00	CSAFE Investment Pool	1.000	1.72%	14,375.00	0.00	14,375.00	0.00
Purchase	12/16/2019	912828S76	1,500,000.00	US Treasury Note 1.125% Due 7/31/2021	99.152	1.66%	1,487,285.16	6,328.13	1,493,613.29	0.00
Purchase	12/23/2019	99CSAFE\$0	18,500.00	CSAFE Investment Pool	1.000	1.72%	18,500.00	0.00	18,500.00	0.00
Purchase	12/31/2019	9128282Q2	1,250,000.00	US Treasury Note 1.5% Due 8/15/2020	99.930	1.61%	1,249,121.09	7,031.25	1,256,152.34	0.00
Purchase	12/31/2019	99CSAFE\$0	750,000.00	CSAFE Investment Pool	1.000	1.75%	750,000.00	0.00	750,000.00	0.00
Purchase	12/31/2019	99CSAFE\$0	15,781.25	CSAFE Investment Pool	1.000	1.75%	15,781.25	0.00	15,781.25	0.00
<b>Subtotal</b>			<b>7,588,676.47</b>				<b>7,569,145.23</b>	<b>15,079.86</b>	<b>7,584,225.09</b>	<b>0.00</b>
Security Contribution	12/31/2019	90COMB\$00	274,619.73	LSVL Compensating Balance Account	1.000		274,619.73	0.00	274,619.73	0.00
Security Contribution	12/31/2019	90LGIP\$00	1,128,004.01	LGIP Local Govt Investment Pool	1.000		1,128,004.01	0.00	1,128,004.01	0.00
<b>Subtotal</b>			<b>1,402,623.74</b>				<b>1,402,623.74</b>	<b>0.00</b>	<b>1,402,623.74</b>	<b>0.00</b>
Short Sale	12/02/2019	99CSAFE\$0	-993,520.78	CSAFE Investment Pool	1.000		-993,520.78	0.00	-993,520.78	0.00
Short Sale	12/13/2019	99CSAFE\$0	-1,002,262.21	CSAFE Investment Pool	1.000		-1,002,262.21	0.00	-1,002,262.21	0.00
Short Sale	12/16/2019	99CSAFE\$0	-1,493,613.29	CSAFE Investment Pool	1.000		-1,493,613.29	0.00	-1,493,613.29	0.00



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
<b>ACQUISITIONS</b>										
Short Sale	12/31/2019	99CSAFE\$0	-1,256,152.34	CSAFE Investment Pool	1.000		-1,256,152.34	0.00	-1,256,152.34	0.00
<b>Subtotal</b>			<b>-4,745,548.62</b>				<b>-4,745,548.62</b>	<b>0.00</b>	<b>-4,745,548.62</b>	<b>0.00</b>
<b>TOTAL ACQUISITIONS</b>			<b>4,245,751.59</b>				<b>4,226,220.35</b>	<b>15,079.86</b>	<b>4,241,300.21</b>	<b>0.00</b>
<b>DISPOSITIONS</b>										
Closing Purchase	12/02/2019	99CSAFE\$0	-993,520.78	CSAFE Investment Pool	1.000		-993,520.78	0.00	-993,520.78	0.00
Closing Purchase	12/13/2019	99CSAFE\$0	-1,002,262.21	CSAFE Investment Pool	1.000		-1,002,262.21	0.00	-1,002,262.21	0.00
Closing Purchase	12/16/2019	99CSAFE\$0	-1,493,613.29	CSAFE Investment Pool	1.000		-1,493,613.29	0.00	-1,493,613.29	0.00
Closing Purchase	12/31/2019	99CSAFE\$0	-1,256,152.34	CSAFE Investment Pool	1.000		-1,256,152.34	0.00	-1,256,152.34	0.00
<b>Subtotal</b>			<b>-4,745,548.62</b>				<b>-4,745,548.62</b>	<b>0.00</b>	<b>-4,745,548.62</b>	<b>0.00</b>
Sale	12/02/2019	99CSAFE\$0	993,520.78	CSAFE Investment Pool	1.000	1.72%	993,520.78	0.00	993,520.78	0.00
Sale	12/13/2019	99CSAFE\$0	1,002,262.21	CSAFE Investment Pool	1.000	1.72%	1,002,262.21	0.00	1,002,262.21	0.00
Sale	12/16/2019	99CSAFE\$0	1,493,613.29	CSAFE Investment Pool	1.000	1.72%	1,493,613.29	0.00	1,493,613.29	0.00
Sale	12/31/2019	99CSAFE\$0	1,256,152.34	CSAFE Investment Pool	1.000	1.75%	1,256,152.34	0.00	1,256,152.34	0.00
<b>Subtotal</b>			<b>4,745,548.62</b>				<b>4,745,548.62</b>	<b>0.00</b>	<b>4,745,548.62</b>	<b>0.00</b>
Maturity	12/13/2019	3130A0JR2	1,000,000.00	FHLB Note 2.375% Due 12/13/2019	100.000		1,000,000.00	0.00	1,000,000.00	0.00
Maturity	12/15/2019	912828U73	1,000,000.00	US Treasury Note 1.375% Due 12/15/2019	100.000		1,000,000.00	0.00	1,000,000.00	0.00



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
<b>DISPOSITIONS</b>										
Maturity	12/31/2019	9128283N8	750,000.00	US Treasury Note 1.875% Due 12/31/2019	100.000		750,000.00	0.00	750,000.00	0.00
<b>Subtotal</b>			<b>2,750,000.00</b>				<b>2,750,000.00</b>	<b>0.00</b>	<b>2,750,000.00</b>	<b>0.00</b>
Security Withdrawal	12/20/2019	99CSAFE\$0	1,674.48	CSAFE Investment Pool	1.000		1,674.48	0.00	1,674.48	0.00
Security Withdrawal	12/31/2019	90CASH\$02	1,463,899.73	LSVL Cash Accounts	1.000		1,463,899.73	0.00	1,463,899.73	0.00
<b>Subtotal</b>			<b>1,465,574.21</b>				<b>1,465,574.21</b>	<b>0.00</b>	<b>1,465,574.21</b>	<b>0.00</b>
<b>TOTAL DISPOSITIONS</b>			<b>4,215,574.21</b>				<b>4,215,574.21</b>	<b>0.00</b>	<b>4,215,574.21</b>	<b>0.00</b>

<b>OTHER TRANSACTIONS</b>										
Interest	12/11/2019	3130A1W95	1,000,000.00	FHLB Note 2.25% Due 6/11/2021	0.000		11,250.00	0.00	11,250.00	0.00
Interest	12/11/2019	313371U79	1,000,000.00	FHLB Note 3.125% Due 12/11/2020	0.000		15,625.00	0.00	15,625.00	0.00
Interest	12/13/2019	3130A0JR2	1,000,000.00	FHLB Note 2.375% Due 12/13/2019	0.000		11,875.00	0.00	11,875.00	0.00
Interest	12/15/2019	912828U73	1,000,000.00	US Treasury Note 1.375% Due 12/15/2019	0.000		6,875.00	0.00	6,875.00	0.00
Interest	12/15/2019	912828XU9	1,000,000.00	US Treasury Note 1.5% Due 6/15/2020	0.000		7,500.00	0.00	7,500.00	0.00
Interest	12/23/2019	931142EG4	750,000.00	Wal-Mart Stores Note 2.85% Due 6/23/2020	0.000		10,687.50	0.00	10,687.50	0.00
Interest	12/23/2019	931142EJ8	500,000.00	Wal-Mart Stores Note 3.125% Due 6/23/2021	0.000		7,812.50	0.00	7,812.50	0.00
Interest	12/31/2019	9128283N8	750,000.00	US Treasury Note 1.875% Due 12/31/2019	0.000		7,031.25	0.00	7,031.25	0.00

# Transaction Ledger

As of December 31, 2019



Transaction Type	Settlement Date	CUSIP	Quantity	Security Description	Price	Acq/Disp Yield	Amount	Interest Pur/Sold	Total Amount	Gain/Loss
<b>OTHER TRANSACTIONS</b>										
Interest	12/31/2019	912828N48	1,000,000.00	US Treasury Note 1.75% Due 12/31/2020	0.000		8,750.00	0.00	8,750.00	0.00
<b>Subtotal</b>			<b>8,000,000.00</b>				<b>87,406.25</b>	<b>0.00</b>	<b>87,406.25</b>	<b>0.00</b>
Dividend	12/02/2019	99CSAFE\$0	1,932,248.96	CSAFE Investment Pool	0.000		1,270.22	0.00	1,270.22	0.00
<b>Subtotal</b>			<b>1,932,248.96</b>				<b>1,270.22</b>	<b>0.00</b>	<b>1,270.22</b>	<b>0.00</b>
<b>TOTAL OTHER TRANSACTIONS</b>			<b>9,932,248.96</b>				<b>88,676.47</b>	<b>0.00</b>	<b>88,676.47</b>	<b>0.00</b>

Income Earned

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
<b>FIXED INCOME</b>						
037833AR1	Apple Inc Note 2.85% Due 05/06/2021	Various Various 1,250,000.00	1,264,874.06 0.00 0.00 1,263,990.74	2,473.96 0.00 5,442.71 2,968.75	0.00 883.32 (883.32) 2,085.43	2,085.43
3130A0JR2	FHLB Note Due 12/13/2019	11/28/2017 11/30/2017 0.00	1,000,174.10 0.00 1,000,000.00 0.00	11,083.33 11,875.00 0.00 791.67	0.00 174.10 (174.10) 617.57	617.57
3130A0XD7	FHLB Note 2.375% Due 03/12/2021	04/05/2019 04/08/2019 1,000,000.00	999,495.85 0.00 0.00 999,529.32	5,211.81 0.00 7,190.97 1,979.16	33.47 0.00 33.47 2,012.63	2,012.63
3130A1W95	FHLB Note 2.25% Due 06/11/2021	05/29/2019 05/30/2019 1,000,000.00	1,001,013.86 0.00 0.00 1,000,957.54	10,625.00 11,250.00 1,250.00 1,875.00	0.00 56.32 (56.32) 1,818.68	1,818.68
3130A66T9	FHLB Note 1.625% Due 09/11/2020	11/09/2017 11/10/2017 1,000,000.00	998,701.54 0.00 0.00 998,842.78	3,611.11 0.00 4,965.28 1,354.17	141.24 0.00 141.24 1,495.41	1,495.41
3130ADN32	FHLB Note 2.125% Due 02/11/2020	02/08/2018 02/09/2018 1,500,000.00	1,499,730.00 0.00 0.00 1,499,846.25	9,739.58 0.00 12,395.83 2,656.25	116.25 0.00 116.25 2,772.50	2,772.50
3130AECJ7	FHLB Note 2.625% Due 05/28/2020	05/18/2018 05/21/2018 1,500,000.00	1,499,949.07 0.00 0.00 1,499,957.89	328.13 0.00 3,609.38 3,281.25	8.82 0.00 8.82 3,290.07	3,290.07
313371U79	FHLB Note 3.125% Due 12/11/2020	12/14/2018 12/17/2018 1,000,000.00	1,003,288.06 0.00 0.00 1,003,016.97	14,756.94 15,625.00 1,736.11 2,604.17	0.00 271.09 (271.09) 2,333.08	2,333.08
313378JP7	FHLB Note 2.375% Due 09/10/2021	08/22/2019 08/23/2019 1,000,000.00	1,012,503.43 0.00 0.00 1,011,906.19	5,343.75 0.00 7,322.92 1,979.17	0.00 597.24 (597.24) 1,381.93	1,381.93

Income Earned

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3133EHFL2	FFCB Note 1.55% Due 04/13/2020	07/05/2018 07/06/2018 700,000.00	697,452.76 0.00 0.00 698,042.04	1,446.67 0.00 2,350.83 904.16	589.28 0.00 589.28 1,493.44	1,493.44
3133EHJ95	FFCB Note 1.75% Due 10/26/2020	10/31/2017 11/01/2017 1,000,000.00	999,639.72 0.00 0.00 999,673.57	1,701.39 0.00 3,159.72 1,458.33	33.85 0.00 33.85 1,492.18	1,492.18
3133EJ4Q9	FFCB Note 2.55% Due 01/11/2021	02/05/2019 02/06/2019 750,000.00	749,865.78 0.00 0.00 749,876.00	7,437.50 0.00 9,031.25 1,593.75	10.22 0.00 10.22 1,603.97	1,603.97
3133EJJD2	FFCB Note 2.54% Due 04/05/2021	06/17/2019 06/18/2019 1,000,000.00	1,007,734.93 0.00 0.00 1,007,246.58	3,951.11 0.00 6,067.78 2,116.67	0.00 488.35 (488.35) 1,628.32	1,628.32
3133EJLU1	FFCB Note 2.42% Due 01/24/2020	05/30/2018 05/31/2018 1,000,000.00	999,998.21 0.00 0.00 999,999.24	8,537.22 0.00 10,553.89 2,016.67	1.03 0.00 1.03 2,017.70	2,017.70
3133EKCS3	FFCB Note 2.55% Due 03/11/2021	04/05/2019 04/08/2019 750,000.00	751,208.09 0.00 0.00 751,127.72	4,250.00 0.00 5,843.75 1,593.75	0.00 80.37 (80.37) 1,513.38	1,513.38
3133EKJP2	FFCB Note 2.4% Due 04/29/2021	07/18/2019 07/19/2019 1,250,000.00	1,258,467.79 0.00 0.00 1,257,958.08	2,666.67 0.00 5,166.67 2,500.00	0.00 509.71 (509.71) 1,990.29	1,990.29
3133EKLQ7	FFCB Note 2.25% Due 05/17/2021	06/26/2019 07/01/2019 1,250,000.00	1,256,652.79 0.00 0.00 1,256,265.85	1,093.75 0.00 3,437.50 2,343.75	0.00 386.94 (386.94) 1,956.81	1,956.81
3133EKVC7	FFCB Note 1.875% Due 07/19/2021	07/26/2019 07/29/2019 1,385,000.00	1,383,431.51 0.00 0.00 1,383,513.09	9,521.88 0.00 11,685.94 2,164.06	81.58 0.00 81.58 2,245.64	2,245.64

## Income Earned

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
3133EKZV1	FFCB Note 1.55% Due 08/16/2021	08/09/2019 08/16/2019 1,000,000.00	998,301.29 0.00 0.00 998,385.68	4,520.83 0.00 5,812.50 1,291.67	84.39 0.00 84.39 1,376.06	1,376.06
3135G0J20	FNMA Note 1.375% Due 02/26/2021	06/17/2019 06/18/2019 1,000,000.00	993,033.02 0.00 0.00 993,509.79	3,628.47 0.00 4,774.31 1,145.84	476.77 0.00 476.77 1,622.61	1,622.61
3135G0U84	FNMA Note 2.875% Due 10/30/2020	12/13/2018 12/14/2018 1,000,000.00	1,000,530.70 0.00 0.00 1,000,481.44	2,475.69 0.00 4,871.53 2,395.84	0.00 49.26 (49.26) 2,346.58	2,346.58
3137EAEL9	FHLMC Note 2.375% Due 02/16/2021	10/11/2019 10/15/2019 1,000,000.00	1,007,784.14 0.00 0.00 1,007,239.43	6,927.08 0.00 8,906.25 1,979.17	0.00 544.71 (544.71) 1,434.46	1,434.46
3137EAEM7	FHLMC Note 2.5% Due 04/23/2020	04/24/2018 04/25/2018 750,000.00	749,857.78 0.00 0.00 749,888.40	1,979.17 0.00 3,541.67 1,562.50	30.62 0.00 30.62 1,593.12	1,593.12
594918BG8	Microsoft Callable Note Cont. 10/3/2020 2% Due 11/03/2020	11/09/2017 11/13/2017 1,000,000.00	999,990.66 0.00 0.00 999,991.52	1,555.56 0.00 3,222.22 1,666.66	0.86 0.00 0.86 1,667.52	1,667.52
9128282Q2	US Treasury Note 1.5% Due 08/15/2020	12/30/2019 12/31/2019 1,250,000.00	0.00 1,249,121.09 0.00 1,249,124.94	0.00 (7,031.25) 7,082.20 50.95	3.85 0.00 3.85 54.80	54.80
9128283N8	US Treasury Note Due 12/31/2019	07/31/2018 07/31/2018 0.00	749,579.21 0.00 750,000.00 0.00	5,884.85 7,031.25 0.00 1,146.40	420.79 0.00 420.79 1,567.19	1,567.19
9128283X6	US Treasury Note 2.25% Due 02/15/2021	09/26/2019 09/27/2019 1,000,000.00	1,005,687.10 0.00 0.00 1,005,288.23	6,603.26 0.00 8,498.64 1,895.38	0.00 398.87 (398.87) 1,496.51	1,496.51

Income Earned

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
9128284C1	US Treasury Note 2.25% Due 03/31/2020	10/04/2018 10/05/2018 1,100,000.00	1,098,017.98 0.00 0.00 1,098,525.77	4,192.62 0.00 6,288.93 2,096.31	507.79 0.00 507.79 2,604.10	2,604.10
912828A42	US Treasury Note 2% Due 11/30/2020	04/12/2019 04/15/2019 1,000,000.00	995,758.60 0.00 0.00 996,118.83	54.64 0.00 1,748.63 1,693.99	360.23 0.00 360.23 2,054.22	2,054.22
912828L32	US Treasury Note 1.375% Due 08/31/2020	10/11/2019 10/15/2019 1,000,000.00	997,799.36 0.00 0.00 998,048.34	3,475.27 0.00 4,646.29 1,171.02	248.98 0.00 248.98 1,420.00	1,420.00
912828L65	US Treasury Note 1.375% Due 09/30/2020	10/29/2019 10/30/2019 1,000,000.00	997,702.76 0.00 0.00 997,937.01	2,329.23 0.00 3,493.85 1,164.62	234.25 0.00 234.25 1,398.87	1,398.87
912828M98	US Treasury Note 1.625% Due 11/30/2020	08/09/2019 08/12/2019 1,000,000.00	998,981.59 0.00 0.00 999,068.08	44.40 0.00 1,420.77 1,376.37	86.49 0.00 86.49 1,462.86	1,462.86
912828N48	US Treasury Note 1.75% Due 12/31/2020	09/26/2019 09/27/2019 1,000,000.00	999,295.35 0.00 0.00 999,350.51	7,323.37 8,750.00 48.08 1,474.71	55.16 0.00 55.16 1,529.87	1,529.87
912828N89	US Treasury Note 1.375% Due 01/31/2021	03/06/2019 03/08/2019 1,000,000.00	986,560.25 0.00 0.00 987,535.97	4,595.79 0.00 5,754.08 1,158.29	975.72 0.00 975.72 2,134.01	2,134.01
912828R77	US Treasury Note 1.375% Due 05/31/2021	09/11/2019 09/12/2019 1,000,000.00	994,513.37 0.00 0.00 994,824.31	37.57 0.00 1,202.19 1,164.62	310.94 0.00 310.94 1,475.56	1,475.56
912828S76	US Treasury Note 1.125% Due 07/31/2021	12/13/2019 12/16/2019 1,500,000.00	0.00 1,487,285.16 0.00 1,487,628.22	0.00 (6,328.13) 7,061.82 733.69	343.06 0.00 343.06 1,076.75	1,076.75

**Income Earned**

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
912828T67	US Treasury Note 1.25% Due 10/31/2021	11/27/2019 12/02/2019 1,000,000.00	0.00 992,421.88 0.00 992,747.12	0.00 (1,098.90) 2,129.12 1,030.22	325.24 0.00 325.24 1,355.46	1,355.46
912828U65	US Treasury Note 1.75% Due 11/30/2021	12/11/2019 12/13/2019 1,000,000.00	0.00 1,001,640.63 0.00 1,001,597.22	0.00 (621.58) 1,530.05 908.47	0.00 43.41 (43.41) 865.06	865.06
912828U73	US Treasury Note Due 12/15/2019	11/29/2018 11/30/2018 0.00	999,487.66 0.00 1,000,000.00 0.00	6,349.04 6,875.00 0.00 525.96	512.34 0.00 512.34 1,038.30	1,038.30
912828W63	US Treasury Note 1.625% Due 03/15/2020	03/26/2019 03/27/2019 750,000.00	748,296.81 0.00 0.00 748,799.66	2,578.13 0.00 3,616.07 1,037.94	502.85 0.00 502.85 1,540.79	1,540.79
912828XU9	US Treasury Note 1.5% Due 06/15/2020	08/09/2019 08/12/2019 1,000,000.00	998,201.10 0.00 0.00 998,484.17	6,926.23 7,500.00 696.72 1,270.49	283.07 0.00 283.07 1,553.56	1,553.56
912828Y46	US Treasury Note 2.625% Due 07/31/2020	12/14/2018 12/17/2018 1,000,000.00	999,182.26 0.00 0.00 999,286.58	8,773.78 0.00 10,985.05 2,211.27	104.32 0.00 104.32 2,315.59	2,315.59
931142EG4	Wal-Mart Stores Note 2.85% Due 06/23/2020	06/25/2018 06/27/2018 750,000.00	750,293.96 0.00 0.00 750,249.51	9,381.25 10,687.50 475.00 1,781.25	0.00 44.45 (44.45) 1,736.80	1,736.80
931142EJ8	Wal-Mart Stores Note 3.125% Due 06/23/2021	06/17/2019 06/19/2019 500,000.00	507,534.08 0.00 0.00 507,124.33	6,857.64 7,812.50 347.22 1,302.08	0.00 409.75 (409.75) 892.33	892.33
			<b>39,960,570.58</b>	<b>200,273.67</b>	<b>6,883.46</b>	
			<b>4,730,468.76</b>	<b>72,326.39</b>	<b>4,937.89</b>	
			<b>2,750,000.00</b>	<b>199,363.72</b>	<b>1,945.57</b>	
<b>Total Fixed Income</b>		<b>41,935,000.00</b>	<b>41,942,984.91</b>	<b>71,416.44</b>	<b>73,362.01</b>	<b>73,362.01</b>

## Income Earned

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
<b>CASH &amp; EQUIVALENT</b>						
21687AGH0	Rabobank Nederland NV NY Discount CP 1.8% Due 07/17/2020	10/21/2019 10/21/2019 1,000,000.00	986,500.00 0.00 0.00 986,500.00	2,050.00 0.00 3,600.00 1,550.00	0.00 0.00 0.00 1,550.00	1,550.00
46640PB36	JP Morgan Discount CP 2.41% Due 02/03/2020	05/31/2019 05/31/2019 1,000,000.00	983,397.78 0.00 0.00 983,397.78	12,317.78 0.00 14,393.05 2,075.27	0.00 0.00 0.00 2,075.27	2,075.27
62479LB38	MUFG Bank Ltd Discount CP 2.04% Due 02/03/2020	08/19/2019 08/19/2019 1,000,000.00	990,480.00 0.00 0.00 990,480.00	5,893.33 0.00 7,650.00 1,756.67	0.00 0.00 0.00 1,756.67	1,756.67
89233GAN6	Toyota Motor Credit Discount CP 2.17% Due 01/22/2020	07/26/2019 07/26/2019 1,000,000.00	989,150.00 0.00 0.00 989,150.00	7,715.56 0.00 9,584.17 1,868.61	0.00 0.00 0.00 1,868.61	1,868.61
90CASH\$02	LSVL Cash Accounts	10/31/2018 10/31/2018 232,715.73	1,696,615.46 0.00 1,463,899.73 232,715.73	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00	0.00
90COMB\$00	LSVL Compensating Balance Account	Various Various 1,710,465.78	1,435,846.05 274,619.73 0.00 1,710,465.78	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00	0.00
<b>Total Cash &amp; Equivalent</b>			<b>5,943,181.51</b>	<b>7,081,989.29</b> <b>274,619.73</b> <b>1,463,899.73</b> <b>7,250.55</b>	<b>0.00</b> <b>0.00</b> <b>0.00</b> <b>7,250.55</b>	<b>7,250.55</b>
<b>INVESTMENT POOL</b>						
90LGIP\$00	LGIP Local Govt Investment Pool	Various Various 8,516,122.12	7,388,118.11 1,128,004.01 0.00 8,516,122.12	0.00 0.00 0.00 0.00	0.00 0.00 0.00 0.00	0.00

**Income Earned**

As of December 31, 2019



CUSIP	Security Description	Trade Date Settle Date Units	Book Value: Begin Book Value: Acq Book Value: Disp Book Value: End	Prior Accrued Inc. Received Ending Accrued Total Interest	Accr. Of Discount Amort. Of Premium Net Accret/Amort Income Earned	Total Income
99CSAFE\$0	CSAFE Investment Pool	11/28/2019 11/28/2019 23,702.33	1,932,248.96 (1,906,872.15) 1,674.48 23,702.33	0.00 1,270.22 0.00 1,270.22	0.00 0.00 0.00 1,270.22	1,270.22
			<b>9,320,367.07</b> <b>(778,868.14)</b> <b>1,674.48</b>	<b>0.00</b> <b>1,270.22</b> <b>0.00</b>	<b>0.00</b> <b>0.00</b> <b>0.00</b>	
<b>Total Investment Pool</b>		<b>8,539,824.45</b>	<b>8,539,824.45</b>	<b>1,270.22</b>	<b>1,270.22</b>	<b>1,270.22</b>
			<b>56,362,926.94</b> <b>4,226,220.35</b> <b>4,215,574.21</b>	<b>228,250.34</b> <b>73,596.61</b> <b>234,590.94</b>	<b>6,883.46</b> <b>4,937.89</b> <b>1,945.57</b>	
<b>TOTAL PORTFOLIO</b>		<b>56,418,005.96</b>	<b>56,375,518.65</b>	<b>79,937.21</b>	<b>81,882.78</b>	<b>81,882.78</b>

# Cash Flow Report

As of December 31, 2019



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
01/11/2020	Interest	3133EJ4Q9	750,000.00	FFCB Note 2.55% Due 1/11/2021	0.00	9,562.50	9,562.50
01/19/2020	Interest	3133EKVC7	1,385,000.00	FFCB Note 1.875% Due 7/19/2021	0.00	12,984.38	12,984.38
01/22/2020	Maturity	89233GAN6	1,000,000.00	Toyota Motor Credit Discount CP 2.17% Due 1/22/2020	989,150.00	10,850.00	1,000,000.00
01/24/2020	Maturity	3133EJLU1	1,000,000.00	FFCB Note 2.42% Due 1/24/2020	1,000,000.00	12,100.00	1,012,100.00
01/31/2020	Interest	912828N89	1,000,000.00	US Treasury Note 1.375% Due 1/31/2021	0.00	6,875.00	6,875.00
01/31/2020	Interest	912828S76	1,500,000.00	US Treasury Note 1.125% Due 7/31/2021	0.00	8,437.50	8,437.50
01/31/2020	Interest	912828Y46	1,000,000.00	US Treasury Note 2.625% Due 7/31/2020	0.00	13,125.00	13,125.00
<b>JAN 2020</b>					<b>1,989,150.00</b>	<b>73,934.38</b>	<b>2,063,084.38</b>
02/03/2020	Maturity	46640PB36	1,000,000.00	JP Morgan Discount CP 2.41% Due 2/3/2020	983,397.78	16,602.22	1,000,000.00
02/03/2020	Maturity	62479LB38	1,000,000.00	MUFG Bank Ltd Discount CP 2.04% Due 2/3/2020	990,480.00	9,520.00	1,000,000.00
02/11/2020	Maturity	3130ADN32	1,500,000.00	FHLB Note 2.125% Due 2/11/2020	1,500,000.00	15,937.50	1,515,937.50
02/15/2020	Interest	912828Q2	1,250,000.00	US Treasury Note 1.5% Due 8/15/2020	0.00	9,375.00	9,375.00
02/15/2020	Interest	912828X6	1,000,000.00	US Treasury Note 2.25% Due 2/15/2021	0.00	11,250.00	11,250.00
02/16/2020	Interest	3133EKZV1	1,000,000.00	FFCB Note 1.55% Due 8/16/2021	0.00	7,750.00	7,750.00
02/16/2020	Interest	3137EAEL9	1,000,000.00	FHLMC Note 2.375% Due 2/16/2021	0.00	11,875.00	11,875.00
02/26/2020	Interest	3135G0J20	1,000,000.00	FNMA Note 1.375% Due 2/26/2021	0.00	6,875.00	6,875.00
02/29/2020	Interest	912828L32	1,000,000.00	US Treasury Note 1.375% Due 8/31/2020	0.00	6,875.00	6,875.00
<b>FEB 2020</b>					<b>3,473,877.78</b>	<b>96,059.72</b>	<b>3,569,937.50</b>

## Cash Flow Report

As of December 31, 2019



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
03/10/2020	Interest	313378JP7	1,000,000.00	FHLB Note 2.375% Due 9/10/2021	0.00	11,875.00	11,875.00
03/11/2020	Interest	3130A66T9	1,000,000.00	FHLB Note 1.625% Due 9/11/2020	0.00	8,125.00	8,125.00
03/11/2020	Interest	3133EKCS3	750,000.00	FFCB Note 2.55% Due 3/11/2021	0.00	9,562.50	9,562.50
03/12/2020	Interest	3130A0XD7	1,000,000.00	FHLB Note 2.375% Due 3/12/2021	0.00	11,875.00	11,875.00
03/15/2020	Maturity	912828W63	750,000.00	US Treasury Note 1.625% Due 3/15/2020	750,000.00	6,093.75	756,093.75
03/31/2020	Interest	912828L65	1,000,000.00	US Treasury Note 1.375% Due 9/30/2020	0.00	6,875.00	6,875.00
03/31/2020	Maturity	9128284C1	1,100,000.00	US Treasury Note 2.25% Due 3/31/2020	1,100,000.00	12,375.00	1,112,375.00
<b>MAR 2020</b>					<b>1,850,000.00</b>	<b>66,781.25</b>	<b>1,916,781.25</b>
04/05/2020	Interest	3133EJJD2	1,000,000.00	FFCB Note 2.54% Due 4/5/2021	0.00	12,700.00	12,700.00
04/13/2020	Maturity	3133EHFL2	700,000.00	FFCB Note 1.55% Due 4/13/2020	700,000.00	5,425.00	705,425.00
04/23/2020	Maturity	3137EAEM7	750,000.00	FHLMC Note 2.5% Due 4/23/2020	750,000.00	9,375.00	759,375.00
04/26/2020	Interest	3133EHJ95	1,000,000.00	FFCB Note 1.75% Due 10/26/2020	0.00	8,750.00	8,750.00
04/29/2020	Interest	3133EKJP2	1,250,000.00	FFCB Note 2.4% Due 4/29/2021	0.00	15,000.00	15,000.00
04/30/2020	Interest	912828T67	1,000,000.00	US Treasury Note 1.25% Due 10/31/2021	0.00	6,250.00	6,250.00
04/30/2020	Interest	3135G0U84	1,000,000.00	FNMA Note 2.875% Due 10/30/2020	0.00	14,375.00	14,375.00
<b>APR 2020</b>					<b>1,450,000.00</b>	<b>71,875.00</b>	<b>1,521,875.00</b>
05/03/2020	Interest	594918BG8	1,000,000.00	Microsoft Callable Note Cont. 10/3/2020 2% Due 11/3/2020	0.00	10,000.00	10,000.00
05/06/2020	Interest	037833AR1	1,250,000.00	Apple Inc Note 2.85% Due 5/6/2021	0.00	17,812.50	17,812.50

# Cash Flow Report

As of December 31, 2019



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
05/17/2020	Interest	3133EKLQ7	1,250,000.00	FFCB Note 2.25% Due 5/17/2021	0.00	14,062.50	14,062.50
05/28/2020	Maturity	3130AECJ7	1,500,000.00	FHLB Note 2.625% Due 5/28/2020	1,500,000.00	19,687.50	1,519,687.50
05/31/2020	Interest	912828R77	1,000,000.00	US Treasury Note 1.375% Due 5/31/2021	0.00	6,875.00	6,875.00
05/31/2020	Interest	912828M98	1,000,000.00	US Treasury Note 1.625% Due 11/30/2020	0.00	8,125.00	8,125.00
05/31/2020	Interest	912828A42	1,000,000.00	US Treasury Note 2% Due 11/30/2020	0.00	10,000.00	10,000.00
05/31/2020	Interest	912828U65	1,000,000.00	US Treasury Note 1.75% Due 11/30/2021	0.00	8,750.00	8,750.00
<b>MAY 2020</b>					<b>1,500,000.00</b>	<b>95,312.50</b>	<b>1,595,312.50</b>
06/11/2020	Interest	3130A1W95	1,000,000.00	FHLB Note 2.25% Due 6/11/2021	0.00	11,250.00	11,250.00
06/11/2020	Interest	313371U79	1,000,000.00	FHLB Note 3.125% Due 12/11/2020	0.00	15,625.00	15,625.00
06/15/2020	Maturity	912828XU9	1,000,000.00	US Treasury Note 1.5% Due 6/15/2020	1,000,000.00	7,500.00	1,007,500.00
06/23/2020	Interest	931142EJ8	500,000.00	Wal-Mart Stores Note 3.125% Due 6/23/2021	0.00	7,812.50	7,812.50
06/23/2020	Maturity	931142EG4	750,000.00	Wal-Mart Stores Note 2.85% Due 6/23/2020	750,000.00	10,687.50	760,687.50
06/30/2020	Interest	912828N48	1,000,000.00	US Treasury Note 1.75% Due 12/31/2020	0.00	8,750.00	8,750.00
<b>JUN 2020</b>					<b>1,750,000.00</b>	<b>61,625.00</b>	<b>1,811,625.00</b>
07/11/2020	Interest	3133EJ4Q9	750,000.00	FFCB Note 2.55% Due 1/11/2021	0.00	9,562.50	9,562.50
07/17/2020	Maturity	21687AGH0	1,000,000.00	Rabobank Nederland NV NY Discount CP 1.8% Due 7/17/2020	986,500.00	13,500.00	1,000,000.00
07/19/2020	Interest	3133EKVC7	1,385,000.00	FFCB Note 1.875% Due 7/19/2021	0.00	12,984.38	12,984.38
07/31/2020	Interest	912828N89	1,000,000.00	US Treasury Note 1.375% Due 1/31/2021	0.00	6,875.00	6,875.00

# Cash Flow Report

As of December 31, 2019



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
07/31/2020	Interest	912828S76	1,500,000.00	US Treasury Note 1.125% Due 7/31/2021	0.00	8,437.50	8,437.50
07/31/2020	Maturity	912828Y46	1,000,000.00	US Treasury Note 2.625% Due 7/31/2020	1,000,000.00	13,125.00	1,013,125.00
<b>JUL 2020</b>					<b>1,986,500.00</b>	<b>64,484.38</b>	<b>2,050,984.38</b>
08/15/2020	Interest	9128283X6	1,000,000.00	US Treasury Note 2.25% Due 2/15/2021	0.00	11,250.00	11,250.00
08/15/2020	Maturity	9128282Q2	1,250,000.00	US Treasury Note 1.5% Due 8/15/2020	1,250,000.00	9,375.00	1,259,375.00
08/16/2020	Interest	3137EAEL9	1,000,000.00	FHLMC Note 2.375% Due 2/16/2021	0.00	11,875.00	11,875.00
08/16/2020	Interest	3133EKZV1	1,000,000.00	FFCB Note 1.55% Due 8/16/2021	0.00	7,750.00	7,750.00
08/26/2020	Interest	3135G0J20	1,000,000.00	FNMA Note 1.375% Due 2/26/2021	0.00	6,875.00	6,875.00
08/31/2020	Maturity	912828L32	1,000,000.00	US Treasury Note 1.375% Due 8/31/2020	1,000,000.00	6,875.00	1,006,875.00
<b>AUG 2020</b>					<b>2,250,000.00</b>	<b>54,000.00</b>	<b>2,304,000.00</b>
09/10/2020	Interest	313378JP7	1,000,000.00	FHLB Note 2.375% Due 9/10/2021	0.00	11,875.00	11,875.00
09/11/2020	Interest	3133EKCS3	750,000.00	FFCB Note 2.55% Due 3/11/2021	0.00	9,562.50	9,562.50
09/11/2020	Maturity	3130A66T9	1,000,000.00	FHLB Note 1.625% Due 9/11/2020	1,000,000.00	8,125.00	1,008,125.00
09/12/2020	Interest	3130A0XD7	1,000,000.00	FHLB Note 2.375% Due 3/12/2021	0.00	11,875.00	11,875.00
09/30/2020	Maturity	912828L65	1,000,000.00	US Treasury Note 1.375% Due 9/30/2020	1,000,000.00	6,875.00	1,006,875.00
<b>SEP 2020</b>					<b>2,000,000.00</b>	<b>48,312.50</b>	<b>2,048,312.50</b>
10/05/2020	Interest	3133EJJD2	1,000,000.00	FFCB Note 2.54% Due 4/5/2021	0.00	12,700.00	12,700.00
10/26/2020	Maturity	3133EHJ95	1,000,000.00	FFCB Note 1.75% Due 10/26/2020	1,000,000.00	8,750.00	1,008,750.00

# Cash Flow Report

As of December 31, 2019



Payment Date	Transaction Type	CUSIP	Quantity	Security Description	Principal Amount	Income	Total Amount
10/29/2020	Interest	3133EKJP2	1,250,000.00	FFCB Note 2.4% Due 4/29/2021	0.00	15,000.00	15,000.00
10/30/2020	Maturity	3135G0U84	1,000,000.00	FNMA Note 2.875% Due 10/30/2020	1,000,000.00	14,375.00	1,014,375.00
10/31/2020	Interest	912828T67	1,000,000.00	US Treasury Note 1.25% Due 10/31/2021	0.00	6,250.00	6,250.00
<b>OCT 2020</b>					<b>2,000,000.00</b>	<b>57,075.00</b>	<b>2,057,075.00</b>
11/03/2020	Maturity	594918BG8	1,000,000.00	Microsoft Callable Note Cont. 10/3/2020 2% Due 11/3/2020	1,000,000.00	10,000.00	1,010,000.00
11/06/2020	Interest	037833AR1	1,250,000.00	Apple Inc Note 2.85% Due 5/6/2021	0.00	17,812.50	17,812.50
11/17/2020	Interest	3133EKLQ7	1,250,000.00	FFCB Note 2.25% Due 5/17/2021	0.00	14,062.50	14,062.50
11/30/2020	Interest	912828R77	1,000,000.00	US Treasury Note 1.375% Due 5/31/2021	0.00	6,875.00	6,875.00
11/30/2020	Interest	912828U65	1,000,000.00	US Treasury Note 1.75% Due 11/30/2021	0.00	8,750.00	8,750.00
11/30/2020	Maturity	912828A42	1,000,000.00	US Treasury Note 2% Due 11/30/2020	1,000,000.00	10,000.00	1,010,000.00
11/30/2020	Maturity	912828M98	1,000,000.00	US Treasury Note 1.625% Due 11/30/2020	1,000,000.00	8,125.00	1,008,125.00
<b>NOV 2020</b>					<b>3,000,000.00</b>	<b>75,625.00</b>	<b>3,075,625.00</b>
12/11/2020	Interest	3130A1W95	1,000,000.00	FHLB Note 2.25% Due 6/11/2021	0.00	11,250.00	11,250.00
12/11/2020	Maturity	313371U79	1,000,000.00	FHLB Note 3.125% Due 12/11/2020	1,000,000.00	15,625.00	1,015,625.00
12/23/2020	Interest	931142EJ8	500,000.00	Wal-Mart Stores Note 3.125% Due 6/23/2021	0.00	7,812.50	7,812.50
<b>DEC 2020</b>					<b>1,000,000.00</b>	<b>34,687.50</b>	<b>1,034,687.50</b>
<b>TOTAL</b>					<b>24,249,527.78</b>	<b>799,772.23</b>	<b>25,049,300.01</b>



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Information contained in this monthly statement is confidential and is provided for informational purposes only and should not be construed as specific investment or legal advice. The information contained herein was obtained from sources believed to be reliable as of the date of this statement, but may become outdated or superseded at any time without notice.

**Custody:** Your qualified custodian bank maintains control of all assets reflected in this statement and we urge you to compare this statement to the one you receive from your qualified custodian. Chandler does not have any authority to withdraw or deposit funds from/to the custodian account.

**Valuation:** Prices are provided by IDC, an independent pricing source. In the event IDC does not provide a price or if the price provided is not reflective of fair market value, Chandler will obtain pricing from an alternative approved third party pricing source in accordance with our written valuation policy and procedures. Our valuation procedures are also disclosed in Item 5 of our Form ADV Part 2A.

**Performance:** Performance results are presented gross-of-advisory fees and represent the client's Total Return. The deduction of advisory fees lowers performance results. These results include the reinvestment of dividends and other earnings. Past performance may not be indicative of future results. Therefore, clients should not assume that future performance of any specific investment or investment strategy will be profitable or equal to past performance levels. All investment strategies have the potential for profit or loss. Economic factors, market conditions or changes in investment strategies, contributions or withdrawals may materially alter the performance and results of your portfolio.

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Index returns assume reinvestment of all distributions. Historical performance results for investment indexes generally do not reflect the deduction of transaction and/or custodial charges or the deduction of an investment management fee, the incurrence of which would have the effect of decreasing historical performance results. It is not possible to invest directly in an index.

**Ratings:** Ratings information have been provided by Moody's, S&P and Fitch through data feeds we believe to be reliable as of the date of this statement, however we cannot guarantee its accuracy.

Security level ratings for U.S. Agency issued mortgage-backed securities ("MBS") reflect the issuer rating because the securities themselves are not rated. The issuing U.S. Agency guarantees the full and timely payment of both principal and interest and carries a AA+/Aaa/AAA by S&P, Moody's and Fitch respectively.

**SUBJECT: NEW PROCEDURES FOR ADDING/CHANGING VENDOR  
INFORMATION**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR**

**SUMMARY:**

In response to the Town of Erie's recent vendor issues, Finance staff has reviewed the Department's procedures for adding new vendors and for changing existing vendor information. The City of Louisville does not pay vendors through electronic funds transfer (EFT), so we do not need to be concerned about the exact issue that affected Erie. However, staff felt it prudent to review our current procedures and communicate any changes.

Access to the vendor database has always been very restricted. The Information Technology Department has increase the restrictions so now just two Finance Department employees have access.

For changes to existing vendor addresses, Finance staff will continue to verify those changes with the addresses on vendor invoices that have been approved for payment by the departments.

For new vendor requests, Finance staff will continue to require a completed W-9 form before creating the vendor. In addition, all requests for new vendors will now go through an internal Finance Department workflow process so that more than one Finance staff member will approve the vendor addition.

**SUBJECT: FINANCE COMMITTEE 2020 WORK PLAN**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: KEVIN WATSON, FINANCE DIRECTOR**

**SUMMARY:**

Attached is the latest draft of the Finance Committee's 2020 Work Plan. This is presented for Committee information and no specific action is requested.

# City of Louisville Colorado Finance Committee 2020 Work Plan

Topics will be discussed in the quarter which they are listed. Items that are not complete will roll to the next quarter.

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## Quarterly Reports: material exceptions will be discussed at monthly FC meetings

- Sales & Use Tax Reports
  - Financial Statements
  - Capital Improvement Program Reports
  - Enterprise Dashboards (recreation, golf, utilities)
  - Cash and Investments Reports
- 

## Major Initiatives for 2020:

- Biennial Budget Process – Program Budgeting utilizing zero-based concepts and processes
- Capital budgeting processes and delivery efficiencies
- Dashboards to Staff Initiatives
  - Discuss the dashboards results driving staff action
- KPI Review
  - Consultant recommendations
  - How are they informing departments?
- Fee-for-Service Methodologies
  - Recreation/Senior Center, Golf Course, discounts, rate-setting methods, etc.
- Building/Impact Fees
  - Comprehensive review and comparison with neighboring cities
  - How are fees calculated?
- BAPS, TIFS, and Other Development-Encouraging Tools
  - How are they being used?
  - Possible changes to Financial Policies

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## First Quarter

- Biennial Budget Process (Jan)
- Quarterly Reports that are available (Jan)
- Example of Budget Request Analysis Using KPI's and Program Budget (Jan)
- Biennial Budget Process (Feb)
- Write-offs of Accounts Receivable (Feb)
- Remaining Quarterly Reports (Feb)
- Biennial Budget Process (Mar)
- Capital Budgeting Processes and Delivery Efficiencies (Mar)

## Second Quarter

- Biennial Budget Process (Apr)

- Presentation from Chandler on Economy and Investments (Apr)
- Quarterly Reports that are available (Apr)
- Review Renewal and Replacement schedules for Recreation Center and Golf Course (Apr)
- Recreation Center Fees (Apr)
- Remaining Quarterly Reports (May)
- Budget Amendment (May)
  - 2018 carryover
  - 2019 changes
- Biennial Budget Process (Jun)
- I.T. Update (Jun)

## Third Quarter

- Biennial Budget Process (Jul)
- Previous Year KPI Review (Jul)
- Tap fee review (Jul)
- Quarterly Reports that are available (Jul)
- Revenue Projection Dashboards (Jul)
- Presentation from Eide Bailly on Audit of 2019 CAFR (Jul)
- Biennial Budget Process (Aug)
- Remaining Quarterly Reports (Aug)
- Revenue Projection Dashboards (Aug)
- Financial Policies – possible amendments (Aug)
- Preliminary Assessed Valuation (Sept)

## Fourth Quarter

- Quarterly Reports that are Available (Oct)
- Charges for Services & Fees for 2021 (Oct)
- Revenue Projection Dashboards (Oct)
- Review 2021-2022 Biennial Budget (Oct)
- Review Non-Profit Grant Applications (Nov)

**SUBJECT: APPROVAL OF DESIGNATED PLACES FOR POSTING PUBLIC MEETING NOTICES**

**DATE: JANUARY 21, 2020**

**PRESENTED BY: KEVIN WATSON, FINANCE**

**SUMMARY:**

Section 24-6-402(2)(c) of the Colorado Open Meetings Law requires the all public bodies designate the public place or places for posting of notices of public meetings. The designation must be made at the local body's first regular meeting of each calendar year and may be made by vote or resolution.

**RECOMMENDATION:**

All meetings will be noticed by the posting of an agenda at the following locations:

- City Hall, 749 Main Street
- Police Department/Municipal Court, 992 West Via Appia
- Recreation/Senior Center, 900 West Via Appia
- Louisville Public Library, 951 Spruce Street
- City web site at [www.louisvilleco.gov](http://www.louisvilleco.gov)

The Finance Committee Meetings are scheduled monthly and are held in the Spruce Room at City Hall. At each meeting, the Committee will establish the exact date, time, and place for the next meeting.