Recreation Advisory Board

Agenda

Monday, January 27, 2020
Louisville Recreation Center
900 W Via Appia
6:30 pm Regular Meeting
Ajax Room

I. Call to Order
II. Roll Call
III. Approval of Agenda
IV. Approval of Minutes
V. Introduction of all members
VI. Approve Designation of Posting Locations for Public Meetings
   • Recreation Center
   • City Hall
   • Police Department
   • Library
VII. Officer Elections for 2020
   • Chair
   • Vice Chair
   • Secretary
VIII. Staff Updates
   • Outdoor Rec Amenities
   • Golf Carts
IX. Discuss 2020 RAB work plan
X. Discuss 2020 Budget process
XI. Dashboards
   • Recreation & Senior Center
   • Golf
XII. Discuss items for next meeting on Monday, February 24
Recreation Advisory Board

Meeting Minutes

December 16, 2019
Recreation Center
900 West Via Appia
6:30 PM

Call to Order – Chairperson Norgard called the meeting to order at 6:30.

Roll Call was taken and the following members were present:

Board Members Present: Rich Bradfield, Audrey DeBarros, Christin Heuston, Gene Kutscher, Angie Layton, Brett Nickerson, Lisa Norgard, Michele Van Pelt

Board Members Absent: None

Staff Members Present: Allen Gill, Kathy Martin, Nathan Mosley, Rob Zuccaro

Guests Present: Geoff Baukol, Sarah Kompa, Jordan Swisher

Public Members Present: Tim Scheur

Approval of Agenda – The agenda was approved unanimously.

  Motion: Kutscher
  Second: Van Pelt

Approval of Meeting Minutes – The minutes from the October 28, 2019 meeting were approved as written.

  Motion: Van Pelt
  Second: DeBarros

Public Comments – None

Presentation

- Rob Zuccaro outlined the proposal before the city planning commission regarding the 391 acres of the Newatny Ridge submission that are in Louisville. He also addressed next steps in the process. Nathan Mosely
thanked those on the Board who attended the city-sponsored walking tour of the site. He noted that other advisory boards had heard the presentation, and outlined some of their thoughts.

- Geoff Baukol presented the current plans for the property, including areas inside and outside of Louisville. He answered questions regarding the timeline and what happens if various scenarios regarding the interested businesses do or do not pan out. The focus for this group was on plans for parks, recreational facilities and open space. Yet-to-be-solved concerns include parking locations and road congestion issues. He next presented what is currently labeled plan B, designed to ameliorate some of the concerns raised by previous presentations of plan A. In plan B, the park more than doubles in size, is placed closer to Louisville and also closer to Monarch High School.

A motion was made to support Plan B over Plan A, with appropriate traffic pattern studies to be conducted—The motion passed unanimously.

  Motion: Nickerson
  Second: Norgard

A motion was made to support the concepts of (1) a dog park to be included close to the 88th street side of the property; (2) public access to the area round the pond, with pleasant amenities, and (3) trails to be linked wherever possible to the areas existing extensive trail networks.—The motion passed unanimously.

  Motion: Kutscher
  Second: Norgard

Rich Bradfield thanked the presenters for working hard to generate a win-win situation.

Golf Course and Recreation Center Staffing

- Nathan Mosely told the Board that City Council would no longer send a liaison to advisory boards. Instead, Boards will have a joint study session once a year with the entire City Council.

Discussion Items for Next Meeting

- Recreation Center punch list update.
- Report from the Outdoor Recreation Amenities Subcommittee.

Adjourn – The meeting was adjourned at 8:08

  Motion: Kutscher
  Second: Norgard
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INTRODUCTION
In order to assist in setting direction for the City of Louisville, the City Council considers the advice of its various boards and commissions. Citizens who serve on boards and commissions, therefore, play an important part in translating ideas into programs and suggestions and concerns into change. They also expand the knowledge and experience base of the elected decision makers. In addition, some boards or commissions have powers and duties defined under the City Charter or state law, and their functions go beyond advising and making recommendations to the City Council.

At present, the City has the following boards and commissions:

- Board of Adjustment
- Building Code Board of Appeals
- Business Retention and Development Committee
- Cultural Council
- Historic Preservation Commission
- Historical Commission
- Library Board of Trustees
- Local Licensing Authority
- Open Space Advisory Board
- Parks and Public Landscaping Advisory Board
- Planning Commission
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

PURPOSE
The purpose of this *Handbook for Boards and Commissions* is to explain the role of boards and commissions and set forth guidelines to assist them in carrying out their work. Should you have any questions about the information here, please contact the City Clerk.

CITY STRUCTURE
The City of Louisville is a home rule municipality operating pursuant to the City of Louisville Charter adopted by the citizens of Louisville in 2001. The citizens have chosen a mayor-council-manager form of government. Under this form, the citizens elect six council members, two from each ward, and one mayor at-large.

The City Council sets the goals and policies for City government and annually adopts a budget in support of City activities. The City Council appoints the City Manager, City Attorney, Municipal Judge, and Prosecuting Attorney. City staff members, under the direction of the City Manager, are responsible for carrying out the direction of the City Council in implementing programs and services. Department directors and their department staffs are under the direction of the City Manager.
As the City’s chief executive officer, the City Manager oversees the day-to-day administrative affairs of the City, including assigning staff to assist boards and commissions in carrying out their responsibilities. The City Manager is responsible for conveying and implementing City Council policy.

**QUASI-JUDICIAL VS. ADVISORY ROLES**

The quasi-judicial boards are those that act like a judge in their proceedings and make decisions affecting a specific person’s rights based on applying specific criteria to an application. These boards generally determine rights, duties, or obligations of a specific person or entity following a public hearing where evidence and public testimony is presented. The quasi-judicial boards are:

- Board of Adjustment
- Building Code Board of Appeals
- Historic Preservation Commission
- Local Licensing Authority
- Planning Commission

Advisory boards make recommendations to the City Council in a number of ways including on legislation, policy, and budgetary decisions. The advisory boards are:

- Business Retention and Development Committee
- Cultural Council
- Historical Commission
- Library Board of Trustees
- Open Space Advisory Board
- Parks and Public Landscaping Advisory Board
- Recreation Advisory Board
- Revitalization Commission
- Sustainability Advisory Board
- Youth Advisory Board

**CITY COUNCIL LIAISON**

A City Council member is assigned as City Council liaison to each advisory board. The liaison’s role is not to direct the board in its activities but rather he/she serves:

- As the primary two-way communications channel between the City Council and the board or commission.
- As the primary informal City Council contact.
- To relay the City Council’s position to the board or commission.
- As City Council contact rather than an advocate for or ex-officio member of the board or commission.

Quasi-judicial boards act independently of the City Council and therefore do not have a City Council liaison.

**CITY STAFF LIAISON**

The City Manager appoints a staff liaison to each board or commission. That staff
member serves to:

- Communicate the City’s expectations to the board.
- Relay board requests to the City Manager and City Council.
- Identify areas in which the City would like the board’s input and advice.
- Provide procedural guidance on the role of the board, City regulations, meeting rules, and open government procedures.
- Coordinate meetings and projects for the board.
- Assist the Chairperson in creating the meeting packet and publishing that packet in accordance with all open government rules.

If any board or board member has a conflict with or concern regarding your staff liaison, please contact the City Clerk.

**BOARD MEMBER EXPECTATIONS**

**Attendance**
The effective operation of a board depends upon regular attendance of the members at meetings. Board members are required to attend a minimum of three quarters (75%) of the meetings each calendar year. If a member is unable to attend a meeting, he or she should contact the chairperson and staff liaison at least 24 hours in advance of the meeting. The staff liaison will monitor attendance and forward attendance information to the City Clerk’s Office when a member fails to meet the attendance requirements stated herein.

In addition, each calendar year, the City Clerk’s Office reports to City Council the attendance information for every board and commission member including the number of meetings held by each board and commission and the number of meetings attended by each member.

**Ethics Rules and Conflicts of Interest**
The objective of City is that appointed members avoid ANY conflicts of interest. A member should also carefully consider for himself or herself avoiding even the appearance of impropriety. Where a conflict exists, and even in situations where the board member is unsure where an actual conflict exists but there exists a potential appearance of impropriety, the City Charter requires the following procedures be followed if you have a conflict of interest:

- Immediately and publicly disclose the nature and extent of the conflict.
- Do not participate in any discussion or decision regarding the action before the board.
- Leave the room.

In addition:

- Do not participate in discussions with other members of the board or City staff regarding the matter.
- Do not attempt to influence the matter, publicly or privately.
These rules apply whether interest is direct or related to interest of a competitor.

What is considered a conflict? Key terms in answering this are whether there is an “interest.” The definition of “interest” is a pecuniary, property, or commercial benefit, or any other benefit the primary significance of which is economic gain or the avoidance of economic loss. Your interest extends to relatives and any business in which you are an officer, director, or employee or own more than 1% of outstanding shares.

Occasionally gifts are offered to board members. Board members may not solicit or accept a present or future gift, favor, discount, service, or other thing of value from a party to a City contract, or from a person seeking to influence your official action. There is an exception for “occasional non-pecuniary gift” of fifteen dollars ($15) or less, unless the gift, no matter how small, may be associated with the member’s official action, whether concerning a contract or some other matter.

Additional rules to keep in mind:
- Board members may not use non-public information for personal or private gain.
- Board members may not use any City employee’s time for personal or private reasons.
- Board members may not use City vehicles or equipment, except in same manner as available to any other person.
- For two (2) years after leaving the board, board members are precluded from representing an interest in front of the City if it concerns a matter the board member voted on while serving the City.

If you are unsure of your legal responsibilities on any matter regarding your role as a board member, please seek the advice of the City Clerk’s Office as soon as possible, particularly before a meeting where you may have a conflict of interest respecting a matter before the board.

Open Government Training
The City Charter requires board members attend Open Government Training once every two years while they serve. Training is offered in the fall and the spring each year. Your staff liaison will make sure you have training dates and times. Open Government training includes information on ethics, open meetings laws, legal rules, meeting preparation, and more.

Board Responsibilities
Each board and commission is responsible to investigate and make thoughtful recommendations to the City Council and City staff on issues coming before it. Such recommendations are often most useful if they include alternatives that were considered and an analysis of the pros and cons of the alternatives.

Matters upon which a board makes recommendations can come from the City Council, City staff, the citizens of Louisville, and from the board members themselves.
The City Council does not wish to impose a rigid structure upon the thoughts and ideas of any board or commission, but instead believes that creative and innovative ideas can come from many different sources.

As a part of the biannual budget process, the City Council creates its goals for the year. Those goals can serve as a good starting point for a board when considering new projects or policies. Ask your staff liaison for the list of goals and the annual work plan if you are interested in the details.

The normal channel for communication between the City Council and the boards and commissions is through the staff liaison to the board. In addition, advisory boards have City Council liaisons who will report to the Council the deliberations and recommendations of the board. The boards and commissions, and their individual members, are always free to communicate directly with the City Council on any matter concerning their areas of responsibility, except there should be no communications with the City Council or other quasi-judicial decision makers concerning any pending quasi-judicial matters. For example, board members must not contact City Council members regarding zoning applications outside of the zoning hearing. Similarly, quasi-judicial board members may not discuss pending applications amongst themselves or with others outside of the hearing.

Please remember that when considering recommendations from boards and commissions, the City Council attempts to balance the many diverse interests in our community.

MEETINGS
All meetings at which any public business is discussed where a quorum, or three or more board members, are present are considered public meetings and are open to the public at all times. No board or commission shall conduct any closed meeting.

A meeting is defined as follows:
- A “meeting” is “any kind of gathering, convened to discuss public business, in person, by telephone, or by any other means of communication.”
- All meetings of three or more members or a quorum of a public body, whichever is fewer, are public meetings open to the public at all times.
- All meetings shall occur in public buildings and public facilities accessible to all members of the public.
- All meetings must be preceded by proper notice.

When board members are acting as volunteers carrying out a program or service of a board or commission, such as manning a booth or recycling stations at City events or helping with set up of a board event, agenda and open meeting rules do not apply. However, board members must take care when acting in these types of volunteer roles to ensure that they are not engaging in board policy discussions to which these rules do apply. Policy making can only occur in a public meeting that is open to the public, proper notice is posted, and the meeting conforms to open meetings laws. Any questions regarding whether a proposed gathering, event or activity requires as an
agenda and other meetings procedures should be directed to the staff liaison.

**Quorum**
The majority of all of the members of a board shall constitute a quorum. In order to conduct business at any meeting, a quorum shall be present. No action shall be taken in the absence of a quorum, except to adjourn the meeting to a future date.

**Public Notice and Meeting Packets**
Meeting packets are prepared by City staff liaison. However, members should note what is required for meeting preparation and give meeting agendas proper consideration and enough time to meet the City’s deadlines. The City Charter requires the following meeting preparation:
- Agendas must be specific and list all topics on which substantive discussions or formal action is expected.
- Agendas must be posted at least 72 hours in advance. Administratively, the City requires all agendas be posted the Wednesday the week prior to the meeting to allow anyone who might be interested time to read the materials.
- Places for posting meeting notice include the City Hall, Recreation Center, Library, and Police Station.
- The complete meeting packet is also posted on the City website (www.LouisvilleCO.gov).

During a meeting, substantive discussion is not allowed on any subject not listed on the agenda or not substantially related to a subject listed on the agenda.

**Rules of Order**
Generally, meetings can be held in any manner that assures an orderly and focused discussion, and facilitates the input of all members of the board.

**Public Involvement Policy**
Public participation is an essential element of the City’s representative form of government. To promote effective public participation the adopted a Public Involvement Policy. (The complete policy is available on the City’s web site www.LouisvilleCO.gov). City officials, board members, staff, and participants should all observe the following guiding principles, roles, and responsibilities of that document.

Some of those guiding principles include:
- **Inclusive not Exclusive** - Everyone’s participation is welcome.
- **Voluntary Participation** - The process will seek the support of those participants willing to invest the time necessary to make it work.
- **Communication** - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.
- **Adaptability** - The process will be adaptable so that the level of public involvement is reflective of the magnitude of the issue and the needs of the participants.
• **Access to Information** - The process will provide participants with timely access to all relevant information in an understandable and user-friendly way.

• **Access to Decision Making** - The process will give participants the opportunity to influence decision making.

• **Respect for Diverse Interests** - The process will foster respect for the diverse values, interests, and knowledge of those involved.

• **Accountability** - The process will reflect that participants are accountable to both their constituents and to the success of the process.

The City should be designed and run to meet the needs and priorities of its citizens. Staff and advisory boards must ensure the Guiding Principles direct their work. In addition to the responsibilities established by the Guiding Principles, staff and advisory boards are responsible for:

• ensuring that decisions and recommendations reflect the needs and desires of the community as a whole;

• pursuing public involvement with a positive spirit because it helps clarify those needs and desires and also adds value to projects;

• in all public involvement activities fostering long-term relationships based on respect and trust;

• encouraging positive working partnerships;

• ensuring that no participant or group is marginalized or ignored;

• drawing out the silent majority, the voiceless and the disempowered; and

• being familiar with a variety of public involvement techniques and the strengths and weaknesses of various approaches.

The public is also accountable for the public involvement process and for the results it produces. All parties are responsible for:

• working within the process in a cooperative and civil manner;

• focusing on real issues and not on furthering personal agendas;

• balancing personal concerns with the needs of the community as a whole;

• having realistic expectations;

• participating openly, honestly and constructively, offering ideas, suggestions and alternatives;

• listening carefully and actively consider everyone’s perspectives;

• identifying their concerns and issues early in the process;

• providing their names and contact information if they want direct feedback;

• remembering that no single voice is more important than all others, and that there are diverse opinions to be considered;

• making every effort to work within the project schedule and if this is not possible, discussing this with the proponent without delay;

• recognizing that process schedules may be constrained by external factors such as limited funding, broader project schedules or legislative requirements;

• accepting some responsibility for keeping themselves aware of current issues, making others aware of project activities and soliciting their involvement and input; and
• considering that the quality of the outcome and how that outcome is achieved are both important.

Quasi-Judicial Public Hearings
Quasi-judicial boards will be called upon to conduct a public hearing on a matter coming before it. A public hearing is a process by which official input on a matter coming before a board is received from all those wishing to present testimony. It is a matter of fundamental due process that decisions made as a result of a quasi-judicial public hearing are based solely upon the evidence presented at the public hearing, and no prior investigation or discussion should be conducted by any member. If members have acquired information from outside the hearing, they should state during the hearing what the information is and allow public comment.

The chairperson should declare the public hearing open, and after hearing public testimony, declare the hearing closed. Following the public hearing, board members should discuss the matter among themselves (still in open meeting), and reach a decision by adopting a motion that sets forth the basis for the decision. Any such decision should be set out in the minutes of the meeting and in a written resolution adopted by the board.

Further information regarding the conduct of public hearings is available from your staff liaison or the City Clerk’s Office.

In general, the City will always interpret meeting rules in favor of participation and disclosure. Try to keep discussions on topic and set discussion of new items for a later date. Always advise the public and participants of City’s local rules.

ORGANIZATION OF THE BOARD
Each board shall choose a chairperson and a vice chairperson. Additional offices may be created by the board from time to time as necessary.

Chairperson/President
The chairperson serves as the presiding officer over all meetings. It is the responsibility of the chairperson to conduct meetings, keep the discussion on track, encourage the input of ideas, and facilitate the overall decision process. The chairperson should clarify ideas as they are discussed and should repeat motions to ensure that all members fully understand the wording of the item upon which they are voting. It is also the chairperson’s responsibility to sign all documents on behalf of the board. The chairperson, working with the staff liaison, is responsible for preparing an agenda for each meeting.

Vice Chairperson
The vice chairperson shall perform the duties of the chairperson in the absence of the chairperson. The vice chairperson may request the assistance of other members of the board in carrying out the duties of the office.
Secretary
Quasi-Judicial boards have a City staff person to serve as secretary for meeting minutes. Advisory boards shall appoint a member to serve as the secretary to take meeting minutes. The secretary is responsible for the minutes of the meeting, and keeps a record of the proceedings of the board. City staff will deposit a copy of the approved minutes from each meeting in Central Records for permanent retention.

APPOINTMENTS AND VACANCIES
You MUST meet the following criteria to serve on ANY Louisville Board or Commission:

- You must reside in the City of Louisville.
- You may not be an employee of the City of Louisville.

Each member is appointed to a specific term of office. Annually in the fall, the City will advertise for interested applicants for vacancies in the upcoming year. The City Council will review all applications and may interview applicants prior to making appointments at a City Council meeting.

The application process for the position is required for all applicants, including existing board or commission members seeking reappointment to a new term on the same board or commission.

This application process does not apply to the Youth Advisory Board which maintains a separate application process.

Mid-year vacancies can be filled if there is an interested applicant or may be left vacant until the annual appointment process. Those interested in a mid-year appointment will complete an application to be reviewed by the City Council. Mid-year appointments last until the end of the calendar year and appointees may apply for a full term during the annual appointment process.

The City Clerk’s Office shall send an email of appointment to each new member including a copy of the Code of Ethics and the Handbook for Boards and Commissions. The City’s Open Government Pamphlet is provided to each board member at the first meeting of every year.

LIABILITY
When performing authorized functions, board members and the City’s volunteers are entitled to the protection of the Governmental Immunity Act. The Act, generally speaking, protects the board member from personal liability for any action within the scope of such appointment, except where the act is willful or wanton. The City Clerk’s Office staff is available for further discussions regarding liability. To minimize risk of liability to themselves, the City, and their board, board members should keep in mind that they are members of a collective body and therefore should avoid acting individually on a matter unless clearly authorized to do so. Also, board members should stay within their authorized activities and not act in cases where a conflict of interest exists.
Cause for Removal
In order to help encourage citizens to volunteer and to promote an environment in which participation is productive and rewarding, the Council expects all board and commission members to work in a cooperative, constructive, and civil manner. The City Council established that during the term of office, a member of a board or commission shall be removed only for cause which includes but is not limited to:

A. Violation of City or state ethics laws;
B. Conviction during the term of office of a felony or of any other crime involving moral turpitude;
C. Absence from more than 25 percent of the regular meetings in any 12-month period;
D. Neglect of duty or malfeasance in office;
E. Knowing violation of any statute, ordinance, resolution, rule, policy or bylaw applicable to the board or commission;
F. Knowing disclosure of confidential information, which is defined to mean information which is not available to the general public under applicable laws, ordinances and regulations, and which is obtained by reason of the board or commission member's position with the City;
G. Failure to maintain the qualifications of a board or commission member for the board or commission on which the member serves;
H. Behaving in a harassing, hostile, threatening or otherwise inappropriate manner, or unreasonably disrupting or interfering with the conduct of any meeting of a board or commission; or
I. Other grounds constituting cause as established by law.

The procedure for removing a member of a City board or commission is as follows:

A. Any person who believes that there is cause to remove a member of a City board or commission as provided in section 2 above shall present the evidence of such cause to the City Manager.
B. The City Manager shall review the evidence presented and conduct additional investigations as the City Manager deems necessary. If the City Manager determines there is sufficient evidence supporting further action, the City Manager shall contact the board or commission member who is the subject of the allegation, outline the allegation against the member and provide the member with an opportunity to respond to the allegation. After considering all information received, the City Manager shall make a determination as to whether there may be grounds for removal or whether other action is warranted.
C. If the City Manager determines there may be grounds for removal, the City Manager shall present a report to the City Council for its consideration and action. The member shall be provided a copy of the report and the time and place of the City Council’s consideration of the matter, at which time the member may address the City Council regarding the report. Removal of a member shall require the affirmative vote of a majority of the entire City Council.
D. The City Manager may appoint a designee to perform the Manager's duties set forth in this Section.

A member may resign from a board or commission at any time by providing a resignation letter or email to the Mayor and staff liaison.

MORE INFORMATION
For specific information regarding the City’s boards and commissions and a description of membership requirements and duties, please see the City’s website at www.LouisvilleCO.gov or contact the City Clerk at 303.335.4536.

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Participation in Government

The City of Louisville encourages citizen involvement and participation in its public policy process. There are many opportunities for citizens to be informed about and participate in City activities and decisions. All meetings of City Council, as well as meetings of appointed Boards and Commissions, are open to the public and include an opportunity for public comments on items not on the agenda. No action or substantive discussion on an item may take place unless that item has been specifically listed as an agenda item for a regular or special meeting. Some opportunities for you to participate include:

Reading and inquiring about City Council activities and agenda items, and attending and speaking on topics of interest at public meetings
City Council Meetings:
• Regular meetings are generally held on the first and third Tuesdays of each month at 7:00 PM in the City Council Chambers, located on the second floor of City Hall, 749 Main Street;
• Study sessions are generally held on the second and fourth Tuesdays of each month at 7:00 PM in the Library Meeting Room, located on the first floor of the Library, 951 Spruce Street;
• Regular meetings are broadcast live on Comcast Cable Channel 8 and copies of the meeting broadcasts are available on DVD in the City Manager’s Office beginning the morning following the meeting;
• Regular meetings are broadcast live and archived for viewing on the City’s website at www.LouisvilleCO.gov.
• Special meetings may be held occasionally on specific topics. Agendas are posted a minimum of 48 hours prior to the meeting.

Meeting agendas for all City Council meetings, other than special meetings, are posted a minimum of 72 hours prior to the meeting 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 website at www.LouisvilleCO.gov

Meeting packets with all agenda-related materials are available 72 hours prior to each meeting and may be found at these locations:
• Louisville Public Library Reference Area, 951 Spruce Street,
• City Clerk’s Office, City Hall, 749 Main Street,
• City website at www.LouisvilleCO.gov

You may receive eNotifications of City Council news as well as meeting agendas and summaries of City Council actions. Visit the City’s website (www.LouisvilleCO.gov) and look for the eNotification link to register.

After they are approved by the City Council, meeting minutes of all regular and special meetings are available in the City Clerk’s office and on the City’s website (www.LouisvilleCO.gov).

Information about City activities and projects, as well as City Council decisions, is included in the Community Update newsletter, mailed to all City residents and businesses. Information is also often included in the monthly utility bills mailed to City residents.

Communicating Directly with the Mayor and City Council Members
Contact information for the Mayor and City Council members is available at www.LouisvilleCO.gov, as well as at City Hall, the Louisville Public Library, and the Recreation/Senior Center. You may email the Mayor and City Council as a group at CityCouncil@LouisvilleCO.gov.

Mayor’s Town Meetings and City Council Ward Meetings are scheduled periodically. These are informal meetings at which all residents, points of view, and issues are welcome. These meetings are advertised at City facilities and on the City’s website (www.LouisvilleCO.gov).

Mayor or City Council Elections
City Council members are elected from three Wards within the City and serve staggered four-year terms. There are two Council representatives from each ward. The mayor is elected at-large and serves a four-year term. City Council elections are held in November of odd-numbered years. For information about City elections, including running for City Council, please contact the City Clerk’s Office, first floor City Hall, 749 Main Street, or call 303.335.4571.

Serving as an Appointed Member on a City Board or Commission
The City Council makes Board and Commission appointments annually. Some of the City’s Boards and Commissions are advisory, others have some decision-making powers. The City Council refers questions and issues to these appointed officials for input and advice. (Please note the Youth Advisory Board has a separate appointment process.) The City’s Boards and Commissions are:
• Board of Adjustment
• Building Code Board of Appeals
• Cultural Council
• Historic Preservation Commission
• Historical Commission
• Housing Authority
• Library Board of Trustees
• Local Licensing Authority
• Open Space Advisory Board
• Parks & Public Landscaping Advisory Board
• Planning Commission
• Recreation Advisory Board
• Revitalization Commission
• Sustainability Advisory Board
• Youth Advisory Board

Information about boards, as well as meeting agendas and schedules for each board, is available on the City’s website (www.LouisvilleCO.gov).

Agendas for all Board and Commission meetings are posted a minimum of 72 hours prior to each meeting and are posted at these 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

Copies of complete meeting packets containing all agenda-related materials are available at least 72 hours prior to each meeting and may be found at the following locations:
• Louisville Public Library Reference Area, 951 Spruce Street,
• City Clerk’s Office, City Hall, 749 Main Street
• City web site at www.LouisvilleCO.gov

Planning Commission
The Planning Commission evaluates land use proposals against zoning laws and holds public hearings as outlined in City codes. Following a public hearing, the Commission recommends, through a resolution, that the City Council accept or reject a proposal.
• Regular Planning Commission meetings are held at 6:30 PM on the second Thursday of each month. Overflow meetings are scheduled for 6:30 PM on the 4th Thursday of the month as needed, and occasionally Study Sessions are held.
• Regular meetings are broadcast live on Comcast Channel 8 and archived for viewing on the City’s website (www.LouisvilleCO.gov).

Open Government Training
All City Council members and members of a permanent Board or Commission are required to participate in at least one City-sponsored open government–related seminar, workshop, or other training program at least once every two years.

Open Meetings
The City follows the Colorado Open Meetings Law (“Sunshine Law”) as well as additional open meetings requirements found in the City’s Home Rule Charter. These rules and practices apply to the City Council and appointed Boards and Commissions (referred to as a “public body” for ease of reference). Important open meetings rules and practices include the following:

Regular Meetings
All meetings of three or more members of a public body (or a quorum, whichever is fewer) are open to the public.
All meetings of public bodies must be held in public buildings and public facilities accessible to all members of the public.
All meetings must be preceded by proper notice. Agendas and agenda-related materials are posted at least 72 hours in advance of the meeting 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
• On the City web site at www.LouisvilleCO.gov

Study Sessions
Study sessions are also open to the public. However, study sessions have a limited purpose:
• Study sessions are to obtain information and discuss matters in a less formal atmosphere;
• No preliminary or final decision or action may be made or taken at any study session; further, full debate and deliberation of a matter is to be reserved for formal meetings; If a person believes in good faith that a study session is proceeding contrary to these limitations, he or she may submit a written objection. The presiding officer will then review the objection and determine how the study session should proceed.
• Like formal meetings, a written summary of each study session is prepared and is available on the City’s website.

Executive Sessions
The City Charter also sets out specific procedures and limitations on the use of executive sessions. These rules, found in Article 5 of the Charter, are intended to further the City policy that the activities of City government be conducted in public to the greatest extent feasible, in order to assure public participation and enhance public accountability. The City’s rules regarding executive sessions include the following:

Timing and Procedures
The City Council and City Boards and Commissions may hold an executive session only at a regular or special meeting.
No formal action of any type, and no informal or “straw” vote, may occur at any executive session. Rather, formal
actions, such as the adoption of a proposed policy, position, rule or other action, may only occur in open session.

Prior to holding an executive session, there must be a public announcement of the request and the legal authority for convening in closed session. There must be a detailed and specific statement as to the topics to be discussed and the reasons for requesting the session.

The request must be approved by a supermajority (two-thirds of the full Council, Board, or Commission). Prior to voting on the request, the clerk reads a statement of the rules pertaining to executive sessions. Once in executive session, the limitations on the session must be discussed and the propriety of the session confirmed. If there are objections and/or concerns over the propriety of the session, those are to be resolved in open session.

Once the session is over, an announcement is made of any procedures that will follow from the session.

Executive sessions are recorded, with access to those tapes limited as provided by state law. Those state laws allow a judge to review the propriety of a session if in a court filing it is shown that there is a reasonable belief that the executive session went beyond its permitted scope. Executive session records are not available outside of a court proceeding.

**Authorized Topics**

For City Council, an executive session may be held only for discussion of the following topics:

- Matters where the information being discussed is required to be kept confidential by federal or state law;
- Certain personnel matters relating to employees directly appointed by the Council, and other personnel matters only upon request of the City Manager or Mayor for informational purposes only;
- Consideration of water rights and real property acquisitions and dispositions, but only as to appraisals and other value estimates and strategy for the acquisition or disposition; and
- Consultation with an attorney representing the City with respect to pending litigation. This includes cases that are actually filed as well as situations where the person requesting the executive session believes in good faith that a lawsuit may result, and allows for discussion of settlement strategies.

The City’s Code of Ethics (Sections 5-6 though 5-17 of the Charter) is summarized in the following statement taken from the City Charter:

> Those entrusted with positions in the City government must commit to adhering to the letter and spirit of the Code of Ethics. Only when the people are confident that those in positions of public responsibility are committed to high levels of ethical and moral conduct, will they have faith that their government is acting for the good of the public. This faith in the motives of officers, public body members, and employees is critical for a harmonious and trusting relationship between the City government and the people it serves.

The City’s Code of Ethics (Sections 5-6 though 5-17 of the Charter) is summarized in the following paragraphs. While the focus is to provide a general overview of the rules, it is important to note that all persons subject to the Code of Ethics must strive to follow both the letter and the spirit of the Code, so as to avoid not only actual violations, but public perceptions of violations. Indeed, perceptions of violations can have the same negative impact on public trust as actual violations.

**Conflicts of Interest**

One of the most common ethical rules visited in the local government arena is the “conflict of interest rule.” While some technical aspects of the rule are discussed below, the general rule under the Code of Ethics is that if a Council, Board, or Commission member has an “interest” that will be affected by his or her “official action,” then there is a conflict of interest and the member must:

- Disclose the conflict, on the record and with particularity;
- Not participate in the discussion;
- Leave the room; and
- Not attempt to influence others.

An “interest” is a pecuniary, property, or commercial benefit, or any other benefit the primary significance of which is economic gain or the avoidance of economic loss. However, an “interest” does not include any matter conferring similar benefits on all property or persons similarly situated. (Therefore, a City Council member is not prohibited from voting on a sales tax increase or decrease if the member’s only interest is that he or she, like other residents, will be subject to the higher or lower tax.) Additionally, an “interest” does not include a stock interest of less than one percent of the company’s outstanding shares.

The Code of Ethics extends the concept of prohibited interest to persons or entities with whom the member is associated. In particular, an interest of the following persons and entities is also an interest of the member: relatives (including persons related by blood or marriage to certain
degrees, and others); a business in which the member is an officer, director, employee, partner, principal, member, or owner; and a business in which member owns more than one percent of outstanding shares.

The concept of an interest in a business applies to profit and nonprofit corporations, and applies in situations in which the official action would affect a business competitor. Additionally, an interest is deemed to continue for one year after the interest has ceased. Finally, "official action" for purposes of the conflict of interest rule, includes not only legislative actions, but also administrative actions and "quasi-judicial" proceedings where the entity is acting like a judge in applying rules to the specific rights of individuals (such as a variance request or liquor license). Thus, the conflict rules apply essentially to all types of actions a member may take.

Contracts
In addition to its purchasing policies and other rules intended to secure contracts that are in the best interest of the City, the Code of Ethics prohibits various actions regarding contracts. For example, no public body member who has decision-making authority or influence over a City contract can have an interest in the contract, unless the member has complied with the disclosure and recusal rules. Further, members are not to appear before the City on behalf of other entities that hold a City contract, nor are they to solicit or accept employment from a contracting entity if it is related to the member's action on a contract with that entity.

Gifts and Nepotism
The Code of Ethics, as well as state law, regulates the receipt of gifts. City officials and employees may not solicit or accept a present or future gift, favor, discount, service or other thing of value from a party to a City contract, or from a person seeking to influence an official action. There is an exception for the "occasional nonpecuniary gift" of $15 or less, but this exception does not apply if the gift, no matter how small, may be associated with the official's or employee's official action, whether concerning a contract or some other matter. The gift ban also extends to independent contractors who may exercise official actions on behalf of the City.

The Code of Ethics also prohibits common forms of nepotism. For example, no officer, public body member, or employee shall be responsible for employment matters concerning a relative. Nor can he or she influence compensation paid to a relative, and a relative of a current officer, public body member or employee cannot be hired unless certain personnel rules are followed.

Other Ethics Rules of Interest
Like state law, Louisville’s Code of Ethics prohibits the use of non-public information for personal or private gain. It also prohibits acts of advantage or favoritism and, in that regard, prohibits special considerations, use of employee time for personal or private reasons, and use of City vehicles or equipment, except in same manner as available to any other person (or in manner that will substantially benefit City). The City also has a “revolving door” rule that prohibits elected officials from becoming City employees either during their time in office or for two years after leaving office. These and other rules of conduct are found in Section 5-9 of the Code of Ethics.

Disclosure, Enforcement, and Advisory Opinions
The Code of Ethics requires that those holding or running for City Council file a financial disclosure statement with the City Clerk. The statement must include, among other information, the person's employer and occupation, sources of income, and a list of business and property holdings.

The Code of Ethics provides fair and certain procedures for its enforcement. Complaints of violations may be filed with the City prosecutor; the complaint must be a detailed written and verified statement. If the complaint is against an elected or appointed official, it is forwarded to an independent judge who appoints a special, independent prosecutor for purposes of investigation and appropriate action. If against an employee, the City prosecutor will investigate the complaint and take appropriate action. In all cases, the person who is subject to the complaint is given the opportunity to provide information concerning the complaint.

Finally, the Code allows persons who are subject to the Code to request an advisory opinion if they are uncertain as to applicability of the Code to a particular situation, or as to the definition of terms used in the Code. Such requests are handled by an advisory judge, selected from a panel of independent, disinterested judges who have agreed to provide their services. This device allows persons who are subject to the Code to resolve uncertainty before acting, so that a proper course of conduct may be identified. Any person who requests and acts in accordance with an advisory opinion issued by an advisory judge is not subject to City penalty, unless material facts were omitted or misstated in the request. Advisory opinions are posted for public inspection; the advisory judge may order a delay in posting if the judge determines the delay is in the City’s best interest.

Citizens are encouraged to contact the City Manager's Office with any questions about the City’s Code of Ethics. A copy of the Code is available at the City’s website (www.LouisvilleCO.gov) and also from the Offices of the City Manager and City Clerk.
**Other Laws on Citizen Participation in Government**

Preceding sections of this pamphlet describe Louisville’s own practices intended to further citizen participation in government. Those practices are generally intended to further dissemination of information and participation in the governing process. Some other laws of interest regarding citizen participation include:

**Initiative and Referendum**

The right to petition for municipal legislation is reserved to the citizens by the Colorado Constitution and the City Charter. An initiative is a petition for legislation brought directly by the citizens; a referendum is a petition brought by the citizens to refer to the voters a piece of legislation that has been approved by the City Council. In addition to these two petitioning procedures, the City Council may refer matters directly to the voters in the absence of any petition. Initiative and referendum petitions must concern municipal legislation—as opposed to administrative or other non-legislative matters. By law the City Clerk is the official responsible for many of the activities related to a petition process, such as approval of the petition forms, review of the signed petitions, and consideration of protests and other matters. There are minimum signature requirements for petitions to be moved to the ballot; in Louisville, an initiative petition must be signed by at least five percent of the total number of registered electors. A referendum petition must be signed by at least two and one-half percent of the registered electors.

**Public Hearings**

In addition to the opportunity afforded at each regular City Council meeting to comment on items not on the agenda, most City Council actions provide opportunity for public comment through a public hearing process. For example, the City Charter provides that a public hearing shall be held on every ordinance before its adoption. This includes opportunities for public comment prior to initial City Council discussion of the ordinance, as well as after Council’s initial discussion but before action. Many actions of the City are required to be taken by ordinance, and thus this device allows for citizen public hearing comments on matters ranging from zoning ordinances to ordinances establishing offenses that are subject to enforcement through the municipal court.

Additionally, federal, state, and/or local law requires a public hearing on a number of matters irrespective of whether an ordinance is involved. For example, a public hearing is held on the City budget, the City Comprehensive Plan and similar plans, and a variety of site-specific or person-specific activities, such as annexations of land into the city, rezonings, special use permits, variances, and new liquor licenses. Anyone may provide comments during these hearings.

**Public Records**

Access to public records is an important aspect of citizen participation in government. Louisville follows the Colorado Open Records Act (CORA) and the additional public records provisions in the City Charter. In particular, the Charter promotes the liberal construction of public records law, so as to promote the prompt disclosure of City records to citizens at no cost or no greater cost than the actual costs to the City.

The City Clerk is the custodian of the City’s public records, except for financial, personnel, and police records which are handled, respectively, by the Finance, Human Resources, and Police Departments. The City maintains a public policy on access to public records, which include a records request form, a statement of fees, and other guidelines. No fee is charged for the inspection of records. No fee is charged for locating or making records available for copying, except in cases of voluminous requests or dated records, or when the time spent in locating records exceeds two hours. No fees are charged for the first 25 copies requested or for electronic records.

Many records, particularly those related to agenda items for City Council and current Board and Commission meetings, are available directly on the City’s website (www.LouisvilleCO.gov). In addition to posting agenda-related material, the City maintains communication files for the City Council and Planning Commission. These are available for public inspection at the City Clerk’s Office, 749 Main Street.

CORA lists the categories of public records that are not generally open to public inspection. These include, for example, certain personnel records and information, financial and other information about users of city facilities, privileged information, medical records, letters of reference, and other items listed in detail in CORA. When public records are not made available, the custodian will specifically advise the requestor of the reason.

Citizens are encouraged to review the City’s website (www.LouisvilleCo.gov) for information, and to contact the City with any questions regarding City records.

**Public Involvement Policy**

Public participation is an essential element of the City’s representative form of government. To promote effective public participation City officials, advisory board members, staff and participants should all observe the following guiding principles, roles and responsibilities:

**Guiding Principles for Public Involvement**

Inclusive not Exclusive - Everyone’s participation is
welcome. Anyone with a known interest in the issue will be identified, invited and encouraged to be involved early in the process.

Voluntary Participation - The process will seek the support of those participants willing to invest the time necessary to make it work.

Purpose Driven - The process will be clearly linked to when and how decisions are made. These links will be communicated to participants.

Time, Financial and Legal Constraints - The process will operate within an appropriate time frame and budget and observe existing legal and regulatory requirements.

Communication - The process and its progress will be communicated to participants and the community at-large using appropriate methods and technologies.

Adaptability - The process will be adaptable so that the level of public involvement is reflective of the magnitude of the issue and the needs of the participants.

Access to Information - The process will provide participants with timely access to all relevant information in an understandable and user-friendly way. Education and training requirements will be considered.

Access to Decision Making - The process will give participants the opportunity to influence decision making.

Respect for Diverse Interests - The process will foster respect for the diverse values, interests and knowledge of those involved.

Accountability - The process will reflect that participants are accountable to both their constituents and to the success of the process.

Evaluation - The success and results of the process will be measured and evaluated.

Roles and Responsibilities - City Council

City Council is ultimately responsible to all the citizens of Louisville and must weigh each of its decisions accordingly. Councilors are responsible to their local constituents under the ward system; however they must carefully consider the concerns expressed by all parties. Council must ultimately meet the needs of the entire community—including current and future generations—and act in the best interests of the City as a whole.

During its review and decision-making process, Council has an obligation to recognize the efforts and activities that have preceded its deliberations. Council should have regard for the public involvement processes that have been completed in support or opposition of projects.

Roles and Responsibilities - City Staff and Advisory Boards

The City should be designed and run to meet the needs and priorities of its citizens. Staff and advisory boards must ensure that the Guiding Principles direct their work. In addition to the responsibilities established by the Guiding Principles, staff and advisory boards are responsible for:

• ensuring that decisions and recommendations reflect the needs and desires of the community as a whole;
• pursuing public involvement with a positive spirit because it helps clarify those needs and desires and also adds value to projects;
• fostering long-term relationships based on respect and trust in all public involvement activities;
• encouraging positive working partnerships;
• ensuring that no participant or group is marginalized or ignored;
• drawing out the silent majority, the voiceless and the disempowered; and being familiar with a variety of public involvement techniques and the strengths and weaknesses of various approaches.

All Participants

The public is also accountable for the public involvement process and for the results it produces. All parties (including Council, advisory boards, staff, proponents, opponents, and the public) are responsible for:

• working within the process in a cooperative and civil manner;
• focusing on real issues and not on furthering personal agendas;
• balancing personal concerns with the needs of the community as a whole;
• having realistic expectations;
• participating openly, honestly and constructively, offering ideas, suggestions and alternatives;
• listening carefully and actively considering everyone’s perspectives;
• identifying their concerns and issues early in the process;
• providing their names and contact information if they want direct feedback;
• remembering that no single voice is more important than all others, and that there are diverse opinions to be considered;
• making every effort to work within the project schedule and if this is not possible, discussing this with the proponent without delay;
• recognizing that process schedules may be constrained by external factors such as limited funding, broader project schedules or legislative requirements;
• accepting some responsibility for keeping themselves aware of current issues, making others aware of project activities and soliciting their involvement and input; and
• considering that the quality of the outcome and how that outcome is achieved are both important.

Updated December 2019
This pamphlet is prepared pursuant to the Home Rule Charter of the City of Louisville.

This is a compilation of Articles 4 and 5 of the Charter of the City of Louisville and is available at all times in the City Clerk’s Office, 749 Main Street, Louisville, Colorado, and on the City’s web site at www.LouisvilleCO.gov.

This pamphlet is also provided to every member of a public body (board or commission) at that body’s first meeting each year.
Memorandum

To: Recreation Advisory Board
From: Nathan Mosley, Director of Parks, Recreation and Open Space
Date: January 27, 2020
Re: Outdoor Recreation Amenities Update

Background
In May of 2019 a sub-committee of staff, Recreation Advisory Board (RAB) members and Parks and Public Landscaping Advisory Board (PPLAB) members was formed to investigate and garner feedback from the public regarding current satisfaction with outdoor recreational amenities and future needs. Information from this process is meant to inform future planning processes, specifically the Cottonwood Park Master Plan process and the Recreation & Senior Center Campus Master Plan update.

The sub-committee drafted a non-scientific survey to gain feedback from interested residents. This survey was administered through Survey Monkey. The survey was taken by more than 850 individuals. Staff compiled department information and submitted that information to the National Recreation and Parks Association as part of that organizations national park metrics comparison. Sub-committee members and staff also gathered comparison data from other local, regional and state municipalities to provide additional information in which to compare Louisville’s level of service to others and identify trends in outdoor recreation amenities that could be incorporated to our park system.

Next Steps
Staff is working to compile this information into a summary to provide to both RAB and PPLAB. The summary will also be made available to the consultant that will manage the upcoming Cottonwood Park master plan update. The raw data from the survey will also be available to committee members and consultants.

A draft of the summary will be provided at the January RAB meeting and staff will want feedback on that at the February meeting.
To: Recreation Advisory Board  
From: Nathan Mosley, Director of Parks, Recreation and Open Space  
          David Baril, Head Pro  
Date: January 27, 2020  
Re: 2020 Golf Cart Replacement Options

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.

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

*Leases are for a five year period

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

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

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.
<table>
<thead>
<tr>
<th>Date</th>
<th>Action Items</th>
<th>Action Items</th>
<th>Action Items</th>
</tr>
</thead>
</table>
| January 27, 2020 | • Officer Elections: Chair, Vice-Chair, and Secret’y  
• Approve Designation of Places for Posting “Notices for Public Meeting” for 2019  
• Discuss 2020 RAB Work Plan  
• Rec Center Budget Process Discussion  
• Review Golf Strategic Plan | • Discuss Survey Process for Fit Zone Classes  
• Review Customer Satisfaction Survey  
• Warranty & Maintenance Update | • Tour Rec Center & Memory Square Pool  
• Tour Coal Creek Golf Course  
• Review Memory Square Hours |
| February 24, 2020 | Updates/Discussion from the Department:  
• Introduction of New Board Members  
• Dashboards – Golf/Rec Work Plan | Updates/Discussion from the Department: | Updates/Discussion from the Board: |
| March 16, 2020 | Updates/Discussion from the Board: | Updates/Discussion from the Board: | Updates/Discussion from the Board: |

<table>
<thead>
<tr>
<th>Date</th>
<th>Action Items</th>
<th>Action Items</th>
<th>Action Items</th>
</tr>
</thead>
</table>
| April 27, 2020 | • Continue 1Q Items Not Completed  
• Review Rec Proposed Capital Projects for 2020-2024  
• Review Rec Biennial Operating Budget 2020-2021 | • Review Golf Enterprise Budget for 2020-2021 Including funding of R&R of Equipment  
• Evaluate Finance Policies including Fees & Reserves | • Review Rec Programming Plan  
• Review Senior Services & Senior Programming |
| May 18, 2020  | Updates/Discussion from the Department: | Updates/Discussion from the Department: | Updates/Discussion from the Board: |
| June 27, 2020 | Updates/Discussion from the Board: | Updates/Discussion from the Board: | Updates/Discussion from the Board: |

*All items are subject to change. A final version of the agenda is posted on the web during the week prior to the RAB meeting.*
<table>
<thead>
<tr>
<th>July 27, 2020</th>
<th>August 24, 2020</th>
<th>September 28, 2020</th>
</tr>
</thead>
</table>
| **Action Items:**  
  - Continue 2Q Items not Completed  
  - Review Business & Strategic Plan for our Updated Rec Center  
**Updates/Discussion from the Department:**  
  - Dashboards – Golf/Rec  
**Updates/Discussion from the Board:**  | **Action Items:**  
  - Review Gap Analysis of Pool Activities & Classes  
  - Review Gap Analysis of the Party Rooms  
  - Review Gap Analysis of the MAC Gym  
**Updates/Discussion from the Department:**  
  -  | **Action Items:**  
  - Review Marketing Plan  
  -  
**Updates/Discussion from the Department:**  
  -  | **Updates/Discussion from the Board:**  |  |

<table>
<thead>
<tr>
<th>October 26, 2020</th>
<th>November 23, 2020</th>
<th>December 28, 2020</th>
</tr>
</thead>
</table>
| **Action Items:**  
  - Continue 3Q Items not Completed  
  - Review 2020/21 Budget  
**Updates/Discussion from the Department:**  
  -  
**Updates/Discussion from the Board:**  | **Action Items:**  
  - Review how we are serving our Youth  
  - Age Well Plan Final  
**Updates/Discussion from the Department:**  
  -  | **Action Items:**  
  -  
**Updates/Discussion from the Department:**  
  -  | **Updates/Discussion from the Board:**  |  |

*All items are subject to change. A final version of the agenda is posted on the web during the week prior to the RAB meeting.*
2019 Year in Review
Louisville Recreation & Senior Center

**Fitzone**

- Hired 22 new instructors and added 84 classes to the schedule.
- Hired 2 new personal trainers.
- Weight Room Orientations- Oct-Dec had 52 people come to orientations
- From Aug-Dec we had 276 total personal training sessions.
- From Jan-Dec 2019 we sold 175 trainings packages.
- From April-Dec we had 5031 “shifts” and from Jan-Dec only 78 cancelled classes.

<table>
<thead>
<tr>
<th></th>
<th>2018 YTD</th>
<th>2019 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>4,832</td>
<td>5,849</td>
</tr>
<tr>
<td>Feb</td>
<td>3,781</td>
<td>6,906</td>
</tr>
<tr>
<td>Mar</td>
<td>3,504</td>
<td>6,604</td>
</tr>
<tr>
<td>Apr</td>
<td>3,445</td>
<td>6,237</td>
</tr>
<tr>
<td>May</td>
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<tr>
<td></td>
<td>38,298</td>
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</table>

Fitness Challenges:
- February 2019- take 20 classes in 28 days- 50 participants
- July 2019 Bingo challenge- 5 green cards, 7 yellow cards, the most was 17 classes
- September- Fit for fall assessments- 42 slots filled within 36hrs and 12 people on the waitlist
- November- Turkey Buster 53 people in 7 classes
- December 12 Days of Christmas-6 participants completed
- Special Classes:
  Intro to NIA workshop Sat 5/11- 12 participants
- Zumba Party Sat 6/22 1-3pm- 40 participants

**Nite at the Rec:**
- We had 22 Nite at the Rec nights (13 for the spring session & 9 for the fall session) with a total of 4088 attendees for both sessions (average of 186 attendees per night).
- The 2019 revenue=$64,419 ($42,196 more than 2018), however we did not offer a fall session in 2018 due to the building renovation/expansion.
• And because of the expansion/renovation of the building (specifically the lobby/front desk) we changed the sign-in and payment locations to minimize the long lines. Also to ensure the safety of the participants, we changed our set-up processes & procedures so the participants were only in the areas in which they were allowed.
• We implemented an online process to allow patrons to purchase and renew a Nites 4Pass which made payment on each Nite more streamlined.

**Child Care:**

• We had 6592 attendees (1582 more than in 2018).
• The 2019 revenue=$12,970 ($4563 more than in 2018).
• We purchased all new toys and activities to provide enjoyment and learning opportunities for the children in our care.
• We increased our hours to better accommodate our patrons’ needs.

**Facility Rentals:**

• The 2019 revenue=$39,377 ($26,907 more than in 2018). The addition of the turf gym and the Birthday Party Packages helped significantly with the increase in revenue. There were 70 turf gym birthday parties and 104 pool parties booked in 2019.

**Youth Activities Highlights 2019**

• Preschool enrollment continues to grow towards pre-renovation numbers. Three out of four classes are full. Enrollment for the 2020-2021 school year has just started and numbers are looking strong.
• In 2019 we moved the Tulip Twist Father/Daughter Dance to the newly renovated Recreation & Senior Center to showcase the facility. We had 100 participants and the space worked perfectly. For 2020 we have reformatted the program to be inclusive of all families and genders and are calling it the Sweetheart Dance.
• Preschool teachers completed Parent/Teacher Conferences in February.
• The Preschool Art Show at the Louisville Library for the month of April showcased the work of all students as well as demonstrated the link between children’s literature, art expression and early childhood education. The Artist Reception brought in students, siblings, parents, grandparents and aunts and uncles to enjoy the work and celebrate the children!
• Touch-A-Truck at the Louisville Recreation & Senior Center saw outstanding numbers, 3,500 attendees are estimated. The new parking lot configuration worked very well for accommodating the event, guest parking as well as safety.
• The Youth Advisory Board promoted FlexRide as their 2019 project through the community and schools by promoting at school events and advertising through school channels. The YAB also completed six volunteer activities.
• Summer Day Camp completed its first summer based out of the turf gym. 153 unique youth were served over the course of the program. The program survey had a 37% return rate receiving a 4.8 rating out of 5.
• The teen program, VOLoCITY, gave 3,933 hours over the course of the summer to 12 area non-profits.
Internal summer enrichment programs served 48 unique families and received a 4.93 overall rating with a 31% return rate.

Preschool teachers started utilizing the outdoor learning area as an extension of the classroom once the playground reopened. Weather permitting, children can explore a variety of learning centers adjacent to the classroom in the fresh air and sunshine. It has been a great opportunity. The babysitting certification class has filled every time it has been offered. Contractors like PlayWell and Young Rembrandts saw the majority of their programs going. Others, to include Little Yogis, Intregal Steps, Little Medical, CodeSpire and Let’s Get Cooking saw inconsistent enrollment.

Sports

- Youth Soccer Participants – 1287
- Youth Basketball participants – 219
- Youth Flag football – 164
- Indoor youth soccer – 112(new program in 2019)
- Youth Tennis – 192
- Sports Action Participants– 156
- Volleyball – 83
- Nerf gun battles averaged about 40 kids with approximately 300 participants over 7 battles in the turf gymnasium.
- 11 major baseball/softball tournaments were hosted at the Sports Complex
- The Monarch Little League and Louisville Youth Baseball Association had 390 and 214 participants respectively.
- 2019 saw the end of the youth tackle football association in town due to lack of participants.

Adult Aquatics:

- Adult Stroke Clinic with Coach Karina has had steady attendance and an average of 8 people being helped weekly. This has been a great benefit to those adult swimmers just looking for a little stroke correction or trying to accomplish a goal.
- Triathlon Swimming (contracted program) –we had an average of 10 swimmers per week participating in our triathlon swimming.

Youth Aquatics:

- Individualized Lessons Private Lesson Minis we offered 1,622 mini private lessons we sold 1,158 of those lessons. Which resulted in 97% of the minis sold.
- Group Swim Lessons: we ran 352 classes with a max enrollment allowed of 1,953 participants. We had 1,563 participants enrolled, which resulted in 80% of the program full.
- Stroke Clinic (contracted program): we ran 99 classes with a max enrollment allowed of 1,272 participants. We had 691 participants enrolled, which resulted in 45% of the program full.

Pool Availability:

- Lap Swim: we have seen the lap lanes at a max of 20+ swimmers at a time. The all lane lap swim has been very popular and used throughout the day. Our cone communication has been received well and patrons are very appreciative of this method.
• **Open Swim:** we continue to offer open swim at all hours of operation with the weekends and the 10am-12pm hour being extremely popular. It has been a joy to see the Louisville community and families using our pool to enjoy family time they float in the river, play in the zero depth and shoot some hoops. The pools have given everyone for any age something to do.

**Pool Bookings:**

• **Birthday Parties:** We have had a total of 104 pool birthday parties

• **Camp Rentals:** Our indoor and outdoor pools were a camp-swimming site for multiple camps including Mountain Kids, Impact Sports, LRC Day Camp, Boulder YMCA, and Out and About in total for the summer we had 30 camp bookings. 1,114 camp kids in total. Patrons really appreciated that the lap pool was not affected by the camps visiting. Camps only used the Splash pool and the program pool.

• **End of the School Year Parties:** we hosted BVSD schools Fireside, Coal Creek, and High Peaks 5th grade end of the year parties. Totaling 226 5th graders in 2 days.

• **Memory Square Private Rentals:** out of the 12 available Pool Parties 11 of them took place. All 12 were booked but we had one cancellation.

• **MOHI Swim Team (contracted rental):** overall, in 2019 we hosted 3 swim meets. Patrons and the swim team have adjusted well to swimming during our hours of operation. The patrons enjoy having a full hour before the team gets in the pool. The team has been able to utilize 6 lanes with the combination of the program pool and lap pool lane availability.

• **Dolphins (contracted rental):** Memory Square hosted 3 BVSL swim meets on Saturdays, the pool was closed till 2:30pm to host those meets. The meets were 3 Saturdays in a row. Memory Square was booked for a private party for 200 Dolphins swimmers on a Sunday evening. The Dolphins use Memory Square from 6am-10am M-TH and 6am-12pm on Friday till July 31st for their swim league practices. The outdoor pool was closed during these times.

**American Red Cross Training opportunities:**

• **Lifeguard Certification:** we ran 7 lifeguard classes with a total of 70 spots available we certified 63 new lifeguards.

• **Water Safety Instructor Certification:** we ran 3 Water Safety instructor classes with a total of 28 spots available we certified 19 new instructors.

• **First Aid/ CPR/ AED Certification:** we ran 20 community/staff courses with 200 spots available we certified 96 participants.

**Aquatics Hiring and Staff Training:**

• In 2019 we hired 60 new staff members

• We ran 48 one hour in-service trainings

• We ran Pool & Hot Tub Alliance Certified Pool Operator Certification Course November 16th, 2019 it consisted of 11 Participants – 8 Internal we now have 13 total CPO’s on staff now.
Aquatics Special Events: We offered 2 guest appreciation events

- We hosted a dog swim at memory square pool we had over 50 dogs come and swim and all proceeds were donated to Boulder Humane Society.
- We offered a can drop activity in the lazy river. We had over 45 people attend that event.

Aquatics Budget

- In 2018 our Part-time staff hours worked at the LRC were 10,720. In 2019 we had 24,775.30 and were with-in .82% of the predicted budget.

Donations:
The Recreation and Senior Center receives requests for donations on a regular basis. Items donated include things such as 20-visit passes, 1 visit swim passes, and a party package. Below is a listing of the dollar value of items donated:

- Total for 2019 $7,951
- Total for 2018 $2,296
- Total for 2017 $1,631
- Total for 2016 $2,483
- Total for 2015 $2,232
- Total for 2014 $2,235

Senior Services Highlights:

Day Trips

- 182 seniors went out to eat through Lunch Bunch or Dinner Group 19 times.
- 680 participants went on our 40 day trips to places including the theatres, museums, mountains, and other tours and venues.
  - In 2019, we introduced a service trip this past fall to the Community Food Share for some of our seniors to volunteer.

Special Events

- We held 12 special events that 1,332 participants came to for seniors, and two of those events were offsite.
  - Of those events, Wellness and Resource Fair event brought in over 200 seniors, about 75 more than usual.
  - 23 people attended our Senior Programs Get Acquainted events.

Brooks Café Meal Program

- 9,084 meals served in 2019.
• We introduced 2 new menu items each month and the feedback has been very positive.
• We introduced a donation free day in October during our Guest Appreciation Week. We served 135 meals, 60 of those to new people.
• We also featured a try lunch for free coupon in the Senior Services article that was in the November issue of the 80027 magazine.
  o Our focus of the outreach we did and will continue to do is to bring in new people to this program. We noticed our average was down and saw the opportunity to showcase the Brooks Café and it has been very successful. We have brought our average from 37 meals to 43 within just a few months. We have been seeing over 50 most days since the new year.
• We held Resource Talks on topics and organizations including Energy, Scams, Transportation, Property Taxes, Bullying Among Seniors, Nutrition and Bone Health, Volunteerism, Falls Prevention, Personal Safety, Meals on Wheels, Sister Carmen, City Code, and the Library.
• 1,182 lattes were served at Latte Friday.

Drop In Programs

• We offer 31 drop in programs per week, 6 of those new in 2019. New weekend and Saturday programs were introduced.
  o (2 Mahjongg groups, 1 duplicate bridge group, 1 ping pong group, 1 art group, 1 bocce group)
• We had an average 897 seniors participating in drop in activities per month.
  o The top 2 drop in activities for the year were Billiards (174 per month average) and Bridge (Regular Bridge 172 per month average and Duplicate Bridge 103 per month average)
• One of the drop in programs/activities that we began tracking in 2019 was how many cups of coffee we serve throughout the day to either those older adults that just stop in on their way out from exercising, or are on their way in to one of our programs. We serve approximately 3,160 cups per month.
• We offered a Dementia Friendly Ping Pong program.

Classes & Workshops

• We introduced the Engaging Your Mind program where we bring in locals that are knowledgeable and willing to present different topics, those have gone well with 25 participants.
• We had successful computer programs including teaching older adults how to use them, Cutting the Cable TV Cord, How to Purchase a New Computer and Online Grocery Shopping tools.

Fitness & Sports

• We had 3 senior softball teams and one senior volleyball team.
• Drop in Pickleball continues to grow and is offered 3 days a week indoors. 5 outdoor courts were added to the Inline Rink in early Fall 2019.
• Fitness highlighted senior fitness including Build Flexibility, Silver Sneakers Classic, Silver Sneakers Cardio Circuit, Silver Sneakers Cardio Fit, Silver Sneakers Yoga, Move It/Improve It, and Butts & Gutts had 7,873 visits.

• Our contracted Tai Chi Program continues to go well.

**Health & Wellness Classes**

• Foot Care had 160 appointments throughout the year.

• Walk with Ease, an Evidence Based Program through the County Area Agency on Aging had such a large amount of interest they had to split into two classes with around 15 people in each.

• We hosted the AARP Car Fit program with 22 participants.

• AARP Safe Driving Courses had 57 people throughout the year.

• We hosted the Alzheimer’s Association program, Know the 10 Signs and had 20 participants.

• Medicare Basics through the Area Agency on Aging had 100 participants in 4 sessions.

• The Medicare Open Enrollment Counselors helped 38 people enroll or change their Medicare program.

• Our financial program we offered called Get Your Ducks in a Row had 32 people.

• The Last Will and Embezzlement program had 8 people.

• Concepts in Tinnitus & Hearing Healthcare had 40 people.

• Healthy Living for Your Brain and Body had 5.

• Healthy Brain Program had 20.

• Understanding Alzheimer’s & Dementia had 14.

• Bullying Amongst Seniors had 26.

• Falls Prevention Week
  
  o Get Up Get Up – led by an OT – 9
  o Marijuana and Falls – facilitated by UC Health - 28
  o Nutrition and Bone Health – 45
  o Preventing Falls During Icy And Winter Conditions -40

**Resources**

• Began two new drop in programs: Blood Pressure Screenings (61 people) and Hearing Aid Checks.

• The Loving Hands Craft Group made a large donation to Boulder Safehouse.

• About 300 people used the loan closet.

• 35 local seniors were assisted with snow shoveling.

• The county volunteer for Property Taxes collected from 118 people.

• 159 people registered for the 6 Blood Drives hosted throughout the year.

• 300 other referrals made throughout the year including: housing, transportation, volunteerism, legal, financial assistance, employment, etc.

• AARP Tax Aid Program had 300 appointments.

**Senior Program Platinum Members**

• 303 seniors had Platinum Memberships in 2019
Silver Sneakers

- 392 new memberships were processed in 2019
- 72,343 visits

Facility Statistics

- 47,243 active members
- 6,629 memberships purchased
- 20,532 membership renewals
- Increase in attendance of 65% over 2018
- Members committing to auto debit payment increased from 581 to 670 per month
- Total resident usage was 80%, non resident 20%
- Total center visits was 408,721, with 45% from annual members
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

7 Energy Credit added to Dashboard 2019 Quarter 3, Insurance Recovery added Q4
### Other Operating Expenditures

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<th>2019 YTD</th>
<th>2019 Projection</th>
<th>2019 Budget</th>
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<td>Capital Outlay</td>
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*** 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.

### Transfers In

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<th>2019 YTD</th>
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<th>2019 Budget***</th>
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<td>Xfer from General Fund</td>
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### Fund Balance Status

**Target End of Year Fund Balance**

- $1,100,998

**Estimated Reserve Balance**

- $1,141,152

**Target Reserve Allocation**

- $262,334 R&R
- $163,865 FF&E
- $674,799 15% Reserve Minimum

*15% of Operating Expenditures.*
## 2019 MASTER ANNUAL DASHBOARD

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<tr>
<th>Playable Days</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>Q1 Actual</th>
<th>Q1 Budget</th>
<th>Q2 Actual</th>
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### Revenue

- **Daily Rental**: $10,694, $12,790
- **Green Fees**: $865,694, $982,713
- **Golf Cart Fees**: $219,795, $249,632
- **Golf Club Repair**: $10,599, $6,718
- **Golf Lessons**: $68,037, $45,807
- **Handicap fees**: $6,674, $5,221
- **Pro Shop retail sales**: $108,697, $105,145
- **Range Fees**: $111,124, $125,612
- ***Annual pass revenue**: $176,759, $199,834
- **Sweet Spot lease F&B sales**: $33,488
- **Sweet Spot utilities**: $- $-
- **Insurance Recovery**: $44,661
- **4th of July Reimbursement**: $8,000
- **Interest earnings**: $7,725
- **Miscellaneous**: $5,794

**Total revenue**: $1,677,742, $1,733,472

**Total revenue per round**: $57.89, $61.76

**Revenue per playable day**: $7,803.45, $6,396.57

### Expenditures

- **Course maintenance**: $660,499, $900,370
- **Golf Operations**: $732,274, $706,949
- **Clubhouse**: $92,982, $89,990
- **Marketing**: $115,032, $111,130

**Total expenditures**: $1,600,786, $1,808,439

**Expense per round**: $55.24, $64.46

**NET INCOME (Rev - Exp)**

- **Q1**: $76,956, $117,268
- **Q2**: $123,026, $92,640

**NET INCOME per round**: $2.66, $(2.67)

**gross profit (loss) per round**: $2.66, $(2.67)

**What does it cost to produce a round?**

- **Golf course maintenance + golf ops labor/18 hole equivalent**: $38.13/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.